

Motherwell, 27 February 2019 at 2 pm.

A Meeting of the **TRANSFORMATION AND DIGITALISATION COMMITTEE**

PRESENT

Councillor Duffy, Convener; Councillor Fisher, Vice-Convener; Councillors Barclay, Bonnar, Cameron, Di Mascio, Douglas, Farooq, Fotheringham, Hogg, Hume, Kelly, Logue, Masterton, McCulloch, McNally, McNeil, Morgan, Roarty, Annette Valentine and Wilson.

ALSO PRESENT

C. McGuire (GMB), M. Scroggie (Unite) and J. Baxter (Unison).

In accordance with Standing Order 64(a) Councillors H. McVey, Weir and Kerr attended as substitutes for Councillors Burrows, Larson and Stubbs respectively.

CHAIR

Councillor Duffy (Convener) presided.

IN ATTENDANCE

The Executive Director (Enterprise and Communities); Head of Asset and Procurement Solutions; Head of Business Solutions; Head of Environmental Assets; Head of Financial Solutions, Facility Support Services Manager and Committee Officer.

APOLOGIES

Councillors Burrows, Larson and Stubbs.

CONVENER'S REMARKS

The Convener welcomed members and the Trade Union representatives to the first meeting of the Transformation and Digitalisation Committee.

DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000

1. Councillor Morgan declared an interest in paragraph 2 by virtue of a family member's employment within CultureNL, left the meeting and took no part in the determination of this item.

Councillor H. McVey declared an interest in paragraphs 2 and 4 by virtue of her appointment as a Director of CultureNL but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted her participation in consideration of these matters.

Councillor Douglas declared an interest in paragraphs 2 and 4 by virtue of his appointment as a Director of CultureNL and a Member of Town Centre Activities Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted his participation in consideration of these matters.

Councillors Di Mascio and McNeil each declared an interest in paragraphs 2 and 4 by virtue of their appointment as Members of North Lanarkshire Properties LLP but further declared that in accordance

with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of these matters.

Councillors Fotheringham, Kelly and McNally each declared an interest in paragraphs 2 and 4 by virtue of their appointment as Directors of North Lanarkshire Leisure Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of these matters.

Councillors Fisher and Masterton each declared an interest in paragraphs 2 and 4 by virtue of their appointment as Members of the Campsies Centre Cumbernauld Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of these matters.

Councillor Barclay declared an interest in paragraphs 2 and 4 by virtue of her appointment as a member of the Campsies Centre Cumbernauld Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted her participation in consideration of these matters. Councillor Barclay also declared an interest in paragraph 3 by virtue of Palacerigg Country Park being situated within her Ward, however, considered the interest so remote and insignificant that it did not preclude her participation in this item.

Councillor Morgan, prior to consideration of the following item of business, declared an interest by virtue of a family member's employment within CultureNL, left the meeting and took no part in the determination of this item.

Councillor H. McVey, prior to consideration of the following item of business, declared an interest by virtue of her appointment as a Director of CultureNL but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted her participation in consideration of the matter.

Councillor Douglas, prior to consideration of the following item of business, declared an interest by virtue of his appointment as a Director of CultureNL and a Member of the Campsies Centre Cumbernauld Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted his participation in consideration of the matter.

Councillors Di Mascio and McNeil, prior to consideration of the following item of business, each declared an interest by virtue of their appointment as Members of North Lanarkshire Properties LLP but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of the matter.

Councillors Fotheringham, Kelly and McNally, prior to consideration of the following item of business, each declared an interest by virtue of their appointment as Directors of North Lanarkshire Leisure Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of the matter.

Councillors Barclay, Fisher and Masterton, prior to consideration of the following item of business, each declared an interest by virtue of their appointment as Members of the Campsies Centre Cumbernauld Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of the matter.

TRANSFORMATION AND ALEO REVIEW PROGRAMMES: CURRENT STATUS AND FUTURE GATEWAY REVIEW PROPOSALS

2. There was submitted a report by the Head of Business Solutions (1) providing background to the existing Transformation and ALEO Review Programmes; (2) summarising the current status of activities and decisions within each workstream; (3) detailing how individual reviews were identified in the corporate processes followed by the review teams; (4) advising (a) that included within the review processes were Gateway Reviews, which provided an additional layer of scrutiny and challenge, and

(b) that separate Gateway Review Panels were in place for the Transformation Programme and ALEO reviews; (5) highlighting the benefits and added value gained through the Gateway Review Process, and (6) seeking approval for Gateway Reviews to continue with a single review panel in place for both programmes.

Decided:

- (1) that the current status of activity within the previously approved Transformation and ALEO Review Programmes be noted;
- (2) that it be noted that the existing Transformation Programme would be supplemented, as appropriate, with transformational requirements identified within the Council's 2019/20 revenue budget;
- (3) that Gateway Reviews continue to be included as a key component of review activity, with a single Gateway Review process being adopted going forward for future Transformation and ALEO reviews, and
- (4) that the Head of Business Solutions seek nominations for Members to serve on the integrated Gateway Review Panel on a review by review basis, in line with the composition detailed within paragraph 2.3.5 of the report.

Councillor Barclay, prior to consideration of the following item of business, declared an interest by virtue of Palacerigg Country Park being situated within her Ward, however, considered the interest so remote and insignificant that it did not preclude her participation in this item.

COUNTRY PARKS AND GREENSPACE REVIEW

3. With reference to paragraph 5 of the former Transformation Sub-Committee held on 18 April 2018, when it was agreed that a full review of the proposals put forward for Country Parks and Greenspace in 2018/19 be undertaken in order to achieve a potential saving of £237,000, there was submitted a report by the Head of Environmental Assets (1) advising (a) that a comprehensive review of the Country Parks and Greenspace had commenced in July 2018, and (b) that the Review Team had met four times, during which time it reviewed all elements within its scope; (2) highlighting that the Gateway Review had been undertaken with Members of the former Transformation Sub-Committee on 12 December 2018, which had approved the review process utilised to develop the draft proposals; (3) setting out the results of the review and the consultation process undertaken with the Trade Unions, and (4) seeking approval to implement the outcomes of the review, as detailed within the report, in order to deliver anticipated savings of £231,000.

Councillor Duffy, seconded by Councillor Fisher, moved (1) that the progress made over the last 12 months in reviewing operations within the Country Parks and Greenspace and the anticipated savings of £231,000 be noted; (2) that it be agreed to implement the outcomes of the review, as detailed within the report, and (3) that the intention to further build on the outcomes of the review by undertaking master planning of the Council's main Country Parks be noted.

Councillor Bonnar, seconded by Councillor Weir moved, as an amendment, that the report be continued to enable further discussion with the Trade Unions.

On a vote being taken, 10 Members voted for the amendment and 14 Members voted for the motion, which was accordingly declared carried.

Decided:

- (1) that the progress made over the last 12 months in reviewing operations within the Country Parks and Greenspace and the anticipated savings of £231,000 be noted;

- (2) that it be agreed to implement the outcomes of the review, as detailed within the report, and
- (3) that the intention to further build on the outcomes of the review by undertaking master planning of the Council's main Country Parks be noted.

Councillor H. McVey, prior to consideration of the following item of business, declared an interest by virtue of her appointment as a Director of CultureNL but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted her participation in consideration of the matter.

Councillor Douglas, prior to consideration of the following item of business, declared an interest by virtue of his appointment as a Director of CultureNL and a Member of Town Centre Activities Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted his participation in consideration of the matter.

Councillors Di Mascio and McNeil, prior to consideration of the following item of business, each declared an interest by virtue of their appointment as Members of North Lanarkshire Properties LLP but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of the matter.

Councillors Fotheringham, Kelly and McNally, prior to consideration of the following item of business, each declared an interest by virtue of their appointment as Directors of North Lanarkshire Leisure Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of the matter.

Councillors Barclay, Fisher and Masterton, prior to consideration of the following item of business, each declared an interest by virtue of their appointment as Members of the Campsies Centre Cumbernauld Limited but further declared that in accordance with Paragraph 5.18 of the Councillors' Code of Conduct an exclusion permitted their participation in consideration of the matter.

FACILITY SUPPORT SERVICES REVIEW

4. With reference to paragraph 4 of the Minute of the meeting of the former Infrastructure Committee held on 7 February 2018, when it was agreed that a review of the Facility Support Services (FSS) be undertaken through the Council's Transformation Programme, there was submitted a report by the Head of Asset and Procurement Solutions (1) providing background to the FSS and efficiencies and growth in income undertaken since 2011/12; (2) intimating that, in accordance with the Transformation Review process, a Tripartite Gateway Review had been carried out on 24 July 2018, which had agreed to progress the review to the detailed design stage; (3) highlighting (a) the review process undertaken, and (b) that the review had a particular focus on (A) the income generation potential of catering and building cleaning; (B) the current structure and responsibilities of janitorial services, and (C) potential technology or digital improvements across all of the FSS; (4) setting out the outcomes of the review in relation to catering, building cleaning and management and support; (5) advising that, following a review of previous savings across FSS, the low percentage of savings previously taken from the janitorial budget alongside the need to modernise the service, it was identified that there should be a particular focus on janitorial services; (6) outlining, within Section 2 of the report and Appendices 1 to 3 of the report, (a) the current janitorial services model and associated challenges, and (b) the proposed new options models, including details of the review of current clusters and staffing models, job roles and purpose and contractual and non-contractual overtime; (7) summarising, within Appendix 4 to the report, the communication plan undertaken from October 2018 to March 2019, and (8) seeking approval for (a) the proposed new janitorial service, which would be phased in from October 2019 to achieve a full implementation date of August 2021, and (b) the Head of Asset and Procurement Solutions to progress the recommendations in relation to the increase of price of school meals by 10p to generate an additional catering income of £280,000.

Councillor Duffy, seconded by Councillor Fisher, moved (1) that the proposed new service model, as outlined in the report, be approved; (2) that it be agreed that the proposed new service model be

phased in from October 2019 with full implementation by August 2021 to allow the service to achieve the potential financial savings; (3) that it be noted that the implementation of the proposed new service model, alongside the other proposals detailed within the report would produce budget savings/reductions in the order of £2m; (4) that the Head of Asset and Procurement Solutions be authorised to progress the recommendations in relation to increasing the price of schools meals by 10 pence in order to generate additional catering income of £280,000, which would contribute to the service achieving its £2m saving target; (5) that it be noted that as part of the implementation process, a Voluntary Redundancy Scheme (VRS) would be utilised and therefore where appropriate voluntary redundancy and early retirement would be dealt with under the approved Scheme of Delegation to Officers, and (6) that it be noted that Equality Impact and Fairer Scotland Assessments had been undertaken for the proposals detailed within the report.

Councillor Fotheringham, seconded by Councillor Barclay, moved, as an amendment, "to note the outcome of the review process and associated report, however, reject any further implementation of the actions contained within and request that officers do not progress them at this time".

Thereon, at least 40% of the Members present having so requested in terms of Standing Order Number 39, the vote was taken by calling the roll.

On a roll being called, 14 Members voted for the motion as follows:-

Councillors Cameron, Douglas, Duffy, Fisher, Hogg, Kelly, Logue, McCulloch, McNally, McNeil, H. McVey, Morgan, Roarty and Wilson.

9 Members voted in favour of the amendment, as follows:-

Councillors Barclay, Bonnar, Di Mascio, Fotheringham, Hume, Kerr, Masterton, Annette Valentine and Weir.

9 Members voted for the amendment and 14 Members voted for the motion, which was accordingly declared carried.

Decided:

- (1) that the proposed new Service Model, as outlined in the report, be approved;
- (2) that it be agreed that the proposed new service model be phased in from October 2019, with full implementation by August 2021, to enable the service to achieve the potential financial savings;
- (3) that it be noted that the implementation of the proposed new Service Model, alongside the other proposals detailed within the report, would produce budget savings/reductions in the order of £2m;
- (4) that the Head of Asset and Procurement Solutions be authorised to progress the recommendations in relation to increasing the price of school meals by 10 pence in order to generate additional catering income of £280,000 which would contribute to the service achieving its £2m saving target;
- (5) that it be noted, as part of the implementation process, that a Voluntary Redundancy Scheme (VRS) would be utilised and, therefore, where appropriate, voluntary redundancy and early retirement would be dealt with under the Council's approved Scheme of Delegation to Officers, and
- (6) that it be noted that Equality Impact and Fairer Scotland assessments had been undertaken for the proposals detailed within the report.