

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	26 September 2011
Title:	Joint Working in Hampshire: A Strategic Case
Reference:	3284
Report From:	Chief Executive and County Treasurer

1. Executive Summary

- 1.1. The purpose of the appended paper (Appendix A) is to set out a strategic case considering joint working in Hampshire for the operation of specific support services. It explores the opportunities of building on existing arrangements to work more closely with Hampshire Constabulary (HC) and Hampshire Fire & Rescue Service (HFRS) to achieve mutual efficiencies and service improvements. A separate Statement of Commitment (Appendix B) agreed by the Chief Officers is also attached, which summarises the key principles and programme governance arrangements for progressing this work.
- 1.2. Cabinet are reminded that the papers are consistent with decisions made on the Open for Business Strategy and the County Council's Efficiencies Cost Reduction and Transformation Programme (updated for Cabinet in July), which highlighted opportunities for greater joint working and sharing of resources with other public sector organisations, and informed Cabinet that early discussions were taking place with HC and HFRS.
- 1.3. The appended papers, which are being considered in parallel by Hampshire Fire Authority (21/9/11) and Hampshire Police Authority (27/9/11), seek approval for the further exploration and quantification of opportunities through the development of a robust business case.

2. Drivers & Context

- 2.1. Each organisation faces significant financial and operational challenges following the unprecedented public sector spending reductions outlined in the Comprehensive Spending Review alongside additional service pressures.
- 2.2. In particular, as detailed in the County Council's Medium Term Financial Strategy (July 2011), the County Council must deliver an 8% recurring annual saving in 2011/12 and a further 8% recurring annual saving in 2012/13.

- 2.3. This is a key driver for the County Council to innovate, transform and explore new ways of joint working to continue to meet strategic objectives and protect front line services.
- 2.4. The strategic case identifies that HC, HFRS and the County Council enjoy a strong history of joint working, close strategic relationships and shared workforces, physical locations and communities. This is reflected in a powerful joint ambition for each organisation to continue to deliver the best possible value for money public services that meet the needs and expectations of those who live, visit and work in Hampshire.
- 2.5. Recognising these synergies and existing joint arrangements, Chief Officers and service leads undertook some initial scoping work between January 2011 and May 2011. This explored the potential benefits that could be realised through joint working such as reducing operating costs of back-office services and delivering service improvements which could not be achieved by each organisation acting alone.

3. Opportunities and Benefits

- 3.1. The strategic case demonstrates that there is a real opportunity to build on the unique combination of strong strategic relationships, geographical synergies and a history of effective shared working to further reduce operating costs, deliver service improvement, improve organisational resilience and develop wider community benefits within Hampshire.
- 3.2. Through the anticipated service improvements, closer joint working and reduced operating costs associated with the delivery of support services, it is also considered that this will enable significant benefits to frontline services and ultimately protect and improve front line public services across Hampshire.
- 3.3. Shared services models provide the potential, where there is a critical mass of business activity, to: lower operating and transaction costs; share scarce professional and technical capacity and cost; exploit roll-out and scale advantages in business processes; and share future costs with partners.

4. Broader Shared Services

- 4.1. The County Council has operated and engaged in many shared services of different types and levels for a long time. However, increasing financial and operational pressures have presented a 'burning platform' to increasingly explore opportunities associated with joint working, which has been highlighted to Cabinet through the Open for Business Strategy and the County Council's Efficiencies Cost Reduction and Transformation Programme.
- 4.2. In accordance with these strategies, the County Council has been developing a wider shared services strategy and a report on this is scheduled for consideration by Cabinet in October 2011. It is noted that this proposal for greater joint working with HC and HFRS is aligned to this wider strategy, whilst recognising that a Hampshire Partners model provides a number of

unique opportunities detailed in the case for change. Discussions with other partners will continue.

5. Conclusion & Recommendations

5.1. Based on the work undertaken to date and the learning from other shared services initiatives that are currently operating nationally, there appears to be a significant opportunity for mutual savings and service improvements through the further exploration of joint working with HC and HFRS.

5.2. It is recommended to Cabinet that:

1. They approve the Statement of Commitment summarising the key principles and programme governance arrangements for progressing this work.
2. They approve the further exploration and quantification of opportunities through the development of a robust business case.

CORPORATE OR LEGAL INFORMATION:

Links to the Corporate Strategy

Hampshire safer and more secure for all:	no
Maximising well-being:	no
Enhancing our quality of place:	no
OR	
This proposal does not link to the Corporate Strategy but, nevertheless, requires a decision because:	
It relates to the Efficiency, Expenditure Reduction and Transformation Programme.	

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.)

Document

Location

None

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

- 1.1. At this stage there is no equality impact on staff and communities but an equality impact screening will be undertaken as part of the development of the business case if the recommendations of this report are approved.

2. Impact on Crime and Disorder:

- 2.1. None at this stage but there is potential a positive impact of there is increased HC-HFRS-HCC joint working which improves efficiency, effectiveness and combined impact.

3. Climate Change:

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

Not applicable at this stage.

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

Not applicable at this stage.