

efficiency | quality | accountability

Knowledge Sharing

What's in it for me to share my knowledge & how can it help me achieve greater efficiency, quality & accountability? Using Best value examples, this session will demonstrate the value that a practical approach to sharing knowledge can bring to Scottish Local Government & the challenges of getting it right.

Bonnie Cheuk, Improvement Service

Christine McLaughlin, PricewaterhouseCoopers

David Porter, PricewaterhouseCoopers

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- Working with Councils and their Partners
- To Improve Efficiency, Effectiveness and Accountability
- Of Local Public Services
- Through Direct Support, Capacity Building and Knowledge Management

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How can we ensure that information, ideas, experience and knowledge **flow** across Scottish local authorities (and their partners) to improve local public service?

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A Chief Executive says to you...

“We must share our knowledge across local authorities to drive improvement, what projects or activities would you initiate?”

Name one.

Three rules of Knowledge Sharing

1. Knowledge can only be volunteered. It can never be conscripted.
2. We always know more than we can say, and we can always say more than we can write down.
3. We only know what we know when we need to know it.

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You have been asked to take the lead on one of the following projects listed on a BV improvement plan:

Project A – Need to implement a development strategy for elected members

Project B – Need to develop a performance management system

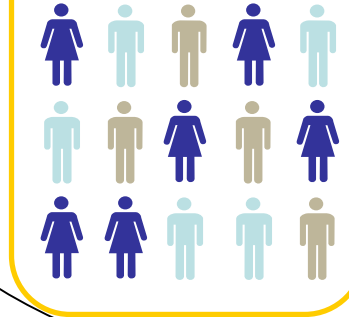
You are about to kick off this project...

1. What **questions** do you have just now? List top 5 to 8 questions that have to be addressed to help you to get your work done. (1 question on 1 post-it note please)
2. If you have a **magic wand**, what help would you like to get? (1 wish per table)

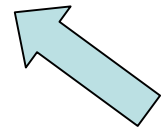
Putting colleagues who work in specific practice area at the centre

IS input: Resources, news, toolkits, training, research findings, seminars, consultancies and advice

Communities of Practice



Share resources, news, toolkits, expertise, research findings, events, work practices (generated by the members for the members)



IS input: Provide your community with a platform to share resources & ideas (www.improvementservice.org.uk)

IS Input: Provide you with good practices & methodologies to nurture your communities of practice; plus a range of tools & approaches to share good practices & lessons learnt

Introduce a range of collaboration tools to support virtual team working

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Connecting people
(to resources and people)
+
Enable by technology

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How can good practices be shared beyond the project team or the communities of practice (and be made available across all councils)?



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It's hard not to be in favour of passion, commitment and heroism but I worry that some of our current rhetoric locks us into a childlike search for miracle solutions, rather than a practical commitment to improving things for the communities and people we serve.

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Councillors, tell it like it is!
Weekly research update - 4 April 2006
£134m Highland schools contract signed

Latest Events

Wednesday, 5th April
Local E-gov EXPO, ExCeL London
9:15am to 5:00pm

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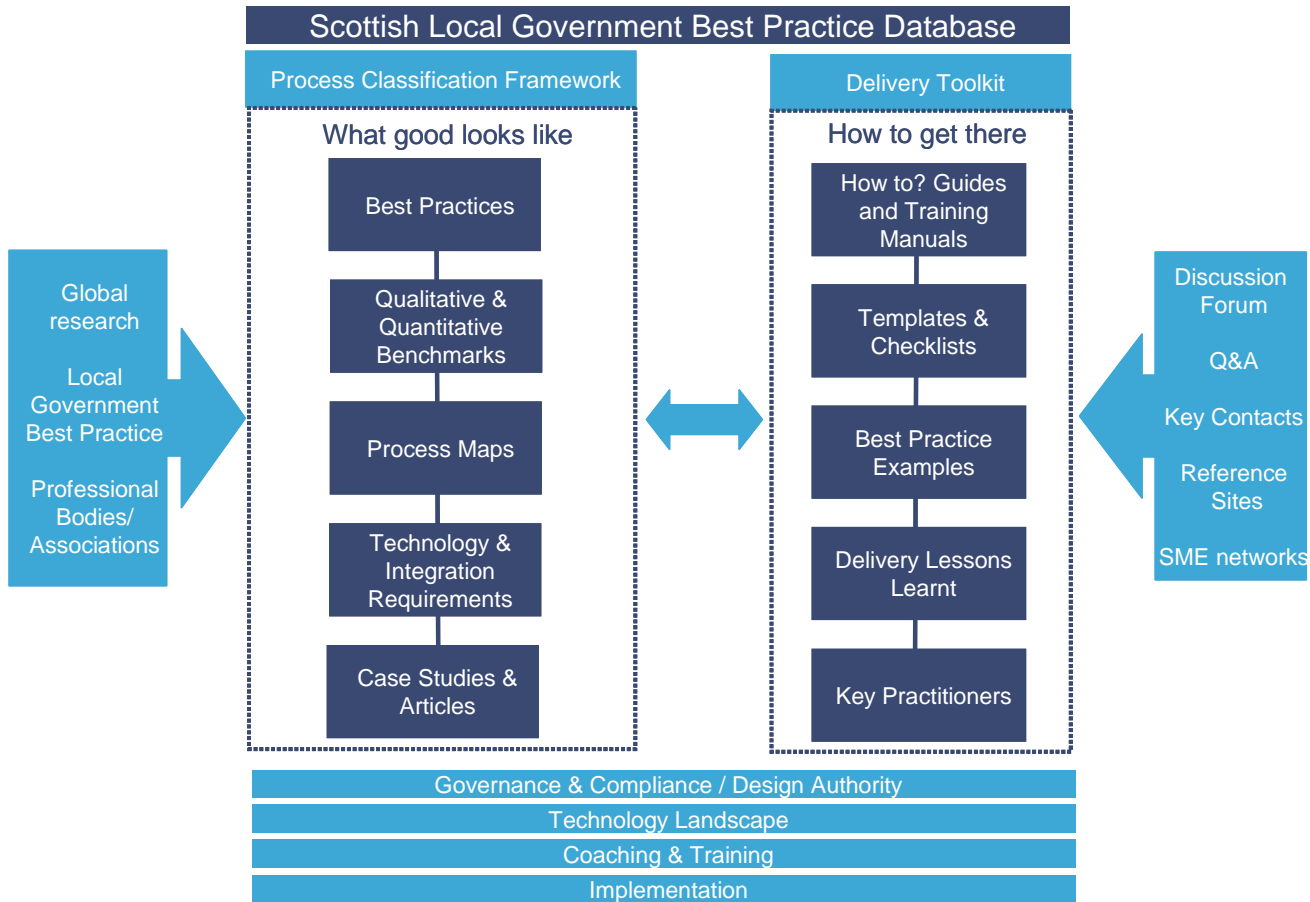
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A single repository for Local Authority best practices and how to achieve them

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Scottish Local Authority Best Practice

Know-how to take the lead

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Why use this site?

Local Authority Practitioners
Council Members
Professional Bodies

What would you like to do?

Identify best practices
View process classification framework
Compare current performance to best practice
View toolkits to help deliver best practice
Learn how to use this site

Local Authority Processes

The Process Classification framework provides a common language for everything that you do

New research & initiatives

National internet gateway for Local Government

Target Performance

Identify and understand strengths and opportunities for improvement

Best Practices in the News

Best Value outcomes just published

Delivery Toolkit

Provides the methods, tools and practical examples to support you through the delivery of best practice ways of working

Accessed through a single structured and easy to use repository

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13.0 Manage Improvement and Change

13.1 Measure Local Authority Performance

Definition

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[Benchmarking](#)

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[Key Contacts](#)

[Performance Measurement Toolkit](#)

Best Practices

Local Authorities which measure organisational performance adopt the following best practices.

- [Implement a comprehensive evaluation of performance through a Balanced Scorecard](#)
- Build support for performance measurement through customised, ongoing communication
- Integrate performance measurement, planning and budgeting to achieve a successful strategy implementation
- Leverage technology to facilitate continuous performance reporting

What best practice performance measurement looks like

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Council Members

Professional Bodies

Process Classification Framework

The process classification framework contains 13 processes that apply to all local authorities. The last six processes are management and support processes that make it possible for the Local Authority to operate effectively.

Community Planning Partner Service Delivery

- | | | | | | | |
|---------------------------------------|-------------------------------------|--|-----------------------|---|--|------------------------------------|
| ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ |
| Provide education & training services | Provide travel & transport services | Provide recreation & cultural services | Provide land services | Provide environmental protection services | Provide care, accommodation & rehabilitation | Provide social & economic services |

Back Office Transaction Processing Service Delivery

- ⑧ Develop and manage human resources
- ⑨ Manage information resources and technology
- ⑩ Manage financial, administrative and physical resources
- ⑪ Manage corporate affairs
- ⑫ Manage external relationships
- ⑬ Manage improvement & change

Manage improvement & change

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Best Practices

What you gain

- Insight into performance gains strengths and weaknesses
- Better ability to facilitate benchmarking activities

Creating a Balanced Scorecard action steps to achieve

- Review processes to identify where performance measurement is needed most
- Map scorecard measures to your strategy
- Track only the most vital metrics
- Involve stakeholders in the identification of metrics
- Group performance measures into the components of the scorecard
- Track leading (activity) and lagging (outcome) indicators
- Once established, cascade the scorecard which are aligned to the organisational scorecard

High level steps to achieve performance measurement

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Performance Measurement Toolkit

The toolkit contains guidance notes and standard templates to allow you to implement a performance measurement system

- How to implement the performance measurement system
- Definitions and assumptions
- Standard reporting framework
- Key practitioners
- Example scorecards

Everything you need to know to implement performance measurement

Challenges

- Having seen this, what challenges are there to providing this service to Local Government?
- What knowledge would you like to see available for sharing?
- What is the value to councils in contributing to a knowledge sharing mechanism?
- What incentive is there for me to share my knowledge?

Knowledge Design Principles

- Knowledge working must be focused on supporting Scottish Local Government to become more effective and efficient in service delivery
- Knowledge working will be a part of Local Government Culture
- Local Government will be developed as a knowledge based partnership
- Every individual is empowered to develop, share and exploit knowledge to the benefit of all
- A process for managing and using knowledge is required across Scottish Local Government

Case Study 1- Senco – “Learning...not just reporting”

- Weekly status meetings ... present a list of what they had done during the week ... little value
- Changed to share their learnings
- At first, it was awkward and people felt they had to contribute
- If people felt they had nothing to report, they should come and be prepared to just listen
- The practice of sharing what has been learned has become a standard

Case Study 2 – The U.S. Army

- The U.S. Army collect and integrate new insights from various training centres by creating the Center for Army Lessons Learned (CALL)
- They developed a process that:
 - Transforms raw data into knowledge that can be acted upon
 - Sends the knowledge out to the whole organisation
 - Produces rapid behavioural change based on the knowledge
- They assemble teams of experts to observe missions, analyse the information and ask other experts to validate it
- These lessons learned are delivered as written reports, videos, or simulations for training other troops

Case Study 3 – PwC – The Knowledge Exchange

- We understand the importance of knowledge in our organisation....along with our people it is our main asset
- Failure to contribute knowledge effects our annual performance
- We employ knowledge managers to ensure that we make best use of the knowledge
- The other case studies come from our Knowledge Sharing Environment...just be searching on “Knowledge Case Studies”

Case Study 4 – Honda – A step too far?

- To solve difficult problems in product development projects, Honda uses "brainstorming camps"
- These are often held at resort inns where employees try to solve difficult problems while drinking sake, sharing meals, and taking baths together in a hot spring!!!
- They feel that "making criticism is ten times easier than coming up with a constructive alternative"
- They have been able to gain a great deal from these exchanges of knowledge and from the resulting shared perspectives of brainstorming participants

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What can you do personally to overcome the challenges and play a part in promoting knowledge sharing?

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Contact Points

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Christine McLaughlin
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Mobile : 07725 070649
E-Mail : christine.mclaughlin@uk.pwc.com

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Backup Slides (Site Demo)



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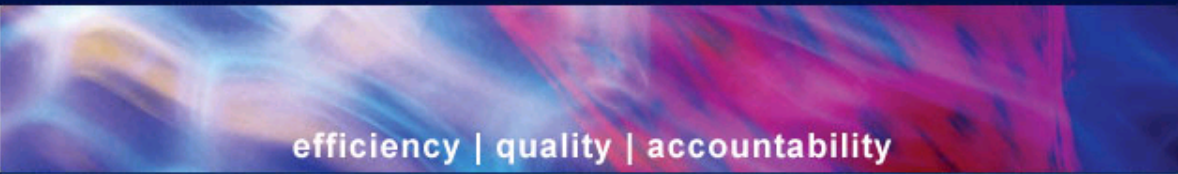
Here we have useful links to other online resources relevant to Scottish local government. If you would like to suggest a link for this section that isn't currently included, let us know at listen@improvementservice.org.uk.

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- Scotsman - Politics
- Audit Scotland
- info4localgov
- Scottish Executive - Latest
- Scottish Executive - Government
- Aberdeen City Council
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- Clackmannanshire Council
- South Ayrshire Council
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Community Planning

Community Planning is a process which helps public agencies to work together, with the community, to plan and deliver better services. The intention is to make a real improvement to the quality of people's lives.



Partnership & Joint Venture

Partnership & Joint Venture is a Scottish Executive sponsored programme developed in partnership with Scottish local authorities and managed, with the support of the Executive, COSLA and SOLACE, under the direction of the IS.



Planning for Change

A consortium of Scottish local authorities - under Falkirk Council's lead - developed and launched the Change Management Action Pack in 2005. The initiative formed one of a number of work streams of the CRM/Citizen Account Programme and funded by the Scottish Executive's Modernising Government Fund Round 2.



Health Improvement

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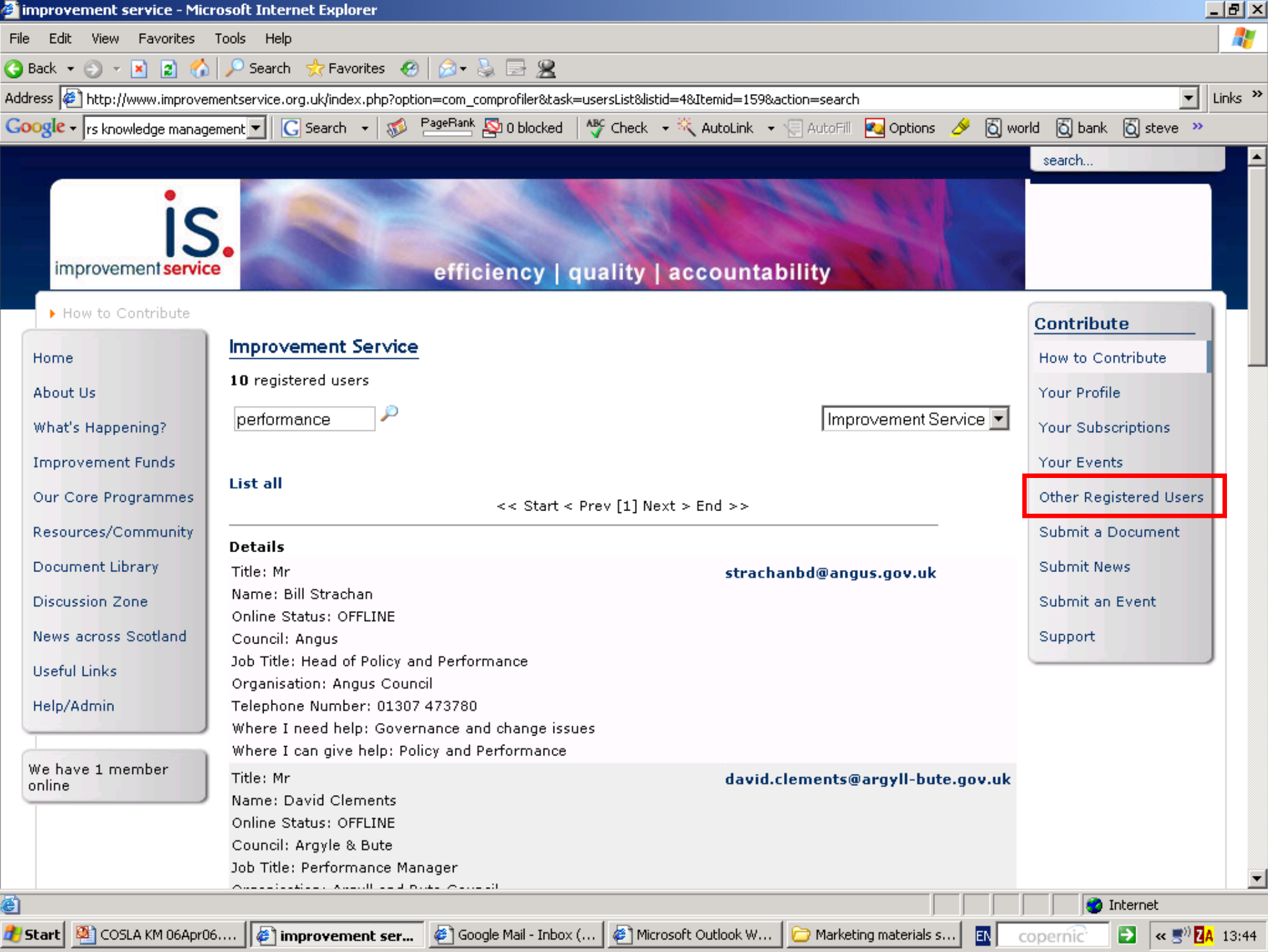
Community forums...

Forum	Topics	Replies	Last Post
New! General Discussion	3	0	2006/01/27 13:32 by admin
New! Community Planning	1	3	2006/03/28 16:38 by Dorothy Ogle
New! Customer First	1	0	2006/01/16 19:09 by admin
New! Efficient Government	1	0	2006/04/02 09:09 by John Dawson
New! Elected Members Development	0	0	No Posts
New! Knowledge Management	0	0	No Posts
New! Management Development	0	0	No Posts
New! Performance Management	2	1	2006/03/24 18:56 by Bonnie Cheuk
			2006/04/02 18:56

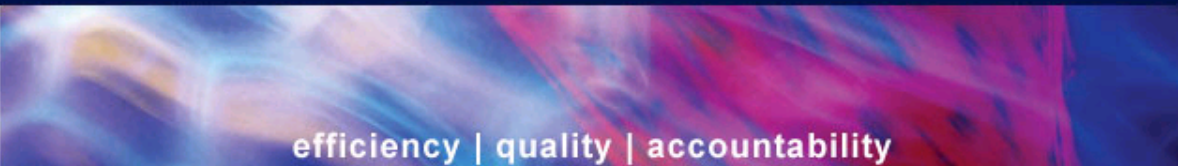
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Dorothy Ogle 28-03-06 16:38
- Re:Performance Management - Service Sta...**
Bonnie Cheuk 24-03-06 18:56
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Title: Mr **strachanbd@angus.gov.uk**

Name: Bill Strachan
 Online Status: OFFLINE
 Council: Angus
 Job Title: Head of Policy and Performance
 Organisation: Angus Council
 Telephone Number: 01307 473780
 Where I need help: Governance and change issues
 Where I can give help: Policy and Performance

Title: Mr **david.clements@argyll-bute.gov.uk**

Name: David Clements
 Online Status: OFFLINE
 Council: Argyll & Bute
 Job Title: Performance Manager
 Organisation: Argyll and Bute Council

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Welcome to Health Improvement

Welcome to the **Local Government Health Improvement Programme** of NHS Health Scotland.

Councils are in a unique position to significantly contribute to the reduction of health inequalities by improving the life circumstances of the communities they serve. Recognising this significant contribution that councils play in health improvement in Scotland, Health Scotland has created a Local Government Programme. The programme will be instrumental in further developing relationships and health improvement activity with COSLA and other national local government organizations and agencies, all 32 councils and Community Planning Partnerships.

This site is for all those within local government who have an interest and role in improving health. We hope you find lots of useful information to support health improvement activity in your area.

Healthy Bites

Come and meet the programme at the COSLA conference!

Come and visit us at the COSLA conference on the 5th & 6th of April to find out more about the programme and to meet the team. We look forward to seeing you there. A fringe event on the community Health Profiles and how elected members make use of this information will also take place at the

Join our discussion forum

If you have any comments on health improvement in local government please join our **discussion forum** where we would like to hear your thoughts on how this website could benefit you.

Latest News

- Join our discussion forum
- Come and meet the programme at the COSLA conference!

Latest Events

- Wed, Apr 5th, 2006, @8:00am - 5:00pm **COSLA Conference**
- Thu, Apr 6th, 2006, @8:00am - 5:00pm **COSLA Conference**
- Fri, Apr 7th, 2006, @8:00am - 5:00pm **COSLA Conference**

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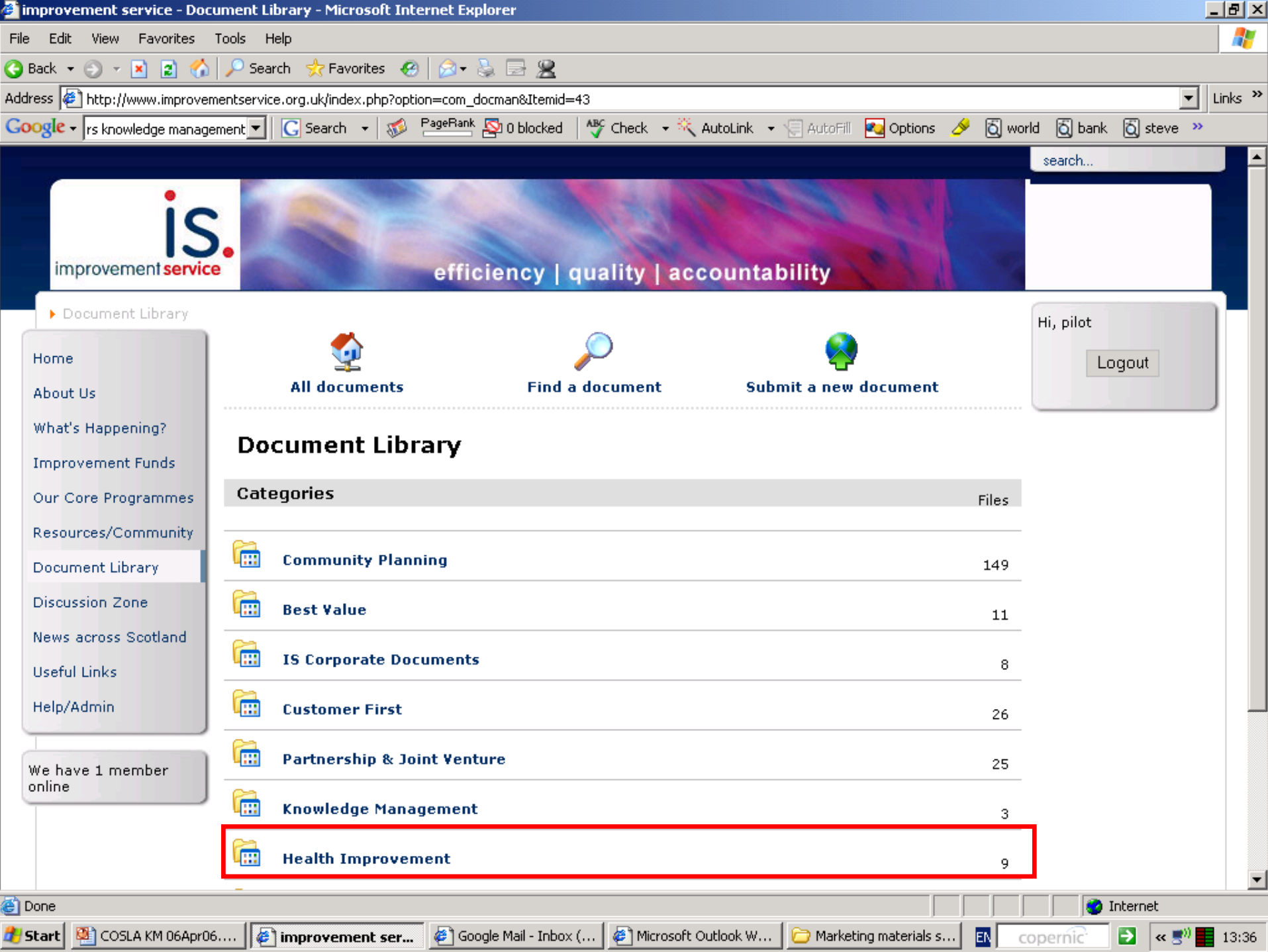
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Our library contains documents held on the Improvement Service site, together with links to documents held elsewhere. Please note that you must be a registered Improvement Service user and logged in if you wish to submit a new document.



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Community forums...

Forum	Topics	Replies	Last Post
General Discussion	3	0	2006/01/27 13:32 by admin
Community Planning	1	3	2006/03/28 16:38 by Dorothy Ogle
Customer First	1	0	2006/01/16 19:09 by admin
Efficient Government	1	0	2006/04/02 09:09 by John Dawson
Elected Members Development	0	0	No Posts
Knowledge Management	0	0	No Posts
Management Development	0	0	No Posts
Performance Management	2	1	2006/03/24 18:56 by Bonnie Cheuk
Partnership & Joint Venture	2	0	2006/04/02 08:59 by John Dawson
Preparation for 2007	0	0	No Posts
Planning & Development	0	0	No Posts
Health Improvement	1	0	2006/03/09 15:39

Latest Posts

- Shared Services & Unifying Computer...**
John Dawson 02-04-06 09:09
- Partnership Guidance**
John Dawson 02-04-06 08:59
- Re:Your feedback to the new CP site**
Dorothy Ogle 28-03-06 16:38
- Re:Performance Management - Service Sta...**
Bonnie Cheuk 24-03-06 18:56
- Performance Management - Service Standard**
Andrew Mackenzie 24-03-06 18:54

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