

Hampshire Fire and Rescue Authority

9 February 2012

Item 11

Joint working in Hampshire – Programme update

Report by the Chief Officer

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1 Summary

- 1.1 At the Authority meeting of 21st September 2011, Members agreed to support the development of a strategic business case to consider the opportunity for joint working between Hampshire Fire and Rescue Service (HFRS), Hampshire County Council (HCC) and Hampshire Constabulary (HC). Since then significant progress has been made to identify the opportunities and implications for working together across a range of functions.
- 1.2 This report provides an interim update report from the programme delivery board and highlights the progress made so far. It identifies a number of emerging opportunities and the progress on understanding the arrangements necessary to enable effective joint working.
- 1.3 This report also seeks permission to delegate decision making in relation to the strategic business case to the Finance and General Purposes Committee (F&GP). This will enable the three organisations to align their decision making processes with the previously agreed project timeline and avoid unnecessary delay in progressing the work.

2 Recommendation

- 2.1 The Authority notes the progress made to date on the Joint Working in Hampshire project and continues to support further work to develop the strategic business case.
- 2.2 The Authority delegates decision making in relation to the strategic business case for the Joint Working in Hampshire project to the Finance and General Purposes Committee subject to the power of the Chairman of the HFRA (under standing order 1.3) to cause a special meeting of the Authority to be called to consider the business case should he feel this is necessary.

3 Introduction and background

- 3.1 At the Authority meeting of 21st September 2011, Members agreed to support the development of a strategic business case to consider the opportunity for joint working between Hampshire Fire and Rescue Service (HFRS), Hampshire County Council (HCC) and Hampshire Constabulary (HC). Since then significant progress

has been made to identify the opportunities and implications for working together across the areas of: procurement; ICT; finance & payroll; human resources, occupational Health and wellbeing; transport and fleet management; estates and facilities management; training / learning and development; media & communications; research and analysis; and legal.

- 3.2 At the September meeting, the Authority endorsed a 'Statement of Commitment' between HCC, HC and HFRS. It also agreed a timetable for further work on the business case leading to each of the governing bodies receiving a report on the strategic business case in April 2012.

4 Joint Working in Hampshire - Update

- 4.1 Following the approval in September 2011, the three organisations established a formal programme of work. The programme will deliver two reports, the first a strategic business case evaluating the option to integrate ICT, HR (including occupational health and wellbeing), finance and payroll, and procurement. The second will look at other joint working opportunities across seven other support services. Both will identify the opportunities, benefits and implications of greater joint working in Hampshire for particular support service functions.
- 4.2 The options developed in the strategic business case will be evaluated against 3 success criteria which build on the original strategic vision identified in September 2011:

Quality – Improving service performance, quality and innovation;
Resilience – Securing greater organisational resilience and future capacity;
Efficiency – Delivering efficiencies and cost reduction.

Chief Officers have agreed a set of design principles to guide the development of options.

Workstream groups with representatives from each organisation have made significant progress in identifying opportunities for greater joint working. It is expected that the strategic business case will evaluate an integrated operating model for 5 service areas and a number of opportunities across seven other service areas.

Considerable work is also being undertaken to identify a number of key things (enablers) that must be in place to deliver joint working. The costs, benefits and risks associated with the key enablers will be reflected in the business case.

- 4.3 Appendix A presents the interim update report from the programme delivery board. The report provides the detail of the work to date, the outstanding areas requiring further investigation and some emerging themes from the initial research work undertaken.

5 Delegation of Authority

- 5.1 The strategic business case will be presented to the three authorities in April 2012 for formal consideration of the future direction of the project. This is in line with the timeline agreed in September 2011. This is a key milestone in terms of decision making for the project and will ensure the progress and momentum achieved to date is maintained.
- 5.2 The next full HFRA meeting is 6th June 2012. It would be preferable for this Authority to consider the report at a similar time to the other two organisations involved. There is a meeting of the Finance and General Purposes Committee on 27 April 2012. Therefore it is recommended that the Authority delegates decision making in relation to the strategic business case for the Joint Working in Hampshire project to the Finance and General Purposes Committee.
- 5.3 The Chairman of the HFRA would retain the right to call for reports and/or key decisions to be referred to the full Authority either at the planned meetings or by requiring an extraordinary meeting to be held.

6 Supporting our corporate aims and objectives

- 6.1 The financial pressures on the service requires reduction of costs in a number of areas. The opportunity to work collaboratively in a number of support areas, and realise financial savings, will contribute directly to the overall need to reduce our budget in line with Government requirements. It will also reduce the need to make more savings in areas that affect the frontline services.
- 6.2 The work on preparing the business case may also identify opportunities to improve resilience in the various corporate services and improve quality through sharing expertise and encouraging innovation.

7 Risk analysis

- 7.1 Failure to reduce the service budget creates a significant risk for the Authority in future years, and may require more radical action to come into line with future budget settlements. Reducing the costs of our support services through more efficient and effective working with our partners will help reduce this risk and enable the Authority to reduce the pressure for reductions on frontline services.
- 7.2 Appendix C to the Interim Report describes the risks relating to the programme (not the implementation of changes to shared services).
- 7.3 The strategic business case will set out a risk analysis for the implementation of any recommendations to move to increased joint working.

8 People Impact Assessment (PIA)

- 8.1 A high level PIA for this work has been completed. The project has an over arching PIA and subject to the project receiving support from the three authorities, the PIA

will be developed for the specific areas of collaboration as the business case/s are developed.

- 8.2 The proposals in this report are considered compatible with the provisions of the European Convention on Human Rights, the Human Rights Act 1998, and the Race Relations (Amendment) Act 2000.

9 Resource implications

9.1 Human Resources

Current support to the programme is provided within existing officer capacity. In addition a range of people have contributed to the extensive work undertaken within each workstream.

Further work is needed, as part of the strategic business case, to estimate the resource implications of any future detailed design and implementation work.

9.2 Financial Implications

The service has offered to contribute to the costs of programme lead, and to any consultancy work undertaken to create the strategic business case. These costs will be met from within existing budgets and do not create any new pressures.

10 Consultation

- 10.1 HFRS Department Heads have directly contributed to the scoping work carried out in the early stages of this project and to the templates created that inform this update. They will also be engaged in supporting development of the strategic business case to ensure they can contribute to any future proposals.

- 10.2 The representative bodies have been included within our internal communications. As the strategic business case is developed then the respective unions will be consulted to ensure they are aware of any future potential impacts on their members. Normal formal consultation arrangements will apply where appropriate but are not required at this stage as there are no agreed proposals requiring formal consultation.

11 Background papers

- 11.1 The following documents disclose the facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of the report:

Joint Working in Hampshire – A Statement of Commitment
Joint Working in Hampshire – A Strategic Case

Note: The list excludes: (1) published works; and (2) documents that disclose exempt or confidential information defined in the Act.