

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 Hampshire Fire and Rescue Authority (HFRA) Finance and General Purposes Committee meeting of 27 April 2012, Members agreed to support proposals from the Joint Working in Hampshire programme 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 work streams.

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.
- 3.2 On 1 February 2014 the joint service partnership between Hampshire Constabulary (HC), Hampshire County Council (HCC) and Hampshire Fire and Rescue Service (HFRS) legally came into being. The partnership, known as H3, is currently delivering the following services to HFRS.
 - HR
 - Occupational Health and Wellbeing
 - Finance
 - Procurement

- 3.3 In setting up the partnership, 25 members of staff from HFRS TUPE transferred to H3 (under the host employment of HCC) on 1 February 2014. These staff members came from the service areas as listed in section 3.2 above.

Interim arrangements – Procurement, Finance and HR

- 3.4 The interim working arrangements for Procurement and Finance commenced in April 2013, when the teams from the three organisations came together. In HR the teams came together in February 2014.
- 3.5 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. It is anticipated that this work will complete by August 2014, which will coincide with the formal launch of the new services being delivered to HFRS.

Interim arrangements – Occupational Health and Wellbeing

- 3.6 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 HC and HFRS together with 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 late Summer or Autumn 2014.
- 3.7 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.
- 3.8 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. This is based on usage and the different requirements of the partners, whilst retaining the core services across all.

Integrated Business Centre (IBC)

- 3.9 The IBC will handle a range of routine transactions (e.g. invoice payments). Development of the IBC continues to progress well.
- 3.10 Work programmes, specific to each partner, have been developed by Deloitte, which will mean that there will be a phased implementation of the IBC. HFRS will 'go live' in August 2014. HCC will 'go live' in April 2014 and HC in November 2014.
- 3.11 Process definition documents have been produced for each process that will be delivered within the IBC, and have been initially agreed by all three organisations. In recent weeks HFRS have been working with HCC and Deloitte to see where there are gaps in the processes, which are specific to HFRS. This work is due to finish by the end of March 2014 and will ensure that all HFRS requirements are met. The next stage will be to build the HFRS specific aspects of the IBC.
- 3.12 An intensive planning exercise has been 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.

Other support functions

Learning and Development

- 3.13 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.
- 3.14 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.

Fleet and Transport

- 3.15 This work stream covers corporate Transport Management within each of the three organisations.
- 3.16 The working group has reviewed the previous work and is assessing 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 Work is progressing well, with final plans to be reported to the Joint Working Board over the coming months. 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.

3.20 Work is progressing well to combine other ICT software and licencing options.

ICT

3.21 A review has been undertaken of the implications of merging the HFRS and HCC ICT teams, a short independent consultancy has been concluded and agreed to review options and risks to provide an objective assessment. A decision around ICT will be taken in the coming months by the Joint Working Board.

4 Preparing HFRS for change

4.1 H3 is a complex, ambitious project involving many inter-related, important activities and work streams. It is essential that HFRS prepare for the changes that H3 will deliver.

4.2 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.

4.3 Work continues to ensure that HFRS is well prepared for the future changes to the way that it receives services from H3. 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 delivery of FireWatch and the work the Service is undertaking on our Pathway to 2020 and the complementary changes that will occur in the formation of a single support directorate.

5 Communications

5.1 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 HCC, HFRS and HC. The programme team update the content regularly.

5.2 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.

5.3 A newsletter specifically designed for H3 staff has been developed and is being produced on a monthly basis.

6 Supporting our corporate aims and objectives

6.1 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.

7 Risk analysis

- 7.1 The programme risks are managed through the Joint Working 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.

8 People Impact Assessment (PIA)

- 8.1 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.

9 Resource implications

- 9.1 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.

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

9.3

	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)

- 9.4 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.

- 9.5 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.

- 9.6 HC have successfully made an Innovation Fund bid which will help contribute to the costs for the interfaces they have to their workforce management system ('CARM'), and their identity management system, as well as contributions towards the on-boarding costs.

- 9.7 There is currently a window for Fire and Rescue Authorities to apply for a £75m 'Transformation Fund' for 2015-16. HFRS will be submitting a bid for the Joint Working in Hampshire programme.

10 Conclusion

- 10.1 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.
- 10.2 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.

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.