

# Agenda

## Meeting of Shared Services Joint Committee

**Date:** Friday, 11 January 2019

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**Time:** 14:00

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**Venue:** Civic Space,  
Council Offices, 16 Church Street, Dumbarton G82 1QL

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**Contact:** Christine McCaffary  
Tel: 01389 737186– [christine.mccaffary@west-dunbarton.gov.uk](mailto:christine.mccaffary@west-dunbarton.gov.uk)

Dear Member

Please attend a meeting of the **Shared Services Joint Committee** as detailed above. The business is shown on the attached agenda.

Yours faithfully

**JOYCE WHITE**

Chief Executive  
West Dunbartonshire Council

Distribution:-

<b><u>East Dunbartonshire Council</u></b>	<b><u>Inverclyde Council</u></b>	<b><u>West Dunbartonshire Council</u></b>
Councillor Alan Moir Councillor Andrew Polson Councillor Gordan Low Councillor Vaughan Moody	Councillor Christopher Curley Councillor Graeme Brooks Councillor Michael McCormick Councillor Ronnie Ahlfeld	Councillor Iain McLaren (Chair) Provost William Hendrie Councillor David McBride Councillor Lawrence O'Neill
Gerry Cornes, Chief Executive Ann Davie, Depute Chief Exec/ Education, People & Business Thomas Glen, Depute Chief Executive / Neighbourhood & Corporate Assets	Aubrey Fawcett, Chief Executive Gerard Malone, Head of Legal & Property Services Scott Allan, Corporate Director – Environment, Regeneration & Resources	Joyce White, Chief Executive Angela Wilson, Strategic Director of Transformation & Public Service Reform Ronnie Dinnie, Strategic Lead – Environment & Neighbourhood

Date of issue: 4 January 2019

**SHARED SERVICES JOINT COMMITTEE**  
East Dunbartonshire, Inverclyde and West Dunbartonshire Councils

FRIDAY, 11 JANUARY 2019

**AGENDA**

**1 APOLOGIES**

**2 DECLARATIONS OF INTEREST**

Members are invited to declare if they have an interest in any of the items of business on this agenda and the reasons for such declarations.

**3 MINUTES OF PREVIOUS MEETING 5 – 6**

Submit for approval Minutes of Meeting of 18 August 2017.

**4 UPDATE ON DETAILED BUSINESS PLAN FOR ROADS AND TRANSPORTATION COLLABORATION AND AGREEMENT BETWEEN INVERCLYDE COUNCIL AND WEST DUNBARTONSHIRE COUNCIL 7 – 10**

Submit report by the Corporate Director – Environment, Regeneration & Resources, Inverclyde Council on the above.

**5 FUTURE JOINT COLLABORATION – WEST DUNBARTONSHIRE, INVERCLYDE AND EAST DUNBARTONSHIRE COUNCILS 11 - 12**

Submit report by the Strategic Director – Transformation & Public Service Reform, West Dunbartonshire Council on the above.

**6 PRESENTATION ON SHARED HEAD OF SERVICE REMIT**

A short presentation will be given by Gail MacFarlane on anticipated outcomes from shared Head of Service remit.



Minutes of SHARED SERVICES JOINT COMMITTEE Meeting held within the Tom Johnston Chamber, 12 Strathkelvin Place, Kirkintilloch on Thursday, 18 August 2017.

**Present: COUNCILLORS BROOKS, CURLEY, HENDRIE, LOW, MCBRIDE, MCLAREN, MOODY & POLSON**

**In attendance:**

**S. Allan** IVC Corporate Director of Environment, Regeneration & Resources  
**R. Dinnie** WDC Strategic Lead – Environment & Neighbourhood  
**K. Donnelly** EDC Chief Solicitor & Monitoring Officer / Clerk SSJC  
**T. Glen** EDC Dep Chief Executive – Place, Neighbourhood & Corporate Assets  
**P. Halligan** EDC Strategic Lead -  
**W. Rennie** IVC -  
**A. Wilson** WDC Strategic Director – Transformation & Public Sector Reform  
**M. Cunningham** EDC Corporate Governance Manager

**Councillor Low (EDC) Chair presiding**

<b>No.</b>	<b>Topic</b>	<b>Action by</b>
<b>1.</b>	<b>Welcome, Apologies &amp; Clerk's Remarks</b>	
	The Clerk welcomed all to meeting and intimated apologies on behalf of. Councillors Ahlfeld, McCormick & Moir. Apologies were also submitted on behalf of Chief Executives – Gerry Cornes, Aubrey Fawcett & Joyce White and Ann Davie – EDC Depute Chief Executive.	
<b>2.</b>	<b>Minute of Shared Services Joint Committee – 24 March 2017</b>	
	There was submitted and noted the minute of meeting held on 24 March 2017.	
<b>3.</b>	<b>Confirmation of Appointment of Shared Services Joint Committee Office Bearers</b>	
	Having heard from the Clerk, the SSJC considered Report SSJC/003/17/KMD which proposed to formalise the appointment of the Chair and Vice Chair of the Shared Services Joint Committee.  The SSJC:- a) Confirmed the appointment of Councillors Low and McLaren as Chair and Vice Chair respectively of the Shared Services Joint Committee for the remainder of the initial 2 year period, concluding 31 October 2018.  b) Confirmed the appointment of Karen Donnelly, Chief Solicitor & Monitoring Officer as Clerk to the Shared Services Joint Committee for the remainder of the initial 2 year period, concluding 31 October 2018, and otherwise noted the content of the Report.	
<b>4.</b>	<b>Adoption of Standing Orders for Shared Services Joint Committee</b>	
	The SSJC considered Report SSJC/004/17/KMD which proposed to formalise the adoption of Standing Orders for the Shared Services Joint Committee.  The SSJC approved and adopted the Standing Orders attached as Appendix 1 to the report.	

<b>5.</b>	<b>Shared Services Joint Committee – Minute of Agreement</b>	
	<p>The SSJC considered Report SSJC/005/17/KMD which proposed to familiarise SSJC Members with the terms of the Minute of Agreement.</p> <p>The SSJC noted the terms of the Minute of Agreement and the contents of the report.</p>	
<b>6.</b>	<b>Shared Services Joint Committee – Lead Officers Group - Presentation</b>	
	<p>Thomas Glen, Depute Chief Executive –Place, Neighbourhood &amp; Corporate Assets provided the SSJC with an outline of the scope of the SSJC and progress to date. The presentation covered a general background of the position to date, Council approvals to date regarding the level of involvement and flexibility between constituent Councils; the operation of Joint Committee going forward and the primacy of constituent Councils and the various Officer Working Groups feeding into the SSJC.</p> <p>Mr Glen emphasised the focus on Trade Union Engagement at constituent Councils level and as a whole to ensure adequate communication channels to all employees and between constituent Councils. Mr Glen also outlined future timeline of events.</p> <p>Following questions the SSJC noted the information.</p>	
<b>7.</b>	<b>Detailed Business Plan – Progress Report</b>	
	<p>Ronnie Dinnie, Strategic Lead from West Dunbartonshire introduced the consultants who had been engaged to assist the development of the detailed Business Plan.</p> <p>The SSJC heard from both consultants and officers in relation to the detailed Business Plan. Thereafter the SSJC suggested that where possible some “quick wins” should be identified and thereafter noted the report</p>	
<b>8.</b>	<b>Joint Trades Unions Consultation &amp; Engagement</b>	
	<p>Angela Wilson, Strategic Director – Transformation &amp; Public Sector Reform updated the SSJC on the details of the report and a general outline of matters for future discussions.</p> <p>Following questions the SSJC noted the information</p>	
<b>9.</b>	<b>Date of Next Meeting - November 2017.</b>	
	<p>The SSJC agreed that the secretariat would contact each constituent authority to ascertain the optimum date in November for elected members &amp; officers.</p>	

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<b>Report To:</b>	<b>Shared Service Joint Committee</b>	<b>Date:</b>	<b>11 January 2019</b>
<b>Report By:</b>	<b>Corporate Director Environment, Regeneration &amp; Resources</b>	<b>Report No:</b>	
<b>Contact Officer:</b>	<b>Scott Allan</b>	<b>Contact No:</b>	<b>01475 712762</b>
<b>Subject:</b>	<b>Update on the Detailed Business Plan for Roads and Transportation collaboration and Agreement between Inverclyde Council and West Dunbartonshire Council</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to update the Joint Committee on actions since the last meeting held on 18 August 2017, on progressing the detailed business plan for shared roads and transportation services.

## 2.0 SUMMARY

- 2.1 At the meeting of this Joint Committee on 18 August 2017, officers reported the progress on developing a detailed business plan for a shared roads and transportation service. Officers from each Council were remitted to finalise the details of the Business plan, refer to each Council in respect of governance arrangements and thereafter report back to the Joint Committee. It was noted that Trade Unions would be involved at all stages.
- 2.2 Reports were agreed at Inverclyde Council and West Dunbartonshire Council early in 2018 with regard to progressing a 'Lead Council' model shared Roads and Transportation Service. East Dunbartonshire in turn approved the progression of a 'Strategic Partnership' model for shared roads and transportation.
- 2.3 Inverclyde Council and West Dunbartonshire Councils, being in agreement on a way forward sought to progress a shared roads and transportation service early in financial year 2019/20 with a view to engaging thereafter with East Dunbartonshire Council in respect of the strategic partnership model.
- 2.4 Delivery of shared roads and transportation services as agreed at both Inverclyde Council and West Dunbartonshire Council early in 2018 did not progress as planned. This was due to challenging discussions with Trade Unions across both Councils combined with a resistance from the workforce in West Dunbartonshire to engage voluntarily in any form of shared service involving roads and transportation.
- 2.5 Following further discussion between lead officers and amongst joint Trade Unions, it was agreed instead to appoint a shared strategic lead officer (Head of Service) to strategically and operationally lead the two separate roads and transportation services within Inverclyde and West Dunbartonshire Council. Consequently a Head of Service was appointed by Inverclyde Council commencing 07 January 2019. Opportunities for collaboration on a voluntary basis are to be explored within this arrangement. The role of the strategic lead is anticipated to widen over one to two years to encompass wider front line services.

### **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Committee:

- (i) note the progress that has been made in respect of the appointment of a shared Head of Service across the roads and transportation services in Inverclyde and West Dunbartonshire,
- (ii) note the intention to develop strategic business cases for collaboration across wider service areas,
- (iii) Authorise lead officers to progress engagement with East Dunbartonshire Council with a view to developing proposals for a strategic partnership.

**Scott Allan**  
**Corporate Director**  
**Environment, Regeneration & Resources**



## **4.0 BACKGROUND**

- 4.1 Following the last meeting of this Joint Committee on 18 August 2017, significant progress has been made in respect of the delivery of collaboration across roads and transportation services. Progress has been challenging on a number of fronts however, reflecting the complexity of governance and management of services spanning two local authorities. It is also the case that West Dunbartonshire Council and Inverclyde Council following decisions at Council early in 2018 were broadly aligned on a direction for moving forward, this involving a 'lead Council' model shared service. East Dunbartonshire's preference was to pursue a 'Strategic Partnership' model.
- 4.2 Delivery of shared roads and transportation services as agreed at both Inverclyde Council and West Dunbartonshire Council earlier this year did not progress as planned. This was due to challenging discussions with Trade Unions across both Councils combined with a resistance from the workforce in West Dunbartonshire to engage voluntarily in any form of shared service involving roads and transportation.

## **5.0 CURRENT POSITION**

- 5.1 In consequence of the above the two Councils explored a model involving strategic leadership only. This involved changing in line management responsibility for the current Roads Manager posts within each Council, with no other direct implications for the workforce. Services were to remain within their respective Councils. The approach anticipates collaboration amongst the two Councils but on the basis of voluntary agreements amongst employees and not a formalised shared service.
- 5.2 In the Autumn of 2018 the Councils agreed shared strategic management through the joint appointment of a Chief Officer. Following a recruitment process, the appointee commences in post on 07 January 2019. Initially, the appointee will strategically lead Roads and Transportation as two separate services in the two Councils. Over a period of time (potentially 1 – 2 years) this post is anticipated to encompass wider front line services including waste, ground maintenance, cemeteries and fleet across the two Councils.
- 5.3 The Shared Strategic Lead Officer offers the following benefits to the two Councils:
- Potential to align standards, working practices and policies across both Councils, to deliver efficiencies
  - Common development of strategy (Local Transport Strategy)
  - Wider skill base to develop funding bids (SPT, Sustrans etc.)
  - Potential future senior management savings
  - Ability to voluntarily and subject to workforce agreement, retain more professional and front line capital work in-house, thereby reducing spend in the private sector,
  - Consider procurement opportunities to achieve economies of scale
  - Extend principles of above to wider front line services
  - Potential to engage with East Dunbartonshire on collaboration in line with their 'Strategic Partnership' preference
- 5.4 Progression of this model demonstrates delivery of collaboration albeit not in the form originally envisaged. Management of the shared Strategic Lead Officer is through direct employment by Inverclyde Council whereby the Corporate Director of Environment, Regeneration and Resources takes responsibility for personnel matters. Strategic and operational performance is managed through a partnership at Director level between the two Councils combined with regular management meetings. The Strategic Lead Officer will attend Directorate management meetings in both Councils. Committee reporting will be through the relevant Director and the appointee will be responsive to elected members in both Councils.
- 5.5 Matters of strategy and performance will be reported to the Shared Service Joint Committee, utilising the governance option for two Councils. The wider Joint Committee will act as a forum

to discuss future opportunities and potentially assist the progression of East Dunbartonshire's aspirations for a strategic partnership.

## 6.0 IMPLICATIONS

### Finance

#### 6.1 One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

### Legal

6.2 There are no Legal implications arising from this report.

### Human Resources

6.3 The actions in respect of a shared strategic lead for Inverclyde and West Dunbartonshire Councils have been endorsed by Trade Unions.

### Equalities

6.4 Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

### Repopulation

6.5 There are no Repopulation implications arising from this report.

## 7.0 CONSULTATION

7.1 Consultation was undertaken with Trade Unions at all stages.

## 8.0 BACKGROUND PAPERS

8.1 None.

**Shared Services Joint Committee**

**Report by Angela Wilson, Strategic Director**

**11 January 2019**

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**Subject: Future Joint Collaboration West Dunbartonshire Council,  
Inverclyde Council and East Dunbartonshire Council**

**1. Purpose**

- 1.1 The purpose of this report is to update the committee of progress to identify potential opportunities for joint collaboration.

**2. Recommendations**

- 2.1 It is recommended that the Committee note the contents of the report.

**3. Background**

- 3.1 To date, members will be aware that the focus was on the development and implementation of joint working across roads services. The recent appointment of a shared head of service across Inverclyde and West Dunbartonshire Councils will enable the development of further strategic options appraisal for the remaining environmental and neighbourhood front line service areas namely:

- Grounds and greenspace
- Waste and environmental services
- Fleet and transportation

**4. Main Issues**

- 4.1. Joint working and collaboration continues to be an important priority for all three councils. The Chief Executives have established a regular meeting with the aim to explore further joint working opportunities. Consequently some early investigative work has commenced among wider the senior officer group with a view to developing strategic options appraisals.
- 4.2 Following this investigative work, where options are appropriate to consider further, officers will develop detailed business cases. The normal process for elected member approval across the Councils will be followed, as well as full consultation and joint working with the Trades Union.

**5. Options Appraisal**

- 5.1 There is no options appraisal required with this report.

**6. People Implications**

- 6.1 There are no people implications with this report.

**7. Financial and Procurement Implications**

- 7.1 There are no financial implications with this report.

**8. Risk Analysis**

8.1 There is no requirement to undertake a risk analysis at this time.

**9. Equalities Impact Assessment (EIA)**

9.1 An EIA is not required for this report.

**10. Environmental Sustainability**

10.1 There are no environmental implications with this report.

**11. Consultation**

11.1 Consultation is not required with this report.

**12. Strategic Assessment**

12.1 Joint working supports the delivery of Council's strategic priorities of the Council.

Angela Wilson  
Strategic Director, Transformation and Public Service Reform  
West Dunbartonshire Council  
December 2018

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**Person to Contact:** Angela Wilson – Strategic Director, Transformation & Public Service Reform  
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01389 737606

**Background papers:**