

Hampshire Fire and Rescue Authority

Finance and General Purposes Committee

Item: 8

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Joint Working in Hampshire – Programme Update

Report by the Chief Officer

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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 programme.

3 Joint Working in Hampshire – Progress

- 3.1 An update on each of the work streams within the programme is given in the section below, as well as updates on other key aspects of work that are being undertaken.

Interim arrangements – Procurement, Finance and Estates

- 3.2 The interim working arrangements for Procurement, Finance and Estates commenced in April 2013. The next phase seeks 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 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 take place in 2014. Work continues to implement the COHORT IT system.

- 3.4 The Annex at Eastleigh Fire Station in Steele Close has been identified as the most suitable location for the joint unit to operate. Work is being undertaken to scope the building requirements.
- 3.5 A model has been developed to enable the delivery of a service that 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)

- 3.6 The IBC will handle a range of routine transactions (e.g. invoice payments). Development of the IBC continues to progress well.
- 3.7 Process definition documents have been produced for each process that will be delivered within the IBC, and have been 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 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, and providing user guides.
- 3.9 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.
- 3.10 The HR Workforce Planning and Support teams re-located from HFRS HQ, in Eastleigh, to Elizabeth II Court East, in Winchester (HCC premises), in September 2013. This has provided our teams with the opportunity to integrate and to begin to build working relationships with their colleagues from HC and HCC, as well as influencing the systems, culture and working practices for the IBC.

Human Resources

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

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 (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.
- 3.13 HCC and HC have continued to work on the joint delivery of a generic L&D model, and HFRS have now decided to be part of the generic L&D Joint Working work-stream. The working group will develop shared generic workforce development strategies for consideration by the respective organisations. A detail design document is expected to be completed in late Spring 2014.

Media and Communications

- 3.14 The partners have agreed that this workstream will be on hold until the end of the Spring 2014, when each partner will review its position. Work being undertaken to deliver photography and design services in partnership will continue.

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 of the partners' 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.

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;
 - 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 how we improve how we share data and intelligence, and the feasibility of a joint Geographical Information System (GIS) between the partners. HC hosted a meeting in December 2013 as part of the plan to retender for GIS services in 2014. Work is progressing well to combine other ICT software and licencing options.

4 Developing the Joint Working Legal Agreement and Transfer of HFRS staff

- 4.1 It is now proposed that a Joint Working Partnership is entered into by all three organisations, with effect from 1 February 2014. This will create a formal, permanent, joint approach to the provision of specific support services to the three partners; HCC, HC and HFRS.
- 4.2 Creating and signing the legal agreement enables the transfer of staff from HFRS to HCC. For administrative purposes, HCC will become the host employer for staff who will be working within the Partnership.
- 4.3 HFRS and HC staff, working within the shared functions, will transfer to HCC, under TUPE regulations, with effect from 1 February 2014. This is a partnership arrangement and all staff working within the joint services will be working as a joint team, delivering services to all three organisations.
- 4.4 Hampshire Fire and Rescue Service will transfer 25 staff from HR, Occupational Health and Wellbeing, Finance and Procurement to Hampshire County Council in February 2014 via TUPE, as part of the plans the each of the Partners to deliver services in Partnership.
- 4.5 Ahead of the proposed transfer, HFRS has consulted with Trade Unions and informed affected employees in accordance with the requirements of the TUPE Regulations. Initial consultation was undertaken from 31 October until 3 December 2013, with consultation running up to the transfer date.

5 Developing the name and culture of the Partnership

- 5.1 Following on from previous work undertaken within the Partnership in October 2013, staff from each of the Partners attended workshops to progress the cultural work by helping to develop the name and branding of the Partnership.
- 5.2 Employees from across the three partners gave feedback on a number of options for the name of the partnership. Over 600 responses from staff were received and a decision has been taken to name the partnership **H3**. This symbolises the coming together of HFRS, HCC and HC and gives us a modern name that also reflects the heritage of the partnership.
- 5.3 Work continues to develop the logo and branding ready for the launch in February 2014.

6 Preparing HFRS for change

- 6.1 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.
- 6.2 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 work the Service is undertaking on our Pathway to 2020 and the complimentary changes that will occur in the formation of a single support directorate.

7 Communications

- 7.1 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 is only accessible to staff in HC, HFRS and HC. The programme team update the content regularly.
- 7.2 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.

8 Supporting our corporate aims and objectives

- 8.1 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.

9 Risk analysis

- 9.1 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.

10 People Impact Assessment (PIA)

- 10.1 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.

11 Resource implications

11.1 At the Hampshire Fire and Rescue Authority meeting on 3 December 2013, members approved an increase in funding from the Investment and Sustainability reserve to increase the funding of the Joint Working in Hampshire programme to £1,030,000 this is an increase of £472,000.

11.2 An overview of the original predicted one-off set up costs and the annual cashable savings is included in the table below.

11.3	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	925	1030	(370)	(290)	3 – 5 years (6 – 7 years)

11.4 The original business case, agreed in April 2012, was based on many assumptions around the design and build of the joint working entity. The figures were 'best estimates' but did not take account of any of the unknowns around ICT requirements, system interfaces and programme support costs.

11.5 In addition, to get the maximum benefit from the Authority's investment in the mobilising system and FireWatch, it is now intended to build interfaces between the FireWatch system and the Joint Working information system. This will avoid dual entry of data and improve efficiency.

11.6 There is an expected increase in the set up costs required for the programme, however, the long term savings estimates have increased, and will put the service in a better position as we move into the second CSR period.

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.