

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Executive

Council : 24 February 2010

Subject: Clyde Valley Shared Service Initiative – (Arbuthnott Report)

1. Purpose

- 1.1** Following discussion by Council on 27th January 2010, this report provides Members with information on the Clyde Valley Community Planning Partnership (CVCPP) – Review of Joint Working and Shared Service Opportunities, (Arbuthnott Report). It also provides Members with details of the proposed priorities and actions for West Dunbartonshire Council, and requests Council approval of these.

2. Background

- 2.1** The CVCPP is composed of the 8 local authorities covering the Clyde Valley area, and also includes a range of other Community Planning partners such as Health, Police, and Fire & Rescue. The CVCPP was initially established to support the West of Scotland as an area for inward investment, (based on the City/Region model). Since its inception, meetings of the CVCPP have been attended by Council Leaders and Chief Executives from the 8 local authority areas covered, along with other partner agencies. (Relevant officers with remits for economic development and regeneration have also met as part of a support structure.) The CVCPP does not have decision making powers, and any proposals must be agreed by the 8 local authorities and other partners involved. The position of Chair of the CVCPP rotates among the members, and the Leader of West Dunbartonshire Council has taken the position of Chair in 2010.

- 2.2** Early in 2009, the CVCPP commissioned an independent review of Joint Working and Shared Service opportunities. Sir John Arbuthnott, (previously Principal of Strathclyde University and previous Chair of Greater Glasgow NHS Board), was asked to lead the work. The remit of the Review, was to;
- Review existing shared service initiatives and joint working,
 - Prioritise service areas most likely to deliver improved services and savings,
 - Identify opportunities for further development of shared and joint working, creating practical options,
 - Identify potential approaches to deliver shared services; and
 - Develop a framework or 'roadmap' to assess the potential for sharing and improvement.

The Review was set in the context of aiming to minimise any detrimental effect on citizens and service users.

- 2.3** This work, which was supported by all 8 local authorities and other agency partners, took place from April to October 2009 and was overseen by the Clyde Valley Review Joint Leaders' and Chief Executives' Forum, (CVR Forum). The Review Team was composed of staff from the 8 authorities involved, and this team undertook an analysis of a range of options for joint working and shared services. They also considered linked issues such as legal frameworks, governance arrangements and assessment criteria. The findings, with recommendations from John Arbuthnott, were reported to a meeting of the CVR Forum on 18th November 2009, and the final report was published at the end of November. The report identifies ten potential areas of shared service/joint working for development, and these are summarised in this report for Council.
- 2.4** Prior to the adoption of the new Best Value Improvement Plan, members in West Dunbartonshire were kept informed of the progress of the Review through the Improvement & Efficiency Executive. A Briefing Session for members was held on 7th October, and a briefing note was sent on 20th November, prior to the publication of the report. The final report was issued to all members on its publication on 25th November 2009. Staff and Trade Unions have also been briefed on the work, and provided with access to the final version of the report.
- 2.5** Following the publication of the report, the CVCPP Review Team issued all 8 local authorities with a template which sought the views of each Council on the viability and priority of the ten suggested areas. It was requested that this template should be returned by 18th December to allow the views to be collated to inform the next meeting of the CVR Forum (which was later confirmed for 15th January 2010). The detail of the activity following publication of the report is as follows:
- 3rd December 2009 – An invitation was sent to all Elected Members inviting them to a seminar on 18th December 2009 to discuss the Review report
 - 3rd December 2009 - The Review report and template were discussed by members of the Council's Senior Management Network (SMN) and potential priority areas for West Dunbartonshire were identified
 - 8th December 2009 – The results of the SMN were discussed at the Strategic Leadership Workstream by the CMT and Heads of Service and potential priority areas for West Dunbartonshire were finalised. It was planned to discuss these areas with Members at the session on 18th December 2009.
 - 17th December 2009 – It was confirmed that only 3 Elected Members were available for the session on 18th December 2009, so the event was cancelled.
 - 18th December 2009 - In the absence of an opportunity to discuss proposals with Elected Members on 18th December, a draft of the template, containing the initial views of officers was submitted, with the clear proviso that it was subject to approval by Council in January.
 - 22nd December 2009 – The draft template with SMN/CMT views was sent to all Elected Members – with comment requested by 29th December 2009. Comments were received from 2 Elected Members.

- 15th January 2010 – The CVR Forum met in West Dunbartonshire. The meeting heard a presentation from the officer leading the Review on the initial returns from the 8 local authorities.

2.6 The meeting considered these initial submissions from local authorities, and it was proposed that it may be helpful to split the 10 work streams into Phase 1 and Phase 2 projects, moving forward quickly in 5 to 6 areas and phasing the remaining projects in as capacity is developed. It should be noted however that, although the Forum agreed to the prioritisation noted below as a general approach, it was clear that a number of local authorities had yet to agree their own priorities or criteria for action. In addition, there were issues around the development of robust business cases, and queries had also been raised in response to specific recommendations. In particular it was noted that geographical groupings will require further discussion, and it is clear that there is potential for alternative and/or smaller groupings both within and outwith the 8 Clyde Valley authorities and partners, (e.g. Waste Management has been mentioned in this context). Although there is a general commitment to supporting a move towards shared services and joint working, no individual local authority is bound by any decision of the CVR Forum or the full CVCPP.

2.7 The Forum agreed:-

- (1) to note the priority order of the 10 work streams as detailed in paragraph 2.0 of the report;
- (2) to approve Phase 1 of the Programme (as detailed below);

Phase 1 Programme

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

2.8 Following discussion of these issues at the meeting of Council on 27th January 2010, it was agreed that the report to Council and the draft response to the CVCPP, (appendix 1), should be reviewed in the light of comments made, and that the revised response should be considered by Council before submission to the CVCPP. It was also agreed that, “as this piece of work presents the biggest potential change to Council services since local government reorganisation in 1995, all Members must be involved at every stage of the

process.” This included the proposal that all papers for future meetings of the CVCPP should be issued to all Members in advance of these meetings. Following advice from the Legal Officer however, it was noted that, “it might not be possible for all of the papers submitted to the Clyde Valley Community Planning Partnership (CVCPP) to be circulated to all Members of this Council in advance of the CVCPP meetings as some of the papers could be exempt from publication.”

3. Main Issues

3.1 The Review sets out a framework for joint working and shared services. It also identifies some of the initial actions that would be required to deliver joint or shared approaches. The Review proposes a flexible approach that would allow authorities to implement some or all of the suggestions in an integrated manner, while retaining local accountability for service delivery.

3.2 The key messages as identified in the Review are as follows:

- I. The current and future financial outlook has transformed how councils approach the issue of shared services and how they manage their resources.*
- II. The Clyde Valley Community Planning Partnership had the foresight to commission the review when the financial picture was emerging. Urgency is now required in how they address the financial squeeze. They cannot afford to continue as they are and things cannot remain the same. They must act and they must do this together as they go forward.*
- III. The financial squeeze is not the only challenge the eight local authorities must deal with. They also face:*
 - Demographic changes which place a greater and different demand on their services,*
 - An infrastructure that needs investment; and*
 - Workforce planning challenges which need flexible, agile and trained staff.*
- IV. The Review focuses on what local authorities and other public agencies can do to share services – however, it also identifies a need to:*
 - Revisit current priorities, with partners and with Government, and make sure they are focusing on the right outcomes for their communities.*
 - Continue to make budget savings and squeeze assets and resources.*
 - Stop doing some things and find a consistent way of deciding how and where to do this.*
 - Raise income, initially though increasing fees and charges and dealing with surplus assets when the market is more buoyant.*
- V. The eight local authorities cannot deliver this reform alone - they will need the support of the Scottish Government and UK Government to deliver this agenda. This will mean being clear about current priorities and what can be afforded, providing legal and other expert support and finding innovative approaches to investment.*

VI. *Reform in the Clyde Valley will not address the issue across Scotland, although it may show the way. It is for the Scottish Government to set that vision if wider reform and sharing is to be driven across Scotland.*

3.3 The Review identified 10 workstream areas which have been assessed as having the greatest potential to deliver efficiencies. The CVCPP requested that all 8 local authorities consider these issues in terms of whether Councils would support work in this area, whether individual Councils would be prepared to lead on the workstream, and also which out of the 10 areas were the top 3 priorities for each Council. (It should be noted that the position of 'lead authority' on any particular issue does not mean that an individual Council will be give sole responsibility for developing a business case or recommendations. Rather it means that a Council will agree to act as the administrative driver for the work area – but all interested partners will be fully involved in the development of the approach, and business cases and recommendations will be jointly agreed.)

3.4 These 10 areas have been considered by the Corporate Management Team, (CMT), and Senior Officers, and their detailed comments are included in the template which is attached as Appendix 1. This template was circulated to members for comment on 22nd December 2009. In general, officers believe that all proposed areas of activity are to be welcomed, and it is suggested that West Dunbartonshire Council should participate in all 10 – subject to prioritisation and phasing. The following paragraphs summarise the suggested response for each of the 10 areas.

I An Integrated Health and Social Care Service

CVCPP Review Recommendations:

- A time limited consortium involving all eight authorities and the two Health Boards is established to consider and report on the most cost effective and sustainable way of providing these services in the Clyde Valley
- Each Council and its respective Health Board works to create an integrated health and community care service. This should evolve from the community health and care partnership model.

The CVCPP has suggested this should form part of the 1st phase of the work.

WDC officers' recommendations - particularly in the context of work already underway - that the Council should support and prioritise this work stream.

II An Integrated Waste Management Approach

CVCPP Review Recommendations:

- The eight authorities agree a Clyde Valley wide solution to the issue of waste management with the Scottish Government. This includes:
 - Agreeing the use of the two waste management facilities being commissioned by Glasgow & North Lanarkshire Councils

- A Clyde Valley approach to meeting the zero waste targets and minimising the penalties paid by any one Council with consideration of the recycling targets and how they are met and what practices will need to be standardised to use the existing or planned plant.

The CVCPP has suggested this should form part of the 1st phase of the work.

WDC officers' recommendations - particularly in the context of work already underway - that the Council should support and prioritise this work stream.

III A Single Social Transport Solution

CVCPP Review Recommendations:

- With the assistance of SPT, Councils should consider and refine an outline business case to establish a CVCPP wide social transport service
- As part of this, or in the interim, Councils should work with SPT to:
 - Pilot the improved scheduling of current social transport to reduce the amount of 'down time' for vehicles and drivers in each local authority
 - Better co-ordinate socially necessary transport e.g. dial a ride and ring and ride services, providing a better overview, particularly across neighbouring authorities where services can cross boundaries
 - Improve the use of the school bus service across council boundaries
 - Improve the standardisation of vehicle design and procurement for social transport

The CVCPP has suggested this should form part of the 1st phase of the work.

WDC officers' recommendations - that the Council should support but not prioritise this work stream. (It is noted that work in this area must be set in the context of recent Council decisions on the issue of school transport.)

IV Joint and Streamlined Fleet Management and Maintenance

CVCPP Review Recommendations:

- The eight councils work together or individually with their partners and Scotland Excel, to jointly procure or improve the procurement of non specialist vehicles such as light vans and cars
- Work towards joint provision of vehicle maintenance for both the specialist and non specialist vehicles. In spite of geographical challenges this may be suitable across the eight councils or of benefit in smaller local authority groupings or with partners in a single local authority boundary.
- Consider the sharing of fleet and this may be for initial consideration in the context of the recommendations regarding

social transport above, or waste management and roads maintenance.

The CVCPP has suggested this should form part of the 2nd phase of the work.

WDC officers' recommendations - that the Council should support but not prioritise this work stream.

V Shared Roads Maintenance

CVCPP Review Recommendations:

- Roads maintenance and its specialist services can be adapted to a shared service model and there are benefits to be gained between smaller councils and across the larger group of the Clyde Valley
- In the interim, as a first step it is recommended that the eight Councils should look at pooling and sharing expert staff in the context of a joint workforce planning strategy.

The CVCPP has suggested this should form part of the 2nd phase of the work.

WDC officers' recommendations that the Council should support but not prioritise this work stream.

VI Property Sharing and Management in Local Hubs

CVCPP Review Recommendations:

- Each Council develops a robust asset register as a matter of priority
- Each Council and its partners develop joint asset registers and begin joint planning, management and property sharing
- Consider the merit of other Clyde Valley Councils exploring with Glasgow how they may market select properties through Glasgow's arms length arrangement for surplus property.

The CVCPP has suggested this should form part of the 1st phase of the work.

WDC officers' recommendations that the Council should support but not prioritise this work stream.

VII Developing a Joint Approach to the 'Back Office'

CVCPP Review Recommendations:

- That all eight Councils come together to formulate a single or joint approach in their 95 diagnostic business case areas, with priorities being Customer Management, Assess and Decide, Business Support & Information Systems and HR; evaluate the benefits, particularly investment versus time and benefits; act; or discard these cases.
- Look at shared opportunities for education services payroll and back office

The CVCPP has suggested this should form part of the 1st phase of the work.

WDC officers' recommendations that the Council should support and prioritise this work stream.

VIII Joint Workforce Planning

CVCPP Review Recommendations:

- Bring together their current individual workforce planning strategies into a joint workforce strategy including:
 - Consolidating the recruitment and deployment of supply teachers across the eight councils
 - Shared specialist services on curriculum development and psychological services where expertise is limited and resources duplicated across the 8 councils

The CVCPP has suggested this should form part of the 2nd phase of the work.

WDC officers' recommendations that the Council should support but not prioritise this work stream.

IX A Common Charging Framework

CVCPP Review Recommendation:

- Work together to introduce consistency across the Clyde Valley on charging and income generation, where this does not cut across local priorities.

The CVCPP has suggested this should form part of the 1st phase of the work, but it is envisaged that it will be a 'desk top' exercise which will collect details of current charging arrangements – but will not seek to impose a standard framework.

WDC officers' recommendations that the Council should support but not prioritise this work stream.

X A Joint Economic Strategy

CVCPP Review Recommendation:

- Revisit the approach to economic regeneration and develop a joint economic strategy for the Clyde Valley

The CVCPP has suggested this should form part of the 1st phase of the work.

WDC officers' recommendations that the Council should support but not prioritise this work stream. However it is also noted that this is an area where West Dunbartonshire Council may be in a position to take a lead on behalf of the CVCPP.

3.5 On the basis of the views summarised above, officers would recommend that the top 3 priorities for West Dunbartonshire Council should be:

I An Integrated Health & Social Care Service

II An integrated Waste Management Approach

III Developing a Joint Approach to the 'Back Office'

The reasons are that these are areas which are already well developed locally, and therefore there is a good chance of delivery of real benefits within the tight timescales which have been proposed. It is not suggested however that West Dunbartonshire is in a position to lead on any of these issues at a Clyde Valley level.

- 3.6** It is proposed that West Dunbartonshire Council should support and maintain involvement in the other 7 areas, but not prioritise. It is also noted that officers believe that some of the timescales identified for these areas may be unrealistic. (The CVCPP has already suggested that Joint and Streamlined Fleet Management and Maintenance, Shared Roads Maintenance, and Joint Workforce Planning should form a second phase of the work.)
- 3.7** In terms of West Dunbartonshire Council's ability to take the lead, it is proposed that the Development of a Joint Economic Strategy is an area where we have the skills and capacity to take this forward on behalf of the CVCPP. It is proposed that West Dunbartonshire Council should take on this role on behalf of the CVCPP.
- 3.8** The Review also highlights a number of issues which will need to be addressed no matter what the decisions on priority workstream areas. These include:
- Governance issues (including the need for robust 'business cases' and the resolution of 'local accountability' issues)
 - Legal Frameworks (including clarification by the Scottish Government on the use of the Power of Wellbeing)
 - Clarification of procurement approaches
 - Assessment criteria for proceeding with business cases (including issues such as delivering savings, capacity to deliver, political acceptability, employee impact etc)
 - Consultation processes
- These issues must be the subject of early development through CVCPP structures.
- 3.9** The next meeting of the full CVCPP is on 12th March 2010. It is proposed that if Council agrees the 3 priority areas, its support for involvement in other areas, and its willingness to lead on a Joint Economic Strategy, then this can be reported to this meeting.

4. Personnel Issues

- 4.1** Any personnel issues will depend on the detail of the business cases, however there may be the need to identify an officer responsible for the co-ordination of activity – most particularly in relation to the general issues identified in paragraph 3.8.

5. Financial Implications

- 5.1** Financial implications will be dependent on business cases.

6. Risk Analysis

- 6.1 There is a significant risk attached to no action on this initiative. The Review analysis of the current economic and demographic climate makes it clear that an increase in joint working and shared service arrangements is essential to meet these challenges – one example of this is the need to meet targets for waste management, and financial impact of not doing so.
- 6.2 Any action to develop joint working or shared services should be based on a robust process of impact assessment, to ensure equalities, health and sustainability issues are not adversely affected.

7. Equalities Impact

- 7.1 No significant issues were identified in a screening for potential equality impact of this initiative at this stage. This will be considered as part of the development of potential business cases.

8. Conclusions & Officers' Recommendations

- 8.1 Although the CVR Forum has agreed to the prioritisation noted in paragraph 2.7 as a general approach, it is clear that a number of local authorities have yet to agree their own priorities or criteria for action. Whilst there is a general commitment to supporting a move towards shared services and joint working, no individual local authority is bound by any decision of the CVCPP. The current proposals for West Dunbartonshire reflect the best advice available from Council officers, however the discussion by West Dunbartonshire Council on 24th February 2010 will give members the opportunity to consider the priorities. This information can then be fed back to the next meeting of the CVCPP on 12th March 2010 and will shape the development of the wider approach.
- 8.2 Officers have considered the findings of the CVCPP Review of Joint Working and Shared Service opportunities. It is suggested that while the 10 workstream areas all have some merit, and should be supported, that in West Dunbartonshire, priority should be given to :
- I An Integrated Health & Social Care Service*
 - II An integrated Waste Management Approach*
 - III Developing a Joint Approach to the 'Back Office'*
- 8.3 It is recommended that West Dunbartonshire Council should support and maintain involvement in the other 7 areas, but not prioritise these.
- 8.4 It is recommended that the template attached as appendix 1 should be agreed for submission as West Dunbartonshire Council's preliminary response to the CVCPP Review proposals.

- 8.5** It is also recommended that West Dunbartonshire Council should offer to play a lead role in the development of a Joint Economic Strategy.

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David McMillan
Chief Executive
Date: 10 February 2010

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Appendices: Template – Clyde Valley Review – Response to
Recommendations & Workstream Priorities – West
Dunbartonshire Council

Background Papers: Clyde Valley Review Report, November 2009. (Copies
previously issued to all elected members – further copies
available on request.)

Wards Affected: All

Clyde Valley Review Response to Recommendations & Workstream Priorities

Response to Recommendations

This first stage information gathering exercise is to provide a response to each of the recommendations and to identify those workstreams of most interest to your authority at this time.

Please indicate with a Yes or No against each recommendation that your council supports.

There is an opportunity to provide your comments regarding the recommendations in each workstream if required.

Council:	West Dunbartonshire Council
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Ref.	WORKSTREAM	Support Y/N
1	An Integrated Health and Social Care Service	
5.6	A time limited consortium involving all eight councils and the two Health Boards is established to consider and report on the most cost effective and sustainable way of providing these services in the Clyde Valley area.	Y
5.7	Each council and its respective Health Board works to create an integrated health and community care service. This should evolve from the community health and care partnership model.	Y
	<p><u>Comments:</u></p> <p>5.6 WDC agrees to this principal and would suggest that different Councils could take the lead in specialized areas due to differed levels of expertise and experience. A good starting point would be to identify Best Practice and use this to determine 'lead' potential. Whilst joint procurement can work to everyone's benefit, there is a need to consider local requirements and quality issues. Level of service is dictated by levels of need and this is dictated in turn by local demographics, social & economic conditions, deprivation and geography – which can be</p>	

unique or more or less prevalent within each Local Authority area.

If 5.6 also refers to joint commissioning this would be harder to deliver as commissioning is about longer-term planning processes and achieving outcomes. There would be the requirement for an agreed strategy even if only to assess the current level of internal v external provision. It is not clear if the Arbuthnott Review is talking about Commissioning in this sense or simply as a means of procurement. A joint approach to commissioning is possible in principle but the complexities of local requirements and current practice would make this hard to achieve within the stated timescales,

Considerations:

- Loss of local knowledge and delivery
- Local demographics and issues unique to or more prevalent in one local area
- Quality control and Quality Assurance across different Council's specifications
- Opportunity for people to widen experiences and pool of experiences and practices
- Opportunities for career development
- Possible loss of "partner" provider relationship which allows discussion and negotiation

Timescales

- Report by mid/end 2010/11 –achievable
- Establishment of joint procurement by 2011/12 – optimistic but achievable. "Systems" required, management arrangements, governance arrangements, cost of allocation, procurement contracting process agreed.
- An incremental approach likely to be more successful

Partner Involvement

- Existing providers – WDC work with "partners" not necessarily a direct contractor. Currently WDC has successful partnerships based on close relationships and common goals and can negotiate around local circumstance and knowledge.
- Partners – NHS, Housing Services, Education, Police, Care Provider Organisations, Parents and Carers and Service Users.

5.7 In terms of integration, West Dunbartonshire Council has already agreed to consider proposals for an integrated health and social care service. Work is underway to investigate the proposal to further integrate the services and to report to Council around possible timescales. West Dunbartonshire Council will continue with this approach and this priority is for each individual Council to progress. It is not clear what

the definition of further integration means in the Arbutthott Review as this may point to integration further than CHCP. More clarity on this would be appreciated.

For consideration

- Improved service delivery
- Increased local control for Councils
- Issues around pay and terms and condition differences – especially an issue following Single Status.
- Financial constraints, pressures and governance – prioritisation of resources and service delivery

Timescale

- The Council will consider proposals around further integration towards an integrated health and social care service following the report to Council of 28 October 2009, with a report to be considered at the February 2010 Council meeting.

Ref.	WORKSTREAM	Support Y/N
2	An Integrated Waste Management Approach	
5.10	<p>The eight Councils agree a Clyde Valley wide solution to the issue of waste management with the Scottish Government. This includes:</p> <ul style="list-style-type: none"> • Agreeing the use of the two waste management facilities being commissioned by Glasgow and North Lanarkshire Councils • A Clyde Valley approach to meeting the zero waste targets and minimising the penalties paid by any one council with consideration of the recycling targets and how they are met and what practices will need to be standardised to use the existing or planned plant. 	Y
	<p>Comments:</p> <p>WDC is not in a position to take the lead but welcome this priority as this provides a clear opportunity to deliver a facility to the scale of Scottish Government aspiration of 100000 tonne catchment.</p> <p>In terms of the first recommendation. The Scottish Government is currently consulting on a Zero Waste Plan which will impact on West Dunbartonshire Council's approach to waste treatment. In the final plan the Scottish Government could introduce a cap of 25% on the amount of municipal waste that could be treated by energy-from-waste treatment plants, which could leave West Dunbartonshire Council requiring an additional solution for the waste out with the 25 % cap, The Scottish Government as part of the consultation supports smaller local plants (circa 100,000 tonne PA capacity) in line with the proximity principle. This may have an impact on West Dunbartonshire Councils' use of partner treatment sites as Glasgow and North Lanarkshire Council's have their own responsibility to meet Landfill Allowance Regulation Scotland obligations which may mean that they have to use the waste treatment capacity they develop for their own needs. In this scenario WDC may need to seek a more localised solution e.g. involving WDC/Inverclyde/Argyle & Bute (Helensburgh & Lomond) as combined there is circa 100,000 tonnes pa to treat .</p> <p>In-house improvements within WDC are currently moving forward and the Council is in early discussions to agree a Joint Board arrangement with Argyll & Bute, Inverclyde and Renfrew. This will continue within the current timescales identified within the Arbutnott Review.</p>	

For Consideration:

- Proximity of the sites
- Bulk transfer facilities
- Carbon footprint for transfer
- Potential barrier of site location and NIMBY outlook, costs and charges.
- Governance arrangements would require to be clearly defined.
- Agreement required on the type of technology
- Private sector partnership arrangements

The timetable is achievable if there is government funding for a major facility. Factors like planning consent and procurement could make the timescale difficult to achieve but this is not a barrier.

Ref.	WORKSTREAM	Support Y/N
3	A Single Social Transport Solution	
5.11	I recommend that together, and with the assistance Strathclyde Partnership for Transport (SPT) councils consider and refine an outline business case to establish a CVCPP wide social transport service.	Y
5.12	<p>As part of this process or in the interim, the eight councils should work with SPT to:</p> <ul style="list-style-type: none"> • Pilot the improved scheduling of current social transport to reduce the amount of ‘down time’ for vehicles and drivers in each local authority. • Better co-ordinate socially necessary transport e.g. dial a ride and ring and ride services, providing a better overview, particularly across neighbouring authorities where services can cross boundaries. • Improved use of the school bus service across council boundaries • Improve the standardisation of vehicle design and procurement for social transport. 	Y
	<p><u>Comments:</u></p> <p>All four areas should be explored and West Dunbartonshire Council wishes to be involved from onset and would nominate SPT as the lead. The general view within the Council is that significant savings can be made on downtime drivers and vehicles.</p> <p>SPT are well positioned to take the lead in mapping, scoping and in quantifying the scale of the issues involved. SPT use ‘Trapeze’ transport scheduling software system, to map current routes and integrate rounds and timetables. Depending on the recommendations which would emerge, WDC could take the lead on some aspects (e.g. procurement) although the fact that we lie at the edge of the CVCPP geographically would perhaps make us not the most appropriate council to take the lead.</p> <p><u>Timescales</u></p> <ul style="list-style-type: none"> • Timescales are realistic – work could be scoped by March 2011 and a solution could be delivered by 2014 • Potential for some “quick wins” in terms of downtime and working across boundaries in relation to school transport <p>WDC believes this is an area where there is a clear incentive for all 8 councils and the NHS to work together. A single tender for school transport, for example, could generate significant savings, as could a move, by all 8 councils to the statutory position on free school transport.</p>	

Working with the NHS could significantly work reduce the amount of downtime for buses and drivers. WDC would also recommend partnership arrangements with Argyll and Bute on cross-border issues. Governance & funding issues would require to be tackled at an early stage.
(Work in this area must be set in the context of recent West Dunbartonshire Council decisions on school transport)

Ref.	WORKSTREAM	Support Y/N
4	Joint and Streamlined Fleet Management and Maintenance	
5.13	The eight councils work together or individually with their partners and Scotland Excel, to jointly procure or improve the procurement of non specialist vehicles such as light vans and cars.	Y
5.14	Work towards joint provision of vehicle maintenance for both the specialist and non specialist vehicles. In spite of geographical challenges this may be suitable across the eight councils or of benefit in smaller local authority grouping or with partners in a single local authority boundary	Y
5.15	Consider the sharing of fleet and this may be for initial consideration in the context of the recommendations regarding social transport above, or waste management and roads maintenance.	Y
	<p><u>Comments:</u></p> <p>Agreed that all areas should be progressed.</p> <p>Preference for 5.14 and 5.15 is for working with local CPP partners in first instance, rather than wider Clyde Valley. WDC not in a position to lead at a Clyde Valley level but are in a position to lead at local CPP level with Police/NHS and neighbouring authorities via the community planning structure. Would wish to involve Argyll and Bute. There is the potential within WD for a super depot in Bowling which WDC would like to explore within the Review.</p> <p><u>Timetable</u></p> <p>This is achievable locally but this may be ambitious if new facilities are required</p> <p><u>Partners</u></p> <p>Potential to link with Police, NHS & Ambulance, neighbouring councils, Fire & Rescue, private breakdown operators. This can be progressed through existing community planning partnership plus new partnership steering arrangements via Review work stream.</p>	

Ref.	WORKSTREAM	Support Y/N
5	Shared Roads Maintenance	
5.16	Roads maintenance and its specialist services can be adapted to a shared service model and there are benefits to be gained between smaller councils and across the larger group of the Clyde Valley.	Y
5.17	In the interim or as a first step I recommend that the eight Councils should look at pooling and sharing expert staff in the context of a joint workforce planning strategy.	Y
	<p><u>Comments:</u></p> <p>WDC would wish to be part of CVCPP plans to consider joint workforce planning. WDC currently has partnerships in existence at present with East Dunbartonshire and Argyll and Bute and would wish to see these continue and develop. WDC is not in a position to take a lead role.</p> <p><u>Timetable</u> Achievable</p> <p><u>Consideration</u> Joint Venture opportunities with adjoining local authorities and other service providers.</p>	

Ref.	WORKSTREAM	Support Y/N
6	Property Sharing and Management in Local Hubs	
5.18	Each council develops a robust asset register as a matter of priority.	Y
5.19	Each council and its partners develop joint asset registers and begin joint planning, management and property sharing.	Y
5.20	The merit of other Clyde Valley councils exploring with Glasgow how they may market select properties through Glasgow's this arms length arrangement for surplus property.	Y
	<p><u>Comments:</u></p> <p>WDC consider this to be a priority and are currently developing an Asset Register and Disposal Strategy. It is agreed that all 3 areas should be progressed, with particular emphasis on local CPP partners and development of Joint Asset Register. Anecdotal feedback from local partners would support this approach also. West Dunbartonshire Council is not in a position to lead at Clyde Valley level but are able to lead at CPP level.</p> <p><u>Considerations</u></p> <ul style="list-style-type: none"> • Property Sharing initiative may be heavily impacted upon by the outcomes of the other work stream activity • Opportunities - increase income from asset management, long term income of disposal of asset • Joint facilities management of reduced buildings • Resources such as ICT where we may have limited commonality • Encourage best value – especially in the current economic climate • How to market surplus assets via arms length organisations 	

Timetable

- 2010/11 for Council Asset Register – achievable
- 2011/12 for Joint Register – achievable but further discussion required with partners
- 2012/13 for disposals – not clear given the vagaries of market conditions and ongoing economic climate which could last for 3-4 years.

Further early discussion required with all potential partners to establish 'sign-up' - Health Board, Fire Service, Police, Strathclyde Passenger Transport, Dumbarton Enterprise, Scottish Court System, Job Centre Plus, Regeneration Companies, Clydebank College, National Park, Voluntary Organisations, Housing Associations, Clyde Port Authority.

Ref.	WORKSTREAM	Support Y/N
7	Developing a Joint Approach to the “Back Office”	
5.23	<p>I recommend that all eight Councils come together to:</p> <ul style="list-style-type: none"> • <u>Formulate</u> a single or joint approach in their 95 diagnostic business case areas, with priorities being Customer Management, Assess & Decide, Business Support & Information Systems and HR • <u>Evaluate</u> the benefits, particularly investment versus time and benefits, • <u>Act</u>; or • <u>Discard</u> these cases. <p>Look at shared opportunities for education services payroll and back office</p>	Y
	<p><u>Comments:</u></p> <p>Timescale may be ambitious as WDC has much work to progress in-house first but would be keen to stay involved in discussions. West Dunbartonshire are currently not in a position to lead at Clyde Valley level but have identified 5 areas that we see as appropriate for Shared back office and across which we are making progress in and may be able to play key role in partnership activity:</p> <ul style="list-style-type: none"> • Procurement – building on the success of Scotland Excel and E Procurement project. • Legal Services • Contact Centre & Services – WDC successfully progressed in many areas. • Employee Systems – Frontier currently being implemented in Inverclyde and WDC. • Improvement Agent – strategy development, policy and procedures via Covalent performance management system. 	

Ref.	WORKSTREAM	Support Y/N
8	Joint Workforce Planning	
5.24	<p>Bring together their current individual workforce planning strategies into a joint workforce strategy including:</p> <ul style="list-style-type: none"> • Consolidating the recruitment and deployment of supply teachers across the eight councils • Shared specialist services on curriculum development and psychological services where expertise is limited and resources duplicated across the 8 councils 	Y
	<p><u>Comments:</u></p> <p>Keen to participate in a key role but due to progress in-house WDC are not in a position to lead at a Clyde Valley level. WDC is at the very early stages of developing its own Workforce Planning Strategy and all departments are currently working to a first plan deadline of March 2010 and therefore meeting the Joint timetable will be tight for WDC.</p> <p>WDC supports this approach absolutely but the CVSPP must reflect on a number of considerations.</p> <p><u>Considerations</u></p> <ul style="list-style-type: none"> • There are a number of questions about terms and conditions, pay and policy. • How we manage a downturn and redundancy costs • Issues need to be looked at from Clyde Valley perspective and then perhaps nationally • Experience of single status – needs to be managed at a national basis and may require legislation changes – need a forum to have this discussed. • Why stop at 8 Councils? 	

Ref.	WORKSTREAM	Support Y/N
9	A Common Charging Framework	
5.26	Work together to introduce consistency across the Clyde Valley on charging and income generation, where this does not cut across local priorities.	Y
<p><u>Comments:</u></p> <p>This would not be a top priority for WDC. It is felt that this is likely to be hindered by individual local authority political priorities and the general feeling is that this is not a realistic recommendation. This does not take into account local needs or demographics. It is not clear how the 'sharing' element would have any major benefit – other than equity across whole area.</p> <p>West Dunbartonshire would not be in a position to lead at Clyde valley level and would recommend different Councils could lead on developing a framework for different services. Perhaps WDC could lead on Social Work.</p> <p><u>Considerations</u></p> <ul style="list-style-type: none"> • Considerable scope for income generation • Different starting points – levels of income generation, economic challenges, demographic pressures • WDC – require a corporate charging framework as a first step so this impacts on timetable • WDC - there would be internal capacity issues and Council would require external services • local and national politics – council decisions to increase charges during election periods • local debt management <p>The current timetable of 2010/11 and 2011/12 is unlikely to be achievable.</p>		

10	A Joint Economic Strategy	
5.27	Revisit the approach to economic regeneration and develop a joint economic strategy for the Clyde Valley	Y
<p>Comments:</p> <p>This is a priority for WDC. We currently have a strategy 2008/2013 and have a mature partnership with CHP and Clyde Valley. It would be valuable to revisit the strategy, particularly in light of current economic changes.</p> <p>WDC are in a position to take the lead on this work stream - currently each authority takes it in turn to lead and WDC took over the chair of CVCPP in October 2009.</p> <p>Considerations</p> <ul style="list-style-type: none"> • Looking beyond current strategy - economic development/joint approach/shared service i.e. business gateway, different start up rates etc. • The current strategy is light on people focus – modern apprentice, workforce development <p>The timetable is achievable.</p>		

	Consultation
5.28	Consultation should take place with citizens about the shape and priorities of the services to be shared, and a partnership approach to public service reform with the Trades Unions.
	<p><u>Comments:</u></p> <p>WDC has developed a communication and consultation plan around the Shared Service agenda for 2009/10 and 2010/11.</p> <p>The Review recommendations have been communicated through the Internal Communications and Core Brief system to all employees and a Q&A provided. Media packs were provided to local press and covered on the Council's website.</p> <p>Briefings and presentations were provided for Trade Unions and Elected Members.</p> <p>Consultation has taken place with all managers across the Authority through the Senior Management Network and all Grade 9 managers and above participated in the development of this response through dedicated work groups , led by experts, that focused on one work stream each.</p> <p>The communications and consultation process will continue as the Arbuthnott Review is progressed and particularly when there is agreement at Council level on which recommendations WDC will progress. This will be the main focus for communications and consultation will be required across all stakeholders – including partners, as recommendations are progressed. This will be underpinned by individual communication plan will be developed for each work stream being progressed to reflect that stakeholder group.</p> <p>Work streams highlighted within the Arbuthnott Review are also already reflected in WDC strategic priorities for 2009/10 and 2010/11, agreed by Council in June 2009:</p> <ul style="list-style-type: none"> • Waste Management Solution • Integrated Health and Social Care – focus on provision of adult care • Asset Management – Asset Register <p>The main aim for West Dunbartonshire Council will be to focus efforts on getting Internal processes and structures in place to support participation in the development of the Arbuthnott recommendations and in order to meet the timescales outlined in the Report. This will require the support and buy-in of management, frontline employees, Trade Unions and Elected Members.</p>

Workstream Priorities

Please rank your top 3 priorities with a number 1,2 or 3 in the box provided adjacent to the work stream heading.

NB West Dunbartonshire Council supports the progression of the recommendations provided by the Arbutnott Review for the sharing of Services across the CVCPP. The main concern for the Council is its own requirement to improve quickly its internal structures – get its own house in order, before being able to participate constructively and meet the timescales required.

Ref.	Workstream	Priority
1	An Integrated Health and Social Care Service	1
2	An Integrated Waste Management Approach	2
3	A Single Social Transport Solution	5
4	Joint and Streamlined Fleet Management and Maintenance	7
5	Shared Roads Maintenance	10
6	Property Sharing and Management in Local Hubs	6
7	Developing a Joint Approach to the “Back Office”	3
8	Joint Workforce Planning	8
9	A Common Charging Framework	9
10	A Joint Economic Strategy	4