

## **Hampshire Fire and Rescue Authority**

### **Finance and General Purposes Committee**

**Item: 8**

**4 July 2014**

### **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, by exception, is provided below on the work streams within the programme, 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 by H3.

### **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 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 went 'live' in April 2014 and HC will 'go live' in November 2014.
- 3.8 The focus of the work is currently on the Systems Integration Testing (SIT). This will be followed by User Acceptance Testing (UAT). The UAT ensures that the system is fit for purpose for HFRS and all the different users of the system.
- 3.9 UAT has a significant pull on the Service's resources for a period of four to six weeks. A resource plan has been developed, which identified specific resources from across the service to ensure that every employee group is able to contribute.

## **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 complimentary 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 HC, 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.

## 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.