
Report To:	Inverclyde Council	Date:	18/02/10
Report By:	Corporate Director Improvement and Performance	Report No:	IC/01/10/PW/MMcK
Contact Officer:	Miriam McKenna Strategic Partnership Manager	Contact No:	01475 712042
Subject:	Clyde Valley Community Planning Partnership - Review of Joint Working and Shared Services – Next Steps		

1.0 PURPOSE

- 1.1 The purpose of this Report is to provide members with an update on the decisions taken by the Clyde Valley Community Planning Partnership on 15 January 2010 with regard to the prioritisation and progression of the works streams identified in the Review Report.
- 1.2 The Report outlines how the decisions taken compare with the position adopted by the Council prior to Christmas, how the Clyde Valley Community Planning Partnership proposes that the work streams will be progressed and the role of lead authorities;
- 1.3 The Report suggests how the Council should engage with the work streams that will be progressed and identifies that discussions will take place with East Renfrewshire Council on the proposed 'joint lead' role in relation to a shared approach to the back office.

2.0 SUMMARY

- 2.1 The Review of Joint Working and Shared Services published in November 2009 identified a number of work streams suitable for further development.
- 2.2 The Clyde Valley Community Planning Partnership agreed on which work streams should be progressed on 15 January 2010. All eight authorities expressed support for the ten work streams identified in full or in principle - the top three work streams prioritised were:

- 1. An Integrated Waste Management Approach;
- 2. An Integrated Approach to Health and Social Care; and
- 3. A Single Social Transport Solution

- 2.3 The other ranked work streams were:

- 4. Property Sharing and Management in Hubs,
- 5. Developing an Approach to the Back Office,
- 6. Joint and Streamlined Fleet Management and Maintenance,
- 7. A Common Charging Framework,
- 8. Shared Roads Maintenance,
- 9. Joint Economic Strategy; and
- 10. Joint Workforce Planning

2.4 The Council agreed on 15 December 2009 to prioritise:

1. An Integrated Waste Management Approach,
2. Shared Roads Maintenance,
3. A Single Social Transport Solution.

It is positive that two of the top three priorities identified by the Council were also prioritised by other authorities and will be progressed as part of Phase 1. Further consideration will be given to possible opportunities for shared services or joint working with regard to roads through the relevant budget work stream.

2.5 The Clyde Valley Community Planning Partnership agreed that Phase 1, i.e. research into the viability of a shared service or joint working and the development of business cases, will focus on the following work streams and lead authorities have been identified as set out below.

Priority	Work Stream	Lead Authorities
1.	An integrated Waste Management Approach	Glasgow and North Lanarkshire
2.	An integrated Health and Social Care Service	Renfrewshire (with possible support from Sir John Arbuthnott)
3.	Social Transport and Fleet Management	North Lanarkshire and Glasgow
4.	Property Sharing and Local Management in Hubs	South Lanarkshire
5.	Developing an Approach to the Back Office	East Renfrewshire and Inverclyde
7.	Common Charging Framework	East Dunbartonshire
9.	Joint Economic Strategy	West Dunbartonshire

2.6 Lead authorities for each of the shared services work streams, in consultation with other interested councils, now must identify a lead officer and detail the work stream's scope, remit and one or two immediate milestones for consideration at the next meeting of the Clyde Valley Community Planning Partnership to be held on 12 March 2010.

2.7 Many of the work streams will involve other partners, so it has been agreed that the follow up work should now be continued by the Clyde Valley Community Planning Partnership, which will be chaired and administered by West Dunbartonshire Council during 2010.

2.8 Inverclyde Council agreed will take a 'joint lead' role with East Renfrewshire Council on the work stream in relation to a developing a shared approach to the back office.

The Chief Executive has met with the Chief Executive of East Renfrewshire Council to discuss how this work stream can best be taken forward.

2.9 The Council has previously expressed concern at the potential diversion of capacity and resources to the development of business cases linked to the various work streams. However, the Council did prioritise both waste and social transport so it is appropriate that relevant officers are identified to participate in the structures set up to progress these work streams.

3.0 RECOMMENDATIONS

It is recommended that Council:

- a. note the current position regarding progress in the implementation of the recommendations of the Review of Joint Working and Shared Services;
- b. agree that that relevant officers are identified to participate in the structures set up to progress the waste and social transport work streams;
- c. note that the Chief Executive has met the Chief Executive of East Renfrewshire Council to discuss how the work stream on a developing a shared approach to the back office will be progressed ; and..
- d. that further updates will be submitted to Policy and Resources Committee when appropriate.

Paul Wallace
Corporate Director
Improvement and Performance

4.0 BACKGROUND

- 4.1 Members were advised on 15 December 2009 of the publication of the Review of Joint Working and Shared Services commissioned by the Clyde Valley Community Planning Partnership.
- 4.2 The Committee approved a formal response by the Council to the recommendations made in the Review.
- 4.3 The Report approved by Committee also outlined a clear position for the Council on future discussions with regard to the development of joint working and shared services - *the Council will only consider committing to joint working or shared service arrangements that are supported by a robust business case which demonstrates that the new arrangement will improve the quality of the service delivered to local people and secure ongoing efficiencies.*
- 4.4 The Report also emphasised that although the Council broadly welcomed the Review and believed that a number of the recommendations were worthy of further development. It also highlighted however that it was important to ensure that any future developments do not conflict with programmes of work already initiated by the Council, for example proposals on asset management or the Future Operating Model.
- 4.5 The Committee agreed that it would prioritise those areas where it would be prepared to actively support further development work – these were:
- Waste Management
 - Shared Roads Maintenance
 - A common Charging Framework
- 4.6 Members also agreed, in line with the position agreed in March 2009, that a full business case would require to be agreed before the Council would enter into any new arrangement.
- 4.7 In addition given the financial challenges facing the Council over the next few years consideration would also need to be given to the potential opportunity cost to the organisation of diverting officers from activities locally which are intended to help deliver savings.
- 4.8 A meeting of the Clyde Valley Community Planning Partnership took place on 15 January 2010 to consider the prioritisation and progression of the work streams in the Review Report.
- 4.9 Although all eight authorities expressed support for the ten work streams in the Review in full or in principle, the top three work streams prioritised by the eight authorities were:
1. An Integrated Waste Management Approach;
 2. An Integrated Approach to Health and Social Care; and
 3. A Single Social Transport Solution.
- 4.10 The other ranked work streams were:
4. Property Sharing and Management in Hubs,
 5. Developing an Approach to the Back Office,
 6. Joint and Streamlined Fleet Management and Maintenance,
 7. A Common Charging Framework,
 8. Shared Roads Maintenance,
 9. Joint Economic Strategy: and
 10. Joint Workforce Planning

4.11 The Council agreed on 15 December 2009 to prioritise:

4. An Integrated Waste Management Approach,
5. Shared Roads Maintenance,
6. A Single Social Transport Solution.

It is positive that two of the top three priorities identified by the Council were prioritised by other authorities and will be progressed as part of Phase 1. Further consideration will be given to possible opportunities for shared services or joint working with regard to roads through the relevant budget work stream.

4.12 The Clyde Valley Community Planning Partnership agreed that Phase 1, i.e. research into the viability of a shared service or joint working and the development of business cases, will focus on the following work streams and lead authorities have been identified as set out below.

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4.13 Lead authorities for each of the shared services work streams, in consultation with other interested councils, now must identify a lead officer and detail the work stream's scope, remit and one or two immediate milestones for consideration at the next meeting of the Clyde Valley Community Planning Partnership to be held on 12 March 2010.

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4.15 Inverclyde Council agreed that it will take a 'joint lead' role with East Renfrewshire Council on the work stream in relation to a developing a shared approach to the back office.

The Chief Executive has met with the Chief Executive of East Renfrewshire Council to discuss how this work stream can best be taken forward.

4.16 The Council has previously expressed concern at the diversion of capacity and resources to the development of business cases linked to the various work streams. However, the Council did prioritise both waste and social transport so it is appropriate that relevant officers are identified to participate in the structures set up to progress these work streams.

5.0 IMPLICATIONS

5.1 Legal: None at present until business cases have been developed.

Finance: None at present until business cases have been developed.

Personnel: None at present until business cases have been developed.

Equality and Diversity: An impact assessment of business cases will be required in the further development of the recommendations.

6.0 CONSULTATION

6.1 The CMT and other relevant officers were consulted in the preparation of this Report.

7.0 List of Background Papers

7.1 Report to Policy and Resources Committee – March 2009

Clyde Valley Review Report, November 2009.

Report to Policy and Resources Committee – December 2009