SUBMISSION FROM NORTH LANARKSHIRE COUNCIL

Introduction

North Lanarkshire Council previously submitted evidence to the Local Government and Regeneration Committee’s full inquiry on 15 February 2012. This previous submission reflected all three strands of the inquiry including this most recent further call for evidence into “New Ways of Delivering Services.”

Accordingly, this submission of evidence from North Lanarkshire Council focuses on providing an update on progress, where appropriate, which may be of interest to the Committee. It does not necessarily provide new evidence in relation to each of the questions posed by the current inquiry since much of this information has previously been provided in our earlier submission.

1. What are local authorities doing or considering doing in terms of alternative delivery methods? What has worked and what hasn’t? What savings have been achieved from adopting alternative delivery methods? What support is being provided by the Government in driving change?

1.1 In January 2010 the Clyde Valley Councils identified four potential areas where closer joint working and a potential shared service approach could be developed – waste management, social transport, support services and the commissioning of health and social care services. Progress and levels of engagement in each of these workstreams has been influenced by several factors including the pre-existence of well established, effective and efficient service delivery arrangements already in place within the individual partner councils, market conditions and budget constraints and this has obviously resulted in the pilot proposals progressing at different paces. However, the proposals have been fully investigated and North Lanarkshire Council has maintained close involvement in each of them as summarised below:

1.2 Clyde Valley Waste Management Initiative

North Lanarkshire Council is leading on the development of the Clyde Valley Waste Management Initiative (CVWMI) to procure a joint waste management and disposal solution across the partner authorities. Five councils are involved (East Dunbartonshire, East Renfrewshire, Renfrewshire, North Ayrshire and North Lanarkshire) and each authority has signed an Inter Authority Agreement to deliver the project.

The project will deliver shared facilities for the treatment and disposal of residual waste for each of the participating councils. (Residual waste is the remaining waste that is left following recycling and composting activities carried out by the individual councils.) Each council will deliver its residual waste to a Transfer Station, within its own area, but operated by the Contractor on behalf of the participating councils. The Contractor will then transport the waste to a Primary Treatment facility where further recyclable materials will be removed from the waste. The remaining waste will then be disposed of through a Secondary Treatment facility enabling partners to satisfy their landfill ban obligations which have been introduced through the Waste Scotland Regulations.
Partner councils have stated their preference for the Primary Treatment facility to be local to the Clyde Valley area, however, no preference has been stated for the location of the Secondary Treatment facility. The project will assist councils in complying with the Scottish Government’s Zero Waste Plan and Waste (Scotland) Regulations 2012.

Issuing an OJEU Contract Notice in the next few weeks will signal the start of the procurement process which is expected to last around two years. This will be followed by a further period of up to two years to undertake consultations and secure planning consent, with a further three years to design, build and commission the new facilities. The long term plan is for the solution to be operational by 2020 in keeping with the Scottish Government’s proposed landfill ban. A target service commencement date has been set for December 2019.

Officials from the Scottish Government and Scottish Environment Protection Agency attended the early steering group meetings during the formative stages of the project and a representative of the Scottish Futures Trust continues to attend the steering group and project team meetings in an advisory capacity.

1.3 Social Transport
North Lanarkshire Council is maintaining its involvement with partner local authorities in the Clyde Valley in exploring potential shared service opportunities around social transport. Meetings have been held with SPT where, transport usage information, driver and taxi costs have been updated. A pilot exercise is being undertaken to determine if there are savings in taxi costs at an SEN school where SPT have provided a bus and GPS enabled route planning as an alternative.

1.4 Clyde Valley Shared Support Service
Initially seven Clyde Valley Councils agreed to the preparation of a detailed business case examining the potential for sharing the support services of Finance, Payroll, Revenues and Benefits, Human Resources and IT across the Clyde Valley on a phased basis. The detailed business case suggested the creation of a public arms length organisation as the development and delivery method. Following this, four councils (East Renfrewshire, Renfrewshire, Inverclyde and North Lanarkshire) agreed to move forward on shared support services subject to a revised business case (based on a smaller number of participating councils), further reports on governance and accountability and completion of an Equality Impact Assessment. During 2012 the councils worked together to re-scope the shared services project to ensure that the projected financial benefits would continue to be realised given the smaller number of participating councils. In particular, attention focused on assessing the impact that the introduction of Universal Credit would have on Revenues and Benefits services and the impact of the National ICT Strategy for Scotland. Whilst the business case was successfully re-scoped, the participating councils have concluded that, given the uncertainty around the impact of Universal Credit, the immediate budget challenges facing councils and the need to focus on in-house transformation projects; the establishment of a public company and the transfer of services is not the best option at this time. Meantime, Renfrewshire, Inverclyde and East Renfrewshire Councils have agreed to pursue further the potential to share ICT services.

1.5 Health and Social Care Services
North Lanarkshire Council continues to participate in this workstream.
North Lanarkshire Council is a founder partner in a Smartcare telehealth/telecare funding bid being co-ordinated by the Scottish Government’s Joint Improvement Team. This €16m bid (€1.7m is the Scottish element) has made it through the early stages of the submission process and is expected to be approved by the European Commission in the coming months. The bid presents an opportunity for NHS Lanarkshire to develop telehealth in ways that link to telecare services.

2. How are opportunities for sharing services being identified?

2.1 See above.

3. What is hindering moves toward developing shared and innovative service delivery models? In areas where moves to alternative service delivery models are not being pursued, what efforts are being made to standardise, streamline and simplify existing methods of delivery?

3.1 Our response to Question 1 demonstrates some of the factors which can impact on the feasibility of a shared service solution. However, individual councils are making strenuous efforts to re-examine and reconfigure, where appropriate and demonstrably beneficial (as evidenced by sound business case findings and consultation with service users) their own service delivery mechanisms. Cost efficiencies are a key driver but the continuing desire within the public sector to improve the quality and effectiveness of services for customers and service users and achieve improved outcomes must never be underestimated.

3.2 Examples of innovative service delivery models, including those delivered in partnership with other agencies can readily be found in our Social Work Service. For example, the Council has recently introduced the use of GPS systems to support people with dementia and partnerships with bodies such as Motherwell FC to work with men with dementia. Motherwell is the first dementia-friendly town in the UK. North Lanarkshire Council has also, through the ‘Making Life Easier’ approach on the Council’s website developed online guided self assessment for simple equipment and adaptations. North Lanarkshire Council was already well advanced in the provision of Self Directed Support (SDS) prior to the allocation of funding by the Scottish Government to local authorities to assist them in implementing SDS. This is evidenced by the fact that the Council already has 415 people with fully implemented individual SDS budgets, although the Social Care (Self Directed Support) (Scotland) Bill only received Royal Assent on 10 January 2013, and we are embedding SDS ahead of the legislative requirement to do so.

3.3 Within North Lanarkshire Council current alternative proposals for service delivery include:-

3.3.1 **Externalisation of Commercial Property Portfolio**
Following an options appraisal exercise, examining the potential to generate capital receipts through externalisation of our commercial property portfolio, the Council has formed an Arms Length Company to govern this. The tender process with the banks and financial institutions to generate the capital receipt required is at an advanced stage and the outcomes and recommendations will be reported to the Council’s Policy and Resources Committee later this year.

3.3.2 **Cultural Trust**
Significant progress has been made in the proposed development of a non-profit distributing organisation (NPDO) to operate the Council’s Cultural Services. Development of draft financial and business plans, details of asset management processes, application for charitable status and TUPE arrangements for staff, as well as legal and governance arrangements, are all well underway. The Council’s Policy and Resources Committee recently approved further development of the Outline Business Plan and action will now be taken to establish a Shadow Board to progress the Transition Roadmap and actions needed to set up the Trust by 1 April 2013.

4. **How are the tensions between potential savings and possible job losses being resolved?**

4.1 See previous submission of evidence – paragraph 3.2

5. **What legislative barriers are there to developing shared and innovative service delivery models to their full potential?**

5.1 We have not identified any insurmountable legislative barriers to date and early “horizon scanning” at the outset of a potential shared service or alternative service delivery mechanism should be structured to take cognisance of any potential legislative, governance or budgetary constraints. The potential for legislative and institutional barriers to hinder shared service delivery were examined in more detail in the Council’s previous submission of evidence – paragraph 3.3.

6. **In what areas is there scope for national shared services along the lines of the shared recruitment portal for local authorities, ‘myjobsScotland’?**

6.1 See previous submission of evidence – paragraph 3.4

7. **What has been learned from elsewhere, for example Nottingham Early Intervention City or Birmingham total place initiative?**

7.1 The lessons and experience from the Nottingham Early Intervention City and the Birmingham Total Place Initiative helped to inform the recommendations previously made by the Council in Strand One of the inquiry (Partnerships and Outcomes) and oral evidence submitted by the Council’s Chief Executive on 14 March 2012.

7.2 More recently, the Council and partner agencies recognised that the development and delivery of approaches to promote early intervention and prevention were central to the successful delivery of the new North Lanarkshire Community Plan and Single Outcome Agreement (2013/14 to 2017/18) and this has been reflected in the actions and associated outcomes.

8. **In what ways can innovative delivery methods and collaborative arrangements (as mentioned, for example, in the Christie Commission report) help to improve outcomes and tackle embedded social problems?**

8.1 See previous submission of evidence (Strand One, Partnerships and Outcomes) for recommendations on how collaborative arrangements can help to improve outcomes and tackle embedded social problems.
8.2 In our previous submission of evidence we referred to the successful Buchanan Centre in Coatbridge which houses NHS and Council services and played a pivotal role in the overall regeneration of Coatbridge town centre (paragraph 3.6). We are now replicating this model in Wishaw town centre in partnership with NHS Lanarkshire. The new facility, located in the heart of the town centre, will replace the existing Health Centre, Library, First-Stop-Shop and Housing Office. The new proposals will create a first class centre and take into account the feedback we received when we held public engagement events in October 2012. Overall the comments were very positive and we collected around 170 questionnaires which have informed the final design of the centre. Discussions on funding and planning considerations are underway and we anticipate work on the development commencing this December with a view to the building being completed at the end of 2015.

8.3 Other examples of how innovative and collaborative arrangements can help to improve outcomes and tackle embedded social problems have been developed in North Lanarkshire. These include:

8.3.1 North Lanarkshire’s Working
North Lanarkshire’s Working provides a one-door fully integrated service for people seeking work or training opportunities. Between April 2011 and March 2012 North Lanarkshire’s Working supported over 5,000 people with training, advice and support. These individuals had a wide range of barriers to overcome: lacking skills and experience for the workplace was the most cited barrier with 1,350 individuals highlighting this as an obstacle to overcome before entering work. Similarly, 27% highlighted lacking work experience as a common barrier. North Lanarkshire’s Working supported 937 lone parents, 588 people with a criminal record and 669 people who had been out of work for more than three years.

8.3.2 Youth Investment Programme
In February 2012, the Council established a Youth Investment Programme providing financial support to businesses to create additional job opportunities for young unemployed people. With investment of £15 million over three years, the Programme is aiming to support 5,000 residents into work during this period. The Programme will fund 50% of the wage costs for one year to a business recruiting a young unemployed person from North Lanarkshire and it will cover 50% of the wage costs if an apprentice is recruited. Young people may be directed to the Programme through North Lanarkshire’s Working. The Council is further directly supporting the Programme through the creation of a 6 month work placement for 200 young people and a new graduate programme providing 30 twelve month graduate placements. As at 1st January 2013, 1,316 people have been supported in to work which means the overall target of 5,000 people supported over the three year period is on track to be achieved.

8.3.3 Early Years
North Lanarkshire Partnership recognises the links between disadvantage, poverty and poor life chances and the pivotal role of early intervention programmes in breaking these links. The pan Lanarkshire Parenting Strategy, launched in the autumn of 2011, provides targeted support to vulnerable pregnant teenagers through for example peer mentoring delivered in partnership with One Parent Families Scotland and the NHS First Steps Programme. An intensive network of support along with practical skills are provided in the first two years leading to an exit strategy which allows the young parents to continue and sustain the skills, confidence and abilities which they have developed.
8.3.4 **Well Connected**

Well Connected, Lanarkshire’s social prescribing programme was launched on 1 February 2012. Well Connected has been developed by North Lanarkshire Council, NHS Lanarkshire, Voluntary Action in North Lanarkshire, NL Leisure, Lanarkshire Recovery Network and Jobcentre Plus. It is designed to make it easy for people to take part in and benefit from activities and services that can improve wellbeing. The programme is for people who may be experiencing symptoms of stress or low mood, but also for people who would like to feel better in themselves and their life. Well Connected programmes have shown to help people by improving self confidence and self esteem, reducing low mood and feelings of stress, helping people deal with the problems that are causing low wellbeing, helping people develop positive ways of coping with the challenges of life, increasing opportunities for social contact and learning new and useful skills.

9. **In what ways are CPPs being involved in driving the move toward new service delivery methods? What is hampering their involvement and how can it be overcome?**

9.1 In our previous submission of evidence (Strand One, Partnerships and Outcomes) we commented on the pre-requisites for effective area based planning, integrated working and shared outcomes.

North Lanarkshire Council
To accompany NLC’s submission on developing new ways of delivering services

Scottish Parliament Call for evidence  
Public Sector Reform and Local Government in Scotland

Case History

Clyde Valley Residual Waste Project

Introduction
Sir John Arbuthnot was invited by the Clyde Valley Community Planning Partnership to Review the potential for providing shared services through joint working. In his review that was published in 2009 he identified that the Councils need to consider investment in major infrastructure to process residual waste and a collective approach to waste management.

He recommended that as a matter of Urgency that the Councils agree a Clyde Valley wide solution to the issue of waste management with the Scottish Government. This includes;

-Agreeing the use of the two waste management facilities being commissioned by Glasgow and North Lanarkshire

The purpose of the Clyde Valley Residual Waste Project is to deliver a joint residual waste treatment solution for five partner Councils. This facility will be operational by or before the landfill ban which will be imposed after December 2020. Residual Waste is the waste collected by the Partner Councils that remains after recycling and composting activities have been carried out.

Glasgow City Council carried out a separate procurement for their own facility which would treat a similar amount of waste as the five partner Councils would require for the Clyde Valley Project.

Partner Councils
The participating partner Councils are:

East Dunbartonshire Council  
East Renfrewshire Council  
North Ayrshire Council  
North Lanarkshire Council (Lead Authority)  
Renfrewshire Council

Governance
The partner Councils have signed a legally binding Inter Authority Agreement and a cross authority project team has been set up to deliver the project.

A steering group has been set up to oversee the project and is chaired by Gavin Whitefield chief executive of North Lanarkshire Council.

Procurement Commencement
A notice was placed in the Official Journal of the European Union on 31 January 2013. Inviting expressions of interest from Companies or consortia who wish to tender for what is likely to be a 25 year contract.

Scale of the Project
It is anticipated that the Partner Councils will require the following Tonnages of Waste to be treated.

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<tr>
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<th>Contract Tonnages</th>
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<tr>
<td>East Dunbartonshire</td>
<td>24,000</td>
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<tr>
<td>East Renfrewshire</td>
<td>20,000</td>
</tr>
<tr>
<td>North Ayrshire</td>
<td>34,000</td>
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<tr>
<td>North Lanarkshire</td>
<td>71,000</td>
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<tr>
<td>Renfrewshire</td>
<td>41,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>190,000</strong></td>
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Tonnages data will be monitored throughout the life of the Project.

**Performance Targets**
The project will assist the Councils in complying with the Scottish Government Zero Waste Plan and Waste (Scotland) Regulations 2012.

**Site**
After engagement with the market, it has been decided that no site will be offered for this Project. It will be the responsibility of the Bidders to provide a suitable site. Preference will be given to sites that already have obtained planning consent.

**Concept**
The concept is that each Council will deliver waste to a Transfer station within their area. The Contractor will operate the facilities on behalf of the Councils. The Contractor will then transport this to the site of the Primary Treatment facility where recyclable material will be removed from the waste. The secondary treatment which can be carried out either locally or at a remote site will then be carried out in order to achieve the Landfill diversion required by the contract.

**Location of Treatment Facilities**
With regards to location of the solution, the procurement documents have stated the preference for the primary treatment to be local to the Clyde Valley area. No preference has been stated for the location of secondary treatment.

**Service Commencement Date**
The target service commencement date is December 2019 but the Partner Councils will consider an earlier service commencement date if it represent value for money.

**Benefits**
The benefits that will accrue will depend on who the successful contractor is and where their facility is going to be located.

The contract will provide jobs during the construction and operational periods and the Councils will investigate the purchase of any electricity or heat produced during the process.

Part of the award criteria will be the benefits that the facility will bring to the community.

For further information please contact.

Ian Telford
Project Leader
Clyde Valley Residual Waste Project