

<b>Committee(s):</b>	<b>Date(s):</b>
Efficiency and Performance Sub (Finance) Committee	18 September 2012
<b>Subject:</b> Shared Services (City of London Corporation & City of London Police)	<b>Public</b>
<b>Report of:</b> Deputy Town Clerk	<b>For Information</b>
<p><b><u>Summary</u></b></p> <p>Work has been underway between the City of London Corporation and the City of London Police to develop a shared service model in a number of areas. Members of the Police Committee were updated on progress in April of this year. This report highlights the progress of the Occupational Health (OH) project which will lead to direct financial savings and the Call Handling project which will improve service levels and response times. These are the two most developed areas. Human Resources and Public Relations are also being examined for potential sharing while for Information Systems (IS), the Police are progressing with an external service among East of England police forces.</p> <p><b>Recommendation</b></p> <p>That Members receive this update.</p>	

## **Main Report**

### **Background**

1. The City of London Corporation and the City of London Police have a long history of collaborative working on areas of mutual interest; indeed both organisations are working very closely together on the procurement project 'PP2P'. With this history in mind, work began, last year, on looking at certain areas to see if a shared service would be beneficial. For the purposes of this report a shared service is defined as a service that is of mutual interest, is mutually beneficial, 'adds value' to both organisations and is administered by either both organisations or by one of the organisations.

## **Overarching Projects**

2. The City Corporation and Police Shared Services Project is underpinned by the outcomes of the Accommodation Review. There is agreement in principle that the City Police will utilise the office accommodation within Guildhall Yard East (GYE). This will dovetail with the City Corporation seeking to vacate GYE. This shared accommodation is likely to assist with some of the potential shared services such as the use of a shared call handling system.
3. The City Corporation's procurement project 'PP2P' also has an impact on the work of shared services. Two areas, namely, that of facilities management and finance, where a potential shared service might be viable, are being picked-up by the work of PP2P over the coming months and we will keep Members informed of that work as it is progressed.

## **Project Updates**

### **Call Handling**

4. When officers reported to Members of the Police Committee earlier this year, it was agreed by Members that a pilot project would take place between the Police's Control Room and the City Corporation's Contact Centre. The purpose of the pilot, which is currently on-going, is to assess the effectiveness of City Corporation staff working with the City Police by answering non-emergency calls. The pilot follows some initial joint working earlier this year during which staff from the Corporation shadowed staff in the Police's Control Room and undertook a full programme of training. Over the first two full weeks of running, 2001 calls have been taken, with an average service level of 93.3% of calls answered within 20 seconds, this was an improvement on police performance.
5. The pilot will be reviewed this month and if successful, could be expanded to include the other Police force numbers but not '999' calls. Members have previously queried about security clearance for Contact Centre staff; however, we were advised by the Police that it was unnecessary for Corporation staff to have security clearance due to the non-sensitive nature of the calls. This project may not lead to direct financial savings in the short-term but will lead to increased service levels and a qualitative improvement, as has been demonstrated in the pilot. Thought was given as to whether the Police could handle 'out of hours' calls for the City Corporation. There was, however, not the volume of 'out of hours' calls to make this worthwhile.

## **Occupational Health**

6. The project to implement a shared service to deliver Occupational Health (OH) services to the Corporation and the Police at reduced cost is underway. The new Shared Service will fully integrate the two existing OH Units and staff. Implementation will commence in October 2012. The location of the unit is still to be determined, although it will likely be located in Walbrook Wharf.
7. A number of benefits are anticipated as a result of sharing the service. These will include: sharing experience and expertise; increased resilience through improved cover for absences at no additional cost; increased availability for initial appointments and a reduction in waiting times; streamlining of processes and procedures; economies relating to shared contracted services for physiotherapy and psychological support resulting in fewer hours being required overall; savings in accommodation costs.
8. As previously reported, savings from the first phase of implementing the shared service are estimated to be £77,500. A further review will be undertaken during the first year of the service to assess the scope for achieving further efficiencies both cashable and non-cashable.

## **Human Resources**

9. Building on the success of the Occupational Health initiative, work is underway to examine whether further Human Resources services can be shared between the Corporation and the Police. Several work streams such as I-Trent (software system) are being examined to see if both parties can benefit from areas of a shared service. It is possible that the Police could use I-Trent to form a basis for the rostering of police officers; this work is still being examined.
10. A joint City Corporation/Police meeting was held in August, attended by the key stakeholders to discuss the scope and scale of a potential shared service. The Director of HR for the City Corporation and the Director of Corporate Services for the Police agreed to scope the potential to share: examining whether a whole-scale integration was desired or a menu of services could be provided. This work will be concluded in the coming months, and updates will be provided to Members should a shared service progress.

## **Other Areas**

11. Two further areas were examined, namely functions of the Public Relations Office and Information Systems. Further work is being undertaken by the Police to see whether certain functions could be conducted by the City Corporation, and the Police's interim head of corporate communication is looking at what work is currently undertaken by the Police. It is not thought that there are large-scale savings to be made, rather, an improvement in the quality of the service. Work is, however, on-going on IS and the Police are examining a potential collaboration with the East Coast Information Services – a grouping of Police Forces location in the eastern region.

## **Conclusion**

12. Where there is a financial or qualitative saving, work has progressed, namely with OH and Call Handling. Further work is being undertaken in the areas of Human Resources, Public Relations and IS. When appropriate, officers will provide Members with further updates on the progress of the individual projects.