

## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Committee/Panel:</b>	Buildings, Land and Procurement Panel
<b>Date:</b>	8 October 2013
<b>Title:</b>	Shared Services Update
<b>Reference:</b>	3851
<b>Report From:</b>	Director of Culture, Communities and Business Services

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#### 1. Summary

1.1. The purpose of this paper is to provide an update on shared services arrangements currently being progressed relating to:

- Property Services
  - Joint Working Agreement with Fareham and Gosport Borough Councils
  - Regional ‘Cluster’ for Property Services
  - Academies
  - Engagement with the Isle of Wight Schools
- Business Services
  - Partnership working between Hampshire Scientific Services and Hampshire Constabulary Scientific Services
  - Procurement
  - Hampshire Printing Services
  - Courier Service
  - Fleet Management and Maintenance
- Community, Culture and Heritage
  - Library and Information Service
  - Schools Library Service
  - Registration Service
  - Accredited Community Safety Officers (ACSO’s)
  - Strategic Community Safety

- Trading Standards
- Countryside

## **2. Property Services**

### **2.1. Joint Working Agreement with Fareham and Gosport Borough Councils**

- 2.1.1. In January 2013, the Executive Member for Policy and Resources approved a recommendation to formalise a Joint Working Agreement between Hampshire County Council, Fareham Borough Council and Gosport Borough Council for the provision of building control and property related professional services between the three authorities.
- 2.1.2. As reported to the Panel in October 2012, Building Control Partnership (BCP) (a formal partnership between the building control teams within Fareham and Gosport Borough Councils, which also utilises building control inspectors within all the Hampshire district authorities), has provided a full service in relation to Building Regulations compliance on Hampshire County Council's construction projects since 2009. BCP has provided an excellent service developing strong relationships with Property Services' staff which has enabled true partnership working to develop.
- 2.1.3. In addition, HCC Property Services has worked with both Fareham and Gosport Borough Councils in recent years providing professional services on a number of building and property related projects including Portchester Community Centre, a Gosport Leisure Centre and the Stoke's Bay splash park.
- 2.1.4. The Joint Working Agreement will facilitate ongoing service provision of building control and property related services between the three authorities across a range of initiatives. Legal documents are currently being finalised and it is anticipated that these will be signed by the three authorities in September.

### **2.2. Regional 'Cluster' for Property Services**

- 2.2.1. Since the last report to Buildings, Land and Procurement Panel the Cluster's Education Basic Need (Schools) Programme has matured, with defined governance put in place to facilitate the joint working between the four Cluster Authorities (Hampshire, Surrey, West Sussex and Reading). West Sussex have now formally signed a Deed of Accession to the Joint Working Agreement between Hampshire and Surrey.
- 2.2.2. The arrangement is becoming a significant and successful vehicle for the delivery of Hampshire's Education Capital Programme. A total of 16 Hampshire projects are currently included, three of which are due to complete soon:
- Cupernham Infant / Junior, Romsey
  - Siskin Infant / Junior, Gosport
  - Winnall Primary School, Winchester.

- 2.2.3. Three tranches of the programme have now been launched, lead by the Cluster Programme Office which is jointly resourced by all the authorities. Contractors from the South East and London (SEaL) Framework for Major Construction Projects have secured this work. Hampshire County Council manages this framework on behalf of all local authorities in the South East region.
- 2.2.4. The collaboration as a whole is currently providing nearly 10,000 new school places across 50 projects for a gross value of c £218million over the next three years, targeting a 17.5% saving in costs compared to traditional one-off design and procurement. The programme has successfully delivered 800 new places this September.
- 2.2.5. Secured savings are c £5.6million to date across all four authorities, with wider efficiencies currently being evaluated, evidencing the benefit of the arrangement.
- 2.2.6. A fourth tranche of school projects is currently being designed and will contain about 15 projects with a gross value of £60 million, delivering more school places for 2015 and 2016.
- 2.2.7. Tranche two has been accepted onto the Cabinet Office (Government Procurement Unit) Trial Project Programme as an exemplar of collaborative working through two stage procurement. This approach already forms an intrinsic part of the SEaL framework's operating philosophy.
- 2.2.8. Learning from each tranche is being captured and is continually informing and refining the effectiveness of future phases. This includes the development of common templates and approaches to primary school design which are helping to bring consistency and deliver cost savings
- 2.2.9. The Department for Education (Education Funding Agency) has received regular briefings on the cluster approach and it is hoped that ministers will accept a meeting to learn about this innovative arrangement.

### 2.3. Academies in Hampshire

- 2.3.1. The changing landscape of governance in schools across Hampshire and beyond is leading to the requirement for Property Services to undertake business in different ways. In response to this, Property Services continues to deliver services to 97% of schools and academies in the county and it is a Business Plan objective to continue to retain this level of business and adapt the offer in a flexible and innovative way.
- 2.3.2. There are currently 41 Academies in Hampshire and Property Services have contracts with 28 of these. A 12 month Property Services contract was prepared for the early Academy converters in 2011 with the option to extend this for a further 12 months. The extension offer has been taken by all the buy back Academies, however longer term purchasing of contracts will offer challenges for Academies under Public Sector Procurement legislation. Property Services have therefore developed a Joint Working Agreement (JWA) to continue the long term relationship. A collective of Hampshire Academies have engaged in the development of the JWA sharing legal costs and being lead by Hounslow Academy.

- 2.3.3. The JWA offer is based on the concept of a public partnership which will be compliant with Public Sector Procurement requirements and maintain the collective strength of over 500 schools working together in Hampshire to procure building repair and maintenance works. The JWA will require the establishment of new collective governance arrangements for Academy Partners and Property Services.
- 2.3.4. The JWA is now nearing final agreement and Hounslow Academy full governing body have now agreed to the principle of the JWA. It is anticipated Hounslow will become the first Academy Partner to the new JWA by November 2013. Other Academies are expected to follow. Members are asked to endorse this approach with Academy Schools.
- 2.3.5. Working with external clients, such as Academies, does come with some risks. One particular risk specific to the Academy JWA is a requirement for HCC to act as employer in construction contracts given the pooled funding arrangements. Property Services, in conjunction with advice from legal Services, propose to take out additional insurance for a modest premium. The Property Professional Indemnity Insurance policy has also been reviewed and adjusted accordingly.
- 2.3.6. Having now developed a JWA model for Academies this provides a sound basis on which to engage with Academies outside of Hampshire. It is proposed to explore the JWA as a possible solution for the longer term engagement with the Chichester Academy Trust (CAT) and for Academies on the Isle of Wight.

#### 2.4. Property Services engagement with the Isle of Wight Schools

- 2.4.1. The HCC Children's Services Department (CS) is tasked by the Department for Education with taking on the responsibility for services and maintained schools on the Isle of Wight (IOW). Property Services have been asked by CS to develop a property services offer for the IOW schools and Academies. The key aspects of a service for the IOW schools were included in a presentation made to all Headteachers on 11 September. Feedback suggests the outline proposals were well received and further work is ongoing to develop an offer specific to schools on the IOW based on similar principles to the HCC model.
- 2.4.2. With CS involvement further engagement with the IOW is now anticipated. At present this engagement is small scale with some condition surveys and electronic record drawings being commissioned. There is also the potential for the IOW council to engage property services directly with the resolution of a construction contract for the Cowes Enterprise College.

### 3. **Business Services**

#### 3.1. Partnership working between Hampshire Scientific Services and Hampshire Constabulary Scientific Services

- 3.1.1. Excellent progress continues at the joint scientific service. Following the relocation of Constabulary staff to the Council's laboratory premises at Southsea and a first round of accreditations by United Kingdom Accreditation

Service (an external assessment to demonstrate that the service meets the new requirements of the Forensic Science regulator) we have formed a joint service for the management of asbestos and have also extended the range of drugs and toxicology work undertaken.

- 3.1.2. Over the next year, the intention is to pursue proposals to push new frontiers by combining the work of Police Officers and Civilian staff in CSI (Crime Scene Investigation – the personnel in white suits who recover evidence from crime scenes). This is a first, as Police Officers and civilians from both organisations will work under the umbrella of Hampshire County Council's Scientific Services' UKAS Accreditation and the memorandum of understanding for the shared service. This will mean that Hampshire Scientific Service will have one of the widest accreditation schedules of any lab in the UK. The team now offers the widest range of accredited services aimed at protecting the public and collaboration with local partners. This enables the business to maintain a financially viable and responsive service, one with sufficient income to cover costs, investment needs and can respond to future opportunities in the forensic science arena.
- 3.1.3. Good progress continues to be made in this innovative collaboration and the staff from across the organisation, both Police and County Council, are proud of what is being achieved.

### 3.2. Procurement

- 3.2.1. Existing procurement staff from Hampshire Constabulary and Hampshire Fire and Rescue Service (HFRS) relocated to sit alongside procurement colleagues in the County Council at the beginning of April 2013 and a joint service is now operating under the title of the 'Hampshire Joint Procurement Team'. Joint working has made a solid start and, at the time of writing, it is highly probable that the period of interim joint working in 2013/14 will convert into permanent arrangements in spring 2014.
- 3.2.2. Senior leaders in Hampshire Constabulary and HFRS were briefed on the new team at an early stage and have been very supportive of this initiative. As well as maintaining the operational procurement service, the early focus has been on reviewing the expenditure that the partners have in common. A number of training events have been arranged for staff and the principal focus of these has been the skills and structure required for effective category management. The procurement team presented proposals to a group of managers from the County Council, the Constabulary and HFRS at a workshop session in July and these were well received. The team has also started a dialogue about wider collaboration with representatives of the National Police Procurement Hub and with the Metropolitan Police.
- 3.2.3. All staff are now using the same electronic tendering system to manage the submission of bids and this has resulted in an immediate efficiency saving of approximately £30,000 per annum for the Police. Work to ensure that the full financial benefits expected from the integrated service are delivered over the next two to three years continues.

### 3.3. Hampshire Printing Service (HPS)

- 3.3.1. Earlier this year the County Council and Hampshire Constabulary agreed to form an integrated print unit. The Joint Print Service is being formed from the printing services teams at the County Council (around 11 staff in Hampshire Printing Services) and the Constabulary (around 5 members of staff in a team based at Winnall in Winchester). HFRS will access the new service on an 'as required' basis.
- 3.3.2. The combined unit will concentrate on the production of print using digital equipment that is currently available within Hampshire Printing Services and will source requirements for specialist print from the private sector through a joint procurement framework. The initial stages are underway and two staff from the Constabulary are now working alongside colleagues from HPS. Staff will relocate to the joint service's offices in the lower ground floor of Elizabeth II Court South. The interim phase of joint working that started in July 2013 is expected to run until the end of June 2014, at which time it is expected that appointments will be made into a structure that will recognise the future workload of the joint unit.

#### 3.4. Courier Service

- 3.4.1. Work has recently been completed and the Programme Delivery Board has approved a recommendation to proceed with the implementation of a Joint Courier Service. Subject to final approval and consultation with staff, it is expected that a new service will be formed from Area Drivers from the Constabulary and the County Council's existing courier service, which currently serves the principal HFRS locations as well as schools and County Council buildings across Hampshire. There is clearly an opportunity for efficiency savings to be achieved through the removal of duplication of effort. Work is currently being undertaken on a formal Accession Agreement for the service and on a new network of delivery routes. It is expected that the new joint service will be established in January 2014 and, after a relatively short phase of interim joint working, will be formally established next Summer.

#### 3.5. Fleet Management and Maintenance

- 3.5.1. Work is currently being undertaken to consider the opportunity to create a Joint Fleet Management Service with HFRS and Hampshire Constabulary. The requirements placed on the current services cover a broad spectrum and the partners operate a wide-range of specialist vehicles using an established infrastructure, but the three services do share a common purpose and are making use of collaborative procurement arrangements in several key areas. No formal recommendations have yet been brought forward and the work on options and potential benefits is on-going.

### **4. Community, Culture and Heritage**

#### 4.1. Library and Information Service (LIS)

- 4.1.1. As a result of positive engagement to co-locate public services, the LIS currently shares premises with seven Children's Centres and one Police team. Discussions are taking place for two more Police Safer Neighbourhood Teams to be co-located in library buildings.

4.1.2. A separate report has been written to seek approval to market surplus space in library buildings to community and commercial organisations. This is going to the Executive Member for Policy and Resources decision day on 1 November 2013.

#### 4.2. Schools Library Service (SLS)

4.2.1. There are currently seven schools which purchase the SLS from Surrey and one from Bournemouth. In addition two independent schools from Berkshire take the SLS, along with two from Hampshire and one from Surrey.

#### 4.3. Registration Service

4.3.1. In terms of shared services and partnership working, the Registration Service currently has the following arrangements in place;

- Shared accommodation in five libraries across the county as well as district and borough council offices in Ringwood Gateway, Havant Plaza and Beech Hurst in Andover. The service also operates from the Town Hall in Romsey and a community centre in Totton.
- Formal partnership agreement with Portsmouth City Council to provide a facility for parents of babies born in a Portsmouth Hospital to register the birth at any Hampshire register office. Plans are in place to extend such partnership working to Southampton City Council during 2013/14.
- The Registration Service started to operate the Tell Us Once Service for death registrations in February 2012. This service requires partnership working with the Department for Work and Pensions and all district and borough councils in Hampshire. It has been a successful partnership which, to date, has seen an average uptake by the public in excess of 90%.
- The Registration Service is leading on a national joint project with the Local Registration Services Association, General Register Office, City & Guilds and National Panel for Registration to develop and implement a national qualification for registrars across England and Wales. The qualification is currently in pilot phase involving 9 local authorities, 13 assessors and 27 candidates.
- Partnership working is continuing with Sure Start Children's Centres to provide the opportunity for new parents to notify the service at the time of birth registration. During 2012/13 a total of 945 postcards were returned to Surestart from across the County enabling an early contact with the family.

#### 4.4. Accredited Community Safety Officers (ACSO's)

4.4.1. The County Council establishment currently stands at 40 officers, including 4 who are co-sponsored by Totton and Eling Town Council and Hythe and Dibden Parish Council. In January 2010, a joint Community Safety patrol team was established with Basingstoke & Deane Borough Council. The 16 officers are managed by HCC under a long term service level agreement.

4.4.2. In March 2013 a new contract for ACSO patrols was agreed with Alton Town Council. This contract was previously held by a private sector provider.

#### 4.5. Strategic Community Safety

4.5.1. The team manage the Crime Reports project on behalf of the 20 Hampshire and Isle of Wight Local Government Association partners.

#### 4.6. Trading Standards (TS)

4.6.1. TS has a number of small scale SLAs with Portsmouth and Southampton City Councils to provide services for animal health and weights and measures. In addition, a joint working protocol with all 11 district councils in Hampshire for vapour recovery at filling stations generates a modest income.

4.6.2. TS has a SLA with Surrey County Council to provide a range of services:

- Delivery of a trader approval scheme directory (Buy With Confidence)
- Out of hours and standby cover for Surrey County Council (Animal Health)
- Assistance with site redevelopment work and queries (Petroleum)
- Access to and use of appropriately maintained and calibrated equipment (Metrology)

4.6.3. Recent developments include:

- TS is in discussions with Surrey County Council to extend the metrology work to encompass advice to businesses registered with Surrey.
- TS is about to start on a trader approval directory for Devon and Somerset County Councils (Buy With Confidence).

#### 4.7. Countryside Service

4.7.1. Following on from similar work undertaken for Buckinghamshire County Council, the Countryside Service recently completed a review of the Alver Valley Country Park, commissioned by Gosport Borough Council. This work included an appraisal of the current and potential provision together with recommendations for developing and promoting the site.

4.7.2. The Countryside Service continues to provide the statutory Local Access Forum service for Southampton and Portsmouth City Councils and the New Forest National Park Authority.

### **5. Recommendation**

5.1. That the Panel make the following recommendations to the Executive Member for Policy and Resources in relation to Academies in Hampshire and the Isle of Wight:

5.2. Approve the Joint Working Arrangement for Property Services is formalised with all Hampshire Academies that wish to join the innovative partnership arrangement.

5.3. Support the offer of a Property Service to Schools and Academies on the Isle of Wight in partnership with Children's Services, using the most appropriate legal model.

5.4. Approve the establishment of a contract with Chichester Academies Trust for the provision of property services to this new Academy Chain.

**CORPORATE OR LEGAL INFORMATION:****Links to the Corporate Strategy**

<b>Hampshire safer and more secure for all:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	yes
Corporate Improvement plan link number (if appropriate):	

**Section 100 D - Local Government Act 1972 - background documents**

**The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**

DocumentLocation

None

## **IMPACT ASSESSMENTS:**

### **1. Equalities Impact Assessment:**

- 1.1. An Equalities Impact Assessment has been completed in the development of this report and no adverse impact has been identified.

### **2. Impact on Crime and Disorder:**

- 2.1. The County Council has a legal obligation under Section 17 of the Crime and Disorder Act 1998 to consider the impact of all the decisions it makes on the prevention of crime. The proposals in this report have no impact on the prevention of crime.

### **3. Climate Change:**

- 3.1. The shared services arrangements will not have a direct impact on our carbon footprint and energy consumption.