

HAMPSHIRE COUNTY COUNCIL**Decision Report**

Decision Maker:	Executive Member - Environment
Date:	1 March 2011
Title:	Creating a Single Highways Team
Reference:	2622
Report From:	Director of Environment

Contact name: Dean Cronk

Tel: 01962 87 2189

Email: dean.cronk@hants.gov.uk

1. Executive Summary

1.1. The highways co-location project is designed to improve the working relationship between Hampshire County Council highways staff and the term contractor; to create a single highways service and improve the reliability of highway maintenance and deliver efficiency improvements. It will also reduce current revenue accommodation costs whilst at the same time optimising use of current County Council establishments.

2. Contextual information

2.1. With a couple of exceptions, Hampshire County Council highways staff are located within district and borough councils, where the County Council rents office space. Amey management staff and those who carry out the maintenance are based at County Council depots. In situations where both organisations exist at the same site they are located in separate buildings; therefore the people management and maintenance of Hampshire's highway network is very fragmented.

2.2. Having considered the options, it is proposed that a fully co-located structure utilising four Hampshire County Council depots – Hook, Totton, Bishop's Waltham and Petersfield - is implemented. The approach would complement the Amey structure and the current restructuring within the Highways Service.

2.3. To realise the benefits and meet the objectives of this project, a key aspect of the co-located structure is for County Council and Amey staff at a similar management level to be seated together within the same office. This will enable improvements in overall communications and result in faster and more accurate maintenance works.

2.4. Co-location will need to be implemented in a phased approach, due to various factors such as termination dates of current district leases, availability of depot accommodation and IT links.

3. Finance

3.1. In addition to the benefits of a co-located structure, this project could also realise significant annual revenue savings from buildings and IT hardware.

3.2. The project does have capital costs, the principal constituents of which are the purchase of modular portable buildings for the Bishops Waltham and Petersfield depots and the purchase of new IT hardware to facilitate effective mobile working and to cover IT cabling.

3.3. These capital set-up costs could be off-set against the annual savings the proposal would realise.

4. Performance

4.1. The subject of co-location has been widely discussed across the highway term maintenance industry, and it is recognised that benefits could be achieved through the following factors:

- (i) increased interaction between partners;
- (ii) face-to-face communication;
- (iii) better understanding of each other's roles and responsibilities; and
- (iv) building a stronger rapport between organisations working together.

4.2. These benefits can manifest themselves in a number of ways, but can include:

- (i) development of a 'one team ethos';
- (ii) development of a 'no blame' culture with shared objectives and ownership; and
- (iii) efficiencies through reduction of duplication of tasks, streamlining of communication links and development of trust.

5. Recommendations

5.1. That the four-depot co-location project be agreed.

5.2. That the Director of Environment be delegated authority to take the required steps to implement recommendation 5.1. above.

- 5.3. That the District/Borough Council Chief Executives be contacted and informed of the decision, and termination of the current leasing requirements be implemented within March 2011.

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

Hampshire safer and more secure for all:	Yes
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	No
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	Yes
Corporate Improvement plan link number (if appropriate): KBI 23 & KBI24	

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. No adverse impact has been identified on any member of society.

2. Impact on Crime and Disorder:

2.1. There is no direct impact on crime and disorder resulting from this issue.

3. Climate Change:

a) How does what is being proposed impact on our carbon footprint / energy consumption?

There will be a reduction in the heating and electricity consumption costs to the district/borough councils. For Hampshire County Council there is the potential for increased staff mileage to travel to the four depots, however this will be mitigated by the promotion of Workstyle and mobile working within the offices.

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

Integral to the project is the role out of Workstyle and mobile working in the highway areas, which will help the service adapt to future changes whilst also taking advantage of the environmental savings that this programme brings currently.