

**SCRUTINY REVIEW  
OF  
Joint Working and Trading our  
Services**

## **1.0 Scope of the Review**

- 1.1 A scrutiny review of joint working and the potential for trading our services was included in the 2008/2009 Overview and Scrutiny Annual Work Programme.
- 1.2 The review fell within the locus of the Resources Overview and Scrutiny Committee and Councillors Bing (in the chair), Armstrong, Bird, Cartwright and Chowney were appointed to carry out the review. Part way through the review Councillor Armstrong stood down when he was appointed as Deputy Mayor at the 2008 Annual Council.
- 1.3 The agreed project initiation document is attached at Appendix A and the agreed terms of reference were;
  - To compile an inventory of current joint working projects between HBC and other authorities
  - Investigate past experiences of joint working projects
  - Identify why the Revenue and Benefits Joint Working Project was not successful and the lessons to be learnt
  - Identify other potential joint working projects other authorities are involved in
  - Identify services HBC can trade with others
  - Consider key outsourced services and the scope for in-sourcing them
  - Identify best value opportunities for HBC
- 1.4 The review team also considered whether to examine in detail the considerable commercial operating arm of Kent County Council and the joint corporate structure of Adur and Worthing Councils. The review team concluded that detailed studies of these two areas would unreasonably extend the length of this review. Instead the review team are recommending that these be examined in detail if their recommendations that HBC establishes a corporate policy on promoting and delivering joint working and trading services are accepted by Cabinet.

## **2.0 Methods of Inquiry**

- 2.1 The review team met nine times and interviewed a range of HBC Corporate Directors, Heads of Service and Senior Managers. It received a detailed breakdown of the services that HBC has outsourced, services we operate jointly with other authorities, unsuccessful joint working projects, potential areas for joint working, services that we currently trade and those with potential for trading.
- 2.2 The review team also considered the statutory provisions for trading services, known as "The Power to Trade".

### **3.0 Data and Research**

The information provided by Corporate Directors, Heads of Service and other Senior Managers is broken down by directorate and service under the headings Outsourced Services, Joint Working Projects in Place, Unsuccessful Joint Working Projects, Further Potential for Joint Working, Services HBC Currently Trades and Potential for Other Services to Trade. There is also a detailed explanation of the Power to Trade legislation for local authorities.

### **4.0 Outsourced Services**

#### **4.1 Corporate Resources Directorate**

##### **A. Democratic Services**

Commercial printers print postal votes, ballot papers and poll cards. Electoral registration by telephone, SMS texting and the internet is outsourced to the Electoral Reform Society.

##### **B. Legal Services**

To cover staff vacancies we have occasionally outsourced non - contentious property and road traffic regulation work to Kent County Council.

#### **4.2 Environment Services Directorate**

Arbortorial (trees) Management

Building and Bring Site Collections – SHS Ltd

Buildings and Public Conveniences Cleaning – PHS Ltd

Cash collection of parking monies

Grounds Maintenance - Quadrant

Grass Cutting – Kent County Council Commercial Services

Highways Maintenance

Leisure Contracts – Freedom Leisure run 3 sports centres.

Minor Works to HBC estate - most works are handled by Booker and Best

Refuse Recycling and Street Cleansing - Veolia

## Stray Dogs

From 31 March 2008 the management of stray dogs was outsourced jointly by HBC and Rother to an animal control firm.

White Rock Theatre – out to tender at the time of writing this report

### 4.3 Community Wellbeing Directorate

Housing Improvements and repairs

### 4.4 Regeneration and Community Services Directorate

#### A. Marketing and Destination Management.

Printing is outsourced to Rother DC and a range of commercial organisations as the type of equipment required to produce a satisfactory product is extremely expensive.

#### B. Planning

Scanning of Planning Applications

## 5.0 Joint Working Projects in Place

### 5.1 Corporate Resources Directorate

#### A. Democratic Services:

With HBC having a different electoral cycle to the other East Sussex authorities, in 2008 Eastbourne (with no elections) provided us with experienced staff from their electoral services team. Wealden assisted us in 2006 and we reciprocate when able.

#### Member Training and Development

In 2007/08 HBC members attended Licensing Reviews training at Lewes, Planning training at Wealden and HBC organised Code of Conduct training in June that members from all the East Sussex authorities and Brighton attended. HBC Personnel and Organisational Development provided equalities training to HBC members and the same training to Rother DC members.

There is an active East Sussex Democratic Services Managers Network that liaises closely on all Democratic Services issues including promoting and organising joint training activities. In September 2008 a successful one day event for members from all East and West Sussex authorities on Community Leadership and Shared Services was organised. Hastings Democratic Services Manager, Graham Belchamber and Lead Member Matthew Beaver were on the project group that organised this event and there will be further activities in 2009.

## B. Financial Services

A joint procurement project with West Sussex in 2008 for a corporate insurance contract has saved £100,000 per anum.

## C. Fraud Services

All East Sussex authorities originally signed up to the prospect of a joint service and consultants were asked to produce a report on this. Some authorities then started to withdraw from the proposal and the large scale project lost support. Hastings and Rother decided to proceed with a joint service that is now operational with a single fraud team covering the two authorities.

## D. Information Technology

A shared computer network linking all council's in East Sussex is in place and this has facilitated the Agresso shared finance system.

Other jointly developed systems in place include a network of public information kiosks and a network of customer help points

## E. Legal Services

Occasional joint working on an ad-hoc basis with other East Sussex authorities is organised primarily for assistance with advice to Council and committees. We have had help from Rother and Wealden and East Sussex in particular who provided us with a Planning solicitor to advice Planning Committee. Rother and Wealden made no charge and we would reciprocate if asked. East Sussex charged an hourly rate.

This approach was taken to cover for a senior solicitor on maternity leave and in-between locum assignments and it is a good indicator of the workload Legal Services are managing.

## 5.2 Community Wellbeing Directorate

### Choice Based Lettings

The East Sussex authorities and Brighton City Council submitted a successful joint bid for a significant sum from the 2008 -11 Regional Housing Board Private Sector Housing Renewal Programme.

## 5.3 Environmental Services Directorate

### A. Costal Protection Work

East Sussex coastal authorities, Brighton City Council and southern Kent costal authorities have a joint contract on costal defences.

### B. Emergency Planning

There is a joint officer for HBC and Rother DC

### C. Land Clearance with the Probation Service

HBC is in partnership with this service as they carry out work which would not fall within the councils remit because there is no record of ownership. It deals with land that has fallen into disrepair and HBC provide tools and various other materials and the Probation Service supply the labour. This arrangement helps resolve an issue of community concern whilst the offenders pay back for their actions. A good example is the footbridge over the railway in Hurrell Road.

### D. Collection at Bring Sites; glass, cans, bottles with Rother DC

### E. Highways Contract

We have an agency agreement with East Sussex County Council and we manage all highways matters in the Borough. This includes structural and routine maintenance of carriageways, traffic management issues such as traffic regulation orders, lines and signs, and development control.

## 5.4 Regeneration and Community Services Directorate

### Planning

Although not a formal joint working project, we work closely with Rother DC on the development of both authorities Local Development Frameworks. We meet with Rother regularly, share information and programme future work to reach key milestones in similar times, such as public consultation. We have also combined with other East Sussex authorities on research work to provide evidence for the LDF and South East Plan.

## 6.0 Unsuccessful Joint Working Projects

### 6.1 Corporate Resources Directorate

#### A. Electoral Services with Rother DC

A joint working project was initiated by HBC and supported by Rother to identify a range of joint working activities with the aspiration of creating a shared service. Particular activities included joint procurement and storage, joint training and creating a pool of volunteers who could be called upon to assist with both authorities' elections.

Although the project was initially supported at senior level in both authorities, there was a staffing change at Rother and they decided to not to pursue the project.

Our parliamentary boundary overlaps with Rother so we will continue to work closely with them, look to work jointly wherever possible, albeit not as a formal project.

#### B. Revenues and Benefits

East Sussex Revenues and Benefits shared service project was unsuccessful mainly due to the East Sussex authorities having different IT systems that were not compatible. As part of the project plan, assessing the compatibility of IT systems was

a crucial element. To address this would have meant a considerable initial investment for all involved.

Outsourcing this work could have made a saving but the parameters set when the project was planned meant the service could not be taken outside of direct delivery by the East Sussex authorities.

## 6.2 Regeneration and Community Services Directorate

### Building Control with Rother DC

This was suggested as an area for joint working by HBC in 2006/07 to deliver efficiencies and resilience to this specialist service by pooling expertise under one management structure. Rother decided not to pursue it and informed us that the reason was that they preferred to maintain their in-house dedicated service.

## 7.0 Further Potential for Joint Working

### 7.1 Corporate Resources Directorate

#### A. Audit

The County wide Chief Auditors Committee have recently commenced discussions on how they can share expertise.

#### B. Electoral Services Printing

The East Sussex Electoral Services Network is progressing a formal county wide tendering exercise for the provision of postal votes and other election printing.

Due to the complexities of postal vote pack production there are only a small number of printers able to meet the demands we require. By having a joint contract gives us a stronger voice when appointing the supplier, managing the contract and reduces the risk. The contractual issues and tendering is being led by Wealden Legal Services with the costs split between all East Sussex authorities.

#### C. Member Training and Development

As mentioned in paragraph 5.1, there have been a range of cross authority courses and events including the June 2008 Code of Conduct training that HBC organised that all East Sussex authorities (and Brighton) sent delegates to. Also the East and West Sussex training event for members held in September 2008 with HBC officers and members on the project team.

Other joint training and development events will flow from this and HBC Members Training and Development Group will input directly into this developing programme.

These initiatives provide members with a wider range of opportunities and we are able to share the costs with the other participating authorities.

## D. Information Technology

Opportunities to reduce procurement costs and overheads are being explored and for example our e-forms product was purchased in partnership with Lewes DC. HBC continues to look for further joint purchasing opportunities with other authorities.

Equipment is purchased through a national contract co-ordinated by the Office of Government Commerce for local authorities and other public sector bodies.

## E. Legal Services

East Sussex Secretaries and Solicitors are exploring ways of sharing expertise and joint procurement. While a shared service is an aspiration by HBC, it is an aspiration that that is currently not shared by the other East Sussex authorities, who prefer to maintain their own dedicated in-house services.

## 7.2 Environmental Services Directorate

### A. Food Waste

Work is taking place to develop a county wide food waste collection and disposal arrangement and consultation is underway between all districts and boroughs. A facility will be available from late 2009 to accept this waste and the infrastructure for the collection will be tested before being rolled out across the County.

### B. Household Waste and Street Cleansing

HBC has a contract with Veolia ES for waste collection. Waste disposal is the responsibility of East Sussex County Council who have a contract with Veolia Southdown, a different arm of Veolia from the one we have the collection contract with. The government are now legislating to encourage local authorities to take a unitary approach to provide both collection and disposal services.

HBC is playing its part and has been involved in on-going discussions with the other East Sussex authorities on establishing a county wide combined contract for these two services. A key dependency is contract date alignment as all the authorities are currently on different contract timetables.

Alongside these county wide discussions, HBC and Rother are commencing discussions later in 2009 on a joint contract for waste, recycling and street cleansing. The Rother contract is nine months behind HBC that expires in July 2013. This provides the potential for a joint procurement exercise and if the contract date alignment issues can be resolved there is potential for Eastbourne to participate too that will place three of the five East Sussex authorities onto a single contract.

### D. Trade Waste

A similar joint arrangement for trade waste has been previously examined and ruled out as the administration and legal costs would have exceeded any savings made and also as this is a highly specialised area including dealing with contaminated waste.



## E. Public Toilets

The current contract expires in 2009 and providing the Rother DC contract expires in a similar time frame then again there is the potential for a joint approach and this is currently being explored.

## F. Sports Strategy

HBC, East Sussex and Rother DC are working in partnership with Sport England to develop and deliver a Hastings and Rother Leisure facilities strategy. A public consultation including all local clubs and associations is about to commence and the final strategy is timetabled to go to Cabinet in summer 2009.

## 8.0 Trading Services

### 8.1 Power to Trade Legislation

This has been in place since the Civic Restaurants Act of 1947, 1972 Local Government Act (LGA) (Provision of Entertainments), 1976 LGA (Recreational Facilities, Power to Provide Computers and Computer Facilities and Making Use of Spare Capacity) and 1989 LGA that introduced opportunities for various charges including land searches.

The 1970 Act introduced greater opportunities for local authorities to trade with other public sector bodies and these powers were then enhanced by the LGA 2000. This was followed by the enactment of sections 95 and 96 of the LGA 2003 which allowed local authorities classed as best value authorities and classed as “good” or better under the Comprehensive Performance Assessment (CPA) inspection regime, to trade with private bodies and persons for profit (i.e. charges fixed at more than cost recovery).

### 8.2 Trading with Other Public Bodies

As provided by the 1970 Act, this authorises local authorities to enter into agreements with public bodies for the provision of goods, materials and administrative, professional and technical services, for the use of vehicles, plant and apparatus, and the carrying out of maintenance. The enhancement provided by the 2000 Act permitted local authorities to engage in a range of activities, including the provision of staff, goods and services to other authorities, both to make use of surpluses, capacity and to secure the benefit of economies of scale. What is not allowed is the specific creation of a surplus in order to trade.

### 8.3 Trading with Private Bodies and Persons for Profit

As provided by the 2003 Act, these powers enable Best Value Authorities to provide on a commercial basis anything that is related to the function of the authority or is ancillary, conducive or facilitative to the exercise of that power. These could include waste collection or catering if a local authority provided these services. Whilst the power is therefore quite widely drawn it is subject to certain restrictions, including; the trading must be function related and the power cannot be used to authorise trading in anything which an authority is statutorily obliged to do in relation to a person.

In order to trade, local authorities are able to establish a company for that purpose though this is no longer a requirement.

#### 8.4 The Risks and Benefits of Using Trading Powers

The underlying risks include putting council taxpayers' money at risk, for example where a service is traded and a large bill is not paid. Also stretching a service to the extent that a local authority is not able to meet the demands of its own council taxpayers, because resources of that service have been diverted to meeting the contractual requirements of customers with whom it is trading the particular service.

There are also considerable human resources, legal and financial management implications including contractual management that need to be thoroughly assessed before entering into a trading powers arrangement. And with private sector competitors often employing staff on significantly less beneficial terms and conditions of service compared to local government terms and conditions, there is a risk that the costs of bidding unsuccessfully for contracts make the use of trading powers an unacceptable risk.

The underlying potential benefit is making a financial return for the local authority and from there successfully building on successful contracts won and delivered by bidding successfully for other contracts.

In order to mitigate the risks and ensure benefits are obtainable, local authorities are required to prepare a detailed business case and have it approved by its executive before trading commences.

#### 8.5 Putting Trading Powers into a Hastings Context

An example of where Hastings has a trading powers arrangement, albeit as a customer, is with Kent County Council who Hastings is employing to provide grass verge cutting services. A further example, again as a customer, is with Rother District Council who provides our printing services.

Our opportunities for trading powers as a provider is currently extremely limited as we no longer run the services we could expect to trade for worthwhile financial returns, for example grounds maintenance which along with other large service contracts has been outsourced. We have been able to trade in a marginal way, for example, providing car parking services at Horntye Park and in the past, catering.

Although not technically a trading powers arrangement, an example of using the opportunities presented by trading powers in a different way is the creation of a Joint Fraud Service Arrangement with Rother District Council. This has resilience of service as a key driver and relies upon a service level agreement rather than a traded powers business arrangement and if successful may suggest opportunities for other such service led arrangements.

## **9.0 Services HBC Currently Trades**

### 9.1 Environmental Services Directorate

#### .A. Parking Enforcement

We have a contract with County Council that gives us the responsibility for the management of on street parking operations under decriminalised parking enforcement regulations. This includes the enforcement of yellow lines, bus stops, on street pay and display, limited waiting and residents parking schemes.

#### B. Removal of Abandoned and Untaxed Vehicles Contracts

There is a memorandum of understanding in place between the East Sussex authorities for dealing with these as part of a joint approach. This has resulted in significant savings for all the authorities.

### 8.2 Regeneration and Community Services Directorate

#### Marketing and Communications

Two examples of HBC using its trading powers to promote Hastings are Harbour Arm Sun Cream and the Foyles War Book.

Although Harbour Arm suntan lotion did not prove a commercial success, the regional and national publicity for Hastings was high with good television coverage and HBC sold 637 bottles. It was also considerably cheaper than the commercial brand sun creams and encouraged people who may not have used sun cream properly to protect themselves.

The Foyles War Book was produced in 2006 by HBC and capitalised on the successful Hastings based war time detective TV series. There were two editions of the book with total sales of 2407 copies generating a profit of £1705.

We also provide tourism and marketing services for 1066 Country including producing their materials. And we have been commissioned to write, design and publish an "About" style magazine for Rother DC.

## **10.0 Potential for Other Services to Trade**

### 10.1 Community and Wellbeing Directorate

#### A. Personnel and Organisational Development

HBC has greater expertise in dealing with employee relations matters than neighbouring authorities and could also offer a knowledge and practitioner personnel advisory service to local commercial organisations, other public sector and voluntary sector organisations. As an example, as a one off exercise, HBC assisted Eastbourne Borough Council at the end of 2008 by providing them with skilled mediators.

The Review Team considered this as a good initiative and further that as Hastings has generally only small or medium size commercial organisations, utilising the expertise of HBC personnel might be beneficial to some rather than employing their own in-house expertise and should be marketed.

## 10.2 Corporate Services Directorate

### A. Electoral Services

With the range of organisations in Hastings electing committees and other management and representative structures, there is the potential for HBC to consider loaning equipment and expertise and also potentially running small scale elections for other bodies.

### B. Information Technology

Web design is a potential area for commercial exploration though additional resources would be required to avoid any detriment to existing HBC services.

## 10.3 Environmental Services Directorate

### A. HBC Buildings Repairs and Cleaning Services

The review team discussed in-sourcing building cleaning, minor repairs and renovations to HBC buildings and creating a managed service that could be organised on commercial lines and then trade its services.

The Review Team agreed to recommend that this be investigated with if not a complete service then a stand alone cleaning service.

### B. CCTV Control Room

The relocation of the CCTV Control Room from Carlisle Parade under the seafront to the new Town Centre based college at Station Plaza, offers scope for expansion and development of the services it provides with opportunities for the marketing of services to Town Centre businesses, in turn generating income and reducing operating costs.

The Scrutiny Review of CCTV that reported in December 2008 has recommended that the commercial marketing opportunities for CCTV services be investigated and this Review Team fully supports that initiative.

### C. Highways and Parking Enforcement

We have an agreement with Rother DC to carry out their devolved DVLA powers as and when Rother have the finances in place. We are waiting for Rother to give the go ahead.

### D. Leisure Bookings and Contract Management

HBC has expertise with a bookings officer covering seasonal work for bowling and crazy golf as examples and also larger events such as the Beer Festival. We also

have leisure contract through managing the White Rock Theatre contract and sports and leisure centres including Falaise, Hillcrest and Summerfields.

#### 10.4 Regeneration and Community Services Directorate

##### Marketing and Communications

Web design, graphic design and copywriting are areas where HBC has marketable expertise for potential commercial exploitation; though it was highlighted that additional resources must be provided before taking on additional work to avoid any detriment to existing HBC services.

### 11.0 Conclusions

#### 11.1 Key Conclusion

The review team concluded that joint working and trading services should be a key HBC priority and they would be recommending they become a corporate priority and included in the 2010/2011 and future Corporate Plans.

#### 11.2 Joint Working

As a principle, the review team concluded that HBC should be actively promoting joint working across all its services with the other East Sussex local authorities and also with authorities outside of East Sussex and other public sector, voluntary and commercial sector organisations.

The review team was impressed by the efforts that officers were putting into joint working but found that this appeared to be on the initiative of individual officers and teams rather than a focused corporate policy and a clear policy is required.

The review team acknowledge that the joint working aspirations that some HBC officers and teams have is not always shared by their colleagues in the other East Sussex authorities and a strong corporate policy advocating joint working would assist those officers taking the initiative.

The review team concluded that although joint working may not necessarily deliver cost savings depending on the nature of the service being delivered, that should not rule out joint working if the improvement in the delivery of a public service or an organisational efficiency is identified and resilience to service provision is achieved.

#### 11.3 Power to Trade

The review team concluded that HBC should be using the opportunities from the Power to Trade legislation to market particular areas of expertise, in particular IT, Marketing and Personnel and Organisational Development services and the recently relocated CCTV Control Room were prime candidates.

As a living example of where this should be particularly valuable right now, the review team highlighted that with Hastings having predominately medium and small business, HBC Personnel and Organisational Development Services could trade its skills and

expertise in employee relations and mediation services to assist businesses now facing dealing with redundancies, trade union consultation and complex employment law. Also continue to develop trading these services to other local authorities and public and voluntary sector organisations to build on the success of the mediation service we recently provided to Eastbourne Council.

#### 11.4 In-Sourcing

The review team concluded that while the large contracts such as waste management were not feasible to be in-sourced due to the significant costs involved, HBC should look at a small scale in-sourcing exercise and consider creating an HBC Buildings Repairs and Cleaning Service. This would be responsible for cleaning, maintenance and minor repairs to the HBC estate and once established, begin to trade its services to other organisations in Hastings.

The review team accepted that any use of Power to Trade may require additional resource for those services to avoid impacting on existing HBC services and this should be costed in each services trading business plan.

#### 11.5 Corporate Approach to Joint Working and Trading Services

The review team concluded that all the evidence pointed to joint working and trading services having genuine potential for improving public service delivery with “Invest to Save” and income generation opportunities available from some services.

With a corporate policy in place promoting joint working and trading services, the review team also concluded that it was essential that there be an identified corporate resource to deal with the commercial, marketing and legal issues involved.

Further that to underpin the policy, a corporate strategy signed off by Cabinet and open to regular review by Overview and Scrutiny Resources Committee as part of its performance monitoring responsibilities should be drawn up and implemented.

#### 11.6 Staffing Consequences

The review team also considered that staff may be left with an impression from this report that developing joint working and trading services is potentially a threat to their job security.

The review team has made a specific recommendation on this to emphasise that the purpose of this report is to identify how HBC can improve its service delivery and income generation and not reduce staffing levels.

#### 11.7 Production of this Report

The review team would like to place on record their thanks to the wide range of officers who provided their advice and knowledge on these issues, to Graham Belchamber, Scrutiny and Democratic Services Manager, the lead officer for this review and to Katrina Silverson, Scrutiny and Electoral Services Officer for administering the review.

## **12.0 Recommendations**

### **12.1 Corporate Policy**

HBC should have an identified corporate policy promoting joint working and trading Services with the other East Sussex authorities, other public sector, commercial and voluntary sector organisations.

### **12.2 Corporate Plan**

This policy should be reflected in the 2010/2011 and future Corporate Plans with a specific corporate priority committing HBC to joint working and trading services.

### **12.3 Corporate Resources**

To assist HBC officers delivering this priority, an identified corporate resource to deal with the commercial, marketing and legal issues must be provided.

### **12.4 Corporate Strategy**

This corporate priority should be underpinned by a corporate strategy to deliver joint working and trading services, signed off by Cabinet and open to regular review by the Overview and Scrutiny Resources Committee as part of its performance management monitoring responsibilities.

### **12.5 Measuring Success**

It is accepted by Cabinet that improved public service delivery, operational resilience and medium to long term invest to save schemes may often be the main or only measurable successes from joint working projects and these should be regarded as sufficient drivers to take projects forward.

### **12.6 Cost Savings and Income Generation**

Following on from recommendation 12.5, it is recommended that Cabinet publicly accept that not all joint working schemes will generate cost savings or income generation.

### **12.7 Scope of Joint Working and Trading Services**

All HBC services should be considered as having the potential for joint working and trading their services.

### **12.8 Staffing**

All HBC staff are to be publicly reassured that the intention of joint working and trading our services is to improve service delivery and generate income and should not be seen as a threat to their jobs.

## 12.9 Services with Potential for Trading

Personnel and Organisational Development Services, the CCTV Control Room, IT and Marketing are key areas for exploring trading services opportunities.

## 12.10 Personnel and Organisational Development

HBC Personnel and Organisational Development Services has a developed expertise in employee relations' including mediation services that other local public, commercial and voluntary sector organisations are not that likely to have. This service should be seen as an immediate priority for trading in the current economic climate, with many organisations having to deal with severances and closures and not having the capacity, financial resources or expertise to deal with the complex employee relations issues.

## 12.11 Trading Services Business Plans.

All trading services projects should have a fully costed business plan including identifying any impact on delivering existing HBC services and additional resources required to trade that service.

## 12.12 In-Sourcing Minor Repairs, Maintenance and Cleaning the HBC Estate

The feasibility of in-sourcing all minor repairs, maintenance and cleaning the HBC Estate should be fully investigated with the aim of creating an in-house service that can then be traded to other local organisations.

## 12.13 Learning from Others

Opportunities to learn from other organisations will assist with developing joint working and trading services projects and for training officers and members. The review team recommend that the corporate merger between Adur and Worthing Councils and the commercial operating arm of Kent County Council are given particular attention.



| <b>Priority</b> | <b>Recommendation</b>   | <b>Action</b>  | <b>Target Date</b>  |
|-----------------|---|--|---|
| 1               | Cabinet to agree a corporate policy that promotes joint working and trading services with the other East Sussex authorities, other public sector and commercial organisations.  | Cabinet to agree the principle as part of their consideration of this report and to commission production of a more detailed policy. | Report to be considered by Cabinet by the end of June 2009 and a target date for a completed policy set by Cabinet.   |
| 2               | The agreed policy to be reflected in the 2010/2011 and future corporate plans as a specific corporate priority  | Cabinet to include joint working and trading services as a specific corporate priority in the 2010/2011 and future corporate plans.  | At the meeting of Budget Council each year.   |
| 3               | Cabinet to agree a corporate strategy to underpin and support the delivery of the corporate priority.   | Delivery strategy to be produced.  | In place for the 2010/2011 Corporate Plan and progress open to review by Overview and Scrutiny Resources Committee as part of its performance management monitoring responsibilities. |
| 4               | To assist HBC Officers delivering this priority, an identified corporate resource to deal with the commercial, marketing and legal issues must be provided  | Corporate resources to be identified.  | To be in post to deliver the 2010/2011 corporate priority on joint working and trading services.  |
| 5               | It is accepted by Cabinet that improved public service delivery, operational resilience and medium to long term save to invest schemes will often be the main or only measurable successes from areas of joint working and these should be sufficient drivers to take projects forward. | Officers to be briefed as part of their training on developing joint working projects.   | On-going  |
| 6               | Following on from recommendation 5, Cabinet to publicly accept that not all joint working schemes will  | Cabinet to agree this recommendation and officers to be briefed.   | On-going.   |

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|    | generate cost savings or income generation.  |   |  |
| 7  | All HBC services to be considered as having potential for joint working and trading their services.  | All services to consider opportunities for joint working and trading services.  | Progress to be reported to Cabinet and to Overview and Scrutiny Resources Committee as part of its performance management monitoring responsibilities. |
| 8  | All HBC staff to be publicly reassured that the intention of joint working and trading services is to improve service delivery and generate income and should not be seen as a threat to their jobs.   | All staff to be advised.  | Immediately following the Cabinet meeting that discusses this report.  |
| 9. | All trading services projects should have fully costed business plans including identifying any impact on delivering existing HBC services and additional resources required to trade that service.  | Business plans required for each trading services project.  | To be completed as projects are developed.   |
| 10 | Personnel and Organisational Development Services, CCTV Control Room, IT and Marketing are key services for exploring trading opportunities.   | Cabinet to set a timetable for these services trading opportunities to be considered.   | Progress to be reported to Cabinet and to Overview and Scrutiny Resources Committee as part of its performance management monitoring responsibilities  |
| 11 | Personnel and Organisational Development Services have a developed expertise in employee relations, including mediation services that other local public, commercial and voluntary sector organisations are not likely to have. This service should be seen as a priority for trading, | Cabinet to agree that HBC Personnel and Organisational Development Services expertise in employee relations, including mediation services, be a priority for trading. | Progress to be reported to Cabinet and Overview and Scrutiny Resources Committee as part of its performance management                                 |

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|    | particularly in the current economic climate, with many organisations not having the expertise, capacity or financial resources to deal with the complex employee relations issues.  |  | monitoring responsibilities.   |
| 12 | The feasibility of in-sourcing all minor repairs, maintenance and cleaning the HBC estate should be fully investigated with the aim of creating an in-house service that can then be traded to other local organisations.          | In-sourcing plan to be drafted for Cabinet to consider.  | Work on the plan to commence once Cabinet have agreed the recommendation. Progress to be reported to Cabinet and Overview and Scrutiny Resources Committee as part of its performance management responsibilities. |
| 13 | HBC should explore all opportunities to learn from other organisations on joint working and trading services. In particular the corporate merger between Adur and Worthing Councils and the commercial arm of Kent County Council. | Officers and members training on developing joint working and trading services projects to include opportunities to learn from other authorities experiences, including in particular Adur and Worthing and Kent County Council. | On-going training to be provided to all officers developing joint working and trading services projects and to all members.  |