

**Hampshire Fire and Rescue Authority**

**Finance and General Purposes Committee**

**Item 10**

**31 July 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 (F+GP) Committee were subsequently accepted by HFRA on 6 June 2012.
- 1.2 Hampshire County Council (HCC) and Hampshire Police Authority (HPA) have also agreed to the proposals and work is now underway to develop the joint working arrangements between Hampshire Fire and Rescue Service (HFRS), Hampshire County Council (HCC) and Hampshire Constabulary (HC).
- 1.3 This report presents an update to the F+GP Committee on the establishment of the Programme Delivery Board (PDB) and associated programme structure, and the proposed HFRS project resources required to support the Joint Working in Hampshire project. It is intended to establish a Stakeholder Advisory Group and requests the nomination of a Member from F+GP to represent the committee on this group.

**2 Recommendation**

- 2.1 The Committee notes the progress to date of the Joint Working in Hampshire project.
- 2.2 The Committee nominates one Member to sit on the Joint Working Stakeholder Advisory Group.

**3 Introduction and background**

- 3.1 Following the outcomes of the Comprehensive Spending Review in 2010, Hampshire Fire and Rescue Service (HFRS) faces a significant financial pressure

requiring in the region of £9m worth of savings from across the service over the 4 years to March 2015. Beyond this it appears the financial pressure of public spending will continue at the same intensity.

- 3.2 The service has worked with Hampshire County Council (HCC) and Hampshire Constabulary (HC) to identify opportunities to collaborate to deliver support services in a more effective and efficient manner. The services identified are Occupational Health, Human Resources, Finance & Payroll, Procurement, Transport, Estates, Facilities Management, Media & Communications, Training (non operational), Research and Analysis, Legal and ICT. This work has also proposed a new model for delivery of shared services for the three organisations in the future.
- 3.3 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 F+GP Committee were subsequently considered and accepted by HFRA on 6 June 2012.
- 3.4 Hampshire County Council Cabinet approved the SIBC on 30 April and the Hampshire Police Authority approved the SIBC on 12<sup>th</sup> June. With agreement from all three authorities for both the SIBC and IBP reports, the work will now proceed as detailed with the exclusion of Legal Services as this was not agreed by the HPA.

#### **4 Joint Working in Hampshire – Programme structure**

- 4.1 Given the size and scope of this work, a formal programme of work has been established by the three organisations. Appendix A presents the 'Joint Working in Hampshire – Programme Structure' and identifies the main responsibilities, work streams and programme/project managers.
- 4.2 The structure is aligned to the individual organisational change programmes within the three organisations. For HFRS the work of the Joint Working programme will align with the Staff Review process which is removing 15% of staff from the Service as part of our efficiency plan, and also the FireWatch programme which is introducing an integrated IT solution to support various areas of the organisation.

#### **5 Planning and mobilisation phase**

- 5.1 The initial phase of the work within the SIBC is focussed on planning and mobilisation of the project and associated resources. This is being undertaken between June and September 2012 and includes the following areas:
  - Agree Governance arrangements
  - Programme design and establish programme resources
  - Finalise the scope of services
  - Detailed phasing and sequencing of workstreams
  - Enabler (ICT, estates, legal, HR, finance) development and phasing
  - Determine performance targets and baselines
  - Develop shared funding opportunities.

The details of these areas are being developed by the members of the project and further information will be shared with the Service and Members as it is available.

## **6 HFRS Project Support**

- 6.1 The support for developing this work has so far been provided within existing officer capacity. The approval of the SIBC and IBP requires establishment of a HFRS dedicated team of people to support the detailed design and implementation phase of the project. Currently it is estimated that the following resources would be required for Year 1 and part of Year 2 of the project

1 x Area Manager  
1 x Project Manager  
1 x Project Support Officer/Administrator  
1 x HR Officer (not full time and required to support specific phases of the project).

The costs of these resources were included in the report to F+GP in April 2012. It was agreed that the investment cost of this programme would be met from the improvement and sustainability reserve.

- 6.2 There will also be a need for the teams identified within the SIBC and IBP to be involved in the design and implementation of any future joint working proposal. This may also require additional resource to be provided to support current work whilst developing the new working arrangements.

## **7 HFRS Stakeholder Advisory Group**

- 7.1 The service has worked hard over recent years to develop a culture of engagement and inclusion when developing and managing large organisational change (Efficient and Flexible Crewing Project, Staff Review etc). This programme of work presents one of the most significant organisational change challenges that HFRS has faced and to maintain our practice of engagement it intended to establish a Joint Working Stakeholder Advisory Group (JWSAG).
- 7.2 The draft terms of reference for the JWSAG are attached as Appendix B. Members will note that it is proposed that a member of the F+GP Committee is nominated to sit on the JWSAG. It is requested that the F+GP Committee nominate one Member for this role. This will provide a Member perspective on the project and provide a link between the project and the committee.

## **8 Joint Working in Hampshire – Project Progress**

- 8.1 Appendix C provides a template of the Joint Working in Hampshire Project highlight report. This template will be completed and attached to future reports to the F+GP Committee to advise Members on progress and issues with the programme and individual work streams. As the programme has only just been initiated, the first highlight report will be provided at the F+GP meeting in October 2012. There will be a report to the HFRS Governance Committee in September 2012 on the proposed

governance arrangements for the new organisation providing support services.

## **9 Supporting our corporate aims and objectives**

- 9.1 The financial pressures on the service requires 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.

## **10 Risk analysis**

- 10.1 Failure to reduce the Authority's budget creates a significant risk 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.
- 10.2 The development of shared services has the potential to provide considerable rewards and benefits for those involved, however, a number of shared service ventures have failed to deliver the expected benefits. A project of this size and complexity creates a number of risks that require careful management. These include: clarity on business processes; maintaining current services whilst developing the new working arrangement; loss of staff/expertise through reorganisation; underestimation of costs; challenges to our organisational cultures and relationships; impacts on our organisational brand.
- 10.3 Each of these risks must be recognised and managed to ensure that the project has the greatest opportunity of success. To support successful implementation the following factors are being addressed: executive sponsorship and commitment; a clear long term vision; appointment of a dedicated programme team, legal advice; regular staff engagement; realistic project timescales.

## **11 People Impact Assessment (PIA)**

- 11.1 The project has carried out an over arching assessment for this work. HFRS has developed a high level PIA which will be developed further, and in more detail, 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.

## **12 Resource implications**

- 12.1 There are no additional resource requirements beyond those agreed at the F+GP meeting of 27<sup>th</sup> April 2012.

## **13 Consultation**

- 13.1 The Programme Delivery Board recognises the value and importance of engaging staff in this programme of work. Staff will be invited to participate in the detailed design phase of the programme for their specific area. Where there are formal proposals to change peoples working arrangements, terms and conditions of service etc, any affected staff and their representative bodies will be consulted in accordance with HFRS policies and their statutory rights.
- 13.2 Whilst the internal (HFRS) programme governance arrangements have yet to be finalised, it will include establishment of an advisory group made up of key stakeholders within the service. This group will benefit from the inclusion of a Member of the Fire Authority to provide a political dimension to the programme and provide representation for the Fire Authority.

## **14 Conclusion**

- 14.1 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.
- 14.2 The Joint working in Hampshire project will develop shared support services for HFRS, HCC and HC. 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.

## **15 Background papers**

- 15.1 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:

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