

ANGUS COUNCIL

POLICY & RESOURCES COMMITTEE – 26 APRIL 2016

TRANSFORMING ANGUS: COLLABORATIVE WORKING

REPORT BY CHIEF EXECUTIVE

ABSTRACT

To propose a programme of collaborative work in partnership with neighbouring Councils, to commence in 2016/17.

1. RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

- (i) approves the participation of Angus Council in a collaborative programme of work with Dundee City and Perth & Kinross Councils;
- (ii) agrees the ten areas to be explored within the collaborative programme as set out in Appendix 1;
- (iii) agrees that the Chief Executive pursues other opportunities for collaborative working that make a positive contribution to local outcomes and priorities as set out in paragraph 5.2.
- (iv) remits the Chief Executive to provide update reports as the work progresses;

2. ALIGNMENT TO THE ANGUS COMMUNITY PLAN/SINGLE OUTCOME AGREEMENT/COPORATE PLAN

This report contributes to the following local outcome(s) contained within the Angus Community Plan and Single Outcome Agreement 2013-2016:

- We have a sustainable economy with good employment opportunities
- Angus is a good place to live in, work in and visit
- Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens
- Our communities are safe, secure and vibrant
- Individuals are supported in their own communities with good quality services
- Our natural and built environment is protected and enjoyed

3. BACKGROUND

3.1 The Christie Commission on the Future Delivery of Public Services published in 2011, identified that public services would face the most serious challenges of modern times and that demands on public services would increase dramatically due to demographic issues and from not adequately addressing the causes of disadvantage and vulnerability. A key principle of the Christie recommendations was that, in order to meet these challenges, the whole system of public service should become more efficient by reducing duplication and by sharing services wherever possible.

3.2 The Accounts Commission report *An Overview of Local Government in Scotland 2016* (March 2016) states that the scale of the challenge in 2016/17 and beyond has significantly increased because of the local government funding settlement. This has substantial implications for

services to the public, councillors and the local government workforce. It cites the case for a more strategic approach, longer-term planning and a greater open-ness to alternative forms of service delivery. It builds on the findings of the Christie Commission, not only identifying that collaboration on service delivery can help meet financial challenges, but that public services need to be transformed as community budgets become a reality. Greater integration across public sector partners is highlighted as a requirement in order to assess issues of high need and complexity

- 3.3 Reference is made to Report 121/16 which was approved by the Council at its meeting on 24 March 2016. That report set out the updated medium term financial strategy for the Council covering the period 2016/17 to 2019/20. The report detailed that Tier 2 Transforming Angus Programme Reviews had been identified and that detailed scoping and planning for these Tier 2 Reviews, as directed by the Policy and Budget Strategy Group (PBSG) and Transforming Angus Board, will begin shortly to ensure that the Council has a pipeline of projects and strategic savings options coming through beyond the existing Tier 1 Review Programme.
- 3.4 Collaborative activity with other local authorities has a part to play in supporting the step change in the way services are delivered, and to provide greater value for communities. Sharing services can deliver cost savings through:
- Reduced management costs
 - Process efficiencies
 - Assets rationalisation
 - Standardisation and streamlining of working practices
 - Greater purchasing power
- 3.5 There is opportunity to consider collaboration for a broad range of local government services, such as transactional processes (administration and payroll for example), professional support services (procurement and human resources for example) and frontline services (waste management and customer services for example).
- 3.6 Report 121/16 highlighted 'Collaboration/shared services' amongst the Tier 2 Reviews that were to be progressed and advised that some early work on this had been undertaken. The PBSG and TA Board are to confirm the savings potential from these Reviews over the course of 2016.

4. CURRENT POSITION

- 4.1 Collaborative working with our neighbouring authorities is not a new or untested concept, with several very successful partnerships running currently e.g. Roads & Street Lighting Partnerships, Tayside Procurement Consortium and Tayside Scientific Services. Tayside Contracts is our most established model of collaboration having been in existence for 20 years. This is a commercially based shared arrangement that operates under a Joint Committee comprising of elected members from each of the constituent councils, for the provision of catering, cleaning, roads maintenance, vehicle maintenance and winter maintenance throughout the Tayside region. It is proposed, in addition to new areas of exploration, that opportunities to develop this delivery model also be developed.
- 4.2 Discussions have taken place between the Council's Executive Management Team with counterparts in neighbouring councils, regarding exploring more collaborative opportunities. This has led to an engagement meeting on 29 February between Executive Officers from Angus, Dundee City and Perth & Kinross Councils. 10 areas have been identified to be explored within a joint programme of potential collaborative opportunities. These areas are identified in Appendix 1. The aim of these activities is to secure benefits from shared services and other collaborative initiatives.
- 4.3 Through the developing arrangement between the three Councils and the supporting programme of work, the Council has a significant opportunity to explore shared services and collaborative prospects with our neighbouring Councils. The 10 areas identified provide scope for synergy of overall resource with positive impact on service delivery.

5. PROPOSALS

- 5.1 It is proposed that Angus Council participates with Dundee City and Perth & Kinross Councils in developing a programme of reviews in relation to the subject areas detailed in Appendix 1. Further engagement meetings will be scheduled between the three Councils and other stakeholders, in order to develop the programme of work, with clear objectives and effective governance arrangements.
- 5.2 It is recommended that officers pursue and explore all opportunities for collaboration with partners and other authorities, where there are perceived benefits and an outline business case for doing so.
- 5.3 As these areas evolve, progress will be reported to the Policy and Budget Strategy Group (PBSG), the Transforming Angus Board and the Policy and Resources and Scrutiny and Audit Committees as appropriate, as a part of the Council's Transforming Angus Programme reporting process.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications in this report at this stage.

7. CONSULTATION (IF APPLICABLE)

- 7.1 The Strategic Director Children and Learning, Strategic Director Communities Strategic Director Resources, Head of Corporate Improvement and Finance and Head of Legal and Democratic Services and Service Manager (Transforming Angus) have been consulted on this report.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

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Areas for Exploration in Collaborative Programme with Dundee City and Perth & Kinross Councils

- 1 Integration of Waste
- 2 Economic Development and City Deal
- 3 Children's Services
- 4 Procurement and Commissioning
- 5 Digital Transformation
- 6 One Public Estate
- 7 Developing Tayside Contracts
- 8 Roads
- 9 Fleet/Transportation
- 10 Corporate Services