

# Joint Working in Hampshire – Interim Update Progress Report February 2012



HAMPSHIRE  
**FIRE AND  
RESCUE**  
SERVICE



Hampshire  
County Council

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# Executive Summary

## The purpose of this report

This report sets out an interim update for the governing bodies of Hampshire Fire and Rescue Service (HFRS), Hampshire Constabulary (HC) and Hampshire County Council (HCC) in relation to the strategic business case being developed for *Joint Working in Hampshire*.

Governing Members are asked to note the direction of travel in the development of the strategic business case, which is due to be presented for a decision in April 2012.

## Summary

Following the governing body approval of the 'Joint Working in Hampshire Strategic Case' in September 2011, a formal programme of work has been established by the three organisations.

The programme will deliver two reports, the first an integrated strategic business case evaluating the option to integrate ICT, HR, Occupational Health and Wellbeing, Finance and Procurement and the second looking at other joint working opportunities (Blueprints) across seven other support services. Both reports will identify opportunities for greater joint working in Hampshire across these support service functions.

The options developed in the integrated strategic business case and blueprints will be evaluated against three key success criteria which build on the original strategic vision agreed in September 2011:

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

The development of options has been guided by a series of design principles signed off by Chief Officers (please refer to Appendix A).

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

Significant work is also being undertaken to identify a number of key enablers that must be in place to deliver joint working. The

costs, benefits and risks associated with these will be reflected in the business case.

Since September, significant progress has been made to explore the opportunities, costs, implications and business benefits of joint working. This has been supported by the strong and positive working relationships which have been developed or strengthened over the last few months across the three organisations.

### Key Programme Milestones

Timeframe	Activity/Event
September 2011	Governing bodies consider the joint Working in Hampshire Strategic Case and give in principle support to integrate support services and approval to proceed with a strategic business case.
September 2011- March 2012	Development of options for change and quantification of potential benefits through a robust strategic business case.
February 2012	Governing bodies receive interim update report.
April 2012	Governing bodies to consider the recommendations of the strategic business case.
2012/13 and beyond	If governing bodies approve recommendations, the first stage of implementation will be a detailed design phase that aligns Joint Working in Hampshire with each organisations corporate change programme.

# Introduction and Context

## Context and Scope

In September 2011, the governing bodies of HFRS, HC and HCC agreed a '*Strategic Case*' outlining the opportunities for joint working in Hampshire for specific support services.

The Strategic Case identified that there is a real opportunity to build on the unique combination of strong strategic relationships, geographical synergies and a history of effective shared working to deliver service improvements, increase organisational resilience, reduce operating costs and develop wider community benefits in Hampshire and support the local economy.

The report identified 11 service areas, which were thought to present a "basket of opportunity" for joint working:

- **Procurement**
- **ICT<sup>1</sup>**
- **Finance and Payroll**
- **HR**
- **Occupational Health and Wellbeing**

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<sup>1</sup> It is recognised that the engagement and support of existing partners, in this case Thames Valley Police, will be necessary to ensure all joint working opportunities are captured, particularly when this relates to existing joint working arrangements.

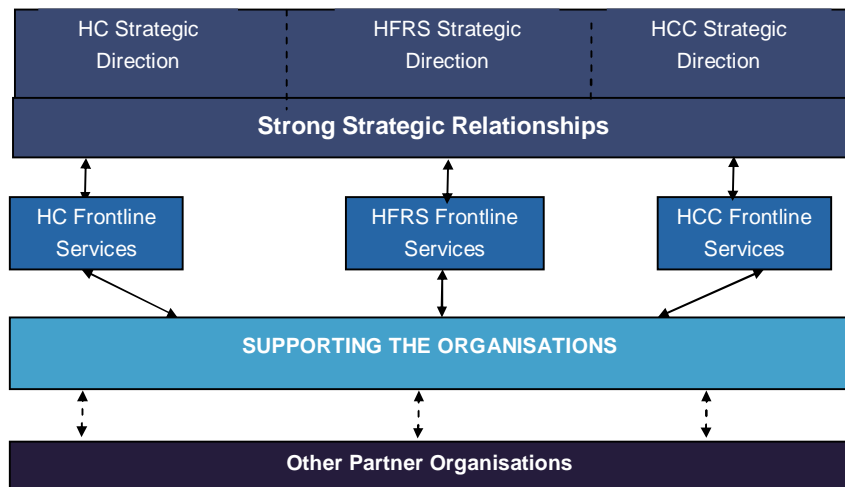
- Transport and Fleet Management
- Estates and Facilities Management<sup>2</sup>
- Training/Learning and Development
- Media and Corporate Communications
- Research and Analysis
- Legal Services.

It was recognised that given the size of functions and the scale of the opportunities for enabling joint working, Procurement, ICT, Finance and Payroll and HR (including Occupational Health and Wellbeing) should be considered together as an area for priority focus, with additional opportunities and quick wins to be explored in the other areas.

It was proposed that a practical operating model would promote more sharing, joint ownership and control, whilst at the same time recognising a need to preserve organisational identities, meet individual corporate and legal responsibilities and retain clear operational distinctiveness for frontline service delivery.

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<sup>2</sup> This has subsequently been split into two separate work streams



programme governance arrangements for progressing this work;

- The further exploration and quantification of opportunities through the development of a strategic business case by April 2012.

The Strategic Case therefore recommended that the governing bodies approved the further exploration and quantification of practical opportunities through the development of a robust strategic business case.

A separate '*Statement of Commitment*' was considered by the respective governing bodies, which summarised the key principles and programme governance arrangements for progressing this work.

### Governing Body Decisions

Following receipt of the Strategic Case and the Statement of Commitment in September 2011, the governing bodies approved:

- The statement of commitment which summarised the in principle support to integrate support services and the

# Strategic Vision, Success Criteria and Design Principles

## The Vision and Objectives of the Strategic Business Case

The overall vision for the programme of work was agreed by Chief Officers in September 2011:

**“To drive efficiencies and tangible service improvement through joint working in a number of key service areas.**

**To build on this to examine the value of a shared service platform for even greater integration of our specialisms in order to improve quality innovation whilst remaining efficient.”**

## Success Criteria and Overall Design Principles

Building on the opportunities and benefits identified in the Strategic Case, the three Chief Officers agreed the following success criteria and design principles in October 2011 (a more detailed breakdown is attached in Appendix A). These are intended to guide the development of options for change within the strategic business case and will form the basis of an option evaluation:

- **Quality** - Improved Service Performance, Quality and Innovation;
- **Resilience** - Organisational Resilience and Future Capacity;
- **Efficiency** - Efficiencies and Cost Reduction.

The Chief Officers also agreed a series of “design principles” that are intended to guide the development of joint working.

- Create a single entity to provide integrated corporate services across the three organisations<sup>3</sup>;
- Retain organisational identity;
- Simplicity of design and implementation;
- Joint direction, governance, control, senior management and co-ownership;
- Scalability and the opportunity to attract additional core partners or deliver services for other organisations.

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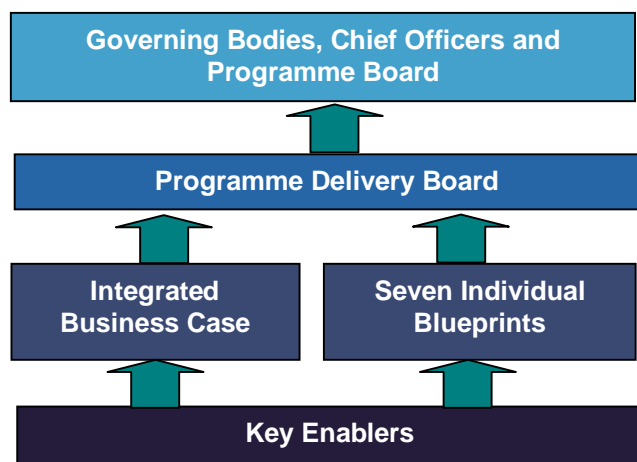
<sup>3</sup> This principle is only applicable to the integrated business case service areas.

# Programme Design and Development

## Programme Design and Governance

The joint working programme has been split into three core components which are overseen by a Programme Delivery Board:

- Integrated Strategic Business Case;
- Seven Individual Blueprints;
- Key Enablers.



## Programme Delivery Board

Following the approval of the *Statement of Commitment* in September 2011, a Programme Delivery Board was established which is responsible for the planning, co-ordination and the

development of the strategic business case for the *Joint Working in Hampshire* project. The Board is chaired by the County Treasurer (as the overall project lead) and is made up of senior representatives from each organisation.

The Programme Delivery Board reports to a separate Programme Board, which provides strategic direction and steer on behalf Chief Officers.

## Integrated Business Case

A single Integrated Strategic Business Case is being developed for the following five interrelated functions:

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

In October 2011, workstream groups were established for each of the five functions detailed above with representatives from each organisation with a single workstream lead. Each group was tasked with developing and evaluating practical options for change based on a theoretical model for the delivery of a single integrated corporate support function.

A separate integrated subgroup of workstream leads has also been established to work with the Programme Delivery Board to draw together findings of the individual workstreams and identify

cross-functional costs and savings that would arise from joint working.

### Seven Individual Blueprints

Seven individual blueprints will be developed for the following functions:

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

Groups were also established for each of the areas above. Each group was tasked to build on the initial scoping work performed to date to ensure that all options for joint working are considered and evaluated against the agreed success criteria.

### Key Enablers

A number of key enablers will inform the development of all opportunities for Joint Working in Hampshire. Enabling groups have been established for the following areas:

- **ICT** – To identify ICT, security and information management issues and recommend options to overcome these. It will also seek options to better use ICT through alignment with the ICT workstream to support shared services across the three organisations.

- **Finance** - To identify an underlying financial baseline and develop a practical finance model for cost/benefit/liability apportionment within any future arrangements.
- **Legal Models** – To identify practical legal models for joint working in accordance with agreed design principles that reduces (or eliminates) potential procurement risks.
- **HR Processes** – To identify the key HR processes and risks that will need to be addressed in the joint working arrangements across the three organisations.
- **Estates** – To identify the key estates requirements and potential implications that will need to be considered to develop the joint working arrangements across the three organisations.
- **Communications and Change Management** – To develop a communications and engagement strategy as the programme develops.
- **Performance Baseline** – This has been considered and is intended to be undertaken in May/June 2012 if governing bodies approve the strategic business case.

### Risks

The Programme Delivery Board is responsible for updating a programme risk register (summarised in Appendix C) which is reported to the Programme Board and Chief Officers as part of monthly highlight reports.

High risks are escalated to Chief Officers on an exception basis for action / sign off.

## **Equality Impact Assessments**

The programme has engaged with equalities leads from each of the organisations and developed an initial outline impact assessment. An individual impact assessment for each organisation will be developed to inform the project of any specific groups of staff affected by the proposed outcomes.

## **Challenge and Scrutiny**

External consultants (Deloitte LLP) have been appointed to provide independent challenge and scrutiny of the proposed options, bringing their experiences of shared services to the programme. Deloitte's role is not to challenge the overall rationale for joint working, but to provide critical input and challenge on the proposed options, their robustness and any options missed, based on the success criteria and design principles agreed by Chief Officers.

## **Links to Organisational Change Programmes**

Each organisation is already undergoing organisational change programmes. The joint working programme's relationship with those change programmes is managed through the Programme Delivery Board.

Any costs and benefits included within the strategic business case will focus on those realised through joint working, rather than those that would be achieved anyway through each organisations change programme. This will ensure that costs / benefits are not double counted.

## **Communications and Reporting**

A timeline of key programme reporting milestones is detailed in

Appendix B. Key reporting dates include the presentation of this interim report in February 2012 and the strategic business case in April 2012.

The Programme Delivery Board has developed a communications and engagement plan to support a structured, clear and consistent programme of communication and engagement across each organisation.

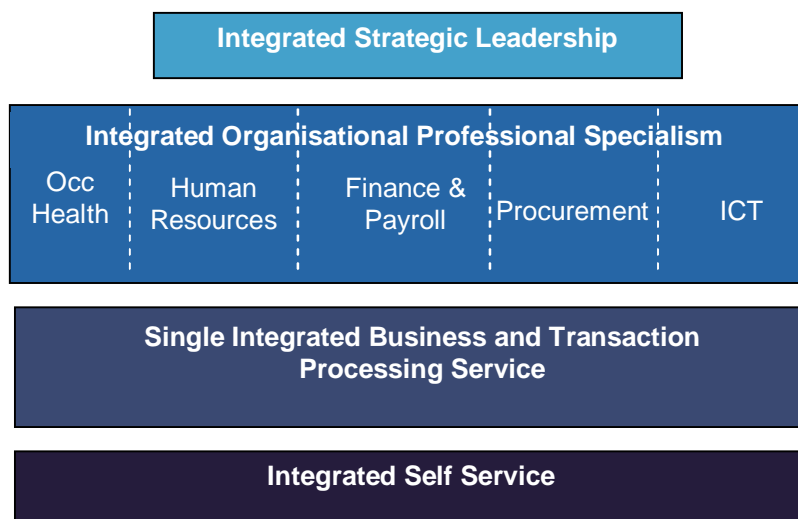
Communications to date have focussed on delivering a consistent message to staff across the three organisations, through project updates from the Programme Delivery Board.

Key partners (including the Unitaries and Districts) have been informed of the developing proposals and this will continue along with the opportunity to become involved as part of a later phase, if approval to proceed is given.

# Integrated Strategic Business Case Workstreams – Progress Update

## Theoretical Model

In October 2011 each workstream group was presented with a theoretical model to guide the development of cross functional and cross organisational opportunities for an integrated support service function.



This model sits alongside the design principles and success criteria and forms the basis of the options developed by the workstream groups.

## Guiding Principles of a Proposed Operating Model

In addition to the high level design principles, the model(s) developed in the strategic business case will also be guided by the following additional principles agreed with workstream leads and Chief Officers. These will be followed where sensible to do so and support the agreed success criteria:

- Senior management and strategic capacity will be shared between the three organisations;
- Professional advice will be delivered through integrated centres of excellence;
- The integrated model will embed strategic capacity, statutory roles and specialist services at the heart of each organisation;
- Business and transaction processing will be integrated into a single centre;
- A single Enterprise Resource Planning (ERP) system will be utilised (most likely SAP);
- There will be standardisation of some corporate service

delivery;

- Self service will be maximised;
- Co-location of staff.

### Workstream Group Findings

In December 2011, each workstream group presented initial proposals to the Programme Delivery Board. This included the presentation of high level operating models for joint working, as well as initial estimates of financial and non-financial costs and benefits.

The specific feedback from the workstreams is summarised below:

- **Finance and Payroll** – A fully integrated model between the three organisations. This includes shared strategic and professional resources and a single transaction service centre. The group also identified opportunities to join up particular functional disciplines (such as transactional Finance / HR delivering a single approach for payroll).
- **Procurement** – A model for the full integration of procurement services utilising a category management approach.
- **Human Resources** – An integrated model sharing strategic, professional and transactional resources, which highlighted the role for HR business partnering to provide organisational and departmental knowledge / understanding.
- **ICT** – A proposed model for closer integration of ICT between HFRS and HCC whilst aligning ICT between the three

organisations (where appropriate) to enable shared working<sup>4</sup>. As part of this, specific opportunities have also been identified across HC-HFRS-HCC and Thames Valley Police.

- **Occupational Health and Wellbeing** – HFRS and HC to develop a single unit from April 2012<sup>5</sup>. The intention is to maintain strategic links between the single unit (HFRS/HC) and HCC and review the position in 18-24 months to consider the long term potential join up.

### Integrated Sub Group Findings

In addition to the individual workstream findings, the integrated sub-group (comprised of the workstream lead for each service area) is working to identify the opportunities and implications of joining up the five functions into a single structure.

In particular, this work has begun to identify the benefits / implications associated with having a single strategic direction, sharing overheads between functions and bringing together the delivery of common service centre activities (e.g. Helpdesks, transaction processing etc).

### Anticipated Benefits and Costs

At this early stage the following benefits have been identified and these will be explored, developed and tested further as part of the strategic business case due to be considered by

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<sup>4</sup> It is noted that the ICT workstream has a key interdependency on the current collaborative working between Thames Valley Police and Hampshire Constabulary.

<sup>5</sup> HCC is well advanced with a tender for an external provider in partnership with a number of other organisations.

governing bodies in April 2012.

- **Quality** – The workstreams identified that each organisation has specialist skills, resources and expertise that can be shared between the three partners. This will promote greater service innovation, deliver process improvements and improve service performance and quality.
- **Resilience** – The workstreams have all identified the benefits of increased organisational capacity which will retain a critical mass of skills and expertise during a period of significant workforce reduction, whilst enabling the opportunity for shared future investment in service delivery.
- **Efficiency** – The models proposed by the workstreams are anticipated to deliver the following financial efficiencies:
  - Savings from shared management;
  - Process improvement through alignment and standardisation;
  - Increased transactional volumes lowering unit costs;
  - Sharing overheads such as utilising single IT systems, sharing buildings etc.
  - Anticipated additional procurement savings through greater buying power and a category management approach to procurement.

There will be costs of change associated with both the implementation and on-going delivery of Joint Working. Work continues to obtain greater clarity of these costs (see consideration of enablers on Page 15) to enable a balanced evaluation of these costs and benefits in the strategic business case.

### Further Work Required

Each workstream has developed a number of detailed opportunities for joint working in accordance with the design principles and theoretical model. The full costs / benefits / implications need to be clarified.

The next steps prior to the April 2012 strategic business case will be to refine options and develop a more detailed operating model that will be evaluated against the three success criteria and agreed design principles.

A key aspect of this evaluation will be the quantification of particular benefits and costs of change and the expected confidence that can be attributed to the indicative savings forecasts. This will be informed by the scrutiny and industry knowledge of the external consultants (Deloitte LLP).

It is recognised that detailed process mapping and business process reengineering will also need to be performed as part of a detailed design phase prior to implementation which would happen after any decision by the governing bodies to proceed.

# Individual Blueprint Workstreams – Progress Update

## Blueprint Summary

The Individual Blueprint Workstreams have been tasked with proposing their own recommended models for joint working that best reflect their services unique features with challenge and feedback from the Programme Delivery Board.

## Individual Blueprint Workstreams' Finding

In December each Individual Blueprint Workstream presented its initial blueprint to the Programme Delivery Board, outlining their option/s for joint working and a recommended option based on a non-financial analysis.

The proposed models for joint working for each of the Individual Blueprint Workstreams are as follows:

- **Learning and Development** – An integrated model for Generic Learning and Development (L&D), with a joint head of Generic L&D. This model could be expanded to develop income generating activities and include Operational/Service Delivery L&D.
- **Transport and Fleet Management** – Consideration of a shared management structure, IT systems, fuel management and transactional services. Options for joint workshop facilities have been identified and will be investigated to inform any future investment decision by any of the organisations in this area.

- **Research and Analysis** – Three separate functions for joint working have been identified:
  - Risk, Incident and Opportunity Research and Analysis
  - Market Research and Surveying
  - Social and Economic Research and Analysis

Within each of these areas there are opportunities for shared systems, products and potentially shared functions, which will be investigated further.

- **Estates and Property Management** – There is already a joint working arrangement in place between HFRS and HCC, whereby HCC Property Services supply services to HFRS. It is recommended that HC and HCC explore opportunities for joint procurement and investigate the potential for joint delivery of Estates and Property Management.
- **Facilities Management** – Opportunities have been identified for joint procurement and joint delivery of some FM functions. Further work will take place to identify the benefits of delivering a broader joint Facilities Management service that may encompass some services currently provided by other business areas within each organisation.
- **Media and Communications** – A joint Media and Communications Service has been proposed. A joint head of service will manage deputies who will provide individual communication services to each organisation. A joint

communications hub with expertise that can be drawn upon by all three organisations.

- **Legal Services** – Models have been identified for a fully and partially amalgamated Legal Service. These options will be dependent on the proposed legal model associated with joint working and relevant advice from the Solicitors Regulation Authority (SRA).

### Anticipated Benefits and Costs

The workstreams have identified the following benefits that will be developed and tested further as part of the strategic business case.

- **Quality** – The workstreams identified that a number of qualitative benefits could be derived by bringing together the specialist skills, resources and expertise that are available individually to each of the partners. This will promote greater service innovation, deliver process improvements and improve service performance.
- **Resilience** – The workstreams have all identified the benefits of increased organisational capacity from increasing the critical mass of services through joint working.
- **Efficiency** – The models proposed across the seven workstreams are anticipated to deliver the following financial efficiencies:
  - Shared management costs;
  - Process improvement through alignment and standardisation within joint teams;

- Sharing overheads such as utilising single IT systems, occupying single buildings etc;
- Additional procurement savings through greater buying power;
- Opportunities for greater income generation using the capacity from joint working to provide services to other partners.

As with the integrated business case, there will also be costs of change associated with the implementation and on-going delivery of the outline blueprint proposals. Work is still ongoing to obtain greater clarity of these costs (see consideration of enablers on Page 14), to enable a balanced evaluation of costs and benefits in the strategic business case

### Further Work Required

Through the completion of each of the Individual Blueprints the proposed options for joint working will be developed further and evaluated against the three success criteria.

The evaluation will include quantifying the specific benefits, costs and risks that have been identified and the degree of confidence that savings can be achieved. The output of the workstreams will be reviewed by the Programme Delivery Board and external consultants prior inclusion in strategic business case.

# Key Enablers – Progress Update

## Enablers

The joint working programme has considered a number of key practical enablers. These will be required to support the implementation and on-going delivery of any joint working arrangement(s).

Relevant costs, benefits, implications and risks associated with enabling joint working will be included within the strategic business case.

## ICT and Information Management

The development of ICT to enable the joint working will be a significant cost of change within the strategic business case.

The work to date has identified three core issues that will need to be overcome:

- Information Security Levels;
- Licensing arrangements;
- User Access / Identity Management.

In addition to these three core issues, there will also be an ICT cost associated with aligning business processes and consolidation of IT applications into single systems used by the three organisations. The strategic business case will assess whether these costs will be offset by a more streamlined

approach to single IT system use whilst avoiding other known future IT investment and costs.

## HR Processes

The HR enabling group have summarised the key HR risks, processes, costs and timelines that will need to be considered within the strategic business case. This includes consideration of:

- Pay / Terms and Conditions equalisation;
- Job evaluation risks;
- Restructuring timelines;
- Staff consultation and engagement;
- Staff change management;
- People / Equality Impact Assessments.

## Financial Baseline and Cost/Benefit/Liability Apportionment

An initial financial baseline for all of the service areas has been completed, which excludes efficiencies already identified as part of each organisation's efficiency programme in order to avoid the double counting of savings. This will provide a consistent foundation for the development of options and tracking costs / savings from any proposals.

A cost / benefit / liability apportionment model is being developed, based on apportionment against baseline costs. Subject to the development of models this will be utilised to apportion the costs and benefits of change included within the strategic business case. The model will be presented for specific approval in April as part of the strategic business case.

### **Legal Models**

A number of legal models have been presented to the Programme Delivery Board, which can legally enable joint working between the three organisations.

There are two preferred models that meet the guiding principles and success criteria:

- A Contractual Partnership Model – parties work together without creating a separate legal entity but with binding contractual arrangements and a management committee;
- A Teckal Company – A separately formed legal entity owned and controlled by the three organisations.

At this stage it is anticipated that the Contractual Partnership Model is seen to have the highest benefits in terms of fit, freedoms and cost but further work is continuing in this area.

### **Estates**

Any integration of support functions will require an appropriate estates solution. This may involve a significant cost of change associated with finding appropriate premises. It should be noted that these estates solutions may also present additional opportunities for each organisation to rationalise their current estate through co-location.

Work has commenced to consider each organisation's estates strategy to see how the preferred models, proposed by the integrated strategic business case workstreams and the blueprints, can be appropriately accommodated.

### **Communications and Change Management**

A draft communications and engagement strategy has been drafted along with a stakeholder analysis. This will be developed by the programme delivery board as the programme progresses.

# Conclusions and Next Steps

## Conclusions

This report sets out an interim update for the governing bodies of Hampshire Fire and Rescue Service (HFRS), Hampshire Constabulary (HC) and Hampshire County Council (HCC) in relation to the strategic business case being developed for *Joint Working in Hampshire*.

Governing Members are asked to note the direction of travel in the development of the strategic business case, which is due to be presented for a decision in April 2012.

The report describes a programme of work which has engaged with professional service area leads from across the three organisations to identify opportunities for joint working in accordance with a series of design principles and success criteria.

Work is ongoing to assess the viability of a single integrated operating model for the five integrated areas, alongside a number of additional opportunities associated with other business areas.

It also identifies a number of key practical enablers that must be in place to deliver joint working and summarises the work that is currently ongoing to reflect the costs, benefits, implications and risks associated with these for inclusion within the strategic

business case.

## Next Steps for April 2012

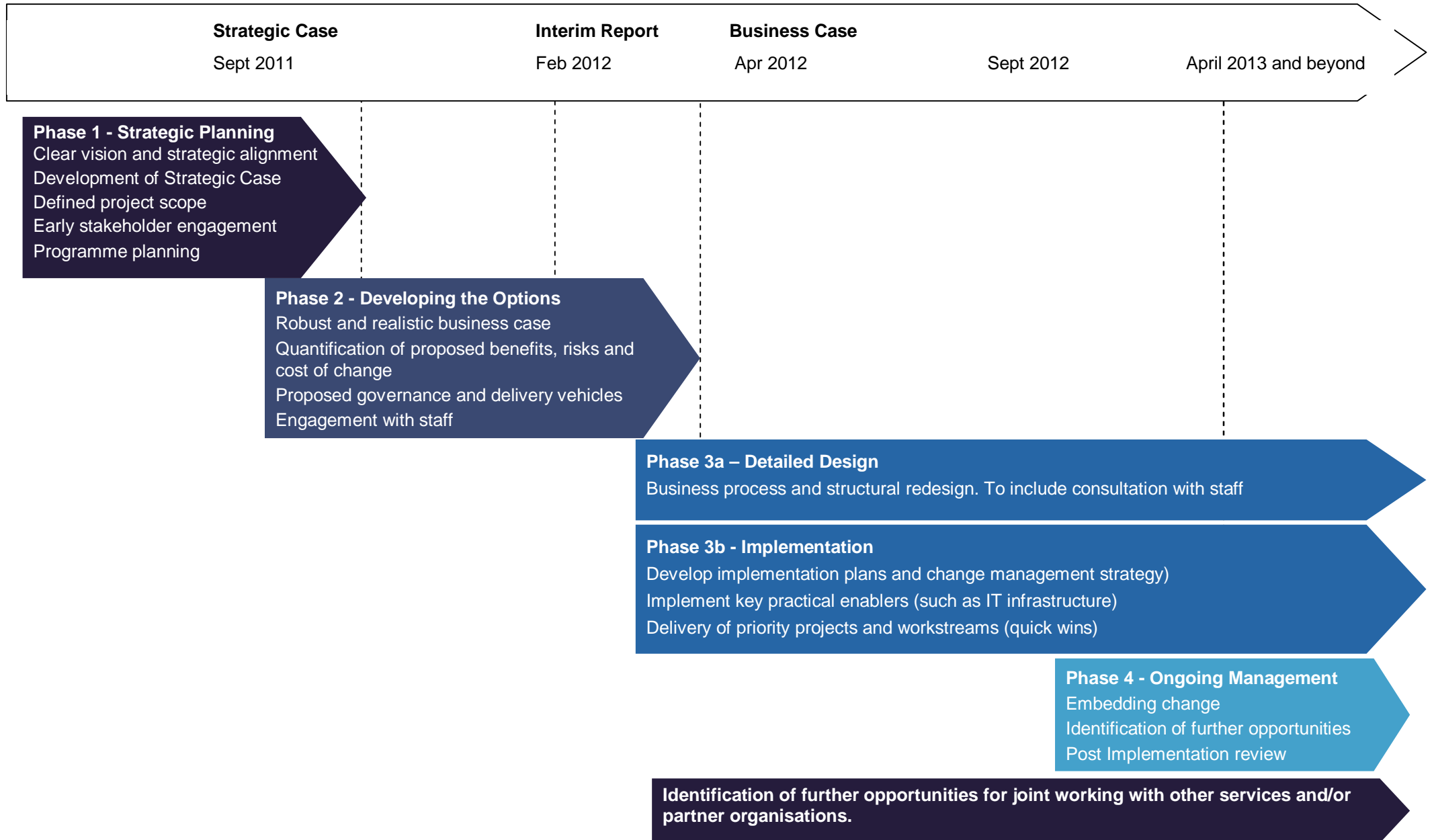
A practical analysis of the tangible benefits vs. costs and risks is the next critical stage of work. The strategic business case should cover the following areas:

- Final development of a proposed operating model(s);
- Provide an evaluation of the costs and benefits of the propose operating model(s) based on the agreed success criteria;
- The costs, benefits, implications and risks associated with the key enablers.

# Appendix A: Success Criteria and Design Principles

Improved Service Performance and Quality	Organisational Resilience and Future Capacity	Efficiencies and Cost Reduction
<p>The future model will:</p> <ul style="list-style-type: none"> <li>• Modernise and improve the quality of support services;</li> <li>• Improve the customer journey/ experience;</li> <li>• Make best use of technology and deliver process improvement;</li> <li>• Remain committed to innovation and continuous improvement;</li> <li>• Enable each organisation to focus on front line operational service delivery and meet organisational visions and objectives;</li> <li>• Improve outcomes for communities across Hampshire.</li> </ul>	<p>The future model will:</p> <ul style="list-style-type: none"> <li>• Attract the best people and retain core capacity of skills, quality and expertise;</li> <li>• Demonstrate the resilience, flexibility and agility to respond to changing organisational requirements and priorities over time;</li> <li>• Position services for expansion with other organisations.</li> </ul>	<p>The future model will:</p> <ul style="list-style-type: none"> <li>• Reduce the cost of support function operation whilst retaining appropriate levels of performance, risk management and control;</li> <li>• Realise cross organisational savings through sharing of best practice;</li> <li>• Deliver procurement savings through influencing the supply chain, maximising links with current procurement frameworks and generating greater buying power with shared suppliers;</li> <li>• Generate additional income streams through business development and expansion.</li> </ul>
<p><b>Design Principles</b></p> <ul style="list-style-type: none"> <li>○ Creation of a single entity to provide integrated corporate services across the three organisations.</li> <li>○ Retain organisational identity.</li> <li>○ Simplicity of design and implementation.</li> <li>○ Joint direction, governance, control, senior management and co-ownership.</li> <li>○ Scalability and the opportunity to attract additional core partners or deliver services for other organisations.</li> </ul>		

# Appendix B: Timelines and Programme Plan



# Appendix C: Risk Mitigation

## Risk Log of the Programme

A risk log is maintained and reviewed by the Programme Delivery Board and reported to Chief Officers on a monthly basis, to note and sign off a proposed mitigating action and/or offer additional comment.

Risks are rated as high, medium and low based on an assessment of their probability and impact. All high risks are detailed below:

Risk No.	Description of Risk: Event, Consequence & Impact	Risk category	Date identified	Response	Countermeasure(s)	Likelihood (1-5)	Consequence (Impact) (1-5)	Hazard rating (L x C)	Increasing risk?	Risk owner	Status
2	<b>Overall Slippage on Agreed Timescales</b> - Given the complex nature of the programme and the challenging timeframes, there is a risk that the business case and blueprints lack sufficient detail to satisfy a governing body decision in April 2012. This also includes a risk that sufficient time has not been built into the programme to engage with staff on final proposals prior to governing body decision.	Partners / Other Forces	10-Nov-11	Reduce	No significant slippage has been identified at this stage. Clear expectations of the work required and the key milestones for delivery have been set with all work stream leads through the TOR's for each business area. Issues of slippage or insufficient work stream detail will be monitored and addressed at the key milestone dates as set out in the terms of reference. The communications strategy will also prepare a detailed timeline for staff engagement and feedback prior to a governing body decision.	4	4	16	No Change	CW	Open
4	<b>Engagement of key strategic Partners</b> - There is a risk that the programme of work fails to communicate with key strategic partners (e.g. TVP, schools, Districts, Unitaries, neighbouring	Partners / Other Forces	10-Nov-11	Reduce	Work has been performed to identify all key strategic stakeholders and agree an approach for managing these key relationships as the work progresses.	4	4	16	No Change	CW	Open

	constabularies, fire services and Counties) and therefore compromises existing business relationships.										
5	<b>Limitation of scope and deviation from terms of reference</b> - There is a risk that findings of work stream leads results in limited options proposed that do not identify all opportunities for joint working and do not meet the design principles, success criteria and theoretical vision agreed by Chief Officers.	Partners / Other Forces	10-Nov-11	Reduce	Update meetings with IBC work stream groups will continue to reiterate the outputs required from the Terms of Reference and the endorsement by Chief Officers. Independent option development will also be performed by the project team (based on best practice research) and independent consultants will provide critical challenge.	4	4	16	No Change	CW	Open
19	<b>Service Delivery Impact (during project)</b> - service performance and quality must be retained during the delivery and implementation of the project. This is a risk given the significant organisational changes that are already underway as part of each organisations efficiency programmes and corporate services reviews.	Partners / Other Forces	11-Nov-11	Accept	The impact of the demands placed on all service leads as a direct result of this programme of work is recognised. Any impact on the ability of service leads to respond to the programme requirements or any adverse impact on service delivery performance as a result of any proposed change will be reported to the Programme Delivery Board at the earliest opportunity.	4	4	16	Increasing Risk	CW	Open