

Hampshire Fire and Rescue Authority

Standards and Governance Committee

Item 10

5 April 2013

Joint Working Arrangements for Fleet Maintenance

Report by the Chief Officer

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1 Purpose and Summary

- 1.1 This paper describes the governance of the joint working proposals between Hampshire Fire and Rescue Service (HFRS) and Royal Berkshire Fire and Rescue Service (RBFRS) for the provision of fleet maintenance.

2 Recommendation

- 2.1 The Committee is invited to note the governance arrangements detailed in this paper.

3 Introduction

- 3.1 In October 2012 the Authority approved a proposal to enter into a co-operation arrangement between RBFRS and HFRS for the provision of fleet maintenance services.
- 3.2 A project to design and implement these arrangements has been mandated to deliver, by 01 January 2014, a sustainable partnership approach to combined fleet maintenance, which will deliver a recurrent cash saving to RBFRS and a contribution to existing overheads for HFRS

4 Governance of the project

- 4.1 With the agreement of RBFRS to jointly fund the implementation costs, HFRS have appointed a project manager who is working with both Authorities. The appointment commenced in January and is for a period of 18 months.

- 4.2 The project manager co-ordinates a team of officers, drawn from both services, who represent departments such as Human Resources, Finance, Communications, Information Services and Logistics. Through the project manager, this team reports to a project board every 2 months.
- 4.3 The project board consists of the fleet and fleet maintenance managers from both authorities (Senior Suppliers), a HFRS Service Delivery representative (Senior User), a Quality Assurance Manager and the Head of Facilities as the Senior Responsible Officer.
- 4.4 The terms of reference of the project board are:
- To oversee the design and implementation of joint arrangements for fleet maintenance in accordance with programme management methodology.
 - To direct the activities of the Project Team and to receive progress reports throughout the project
 - To monitor the project with particular reference to performance in the following areas:
 - Timetable
 - Cost and budget
 - Quality
 - Risk and issue management
 - To agree communications, engagement and consultation arrangements
 - To take agreed key decisions as the project progresses
 - To secure the necessary authorisations from HFRA and RBFA
 - To authorise expenditure over £10,000 including appointments and variations
 - To ensure the continued, effective operation of Service Delivery for both authorities.
- 4.4 The project board will report biannually to a Joint Management Board which consists of Directors and Senior Managers from both Authorities. This board will continue to meet after the arrangements go live and will monitor the performance of the joint working arrangements.
- 4.6 A detailed organisational structure is appended to this paper

5. Communications strategy

5.1 A joint communications strategy will be developed to:-

- communicate the roles and functions of the new joint working arrangements to HFRS and RBFRS staff, stakeholders, the media and public;
- clarify the reasons for joint working and demonstrate the commitment of both services to its success;
- reassure staff and the public of an uninterrupted service while the new arrangements are implemented;
- engage with local media and keep them fully updated throughout the process;
- use the engagement with the media and the community over the project as a springboard for other positive messages about both Services;

6. Contribution to corporate priorities and objectives

6.1 By adopting joint working arrangements, HFRS will fill spare capacity in the Fleet Maintenance Centre which will result in increased efficiency and an improved level of service. RBFRS will deliver cashable savings on their current outsourced arrangements.

7. Risk analysis

7.1 Risks related to the achievement of project objectives are assessed and managed by the project team and monitored by the project board. A risk register has been developed and will become a key element of project governance as it progresses.

8. People impact assessment

8.1 There will be a number of impacts on the existing staff of both services and the outsourced service provider. While the proposals in this report are considered compatible with the provisions of the equality and human rights legislation, the project team will work closely with HR colleagues to ensure these impacts are identified at an early date and actively reviewed.

9. Environmental and Sustainability impact assessment

9.1 The joint working arrangements will offer opportunities for both authorities to reduce their carbon footprint. The use of a common fleet management

system with enhanced logistics support will drive efficiency and carbon reduction.

10. Resource implications

10.1 Additional resources will be required from both services and these have been identified in the project plan. They will be jointly funded in both the implementation period and the on-going delivery of the service.

10.2 Resources will be provided and shared by both authorities with the costs being apportioned in accordance with the approved business model

11. Consultation

11.1 Stakeholders have been and will continue to be consulted throughout the life of the project to ensure that it satisfies their needs in the short and longer term. This will be monitored by the Joint Management Board after the arrangements go live.

12. Conclusion

12.1 These governance arrangements have been adopted by both authorities and will strengthen the partnership with RBFRS, which in turn may lead to further opportunities for collaboration, producing longer term benefits.

13. Background papers

Background information (Section 100D of Local Government Act 1972)

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:

- Report to F&GP dated 07 September 2012
- Project Mandate dated 14 January 2013
- Project Board Terms of Reference dated 20 January 2013

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