Strategic approach

▶ b. Integrated management and information systems

RATIONALE

Currently, **Information and Knowledge-based Technologies** have given rise to a **new context** which has transformed the way in which Public Administration offices relate to the general public and provide them with services.
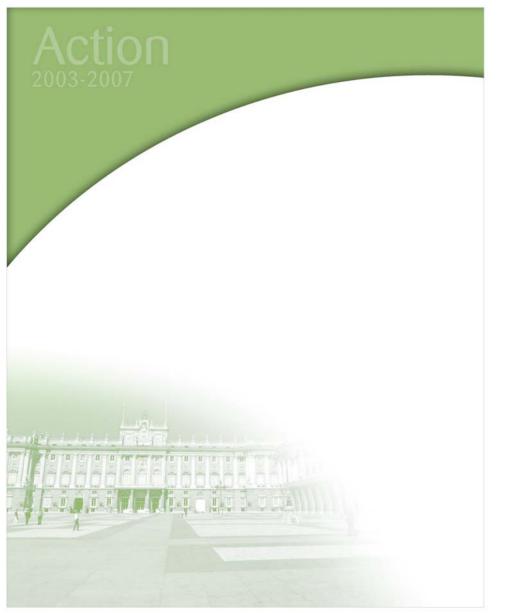
This changing scenario means that the different public bodies face up to the challenge of adapting their organisational and functional structures to this new environment, where concepts such as modernisation in management and information take on significant importance by becoming key objectives to be attained by all effective and efficient Public Administrations.

The **need to design and implement a new Management Culture** which would facilitate the internal transformation of municipal departments, ensuring full participation and involvement of all public servants is, precisely, what has moved Madrid City Council to promote action on **the major cross-sectional areas of activities of the entire Public Administration: the integrated management and information systems.**

Thus, in the organisational and operational spheres, we have begun by analysing and assessing the situation of the City Council and by formulating a set of measures directed at modernising the departments' management and information model, to adapt its structure and transform working methods and processes: all this has been done by **fully incorporating the new technologies** as an indispensable requirement for achieving a modern and innovative Administration.

With this aim, within this Strategic approach come all those **actions undertaken by the Madrid City Council, directed at improving its corporate management and information systems.**

The objective is **to provide the organisation with the necessary instruments to face the new challenges** posed, achieving greater **accessibility to processing information,** facilitating **communication between departments** and **standardising existing work processes,** making the most of the new opportunities offered by ICTs.

Action
2003-2007

▼ Integrated management and information systems

1. Drafting the Madrid City Council Economic-Financial
   and Human Resources Processes Map.

2. Implementing an integrated System of
   Economic-Financial and Human Resources Management.

3. Forging ahead with computerising administration.

4. Optimising the municipal contracting (e-contracting) procedure.

5. Madrid Corporate Geographical Information System (SIGMA).

6. The new Municipal Revenue Information System (+til).

▶1

Drafting the Madrid City Council Economic-Financial and Human Resources Processes Map

Objectives
- To identify, analyse and adapt the Madrid City Council's economic-financial and human resources processes which are to be implemented on the *MySap Business Suite* platform of the new Integrated Management System (ERP).

Time scale
- March 2004 – December 2006.

Target audience
- All the administration units of the municipal departments (Government departments, District and Regional government departments).
- Madrid City Council public servants.
- The general public (physical, legal persons and other organisations that receive municipal services).
- Other Public Administration departments.

Drivers
- Directorate General of IT Development.
- General Coordination of Public Finance.
- Staff Delegated Area.

Benefits
- Standardises working methods for all the Madrid City Council economic-financial and human resources processes.
- Adapts the Madrid City Council economic-financial and human resources processes in order to adjust them to the criteria of effectiveness and efficiency in public administration information management and control.
- Standardises working methods in order to avoid unnecessary formalities and speed up procedures.
- Views the Madrid City Council as a benchmark organisation for innovation.

MAIN ACHIEVEMENTS

- Review of the economic-financial and human resources procedures.
- Definition of global processes undertaken by the City Council through analysis of services provided, the customers the services are directed to, and all the interrelated activities which transform input elements into results.
- Configuration of the General Processes Map which is the graphic representation of the activities undertaken by the organisation and the relationships between these and the external world.
- Production of sector-based Maps on economic-financial and human resources procedures.
- Draft of an inventory which defines the scope of processes handled by ERP (Enterprise Resource Planning).
- Preparation of a Procedures Manual which contains the files, flowcharts and notes explaining how the economic-financial and human resources actually work, once the new Computing Management System has been implemented.

▶2

Implementing an integrated Economic-Financial and Human Resources System

Objectives

- **To design and develop an integrated system (Enterprise Resource Planning: ERP) for the Madrid City Council Economic-Financial and Human Resources** management and provide support for the organisational and functional changes needed to meet the needs of the new Management Culture defined by the municipal authorities.

Time scale

- March 2004 – December 2006.

Target audience

- All City Council administrative units of municipal departments (government departments, districts and Autonomous Community departments).
- The residents (physical and legal persons and other organisations which receive municipal services).
- Madrid City Council public servants.
- Other Public Administration departments.

Drivers

- Directorate General of IT Development.
- Madrid City Council Computing (IAM).
- The general Coordination of Public Finance.
- Staff Delegated Area.

Benefits

- Improves efficiency of the City Council as an organisation.
- Greater integration, homogenisation, control and speed in procedures and in processing and monitoring applications.
- Speeds up management, avoiding unnecessary formalities.
- Greater communication between the different management departments and speed in accessibility of information for decision-making.
- Facilitates technological development in the City Council, setting down the bases for a paperless Administration.
- Projects an image of greater transparency and efficiency for the City Council and its professionals.

MAIN ACHIEVEMENTS

- Implementation of an Integrated Economic-Financial and Human Resources System based on the *mySAP Business Suite Public Sector solution.*
- Full use of the information produced by the system for three different levels: strategic management, follow-up of programmes and objectives, and monitoring of efficiency.
- All modules in the economic-financial area implemented in 2005, starting off with the Budget draft. The sole exception was Asset Management, which started up in 2006.
- From 2005, use of the Basic Structure modules, Staff Payroll and Appointments List, and Staff Administration and Registration, within human resources management.
- Creation of a Register for City Council staff.
- Salary payment through the new ERP since March 2006.
- Management and payment of Social Action and drafting of Chapter 1 of the 2007 Budget, plus the appendix on staff which was started up in the first half of 2006, incorporating the data on human resources in the Economic-Financial system.
- Completion of the implementation of all human resources modules during the second half of 2006.
- Participation of the different City Council Units in implementation of the ERP.
- Training for 2000 people who will be using the new management tool.
- Telephone and on-the-spot back-up to facilitate use of the integrated management system.

▸3

Forging ahead with computerising administration

Objectives
- **To extend implementation of the Integrated Administration Management and Monitoring System (SIGSA)** to Madrid City Council units to provide an effective response to the management needs of the different units.

Time scale
- May 2003 – May 2007.

Target audience
- All administration units of the municipal departments (government departments, district and regional government departments).
- Madrid City Council public servants.
- Residents (physical and legal persons and other organisations which receive municipal services).

Drivers
- Directorate General of Quality and Citizens' Advice Bureau.
- Madrid City Council Computing (IAM).
- Directorate General of IT Development.

Benefits
- Through a computing tool, channels the different management processes handled by the different units of the City Council on a daily basis.
- Simplifies and speeds up procedures, reducing and eliminating unnecessary formalities.
- Gets all managers and users of the system to use one and the same language, regardless of the procedure or the municipal unit dealing with it.
- Provides public servants with a simple, user-friendly tool which makes their work easier and more efficient.
- Adapts the current computing application to the new needs of the City Council authorities.

MAIN ACHIEVEMENTS

- Implementation of the Integrated Administration Management and Monitoring System (SIGSA) in the following units:
  - Directorate General of Legal Aid.
  - Municipal Economic and Administrative Tribunal.
  - Directorate General of Organisation and the Legal System.
  - Office of the Tax payers' Ombudsman.
  - The Tax Department.
  - Directorate General of Trade and Consumption.
  - General Technical Government Office for Security and Community Services.
  - General Technical Government Office for the Environment and Community Services.
  - Directorate General of Quality and Environmental Assessment.
  - Directorate General of Sustainability and Agenda 21.
- Development of the application for the Department of Relations with the Courts, within the Directorate General of Organisation and the Legal System and for the Autonomous Body, *Madrid-Salud* (Madrid-Health).
- Improvements in administration management via:
  - The creation of a uniform data structure which can handle the processing of any procedure.
  - The simplification of formalities.
  - A global information system which handles queries, lists and statistics.
- Creation of an interface with the GIIM application (Global Intelligent Information Management) for processing data relating to tax and City Council public prices.
- In 2006, 344,895 applications processed over the 10 units where the tool is currently functioning.
- 355 users trained in 29 training courses in 2006.
- Four explanatory manuals produced and circulated over the Intranet *ayre*.
- A new version of SIGSA which provides greater functionality was produced in Java.

▶4

Optimising the municipal contracting (e-contracting) procedure

Objectives

- To **implement electronic management of municipal administration job application forms** in order **to speed up procedures,** giving an **impetus to the application of telematic services** for companies at the tender and contract compliance stage, simplifying the relations between companies and the municipal authorities.

Time scale

- June 2004 – December 2007.

Target audience

- Residents (physical and legal persons and other organisations which receive municipal services).
- All the administration units of the municipal departments (government departments, district and regional government departments).

Drivers

- Directorate General of Contracting and In-house Affairs.
- Directorate General of IT Development.
- Madrid City Council Computing (IAM).

Benefits

- Improves the internal and external processing of job applications.
- Incorporates electronic services within the administration contracting process.
- Standardises all the contractual procedures undertaken in Madrid City Council.
- Unifies criteria for action and standardises the data and documents required for contacting in the Madrid City Council.

MAIN ACHIEVEMENTS

- Implementation of a computing system for administration contracting (e-madrid contracting).
- Use of PLYCA (Project for Tenders and Administrative Contracting) as a support tool for standardising all contracting procedures.
- Adaptation of administration contracting to the new regulatory framework.
- Creation of the Contracts Register for registering all administration contracts signed by the contracting bodies.
- Design of a new system for managing the Tenderers' Registry.
- Integration of the new system of administrative contracting with other City Council computing applications such as SAP for Economic-financial management and Contract Registration.

▸5

Madrid Corporate Geographical Information System (SIGMA)

Objectives
- **To design, develop and implement a Madrid City Council Corporate Geographical Information System** to handle information management, use and queries through Internet and Intranet.

Time scale
- May 2005 – March 2006.

Target audience
- The residents (physical and legal persons and other organisations which receive municipal services).
- Madrid City Council public servants.

Drivers
- Directorate General of IT Development.

Benefits
- Improves City Council geographical information services for both the general public and municipal employees.
- Favours the exchange of geographical information and makes full use of available resources over the different areas of the Madrid City Council.
- Increases the use of geographical information, making global, timely and systematic use of this, thus fully utilising the assets of municipal authorities.
- Increases the availability, capacity and security of the information systems.
- Reduces the total cost of development and maintenance of the current information systems.
- Unifies Madrid City Council geographical information into one single corporate system.

MAIN ACHIEVEMENTS

- Design, development and start up of a Corporate Geographical Information System which facilitates the following:
  - The availability of Geographical Information Services to the general public though Internet and the different City Council units, through the Intranet *ayre*.
  - The bases of a local infrastructure have been created with special data on the City Council. This provides the possibility of consulting geographical information and georeferenced information, as well as the exchange of information between different government departments.
  - Availability of layers of geographical information for all Units of the City Council in standardised format and with regulated review and quality control procedures.
  - Standardised and reused software components, increasing the productivity of departmental management in the development of SIG, with the consequent cost savings.

▸6

The new Municipal Revenue Information System (+til)

Objectives

- To analyse, develop and implement **a new Madrid City Council municipal revenue computing system** for managing, payment, inspection, collection and review of municipal tax processes and executive collection of other public income (such as taxation). This also includes the functionalities associated with processing traffic fines and infringements of municipal regulations.

Time scale

- July 2006 – October 2008.

Target audience

- All the administration units of the municipal departments (government departments, district and regional government departments).
- Residents (physical and legal persons and other organisations which receive municipal services).
- Madrid City Council public servants.
- Other Public Administration departments.

Drivers

- Madrid Tax Department.
- Directorate General of IT Development.
- Madrid City Council Computing (IAM).

Benefits

- Improves the efficiency and effectiveness of the organisation with regard to municipal income processes.
- Greater integration, homogenisation, standardisation and monitoring of revenue-related procedures.
- Speeds up management and follow-up of revenue documentation.
- Reduces paper use.
- Improves Citizens' Advice Bureau through the different channels: on-the-spot, phone-in and Internet.
- Facilitates exchange of information with other government offices, companies, professional collegiate bodies, etc.

MAIN ACHIEVEMENTS

- Creation of a single centralised computing system for municipal revenues.
- Provision of both horizontal and vertical standardised procedures to City Council departments.
- Creation of the municipal database on urban units which comprises both Land Register (Cadastre) management, using the City Council's geographical information system (SIGMA), and the tax information system.
- Administration management and follow-up of the different types of revenue-related documents.
- Network of offices with multi-purpose staff, based on a computing system which echoes this approach.
- Creation of the Tax Payer's File with detailed information on their own particular tax history with the City Council.
- Information and telematic procedures related to income management can be obtained by the general public and different groups of professionals.