

DUNDEE CITY COUNCIL

REPORT TO: Personnel Committee - 16 October 2006

REPORT ON: National Entitlement Card - Shared Service HQ

REPORT BY: Chief Executive and Assistant Chief Executive (Management)

REPORT NO: 543-2006

1 PURPOSE OF REPORT

- 1.1 To seek approval for Dundee City Council to be the lead authority and to provide a headquarters base for the National Entitlement Card Scheme. The National Entitlement Card section will be part of the Corporate Planning Department.

2 RECOMMENDATIONS

It is recommended that the Committee:-

- 2.1 agrees that Dundee City Council will be the lead authority for the National Entitlement Card;
- 2.2 agrees that accommodation and support facilities will be provided to this project and will be branded in line with the National Entitlement Card requirements;
- 2.3 approves the establishment of the following posts for the National Entitlement Card:-
- Manager, SCP63-66, £52,917 - £56,787;
- Project Manager, PO11-14, £35,028 - £37,539;
- Technical Support Officer, PO3-6, £28,518 - £31,044;
- Customer Service Officer, AP4, £21,327 - £23,610;
- Administrative Assistant, GS3/AP1, £14,829 - £16,518;
- 2.4 approves the establishment of the following posts for the Dundee Discovery Card:-
- Manager, PO9-12, £33,447 - £35,838;
- Project Officer, PO3-6, £28,518 - £31,044;
- 2.5 agrees that all of the posts referred to in paragraphs 2.3 and 2.4 above, with the exception of Customer Services Officer and Administrative Assistant, be filled in the first instance, by competition if necessary, by the employees currently seconded to the entitlement card project.

3 FINANCIAL IMPLICATIONS

- 3.1 The cost of this section will be fully funded from Citizen Account/National Entitlement Card funding provided by the Scottish Executive. There is no financial liability for the Council and the Council will enter an agreement with the Local Government Improvement Service including the requirement for a notice period in the event that the national service is no longer required. This would allow the Council adequate time to redeploy staff. The national card scheme will significantly reduce the cost of operating the Council's Discovery Card.

4 SUSTAINABILITY POLICY IMPLICATIONS

- 4.1 This initiative is an excellent example of different organisations sharing resources. The initiative also contributes to the promotion of public transport and other public services.

5 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 The Dundee Discovery entitlement card scheme has improved services such as the taxi card scheme, audio information in bus shelters, and reduced stigma in concession school meals and leisure services. These benefits are now being rolled out to all 32 Scottish local authorities.

6 BACKGROUND

- 6.1 Dundee City Council has been asked by the Improvement Service to carry out the role of lead authority for the National Entitlement Card Scheme. This is the roll out of the national entitlement card to all 32 local authorities as part of the ongoing process of joining up services. The role of lead authority is to employ the staff and to provide a headquarters base and functions. To date, staff in the Dundee Discovery Card section of the Corporate Planning Department have been responsible for the development of the national scheme.
- 6.2 Scottish Ministers have made provision for £3 million capital expenditure and £6 million revenue expenditure over 2006/07 and 2007/08 to roll out the Citizen Account/National Entitlement Card scheme to all Scottish citizens. Ministerial support for this is part of the wider spending review commitment to work with, and provide support to, Councils in the delivery of 'modern - first time' public services and, in particular, to help build an infrastructure which can underpin the delivery of secure online services.
- 6.3 Since 2002, the Council has supported the development of a 'smartcard' to join up separate card schemes. The Dundee Discovery Card now embraces 10 separate card services from Young Scot discounts to the taxicard scheme. Currently in Dundee there are 44,000 cards in circulation covering 87% of 12-19 year olds and 85% of the over sixties. The priority groups for the card have been young people and the over sixties. The focus will continue to be that all young people aged 12-20 have a card.
- 6.4 In addition, as part of the drive for joining up services, a 'citizen account' facility will be offered to all on a national basis with single online registration for secure log on facilities to all local government online services.

6.5 Customer and efficiency benefits arise from the national approach. The customer benefits are:-

- one registration for the card for many services;
- cross boundary services, eg free transport;
- card recognised across Scotland, eg Young Scot discounts, other concessions etc.

6.6 The efficiency savings for sharing the service across Scotland are estimated at £11 million compared to each local authority taking this forward individually. The current unit cost of procuring and personalising an entitlement card is around £3.00 per citizen, with a 3 year average life span for a card. This includes the cost of data capture, procurement, production and personalisation, and card management. The future cost of card issue, if based upon the current technology, will be less, with the unit cost reducing to around £1.50. This will be achieved by holding the card record as part of the Citizen Account and implementing one single card management system for the Scottish public sector.

7 GOVERNANCE

7.1 The National Entitlement Card is part of the Citizen Account national infrastructure. As such, it is run under the auspices of the Improvement Service. The Improvement Service is jointly governed by a board comprising COSLA, the Scottish Executive and SOLACE. A number of authorities have been invited to deliver specific products and Dundee City Council has been invited to lead on managing the National Entitlement Card. Other authorities such as South Lanarkshire are providing the data hosting for the Citizen Account and card holder records.

7.2 There will be a National Entitlement Card Board to which the staff listed below will report. Dundee City Council will be the employer and will provide financial, legal and other processes to the Board, eg tender procedures, accounts, etc.

7.3 The diagram in Appendix 1 sets out the relationship between the Scottish Executive, the Improvement Service, Dundee City Council and the other stakeholders.

7.4 The National Entitlement Card Board will contain representatives from other local authorities, executive agencies and users of the card.

7.5 There will be a formal agreement which will cover both the level of service provided by Dundee City Council but which will also mitigate the risk to the Council should the scheme end.

8 NATIONAL ENTITLEMENT CARD SECTION

8.1 To carry out a lead authority role on behalf of the public sector, it is necessary to establish a dedicated section and ring fenced budget within the Council. It is proposed to develop the Dundee Discovery Card section model within the Corporate Planning Department and realign and redesignate it to meet the national requirements. The posts would become permanent as the proposal is that a mainstream service is being created following a period of policy and product development which commenced in 2002.

8.2 The following posts are required:-

- **National Entitlement Card (NEC) Manager:** responsible for the management and development of the National Entitlement Card, including reporting to the Board and other stakeholders.
- **NEC Project Manager:** responsible for the management of the Card Scheme, operations and the development of new projects.
- **NEC Technical Support Officer:** work with the Project Manager to technically scope potential card applications and establish the costs; provide the required level of advice and support to Councils on the deployment of projects.
- **NEC Customer Service Officer:** manage the day-to-day card issuance and card management functions of the Scheme by Councils and shared customer contact centres handling card enquiries.
- **Administrative Assistant:** support office management and communications.

8.3 The job descriptions for the posts have been evaluated by the Assistant Chief Executive (Management) who has taken account of the national dimension. The Manager will report to the Assistant Chief Executive (Community Planning).

8.4 The Improvement Service and the existing national project boards are keen to maintain continuity of staff who have built up considerable expertise and who have achieved a track record of success in delivering the National Entitlement Card.

8.5 The current Dundee Discovery Card Team share the first floor of the Podium. It is proposed to make this the National Entitlement Card office and co brand it with the Improvement Service as required. It is important to cost and charge a market rent as, during the changes associated with Tayside House, it may be necessary to find other dedicated office facilities to accommodate the national function.

8.6 Appendix 2 sets out the budget for the national entitlement card office. This comes to a total of £293,000 and will be fully funded from the revenue provided by the national infrastructure programme. This amount needs to be guaranteed to the City Council including an adequate notice period should the service be terminated. This would allow appropriate time to allow for the redeployment of staff.

9 DUNDEE DISCOVERY CARD

9.1 Dundee City Council will be required to utilise its own resources and manage its local multi application card - the Dundee Discovery Card. At present, there are approximately 44,000 in circulation and, in future, they will be co-branded as a National Entitlement Card. This requires to be managed in Dundee in the same way as other local authorities manage their own local card schemes. It makes sense however that the post of Dundee Discovery Card Manager remains as part of the same office as the National Entitlement Card section but continue to be line managed by the Corporate Planning Manager. This post would be funded as at present by the City Council as the post exists within the Corporate Planning section budget. A Dundee Discovery Card Project Officer is also required to complete the current development programme and this can also be funded from within existing Discovery Card funding.

10 **ORGANISATIONAL STRUCTURE**

10.1 The proposed organisational structure is outlined in Appendix 3.

11 **CONSULTATION**

11.1 The Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and Assistant Chief Executive (Community Planning) have been consulted in drawing up this report.

12 **BACKGROUND PAPERS**

Report 364-2004 - Dundee Discovery Card - Policy and Resources Committee June 2004.

Citizen Account National Entitlement Card business case - Improvement Service - August 2006.

Alex Stephen
Chief Executive

12 October 2006

J C Petrie
Assistant Chief Executive (Management)

12 October 2006

CITIZEN ACCOUNT NATIONAL INFRASTRUCTURE**APPENDIX 1**

MAJORITY OF
FINANCE
SCOTTISH EXECUTIVE

Stakeholders

Scottish Executive
COSLA
SOLACE

32 Local Authorities

Agencies/National Organisations

- NHS
- Transport Agency
- National Libraries of Scotland
- General Registrars of Scotland
- Young Scot

Citizens
(Currently 1m National Entitlement
Card holders expected to rise to 3m
over 5 years)

IMPROVEMENT SERVICE
Board and Overall Governance

NATIONAL ENTITLEMENT CARD OFFICE

BUDGET

Staffing

Manager	70,000
Principal Officers	151,000
Project Manager	
Customer Service	
Technical Support	
1 Admin	32,000
	<u>253,000</u>

Office

Rent	10,000
Equipment	10,000
Software	10,000
Expenses	10,000
	<u>40,000</u>

Total	<u>293,000</u>
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Card Management Scheme to be determined by the National Scheme Board

Continuing Contract liabilities for national scheme.

Projects funded by the scheme.

Communications for registration, card issuance, customer contact and promotion funded by the scheme.

The card management scheme budget would be the subject of reports to the Improvement Service board. Dundee City Council is being asked to set up the staffing and office facilities that will be financed by the Improvement Service from the overall financing of the National Scheme

Appendix 3**PROPOSED ORGANISATIONAL STRUCTURE**