

Hampshire Fire and Rescue Authority

Finance and General Purposes Committee

Item 10

23 October 2012

Joint Working in Hampshire – Programme Update

Report by the Chief Officer

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1 Summary

- 1.1 At the HFRA Finance and General Purposes Committee meeting of 27 April 2012, Members agreed to support the Strategic Integrated Business Case (SIBC) and Individual Blueprint Proposals (IBP) reports from the 'Joint Working in Hampshire' project. The recommendations of the Finance and General Purposes Committee were subsequently accepted by HFRA on 6 June 2012 and it was agreed that a highlight report would be presented to each Finance and General Purposes Committee meeting to update members on progress.
- 1.2 This report presents the current progress on the workstreams within the Strategic Integrated Business Case (SIBC) and Individual Blueprint Proposals (IBP) reports . It also provides an update on the work within the enabler areas (Legal, HR, ICT and Estates).

2 Recommendation

- 2.1 The Committee notes the progress to date of the Joint Working in Hampshire project.

3 Joint Working in Hampshire – Project Progress

- 3.1 Appendix A provides the highlight report in the template agreed with the Finance and General Purposes Committee in July 2012.

4 Supporting our corporate aims and objectives

- 4.1 The financial pressures on the Service require a reduction of costs in many 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 greater savings in areas that more directly affect the frontline services.

5 Risk analysis

- 5.1 The project risks are managed through the Programme Delivery Board and a Programme Risk Log is maintained. There are no risks to highlight to Members at this time.

6 People Impact Assessment (PIA)

- 6.1 The project has carried out an over-arching assessment for this work. HFRS has developed a programme level PIA. Each workstream is completing its own PIA for the specific areas of collaboration as the detailed design and implementation phases are carried out. Any specific equality impacts will be identified and any adverse impact on specific groups will be considered and addressed. This will support compatibility with the provisions of the equality and human rights legislation.

7 Resource implications

- 7.1 There are no additional resource requirements beyond those agreed at the Finance and General Purposes Committee meeting of 27 April 2012.

8 Consultation

- 8.1 The members of teams are directly involved in developing the proposals for their respective areas. Where there is planned change to working arrangements specific consultation is carried out with team members and others who may be affected.

9 Conclusion

- 9.1 This report sets out the progress to date on the Joint Working in Hampshire Programme. The programme structure is established and work is commencing on the planning and mobilisation phase of the project.
- 9.2 The Joint Working in Hampshire project will develop shared support services for HFRS, Hampshire County Council and Hampshire Constabulary. The work will progress over the next two to three years and will play an important role in improving the quality of support services through innovation, our resilience through greater access to resources and also providing efficiencies in our business processes and transactions.

10 Background papers

- 10.1 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:

None

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



Joint Working in Hampshire
Highlight Report – September 2012

Appendix A

Programme Summary

Programme Area	Headline
Overall Project Status	<p>Overall, the Joint Working in Hampshire programme is on track and progressing well. Effective cross-organisation workstream, enablement and project management teams have been formed and are working well together to develop and deliver practical and pragmatic solutions for all three partners.</p> <p>Focus to date has been predominately centred around the four early adopters (Professional Finance, Procurement, Estates and Occupational Health). However as we move into a period of detailed planning and implementation the focus on the programme management team will expand to encompass our longer range objectives.</p> <p>No significant issues have been identified as yet and an active approach is being taken to strategic risk management over the entire programme.</p>
Early Adopters	<p>Gateway review documents were submitted by the Professional Finance, Procurement, Estates and Occupational Health workstreams for review by the Programme Delivery Board on 29 August 2012. These included the proposed interim arrangements, savings and benefits for approval before further consideration by the three Chief Officers and possibly the Police and Crime Commissioner (with the exception of Occupational Health). These workstreams are all planned for implementation before or on 1 April 2013.</p>
Blueprints	<p><u>Facilities Management (FM)</u></p> <p>The Project Initiation Document (PID) is agreed and progress against the PID is on target. The advertisement for a new Head of FM for HCC that would also seek opportunities for joint working attracted a number of applications but the joint interviewing panel did not make an appointment. The post has been re-advertised externally with a closing date of 3 September. Interviews will be completed by 11 October 2012. A priority for the new post holder will be exploring possible joint working arrangements between the three organisations and development of the shared management for certain services.</p>



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	<p>Work is also underway to consider the joint courier service and bulk storage. An additional strand of work is being developed to consider the possibility of a merger between HCC and HC bulk printing services.</p> <p><u>Learning and Development (L&D)</u></p> <p>The PID is agreed and progress against the PID is on target. There are a number of ICT considerations relating to this workstream and there have been early discussions with HCC ICT leads to consider options. The development of a Course Administration System (CAS) by HCC should provide a common platform that will assist the integration without being too costly or complicated.</p> <p><u>Transport and Fleet Management</u></p> <p>No PID was required for this workstream and the focus remains on on-going liaison between the three organisations. A highlight report is being developed for the Programme Delivery Board in September.</p> <p><u>Research and Analysis (R&A)</u></p> <p>The PID is agreed and progress against the PID is on target. There have been some early savings achieved from the joint procurement of system licences for the three organisations. Work is underway to scope out the options, requirements and costs of developing a single graphical information system.</p> <p><u>Media and Communications</u></p> <p>The PID is agreed and progress against the PID is on target. Discussions are progressing to develop the design of the integrated studio function.</p>
<p>Business Transactions</p>	<p>An Integrated Business Centre (IBC) is being developed to handle all transactional work from HCC, HFRS and HC. Initially this will be focussed on finance, procurement and HR transactions. Work is underway to start designing and agreeing the processes that will be used and HFRS personnel have contributed to high level design workshops over the summer period for all areas being considered. Work will continue through October and November to complete the detailed design phase of the work and we will have representatives at every workshop relating to processes we use.</p> <p>There is no date set for our transactional services to move into the IBC as there is significant work to be completed to develop the systems, test them and establish a premises for the IBC. We do anticipate that this work should be completed by April 2014 and this is a nominal date by which we could be working within the new</p>



	arrangement.
Enablers	<p>The core enablers (Legal, HR, Finance, Estates, ICT) have been working well in support of the workstreams despite some teething issues that have now been addressed by the Programme Management Office.</p> <p>It has been decided that a monthly meeting will be held between all enablers and all workstreams in order to facilitate increased communication, in particular between the enablers. This will result in a) increased identification of pragmatic, universal solutions; and b) enhanced capability to troubleshoot and avoid bottlenecks.</p> <p>Consideration is currently being given to the following questions:</p> <ul style="list-style-type: none"> • Should the HR enabler take responsibility for the people component of the change programme? • Should a communications enabler be formed under the leadership of Helen Gregory to ensure consistency of messages across all partners and workstreams? • Should an interim enabler be formed to address Equalities Impact Assessment requirements across all workstreams and organisations?
Programme Communications	<p>The communications plan for phase two of the programme has been signed off by Programme Delivery Board and accompanying action plan is being developed.</p> <p>A list of all communications and engagement activity to date is currently being compiled to demonstrate the volume and range of activity.</p>
Programme Risk Management	<p>An enhanced risk approach has been adopted to enable more proactive management of the strategic programme risks and a greater understanding as to how specific risks may apply differently (in terms of impact and likelihood) on the three organisations. As part of this, a risk register and management tool has been established, and provisional organisational scoring undertaken for consideration by the Programme Delivery Board. Future highlight reports will include information on the most significant and/ or noteworthy risks.</p>