

Hampshire Fire and Rescue Authority

Finance and General Purposes Committee

Item 8

18 January 2013

Joint Working in Hampshire – Programme Update

Report by the Chief Officer

Contact: John Beckerleg john.beckerleg@hantsfire.gov.uk
Mark Rayner mark.rayner@hantsfire.gov.uk

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 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 latest highlight report (November 2012) for the Joint Working in Hampshire Project.
- 3.2 In addition to the work identified within the highlight report, the following areas are brought to the attention of Members:

Integrated Business Centre (IBC)

The location of the IBC has now been agreed and will be in Elizabeth II Court (East), Winchester. Utilising accommodation that is already owned and used by one

of the partners involved in the IBC (the County Council, Hampshire Fire and Rescue Service and Hampshire Constabulary) offers the most cost effective solution for securing a location for the IBC in reasonable timescales . The alternative would have been to acquire a new building at a higher cost and potentially taking years to deliver. In addition, it makes the most of the flexible space Elizabeth II Court has to offer, ensuring that we are fully realising the investment already made in the building. HCC will be working with its staff to manage the required moves and impacts on its departments.

Documenting the processes to be followed by the IBC for the areas of finance, HR and procurement is progressing well. There have been two distinct phases of work, which looked at current processes in all three organisations and compared them best practice:

- High-level design – this initial phase identified the broad processes and the main components that make up each process. These were discussed in working groups to agree what was within the scope of the IBC and to get assess the number, size and design of the processes.
- Detailed design – this has gone to the next level down and involved professionals for each of the areas, discussing the detailed steps of each process and what needs to happen to make them work in practice.

Work is now underway to produce the final version of the processes which will then be considered by the three organisations prior to final sign off. Following this there will be an extensive period of design and development of the future ICT requirements for the IBC.

Developing the culture of the IBC

Deloitte have carried out an initial piece of work to consider an approach to developing the culture and ethos of the IBC. This work is building on the vision set out within the Strategic Integrated Business Case and will deliver three main outcomes – a document that articulates the culture/ethos of the IBC and the approach to achieving this; an internal document for the three organisations that articulates the desired culture, how it will be achieved and how the IBC will play an integral part in the future plans of the three organisations; an external document that will set out the offering of the IBC to external customers.

Identification of leads for 'early adopters'

The interim arrangements for the early adopters (Estates, Procurement and Finance) have been identified, and the next stage is to develop the design for the future joint working arrangements. There is a need to identify suitable managers to lead this work and the HR enabler workstream has carried out a process to consider who within the existing group of managers would be suitable. Following this process interim lead managers have been identified for the three workstreams and the three Chiefs will meet with them to discuss the next phase of work.

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 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.

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 progressing well within a number of the workstreams.
- 9.2 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.

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.

Programme Status Summary

	Early Adopters				Individual Blueprints				Key Enablers						
	Finance	Procurement	Estates & Property	Occ. Health	FM	Media	R&A	L&D	Legal	HR	ICT & Info Governance	Comms	Estates	Finance	
Status this month	G	G	G	G	G	G	G	G	G	G	G	G	G	G	
Status last month	G	A	G	G	G	G	G	G	G	G	G	G	G	G	
RED	Significant problems.				AMBER	Significant problems but containment plan in place.				GREEN	No problems or minor issues only.				
Programme Summary															
<p>The Joint Working Programme continues to progress well. Verbal updates from the workstreams indicate that we are not expecting any significant issues to materialise from engagement/consultation activities, and work is ongoing to analyse and confirm the majority of our financial efficiency savings (from Procurement).</p> <p>Key activities, from a Programme perspective, pending completion in the near future include:</p>															
<ul style="list-style-type: none"> Briefing the Police and Crime Commissioner and seeking his approval; Enabler sessions – Review ToRs, timescales and workstream requirements (December 2012); 								<ul style="list-style-type: none"> Completion of consultation/engagement period for staff affected by changes in April 2013; Arrangements to confirm Lead Manager for interim arrangements 							

Procurement	G	Activities planned for completion this period:	Completed? Y/N	Activities planned for completion during next period:
<u>Workstream Lead</u> Clare Tunnicliffe Kevin Ingram <u>Project Manager</u> Asa Thorpe		<ul style="list-style-type: none"> • Formal consultation with affected staff; • Agreement on reporting dates to the Programme Delivery Board; • Commencement of the end to end review of procurement processes. 	<p style="text-align: center;">Y</p> <p style="text-align: center;">Y</p> <p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> • Authoring of a consultation update for the 11 December 2012 meeting of the Programme Delivery Board; • Development of the financial analysis of spending with Spikes Cavall; • Completion of the new draft procurement processes.
Comments:	<p><u>Progress against planned workstream milestones (ahead/behind)</u></p> <p>The project continues to be on track to meet the Phase One implementation date of 1 April 2013.</p> <p><u>People factors</u></p> <p>Formal consultation with staff has been undertaken; of the responses received, none are perceived to alter the course of the project. These are being dealt with by each organisation's HR team.</p> <p><u>Workstream enablement progress</u></p> <p>To date no issues have been raised which would suggest that the workstream would not meet its deadlines. Support from Hampshire County Council in leading IT issues has been welcomed by the project team; a high degree of reassurance has been provided.</p> <p><u>Benefits realisation expectations (current)</u></p> <p>No change from the original gateway expectations.</p>			

Estates & Property	G	Activities planned for completion this period:	Completed? Y/N	Activities planned for completion during next period:
<u>Workstream Lead</u> Steve Clow <u>Project Manager</u> Alan Jackson	<ul style="list-style-type: none"> • Formal consultation with affected staff; • Agreement on reporting dates to the Programme Delivery Board; 	Y (22/11/12) Y	<ul style="list-style-type: none"> • Analysis and reporting from consultation feedback to Programme Delivery Board on 11 December 2012 • Development and updating of costing model to PDB 9 February 2013. 	
Comments:	<p><u>Progress against planned workstream milestones (ahead/behind)</u></p> <p>The project is on track for implementation of Phase One on 1 April 2013. It is not anticipated that there will be a capacity to co-locate the team prior to that date. A detailed design presentation will be made to the PDB on 20 February 2013.</p> <p><u>People factors</u></p> <p>The 30-day consultation period has just ceased. A number of HR concerns regarding expectations have been raised and are being dealt with by the HR team. The Energy Officer post is currently being reviewed to ensure that all the corporate required environmental and waste management requirements are met. This is not expected to impact on the proposed placement of the energy role within HCC.</p> <p><u>Workstream enablement progress</u></p> <p>Extensive work has been carried out by the ICT enabler to understand the complexities and portability of the HC property management system. Work is now underway to determine the best option for HC Estates, Estates Delivery Programme and the Constabulary to be able to access the data prior to the migration to the new Atrium system in late 2013.</p> <p>The Finance enabler team is working on a formula for cost recovery and it is anticipated progress on this will reported on to the Programme Delivery Board on 9 January 2013.</p> <p><u>Benefits realisation expectations (current)</u></p> <p>No change from the original gateway expectations.</p>			

Occupational Health	G	Activities planned for completion this period:	Completed? Y/N	Activities planned for completion during next period:								
<u>Workstream Lead</u> Caroline Russell <u>Project Manager</u> Giselle Tesch		<ul style="list-style-type: none"> • Occ Health Lead with colleagues from HFRS and HCC to meet and provide input into the first draft of the Phase 2 Project Initiation Document (PID) 	Y	<ul style="list-style-type: none"> • Project Manager to ensure the first draft of the PID is written up. • Enablers to be contacted by Project Manager for input into the PID • Project Manager to meet with Project Lead and finalise the PID 								
Comments:	<p><u>Progress against planned workstream milestones (ahead/behind)</u></p> <p>The PID is on course to be completed by the 4 December 2012 in readiness for the Programme Delivery Board</p> <p><u>People factors</u></p> <p>There are no people factors to consider at this stage.</p> <p><u>Workstream enablement progress</u></p> <p>The Enablers are to be contacted over the coming weeks as the detailed design for Phase 2 becomes apparent.</p> <p><u>Benefits realisation expectations (current)</u></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 20%;">Improved Quality</th> <th style="width: 20%;">Improved Resilience</th> <th style="width: 30%;">Reduced Cost</th> </tr> </thead> <tbody> <tr> <td>Expectations</td> <td> Shared specialist resources will improve the quality of service. Alignment of processes, policy and procedures to ensure consistency across the shared service. </td> <td> There will be access to a larger workforce which will increase resilience. Specialist resources more readily available. </td> <td> Contracts to be reviewed and consolidated, where there are duplications, in order to achieve financial savings. Potential for shared Senior Management. </td> </tr> </tbody> </table>					Improved Quality	Improved Resilience	Reduced Cost	Expectations	Shared specialist resources will improve the quality of service. Alignment of processes, policy and procedures to ensure consistency across the shared service.	There will be access to a larger workforce which will increase resilience. Specialist resources more readily available.	Contracts to be reviewed and consolidated, where there are duplications, in order to achieve financial savings. Potential for shared Senior Management.
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Facilities Management	G	Activities planned for completion this period:	Completed? Y/N	Activities planned for completion during next period:
<u>Workstream Lead</u> Ken Howard <u>Project Manager</u> Mark Rayner		<u>Print Services</u> <ul style="list-style-type: none"> Meetings with HC and HCC print managers to discuss options for future joint working <u>Courier Service</u> <ul style="list-style-type: none"> Completion of HC driver work analysis Decision from HFRS on whether Response Support Assistants need to be considered within courier workstream <u>Bulk Fuel</u> <ul style="list-style-type: none"> Review of existing arrangement for bulk fuel storage on HC/HCC and HFRS premises 	 Y Y Y N	<u>Print Services</u> <ul style="list-style-type: none"> Analysis of HC print capability Development of draft proposal for combining HC and HCC printing teams <u>Courier Service</u> <ul style="list-style-type: none"> Further analysis of 'lifting and shifting' role of HC drivers, workload and frequency required <u>Bulk Fuel</u> <ul style="list-style-type: none"> Collation of bulk fuel facilities to be shared between 3 organisations.

Media & Communications	G	Activities planned for completion this period:	Completed? Y/N	Activities planned for completion during next period:
<u>Workstream Lead</u> Laura Cadd <u>Project Manager</u> Mark Rayner		<ul style="list-style-type: none"> Joint Working management meeting Draft Gateway Review Document for December PDB 	Y Y	<ul style="list-style-type: none"> Commencement of monthly managers meetings Commencement of weekly graphic artists meetings Understanding of ability for Infra to provide online work request solution for HFRS and HCC.

Research & Analysis	G	Activities planned for completion this period:	Completed? Y/N	Activities planned for completion during next period:
<u>Workstream Lead</u> Clare Hayles <u>Project Manager</u> Mark Rayner		<ul style="list-style-type: none"> Quarterly Research and Analysis Joint Working Meeting 2/11/112 Graphical Information System (GIS) workshop for HC to consider benefits/risks of moving onto system currently used by HCC and HFRS 	Y Y	<ul style="list-style-type: none"> Development of business case for single GIS system (over next ¼).

Learning & Development	G	Activities planned for completion this period:	Completed? Y/N	Activities planned for completion during next period:
<u>Workstream Lead</u> Christopher Bishop <u>Project Manager</u> Mark Rayner		<ul style="list-style-type: none"> • Joint Working management meetings • HC/HCC L+D team meeting 	Y Y	<ul style="list-style-type: none"> • Define L&D/Organisation Development (OD) vision/ strategy: • Clarify and agree L&D processes. • Compare L&D activities (e.g. courses) to establish common ground/differences.