

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	27 February 2012
Title:	Joint Working in Hampshire: Interim Update Progress Report
Reference:	3505
Report From:	Chief Executive & County Treasurer

1. Executive Summary

- 1.1. Following Cabinet approval of the 'Joint Working in Hampshire Strategic Case' in September 2011, a formal programme of work has been established by Hampshire Constabulary, Hampshire Fire and Rescue Service and Hampshire County Council to explore opportunities for joint working in relation to specific support services. A strategic business case will be presented to each governing body by April 2012.
- 1.2. The purpose of the appended paper (Appendix A) is to set out an interim update for Cabinet to note the direction of travel. This is being considered in parallel by Hampshire Police Authority (14/2/12) and Hampshire Fire Authority (9/2/12).

2. Context and Scope

- 2.1. In September 2011 Cabinet were presented with a *Strategic Case* for Joint Working in Hampshire. This outlined a series of opportunities to build on the combination of strong strategic relationships, geographical synergies and a history of effective shared working to deliver service improvements, increase organisational resilience and reduce operating costs across the three organisations.
- 2.2. Cabinet therefore approved the further exploration and quantification of opportunities through the development of a strategic business case by April 2012.
- 2.3. Since September a formal programme of work has been initiated by a Programme Delivery Board which is chaired by the County Treasurer and made up of senior representatives from each organisation. External consultants (Deloitte LLP) have also been appointed to provide independent challenge and scrutiny of the proposed options, bringing their experiences of shared services to the overall programme.
- 2.4. This programme will deliver an integrated strategic business case for the following 5 service areas:
 - Finance and Payroll;

- Human Resources;
- Occupational Health and Wellbeing;
- Procurement;
- ICT.

2.5. It will also deliver seven individual blueprints considering more detailed opportunities for joint working across the following functions:

- Transport and Fleet Management;
- Property and Estates Management;
- Facilities Management;
- Training / Learning and Development;
- Media and Corporate Communications;
- Research and Analysis;
- Legal Services.

2.6. The programme is also considering a number of key enablers (e.g. ICT, Legal Models, HR Processes), that must be in place to effectively develop and deliver any joint working arrangement.

2.7. In April 2012, the programme will deliver two reports:

- An integrated strategic business case for the five integrated service areas;
- A report detailing opportunities associated with the seven individual blueprint areas.

3. Opportunities, Benefits and Costs

3.1. Joint working opportunities will be assessed against three success criteria:

- Quality – Improved service performance, quality and innovation;
- Resilience – Increased organisational resilience and future capacity;
- Efficiency – Efficiencies and cost reduction.

3.2. Initial findings have outlined that there are clear opportunities to effectively deliver joint working in accordance with the above success criteria. These are detailed in the appended paper (Appendix A) and will be explored, developed and tested as part of the development April 2012 reports.

3.3. It is also highlighted that there will be costs of change associated with the implementation and ongoing management of any joint working arrangement. Work continues to obtain greater clarity of these costs, which will enable a balanced evaluation of costs and benefits.

4. Links to Shared Services and Corporate Change Programmes

4.1. The County Council is engaged in shared services arrangements with a number of external organisations which was outlined in the Shared Services strategy

presented to Cabinet in October 2011. Cabinet should note that the Joint Working programme is being managed in accordance with this strategy.

- 4.2. The County Council is also engaged in the Corporate Services Review, and there are a number of interdependencies associated with the in-scope functions detailed above. In particular, it is imperative that the County Council brings stability to its Corporate Functions to enable any shared service arrangement to be effectively delivered.
- 4.3. This interdependency is being managed through the Programme Delivery Board and the Corporate Management Team who will strategically align these corporate change programmes and also ensure that any costs / savings are not double counted.

5. Conclusion and Recommendations

- 5.1. The appended report (Appendix A) provides Cabinet with an interim update in relation to the development of a strategic business case for Joint Working in Hampshire. It notes the significant progress that has been made since September 2011 and identifies the high level opportunities being developed.
- 5.2. It is recommended to Cabinet that:
 - They note the direction of travel and progress to date of the Joint Working in Hampshire programme.

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 is being undertaken as part of the development of the business case.

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.