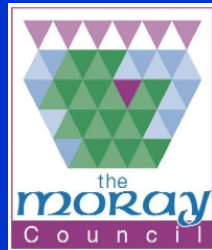
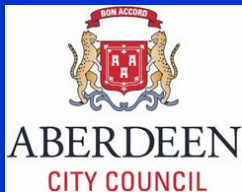
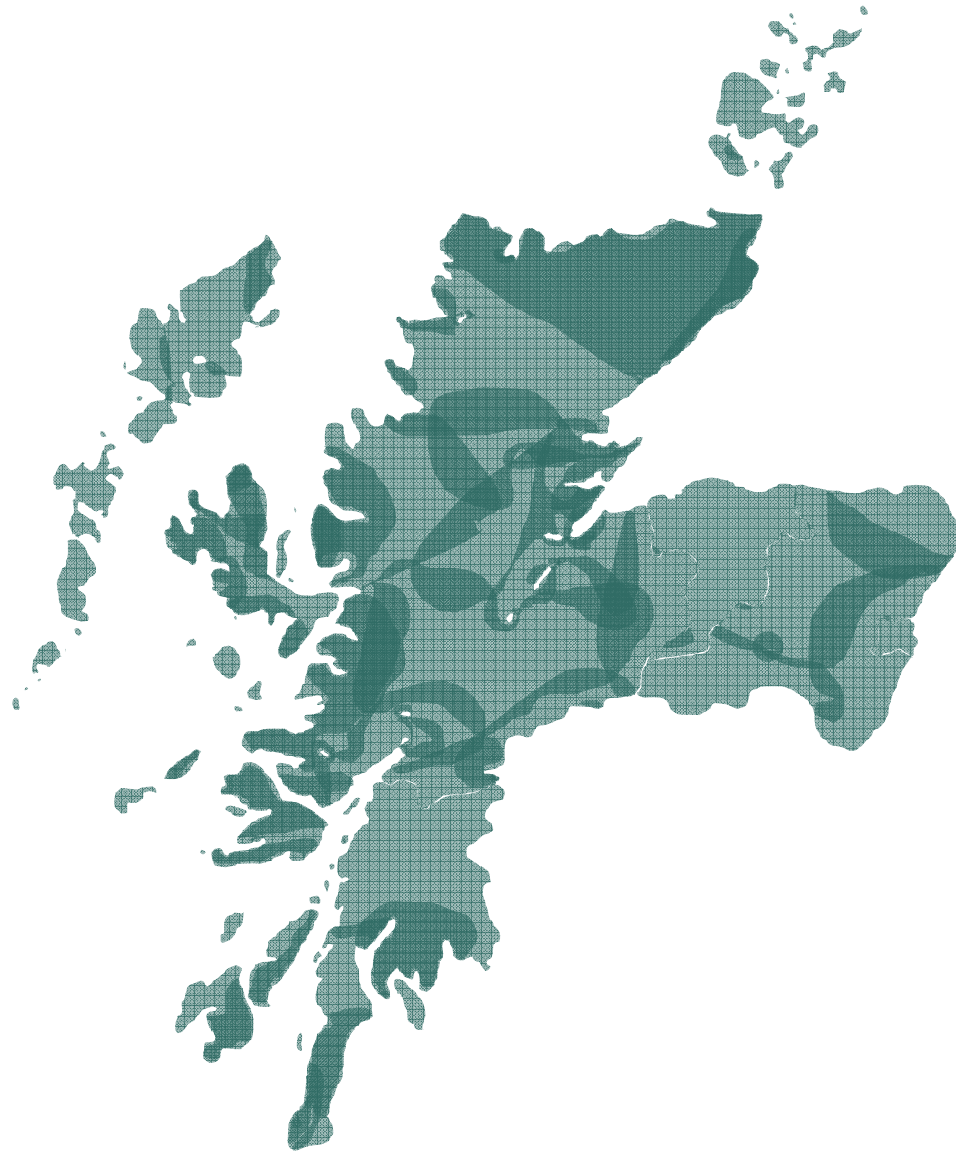


# SHARED SERVICES – AN OPPORTUNITY NOT TO BE MISSED?

**Name** Judy Orr and Sheila McKandie  
**Position** Project Board/Project Manager  
**Organisation** NOSLA





# JOURNEY AND OUTCOMES SO FAR

- Initial beginnings
- Funding from Scottish Government
- Project Initiation
- Engagement of Consultants
- Baselineing
- Options appraisal
- Next Steps

# Initial Beginnings

→ Shared Financial Services

→ Efficient Government Fund

→ Cipfa Directors of Finance

# PROJECT INITIATION

- Lead Authority agreed – Moray Council
- Set up of Project Board
- Appointment of Project Manager
- PID
- Creation of project team
- Engagement with Members at local council level

# Engagement of Consultants

- OJEU tender
- PQQ and then ITT
- 26 responses to PQQ short listed to 6
- 4 responses to ITT
- Agreed evaluation criteria
- 2 days of presentations and scoring

# Evaluation criteria and weightings

Criterion	% Weighting
Specific staff who would be used in delivering the finalised proposal and confirmation of percentage basis these personnel will be committed for the full duration of contract	9.00
Proposals for developing business processes review, including consultation with participating authorities	6.00
Proposals for developing technical infrastructure optimisation	6.00
Proposals for developing a shared service delivery operating model, including detailed analysis of alternative shared service vehicles	6.00
Proposals for developing a business case and benefits realisation, tracking and reporting	6.00
Proposals for developing particular service improvement/efficiency opportunities not dependent upon full shared service implementation	9.00
Proposals for developing an implementation plan including implications for staff, customers, systems, contractual relationships currently in place and replacement of these with other joint contracts; also overall management arrangements	9.00
Proposals for assessing the impact on a shared services model of government policy on local taxation	6.00
Proposals for assessing how a shared services model could be applied on a wider national (Scotland) basis	3.00
Total Bid Cost	40.00
<b>Total</b>	<b>100.00</b>

# Project Plan – key stages

## → Baselineing

→ IT review

→ Existing contracts

→ Service performance

→ Options appraisal/ mini business cases

→ Development of preferred option

→ Final reporting to PB, SG, Councils

# Baselining – the challenges

→ Sensitivities

→ We didn't agree with “best practice” proposed

→ Lots of data gathered but never enough

→ Assessment of gap between current practice and best practice

→ No-one to follow – ground breaking

# Options appraisal – 4 main options

→ Status quo

→ Shared workstreams e.g. NDR, fraud, training, appeals, printing etc

→ Single ICT systems and common processes

→ Single NOSLA organisation

# Evaluation criteria & weightings (1)

Category	Category weighting	Criteria	Criteria weighting
A. Customer impact	20%	1. Potential for improved customer service	12%
		2. Ease of access and increased resilience	4%
		3. Attractiveness to other Scottish Councils	4%
B. Financial impact	50%	4. Up-front investment – pay back period	5%
		5. Value for money / benefits	35%
		6. Protection of revenue streams	10%
C. Employee impact	5%	7. Job enrichment and progression	2.5%
		8. Attractive to employees & trade unions	2.5%

## Evaluation criteria & weightings (2)

Category	Category weighting	Criteria	Criteria weighting
D. Democratic impact	5%	9. Economic stability, local employment market	1.5%
		10. Clear accountability for service performance	1.5%
		11. Protection of business as usual – management of risks	2%
E. Implementation impact	20%	12. Ease of implementation	5%
		13. Resource requirements	5%
		14. Timing for realisation of benefits	5%
		15. Business change	5%

# Scores on the Doors

<u>Option</u>	<u>Score</u>
Status Quo	135
Shared workstreams	197
Single ICT system	229
Nosla organisation	252

# Nosla purpose

- To provide an excellent Revenues and Benefits Service to our customers which represents Best Value to our Authorities by:
  - Exceeding customer expectations
  - Fulfilling legislative requirements
  - Collaborating with our stakeholders
  - Via motivated, enthusiastic staff
  - Using innovative ways of working and best practice
  - Continuously improving performance

# Nosla Vision – first draft – awaiting Board consideration and approval

→ To create an organisation across participating local authorities in the North of Scotland, fit to deliver shared services for local tax administration; administration of benefits; non-domestic rates administration, billing and collection; effective prevention & detection of fraud. This will be a virtual organisation providing the highest quality and most efficient administration of local tax collection and benefits service in Scotland, contributing to a more radical future for public service provision. Its success will encourage other Councils in Scotland to choose to ask NOSLA to provide these services for them in the future.

# We want the vision to deliver:

- Excellent customer service and performance
- Economies of scale and flow, through standardised processed and integrated procurement
- Motivated and enthusiastic staff
- Best and most efficient use of expert skills across participating authorities
- More efficient and effective IT solutions
- Lower transaction costs

# Further consideration of preferred option

- Goals for Nosla organisation
- Design principles
- Scope / boundaries
- Sensitivity analysis re LIT
- Governance
- High level design:
  - Site
  - Process
  - Organisation
  - Regulatory
  - Technology
  - Service Standards

# Next Steps

- Validation workshop
- Communication
- Reporting:
  - Project Board
  - Scottish Government
  - Individual Councils

# 5 years on: NOSLA takes Gold

→ For the third year in a row, Nosla gains prestigious gold in the Cosla Excellence awards scheme for Innovation and Improvement in Customer Service. Nosla offers all its customers the ability to have their benefit claims determined or tax reliefs assessed in their own homes using mobile technology. Mark Palmer, CEO, said “We are now clearly the leading provider of Revenues and Benefits Services in Scotland serving the needs of 10 local authorities. It has exceeded its targets for performance and cost effectiveness whilst enhancing the number of high quality rural jobs”.

# 6 years on: Donald Trump buys Nosla plc

→ Today the acquisition of Nosla plc was announced by the Trump Corporation Inc. Donald Trump said “I am delighted by the opportunity to invest in such a high performing, low cost organisation which has trail blazed in the public sector and where council tax collections are at an all time high. We will take this model and extend it across the wider public sector and into Europe and beyond.”

# 7 years on: Sex scandal in Nosla

→ There were a lot of smiling faces as staff left the annual NOSLA staff party at the Crieff Hydro this morning. This called to mind the earlier Max Mosley Nazi sex scandal. This is no more than we expect from any organisation within the Trump Corporation. No-one was prepared to give any official comment today except to say that Nosla is still the top performing Revenues & Benefits organisation in the public sector. Turn to page 3 for the revealing pictures.

# Reflections on the journey

- A common vision
- Difficult to get 7 to agree on the detail ....
- High level of engagement and challenge
- We're the experts – not the consultants
- We never communicate enough
- Staff are fearful but engaged
- Don't underestimate resource required

# Further reflections

- Rigorous project management required
- The main challenges lie ahead
- Ban extended leave mid project!!!!
- NOSLA Helicopter needed

And finally.....

→If you'd like to join NOSLA, just let Sheila know:

→[Sheila.mckandie@highland.gov.uk](mailto:Sheila.mckandie@highland.gov.uk)

→01463-702411

→07899-061053

# Questions .....

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