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Council

REPORT TO: POLICY AND RESOURCES COMMITTEE ON 27ᵗʰ OCTOBER 2015

SUBJECT: DESIGNING BETTER SERVICES PROGRAMME - PHASE 3 (IMPLEMENTATION): PROGRAMME PROGRESS UP-DATE

BY: CORPORATE DIRECTOR (CORPORATE SERVICES)

1.   REASON FOR REPORT

1.1   The reason for this report is to formally close the DBS programme of work.

1.2   This report is submitted to Committee in terms of the following paragraphs of Section III of the Council's Scheme of Administration:
- A (2) relating to managing the finances of the Council,
- A (42) relating to the organisation and management processes of the Council; and
- A (55) relating to developing and monitoring customer access and information.

2.   RECOMMENDATIONS

2.1   **It is recommended that the Committee notes the formal closure of the DBS Programme and considers:**

(i) the arrangements in place to manage residual projects and outstanding tasks (section 5.1);
(ii) the lessons learned (section 7.2 and 7.3);and
(iii) the reported cash benefits (section 8c).

3.   SUMMARY OF THE REPORT

3.1   It has always been recognised that the scale and complexity of the Designing Better Services (DBS) transformation programme would be a significant challenge to the council. Progress has been routinely reported to this committee to keep members apprised of developments and the return on the significant amount of time and finance invested in the programme. Since March 2010 there have been 26 reports supported by 18 pre-committee

briefings. This is the last report to Policy and Resources Committee and signifies the formal closure of the DBS programme. The report is structured as follows:

- Section 4. Background and timescales.
- Section 5. Headlines of the last 5 months and transition arrangements for residual work.
- Section 6. Core Project: End of Project Report.
- Section 7. Lessons Learned.
- Section 8. This section includes the final cost and benefits profile for the programme.

4. **BACKGROUND**

4.1 DBS Phase 3 (Implementation) is the realisation of the original business case to deliver over £4M of recurring benefits by 2017. The implementation plan was last reviewed in September 2013 and amendments to timescale and associated resources were agreed by this committee on 8 October 2013 with a forecast completion date for the majority of the DBS programme of December 2015 (paragraph 12 of the Minute refers). It was accepted that some projects would endure. On 7 October 2014 the recurring financial benefits were adjusted to £3M to reflect the change in scope following the amalgamation of Education & Social Care and the impact of the forthcoming Health & Social Care integration (paragraph 9 of the Minute refers).

4.2 Twelve of the programmes eighteen strategic projects have been reported as successfully completed and, in two cases (Out-of-Elgin Office Accommodation Project & Tranche 8 (Community Care)), removed from the scope of work. The position on all aspects of the programme and the completion reports provided to this committee are summarised below.

	Project	**Report to P&R Committee**
1	**Procurement Project**	September 2011
2	**Transport Vehicles & Plant Project**	May 2012
	Community Care Redesign Project:	
3	Management Structure	July 2012
4	Reablement	April 2013
5	Day Care Services Review	April 2013
6	HomeCare Scheduling System	*Project on going*
	Property Project:	
7	Annexe Building	October 2013
8	Out-of-Elgin Office Accommodation (removed)	October 2013
9	HQ Refurbishment	August 2014
	Core Project:	October 2015
10	Tranche 1 (ICT Readiness)	-
11	Tranche 2 (Housing & Property Services)	January 2013
12	Tranche 3 & 4 (Direct Services)	April 2014
13	Tranche 5 (Development Services)	October 2014
14	Tranche 6 (Corporate Services & Chief Execs)	April 2015

15	Tranche 7 (Education & Social Care)	Project on going
16	Tranche 8 (Health & Social Care) (Removed)	April 2014
17	Employee Portal	Project on going
18	Data Capture Devices:	
	- Environmental Protection	April 2015
	- Environmental Health	Project on going

4.2 The programme is 91% complete. A total of 7 projects will continue post programme closure and these are listed below. Six of the projects are constituents of the Core Project. Three projects, attributed to Tranche 6, are opportunities identified during the tranche with governance now delegated to the Service SMT. The remainder are now standalone projects reporting direct to CMT through corporate directors. A closure plan for the DBS Programme was agreed by this Committee in May 2015. The last Programme Board is timetabled for October 2015 with the programme concluding with this report to Policy and Resources Committee.

	Scope	Source	Residual Projects	Forecast Completion Date
1	Service	Community Care Redesign Project	HomeCare Scheduling System	Nov 2015
2	Council	Core Project	Employee Portal (Phase 2)	Nov 2015
3	Service	Tranche 6 – Core Project	Digitalisation of Lair Books	Dec 2015
4	Service	Tranche 6 – Core Project	Revenues/Customer Services Merger	Jan 2016
5	Service	Core Project	Tranche 7 Implementation	Jul 2016
6	Council	Tranche 6 – Core Project	Print Services (Multi Functional Device (MFD) Contract)	Dec 2016
7	Council	Core Project	Electronic Data and Records Management System (EDRMS)	Dec 2017

5. PROGRAMME HEADLINES: MAY 2015 TO OCTOBER 2015

5.1 The focus this period has been on closing the programme and supporting the transition of the residual projects from programme control to standalone governance. The transition arrangements approved by the final Core Project Board are at **Appendix 1**.

5.2 The transfer of Tranche 7 (Education & Social Care) implementation responsibilities to the service was hampered by the availability of key service personnel. In August the Core Project Board agreed the transfer following approval of an appropriately resourced plan. Accountability for delivering the changes and £130K cash efficiencies has passed to the Education & Social Care SMT and operational responsibility to Head of Service – Lifelong Learning & Culture. A DBS analyst will support the implementation until December 2015.

5.3   There has been good progress with the HomeCare Scheduling and Employee Portal projects. The availability of specialist council staff to test and approve key functionality has delayed progress, however respective project managers are now working with service staff to roll out the product and transfer the support arrangements to appropriate council teams. Both projects are scheduled to finish in November 2015.

6.   CORE PROJECT – END OF PROJECT REPORT

6.1   A formal closing report is produced at the end of each major milestone of the DBS programme. The aim of those reports is to provide assurance, review progress against the business case, reassess viability and inform future developments.

6.2   The Executive Summary of the Core Project is attached as **Appendix 2**. The complete report is available in the Members' Portal. The report is broken into 3 parts:

   i.   Part 1 summarises the project and what has been achieved with cross-reference to the original business case targets charting the reasons and impact of any change to the plan.
   ii. Part 2 is an assessment of the methodology and programme controls, including roles and responsibilities.
   iii. Part 3 of the report highlights the lessons to be applied to future work.

6.3   The Core Project was the largest component of the programme and the most complex. It delivered the biggest organisational and behavioural changes across the organisation and has set the foundation for further developments. The report confirms the delivery of a new operating model, new ways of working (and associated technology) and the realisation of £1.1M savings. It includes reference to the customer, staff and organisational benefits validated during the course of the project.

6.4   Notwithstanding the success, it has been a testing challenge with many lessons learned. These lessons are included in the programme review. Also highlighted are what was not achieved and the impact on timescale and benefits.

6.5   The use of technology by front line staff is less than planned. The assumptions made during the development of the original DBS business case proved to be over ambitious. In some cases the functionality was not practical (eg. social workers); activity volumes were too small to merit investment; or the regional infrastructure was unable to support "live" connectivity.

6.6   The roll out of flexible working policies and associated ICT tools enabled the rationalisation of Elgin office accommodation. The refurbished HQ created an additional 149 desk spaces and the new Annexe has 223 desk spaces. The target was 7 desks to 10 staff (70%) and the current position is 89%. This is attributable to a number of factors: the on-going delay in virtualising specific desktop applications; the design of the HQ building and existing furniture are

not ideal for hot-desking; and the adoption of the concept is not consistent across the campus. Whilst the 70% target has not been met, all the services identified for the campus have migrated successfully as planned.

7. LESSONS LEARNED

7.1 At key milestones throughout the programme, project and programme staff evaluated progress and performance in order to either refine the process (if it was to be repeated ie. tranche by tranche) or to inform the next stage of the plan. This task was also undertaken at the end of all projects and included in the End of Project Reports. The learning points are also being used to inform the corporate approach to project and programme management going forward.

7.2 There were many positives reported during the course of the DBS programme. These are summarised below:

- Standardised Approach. A framework was developed to guide all those involved with the programme. There was a generic approach to the management of component projects, governance, communication, change management and benefit realisation, all of which ensured consistency and shared understanding.

- Governance. The ownership of the programme by senior officers, in particular CMT as the Programme Board and the heads of service who were project Senior Responsible Officers (SRO) or those who led changes within each tranche.

- Engagement. The development of the DBS Vision and Business Case was a significant 18-month investment with input from over 200 council staff. Involvement ranged from completing questionnaires, attending workshops, membership of working groups or project teams. The aim was always to involve as many staff as possible in order to promote awareness and ownership.

- Communication. In concert with engagement, it was important that the right messages were communicated at the right time to the right people. Dedicate communication staff ensured the timely flow of information in order to keep staff informed and the programme's profile positive.

- Dedicated Resources. The council recognised the value of the programme and invested from the outset. The early involvement of key specialist Finance, HR and ICT officers together with a small team of seconded staff was crucial to establishing momentum and the development of a credible business case. Thereafter, they were heavily involved supporting SRO's drive forward the changes aligned to their respective projects.

- Programme Management Office (PMO). The PMO is the glue that binds the programme's component projects together. All End of Project reports

have cited the PMO as being appreciated and adding value. The PMO's role is varied. It owns the programme plan and provides support and guidance to all project managers. The PMO is also crucial to performance reporting, compliance and risk management.

7.3   There are also some aspects of the programme that did not go as planned. These were reported during the course of the programme, with the majority addressed as the programme progressed. These are summarised below:

- Trial & Test of Technology. The understanding of the technology and associated software was not sufficiently developed before the programme moved into implementation. The concepts were fully understood but the configuration and roll out were not. As a consequence, trial and testing was carried over and this led to delays.

- Transition from Project to Business as Usual. The transfer of operational control from project to Service presented challenges. In particular, when service responsibilities were transferred to a corporate function (eg. management of campus offices). It is important that the future structure and methods of working are fully understood before the project commences.

- Resource Planning. The scale of the Core and the SharePoint (EDRMS) projects were significantly under estimated. The recruitment of additional staff and specialist training added to the cost and timescale.

- Assumptions. The DBS business case was predicated on a number of assumptions. These assumptions were validated as the programme progressed into the aligned Service area. It transpired that a significant number of the assumptions were either over-estimated or had changed because of budget pressures or legislation.

8.   SUMMARY OF IMPLICATIONS

(a)   Moray 2023 A Plan for the Future/ Service Plan

The DBS transition of services into the new ways of working (Core Programme) informed service improvement plans.

(b)   Policy and Legal

The DBS programme changes will reinforce compliance and improve performance.

(c)   Financial Implications

The graph below shows the cost / cash benefit position. The figures used are those at **Appendix 3**, an extract from the Final Benefit Realisation Report to the Programme Board on 27th September 2015.
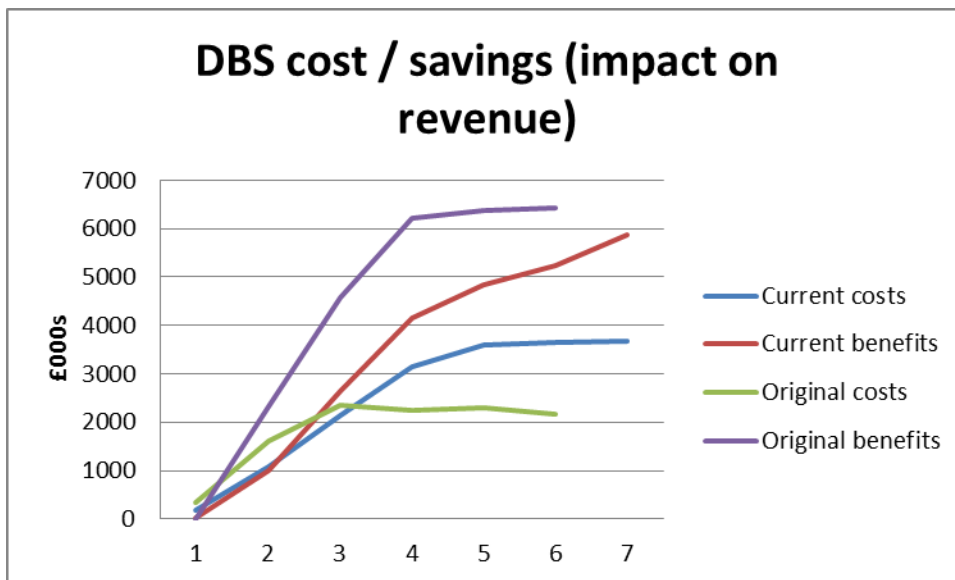
Overall the net cumulative saving as at 31st March 2015 is £10.426M. This is £65K above the target figure. The recurring savings figure is expected to be £2.946M pa when the remaining projects finish. The report at **Appendix 3** breakdown the above table and explains the cost and benefit differential by component project.

Councillors were recently provided with a summary of the total budget reductions implemented by the council over the last five years. The summary identifies a recurring annual reduction in costs of £24 million and of this amount around £14 million is directly attributable to reductions in services. The balance of £10 million is a combination of efficiencies, increases in charges and other changes to services. It is reasonable to conclude from this that the council has become more focussed on identifying and implementing more efficient ways of working and it is considered that the commitment by the council to the DBS programme has significantly contributed towards this.

(d)   Risk Implications

The programme risk register has been closed and residual risks transferred to the managers responsible for the outstanding projects.

(e)   Staffing Implications

The DBS business case assumes a total reduction in staff numbers through the transfer of tasks and establishment of new ways of working.

(f)   Property

The impact of the DBS programme on the Elgin property portfolio will now be reported through Property Services.

(g)   Equalities

Equalities assessments for each element of the DBS programme were completed during Phase 2 (Design). There are no equalities issues contained in this report.

(h)   Consultations

The Corporate Management Team (Programme Board), Senior Responsible Owners (SRO), Project Managers and the DBS aligned Principal Accountant have been involved in the compilation of this report. Comments have been incorporated and there is agreement with the content.

9.   CONCLUSION

9.1   This report brings the DBS programme to completion. The residual projects are sufficiently advanced that completion and benefit realisation can be devolved to service managers and managed outwith a programme environment; accountability remains with corporate directors.

9.2   The DBS programme represents a considerable and sustained council investment drawing upon resources from across the organisation. It has been a challenge and a successful experience. The programme has delivered significant organisational changes, £10M net efficiency savings and established and embedded a programme/project management culture capable of driving forward future changes.

9.3   The council is considerably different from when the small DBS team was created in March 2008. The council is more customer-focused and this continues with the on-going Digital Services Project. The council has established new ways of working, rolled out new technologies and new office accommodation in Elgin. The recurring efficiency savings are forecast as £2.9M pa.

Author of Report: David Morris, Senior Programme Manager - 3801

Background Papers: Held by author (DBS SharePoint)

Ref:

Signature: _____   Date: 21 October 2015

Designation: Corporate Director (Corporate Service   Name: Mark Palmer

Appendices:

1. Transition Arrangements for Enduring Project Work: Core Project & Community Care Redesign Projects
2. The Core Project – Project Closure Report (Executive Summary)
3. Designing Better Services (DBS) Transformation Programme – Final Financial Progress Report

Transition Arrangements for Enduring Project Work - Core Project / Community Care Redesign Project

	Scope	Project	Project Manager	SRO / Governance	Detail	Completion Date
1	Service	**Revenues / Customer Services Merger**	Customer Services Manager	Head of Legal & Democratic Services / CS SMT	• £ benefits: £153K • Progress in accordance with plan. • Project separated from Core Project. Standalone governance in place since May 2015 • Project Closure Report to P&R Committee	Jan 2016
2	Service	**Digitalisation of Lair Books**	Democratic Services Manager	Head of Legal & Democratic Services / CS SMT	• £ benefits: already cashed. Small income to be derived post implementation. • Overview: 9 mth delay to implementation. Contractor issues. Awaiting revised plan. • Standalone governance with effect 15 Sept 2015	Dec 2015
3	Service	**Data Capture Devices (DCD) – Environmental Health**	DBS Programme Manager	Head of Direct Services / Project Board	• £ benefits: cashed (T5 CMP) • Overview: technical issues with end-to-end integration impacting on timescales. • Standalone governance with since Oct 2014	Jan 2016
4	Council	**Print Services (MFD)**	DBS Business Analyst	DBS Programme Manager / Project Board	• £ benefits: tbc • Progress in accordance with plan. • Standalone governance in place since June 2015.	Dec 2016
5	Service	**Tranche 7 – Implementation** 1. MCP Website 2. Transfer of School Meals / Clothing Grants 3. Sports Course Bookings 4. Admin Review	Senior Admin Officer, Education & SC	Head of Service – Lifelong Learning & Culture / E&SC SMT	• £ benefits: £130K (Admin Review) • Overview: outline implementation plan handed over to SRO & Project Manager. DBS BA support until Dec 2015 • Standalone governance since 1st Sept 2015	TBC
6	Council	**SharePoint EDRMS**	Senior Project Officer	DBS Programme Manager / Project Board	• £ benefits: nil (enabling project) • Overview: 5 work streams implementing SP2010 EDRMS across council. • Standalone governance since May 2015	Dec 2017

7	Service	**HomeCare Scheduling System**	Senior Project Officer	Head of Community Care / Project Board	• £ benefits to be validated and cashed. • Project near completion. Roll out of capability with Service managers.	Nov 2015

Assumptions:

1. Risk and issue management through agreed governance channels in accordance council policy / procedures.
2. Service Projects to be included in Service Plans - progress reporting in accordance with existing reporting cycle/process.
3. Project Closure Reports to P&R Committee: Revenues & Customer Services Merger Project; SharePoint EDRMS Projects – timetable in accordance with project plan.
4. All projects will conclude with an End-of-Project Report - to be signed-off in accordance with agreed governance arrangements

The Core Project – Project Closure Report
Executive Summary

The aims of the Core Project are to:

- Deliver a new operating model;
- Deliver new ways of working;
- Deliver recurring efficiency savings of £2.4M.

Benefits Achieved:

Customer Benefits
- A Customer Services function that spans all council business delivering greatly improved access and service:

  - A fully functioning and **technology enabled telephone Contact Centre** handling over 12400 calls a month with quick response, standardised approach to enquiries and one-stop shop solution in most cases.

  - A more **comprehensive and intuitive web site** with improved facilities for on-line applications and form downloads. 3500 e-mails per month.

  - **Technology enabled Access Points** within the Annexe (Elgin) and in Buckie, Keith and Forres allowing more single point of contact responses and givinging customers the ability to self-serve or directly call the Contact Centre (7150 per month).

- A **more responsive and quicker service with council DLO** and inspection staff able to stream data to handheld devices in order to schedule work/complete tasks in the field.
- **Improved access** and cheaper license application process.
  - The disposal of ICT system (Glamis) for administering licensing applications with the cost savings from this being passed back to licence holders.
  - All licences are also now administered by Legal Services as opposed to a combination of Legal Services and Environmental Health – single point of contact.

Staff Benefits
- **Flexible working**. Widespread move to policy and technology enabled flexible working. Ability to work from home or in accordance with a range of working patterns that suit both employees and the council.

- **Improved effectiveness**. Much wider use of technology, especially in relation to data capture in the field.

- Legal services staff benefit from new technology due to the digital dictation system.

- Registrars no longer enter event details in multiple registers and the risk in working with old and deteriorating documents has been removed.

- **Focus on Core Business**:
  - Professional record retrieval service managed by Customer Services.
  - The ERDMS SharePoint system has made document management and record sharing easier for staff.

- Development Services plans are scanned and staff can access documents electronically.
- Service staff have reduced customer contact, especially initial customer contact, allowing them to focus on their core business

Council Benefits.
- **Reduced Overheads**. Less people; tasks now completed by appropriately graded staff.

- **Business Intelligence**. Better customer information to assess performance and inform service improvements.

- **Reputation.** Better services provided to customers across all channels and ability to do more on line.

- **Risk Mitigation**. Long outstanding risk removed over registrars working with old and deteriorating documents; and records/information management legislation.

- **Culture Busting**. Enabling the organisation to work in a more holistic and efficient way.

- **Upskilling**. Establishing a programme / project management ethos and recognising the need to manage change.

Financial Efficiencies:

The Core Project has delivered savings of £1.1M to the overall DBS programme. In addition, a further £150-£160k will be realised on completion of the Customer Services/Revenues merger and a further £135K following a review of administration in Education & Social Care. **A forecast recurring saving of £1.4M.**

The benefits have been achieved by redesigning processes, changing working practices, introducing more technology and eliminating wasteful practices. The figure achieved would have been higher had all 8 tranches been completed as originally planned.

The original Core Project target was £2.4M; however the removal of Tranche 8 and the subsequent redesign of Education & Social Care (out with the DBS programme) reduced the figure to £1.4M

Core Project	Gross Benefit	Costs	Net Benefit
All tranches	£1.937M	£836K	£1.101M

Good Practice: Good practice identified during the project:

✓ Service Ownership. All Heads of Service were supportive of the project and led the business change process.

✓ Project Management. The project methodology (OGC), programme management office (PMO) and governance arrangements established March 2010 ensured progress, risks, financial statements etc. were visible and allowed close monitoring of performance.

✓ Service and ICT Engagement (Implementation). Involving Service Staff and also ICT at early stages in the project were good practices which evolved as the project developed.

✓ Business Change Management. Adapting the Business Analyst role to provide continuity between design and implementation activities proved to be good practice during the latter part of the project.

✓ Benefit Realisation (BR) – Cash Saving The management of cash benefits by an aligned accountant.

Lessons Learned: Lessons learned from the overall project:

- Project Management Methodology. Considerable time spent establishing a programme methodology, PMO, templates and tools. A standard methodology applied across the council (concept to completion) should provide improved risk management and business data.

- Project Manager & Business Analyst Roles. It was evident from Tranche 2 onwards that a dedicated project manager and lead business analysts were needed for a project of this size and complexity.

- Importance of Trialing and Testing Products. Aligned to the project management discipline (identified above) - the failure to fully trial and test technology and methodology (Tranche 1 output) put pressure on subsequent tranches and delayed implementation.

- Value Assessment and Project Exit. Some aspects of the Core Project business case were predicated on high volume activities and/or quick implementation. However, in some cases volumes/metrics changed during the course of the project or implementation took longer than planned. This resulted in questionable value (ROI). There needs to be a corporate exit strategy for projects with diminishing returns.

- Change Management Process. The amalgamation of small bits of efficiency into FTE to be released through a Change Management Plan (CMP) relies on all aspects of the design solution being implemented. A change to design, or delays in implementation put undue pressure on the receiving organisation whose structure is predicated on a new process or technology. The timing of the BR process must align with the implementation plan.

- ICT Involvement in Design. The need to involve ICT representatives as early as possible in the redesign process in order to establish the art of the possible. Early on expectations were dashed by infrastructure issues out with council control.

Not delivered:
- Tranche 3/4: Lands & Parks - Transfer of calls to Customer Services
- Tranche 5: Building Standards Officers – Data Capture Devices.
- Tranche 6: Revenues staff – Data Capture Devices
- Tranche 7 and 8 Social Workers – Data Capture Devices
- Tranche 8 Community Care- transfer to new operating model and adoption of new ways of working.
- Flexible Working: The desk utilisation target of 10 staff to 7 desks 970%) has not been fully met.

Outstanding Risks:
- Making Changes Stick. It is good practice to conduct post implementation reviews within the next 6-12 months. These ensure the organisation remains true to the design.

- <u>Management of ICT Systems</u> The new operating model now links core ICT systems with Service administered systems. There now needs to be greater control of the linked systems in order to maintain integrity and functionality.

- <u>Management of Residual Projects</u>. Approximately £280K of cash benefits attributable to projects that will not complete until mid-2016.

**DESIGNING BETTER SERVICES (DBS) TRANSFORMATION PROGRAMME
FINAL FINANCIAL PROGRESS REPORT**

Programme Board 27 September 2015

1   Revenue Budget - summary of benefits realised

1.1   Cumulative revenue costs and savings to the end of March 2015 are summarised in the table below. The cost of implementing the DBS Programme or the revenue costs associated with capital investment are not included.

Theme	Cumulative Target to 31/03/15 £000s	Cumulative Actual to 31/03/15 £000s
Procurement		
Savings		
Staff	756	756
Contracts	5,494	5,565
Costs		
Staff	(667)	(657)
Supplies & Services	(14)	(14)
Core Programme		
Savings		
Staff	6,897	6,975
Subcontractors	756	710
Costs		
Staff	(3,666)	(3,606)
Supplies & Services	(345)	(263)
Office Accommodation		
Savings		
Property Costs	657	631
Costs		
Staff	(74)	(73)
Property Costs	(775)	(742)
Closed record store	(36)	(38)
Decants	(74)	(74)
Transport		
Savings		
Staff	47	47
Sub contractors	46	48
Mileage	1,809	1,809
Vehicle costs	508	363
Costs		
Staff	(55)	(64)
Fuel and maintenance	(790)	(832)

Theme	Cumulative Target to 31/03/15 £000s	Cumulative Actual to 31/03/15 £000s
Community Care		
Savings		
Staff	289	316
Homecare scheduling system	109	29
Costs		
Staff	(341)	(343)
Homecare scheduling system	(170)	(117)
Total Net Savings / (Costs)	10,361	10,426

1.2   Overall net cumulative savings to 31 March 2015 are £65,000 above target savings. Variances on individual themes are discussed below.

2   Progress by Themes

2.1   The Procurement theme is complete. There are small savings on second and third generation contracts. The cumulative effect of these is a further £71,000 savings posted in 2014/15. The largest saving arises from a rebate on the Xerox contract (£48,000).

2.2   The Core programme shows net cumulative savings of £3,816,000, £174,000 above target to date. Staff savings are £78,000 above target. The additional savings relate to Tranche 6, as reported in the close-down report. Staff costs are £60,000 below target, due to vacancies and appointments not at top of scale.

2.3   The Office Accommodation theme shows net cumulative costs marginally under target to date. Energy costs have fallen, and this is the main reason for movement.

2.4   The Transport theme is complete, with cumulative net savings of £234,000 below target to date. £145,000 arises from savings from vehicle utilisations being less than targeted.   Maintenance costs are £42,000 above budget. In part this is due to damage done to pool cars during the severe weather earlier in the year. Pool cars are also being kept longer than originally planned and this impacts on the cost of maintenance.

2.5   The Community Care theme shows cost of Homecare rescheduling £53,000 above budget to date and savings £80,000 below target. The timescales for this project have slipped. Additional staff costs for processing timesheets are being absorbed into the Homecare budget – these costs are in addition to those reported here.

3   Capital

3.1   Capital receipts of £119,000 were projected from the sale of 27 Greyfriars Street. £130,000 was received in June 2014.

3.2   The table below gives a summary of capital investment in the Programme to the end of March 2015.

Theme	Cumulative Target to 31/03/15 £000s	Cumulative Actual to 31/03/15 £000s
Procurement	-	-
Core Programme		
CRM system	613	558
Mobile ICT	321	385
Flexible working	879	951
DM	262	211
Property		
Annexe	7,473	7,473
HQ reconfiguration	691	691
Other buildings	351	354
Transport		
Touch screens	11	11
Pool cars	916	916
Community Care	58	58
Total Expenditure	11,575	11,608

3.2   Capital expenditure is £33,000 above the budgeted profile of profile of spend. This relates to mobile devices approved for Tranche 7.

4 Programme profile

4.1 The latest version of the programme profile is below.

Programme cost / savings profile £000s		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
	Oct 2009- April 2010	2010/2011	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Revenue Costs									
Staff	88	736	1,252	1,655	1,939	1,873	1,925	1,787	1,711
Premises		0	89	260	260	243	257	241	241
Supplies & Services	9	12	56	84	138	237	92	53	53
Transport		12	96	220	231	273	390	390	390
Loans payments	90	324	640	915	1,024	1,074	1,038	927	790
Total	187	1,083	2,132	3,134	3,592	3,700	3,702	3,398	3,185
Savings									
Staff	(5)	(308)	(1,246)	(1,834)	(2,230)	(2,553)	(2,768)	(2,942)	(2,942)
Premises		0	(20)	(81)	(236)	(293)	(608)	(617)	(617)
Supplies & Services	(8)	(633)	(945)	(1,013)	(1,060)	(1,139)	(1,154)	(1,154)	(1,154)
Transport	0	(41)	(286)	(615)	(615)	(615)	(615)	(615)	(615)
Third party payments	0	(27)	(135)	(453)	(458)	(460)	(460)	(460)	(460)
Reduction in loans payments	0	0	0	0	0	(22)	(55)	(55)	(55)
Avoided spend				(160)	(247)	(160)	(202)	(289)	(289)
Total	(13)	(1,009)	(2,632)	(4,156)	(4,847)	(5,243)	(5,861)	(6,131)	(6,131)
Annual cost / (savings)	175	75	(499)	(1,023)	(1,255)	(1,543)	(2,159)	(2,733)	(2,946)
Capital									
Capital expenditure	3,168	1,659	4,749	1,236	563	235	263	442	0
Capital Receipts	0	0	0	0	0	(325)	(490)	0	0
Net capital expenditure / (income)	3,168	1,659	4,749	1,236	563	(90)	(227)	442	0