
Report To:	Policy & Resources Committee	Date:	19 November 2013
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No:	FIN/93/13/JB/RS
Contact Officer:	Robert Stoakes	Contact No:	01475 712765
Subject:	Modernisation Programme Update November 2013		

1.0 PURPOSE

- 1.1 The purpose of this report is to update members on the status of the projects involved in the Council's ongoing Modernisation Programme.

2.0 SUMMARY

- 2.1 The Council's Modernisation Programme consists of:-
- Office Rationalisation
 - Electronic Document Records Management System (EDRMS) Implementation
 - Customer Service/Self Service Developments
 - Mobile, Flexible and Home Working
 - The ICT Collaboration Project
- 2.2 Office Rationalisation work is progressing well, with a number of major projects (Central Library Offices, Port Glasgow Hub Office, Wallace Place and Greenock Municipal Buildings) already under way and others planned for the near future.
- 2.3 The new EDRM solution is now live in Revenues, Benefits and Customer Services, with further work now underway in CHCP, Planning and Educational Psychology. A tender for back scanning and disposal of paper records in CHCP is to be issued in November, with the planned contract award in January 2014.
- 2.4 A Channel Shift Working Group has been set up, consisting of representatives from all major areas of the Council, to identify requirements in relation to self-service and improved digital access to Council services. These developments will offer self-service, reporting and on-line payment facilities and reduce internal transaction costs.
- 2.5 One of the most important areas for the Council's Modernisation Programme is the establishment of flexible working to allow employees to work from almost any location where an Internet connection is available. This initiative has been successfully trialled and is being rolled out to other services.
- 2.6 The Modernisation CIG has approved funds for flexible working in two CHCP services (Children & Families and Welfare Rights) plus two 24 month temporary posts (one for Customer Services and one for ICT) to assist with the Customer Services and Self-Service project.
- 2.7 The ICT Collaboration Project is moving to the next phase. Castlerigg will facilitate initial workshops, involving key service and ICT staff who will have responsibility for taking forward this work. Inverclyde has opted out of the Health and Social Care integration and agile working opportunities. By January 2014, there will be delivery plans in place for approval by the Strategic Board, prior to submission to the respective Councils.
- 2.8 There is currently no plan to create a shared ICT service, but instead look at where the Councils can collectively pool resources to modernise and improve, particularly where the current capacity and skills amongst ICT teams are limited.

-
- 2.9 A requirement of achieving PSN (formerly GSX) compliance is that a far greater number of employees require Basic Disclosure checks. A policy in this regard is attached as Appendix 2.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the current position of the projects that form the overall Modernisation Programme for the Council.
- 3.2 That the Committee note the funds allocated by the Modernisation CIG as set out in paragraph 2.6 and delegate to the CIG the allocation of the Modernisation Funds on the basis of the business case.
- 3.3 That the Committee note the Checks for Public Services Network Policy attached at Appendix 2.
- 3.4 That the Committee agree that reports on Modernisation progress are submitted to every alternative Committee as a minimum.

Alan Puckrin
Acting Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 The Council's Modernisation Programme is made up of a number of interdependent projects. These support the Council's Office Rationalisation Plan by reducing office space requirements, introducing more flexible working methods and improving overall service delivery and customer service levels.
- 4.2 The remit of the Modernisation Corporate Improvement Group (CIG) chaired by the Corporate Director, Environment, Regeneration and Resources is to:-
- identify and agree suitable modernisation proposals and allocate funding,
 - co-ordinate and monitor progress with these projects, to meet relevant target dates and
 - ensure that interdependencies between projects are identified and managed, all within the allocated budgets.
- 4.3 Following a change to the corporate management structure, the Modernisation CIG is now chaired by Alan Puckrin, Acting Corporate Director, Environment, Regeneration & Resources and is composed of the following officers:-

Brian Moore	Corporate Director Inverclyde CHCP
Jan Buchanan	Head of Finance
Alasdair Moore	Head of Organisational Development, H R and Communications
Robert Stoakes	Transitional Head of ICT
Fiona Borthwick	Revenues and Customer Services Manager

- 4.4 The major projects that fall within the remit of the Modernisation CIG are:-
- Office Rationalisation
 - Electronic Document Records Management System (EDRMS)
 - Civica Implementation
 - Back Scanning
 - Customer Service /Self Service/Channel Shift Developments
 - Mobile, Flexible and Home Working
 - The ICT Collaboration Project - this joint initiative with Renfrewshire and East Renfrewshire has started and also falls within the remit of the Modernisation CIG.

It is important to note that, although work is split into a number of areas, there are linkages between these and that each does not sit in isolation of the others.

5.0 PROGRESS

5.1 *Office Rationalisation*

Work is progressing well, with a number of major projects already under way and others planned for the near future.

Central Library Offices

This building will provide accommodation for CHCP Staff and will act as the Headquarters for the CHCP, with other staff being based in Crown House, Cathcart Centre and The Port Glasgow Hub office. The project commenced on site in August and is due to complete in August 2014 and this will allow the vacation of Kirn House, Dalrymple House and the leased premises at 99 Dalrymple Street.

The building requires a more appropriate name and Corporate Communications are currently undertaking consultation to identify suitable names which will be brought back to Committee for a final decision.

Wallace Place

This building will house the Central Library on the Ground Floor, with offices on the first Floor for Education Services, Inclusive Education, Culture & Corporate Policy and Environmental & Commercial Services. Environmental & Commercial Services will also have offices at the Ingleston Municipal Recycling Facility. The Project, which is being managed under the Business Premises Renovation Allowance (BPRA) Scheme commenced on site in August and is due to complete in June 2014. This will allow the Education HQ building to be vacated for refurbishment.

Port Glasgow Hub Office

This building (the former Peacocks Store) will house CHCP staff on the ground floor and a Corporate Training Centre on the first floor. This will incorporate the current CHCP Training Facility in Gourock Municipal Buildings. There will also be a Customer Centre desk for general customer enquiries. The Project, which is being managed under the Business Premises Renovation Allowance (BPRA) Scheme commenced on site in August and is due to complete in June 2014. This will allow vacation of the Newark House Office and Gourock Municipal Buildings.

Greenock Municipal Buildings

Greenock Municipal Buildings is the Main Council Office and much work has been carried out which has established the new Customer Service Centre, refurbished offices on the second floor (to allow Planning to relocate from Cathcart House) and the refurbishment of the former Banking Hall to provide offices for Revenues and Benefits and enable the reorganisation of Finance Service offices.

The final phase of major alterations is to redevelop the former District Court offices which are currently derelict and refurbish the District Court itself to provide a marriage suite. This work is currently at an early stage of design and is planned to be on site late summer 2014. This will provide offices for Property Services who are currently based in the former Strone Social Work Office. Proposals will be finalised following discussions with Historic Scotland and a more detailed report will be submitted to a future meeting of the Committee. There is still funding within the current programme to carry out the District Court and District Court Offices refurbishment, but this will take up the remaining budget.

While this will complete the office rationalisation work, Greenock Municipal Buildings is still in need of significant major maintenance works, most notably an extensive programme of replacement windows, replacement of the carriageway canopy roof and work to other roofs.

The full extent of works will be established by the condition survey to be carried out as part of the 2014 Asset Management Plan.

5.2 *Electronic Document Records Management System*

The Council procured Civica W2 to replace the existing Opentext solution; the contract for which expired in June 2013. EDRMS, which incorporates workflow and records management, is an integral part of the overall modernisation agenda, as it is a prerequisite for many of the other modernisation projects. For example, by digitising paper files and allowing electronic access to these, office storage space is minimised and staff can more easily work from flexible locations, whilst still having access to these records across the Council's network.

Once rolled out to Council services, the new EDRMS will deliver:-

- Remote access to documents to enable flexible and mobile working
- The ability to share documents across services and with the public and external agencies
- Reduced requirement for office accommodation space to store files.

-
- Better compliance with legislation around the management of and public access to information
 - Workflow to improve business processes
 - Reduced risk to the Council by not holding large quantities of citizen information in paper file format which could be lost in the event of a disaster such as fire or flood.
 - Improved information security e.g. compliance with the Council's records retention policy.

5.3 *EDRMS: Civica Implementation*

- Revenues and Benefits/Customer Service Centre
The project's primary objective was to transfer Revenues and Benefits and Customer Services to the Civica product, as the contract for the previous system, Opentext RKYV, had expired. The new software and processes went 'live' on 1st October. This was later than the original planned date, as a number of data-related issues surfaced late in the user acceptance test phase. The supplier encountered some difficulty in resolving these, but eventually the major issues were resolved to the satisfaction of the service. The project remit was a 'like for like' migration, but the nature of the new software has allowed a number of improvements to be implemented, to the benefit of the service.

Although the new software is implemented and live, some further integration work is scheduled and that work will progress over the next few months. This includes further agreed integration with email and eForms, Lagan integration and a formal end of project report.

5.4 Alongside the above work, other services are being progressed, as agreed by the Modernisation CIG.

- CHCP
The creation of the CHCP headquarters in The old Central Library building is predicated on an overall ratio of 7 desks for every 10 staff, zoned office accommodation and minimal physical filing capacity. In order to meet these objectives, some employees require flexible working capability.

In order to support the office space requirements and flexible working, Civica EDRMS system requires to be implemented in the CHCP HQ. In addition, existing paper records require a combination of back scanning and physical storage. A business case was agreed at the Modernisation CIG for this and work is ongoing, focussed on a move-in date of August 2014.

- Educational Psychology Service
The Educational Psychologists have been working flexibly, with electronic client records stored in Opentext, since early 2013. The next stage for the service is to migrate to the Civica solution and this work is anticipated to be complete by end January 2014.
- Planning and Building Control
The Project Team are in discussion with the service regarding a business case for the migration to the Civica solution from the existing iDox product. Documents are already stored electronically in iDox and the purpose of this migration is to move away from the centrally-supplied iDox solution, support for which ceases in 2014.

Other services such as Education, OD/HR etc will be subject to separate cases in due course, once the work associated with the current plans allows.

5.5 *EDRMS: Back Scanning*

In parallel with the roll out of EDRMS, it will be necessary to back scan paper records in some cases, depending on service requirements and costs involved. In conjunction with Corporate Procurement, a tender for this work will be issued in November, with the award of contract scheduled for January 2014.

Back scanning of paper records will also ensure the Council manages its records consistently and in compliance with its records retention policy, DPA and FOI(S)A.

5.6 *Customer Service /Self-Service/Channel Shift Developments*

The Council's Customer Service and ICT Strategies both identify areas of work related to improving citizen access to Council services. This work ranges from redesign of the Council's web site, through to offering improved service request, self-service and on-line payment facilities. These initiatives improve access to Council services by citizens and reduce internal transaction costs.

Two 24 month temporary posts (one for CSC and one for ICT) were approved by CMT on 3 October to assist in these developments.

- 5.7 A Channel Shift Working Group has been set up, consisting of representatives from all major Council services (including CHCP, Education, Customer Services, Environment and Commercial, Corporate Communications). The group is in the process of identifying high level service requirements and representatives of the group have attended a number of supplier demonstrations in relation to self-service, improved digital access and system integration. The working group, in conjunction with ICT, now requires to refine and prioritise the identified high level requirements and then to recommend the best solutions to fulfil these. These proposals will be subject to a separate Policy and Resources Committee report in 2014.
- 5.8 As part of the ongoing development of the Council's web site, an on-line payment facility has been implemented for Council Tax, Non-Domestic Rates and Invoices. This is the first part of the development of a full on-line payments system, to be delivered as part of the self-service work. A prerequisite for the above is to ensure citizen information stored in the CRM is accurate and consistent and ICT is currently working with Kana, the CRM supplier, on this aspect.
- 5.9 It is worth noting that the areas of self-service and channel shift are closely related to web site redevelopment and can also include aspects of mobile/flexible working. An important part of the group's remit is to ensure that an integrated approach is taken, that duplication of spend is avoided and that the Council gets the most value from procured solutions.

5.10 *Flexible and Mobile Working*

One of the most important areas for the Council's Modernisation Programme is the establishment of flexible working to allow employees to work from almost any location where an Internet connection is available. This reduces office space requirements, improves staff productivity and reduces travel. EDRMS is a prerequisite for true flexible working.

- 5.11 The Educational Psychology Service has been working flexibly, with electronic client records, since early 2013. The Psychologists can access email, calendars, network folders and client information securely from any number of Council and non-Council locations. In particular, areas in schools are used as 'office' locations as required, saving time and travel and offering increased flexibility for the staff. This initiative has been successful and the solution trialled by this service is now available for other services.
- 5.12 The Modernisation CIG has approved funding to initiate flexible working with two CHCP services, in preparation for office moves to the Port Glasgow Hub (Children and Families) and out of the Scarlow Street office (Welfare Rights). ICT has worked with service staff to ascertain their information access requirements and has identified suitable equipment and software.

-
- 5.13 As part of the work of the Channel Shift Group, a number of requirements are emerging that may fall into the realm of mobile working. These requirements are closely related to some of the self-service developments and demonstrate the need for an integrated approach to the work. ICT is working with the relevant services in this respect to develop solutions that are compatible with the 'channel shift' developments.

5.14 *ICT Collaboration Project*

In June 2013, Inverclyde, along with Renfrewshire and East Renfrewshire, commissioned Castlerigg Consulting to act as a transformation partner to assist in the identification, development and implementation of opportunities to improve the efficiency and effectiveness of ICT across the three Councils. The three Councils have agreed to move the ICT collaborative work to the next phase following the completion of the high level business case developed on their behalf by Castlerigg Consulting.

- 5.15 Castlerigg have spent the initial three months engaging with stakeholders across the three Councils in order to deliver a business case for ICT collaboration. The case for collaboration document was submitted to the ICT Collaborative Strategy Board on 20th September and focused on where the three Councils were looking to use ICT to modernise or transform wider service provision in the next two years. The document was very positively received and each Council is keen to move into the delivery phase of this work where appropriate.
- 5.16 The opportunities which are now being developed into programme and/or project mandates include agile working, Health and Social Care integration, use of technology to support innovation in education, digital access to services, joint ICT procurement, joint supplier management, joint approaches to Public Sector Network (PSN) compliance and information management.
- 5.17 A series of initial workshops will be arranged in each opportunity area during early November, involving key service and ICT staff who will have responsibility in their respective Councils for taking forward this work. At this stage, Inverclyde has opted out of the health and social care integration and agile working opportunities, but will be kept informed on progress in these areas. The aim is that by January 2014 there will be clear delivery plans in place against each opportunity to be formally approved by the Strategic Board, prior to submission to the respective Councils for formal approval or otherwise.
- 5.18 The collaboration aims to take a 'customer and business driven' approach to ICT, recognising that technology is a huge enabler of delivering modern public services and gives the ability to join up service delivery around the needs of our users and citizens in Scotland. There is currently no plan to create a shared ICT service, but instead look at where we can collectively pool resources to modernise and improve, particularly where the current capacity and skills amongst ICT teams are limited.

5.19 *PSN Compliance*

The need for the Council to achieve Public Sector Network (PSN) compliance is vital for it to carry out its business. The requirements are becoming more onerous and a number of Councils have not yet achieved the required standards.

- 5.20 In 2013 the Cabinet Office confirmed that all employees who access the PSN require to undergo a Basic Disclosure check at a cost of £25. It is estimated that this impacts 1200 Council employees plus all relevant new starts.
- 5.21 The Head of Organisational Development, Human Resources & Communications has confirmed the cost of the backdated checks will be contained in the existing PVG earmarked reserve and the CMT have agreed that the ongoing cost of new starts will be met by Directorates.
- 5.22 A Policy note is attached at Appendix 2 and has been agreed by the CMT.

6.0 FINANCIAL IMPLICATIONS

6.1 One-Off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Other Comments
PVG EMR	PSN/PVG Checks	13/16	£208 k	

6.2 Appendix 1 shows the latest position of the Modernisation Funds contained in the Capital Programme/Earmarked Reserves.

6.3 Progress on spend is reported to each Policy and Resources Committee and will help fund initiatives to generate savings required for the Modernisation Workstream.

7.0 IMPLICATIONS

7.1 Human Resources: All human resources issues have been addressed in this report.

7.2 Legal: There are no legal issues.

7.3 Equality: There are no equality issues arising from these proposals.

7.4 Repopulation: The provision of efficient, accessible Customer Services will promote the Council as forward thinking and will therefore have a positive impact in attracting people to the area.

8.0 CONSULTATION

8.1 The report has been agreed by the Modernisation CIG and the Disclosure Checks for Public Services Network Policy has been agreed by the Corporate Management Team.

9.1 Appendix 1 Financial Information

Modernisation Fund

Appendix1

	1			2	3	4	6
<u>Project Name</u>	<u>Est Total Cost</u>	<u>Actual to 31/03/13</u>	<u>Approved Budget 2013/14</u>	<u>Actual to 30/09/13</u>	<u>Projection 2013/14</u>	<u>Budget 2014/15</u>	<u>Budget Future Years</u>
<u>Revenue Costs - One-off (Earmarked Reserve)</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
- Mobile Working	10	8	2	1	2	0	0
EDRMS Staffing	10	0	5	5	5	5	0
CHCP Backscanning	45	0	5	0	5	30	10
Scanners	5	0	5	0	5	0	0
Customer service development	150	0	0	0	24	75	51
Unallocated Budgets	290	0	39	0	15	0	275
	510	8	56	6	56	110	336
<u>Capital Costs</u>							
Civica Upgrade	9	0	9	6	9	0	0
EDRMS	80	52	28	21	28	0	0
Telephony System (CSC)	30	13	17	0	17	0	0
Liberata - Atlas Upgrade	9	0	9	9	9	0	0
CHCP Agile Working	22	0	22	0	22	0	0
Unallocated Budgets	382	0	32	0	0	32	350
	532	65	117	36	85	032	350
-							
TOTAL	1,042	73	173	42	141	142	686

OD, Human Resources & Communications

DISCLOSURE CHECKS FOR PUBLIC SERVICES NETWORK

Version 1

Produced by:
Human Resources
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

October 2013



INVERCLYDE COUNCIL IS AN EQUAL OPPORTUNITIES EMPLOYER

**THIS POLICY BOOKLET IS AVAILABLE ON REQUEST, IN LARGE PRINT, BRAILLE, ON
AUDIOTAPE, OR CD.**

1 INTRODUCTION

Inverclyde Council complies with the Code of Practice regarding handling, holding and destroying of Disclosure Information provided by Disclosure Scotland under Part V of the Police Act 1997 for the purpose of assessing applicants' suitability for positions of trust. As per the Disclosure Scotland Code of Practice policy.

2 BACKGROUND

Inverclyde Council are now required to follow the Baseline Personnel Security Standard to use the Public Services Network (PSN) for data and/or email. It is the minimum standard to ensure the identity and integrity of an employee who has access to official information. It involves four main elements:

- Identity Check
- Nationality and Immigration Status
- Employment history (past 3 years)
- Verification of Criminal Record (unspent convictions only)

The first three bullet points are done as part of the safer recruitment process. For the fourth bullet point we previously used a Criminal Conviction Form where the candidate disclosed any unspent convictions. To comply with PSN this has changed to independent verification of Criminal Records via Disclosure Scotland.

All eligible employees will be contacted via their manager/HR and asked to complete a basic disclosure form from Disclosure Scotland. A cover letter and guidance will be issued on how to complete the form.

A check will be made with the information from Disclosure Scotland on unspent convictions to ensure it matches the information the employee submitted at recruitment.

3 EXISTING EMPLOYEES

A programme of retrospective Basic Disclosure checks (similar to retrospective PVG checks) will be started in January 2014 and last for approximately 15 months. Employees who are GSX users will be disclosed first to comply with PSN compliance dates. All other employees who have (or will be issued with) a Corporate Login will be checked next.

Cost of £25 per disclosure will be met by the Council.

4 NEW EMPLOYEES

Recruitment & Selection procedures will be changed to ask for a Basic Disclosure check from Disclosure Scotland as a pre-employment check for all employees from January 2014 – whether the employee currently has a Corporate Login now or in the future.

Cost of £25 per disclosure will be met by the Council and re-charged to Services.

5 OTHER GROUPS

If services have students, work experience placements, Modern Apprentices etc they are required to basic disclose them prior to obtaining a Corporate Login.