



# **FIVE COUNCILS** PARTNERSHIP

**INTRODUCING AN INNOVATIVE PARTNERSHIP  
WITH FIVE DISTRICT AND BOROUGH COUNCILS**



# FOREWORD: A SHARED AMBITION

Over the past five years of austerity, our five organisations have individually focussed on governance, robust financial management and having a clear focus on our core strategies, which have enabled us to achieve our financial and political objectives.

Subsequently, we've all succeeded in delivering our core services to customers while freezing council tax over the past four years and more.

Up to now, our financial positions have each been protected.

However a continued squeeze on public services is inevitable and local government will be at the centre of this challenge. Our plan is to keep our council tax to a minimum, to allow our residents the freedom to spend their hard earned money as they choose.

Equally, we seek every opportunity to reduce costs to enable us to maintain and indeed improve our essential front-line services.

We are working together because we share similar visions for our councils, residents and our local areas in the next 10 years. And we believe this is far more relevant than sharing a geographical boundary.

We expect our residents to thrive - to be skilled, self-supporting and employed in good quality local jobs - and we want to support them to lead successful and independent lives. Equally, we want to make it easy for

businesses to work with us, to attract growth and trade that will deliver prosperity to our communities and rural areas. We have a shared value to buy our services from a partner who is best placed to meet our joint requirements. All five councils have extensive experience of working in partnership with the private and voluntary sectors - from outsourcing some of our corporate services such as revenues and benefits - to other areas such as finance and customer services.

Already, we are all convinced that gaining four new local authority partners with a shared vision and collaborating with the right private sector organisation is simply another step to delivering the very best services for our customers.

We know that balancing the ambition to grow our local economy during times of change and ongoing austerity will not be without challenge. But we want to use this as an opportunity to access experts that will help us help us drive change and achieve our ambitions. Crucially, we want our Councils to be fit for the future. We are encouraging partners to work with us and join us on this exciting journey.

This document will help you learn more about this unique way of working, our approach to collaboration across service delivery and our people and how you can get involved with our partnership.

**BRIAN BURCHFIELD**  
HART DISTRICT COUNCIL

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**MICHAEL CHESHIRE**  
HAVANT BOROUGH COUNCIL

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**HARVEY SIGGS**  
MENDIP DISTRICT COUNCIL

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**JOHN COTTON**  
SOUTH OXFORDSHIRE  
DISTRICT COUNCIL

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**MATTHEW BARBER**  
VALE OF WHITE HORSE  
DISTRICT COUNCIL

# INTRODUCING THE FIVE COUNCILS PARTNERSHIP

The Five Councils partnership is a unique public and private collaboration for the joint delivery of a range of corporate, property and facilities management services for Mendip, Hart, Havant, South Oxfordshire and Vale of White Horse Councils. The partnership is being delivered by our selected private sector partners Capita and VINCI Facilities.

Together, we are revolutionising public and private sector working to create a new and more sustainable way of running our services, which can become a blueprint for other organisations.

We have created a joint client from across all of our organisations. This provides a strong governance approach to achieve true joined-up working and to deliver against our ambitions.

This is a big opportunity for us. But we believe it offers even bigger opportunities for other organisations that can benefit and be part of our partnership.

Our partnership will run for at least nine years. It is delivering two joint contracts, underpinned by digital innovation, commercial expertise and a collaborative delivery model across the five councils that is designed to:



Aggregate volumes to achieve economies of scale



Create a better experience and outcomes for our customers



Provide better value for money for all five councils



Safeguard the quality of our services



Streamline and standardise the way services are run



Improve service resilience



Deliver significant savings to the public purse

# SERVICES DELIVERED BY THE PARTNERSHIP

The partnership is designed around opportunities that go far beyond the traditional single service contract. It contains 13 services across five locations.

This includes the full range of corporate and professional services, which is underpinned by digital innovation and delivered through collaborative platforms to achieve efficiencies. It will also deliver a range of property, car parking and facilities management solutions to maximise returns on our commercial investments and revive our portfolio of legacy buildings.

Crucially, our private sector partners, Capita and VINCI Facilities have provided a contract that is an open book; flexible, scalable and one that utilises data to drive opportunities and innovation to continually drive forward service improvements.

Our services are split across two contractual 'Lots' as detailed in the tables (right).

## LOT ONE

<b>DELIVERED BY</b>	Capita, the UK's leading provider of services to local government. With over 25 years' experience, Capita has been working with local authorities across the country, including our five organisations to support our challenges and deliver better services for our citizens.
<b>SERVICES INCLUDED</b>	<ul style="list-style-type: none"> <li>• Finance (Treasury management, accountancy, exchequer services)</li> <li>• HR and Payroll</li> <li>• Revenues, Benefits and Business Rates</li> <li>• IT</li> <li>• Customer Services</li> <li>• Land Charges</li> <li>• Licensing</li> <li>• Procurement</li> </ul>
<b>BENEFITS</b>	<p><b>FLEXIBILITY</b></p> <p>Each of our Councils have the flexibility to increase or decrease the service volumes, add new services within scope or deliver wider innovation based on the delivered services or through the retained services. The partnership provides an agile business model which other local authorities can benefit from.</p> <p><b>INNOVATION</b></p> <p>The contract includes an Innovation and Transformation Hub which provides specialist expertise, capacity and resources to generate new ideas to improve existing services throughout the term of the contract. This has already identified millions of pounds worth of additional potential savings across the five councils.</p> <p><b>INSIGHT &amp; EXPERTISE</b></p> <p>Councils can access market leading, specialist experts in the fields of business insight and analytics to better understand residents' needs and inform future service development.</p> <p><b>TRUSTED</b></p> <p>Capita is market leading partner to local authorities with the capacity and experience to drive transformation and sustainable services. Previously, each Council has worked with Capita and therefore provide the assurance of a proven and trusted partner where strong working relationships have been established. With each.</p> <p>Capita has also invested in a customer relationship management team across a breadth of services which gives us access to wider skills and functions across its business.</p>

## LOT TWO

DELIVERED BY	Delivered by VINCI Facilities working in partnership with Indigo and Arcadis
SERVICES INCLUDED	<ul style="list-style-type: none"><li>• Property services</li><li>• Facilitates management</li><li>• On street and off street car parking</li><li>• Print, design and post room services</li></ul>
BENEFITS	<p><b>COMMERCIAL EXPERTISE</b></p> <p>Through access to extensive commercial expertise in facilities management, property management and car parking, we will benefit from better quality decision-making and opening greater opportunities for service wider development</p> <p><b>BETTER QUALITY</b></p> <p>VINCI Facilities can provide expert condition surveys of all council property portfolios, providing fully costed backlog maintenance schedules, enabling Councils to bring properties fully up to health and safety compliance levels and contractually keeping them at that level</p> <p><b>INVESTMENT</b></p> <p>Investment will be made to develop the first integrated property management software system to deliver an accurate, complete and up-to-date property database for the Councils, offering better, real time management information.</p> <p><b>WIDENING SKILLS</b></p> <p>Across our car parking services, we will be developing the skills of our car park patrollers to become civil enforcement officers to expand their capability and the added value they can bring for all five councils including envirocrime, enforcement, congestion management and air pollution monitoring</p>

# WORKING TOGETHER TO ACHIEVE OUR VISION

We are working together because we want to achieve the same outcomes for our residents.

Our experience of partnership working shows that together we can achieve greater savings for our tax payers and benefit from wider innovation and flexibility. Therefore we know we can standardise our processes and our policies in these areas without restricting the ability of our politicians to make strategic decisions.

Establishing strong working relationships with our respective Chief Executives, stakeholders and our chief officers on our steering group has been a catalyst to success when it's come to designing the service specifications. We know we speak the same language and we can work together with other organisations on this exciting opportunity.

We want our services to be delivered based on customer need and to be accessible in the way that suits them.

Of course, we expect channel shift and digital services by default but we also expect our services for vulnerable citizens to be designed with their needs in mind. Internally, our customers will receive seamless and efficient support services, while our property portfolios will deliver more income to help us become more self-sufficient in the years ahead.

This will only be achieved through shared continuous innovation and improvement throughout the partnership. We have put strong governance structures in place, which is supported by our officers and Councillors who are committed to delivery.

We are confident in the work we have done to date and are committed to working together with our selected partners to significantly improve the value for money of these services for all our customers over the coming years.

**PATRICIA HUGHES**  
HART DISTRICT COUNCIL

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**SANDY HOPKINS**  
HAVANT BOROUGH COUNCIL

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**STUART BROWN**  
MENDIP DISTRICT COUNCIL

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**DAVID HILL**  
SOUTH OXFORDSHIRE  
DISTRICT COUNCIL AND  
VALE OF WHITE HORSE  
DISTRICT COUNCIL

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# WHAT WE'VE ACHIEVED SO FAR

Our five councils began working together in spring 2014. Since then we have:

- Established an effective governance during the procurement phase
- Built strong working relationships between our accountable officers and service team
- Agreed a single strategy and consistent approach
- Quickly established the business case for jointly procuring service and creating a joint client
- Agreed our outline project plan that covered the joint procurement of a range of corporate services
- Jointly appointed our external technical consultant, project manager and legal advisor
- Attracted government support for this project and won the Transformation Challenge Award funding
- Undergone a competitive dialogue process for Lots one and two
- Entered into contracts with Capita and VINCI for Lots one and two which has been formally endorsed by necessary Cabinet decisions and budgetary commitments have been made
- Mutually signed the legally-binding inter-authority agreement to formalise our partnership
- Commenced services on 1 August 2016 for South Oxfordshire District Council and Vale of White Horse District Council
- Brought forward commencement of services for Hart District Council, Havant Borough Council and Mendip District Council based on the strong commercial offer of the partnership



# JOIN US

If your council shares our ambitions for making savings and creating better public services, why not talk to us about joining the partnership?

Contact Victoria Whitehouse,  
Client Relationship Director  
for the Five Councils on  
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or call 07966 923092