

## **Hampshire Fire and Rescue Authority**

**Standards and Governance Committee**

**Item 10**

**30 November 2012**

**Joint Working in Hampshire – Interim Governance Arrangements**

**Report by the Chief Officer**

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### **1 Summary**

- 1.1 The Joint Working In Hampshire programme is intended to draw together a range of support services for three organisations: Hampshire Fire and Rescue Service (HFRS), Hampshire Constabulary (HC) and Hampshire County Council (HCC). The services will be governed by the three organisations together. Some interim changes are being made in April 2013 with the major permanent changes taking effect in April 2014.
- 1.2 At the HFRA Finance and General Purposes Committee meeting of 27 April 2012, Members agreed to support the Joint Working in Hampshire programme. The recommendations of the Finance and General Purposes Committee were subsequently accepted by HFRA on 6 June 2012 and it was agreed that the Governance Committee would receive a report on the governance arrangements for the future joint working arrangements.
- 1.3 This report presents an update on the governance arrangements for the future joint working arrangements and provides details of the interim governance arrangements proposed for the areas of Finance, Procurement and Estates and Property Management.

### **2 Recommendation**

- 2.1 That the Committee notes the proposed interim governance arrangements for Joint Working in Hampshire programme.

### **3 Joint Working in Hampshire – Interim Governance Arrangements**

- 3.1 The Joint Working in Hampshire programme is intended to draw together a range of support services for three organisations: HFRS, HC and HCC. Considerable work has been undertaken to explore the opportunities for joint working. The benefits identified are: improved quality, increased resilience and increased efficiencies. The

services will be provided by a single organisation.

- 3.2 At the HFRA Finance and General Purposes Committee meeting of 27 April 2012, Members agreed to support the Joint Working in Hampshire programme. The recommendations of the Finance and General Purposes Committee were subsequently accepted by HFRA on 6 June 2012 and it was agreed that the Standards and Governance Committee would receive a report on the governance arrangements for the future joint working arrangements.
- 3.3 Following the agreement of each organisation to proceed to implementation, more detailed work has been undertaken to design the arrangements including the way in which the programme will be governed. The final governance arrangements have not been agreed but work has been undertaken by the respective legal advisors to shape the interim governance model which is described below. The final governance arrangements are likely to be based around the interim model.
- 3.4 Following a detailed examination of a number of potential legal models, the proposal from the legal advisors is that the legal model will be an “unincorporated contractual partnership”. This means that no separate legal entity to the three partner organisations will be created. However it will be recognisably separate from any of the 3 partner organisations.
- 3.5 Work has been underway to develop interim working arrangements for the areas of Finance, Procurement and Estates/Property Services (known collectively as the ‘early adopters’). The proposals below relate to governance for the early adopters and are likely to be very similar to the final model.
- 3.6 The Partnership Agreement will be developed and broadly structured in the following way:
  - Main Part – containing principles governing the overall partnership (i.e. governance arrangements, high level principles for apportionment of costs/liabilities, data sharing etc), and entry of different services into the partnership structure.
  - Service Area Accession Agreements – containing the service specific, detailed information for each service area – i.e. how the services will be delivered, by whom, how performance will be monitored, the budget and other financial arrangements and decision making processes etc.

The agreement will be structured so that service areas can be added, as and when those services are ready to join the interim structure.

- 3.7 The Partnership Agreement will specify the roles/responsibilities for a number of key groups and individuals. These are as follows:
  - The three Chief Officers - to provide strategic direction to the interim partnership, ensuring that each partner delivers its obligations and to provide a

link back to the partner organisations.

- The Lead Officer - the Director of Shared Services, will provide overall operational direction and control, reporting directly to the Chief Officers.
- The Joint Working Partnership Board, with representatives from the three organisations, will be responsible for business planning, performance and addressing significant matters affecting the joint working arrangements. Any matters that the Board cannot resolve will be referred to the Chief Officers for decision.
- Service Area Lead Managers - will be agreed for each service area as part of the interim arrangements. Each lead manager will establish a management team, comprising the senior managers in the service area from each partner organisation. The role of the service area lead manager and their management teams will be to develop business plans for the service area, report to the Director of Shared Services, and manage the joint working service teams.
- Joint Working Service Teams - will be created from the staff in each partner organisation's service area. These teams will bring the staff from each partner organisation together under an integrated management structure. Although the staff will remain employed by their existing partner organisation for these interim arrangements, they will be brought together under shared management and deliver the services within their service area to all of the partners.

3.8 In October 2012, Counsel opinion confirmed that draft interim partnership agreement meets the requirements of a public/public partnership which avoids procurement requirements that might otherwise apply.

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

4.1 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.

#### **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.
- 8.2 An HFRS stakeholder group has been established which includes a Member of the HFRA.

## **9 Conclusion**

- 9.1 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.
- 9.2 This report presents an update on the work to develop the governance arrangements for the future joint working arrangements and details of the interim governance arrangements proposed for the areas of Finance, Procurement and Estates and Property Management. The interim governance arrangements will need to be put in place by March 2013 to enable the three areas of work to operate within the interim arrangements.

## **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:

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