

Hampshire Fire and Rescue Authority

Finance and General Purposes Committee

Item: 14

24 July 2013

Joint Working in Hampshire – Programme update

Report by the Chief Officer

Contact: John Beckerleg john.beckerleg@hantsfire.gov.uk
Iain Hardcastle iain.hardcastle@hantsfire.gov.uk

1 Summary

- 1.1 At the HFRA Finance and General Purposes Committee meeting of 27 April 2012, Members agreed to support proposals from the Joint Working in Hampshire project to implement a range of shared services. These proposals were designed to improve quality, increase resilience and achieve efficiencies.
- 1.2 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.
- 1.3 This report presents the current progress on the various workstreams.

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 An update on each of the work streams within the project is given in the section below.

Interim arrangements – Procurement, Finance, Estates

- 3.2 The interim working arrangements for Procurement, Finance and Estates commenced in April 2013.
- 3.3 The Chief Officer, Chief Constable and Chief Executive met with the interim lead managers for each service and approved the final arrangements for the interim phase. A summary of what this means for each of these services is provided below:

Procurement

- 3.4 On 2 April 2013, Hampshire Constabulary (HC) and Hampshire Fire and Rescue Service's (HFRS) procurement teams moved to Bar End and Three Minsters House in Winchester, to create a joint Procurement Service led by Shaun Le Picq, who will report to the interim lead manager, Neil Jones. Work continues to identify savings and improvements during this interim period.

Property Services

- 3.5 A single structure for Property Services across the three organisations went live on 8 April 2013, which included the relocation of HC's Corporate Estates team to Castle Avenue, Winchester. HFRS Property Services staff have not relocated at this time. The combined team will deliver Estates and Property Services to HC, HFRS and HCC, led by the interim lead manager, Steve Clow. The next phase will seek to align policies and processes, combine ICT systems and produce a proposed, final structure.

Finance

- 3.6 On 2 April 2013, HC, HFRS and HCC's Finance teams came together to deliver a joint service for all three organisations, led by the interim lead manager Rob Carr. A dedicated HC/HFRS finance unit is being created, containing existing staff from the two organisations. During this phase the Finance staff will remain at their current work bases. It is anticipated that the next phase will include a single ICT system, fully integrated processes and the possible co-location of all teams.

Integrated Business Centre (IBC)

Process design

- 3.7 The IBC will handle a range of routine transactions (e.g. invoice payments). Development of the IBC continues to progress well, with the design of the business processes that will be delivered by the IBC completed in March 2013. Process definition documents have been produced for each process that will be delivered within the IBC and agreed by all three organisations. An intensive planning exercise was subsequently undertaken to develop the programme of work needed to deliver the agreed design. This programme of work includes the HR and Finance transactional areas, which are aligned to the IBC.
- 3.8 The programme is in a significant phase of 'building and testing' the designs. Work programmes, specific to each partner, have been developed by Deloitte, which will result in a phased implementation of the IBC. This is planned for 2014, with HFRS proposed to 'go live' in summer 2014. HCC will 'go live' in April 2014 and HC in Autumn 2014. During June and July 2013, each organisation has been briefing their staff on their work programme, next steps and timescales. This is a highly complex programme of work that will change how the Service carries out day-to-day processes, making them more efficient and easier for employees to use, through increasing the use of self-service.

Developing the culture of the IBC

- 3.9 Deloitte ran a series of workshops with senior managers, service providers and service users at the beginning of 2013, to consider the approach to developing the culture and ethos of the IBC. This work is building on the vision set out within the agreed business case and the three Chiefs received the first report from the workshops identifying the cultural attributes required for the new joint partnership and customers of the future joint working arrangements in March 2013. A cross-organisational group has been established to take this forward. The group met for the first time in June 2013, to consider the outcomes of the work to date and start developing proposals to help shape and embed the future culture and launch the Joint Working partnership to staff.

Early co-location of staff to Winchester in September 2013

- 3.10 The location for the IBC has been agreed as the Elizabeth II East building owned by HCC in Winchester. Under the plans for the Joint IBC proposal, it was originally anticipated that if approved, HFRS and HC staff would move to Elizabeth II East at some point in 2014, upon the launch of the IBC. However, Hampshire Constabulary experienced problems with the building at the new Southampton Central Police Station, which means that staff in the building need to move out to allow for repair work to take place and also to meet the fire risk assessment. It made sense for them to consider moving to Elizabeth II East earlier than planned and we have considered whether it would work best for HFRS staff to also move in September 2013.
- 3.11 A 30 day consultation with the employees affected ended on 6 June 2013 and the HFRS Director of HR and Training, has since advised the teams of his decision to relocate the HR Workforce Planning and Support teams in September 2013. This will provide our teams with the opportunity to integrate and build strong working relationships with their colleagues from HC and HCC, as well as influence the systems, culture and working practices for the IBC.

Other support functions

Learning and Development

- 3.12 Under the original proposals for Joint Working in Hampshire, the Service took the decision in Spring 2012 that the Learning and Development function would remain 'out of scope' and would not be considered under the Joint Working Programme. The decision was made, at that time, as the Service was undertaking a review of its L&D provision and did not feel that the proposals put forward were in the best interests of the Service and our employees.
- 3.13 HCC and HC have continued to work on the joint delivery of a generic L&D model, and HFRS is now at a point where we have the opportunity to reconsider whether we would like to join the Joint Working Learning and Development workstream. There have been a number of changes to the Service's learning and development function since the original decision was made, and therefore we are taking this opportunity to reconsider whether it would now be in the best interests of the organisation to bring Learning and Development 'in scope' under Joint Working.

Media and Communications

3.14 Proposals were approved by the Programme Delivery Board in March 2013 for the following functions to be delivered through closer integration, initially delivered within a virtual hub/studio arrangement:

- Graphic design;
- Photography; and
- Multimedia production

3.15 These functions represent specialist products that are currently delivered by HC and HFRS, which lend themselves to successful integration and are a natural progression of existing arrangements between HC and HFRS. Closer integration of the services will improve efficiency and provide the opportunity for HCC to access the service for areas that they currently have to outsource.

Fleet and Transport

3.16 This work stream covers corporate Transport Management within each of the three organisations. A decision was taken early in the Joint Working Programme not to progress the work stream. However, following the decision by Hampshire Constabulary not to occupy Alpha Park, the Programme Delivery Board has asked that this area is reviewed.

3.17 The working group are now reviewing the previous work and looking at options for future collaboration. Including:

- The management of each organisations' fleet of vehicles from purchase to disposal;
- The procurement of vehicles;
- Maintenance of vehicles at in-house workshops;
- Purchase of fuel and the management of in-house fuel bunker sites (all three organisations currently purchase fuel through the same contract);
- Spot purchase of vehicles for hire (HFRS hire vehicles through HCC, the purchase of vehicles for hire is done directly by area managers in HC); and
- Vehicle insurance (which is managed centrally by all three organisations) and the administration of vehicle accident claims.

Facilities Management

3.18 The Partners have been working together to progress potential Joint Working opportunities across the following areas:

- Postal and Fulfilment services;
- Site Services (including Security, Caretaking and Maintenance);
- Winchester Premises support;
- Print Services;
- Courier Services; and
- Meeting rooms.

- 3.19 Each area has been allocated a dedicated lead manager, to progress the work stream.

Research and Analysis

- 3.20 Work continues to investigate the feasibility of a joint Geographical Information System (GIS) between the partners, and improve how we share data and intelligence.

4 Communications

- 4.1 A new website (<http://jointworking.hants.gov.uk/>) was launched in March 2013, to provide a consistent set of information about the Joint Working programme to staff in each of the Partner organisations. The website has been developed using WordPress, is only accessible to staff in HC, HFRS and HC and will replace each organisation's Intranet pages about the programme. The programme team will update the content regularly.

5 Supporting our corporate aims and objectives

- 5.1 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 reducing 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, and improve the resilience of the areas supported by the Joint Working in Hampshire Project.

6 Risk analysis

- 6.1 The project risks are managed through the Programme Delivery Board and a Programme Risk Log is maintained, reviewed and updated on a monthly basis. There are no risks to highlight to Members at this time.

7 People Impact Assessment (PIA)

- 7.1 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.

8 Resource implications

- 8.1 There are no additional resource requirements beyond those agreed at the Finance and General Purposes Committee meeting of 27 April 2012.
- 8.2 An overview of the predicted one off set up costs and the annual cashable savings is included in the table below.

	One off set up costs / (savings) £'000		Annual Cashable costs / (savings) £'000		Return on Investment (payback period)
	Best Case	Worst Case	Best Case	Worst Case	
HFRS Total	393	558	(263)	(127)	2 – 5 years (4 – 7 years)

9 Consultation

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

10 Conclusion

- 10.1 This report sets out the progress to date on the Joint Working in Hampshire Project. The programme structure is established and work is progressing well within a number of the work streams.
- 10.2 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.

11 Background papers

- 11.1 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.