
Report To:	Inverclyde Council	Date:	27 September 2018
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	IC/05/18/SA
Contact Officer:	Scott Allan	Contact No:	01475 712764
Subject:	Joint Collaboration with West Dunbartonshire Council - Strategic Leadership		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Council with an update on the shared roads and transportation project with West Dunbartonshire Council and outline the next steps.

2.0 SUMMARY

- 2.1 Delivery of shared roads and transportation services as agreed at the Council on 22 February 2018 has not progressed as planned. This is due to challenging discussions with Trade Unions across both Councils combined with a recent reluctance from the workforce in West Dunbartonshire to engage in any form of shared service involving roads and transportation.
- 2.2 Following further discussion between lead officers and amongst joint Trade Unions, it is proposed instead to appoint a shared strategic lead manager (Head of Service) to strategically and operationally lead the two separate roads and transportation services within Inverclyde and West Dunbartonshire Council. Opportunities for collaboration on a voluntary basis will 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 Council:
- Notes the position in relation to shared roads and transportation service as outlined in this report,
 - Approves a revised approach involving the progression of a shared strategic lead (Head of Service) leading on collaboration across two separate services in the two Councils as opposed to a shared service,
 - Notes the action to continue with the recruitment of a strategic lead officer as previously agreed by the Council at the meeting on 22 February 2018,
 - Approves the governance of the revised arrangement which will be through the two Councils within the Shared Service Joint Committee,
 - Notes that a meeting of the Joint Shared Services Committee will be organised for a future date to update on revised arrangements and continue discussions on potential joint working with East Dunbartonshire Council.

Scott Allan
Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 In February and March of this year, Inverclyde and West Dunbartonshire Councils agreed to progress a Shared Roads and Transportation Service through a Lead Council model, commencing 1 April 2018, with Inverclyde acting as host to a new post of Shared Services Strategic Lead (Roads and Environmental).
- 4.2 The Council as part of the overall approval for shared services, agreed to the appointment of a lead officer to strategically lead Roads and Transportation services, develop strategic business plans for service sharing across wider front line services including fleet, grounds and waste and strategically manage a wider shared service.
- 4.3 The recruitment process had commenced but is presently on hold as delivery of the shared service has not been achieved. The reasons have primarily been associated with a resistance from the workforce in West Dunbartonshire to engage voluntarily in a roads and transportation Shared Service. There have also been challenging discussions with Trade Unions from both Councils around protocols for cross-boundary working.

5.0 CURRENT POSITION

- 5.1 In consequence of the above, it is considered that there may be a way forward which sees the sharing of strategic leadership only. This would mean a change in line management responsibility for the current Roads Manager post within each Council, with no other direct implications for the workforce. Services would remain within their respective Councils. This approach would involve collaboration amongst the two Councils but this would be on the basis of voluntary agreements amongst employees and would not involve a formalised shared service.
- 5.2 It is proposed that the Councils consider shared strategic management through the joint appointment of a Chief Officer. Initially, the appointee would strategically lead Roads and Transportation as two separate services in the two Councils. Over a period of time (potentially 1 – 2 years). This post could encompass wider front line services including waste, ground maintenance, cemeteries and fleet across the two Councils.
- 5.3 A Shared Strategic Lead Officer potentially 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 the 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 the above would demonstrate delivery of collaboration albeit not in the form originally envisaged. Management of the shared Strategic Lead Officer would be through direct employment by Inverclyde Council whereby the Corporate Director Environment, Regeneration and Resources takes responsibility for personnel matters. Strategic and operational performance would be 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 also continue, the purpose being to 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 The financial position remains as reported on 22 February 2018 in respect of the approved report on shared services. The budget for the shared strategic lead was approved as part of the 2018/19 budget at the Council meeting on 15 March 2018.

Financial Implications:

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
Roads	Salaries	Dec 2018	50		Factored into the Senior Management restructure

Legal

- 6.2 N/A.

Human Resources

- 6.3 The post of Strategic Lead Officer will be appointed jointly by Inverclyde and West Dunbartonshire Councils and will be employed on Inverclyde Council Terms and Conditions. The post holder for Roads and Transport Manager will report to the Strategic Lead Officer. There are no personnel implications for the roads and transportation workforce.

Equalities

- 6.4 Has an Equality Impact Assessment been carried out?

An Equalities Impact Screening has been carried out and indicated that there are no vulnerable groups adversely affected by this proposal.

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 N/A.

7.0 CONSULTATIONS

- 7.1 Throughout the development of shared services, consultation and negotiation has taken place

through the Joint Trades Unions group and the workforce.

8.0 BACKGROUND PAPERS

8.1 N/A.