

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – Communications, Culture, Communities and Facilities****Council: 30 September 2020**

Subject: Joint Collaboration: West Dunbartonshire and Inverclyde Councils – Performance and Strategy**1. Purpose**

- 1.1 The purpose of this report is to advise Council on the proposals for further collaboration with Inverclyde Council in relation to the Performance and Strategy Service.

2. Recommendations

- 2.1 It is recommended that Council:

- approves the shared management arrangement for Performance and Strategy between Inverclyde and West Dunbartonshire Councils on a six month trial basis from 1 October to 31 March 2021; and
- notes that a report providing an update on the above will be remitted to a future Council.

3. Background

- 3.1 In September 2018 the Council approved a revised approach to share strategic management through the joint appointment of a Strategic Lead Officer. The Shared Head of Service (Roads and Transportation) commenced on the 7 January 2019. This role was then extended to lead the Fleet, Waste and Grounds Service for West Dunbartonshire in October 2019 and for Inverclyde in April 2020. The role is remitted to develop further opportunities for sharing services between West Dunbartonshire Council and Inverclyde Council.
- 3.2 In August 2019 Council approved the implementation of an Internal Audit shared management model. The Shared Internal Audit Manager commenced in January 2020. Additionally, Council approved the appointment of the Fleet & Waste shared management model in February 2020, with the Shared Fleet & Waste Manager commenced in April 2020. Officers have continued to explore other opportunities with Inverclyde, and this led to consideration of Performance and Strategy.

4. Main Issues

- 4.1 It is proposed that a shared management arrangement for the Performance and Strategy service between Inverclyde and West Dunbartonshire Council be explored on a trial period over the next six months.

- 4.2 In a similar manner to previous shared service arrangements, there is increased potential to share best practice, learning and improve service delivery.
- 4.3 Lead officers in both Councils consider there to be an opportunity for significant benefits through a shared Service Manager responsible for Policy, Performance, Strategy and Community Planning across the two Councils. The substantive post within Inverclyde is currently vacant, while the Performance and Strategy Manager post in West Dunbartonshire is currently occupied by an experienced officer.
- 4.4 It is proposed that during the trial period the Manager's time will be split equally between both Councils, with the manager remaining an employee of West Dunbartonshire. This arrangement ensure service delivery across both organisations, and will inform an update on the shared service agreement to a future Council.
- 4.5 The proposal has been discussed with the relevant workforce across both Councils and engagement has taken place with Trade Unions. A similar report will be remitted to Inverclyde Council on 24 September, seeking similar approval of the proposal.

5. People Implications

- 5.1 The Performance and Strategy Manager will remain employed by West Dunbartonshire Council, and their time will be split equally between the two Councils on a temporary six-month basis.
- 5.2 There are no direct implications for the wider Performance and Strategy team from this trial.

6. Financial and Procurement Implications

- 6.1 With the Performance and Strategy shared management option there would be a temporary reduction in costs at manager level for West Dunbartonshire Council. Implementing the temporary shared management model based on current Council salary levels will deliver savings to West Dunbartonshire of £22,340 between 1 October 2020 and 31 March 2021.
- 6.2 There are no procurement implications associated with this report.

7. Risk Analysis

- 7.1 There is a risk that the Performance and Strategy Manager will have insufficient capacity to fulfil their existing remit while also taking on the new tasks for Inverclyde Council. This will be mitigated by a re-prioritisation of tasks, increased delegation, and by the fact that this is an initial trial, following which a final decision can be reached based on the practical experience.
- 7.2 There is a risk that any potential opportunities for joint collaboration are not

optimised if this proposal is not progressed.

- 7.3** The other risks identified will be managed through ongoing engagement with the workforce throughout the implementation process, as well as identifying opportunities within the identified benefits for the preferred option to minimise additional work, standardise practices and processes and implement best practice across both organisations.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities impact screening was previously carried out on shared service collaboration and indicated that there are no specific equality related impacts from this proposal.

9. Consultation

- 9.1** The Performance and Strategy Manager has been significantly involved in the establishment of this proposal. Consultation beyond this has taken place with Finance, Procurement, Strategic HR and Legal. The wider Performance and Strategy service have been kept informed of developments but no wider consultation has taken place at this point as their roles are not significantly affected. Consultation and engagement is ongoing through the established Trades Union Convener group.

10. Strategic Assessment

- 10.1** Joint working supports the delivery of the strategic priorities of the Council.

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Date: 22 September 2020

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Appendices: N/A

Background Reports None

Wards Affected: All

