

**Hampshire Fire and Rescue Authority**

**Finance and General Purposes Committee**

**Item: 8**

**29 October 2013**

**Joint Working in Hampshire – Programme update**

**Report by the Chief Officer**

Contact: John Beckerleg [John.Beckerleg@hantsfire.gov.uk](mailto:John.Beckerleg@hantsfire.gov.uk)  
Iain Hardcastle [Iain.Hardcastle@hantsfire.gov.uk](mailto:Iain.Hardcastle@hantsfire.gov.uk)

**1 Summary**

- 1.1 At the 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 Hampshire Fire and Rescue Authority (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 and Estates**

- 3.2 The interim working arrangements for Procurement, Finance and Estates commenced in April 2013. The next phase will seek to align policies (where appropriate) and processes, combine ICT systems and produce a proposed, final structure for each of the areas.

**Interim arrangements – Occupational Health and Wellbeing**

- 3.3 Work continues to move towards the implementation of phase two of the occupational health and wellbeing plan, which will bring the current interim

arrangement (between Hampshire Constabulary (HC) and Hampshire Fire and Rescue Service (HFRS)) together with Hampshire County Council (HCC) to form a single Occupational Health and Wellbeing unit. The exact timing of this has yet to be agreed, but is likely to be in spring 2014. Work continues to implement the COHORT IT system and to identify a suitable location for the team to work from in the future. It is possible that an HFRS property will be used.

- 3.4 The model has been developed to enable the delivery of a service which can be differentiated across the needs of each of the three partners and which provides an effective way of costing the existing service. This is based on usage and the different requirements of the partners, whilst retaining the core services across all.

### **Integrated Business Centre (IBC)**

- 3.5 The IBC will handle a range of routine transactions (e.g. invoice payments). Development of the IBC continues to progress well.
- 3.6 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.
- 3.7 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 August 2014. HCC will 'go live' in April 2014 and HC in November 2014. 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.
- 3.8 Many of the services that the IBC will deliver will be accessed by staff through a self-service 'portal'. This will be accessible via a range of technologies (e.g. smartphones and tablet computers). Deloitte have been running sessions with staff to help develop the look and feel as well as the usability of the portal. Staff engagement will continue, to ensure that the portal is user friendly and fit.

### **Early co-location of staff to Winchester**

- 3.9 The HR Workforce Planning and Support teams have now re-located from HFRS HQ in Eastleigh to Elizabeth II Court East in Winchester (HCC premises). 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 influencing the systems, culture and working practices for the IBC.

### **Human Resources**

- 3.10 The Directors and Heads of HR are currently scoping the options for the provision of the future HR function for the partners. This includes:
- Case Work
  - Policy Development
  - Project Support

## **Other support functions**

### Learning and Development

- 3.11 Under the original proposals for Joint Working in Hampshire, the Service took the decision in Spring 2012 that the Learning and Development (L&D) 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.
- 3.12 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 there is the opportunity to reconsider whether to join the Joint Working Learning and Development workstream. There have been a number of changes to the Service's L&D function since the original decision was made. Therefore we are taking this opportunity to reconsider whether it would now be in the best interests of the organisation to bring L&D 'in scope' and, a final decision is expected at the beginning of November 2013.

### Media and Communications

- 3.13 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
- 3.14 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

- 3.15 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.
- 3.16 The working group is now reviewing the previous work and looking at options for future collaboration. Including:
- The management of each organisation's fleet of vehicles from purchase to disposal;
  - 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

- 3.17 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.

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

#### Research and Analysis

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

### **4 Developing the culture of the Partnership**

- 4.1 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 built on the vision set out within the agreed business case, and helped identify the cultural attributes required for the new joint partnership and customers of the future joint working arrangements.

- 4.2 A cross-organisational group was established in June 2013 to take this forward. The group considered the outcomes of the work to date and started to develop proposals to help shape and embed the future culture and launch the Joint Working Partnership to staff.

- 4.3 In October 2013, staff from each of the partners will get together in workshops to progress this work by helping to develop the name and branding of the partnership. The outcomes of these workshops will be reported to the Finance and General Purposes committee in the future.

### **5 Preparing the organisation for change**

- 5.1 The Service will undergo a number of changes in the way that staff will receive support services, compared to the current arrangements, as we move towards the 'go live' dates for the Joint Working in Hampshire programme.

- 5.2 A Business Change Manager has been appointed to the HFRS Joint Working in Hampshire team, to ensure that our Service is well prepared for these future changes. This will include adapting the Service so that we make the very best of

the new ways of working that will be introduced, as well as preparing employees for the changes that will occur, not just through Joint Working, but also in the complimentary changes that will occur in the formation of a single support directorate.

## **6 Communications**

- 6.1 The Partners continue to use the shared website (<http://jointworking.hants.gov.uk/>). This helps 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 HCC and will replace each organisation's Intranet pages about the programme. The programme team will update the content regularly.
- 6.2 Regular briefings are being held for employees that are directly affected by the Joint Working in Hampshire programme and the wider organisation to ensure they are updated on progress and decisions as they are made. Our policy remains one of being open with staff within the Service and to give them as much information as we reasonably can as soon as it becomes available.

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

- 7.1 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. Critically for HFRS, this will help improve the resilience of the areas supported by the Joint Working in Hampshire programme.

## **8 Risk analysis**

- 8.1 The programme 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.

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

- 9.1 The programme 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.

## **10 Resource implications**

- 10.1 There are no additional resource requirements beyond those agreed at the Finance and General Purposes Committee meeting of 27 April 2012.
- 10.2 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 £'000                        | Worst Case £'000 | Best Case £'000                         | Worst Case £'000 |   |
| HFRS Total | 393                                    | 558              | (263)                                   | (127)            | 2 – 5 years [Best]<br>(4 – 7 years) [Worse] |

## 11 Consultation

- 11.1 The members of teams involved with the Joint Working in Hampshire programme 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.
- 11.2 Hampshire Fire and Rescue Service will transfer approximately 25 staff from HR, Finance and Procurement to Hampshire County Council in February 2014 as part of the plans for the each of the Partners to deliver services in Partnership.
- 11.3 The staff transfer will follow the principles set out in the Transfer of Undertakings (Protection of Employment) (TUPE) regulations, which is used when employees transfer from one employer to another. It protects the existing terms and conditions of employment of staff. Ahead of the transfer, HFRS is required to consult with Trade Unions and inform affected employees. Consultation will commence in November 2013 for four weeks.

## 12 Conclusion

- 12.1 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 the work streams.
- 12.2 The Joint Working in Hampshire programme will develop shared support services for HFRS, HCC and HC. This continues to progress well, 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.

## 13 Background papers

- 13.1 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.