

EAST AYRSHIRE COUNCIL

SPECIAL POLICY AND RESOURCES COMMITTEE – 23 NOVEMBER 2006

TRANSFORMING PUBLIC SERVICES – THE NEXT PHASE OF REFORM

**INTEGRATED SERVICE DELIVERY AND
GOVERNANCE MODELLING PROJECT**

SHARED SERVICES

JOINT WORKING IN AYRSHIRE

Report by Depute Chief Executive/Executive Director of Corporate Support

1. INTRODUCTION

- 1.1 The Report updates Members on the progress in relation to the Minister for Finance and Public Service Reform's consultation on Transforming Public Services - The Next Phase of Reform, the Scottish Executive's Integrated Service Delivery and Governance Modelling Project and its Shared Services Agenda and, finally, the work undertaken on a Pan-Ayrshire basis in this respect.

2. TRANSFORMING PUBLIC SERVICES – THE NEXT PHASE OF REFORM

- 2.1 The Minister for Finance and Public Service Reform issued on 15 June 2006 a consultation document entitled Transforming Public Services - The Next Phase of Reform seeking responses by 30 September 2006. As part of this consultation process, the Minister held locally based forums to which he invited, in addition to public sector agencies, community councils and other groups representatives of all local communities.
- 2.2 The event to which East Ayrshire Council was invited was held in Ayr on 24 July 2006 and encompassed public sector agencies and others as described above representing the geographical area of Ayrshire. The Council was represented by the Leader who, in fact, Chaired the event at the invitation of the Minister, and feedback from this event and others held around the country is to be incorporated into the Minister's outcome report and response.

2.3 In addition, written responses were invited to the consultation document and a response from the Council was submitted timeously by the Depute Chief Executive/Executive Director of Corporate Support; a copy of this and the consultation document itself are placed within the Members' Information Point.

3. INTEGRATED SERVICE DELIVERY AND GOVERNANCE MODELLING PROJECT

3.1 As was reported to Committee on 8 February and 30 May 2006, the Scottish Executive, COSLA, SOLACE and the Improvement Service agreed to work together on the Integrated Service Delivery and Governance Modelling Project, the purpose of which has been to investigate models of integrated service delivery and the implications for governance of any of these project models.

3.2 As previously reported, East Ayrshire's Community Planning Partnership agreed to participate in the project and, in particular, in Round 2, namely, a locally based facilitated workshop aimed at further exploring the preferred models of service delivery and incorporating in our discussions service delivery areas, the principal drivers and what issues might promote or challenge effective integrated service delivery.

3.3 This project was also the subject of discussion at the meeting of the Pan-Ayrshire Group and as Members will recall the following areas were identified for consideration and debate at the Integrated Service Delivery and Governance Modelling Project Workshop:-

- Regulatory and Common Services.
- Co-location, subsequently substituted by Enterprise in Education;
- Efficient Government Fund Stage 2 ICT bid.

3.4 The workshop was held on 26 June 2006 with representatives of North, South and East Ayrshire Councils, NHS Ayrshire and Arran, Scottish Enterprise Ayrshire and Strathclyde Police being present and with the workshop being facilitated by Senior Civil Servants from the Scottish Executive. The report on the outcome of this session is awaited and it is understood that it will be incorporated into the report on the outcomes nationally.

4. SHARED SERVICES

- 4.1** Running in tandem with the Integrated Service Delivery project was the Executive's commitment to enhance shared services, flowing as it does from the Gershon Report and the Executive's "Building a Better Scotland" work streams. As members will be aware, integrated service delivery focuses on frontline services, with shared services, on the other hand, focusing on backroom/support services.
- 4.2** Since the matter was last reported to Committee, the Executive's draft strategy in the form of a consultation document entitled A Strategy for Shared Support Services in the Scottish Public Sector was issued with responses being sought by 30 July 2006.
- 4.3** A response was submitted timeously on behalf of this Council by the Depute Chief Executive/Executive Director of Corporate Support and a copy of it is available in the Members' Information Point, together with a copy of the consultation document.

5. JOINT WORKING IN AYRSHIRE

- 5.1** Following on from the decision by Committee in May, the Leaders and Chief Executives of North, South and East Ayrshire Councils, representatives of Scottish Enterprise Ayrshire and NHS Ayrshire and Arran together with relevant senior officers have continued to meet and have since identified services or parts of services which might be suitable for joint delivery and have directed further work on these.
- 5.2** The undernoted areas of service delivery continue to be examined:-

Regulatory – Common Services

- Building Standards
- Trading Standards
- Environmental Health
- Records Management

Work continues on the foregoing services, with particularly progress having been made in relation to Building Standards and Records Management. It is expected that outcomes will become clarified over the remainder of the year.

Emergency Planning

Work on this particular area of service delivery has been fast tracked and it is anticipated that a separate report will be brought before Members in early course.

Co-location

Co-location of public facing services is at different stages of development across the 3 Council areas. The Depute Chief Executive / Executive Director of Corporate Support has been instructed by the Joint Ayrshire Group to prepare a paper promoting Co-location and highlighting our achievements across Ayrshire for submission to the Scottish Executive as a beacon/pathfinder project; preparation of the paper is underway.

Human Resources

Work here includes Training and Development and Occupational Health (a report in respect of which was submitted and approved by Committee at its last meeting). Initial discussion regarding recruitment advertising have also taken place with an Action Plan being drawn up at present.

Finance

Consideration is being given to joint working in the collection of non domestic rates and in the delivery of payroll services although the latter has been deferred pending the outcome of single status..

Internal Audit

3 areas of joint activity have been identified, namely, review of absence management, review of energy management and review of Internet and e-mail arrangements; reports on the outcomes of these desk-top assignments which will build on best practice and will include policy comparison, will form part of our Chief Internal Auditor's annual work plan.

Roads

Roads division working groups have continued to identify areas and services for collective procurement and have been co-operating in sharing the collective workload within the roads design sections. Work is also ongoing in the areas of roads development guidelines; roads asset management; the Scottish Road Maintenance conditions survey; transport (including special needs); and a transport model for Ayrshire.

Education

Good progress continues to be made in a range of areas particularly in relation to Enterprise in Education; Quality Improvement; Psychological services; additional support needs; Continuing Professional Development (CPD) and curriculum development; Arts in Education and Learning and Teaching Scotland (LTS).

Structure Planning

Meetings are being held with relevant Directors and Heads of Service to build on Strategic Planning and Transport arrangements with options being developed for Models.

Efficiency Government Fund ICT Bid

Members will also be aware that the Scottish Executive has closed its Efficient Government Fund and has since created its Efficiency Reform Fund in respect of which there are 5 main work streams as follows:-

- Procurement
- Development and shared services
- Revenues and benefits
- Collaborative workforce planning, recruitment and development
- ICT

In respect of the Pan Ayrshire Efficiency Government Fund ICT bid, this has not progressed in its previous form due to these changes but we have been encouraged by the National Board for Shared Services which comprises representatives of COSLA and the Improvement Service to pursue our bid in an enhanced form through the Efficiency Reform Fund. Progress on this is underway.

Fostering

Joint work is underway with a view to reducing reliance on external and residential school or secure placements and to enhance the number and location of internal placements.

Election Publicity

Pan Ayrshire work is being developed to encourage active participation in Council elections 2007 with the potential for awareness raising and a candidates' conference being explored.

6. LEGAL / POLICY IMPLICATIONS

- 6.1 The proposals meet with the Council's stated position of participating in and working jointly with partners.

7. FINANCIAL IMPLICATIONS

- 7.1 Nil

8. COMMUNITY PLANNING IMPLICATIONS

- 8.1 The proposals aimed to produce more effective and efficient services supporting the aims and aspirations of the Community Plan and its themes.

9. CONCLUSIONS

- 9.1 In furtherance of the stated political will of the 3 Ayrshire Councils and of the Scottish Executive through its Transforming Public Services - The Next Phase of Reform document, its Integrated Service Delivery and Governance Modelling Project and its Shared Services agenda, the pan-Ayrshire Group comprising the Councils' three Leaders and Chief Executives and representative of NHS Ayrshire and Arran and of Scottish Enterprise Ayrshire continue to pursue those areas of activity identified above and other joint working arrangements within Ayrshire, building on the already sound basis which exists currently.

10. RECOMMENDATIONS

- 10.1 It is recommended that Committee:-
- (i) Notes actions taken in respect of the 3 strands of the Scottish Executive's reform programme;
 - (ii) Endorses the steps taken and proposed to date, in respect of the foregoing;
 - (iii) Endorses the steps taken and proposed to date, in respect of additional joint working arrangements pan-Ayrshire; and
 - (iv) Agrees that the Depute Chief Executive/Executive Director of Corporate Support and other relevant officers report back to Committee in due course.

Elizabeth Morton
Depute Chief Executive/Executive Director of Corporate Support
15 November 2006

BACKGROUND PAPERS

Nil

Any person wishing further information on this report should contact Elizabeth Morton, Depute Chief Executive/Executive Director of Corporate Support, tel (01563) 576002

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