
Report To:	Policy and Resources Committee	Date:	31 March 2009
Report By:	Corporate Director Improvement and Performance	Report No:	POL/17/09/PW
Contact Officer:	Paul Wallace	Contact No:	2700
Subject:	Clyde Valley Community Planning Partnership – Review of Joint Working and Shared Services		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise Committee of the recent decision by the Clyde Valley Community Planning Partnership (CVCPP) to commission a review of joint working and shared services.
- 1.2 The report also outlines the current position of the Council on joint working and shared services and proposes a number of key issues that should be raised during the consultation that will be undertaken as part of the Review.

2.0 SUMMARY

- 2.1 The Clyde Valley Community Planning Partnership agreed on 10 March 2009 to commission a strategic review of joint working and shared services across the eight local authorities that make up the Partnership.
- 2.2 The Review will be undertaken by Sir John Arbuthnott on behalf of the Partnership with an initial report due to be submitted in October 2009.
- 2.3 The Review will not only consider traditional back office or support services but will also look at opportunities around front line service delivery,
- 2.4 There will be regular updates on progress to the eight Council Leaders and Chief Executives either through scheduled meetings or as and when required.
- 2.5 The Partnership also approved the practical arrangements for the Review and agreed that a Review Management Group should be established which would involve senior officer representation from each of the authorities involved.
- 2.6 The Partnership recognises the broad scope of the Review and agreed that the initial report to be submitted in October 2009 will focus on those areas most likely to yield potential opportunities.
- 2.7 Inverclyde Council has always adopted a positive approach to working with other local authorities and public agencies at a strategic and operational level.

- 2.8 It is important however, in advance of any consultation that will be undertaken as part of the Review, to articulate a clear position for the Council with regard to the development of joint working and shared services.
- 2.9 The Council recognises that the financial outlook for the public sector in Scotland is extremely challenging for the foreseeable future but it is important that joint working and shared services are not seen as the sole mechanism for addressing the financial challenges the public sector will face.
- 2.10 The Council is willing to engage positively with the Review and consider all potential opportunities for developing joint working and shared services.
- 2.11 However, 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.**
- 2.12 The Council believes that it is also important that individual authorities focus on improving the operational effectiveness and efficiency of their own services prior to any specific discussion on joint working or shared services.
- 2.13 The Council also believes that ultimate accountability for the delivery of services within Inverclyde must remain with the Council regardless of the nature of any new service delivery arrangement that may be put in place.
- 2.14 Any discussion regarding the development of joint working and shared services should cover not only the services provided by local government but also those delivered by other public agencies and the Scottish Government.
- 2.15 Finally, any consultation undertaken as part of the Review should include appropriate opportunities for elected members to participate – it is proposed that this should be discussed in the first instance through the SLF.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. agree that the Council should engage positively with the Review;
 - b. agree the position outlined in this Report for the Council with regard to the future development of joint working and shared services;
 - c. agree that the position outlined in this Report should be communicated to Sir John Arbuthnott and the other seven authorities that make up the Clyde Valley Community Planning Partnership; and
 - d. agree that further updates on progress with the Review should be submitted to Committee when appropriate.

Paul Wallace
Corporate Director
Improvement and Performance

4.0 BACKGROUND

4.1 The Clyde Valley Community Planning Partnership agreed on 10 March 2009 to commission a strategic review of joint working and shared services across the eight local authorities that make up the Partnership.

4.2 The Review will be undertaken by Sir John Arbuthnott on behalf of the Partnership with an initial report due to be submitted in October 2009.

4.3 The report considered by the Partnership outlines the basis for the Review, focusing on three main areas:

- The extremely challenging financial outlook for public services in Scotland and an increasing need to focus on innovation, joint working and opportunities for sharing services;
- Support by the Scottish Government for shared services as a business model for public services with a strong expectation that organisations will actively identify and pursue opportunities whether at a local, regional or national level.
- Work currently underway through the CVCPP provides an ideal platform to explore further opportunities for joint working and shared services

4.4 The Review will not only consider traditional back office or support services but will also look at opportunities around front line service delivery.

4.5 It is anticipated that a thematic approach will be adopted covering;

- Environment (including roads, maintenance of land, environmental health, cleansing, trading standards, energy efficiency, recycling etc)
- Economy (including planning, development and regeneration, assistance to business, worklessness and skills development)
- Education (including pre school, primary and secondary education and links to further education or vocational training)
- Culture and Sport (including arts, learning and access to sport)
- Social Care (social work, home and residential care, and wider links with health and well being)
- Support Services (back and front office, collaborative procurement and commissioning, infrastructure support e.g. property, ICT, transport, logistics).
- Partnership Working

4.6 The Partnership recognises the broad scope of the Review and agreed that the initial report to be submitted in October 2009 will focus on those areas most likely to yield potential opportunities.

4.7 The Partnership also approved the practical arrangements for the Review and agreed that a Review Management Group should be established which would involve senior officer representation from each of the authorities involved.

4.8 The Corporate Director Improvement and Performance will represent the Council on the Review Management Group.

4.9 There will be regular updates on progress to the eight Council Leaders and Chief Executives either through scheduled meetings or as and when required.

- 4.10 Inverclyde Council has always adopted a positive approach to working with other local authorities and public agencies at a strategic and operational level.
- 4.11 It is important however, in advance of any consultation that will be undertaken as part of the Review, to articulate a clear position for the Council with regard to the development of joint working and shared services.
- 4.12 The Council recognises that the financial outlook for the public sector in Scotland is extremely challenging for the foreseeable future but it is important that joint working and shared services are not seen as the sole mechanism for addressing the financial challenges the public sector will face.
- 4.13 The Council is willing to engage positively with the Review and consider all potential opportunities for developing joint working and shared services.
- 4.14 However, 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.**
- 4.15 The Council believes that it is also important that individual authorities focus on improving the operational effectiveness and efficiency of their own services prior to any specific discussion on joint working or shared services.
- 4.16 The Council also believes that ultimate accountability for the delivery of services within Inverclyde must remain with the Council regardless of the nature of any new service delivery arrangement that may be put in place.
- 4.17 Any discussion regarding the development of joint working and shared services should cover not only the services provided by local government but also those delivered by other public agencies and the Scottish Government.
- 4.18 Finally, any consultation undertaken as part of the Review should include appropriate opportunities for elected members to participate – it is proposed that this should be discussed in the first instance through the SLF.

5.0 IMPLICATIONS

- 5.1 There are no financial, legal, human resources or equalities implications arising directly from this report.

6.0 CONSULTATION

- 6.1 The Corporate Management Team and other relevant officers were consulted in the preparation of this report.