

EAST AYRSHIRE COUNCIL

CABINET

26th March 2008

NATIONAL SHARED SERVICES DIAGNOSTIC REVIEW

Report by Depute Chief Executive / Executive Director of Corporate Support

1. PURPOSE OF REPORT

- 1.1** To advise Members of progress to date in respect of the Council's commitment to undertake an in-depth Diagnostic Review of both front-line and back-office services.

2. BACKGROUND

- 2.1** The National Board for Shared Services has reached agreement with the Scottish Government whereby funding of up to £4.5 million was released in 2007/08 to provide all Councils with the opportunity to complete a Diagnostic Review of the organisation of its front-line and back-office services.

- 2.2** The Review will be co-ordinated by the Improvement Service under the guidance of COSLA, and for each Council will include four key stages:-

- Data Gathering,
- Gap Analysis,
- Identification of Opportunities, and
- Planning for Implementation.

- 2.3** The Council has now received £150,000 of funding from the Improvement Service to meet the costs associated with additional staffing and/or consultancy services to assist in the delivery of the project's four key stages.

- 2.4** The objective of the project is to identify opportunities for the sharing of front-line and back-office services across Council Departments, services and activities, with the objective of improving the efficiency and effectiveness of service delivery.

3. ADOPTED METHODOLOGY

- 3.1** It is proposed that the Depute Chief Executive/Executive Director of Corporate Support heads a Project Team comprising a Project Executive and a Project Manager assisted by designated Departmental and Service staff using appropriate elements from the PRINCE 2 project management methodology to deliver the key project stages.

- 3.2** The bulk of the raw data which requires to be collected during the initial data gathering stage relates to individual staff time allocated across a raft of 30 individual processes which have been pre-defined by the Improvement Service. An overview of these 30 processes is attached as Appendix A of this Report.
- 3.3** The Project Team will be responsible for collection of the data that will establish the baseline position. This will be facilitated by means of a spreadsheet-based diagnostic tool provided by the Improvement Service. Each service which participates in this exercise will be required to complete the spreadsheet. Following on from this, interviews with Service Heads and Senior Managers will take place, the object of which will be to verify the information provided prior to consolidation and sign-off at corporate level.
- 3.4** In order to ensure objectivity and provide a degree of independent validation to the process, the Improvement Service strongly recommends that consultants are engaged to undertake the second stage of the project (Gap Analysis). In this respect, we have been advised that the relevant costs associated with securing consultancy services can be met from the Council's allocation of the £150,000 grant.

4. CURRENT STATUS, PROGRESS & TIMESCALES

- 4.1** To date, some project slippage has been encountered and discussions are currently taking place with the Improvement Service to agree mutually acceptable timescales for the submission of project deliverables. It is anticipated that the initial data gathering stage will have been completed by May 2008.
- 4.2** In accordance with PRINCE 2 methodology, the Project Initiation Document (PID), which includes a project timeline, has now been developed and lodged with the Improvement Service. Preparation for the data collection stage is now underway. To ease the burden on services, the project team will make every effort to pre-populate the spreadsheet prior to it being sent to departments. Service Reviews, EFQMs, Inspections and other existing sources of data will be used to this effect.
- 4.3** In order to test and validate the IT systems which will be used to gather the raw data, it is proposed that three initial Pilot Data Gathering exercises will be undertaken within the Council's Information Technology, Housing and Education (Resource Support) services. The results of these three pilot exercises will be underwritten by the relevant Service Directors, prior to the data gathering exercise being extended to the remainder of the Council's Service Review Groupings.
- 4.4** The Council's Intranet will be used as a communications mechanism to ensure that staff are kept fully informed of progress at all stages in the project. It is proposed that all progress reports, together with the results of the Data Gathering and Gap Analysis stages, are posted on the Council's Intranet once the details have been verified and underwritten by Service Directors.

5. PROJECT & DELIVERABLES PROGRESS REPORTING

- 5.1** As a condition of receiving the Improvement Service grant, the Council is required to report project progress to the Improvement Service at weekly intervals.
- 5.2** In addition, the Council is required to provide the Improvement Service with copies of key project documentation (including the Project Initiation Document, Gap Analysis Report and Opportunities Summary) all of which the Improvement Service will lodge on a secure private area within its website.

6. TRADES UNION ENGAGEMENT

- 6.1** The Council's Head of Personnel is currently liaising with Trades Union representatives in respect of the project.

7. POLICY / LEGAL IMPLICATIONS

- 7.1** There are no Policy/Legal implications associated with this project.

8. COMMUNITY PLANNING IMPLICATIONS

- 8.1** The outcomes associated with this project will enable the Council to deliver services in a more efficient and effective manner, thus contributing to Community Planning Action Plans and the Council's Single Outcome Agreement.

9. FINANCIAL IMPLICATIONS

- 9.1** The costs associated with undertaking the four stages of the project will be met from the Improvement Service grant of £ 150,000 to the Council.
- 9.2** Any costs associated with implementing approved outcomes are unknown at this stage, and nevertheless will be subject to the Council's annual budget process.

10. RECOMMENDATIONS

- 10.1** It is recommended that Members ;
 - a) Note the contents of this Report.
 - b) Note that a further Progress Report will be presented to Cabinet once the outcome of the Gap Analysis stage is known.

Elizabeth Morton

Depute Chief Executive / Executive Director of Corporate Support

20 March 2008

LIST OF BACKGROUND PAPERS

None.

For further information on this Report, please contact Malcolm Roulston,
Head of Information Technology (Tel : 01563 576809).

AMR / 17th March 2008

Diagnostic Toolkit – 30 Generic Processes

Generic Process	Description
CUSTOMER FACING ACTIVITIES	
Enquiry Handling	System responsible for managing / handling contact from external service users. Including requests for service provision or proactive contact from within the council. 'Contact' is defined as engagement with external customers including the business community and covers all channels i.e. face to face, telephone, mail or web.
Application Requests	System responsible for receiving and actioning requests for new applications for services e.g. planning applications, school placing request applications and taxi licenses.
Appointment Taking	System responsible for setting up, managing and changing appointments including the submission of requests for service from customers to the relevant department.
Service Requests	System responsible for processing a work request that has originated external to the council regardless of whether it is transmitted through an internal or external source.
Planning	System responsible for the planning of work received by the department.
Scheduling	System responsible for scheduling planned and unplanned work for efficient completion by the workforce.
Stores & Materials	System responsible for ordering and the timely provision of items to complete the job.
Dispatch / Distribution	System responsible for issuing work and associated supply chain activity to direct and contract workforce
Doing	System responsible for the actual delivery of front line service to customer e.g street cleaner, health & safety inspector, social worker, trading standards officers etc
Recording	System responsible for job completion reporting and recording of material usage and/or continuing requirements.
Billing	System responsible for raising and inputting associated charges, following chargeable service delivery, onto the system for SAP billing. e.g. charge to customer
Close Record	System responsible for finalising record details and closing the record following completion of the job.

Generic Process	Description
BUSINESS SUPPORT FUNCTIONS	
Managing Staff	Any system responsible for the management of council staff regardless of activity. Where the system function includes work scheduling, customer enquiry management time associated with this activity should be recorded under the appropriate customer facing activity.
Process Quality	System responsible for the evaluation, maintenance and development of quality against standards.
Managing Contracted Services	Any system responsible for arranging, maintaining and controlling contracts for service / goods provision.
Property Services	Any system responsible for the management and provision of property services, including professional services such as surveying, facilities management and catering.
Asset Management	System assisting the management of departmental assets from for example dustcarts, company vehicles and machinery (excluding property and ICT).
Procurement	System responsible for departmental procurement or invoice process.
HR	System responsible for all aspects of HR including overall resource requirements and competencies to meet planned and projected service demand. Including recruitment, training and staff development activities within the department. Excluding day-to-day management of staff for example discipline and attendance. (NOT Including SAP, except for CE).
Strategy & Policy	System holding departmental policy, strategic development and liaison with external bodies.
Marketing, PR and Communications	System responsible for internal / external marketing, PR and communications.
Legal Services & Justice	System responsible for the provision of professional legal and court services.
Financial Management	System responsible for financial management within the department for example budget cycles, management accounting reports, audit functions etc.
Business Intelligence & Reporting	Systems used to gather, analyse, report and/or interpret business data and performance. Including the development of any standard / bespoke reports, trend analysis.
Supporting the Democratic Core	System responsible for supporting council business, committees and members.
ICT	Tools used for the provision, maintenance and development of ICT.
Health & Safety	System responsible for inspecting, auditing and the implementation & maintenance of Health and Safety Guidance

Generic Process	Description
General Administration & Support	
Data Management	Systems responsible for department and service specific data for example allocating addresses to new building plots, adding new suppliers to the approved register and new citizens moving into the area.
Unclassified	