

**PROCESS FOR CHANGE – HIGH LEVEL DESIGN**

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**1. SUMMARY**

- 1.1 Further to consideration of the outputs from completion of the High Level Design for Process for Change at the Council Business Day of 24 February and the Council Meeting of 5 March, Councillors were given a further opportunity to raise any issues before 14 March. No further issues have been raised by Councillors since the Council Meeting. A summary of all questions raised to date and answers given is attached for further consideration by the PPG. The PPG is requested to consider whether it requires any further information prior to remitting this matter to the Executive for consideration on 16 April 2009.

**2 RECOMMENDATIONS**

- 2.1 The attached questions and answers at Appendix 1 are noted.
- 2.2 Members are requested to consider whether they now have all the requisite information or whether there are additional areas which they would like further information on before remitting this back to the Executive.

**3 DETAIL**

- 3.1 Members already have the full reports from the completion of the high level design which were presented to the Council Meeting of 5 March 2009, and attended the presentations given by each of the project managers to the Council Business Day on 24 February 2009. A number of questions were raised at each of these meetings as well as some questions having been raised directly with project team members. These questions, along with the answers given, have been written up and are attached at Appendix 1 in order to further inform Members about Process for Change.
- 3.2 The recent press release issued by John Swinney on 2 March 2009 on "Upping the pace of public sector reform" should be noted. In particular he highlights the need for further efficiencies, and greater innovation within and between councils:

"Our efficiency programme has an increasing two per cent target to deliver savings of £1.6 billion in 2010-11 which will be reinvested to improve public services. But efficiency must go hand in hand with a more enterprising and empowering culture.

"We have stepped back from micromanagement of councils and are letting them get on with the job. Now greater innovation is required - within and between councils, Government and all parts of the public sector - to share services and get best value for the public pound. That is already happening and there must and will be more.

"For instance, eProcurement Scotland, one of the most comprehensive and successful eGovernment initiatives in the world, delivers cost savings and the most efficient use of resources. Last year, £2.47 billion was spent through eProcurement Scotland, around 25 per cent of the total spend in the public sector procurement bill.

- 3.3 The themes from Process for Change reflect these aspirations and provide plans for achieving these in a practical manner.

#### **4 IMPLICATIONS**

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| 4.1 | Policy              | In line with Council's Improvement plan  |
| 4.2 | Financial           | Additional non-budgeted costs of Detailed Design for which approval is now being sought are £216,000 – to be funded from the Council's General Fund Reserve. With potential further draw of £559,000 for year 1 costs depending upon the outcome of detailed design. |
| 4.3 | Personnel           | 6 secondments are required to assist with the high level design phase. Overall the requirement is estimated as 13 FTE each for a 5 to 7 month period.  |
| 4.4 | Legal               | Not yet identified   |
| 4.5 | Equal Opportunities | Not yet identified   |

Judy Orr  
Head of ICT and Financial Services

20 March 2009

#### Appendices:

- 1 Process for Change – High level design – questions raised and answers given

#### Background reports:

Shared Services Diagnostic Project - Final Report to Council on 2 October 2008  
Process for Change – High level design – report to Council 5 March 2009

**Process for Change – Questions raised and answers given at Council Business Day 24 February 2009 and Council meeting 5 March 2009 and via emails**

QUESTIONS	ANSWERS
<b>1) Programme - general</b>	
<b>1.1 Financial</b>	
<p>Q 1.1.1 Is the £216K for consultants and additional staff included in the figure of circa £560K for year zero costs?</p> <p>Q 1.1.2 So on the finance side we are being asked to commit to the £226K from reserves to identify (clarify) what “year 0” costs will be and how they would be funded.</p>	<p>A 1.1.1 No, this is additional to year 0 costs. We assumed year 0 is 2009/10, but this may slip if the decision to progress is deferred. Some of the year 0 costs are capital and there may be scope for some of this to come from existing budgets. Further work is required on this aspect during detailed design.</p> <p>A 1.1.2 Yes, the commitment being asked at the moment is for £216K from reserves so we can carry out the detailed design. This is much more than just clarifying the costs – it’s about drawing up the process maps for the new ways of working, identifying the precise job roles affected and the impact on them and on premises requirements, identifying the technology requirements in detail; as well as refining the business case.</p>
<p>Q 1.1.3 The consultancy budgeted cost seems to average at a fee rate of £1,400 per day? What is the range and what level of staff are we getting?</p>	<p>A 1.1.3 The fee rate varies according to grade of consultant. The budget allows for expenses. We have had consultants at two levels mainly – Managing Consultant and Director. Their fees range from Junior Consultant up to Director. We have a 9% volume discount on standard catalyst rates because of placing a single order along with Moray and Dumfries and Galloway Council, and a special discount on the programme support consultant and 2 free familiarisation days.</p>

<p>Q 1.1.4 Is the contract with our consultants on a risk/reward basis?</p>	<p>A 1.1.4 No this was not possible as the contract just extends to a commitment covering high level design. A risk/reward contract would only be possible if it covered implementation.</p>
<p>Q 1.1.5 £4.9M - £5.3M in savings anticipated in the overall business case; however it needs to be monitored that we actually achieve this.</p>	<p>A 1.1.5 The Dimension Four benefits realisation methodology is being adopted to provide the rigour required to monitor achievement and provide transparency of savings generated. The reason the savings have gone from £11M to £5M is that we are no longer counting any savings from property (£1.9M) – saying we will get these anyway through existing programmes; procurement savings have reduced to £2.2M from £3.5M (more realistic target for new contracts to put in place and not double counting any savings from Procurement Scotland or Scotland Excel which would be additional). Finally, we have not assumed any savings from Rules Based Eligibility and Assessment theme. We need to revisit this as part of the Detailed Design phase to identify savings. The project managers have all indicated a significant level of prudence in the estimation of savings and would prefer that the estimates taken to Council are prudent and that there is the potential to achieve more than the figures estimated. It was pointed out that the FTE for 2009/10 is 4,382. In 1998/99 that figure was 3,812 – an increase over the years of 570 (15%) despite over 200 employees going out of the organisation from housing stock transfer and some NPDO posts including, Janitorial posts. Some of the new FTE will undoubtedly be for new initiatives (Pre-5s, Classroom Assistants etc.); We have to take the opportunity to review how people work and what they do. Our processes can improve; it's the only way we can get efficiencies out of the system and improving customer service is a significant driver for that.</p>

<p>Q 1.1.6 Are there any quick wins?</p>	<p>A 1.1.6 Procurement will deliver savings in year 0. The plan is that there is no lengthy design stage for procurement. Instead there is some targeted research for particular commodities and then specifications drawn up and tendered so that benefits are achieved as early as possible. Serco responded that there was no overall “silver bullet” but that the customer management and workforce deployment are excellent themes to progress.</p>
<p>Q 1.1.7 The budget identified a need for efficiencies. It would be possible to decide to take forward the themes we are comfortable with and defer decisions on other themes till a later date.</p> <p>Q 1.1.8 It is noted that the business cases have not allowed for any redundancies – this should not be a problem as there are opportunities to review plans in more detail at the next stage, and good planning should minimise any redundancies</p>	<p>A 1.1.7 This is possible although more benefits will be achieved by taking all the recommended themes forward</p> <p>A 1.1.8 Agreed. It is hoped to minimise any issues for the workforce.</p>
<p><b>1.2 Governance</b></p>	
<p>Q 1.2.1 Governance – given there are only two OD PPG meetings scheduled during the detailed design period will additional meetings be required and/or rescheduling to tie in with key points in the process?</p>	<p>A 1.2.1 I would encourage additional meetings to be scheduled as required. Additional meetings will be scheduled – probably on a monthly basis.</p>
<p>Q 1.2.2 Future responsibility is delegated to the Leader of the Council and Chief Executive. How would the Council be kept informed?</p>	<p>A 1.2.2 OD PPG will have a scrutiny role and will meet monthly to review progress during detailed design.</p>
<p><b>1.3 Member involvement</b></p>	
<p>Q 1.3.1 (See first risk on page 101) if it is appropriate to include</p>	<p>A 1.3.1 Project boards, being more informal, can be more responsive</p>

<p>trade union reps on the project boards why not Members?</p> <p>Q 1.3.2 Why are Trade Union Representatives needed on the Strategic Boards when they are invited to the PPG.</p>	<p>in dealing with the project environment. There is a real conflict with wanting to provide up-to-date and full information and getting it out early. The Strategic Boards generally worked well during the high level design phase and it is hoped this would continue. If the OD PPG meets more frequently, this would enable Members to be more involved.</p> <p>A 1.3.2 The Trade Union Representatives are expected to have detailed input to give on proposed changes to job roles and so the intention is to engage with them on this as an integral part of the project board working closely with the team – not just in a scrutiny role.</p>
<p>Q 1.3.3 The last paragraph of Section 8 of the Change Management Theme is probably the crucial point that doesn't seem to be built into the rest of that section or the Design Principles in Appendix 2. Whilst I am pleased to see a role identified for the Organisational Development PPG, I think you should see us as more than just being engaged in the process by receiving Committee Reports. I would have thought you could have done with us as champions of the process and, to be that we need to have Awareness, Understanding, Engagement, Acceptance and Commitment. Equally, I would have thought that the penultimate Design Principle should be reworded: "There is good communication, at all stages of the project /programme that delivers awareness; understanding; engagement; acceptance and commitment from all stakeholders." In this way we will mitigate many of the risks that have been identified. These are the stages any organisation needs to go through to achieve cultural change.</p>	<p>A1.3.3 The design principle can be modified during detailed design. We agree that the stakeholders should champion Process for Change effectively.</p>

<b>1.4 Programme - general</b>	
<p>Q 1.4.1 We (the Councillors) want to see really good evidence and detail over how it will be delivered. Nothing clarifies that the assumptions in the business cases are based on strong evidence. There requires to be an intermediate step; we (Councillors) require the comfort that realisation of benefits stated is strong.</p> <p>Serco’s examples mostly were successful ones but Wolverhampton Council outsourced to Axon and that was quickly disbanded after only a few weeks having taken 2 years to set up.</p>	<p>A1.4.1 The business cases have been based on a number of well researched case studies. The details of these have not been included in the high level design reports but they have been considered in detail by the relevant project boards. Detailed Design will further examine this based in the light of the implementation plans as these are developed in detail.</p> <p>Serco responded that they believed change is better generated within and the recommendations from high level design all reflected this.</p>
<p>Q 1.4.2 In the public’s mind – emphasis required is on Shared Services. Overall point of this is ‘Shared Services’ and if that was a better name; why don’t we revert to it?</p>	<p>A1.4.2 The emphasis at this stage is about simplifying and standardising before we then go on to look at further sharing. So far the sharing has been limited to sharing our approach and process with our partner councils. We have made a commitment to examine the potential for sharing detailed design including developing process maps once. We will revert to Council for consideration of further sharing at the end of detailed design.</p>
<p>Q 1.4.3 What is the possible disadvantage of taking forward Customer Management and Workforce Deployment to detailed design?</p>	<p>A 1.4.3 The only potential downside is the cost of doing this, estimated at £216,000. If at the conclusion of detailed design, a decision were to be made not to progress to implementation, then there would be no return on these monies. However, these themes encompass items we should be doing anyway and link closely in to the Council’s Improvement Plan approved in January. The proposals are all for areas where other organisation have shown that real benefits are achievable.</p>

<p>Q 1.4.4 PPG suggested the Council should delay making a decision given the complexity of what is involved.</p>	<p>A 1.4.4 The Council has now decided to refer the papers to the PPG for further consideration and to then remit back to the Executive on 16 April. Two meetings of the OD PPG have been arranged to allow further consideration. The main risk of deferral is that we potentially will miss the target dates set out in the Improvement Plan for completion of first phase detailed design.</p>
<p>Q 1.4.5. Where does Community engagement fit into this?</p>	<p>A 1.4.5 Process for Change business cases deal only with the council and not with potential for sharing with our community planning partners. This is a separate element in the Council's Improvement Plan. The Customer Management workstream recognises the need for further engagement with the community through regular customer satisfaction surveys, as well as focus groups to ensure detailed design reflects the requirements of our customers.</p>
<p>Q 1.4.6 There will be a lot of good stories to tell from progressing with these themes. Will there be regular press releases arranged?</p>	<p>A 1.4.6 Yes, there should be regular communication of successes once we go into implementation</p>
<p>Q 1.4.7 We must be aware of the difference between rural and urban LA's when looking at case studies.</p>	<p>A 1.4.8 Agreed we have more reliance on technology due to our remote rural area. In some urban LA's most customers are within walking distance of council facilities.</p>
<p>Q 1.4.8 Seems on surface that we should be doing this, its not leading edge. Ignore at peril the need for buy in and support from all stakeholders. There may be difficulties in implementation challenges. We need to take this slowly and thoroughly.</p>	<p>A 5.1.6 Serco advice is that we are a people business – have to take staff along but in their experience people are happier when clear about what the direction of travel is and the associated timescales.</p>
<p><b>2) Workforce Deployment</b></p>	
<p>Q 2.1.1 Section 8 (page 120) suggests that we identified 474 potential transferees to the type of working and we are</p>	<p>A 2.1.1 You are right that there are difficulties in realising savings given the dispersal of our staff. That's why we are</p>

<p>working on the basis of achieving 50% of these – 237 FTEs. Paragraph 1.2 suggests possible savings of 26 FTEs or just over 10%. How realistic is it to achieve this given the dispersed nature of our staff and the range of disciplines we cover? For instance, if we look at Environmental Health Officers – the telephone directory suggests there are 5 Environmental Health Officers including the Area Manager, and assuming they are all multifunctional this would suggest a target reduction of 0.5 FTE. Savings 26 FTE from a uniform group of 237 is one thing, once that population is subdivided by 4 areas and say 5 or more disciplines it becomes much more difficult to bank the savings.</p>	<p>suggesting only 50% will be realisable. However, it gives the opportunity to think about how we deploy our staff – should the Environmental Health officers work on an area basis? Can they worker closer with other Protective Services Officers or other area based staff? It allows us to ask these questions and see if, through being cleverer, we can actually realise the parts of an FTE into whole FTE savings. We need to look in detail at these groups of Officers, and we will do this in Detailed Design.</p>
<p>Q 2.2.1 Assurance sought that there would be no pressure on Council staff to work from home.</p>	<p>A 2.2.1 Agreement on home working needs to be mutual from both the staff members concerned and from the manager. It does not suit all types of roles – process roles are most suited. That is why the number of potential home workers is fairly modest, and only 50% of those expected to take up the option.</p>
<p>Q 2.3.1 Why does the Day in Life of chart for an Environmental Health officer show some commuting time replaced by admin time? Surely this should all be a saving to the employee rather than the council benefiting from this?</p>	<p>A 2.3.1 This was the result from the pilot and will need to be reviewed during detailed design for each set of job roles. Whilst it is expected that there could be saving in travel time between locations, savings in commuting time generally accrue to the employee.</p>
<p>Q 2.4.1 How can mobile and flexible working be achieved and still allow for contingency of communications failures?</p>	<p>A 2.4.1 The tools provided for mobile and flexible workers are not based on the assumption of continuous communications recognise that we don't have good signal coverage throughout much of Argyll and Bute. They are based on uploaded and refreshing data when communications are established and hosting data locally in between times to provide the necessary resilience.</p>

<p>Q 2.5.1 Home Working depends on a suitable room being available in a person’s home. Would Council pay for use of that room? Would home working make it harder to get hold of staff?</p>	<p>A 2.5.1 Yes this is correct where someone is a full-time designated home worker. There is much less dependency where the level of home working is more casual. The Council has not built in provision for paying someone for use of their home. Most organisations don’t. HMRC suggests that up to £3 per week could be paid tax free for home working in certain circumstances. This will be investigated further in detailed design. If facilities are set up appropriately, it should not make it harder to get hold of someone – they should be equally contactable whether working from home or in a council office.</p>
<p>Q 2.6.1 The occupancy study for Helensburgh was only over 1 day and for Kilmory was over 2 days. These are too short to draw conclusions from.</p>	<p>A 2.6.1 These will be done in more detail for each location prior to determining exactly how many desk are needed at that location. However they give a good indication of the level of current occupancy which is similar to that found in other local authorities, and highlight the potential for improvement.</p>
<p>Q 2.7.1 Surely the technology issues are not insignificant. Should we also consider how our community planning partners could share our properties where that makes sense.</p>	<p>A 2.7.1 The technology issues were considered in detail during the pilot and a range of equipment was supplied including PDAs, laptops and tablets and also investigated specialist mobile modules of our back office systems, and encryption software. There is some work to be done to ensure that the best products have been selected for a more full scale roll-out but, by and large, the technology issues were overcome satisfactorily. In terms of our Properties, we have not considered any potential for sharing with our community planning partners. That would need to be done on a case by case basis.</p>
<p>Q 2.8.1 Why does the Day in Life of chart for an Environmental Health officer lead to the assumption of a saving of 5%</p>	<p>A 2.8.1 The Mobile solution, when fully implemented, removes need to go back to office on a regular basis. This was not</p>

<p>in miles travelled?</p>	<p>yet in for EH officers and so not reflected in the chart. However other authorities have found this level of saving is easily attainable with a full mobile solution.</p>
<p>Q 2.9.1 The Business Case for workforce deployment shows £2.3m benefits cashable savings on top of Single Status savings and any savings anticipated in the recent budgets. Are these achievable?</p>	<p>A 2.9.1 Yes, these are on top of single status savings already made. These are considered achievable as they result from different methods of working which lead to productivity increases, rather than making cuts in a less planned way.</p>
<p>Q 2.10.1 Would this new thinking (mobile/flexible working) be applicable to members as well?</p>	<p>A 2.10.1 Members have a distinctive role and we have not considered specifically how it would apply to them. Members already have access to council systems from home and are therefore somewhat similar to what is envisaged for home workers. We may be able to consider what can be offered to support more mobile working although we should bear in mind that we should not anticipate any savings from this.</p>
<p>Q 2.11.1 Will individual staff members be given a degree of choice with these proposed new methods of working?</p>	<p>A 2.12.1 Staff will be consulted by their managers who will do their best to take account of geography – where they live, which customer groups they serve etc and come up with the optimum proposals. However if they are a mobile or flexible worker, they will be expected to take advantage of the new tools to support this and achieve the productivity increases – that would not be entirely optional.</p>
<p><b>3) Customer Management</b></p>	
<p><b>3.1 Research</b></p>	
<p>Q 3.1.1 Concerns expressed that the Customer Management theme proposals were based on research only takes account of a very small percentage of total contacts –</p>	<p>A 3.1.1 The Citizens panel achieved 61% participation. It was a robust survey based on a statistically significant number of responses. The answers are accurate to +/- 3.5%.</p>

<p>first process.</p> <p>Q 3.1.2 An example was given of where a streetlight was out and that the on-line reporting facility worked perfectly well and the street light repair vehicle was dispatched to repair it. Unfortunately, the fault was not simple and the streetlight remains out. We need to make sure that we look and monitor customer requests and follow them through to completion.</p> <p>Q 3.1.3 Are we going to track and monitor responses to customer enquiries? There is a concern that the present systems could be improved upon.</p>	<p>325 respondents indicated an interest in participating in Focus Groups during Detailed Design and this will help ensure that customer requirements are reflected. We also acknowledge that there is indeed a place for doing separate surveys of customer satisfaction following contact with the Council. At the moment, the only set of contacts robustly recorded which could be sampled are those logged on the CRM system by the CSC. That is only a small part of the total contacts with the Council, hence the basis of the Hexagon survey sample was the Citizens panel which is demographically representative of the population of Argyll and Bute. We listen in a variety of ways to feedback from customers however, this needs to be developed fuller and be embedded throughout the organisation.</p> <p>A 3.1.2 Agreed, that whilst fulfilment of the service request is essentially what is important to the customer, the overall service experience should be a positive one.</p> <p>A 3.1.3 Enquiries will be given a tracking number allowing the customer to view or enquire about the progress of their enquiry. During detailed design this will be thoroughly investigated and designed.</p>
<p><b>3.2 Financial</b></p>	
<p>Q 3.2.1 Are the savings achievable, should they be more challenging? Will they be worth the significant upheaval required?</p>	<p>A 3.2.1 The Shared Services Diagnostic projected that the Customer Management theme would save £781,887 over 5 years. High Level Design has projected a savings range</p>

	<p>between £715,810 and £1,097,799 which is very comparable. Detailed Design will provide a fully developed business case for Customer Management upon which investment decisions and implementation planning decisions can be made by the Council. The theme is not just about producing financial savings; it is about significantly improving service to our customers which is a good thing in its own right.</p>
<p><b>4) Administration/EDRM and Records Management</b></p>	
<p><b>4.1 General</b></p>	
<p>Q 4.1.1 Concerns raised that EDRM was not being taken forward and that dropping EDRM as a continuing separate theme did not represent joined up thinking.</p>	<p>A 4.1.1 EDRM is continuing as part of a wider thread of ICT related elements during detailed design for all of the 3 continuing themes, but on a service by service deployment with links into the relevant back office system rather than with one single all singing, all dancing EDRM system. There are a number of document management and workflow systems at present within the Council and these will continue and be supported. The EDRM report concluded that a corporate EDRM approach could not demonstrate savings and therefore was not a justifiable option at this time.</p>
<p>Q 4.1.2 Examples requested of what type of records a records management system would enable as opposed to the sorts of document management and workflow systems currently in use and potentially being extended?</p>	<p>A 4.1.2 Records management systems deal with unstructured non-case records whereas document management systems typically deal with structured case records. The Council currently uses document management systems within planning (related to planning and building control applications), within creditors (for supplier invoices) and within Revenues and benefits (for council tax, NDR and benefit claims correspondence) all of which have clear case references. The sorts of records which are not being</p>

<p>Q 4.1.3 Examples requested of possible extended uses within the Council for EDRM?</p>	<p>covered include more general records such as daily/ end of day cash receipting records. Also there is no intention to include pupil assessment records as there are plans to include these within GLOW.</p> <p>A.4.1.3 Case files for social work could be scanned and held as part of the Care First system which also includes the electronic assessment records. Also the Lagan CRM system used by the Customer Service Centre could be linked to a document management to hold correspondence against the CRM case records. The workforce deployment and customer management themes will look at both these possibilities.</p>
<p><b>5) Procurement and Managing Contracts</b></p>	
<p><b>5.1 General</b></p>	
<p>Q 5.1.1 Has this moved away from the original view of Shared Services? Why are we not looking at term service contracts with some other LAs which would potentially entice contractors into giving better prices?</p>	<p>A 5.1.1 For construction Scotland Excel identified major savings potential of £150M across Scotland and is already working with construction groups to progress this. In the procurement business case, we have not included these potential savings as we did not wish to double count savings via Scotland Excel. However, we will indeed be progressing this when Scotland Excel are ready with proposals. The McClelland Report on Public Procurement Reform identified three levels of contracts. The Council will collaborate with other public sector bodies on Category A contracts – across the whole public sector and Category B contracts – across all local authorities. We will also collaborate with other authorities on some Category C contracts, where the market will support this approach and service needs will be met.</p>

<p>Q 5.1.2 Very sceptical about the benefits that might accrue through centralisation. We need to protect local businesses.</p>	<p>A 5.1.2 The Council has a duty under the Treaty of Rome to engage in “open and fair” trading. Contracts with a value above certain thresholds must be advertised openly across Europe in the Official Journal of the European Union. However it is our aim to package contracts in a manner that gives local businesses a fair opportunity to bid for contracts. This may include a requirement for them to re-tender certain elements to sub-contractors – which may give local contractors an opportunity to bid for more manageable size contracts. It is also Council policy to evaluate tenders on the basis of the MEAT criteria (Most Economically Advantageous Tender) so that quality issues can be scored as well as price.</p>
<p>Q 5.1.3 Savings on e-tendering will be limited as staff will still tend to print returned documents for evaluation purposes.</p>	<p>A 5.1.3 The paper savings from e-tendering do not form a significant portion of the business case and it is accepted that many people will print tender returns for evaluation purposes. However, no paper documents will be sent to bidders, thereby saving paper, postage and copying costs. The bidders also save money by not having copying costs or the expense of couriers to deliver completed tenders to the Council.</p>
<p>Q 5.1.4 Concern raised over the need to recruit more staff into procurement, particularly trainees.</p>	<p>A 5.1.4 The extra staff for procurement is to help put in place more new contracts. At present we have one procurement person who is currently off on maternity leave. The rest of the small team work on eProcurement – supporting Pecos system and the catalogues. There are very few qualified procurement officers around. We haven’t been able to recruit any locally which is why the proposal is to go for trainees and train them. The extra resource will help departments do the market research, prepare the specifications and issue tenders and evaluate responses, and then help manage contract performance.</p>

<p>Q. 5.1.5 Disappointed with the procurement theme. Officers should be doing this anyway. Not enough savings.</p>	<p>A 5.1.5 The Council has a reasonably good record on procurement, despite the paucity of resources dedicated to the function. Operational staff within ICT, Community Services (Care), Roads and Amenity, and Property Services already deliver a large number of procurement contracts for the Council. The Process for Change programme will deliver more specialist skills to those staff and also augment their resources with additional dedicated procurement staff. If the Council was a particularly poor performer at present, more savings would be available.</p>
<p>Q 5.1.6 Are there any quick wins?</p>	<p>A 5.1.6 Procurement will deliver savings in year 0. The plan is that there is no lengthy design stage for procurement. Instead there is some targeted research for particular commodities and then specifications drawn up and tendered so that benefits are achieved as early as possible</p>
<p><b>6) Property</b></p>	
<p>Q 6.1.1 We need to explore carefully all office rationalisation business cases. Regarding the Municipal Buildings in Oban we could consider linking into the next door building.</p>	<p>A 6.1.1 A full options appraisal will be undertaken.</p>
<p><b>7) Change Management</b></p>	
<p>Q 7.1.1 Change Management theme is probably key to it all. On first reading I found this a bit contradictory. For instance it say on the bottom of page 316 - “Programmes deal with outcomes, project deal with outputs. Programme management and project management are complimentary approaches” then just under the diagram on page 7 it says “The programme integrates the projects so that it can deliver an outcome greater than the sum of its parts” – I would have said that the programme delivers</p>	<p>A 7.1.1 Recognition Events are a key tool to communicate the outcomes of the projects. The programme aims to deliver outcomes which are integrated and greater than the sum of the parts.</p>

<p>outcomes greater than the sum of the project outcomes. Dimension Four describe their Recognition Events as a real life happening that tells people an <u>outcome</u> has been achieved.</p> <p>Q 7.1.2 A lot of the Recognition Events are outputs and not outcomes. If we don't challenge the Project Managers to see where their project outputs need to lead on, to we run the risk of not being "customer focussed". For example, to return to Recognition Event 19 on page 161 – sending a message to the lighting technician is just the output of the CRM system but if it doesn't result in the light being sorted (the outcome) it is just wasted effort. If we get that outcome, I get an easier life (we all do) and that's what I call an outcome.</p>	<p>A 7.1.2 This is implied within the Recognition Event. These Recognition Events are indicators to what has taken place and should not be seen as the whole of the project.</p>
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