

PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee

20 April 2016

COLLABORATIVE WORKING WITH OTHER COUNCILS

Report by the Depute Chief Executive, (Sustainability, Strategic and Entrepreneurial Development)

This report to the Committee proposes a programme of collaborative work in partnership with neighbouring Councils, scheduled for commencement in 2016/17.

1. BACKGROUND/MAIN ISSUES

- 1.1 The Christie Commission on the Future Delivery of Public Services, published in 2011, identified that public services are facing 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 review was that, in order to meet the challenges, the whole system of public service should become more efficient by reducing duplication, and by sharing services wherever possible.
- 1.2 The Accounts Commission's 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 openness to alternative forms of service delivery. It builds on the findings of the Christie Commission, not only identifying that collaborating 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 address issues of high need and complexity.
- 1.3 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

- 1.4 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).
- 1.5 A report to Strategic Policy and Resources Committee on 10 February 2016 (report number 16/50) Transformation Programme 2015-2020: Phase 1 Progress and Phase 2 Outline Business Cases reported that in addition to the Council - approved programme of Transformation projects, collaborative working will increasingly represent an important role in addressing the challenges that lie ahead.
- 1.6 Discussions have taken place between the Chief Executive and Depute Chief Executives with counterparts in neighbouring councils, regarding exploring more collaborative opportunities. This has led to an engagement meeting on 29 February between Executive Officers from Dundee City, Angus and Perth & Kinross Councils, when areas to be explored within a joint programme of potential collaborative opportunities were identified. The aim of these activities is to secure benefits from shared services and other collaborative initiatives.

2. PROPOSALS

- 2.1 It is proposed that Perth & Kinross Council participates with neighbouring Councils in exploring a programme of potential areas of review, including:
- Integration of Waste
 - Economic Development and City Deal
 - Children's Services
 - Procurement and Commissioning
 - Digital Transformation
 - One Public Estate
 - Developing Tayside Contracts
 - Roads
 - Fleet/Transportation
 - Corporate Services
- 2.2 Where appropriate these areas will be considered relative to work that has already been undertaken by Perth and Kinross and/or is being taken forward. Such work includes activities with Tayside Contracts, Tayforth Roads and the Scottish Cities Alliance for example. Furthermore potential participation in this programme of collaborative work will not preclude consideration of prospects with other councils or further potential partners.
- 2.3 More 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.

- 2.4 As the areas identified develop, progress will be reported to the Modernising Governance Member/Officer Working Group and the Strategic Policy and Resources Committee, as a part of the Council's Transformation Programme reporting process.

3. CONCLUSIONS AND RECOMMENDATIONS

- 3.1 Through the developing arrangement between the three Councils and the supporting programme of work, Perth and Kinross Council has a significant opportunity to explore shared service and collaborative prospects with neighbouring Councils. The areas identified provide scope for synergy of overall resource with positive impact on service delivery. They are put forward for initial feedback and to be taken forward for further consideration.
- 3.2 It is recommended that the Committee:
- (a) Approves the areas that are identified in paragraph 2.1 to be further explored within the collaborative programme of work.
 - (b) Approves the participation of Perth & Kinross Council in the development of the collaborative programme of work in association with neighbouring Councils.
 - (c) Approves update reports to be provided to the Modernising Governance Member/Officer Working Group and the Strategic Policy and Resources Committee, alongside reporting on progress against the Transformation programme of work.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	Yes
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	Yes

1 Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (iv) Supporting people to lead independent, health and active lives
- (v) Creating a safe and sustainable place for future generations

Corporate Plan

- 1.2 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (i) Creating a safe and sustainable place for future generations.

- 1.3 The report relates to all of these objectives.

2. Resource Implications

Financial

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

Workforce

- 2.2 There are no direct workforce implications arising from this report.

Asset Management (land, property, IT)

- 2.3 There are no direct asset management implications arising from this report.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as not relevant for the purposes of EqIA.

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The proposals within this report have been considered under the terms of the act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.5 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

- 3.6 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

4. Consultation

Internal

- 4.1 The Head of Finance, Corporate Human Resources Manager and Head of Legal and Governance Services were consulted in the preparation of this report.

External

- 4.2 Not applicable.

5. Communication

- 5.1 Communications with staff will be undertaken as part of the individual reviews.

2. BACKGROUND PAPERS

- 2.1 The background papers referred to within the report are:

- Report to SP&R Committee on 10 February 2016, Report No (16/50)

3. APPENDICES

- No appendices