

Simplify, Standardise and Share

March 2009

Over the last few years, under the auspices of the National Shared Services Board and the Scottish Government's Efficiency and Reform fund a number of programmes have been developed. The National Shared Services Board recommended projects which would:

1. Focus on identifying, sharing and standardising around best practice process.
2. Focus on sharing front line and back office services between Councils.
3. Focus on sharing front line and/or back office services between Councils and other public bodies in their area.

A fundamental of the Board's approach was that there should be clear evidence and that estimating the benefits of such approaches should be done on the basis of good diagnostic analysis. This document describes some of the key shared services and capacities that have been developed and highlights some of the next steps.

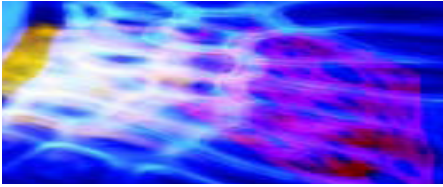
Operational Projects

Scotland Excel: was formerly launched on 1 April 2008 in Paisley and has been established to deliver collaborative procurement benefits as the Local Authority Centre of Procurement Expertise. Currently there are a total of 28 local authorities represented. The first contracts to be awarded under the Scotland Excel brand were completed in July/August this year. Plans for 2009 include the delivery of around 30 contracts and they will be looking to incorporate the new areas of care and construction to this list during the year.

Scotland Excel have set up regional offices in Aberdeen, Edinburgh, Inverness and Paisley to provide frontline customer support and to liaise with many areas of the Scotland Excel business with a view to developing relationships, understanding councils needs and to assist in working towards delivery of the Scotland Excel savings target. Working closely with councils, the regional offices will assist with contract benchmarking and cost analysis, establish possibilities for contract collaboration and support the organisation at local supplier events. The four teams will also market and promote the use of Scotland Excel contracts within their regions and will collate and resolve any local issues with those contracts.

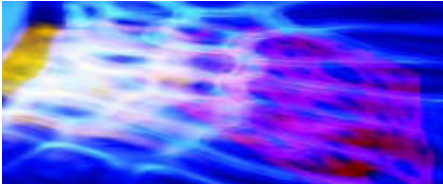
Customer First: The core purpose of Customer First is to create a national infrastructure which can host a number of nationally shared services/business applications which include:

- A national ICT infrastructure spread between a primary (live) site at South Lanarkshire Council and a secondary (development and



- disaster recovery) site at Glasgow City Council;
- A National Entitlement Card Scheme (NEC) and a new Scottish public sector Card Management System (CMS) for issuing the OneScotland public services smartcard. Currently managed by Dundee City Council, the NEC supports key services such as national and local concessionary travel, commercial travel, libraries, leisure, cashless catering, Young Scot, national proof of age.
- A national roll out of the Citizen Account System (CAS), currently developed in partnership with the General Register Office for Scotland (GROS) - this includes a system which allows councils to keep an accurate, up to date, record of its customers and a new national customer authentication service (with a secure citizen to government User Id and Password scheme) being piloted by councils and also being piloted with the NHS in Scotland.
- A National Gazetteer for Scotland (will allow Scottish councils to keep an accurate, up to date, database of all land and property data / assets). Currently managed by Stirling Council (including local government's requirements for the OneScotland mapping service agreement with the Ordnance Survey), the gazetteer also underpins national services such as ePlanning, the National Landlord Registration Scheme, the new National Homebuyers Pack.
- In partnership with West Lothian Council, as well as providing national CRM support to all councils and their CRM suppliers, it also includes a specific framework contract with one supplier (which resulted from a national procurement exercise with Scottish councils). 13 councils have adopted the CRM solution. This programme also supports and manages a national A - Z of public services, a new Customer Services Professional Qualification (in partnership with the SQA) and a new initiative to develop a national model for measuring Customer Satisfaction with Scottish public services (in partnership with Consumer Focus Scotland)
- During May 2008 the National Infrastructure went live for implementation of new National Personal Licensing system for 32 councils and 45 Licensing Boards. As well as this the National Infrastructure went live for implementation of national property gazetteer services for e-planning.

Shared Service Recruitment Portal: The Improvement Service in collaboration with CoSLA and the Society of Personnel Directors Scotland developed the myjobscotland Recruitment Portal. A shared electronic recruitment portal allowing all 32 Scottish Local Authorities to recruit from a wider pool of employees, support more effective recruitment practices. Thereby reducing advertising expense and improving efficiency and productivity.



The portal was launched in June 2009 and the benefits are already being delivered:

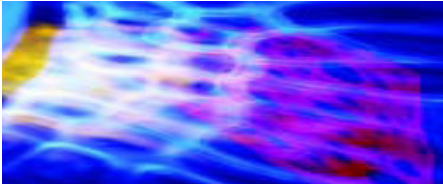
- Since Perth and Kinross joined myjobscotland in August 2008, the proportion of electronic applications the authority receives has rocketed to 96 per cent, reducing the paper it handles by some 90 per cent and they have been able to cut time to hire by a third.
- In North Ayrshire - It is expected that recruitment advertising spend will be reduced by £180,000, in the first complete year of using myjobscotland. This saving will be achieved by the use of composite signpost adverts, directing candidates to myjobscotland, and the use of more appropriate press advertising, tailored by use of statistical information from the portal.

Council Pathfinder (Diagnostics): The Diagnostic process is an innovative approach of engaging an organisation in identifying opportunities for improving services to customers and realising efficiencies through simplifying, standardising and sharing; and then developing those opportunities into practical solutions.

The Diagnostic approach was pioneered by the City of Edinburgh and Glasgow City councils (with the support of their consultants: PWC & KPMG), who undertook their Diagnostics during 2007. The lessons learnt and experiences of their differing approaches were consolidated so that, with support from the Improvement Service, the other 30 Scottish Local Authorities were able to undertake it during 2007/8.

The diagnostic has made a significant contribution to the strategic improvement agenda for Councils and has enabled existing initiatives to be reviewed and challenged. Over 200 business cases have been prioritised and put forward and councils are currently further developing their business cases. Cumulatively at least £200 million of savings will be generated over the next few years through taking forward the work that has been identified through the diagnostic.

The Improvement Service Shared Services and Knowledge Management teams are working with councils and stakeholders to manage and share the knowledge at the heart of the national simplify, standardise and share approach for local government. This approach aims to ensure that all learning and knowledge gained is captured and recorded in order that this can inform future projects and to assist the wider public sector under taking similar initiatives.

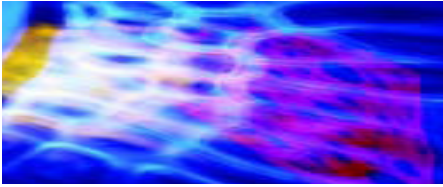


Clyde Valley Learning and Development: The Clyde Valley Learning and Development project is about establishing more efficient learning, training and development practices across the eight group members, South Lanarkshire Council, East Renfrewshire Council, Glasgow City Council, North Lanarkshire Council, Renfrewshire Council, West Dunbartonshire Council, Inverclyde Council and West Dunbartonshire Council. Phase one deliverables include delivery of a number of accredited training courses in First Aid, with savings on cost being made and a training package for eLearning Equality & Diversity developed with negotiation on purchase resulting in a 60% saving. Joint working has also been taken forward in Management Development, Social Care, Equality Training and Elected member training.

The Clyde Valley Group is also securing a common learning management system. Although this is a work in progress, the business case for change estimates that savings of around 30% may be achieved in purchasing alone. The increased availability of e-learning content which this system supports will also generate significant savings for each council as a blended approach reduces the need for employees to attend traditional training events as frequently, while still delivering essential training and learning requirements.

Orkney Joint Working: The objective is to improve the efficiency of public sector services in Orkney, in particular in the management and delivery of support services in the Orkney Islands Council, NHS Orkney and other partner agencies. The Joint Working in Orkney Programme is a unique collaboration between Orkney Islands Council and NHS Orkney to simplify and share services between the Council and the NHS. It is about securing sustainable public services and sustainable communities in remote islands communities. The programme has three strands:

- Joint Build Projects - for two replacement schools, a school hostel and new swimming pool; a replacement hospitals and health facilities; and a joint health, social care and housing project providing residential and care in the community for older people;
- Integrated Health and Social Care Partnership - strong progress towards Community Health and Social Care Partnership model with jointly managed primary care and social work services;
- Shared Support Services covering corporate services - HR, Finance, IS, Procurement, Property and Administration; but also non emergency transport, hotel services and public health.



All projects have moved through business case and project initiation to change management plan stage.

Western Isles Integrated Service Delivery: The development of a service delivery model and governance arrangements that will secure the future of locally delivered and accountable public services in the islands. Work has been carried out to scope opportunities for integrated services and progress has been made on services access points and facilities management with a number of low level operational improvements in the pipeline.

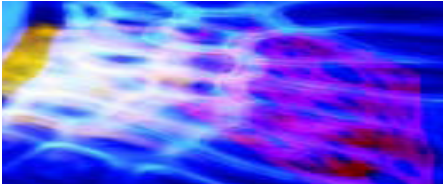
Development projects

Public Information Notices Portal: In 2005-06 a total of £5.82 million was spent by Scottish Local Government on PIN advertising - with an overall Scottish public sector spend of £10 million for the same period. Although the term “Public Notices” implies that these notices have been displayed in the interests of the public, in reality the current style, type size and language used results in very limited information passing to only a small proportion of the public. The concept is to create a new channel of communication to local communities via the internet, enabling councils to provide local information regarding services such as road works, property developments and all other types of approved and proposed projects in a clear and easy to use format. Edinburgh, Fife, Glasgow, South Lanarkshire and Inverclyde councils made up the PINs Project Working Group. The PINs Portal has been integrated with the two main systems used by Local Government in discharge of their duties in dealing with Licensing and Planning applications.

Shared Workforce Planning: The project seeks to develop a national workforce planning capacity that will allow Scottish local authorities to collectively plan and deliver the level, type and quality of workforce they require for the future in a cost effective manner. There is no favoured operating model for the delivery of this project and consideration will be given to all public, private and public/private alternatives.

Revenues and Benefits: Feasibility work is also being carried out into collaborating around Council Tax administration, billing and collection, the administration of Council Tax Benefit and Housing Benefit and Non Domestic Rates administration billing and collection.

Pensions Pathfinder: The aim of the project is to provide evidence based options which will inform if there are any opportunities to



improve the management of local government pension schemes in Scotland.

Moving Forward - Improving Together

The work so far has demonstrated the benefits of a nationally-supported approach which builds on local identification of opportunities to simplify, standardise and share.

The opportunities developed so far and from the diagnostic in particular have demonstrated that

- simplifying and standardising within an organisation is an essential part of the journey to greater collaboration and will generate cumulative savings of at least £200 million over the next few years.
- there are significant opportunities to build on, reuse and derive more value from shared capacity that has been put in place (eg Customer first, Scotland Excel, myjobscotland)
- shared services is about front line delivery as well - particularly in the context of single outcome agreements and community planning partnerships and working across the wider public sector.

Already 20 councils have committed resources to moving towards implementation. Moving forward a new shared services board has been established within COSLA and in 2009/10 they will establish their vision for the future of shared services across local government. The IS are working with councils to support effective implementation and collaboration between councils and the wider public sector.

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