

Report

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| Report to: | Performance and Review Scrutiny Forum |
| Date of Meeting: | 26 October 2010 |
| Report by: | Executive Director (Finance and Information Technology Resources) |

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| Subject: | National Diagnostic – ICT Services |
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on work undertaken in relation to the National Diagnostic Project – ICT Services, and make recommendations for the future delivery of the IT function across the Council

2. Recommendation(s)

2.1. The Forum is asked to approve the following recommendation(s):-

- (1) that ICT Services remains a centralised function;
- (2) that the proposed reduction in IT Services of 40 FTE over the period 2010/11 to 2013/14, and the associated constraints/risks be considered for approval;
- (3) the budget reduction associated with the staffing reduction is £1,628,000 over the three year period;
- (4) the balance of the efficiencies required to meet the target is £1,323,000 and this will be delivered by a combination of income and non-staff savings over the three year period;
- (5) that ICT Services continue to explore opportunities to drive further efficiency savings across the Council; and
- (6) that a further review of ICT services be undertaken in 2012/13 when the future shape of the Council and its services are clearer.

3. Background

3.1. National and IT Diagnostic

3.1.1. In April 2008, KPMG working with an in house team that comprised an officer from each Resource was charged with identifying areas where there was potential for efficiencies using a value chain analysis technique.

3.1.2. The numbers involved for IT delivery as reported were 121.4 FTE of which 110.4¹ were in IT Services.

3.1.3. The information collected indicated that there were no issues around ICT in relation to the numbers involved but identified a project that was contained within the 10 priority projects – 'Maximising the use of ICT.'

3.1.4. The outline for this diagnostic was:

¹ The FTE of 110.4 ICT staff identified via the original Diagnostic was based on the value chain analysis of the ICT Service. The establishment for ICT Services is 160 FTE and this includes Support Services, Switchboard, Help Centre and Smart Card Administration.

'Review of functionality, to ensure it is fully developed and that existing systems are considered before procuring new systems. By utilising what systems the Council has to their fullest capacity the council could reduce licence and support costs, enhance existing skills and create a more joined up approach to delivery with potential to share systems out with the boundaries of the Council.'

3.1.5. A 'terms of reference' was prepared for the ICT Diagnostic meeting the outline objective at 3.1.3 and was approved by CMT in March 2009. Regular highlight reports were presented to CMT as per the Diagnostic Framework.

3.2. Efficiency Agenda and Financial Strategy

3.2.1. In September 2009, in light of the worsening financial situation, a material change to the terms of reference for the IT Diagnostic was effected. The revised objective, based on the Management Diagnostic and the emerging financial pressures, was to broaden the review to examine existing models and structures and deliver a 5% efficiency saving over five years. This was subsequently increased to 8% consistent with the Council's Financial Strategy.

3.2.2. The need to protect the Council's priorities – frontline services led to a further efficiency requirement of 5% over and above the 8% referred to in 3.2.1.

3.2.3. With the efficiency agenda there will be a necessity to move to a 'demand-led' model of service provision with an increased focus on business case development, business justification and improved corporate prioritisation of IT-related projects and developments.

3.2.4. It is important to put this level of saving (£2.9m) of the cumulative 13%, in context: the total existing controllable IT expenditure is £11.035m/ with employee costs representing 57%. A significant proportion of administration costs relate to software support where savings are very difficult to make without retiring the solution. This support typically attracts inflation linked price rises on an annual basis thus increasing the requirement for efficiencies on other budget lines. With this background it becomes clear salary savings will be an essential element of the 8% efficiency target and any other further savings targets.

3.2.5. The inevitable reduction in capacity will require a fundamental shift in both the management of expectation of the IT Service and the process for assessing and agreeing future IT priorities.

4. IT Services – Current Position

4.1. Model, Structure and Staffing Levels

4.1.1. IT Services is part of Finance and IT Resources. It operates as the single Information and Communications Technology (ICT) service provider to the council, covering all aspects of IT service delivery - applications, computer hardware, telephony, data networks, user training and support and an IT help centre, with a remit to provide quality business information, technical and systems support, and technological and business process innovation.

- 4.1.2. The principal driver for the structure of the Service is to produce a flexible and responsive organisation, which meets the varying and dynamic needs of the Council and Connect in a cost-effective manner. Whilst the provision and support of technology is one of IT Services' primary roles, ICT is itself simply a tool, and like all tools needs to be used effectively to obtain the best return for the Council.
- 4.1.3. The establishment for IT Services is 160 FTE and this includes staff operating in Support Services, Switchboard, Help Centre and Smart Card Administration.

| Section | Number of FTE |
|----------------------------------|---------------|
| Directorate | 2 |
| Business Systems | 87 |
| Technology Services | 46 |
| Support Services | 19 |
| Strategy, Security and Standards | 6 |
| TOTAL | 160 |

4.2. Benchmarking Data

- 4.2.1. The Audit of Best Value and Community Planning in 2009 highlighted that IT Services was effectively managed and delivered across all functions.
- 4.2.2. Benchmarking data from both the Society for IT Managers (SOCITM) and Best Practice professional indicators for comparable organisations has been used to determine the IT Services current performance against the standards and to assess whether there are any areas of under performance that have efficiency potential.
- 4.2.3. As reported to CMT last year, IT Services continues to compare well and outperform most UK Local Authorities in respect of PC costs, customer satisfaction levels, systems uptime, web services developments and project management implementation of new systems.
- 4.2.4. In respect of the diagnostic the following baseline figures have been compared with a Deloitte national benchmark of IT costs for similar public sector organisations in 2009.

| Issue | Detail | Deloitte Local Authority Benchmark Metrics | Result |
|--|---|--|---|
| SLC IT Spend as a percentage of revenue | The cost of IT delivery is 1.28% of SLC's gross revenue expenditure and 1.25% of the net revenue expenditure. | 2% of gross 5.6% of net revenue | SLC compare very favourably with the national benchmark. |
| The current number of staff required for delivery. | 160 employees currently deliver IT This is a ratio of 1 employee to every 97 users on SLC and Education networks | 1 IT employee per 40 users | SLC compare favourably with the national benchmark |
| Split of effort between Keep the Business Running(KBR) and Project | The current split of SLC KBR 'business as usual' represents approximately 60% of the current IT effort. | 60% KBR 40% Projects | SLC are on average at a similar level to the UK benchmark |

| Issue | Detail | Deloitte Local Authority Benchmark Metrics | Result |
|------------------------|---|--|--|
| Activity' | The remaining 40% of effort is spent on implementation of essential technology and Resource projects. This is the 'discretionary' element of resource capacity. | | |
| Supported applications | IT supports some 170 Major Applications and Software of which 37 are deemed "Priority 1" | 500 – 600 Applications | SLC comfortably exceed the national benchmark and this is a good indication that the work on 'sweating' our IT Assets is beginning to bear some benefit. |

IT expenditure as a percentage of revenue expenditure

| | Net £(000s) | Gross £(000s) |
|---|-------------|---------------|
| Revenue expenditure | 636,827 | 855,897 |
| IT expenditure | 8,027 | 11,035 |
| IT expenditure as a percentage of revenue expenditure | 1.26% | 1.29% |

4.2.5. All the benchmark data that is available confirms that the IT service is cost effective with no significant underperformance. This confirms that the need to cut costs will result in a significant requirement to manage the demand for services down.

4.3. IT Diagnostic - Process

4.3.1. Workshops with each Resource Management Team were held to evaluate the strengths of the current delivery model and any inherent weaknesses. The single biggest strength associated with the model was the Resource and business alignment and Resources were very clear that this should be retained moving forward. This has therefore been incorporated into the proposed Target Operating Model (TOM). Resources also requested a simplification of the provisioning of 'commodity' IT items. This has also been provided for within the proposals by the establishment of an IT Service Centre (see Appendix 1 item 2.0.).

4.3.2. As part of the briefings in relation to the efficiency agenda workshops were held for all employees within IT Services during May 2010. A particular focus of these sessions was the 8% efficiency target and the options available. It is clear that employees realise that to meet these savings targets then a reduction in the number of IT employees is inevitable.

4.3.3. The challenge is to be able to deliver a satisfactory service which addresses the priorities of the organisation with fewer people. This will not be the same service as is currently delivered and it will reduce IT Service’s capacity for development and change enablement.

4.3.4. Section 5 addresses the implications of a reduction in IT Services development capacity.

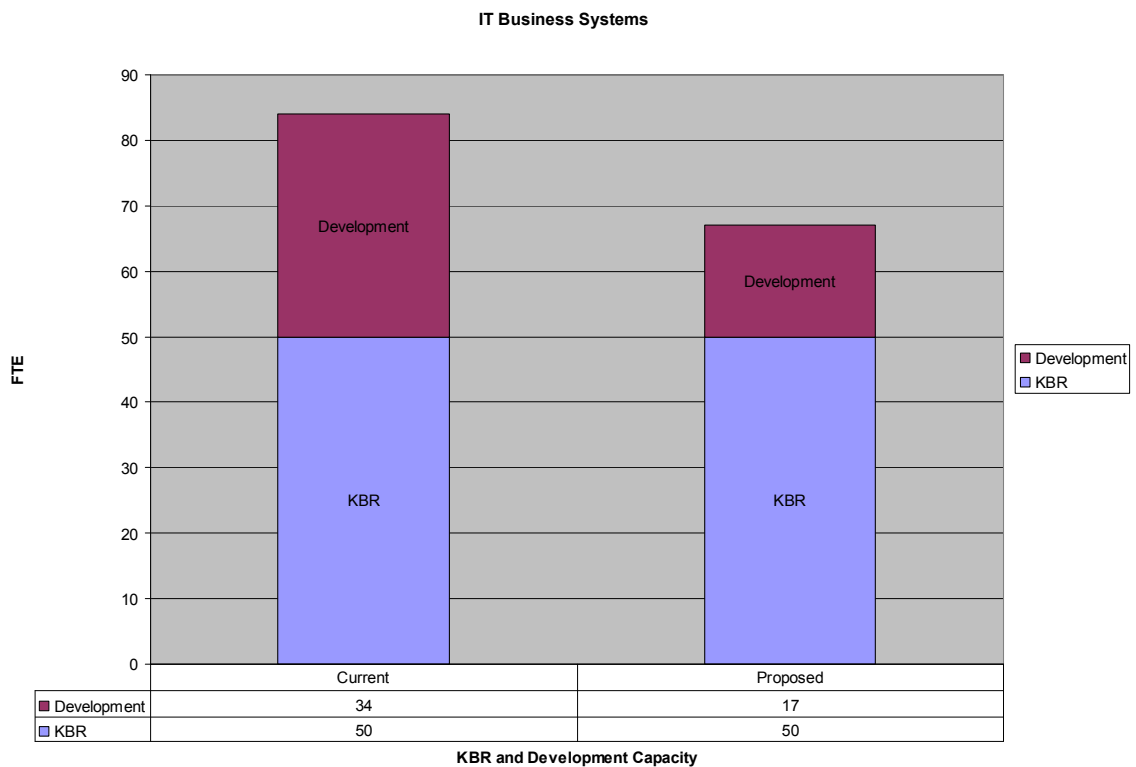
5. Service Needs/Demand and Capacity

5.1. The proposed efficiency savings in terms of posts significantly reduce IT Services development capacity and this will require to be acknowledged across the Council.

5.2. Development activities are mainly focussed in the Business Systems grouping. The activities in this group can be split over two main categories – “keeping the business running” (KBR) that covers day to day support and new developments/projects.

5.3. The baseline figure for this grouping for KBR is 60%, with the balance (40%) being spent on development. Some development is legislative/mandatory and the balance has been traditionally driven by Resource developments in support of Connect and Resource Service plans and priorities.

5.4. If the requirement for KBR remains unchanged then the FTE available for development/change from Business Systems will reduce from 34 to 17. These figures also assume that KBR is constant, which is unlikely as major development projects such as i-procurement and EDRMS increase the requirement for KBR resource. The number of 17 is therefore optimistic since it is based on the current supported systems estate.



- 5.5. In order to deliver on the reduced capacity highlighted in the chart above, improved corporate prioritisation of projects will be essential. A scheme for prioritisation has already been agreed by the ICT Programme Board for the 2010/11 IT Service Plan but this will require further development moving forward and the challenge for this group and the CMT will be to gain consensus for prioritisation. Under this reduced capacity only essential or good business case projects can proceed.
- 5.6. This will require a strong commitment from each Resource to keep all solution deployment under the control of the ICT Programme Board and the formal remit of this group will be revised accordingly. There is clear evidence that not all projects are included within the Service Plans and that there is an expectation that unplanned developments can also be delivered. In the future it will be impossible to deliver projects for which there is no business driver that might be considered as “nice to have”.
- 5.7. The ICT Programme Board, and by association Resource Senior Management Teams, will see a significant reduction in the number of people available to deliver their Service Plans. Business Teams will not be exclusively allocated to the support of specific Resources and Service Areas as greater flexibility and sharing of resources will be required.
- 5.8. IT Services are already committed to programmes of work that are impacted by existing contracts, development programmes, application upgrades and software and security compliance. It is essential that all commitments are identified, assessed and agreed within the context of diminishing IT resources and capacity.
- 5.9. In the short to medium term, i.e. the period 2011-2014, the priority for resourcing of new developments is likely to focus on the following:

| Development Area | Examples² |
|--|--|
| Projects with a clear Statutory and Legislative element | National and Local Elections, Social Work SWiSplus Developments, Payroll Changes. |
| Projects with a clear link to Connect | Primary Schools Modernisation Programme |
| Completion of existing Corporate development programmes | i-Procurement, People Connect, IMPROVe, Web Services, EDRMS. |
| Work to support SLC Customer Services Strategy | CRM Development, Web Development, Channel Shift, Call Centre developments, Business Change. |
| Work to support SLC Asset Management Strategy | Implementation of technology to support Mobile and Flexible Working, Staff re-locations. |
| Contract Re-tenders | <ul style="list-style-type: none"> • SLC Desktop Services • SLC Server Hardware and Support • Communications • Education ICT Provision |
| Essential Technology Upgrades | Enterprise Systems such as HR/Payroll and Financials Main Line of Business Applications |

² These are examples only of likely priorities to indicate service demands. The list is not exhaustive.

| | |
|---------------------------------|--|
| | Core Infrastructure |
| Charging Policy Revision | <ul style="list-style-type: none"> • Income Management • Debtors • SWiSplus |

- 5.10. The fundamental objective will be to accurately forecast/estimate demand and match against available capacity.
- 5.11. The challenge will be a further reduction of 13 posts to meet the additional efficiency saving of 5% will require further analysis to assess the resources available for development but overall capacity will reduce inevitably.

6. Summary of Staffing Reductions

- 6.1. The table below summarises the staffing position across IT Services and highlights the staffing reductions to be delivered as part of the efficiency targets for the period 2010/11 to 2013/14. The following table shows the effect of the 8% reduction.

| 8% | Number of FTE | | | |
|---------------------|---------------|------------|------------|------------------------|
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
| Directorate | 2 | 2 | 2 | 2 |
| Business Systems | 92 | 85 | 81 | 75 |
| Technology Services | 47 | 47 | 44 | 42 |
| Support Services | 19 | 15 | 15 | 14 |
| TOTAL | 160 | 149 | 142 | 133³ |

- 6.2. This represents a reduction in the IT establishment of 17%.
- 6.3. The further staffing reductions that will be required to contribute towards an additional further 5% efficiency would have the effect of reducing the total at 6.1 as follows:

| 5% | Number of FTE | | | |
|--------------|---------------|------------|------------|------------|
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
| IT Services | 0 | 5 | 5 | 3 |
| TOTAL | 160 | 144 | 132 | 120 |

- 6.4. Given the current levels of organisational change, and the known requirement to identify further efficiencies beyond the current 8% target, it is recommended that a further review of the ICT Service be undertaken in 12/13 for implementation in 13/14 when the shape of the Council and its services are clearer. The further reduction to meet the 5% represents in total 25% of the current IT establishment and this will be a critical input to the further review.

7. Implementation

- 7.1. The proposed structural changes can be implemented over a 3 year period noting the recommended further review in 2012/13 highlighted at 6.4 above.
- 7.2. Managers and Employees affected by this review will be consulted to ensure the arrangements put in place best reflect the needs of the Council and the workload demands and priorities.

³ Note that the figure of 133 includes the transfer of 2 FTE staff to Corporate Resources as per the Personnel Diagnostic.

- 7.3. The ICT Programme Board will be advised of the proposals and will have a key role in the successful implementation of these proposals.
- 7.4. A revised remit for the ICT Programme Board will be developed to ensure that all potential projects are channelled through the relevant member and reported to the board.
- 7.5. It is recommended that the ICT Programme Board and IT Services undertake a fundamental review of all service plan commitments to be undertaken for the period 2011 to 2014 with a view to identifying any gaps.
- 7.6. The CMT has an existing governance role that will continue with the reporting of the IT Service Plans on an eight weekly basis.

8. Other Efficiency Releasing Work Streams

- 8.1. The report so far has focussed on delivering savings from the staff budget. There are a significant number of other work streams which address the original remit of the ICT Diagnostic and will deliver support to the staff reduction or efficiencies in their own right.
- 8.2. These other efficiency releasing savings are summarised below. Where there is a contribution to staff release the estimated figure is in brackets.
 - ◆ Centralised Desktop Refresh (1.2 FTE)
 - ◆ IT Service Centre (4.0 FTE)
 - ◆ Shared Services – SLC Data Centre
 - ◆ Shared Services – HR/Payroll Application Provision
 - ◆ Power Management
 - ◆ Alternative Desktop Operating Systems and Office Productivity Solution
 - ◆ Printer Reduction
 - ◆ Desktop Virtualisation
 - ◆ Maximising Use of Software Assets
- 8.3. Further detailed information on these work streams is contained within Appendix 1.

9. Employee Implications

- 9.1. Employees will require to be competitively matched, redeployed or released to facilitate the structural changes proposed. This will be undertaken in accordance with the Council's Collective Agreement and Matching Process.
- 9.2. Corporate HR input will be required to manage the reduction of posts. The vehicles to facilitate the reduction in head count must take account of the specific skills and aptitude of experienced IT professionals.

10. Financial Implications

- 10.1. The total efficiency saving for IT Services over the period 2011/12 to 2013/14 is £2,951,000.

10.2. The structural proposals will release efficiency savings as part of the 8% of £1,054,000 across the period 11/12, 12/13, and 13/14. The second line of the table shows the further efficiency savings of £574,000 as part of the further 5%. These staffing efficiencies are summarised in the table below:

| Efficiency Target | 2011/12 | 2012/13 | 2013/14 | |
|--------------------------|-----------------|-----------------|-----------------|-------------------|
| 8% | £348,000 | £336,000 | £370,000 | |
| 5% | £205,000 | £205,000 | £164,000 | |
| TOTAL | £553,000 | £541,000 | £534,000 | £1,628,000 |

10.3. Any early retirement/severance costs will be met from within IT Services and adjusted from the total efficiency. Exact costs and savings will not be determined until the competitive matching process has been completed.

10.4. The balance of the efficiency target is £1,323,000 and this will be met from other initiatives such as Income from the Caird Data Centre.

11. Other Implications

11.1. There are a number of significant strategic and operational risks associated with the revised model. A formal risk register will be established following approval of this report and this will be reported to the ICT Programme Board. A risk assessment has been undertaken in respect of the structural proposals and is available. This will form the basis of the formal risk register.

12. Equality Impact Assessment and Consultation Arrangements

12.1. An equality impact assessment is in the process of being completed but will not be finalised until the detailed Personnel arrangements have been agreed. The Council will need to ensure that their equality obligations are met and no adverse impact is achieved.

12.2. Consultation with employee representatives has taken place on the 8% but further consultation will be required on the further 5% efficiency.

12.3. Consultation with Resources has taken place.

Linda Hardie

Executive Director (Finance and Information Technology Resources)

13 October 2010

Link(s) to Council Values and Objectives

- ◆ Accountable, effective and efficient

Previous References

None

List of Background Papers

- ◆ IT Diagnostic Terms of Reference
- ◆ IT Diagnostic – Project Highlight Reports

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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SLC IT Services – Other Efficiency Releasing Work Streams

1. Centralised Desktop Refresh

- 1.1. In September 2009 a project was initiated to review the structures and processes for desktop refresh. Three options were examined: retaining existing delivery model, creation of a centralised team and out-tasking the service.
- 1.2. A total of 28 employees (equating to 4.2 FTE) were identified as being involved in the existing refresh process.
- 1.3. The review group's recommendation was to implement a centralised team of 3 FTEs.
- 1.4. The recruitment exercise is complete and the team was formally established on 2 August.
- 1.5. The remaining 1.2 FTE is split across all teams in IT and therefore the savings are currently opportunity savings which will not be realised until the TOM is implemented.

2. IT Service Centre

- 2.1. As part of the TOM, and following on from the Resource's desire for streamlined processes relating to 'commoditised' IT services, the concept of an IT Service Centre was developed.
- 2.2. The vision is to move from an IT Help Desk to an IT Service Centre model with a centralised single point of contact and fulfilment for IT incidents and requests. This approach is in line with industry best practice and will deliver efficiencies whilst driving improved customer service.
- 2.3. The creation of a Service Centre will move the request process from the Business Systems Group and move these to a combination of user approved requests and workflow with fulfilment taking place at the Service Centre with the associated asset management and billing control. Staffing for the service centre will be created from the current Help Centre and some Business Systems and Technology Services staff.
- 2.4. A Business Case has been developed and an implementation project will shortly be initiated. This will result in a project that will support some of the staff reductions by making the processes more efficient. The efficiency that can be saved by implementing a Service Centre has been assessed as 4 FTE.

3. Shared Service and Alternative Service Delivery – Grant Thornton

- 3.1. South Lanarkshire Council has made a significant investment in Oracle HR/Pay. The system has run in the Council since 2000 and has enabled significant savings in the cost of processing pay by automation of calculations. Significantly the introduction of Self Service HR has put the Council ahead of others in that we print significantly fewer payslips and have deployed employee self service. To increase the return on this investment and the unique nature of our solution, we have been exploring Shared Services.
- 3.2. The Council also has a very modern and up to date Data Centre where we already host four other organisations, thus sharing some costs and generating an income.
- 3.3. We have been involved in numerous discussions with other public sector agencies and local authorities regarding shared service application provision for HR/Payroll. Unfortunately in spite of the financial pressures facing the public sector there continue to be barriers to progression in relation to Shared Services. These tend to be around Procurement and Legal issues. We will continue to try to exploit opportunities in this area. Finance and IT Services are also accredited ISO9001 for HR/Pay

- 3.4. Grant Thornton was commissioned by the Council to research Alternative Services Delivery models in relation to the Data Centre and the HR and Payroll Services for the Scottish Public Sector. Research was also commissioned as part of their work to help establish the potential interest of other public sector organisations in co-operating for the provision of HR/Payroll Services on a shared service basis in order to shared costs and deliver efficiencies.
- 3.5. A questionnaire was developed and sent to 74 public sector organisations. A return rate of 16% was disappointing and is one possible indication of the support for Shared Services within the HR/Payroll arena. The base-line data on which the analysis was undertaken is probably too low to significantly influence any strategic action moving forward.
- 3.6. Grant Thornton made no recommendations in relation to an Alternative Service Delivery Model. The general recommendations contained within the report were disappointing and will not feature significantly in our future plans.
- 3.7. From a Data Centre perspective Grant Thornton researched the current level of Data Centre use within the Scottish Public Sector to help establish the potential interest of other public sector organisations in co-operating for the provision of data centre shared facilities to achieve improved efficiency. The key finding was that the public sector are more likely to build their own stand-alone data centre, rather than utilise existing spare data centre capacity of an organisation of a comparable scale, which currently exists within the Scottish Public Sector. This resistance flies in the face of the Strategy of both Scottish and UK Government.
- 3.8. The Government Data Centre Strategy published in January 2010 indicates that over the next three to five years approximately 10 to 12 highly resilient strategic data centres for the public sector will be established to a high common standard. This will then enable the consolidation of existing public data centres into highly secure and resilient facilities and will be achieved through joint provision and/or co-operation with other public sector organisations or through commercial suppliers. We will work with the Scottish Government to deliver a joint approach to market for the Scottish Data Centre presence.
- 3.9. Again there were no recommendations that would change strategy or structure regarding the Data Centre.

4. Power Management

- 4.1. In September 2009 approval was given to procure power management software to enforce shutdown of PCs out with office hours, remove active screensavers and switch monitors to standby after 5 minutes of inactivity. An annual saving of £43,789 against the power budget was estimated.
- 4.2. The shutdown of PCs out with office hours has reduced the power usage by £3,297 per month.
- 4.3. Further savings will be realised once monitors are switched to standby after 5 minutes of inactivity when the current active screensaver is removed in September.

5. Printer Reduction

- 5.1. A project has been established to support the work of the Print Strategy Group to ensure the efficient use of the print environment and provide print policies which address the sustainability agenda.
- 5.2. Baseline has been established to allow monitoring of printer numbers, power usage and CO2 emissions against.

6. Alternative Desktop Operating System and Office Productivity Solution

- 6.1. Projects are underway to evaluate alternative offerings for both desktop operating system and office productivity solution in an attempt to deliver cost savings on license expenditure by switching where possible to a more cost efficient alternative compatible and fit for purpose offering.
- 6.2. Windows OEM (Original Equipment Manufacturer) bundled operating system is currently deployed, the cost of which is in the region of £10 per desktop over and above the hardware cost. The cheapest viable alternative operating system costs approximately £50 and is therefore substantially more expensive than the OEM bundled version of Windows.
- 6.3. Cheaper office productivity solutions are available however our business application solutions do not integrate with them, which means that we cannot move the entire user base onto the alternative and thus we would need to maintain and support two offerings. We are continuing to investigate whether there are any other ways to achieve savings in this area.

7. Desktop Virtualisation

- 7.1. Investigation of desktop and application virtualisation technologies was undertaken to evaluate the cost-effectiveness of a virtual infrastructure against the current corporate desktop and application infrastructure. The findings were that the cost benefits for virtualisation was lower for South Lanarkshire compared to other organisations for the following reasons:
 - Current desktop cost of ownership is already low in comparison to other public and private sector organisations.
 - Large capital outlay required to implement a VDI solution.
 - Power Management policy is already in place
 - Server infrastructure is already centralised.
 - Software deployment is already standardised by service and deployed electronically.
- 7.2. However a VDI solution could deliver the following benefits for the Council:
 - Reduction in desktop deployment costs
 - Improvements in security
 - Ability for staff to work more flexibly.
- 7.3. It has therefore been decided to progress with a pilot VDI project to further investigate technology options and flexible working benefits.
- 7.4. This finding is symptomatic of other findings across the diagnostic where the industry savings projections do not meet our own ROI and this has been shown to be because we already have implemented the efficiency.

8. Maximising Use of Assets (Software)

- 8.1. The original remit of the IT Diagnostic was to focus on 'sweating assets' and in particular to avoid the procurement and implementation of additional business applications where existing applications could meet requirements.
- 8.2. Within the 2010/11 Service Plans there are numerous examples of the Council 'sweating assets'. These include further development and implementation of our EDRM solution for Revs/Bens, further development of IMPROVe, on-going development of our major ERP systems – Oracle Financials and HR/Payroll and further development of the Corporate CRM to support Customer Complaints, Mail Tracking and Integration. In addition, consideration is being given to the possible implementation of Oracle AR and Advanced Collections to replace our existing Debtors solution.