

EAST AYRSHIRE COUNCIL

POLICY AND RESOURCES COMMITTEE – 30 MAY 2006

**INTEGRATED SERVICE DELIVERY AND
GOVERNANCE MODELLING PROJECT**

SHARED SERVICES

JOINT WORKING IN AYRSHIRE

Report by Depute Chief Executive/Executive Director of Corporate Support

1. PURPOSE OF THE REPORT

- 1.1** The report updates Members on the progress in relation to the Scottish Executive's Integrated Service Delivery and Governance Modelling Project and its Shared Services Agenda and, in particular, the work undertaken on a Pan-Ayrshire basis in this respect.

2. INTEGRATED SERVICE DELIVERY AND GOVERNANCE MODELLING PROJECT

- 2.1** As was reported to Committee on 8 February 2006, the Scottish Executive, CoSLA, SOLACE and the Improvement Service have agreed to work together on the Integrated Service Delivery and Governance Modelling Project (ISGMP), the purpose of which is to investigate models of integrated service delivery and the implications for governance of any of the project models.

- 2.2** On 8 February, the Committee:-

- noted the terms of the Integrated Service Delivery and Governance Modelling Project;
- endorsed the steps taken and proposed, to date, to participate in the project, as follows:-
 - the informal discussions held with East Ayrshire Council's Community Planning Partners on 24 February 2006 at which the Partnership supported participation in the project and the selection made by the Council (see paragraph 2.1 below);
 - that the timescales were considered too short to allow for the proper consideration of these issues and that this be transmitted to the Executive asking for clarification of the reasons for the proposed timetable being sought;

- that the Depute Chief Executive/Executive Director of Corporate Support identify from the list of existing joint working arrangements a small number which might be developed further in accordance with the project criteria and selections;
- to recognise the importance of the involvement of members of East Ayrshire Council in the matter;
- and to meet again with East Ayrshire Council Community Planning Partners to complete the work of the 1st Round of the project;
- agreed to hold a seminar for Members on the matter – this was held on 21 February 2006 at which Members agreed the areas which the Council would wish to pursue through the project;
- agreed that the Council be represented by the Leader and Depute Chief Executive/Executive Director of Corporate Support at all future events relating to this project.

3. PROGRESS TO DATE

3.1 Following the Members' seminar held on 21 February 2006, and the identification of the undernoted projects for further exploration as part of the ISGMP process in East Ayrshire, the Depute Chief Executive/Executive Director of Corporate Support wrote to each of our Community Planning Partners proposing these areas of activity and in respect of which all Partners concurred:-

- Co-location: building and enhancing our existing best practice, for example, Dalmellington Area Centre with further co-location facilities (with Community Planning Partners);
- Efficient Government: working to build on the proposals submitted as part of the Efficient Government Bid for a shared correspondence distribution centre with a disaster recovery provision; covering, for example, revenue and benefits correspondence together (with Community Planning Partners and on a Pan-Ayrshire basis);
- Area Waste Options Group – Area Waste Plan: further enhanced joint working on a Pan-Ayrshire basis to tackle a range of issues (Pan-Ayrshire);
- Joint Services with NHS/Social Work Services: further enhance excellent Pan-Ayrshire working practices between Social Work Services and NHS Ayrshire & Arran (with Community Planning Partners and on a Pan-Ayrshire basis)

- 3.2** A further outcome of the Members' seminar was to identify the need, as part of a national approach to ISGMP, to consider the role of existing quangos and this recommendation was included as part of the submission to the Executive on the outcome of our process to that point.
- 3.3** The projects detailed at paragraph 2.1 above included areas of inter-agency and inter-authority activity and, therefore, discussions were held among the Leaders and Chief Executives of the 3 Ayrshire Authorities to advance the proposals. Reference is made at paragraph 4 onwards of this report on further action.

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. Where integrated service delivery focuses on frontline services, shared services, on the other hand, focuses on backroom/support services with the goal being that efficiencies in the latter support the former.
- 4.2** Insight days were held by the Executive early in 2006, the purpose of which was to explore further how a sense of joint ownership of the shared services agenda in Scotland might be developed. Further, it was the intention to have a better understanding of the impact that sharing services could have on the delivery of our frontline public services, particularly given the Executive's belief that sharing services can be a major part of underpinning world class public services which Scotland requires in order to compete in a rapidly changing environment.
- 4.3** At the conclusion of the Insight days it was intimated that a draft Strategy would be completed for consultation in early 2006 and publication in Spring 2006. This was published on 5 May and received by Councils on 13 May 2006 and consideration is now being given to its content.

5. JOINT WORKING IN AYRSHIRE

- 5.1** Each of the Ayrshire authorities in furtherance of the Integrated Service Delivery and Governance Modelling Project had met (some with their Community Planning Partners) to discuss the project and identify models/services suitable for integration and joint delivery. East Ayrshire's position is as described at paragraph 1 above.
- 5.2** Subsequently, the 3 Leaders and Chief Executives of the Ayrshire Councils met and agreed a programme of further action, as follows:-

- Leaders/Chief Executives of North, South and East Ayrshire Councils, Scottish Enterprise Ayrshire and NHS Ayrshire and Arran, as appropriate, were to meet and identify the relevant services, or parts of services, suitable for integration/joint delivery;
- The meeting to consider these matters was held on Wednesday, 26 April 2006;
- Prior to that meeting relevant officers were to meet and prepare concise papers on the undernoted topics to facilitate discussion:-
 - (a) Strategic Management of Human Resources and Training and Development;
 - (b) Finance, including Payroll;
 - (c) Internal Audit;
 - (d) Efficient Government Fund;
 - (e) Sport and Leisure
 - (f) Education

5.3 It was noted that in addition to the foregoing, discussions are also being held across the 3 Ayrshire Authorities in relation to the position post Structure Plan.

5.4 In addition to the foregoing and in an effort to bring together information on the breadth and depth of existing joint working arrangements across Ayrshire an exercise was undertaken to provide a consolidated list of such services which is now in the process of being updated.

6. OUTCOMES AND PROGRESS

6.1 At the foregoing meeting on Wednesday, 26 April the following decisions were taken:-

- In relation to the Integrated Service Delivery and Governance Modelling Project the following areas were identified for inclusion on a Pan-Ayrshire basis:-
 - (a) Regulatory/common services – range to be determined but possibly Including:-
 - Building Standards
 - Registration Services
 - Trading Standards
 - Records Management
 - Environmental Health and
 - Emergency Planning
 - Co-location - co-location of “public face” services with the range of these being developed across all 3 Council Areas;

- Efficient Government Fund Stage 2 ICT Bid – recognising the importance of this Bid in supporting further local work identified in respect of the potential integration of Council Tax, Creditor Payments, Housing and Council Tax Benefits, to develop supplementary documentation to further support the Stage 2 Bid highlighting the revenues and benefits stream of the Scottish Executive funding as the stream which this Bid supports;

6.2 In addition to a number of procedural arrangements, including the convening of further meetings of the Pan-Ayrshire Group, it was also agreed that the undernoted services be considered for further joint action with issues/solutions/discussion papers being prepared for further consideration of the Pan-Ayrshire Group:-

- Elements of Human Resources including Training and Development;
- Call Centres – scope the extent of “call centre” provision across the 3 Councils and consider areas for further inclusion, for example, elements of Human Resources;
- Elements of Finance
- Internal Audit
- Roads – develop strategic transportation issues, depots and procurement
- Sport and Leisure – further discussions to be held subject to timing to be determined by South Ayrshire Council
- Education – a Member/Officer Working Group comprising the 3 Directors and Chairs of Education to be formed to develop thinking on special education; teacher training centres; residential schools for children; curriculum development; quality and improvement; psychological services; and children’s services
- Efficient Government fund ICT Bid – see above
- Fostering
- Regulatory and common services – see above
- Co-location – see above
- Joint Cleaning Initiative (aids and adaptations)
- Structure planning

7. TIMETABLE

7.1 The Integrated Service Delivery and Governance Modelling Project plan and timetable have been amended extensively with the Executive indicating most recently that Round 2 (Service Delivery Focus) Workshops will be held, at the last indication, in the last week in May/1st or 2nd week in June and Round 3 (Governance) Focus Workshops being held towards the end of June. In respect of the 2nd Round of Workshops, the 3 Ayrshire authorities have been grouped together and on finalisation of our agreed submissions, these will be presented to the Executive.

7.2 In order to conform to the above and to further additional local joint working, the following timetable was identified by the Pan-Ayrshire Group:-

By 17 May 2006.

- Pan-Ayrshire Officer Sub Groups prepare worked up papers on services identified for:-
 - (a) ISGMP
 - (b) Additional local action

Week commencing 22 May 2006

- Pan-Ayrshire Group convenes/receives to agree submission for ISGMP (on basis of Round 2 being circa 30 May 2006 and update on additional local action) – this is now being achieved by correspondence rather than convening a further meeting of the Group

Week commencing 19 June 2006.

- Pan-Ayrshire Group reconvenes to consider (a) outcomes of ISGMP Round 2 and (b) work of other sub groups on additional local action

7.3 Some of the foregoing timescales in relation to ISGMP are dependent on progress at Scottish Executive level but in any event the Pan-Ayrshire Group will reconvene prior to the summer recess to consider progress in relation to all areas of potential joint activity.

8. LEGAL/POLICY IMPLICATIONS

8.1 The proposals meet with the Council's stated position of participating in the Integrated Services and Governance Modelling Project and of working jointly with Partners.

9. FINANCIAL IMPLICATIONS

9.1 Nil

10. COMMUNITY PLAN IMPLICATIONS

10.1 The proposals aim to produce more effective efficient services supporting the aims and aspirations of the Community Plan and its themes.

11. CONCLUSIONS

11.1 In furtherance of the stated political will of the 3 Ayrshire Councils and of the Scottish Executive Integrated Service Delivery and Governance Modelling Project and Shared Services Agenda and, in particular, in preparation for Round 2 ISGMP National Facilitated Workshop, the Pan-Ayrshire Group comprising the Councils' 3 Leaders and Chief Executives and representatives of NHS Ayrshire and Arran and of Scottish Enterprise Ayrshire concluded that the 3 areas identified at para 5.1 above be finalised through the Integrated Service Delivery and Governance Modelling Project and that further work be undertaken to pursue these and other joint working arrangements within Ayrshire, building on the already sound basis which currently exists.

12. RECOMMENDATIONS

12.1 It is recommended that Committee;

- (1) notes the terms of the Integrated Services Delivery and Governance Modelling Project and the amendments to the project plan and timescales;
- (2) endorses the steps taken and proposed, to date, to participate in the project;
- (3) endorses the steps taken and proposed, to date, in respect of additional joint working arrangements Pan-Ayrshire; and
- (4) agrees that the Depute Chief Executive/Executive Director of Corporate Support report back to committee in due course

Elizabeth Morton
Depute Chief Executive/Executive Director of Corporate Support
15 May 2006
EM/JR

BACKGROUND PAPERS

Nil

Anyone wishing further information should contact Elizabeth Morton, Depute Chief Executive/Executive Director of Corporate Support (telephone: 01563 576001)