

## APPENDIX 1

### DESIGNING BETTER SERVICES PROCUREMENT PROJECT

#### CONSULTATION EXERCISE – SEPTEMBER/OCTOBER 2009

##### SUMMARY

36 members of staff were considered directly in scope of the project.

##### Payments Section

11 Officers identified as directly affected, who may transfer to the proposed Procurement Unit.

22 officers who will be affected by interim management arrangements to be put in place for the proposed Procurement Unit

##### Contracts Team

3 officers identified as directly affected, who may transfer to the proposed Procurement Unit.

##### Approach

Three group meetings were held to outline the proposals and the mechanics of the consultation exercise.

6 individual meetings were undertaken at the officers' request.

Optional consultation form created for feedback

##### RESULTS

##### Meeting issues

<b>Payments Meeting</b>	
What will happen to the remaining parts of payments – payroll, sales ledger and banking services?	Until we know the outcome of the Operational Support project we can only introduce interim measures. I will approach to coming months by viewing the section in three areas – Procurement, Payroll and Banking & Income
How will the line management of the section be affected by the new unit?	The line management arrangement will continue as is, however when the section relocates (probably Jan) this will have to be reviewed as the section will effectively be in 3 separate locations. Concern has been expressed regarding the management of the team within the Hall. The intention is that this will rotate between the Assistant Manager, Payments, Assistant Manager Procurement and Procurement officer (Systems) as each has an influence of the officers in this location – not ideal but with the accommodation we have been given, it is the best option. To be reviewed after three months. It should be remembered that I have managed the section from a different location for some 9 years now – it can be made to work. Technology will also help.
What will happen to the non procurement work currently done by officers who are moving to the procurement unit?	Initially the officers involved will continue to carry out the work themselves (potentially 3 months). Thereafter Members expenses will move to payroll VAT, landfill etc will have to move to Banking & Income – however prior to that work will have to be done to merge the

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	duties of the current Payments Admin with that of the tax duties for the Payments Officer and an evaluation done to see what impact this may have on the grade. May result in a temp acting up position.
Will the existing holiday cover arrangement within banking services continue?	I see no need for change – flexibility is needed to ensure appropriate cover is in place at all times
Will admin/section meetings continue as at present?	Yes – but I intend to introduce a monthly procurement meeting, there may be some overlap for some officers
Will any of our jobs change in these areas as a result of the project?	That is not the intention – however I do think that the location change will result in some minor admin changes (mail in etc)

### Individual Meetings

Approach to training	<p>It is my intention to continue to approach currently in place for Payments</p> <p>Individual files for each officer with section induction pack post task list with a training section outlining the officers achievements for each of the tasks</p> <p>Trained</p> <p>Done unsupported once</p> <p>Fully competent</p> <p>Weekly self assessments to take place with results being reported to line manager</p> <p>Work is underway to ensure that the task procedural documentation is up to date.</p>
Location of new team and timing of move	<p>Finalising arrangements at the moment but once we have formal agreement in place, plans can progress. At the moment it looks like mid to late January.</p> <p>The proposal has been circulated – at this stage as some of the posts are subject to recruitment we cannot say for certain who will go where – but a general indication of team location has been given</p>
Recruitment process	<p>Top down, starting with the Assistant Managers post – some posts are competitively matched, some are ring fenced to a particular level of officer. The Change Management Plan outlines the issues for individual posts.</p>
Interim arrangements for Payments Data Entry team	<p>Operational support may ultimately affect this team and therefore until such time as the outcome of this project is known the Data Entry team will continue to operate as they do now.</p>

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### Feedback issues

12 responses were received – see below for a summary of the issues raised, interesting range of opinion but no issues that have not already been dealt with above.

<b>Project Approach</b>
Generally – happy with the project approach, especially for those directly involved, however not always clear why some were involved.
Has taken some time but that gave some comfort that it had been thoroughly researched and evaluated. However this does mean that some payments projects have been put on hold.
Obvious concern about redundancies – but as there are no redundancies from this project, this must be a concern for the programme as a whole.
Communication good but even then some misunderstandings were still evident.
<b>Organisational design</b>
Best structure was chosen out of all the options – exciting
The design should hopefully be efficient and cost effective
Need to have all departments on board and buy in from senior management
Training and the correct people in post will be key to making it work.
<b>Processes &amp; Systems</b>
Benefits of e-procurement
Centralised processing with specialist teams will make a huge difference.
Efficiencies to come from freeing up dept staff time, corporate contracts
Need to have clear processes, robust training
Section will need to be well managed
<b>Service Delivery</b>
This is a very important part of the whole project
6 levels of authority will standardise what people can and can't do
The need for careful consultation with departments when implementing the new systems to consider all aspects of the purchases that are made
On paper the vision for service delivery of procurement is excellent..
Impact on other Payments services – including physical location
Line management of the resultant section in different locations will be difficult
<b>General Comments</b>
Considerable effort – but achievable
Consultation proved useful.
I feel quite positive about the project.
I am very excited to be a part of it – (quite a number of this type of comment)
Excellent idea and hope it does go well, but concern about some dept ability to change

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Only time will tell to how efficient this project will be
Concern (upset) about impact on staff jobs and resultant position within the council once DBS is complete.
Concern re non procurement functions and where and how they will develop in the future
Lack of management presence in hall – temporary arrangement
Difficulties of multi locations for section
Need for good meeting structures in place
Uncertain future
Concern re releasing the FTE from dept
The F&ICT pilot will be a fantastic opportunity to iron out any problems and will ensure that we have covered all bases before rolling out to the rest of the council.

<b>Overall do you agree with the aims and objectives of the proposal?</b>	Yes 10 No reply 2
It's about time It should have happened years ago Procurement project should provide a better service for the council	
<b>Do you think the timescales are achievable?</b>	Yes 10 No reply 2
It will be hard work - set challenging deadlines If the team works well together and works hard the timescales can be achievable With co operation and team work it is possible	
<b>Are the savings realistic</b>	Yes 6, Not sure 3, No reply 2 No 1
If anything, then the savings, both in time and monetary values will be understated I think we could save even more than what is suggested there is a lot of potential savings that has not been identified yet. Unsure too early to say Difficulty understanding where the savings will come from	
<b>Alternative suggestions</b>	
I feel that it would be better value for money that when DBS look at how efficient the council can be, we look then where the possible job cuts and real savings of money can be made as we are trying to streamline jobs.	
<b>Biggest Challenges</b>	
I think that the biggest challenges come from getting departments / section and individuals to 'buy' into the project.  Change management and willingness of all participants to change  I think the biggest challenge is the implementation of the Processing Team. Keeping your promises  I fully agree with the proposals and think that they have been a long time coming  Impact on staff	