

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 On 26 August 2014, Hampshire Fire and Rescue Service (HFRS) went 'live' with the new Integrated Business Centre (IBC), following the County Council and Hampshire Schools, who went live in April and July respectively this year.
- 1.4 This report presents the current progress on the various work streams.

2 Recommendations

- 2.1 The Committee notes the progress to date of the Joint Working in Hampshire programme.
- 2.2 The Committee agree to a final Joint Working in Hampshire report to be brought to the HFRS Finance and General Purposes Committee on 30 January 2015, which will include an evaluation of the project.

3 Joint Working in Hampshire – background and progress

- 3.1 In February 2014, H3, the name given to the joint service partnership between Hampshire Constabulary (HC), Hampshire County Council (HCC) and Hampshire Fire and Rescue Service (HFRS) legally came into being.

- 3.2 At this stage staff from HFRS, TUPE transferred to the H3 partnership, under the host employment of HCC. These 25 staff were from the following functions.
- HR
 - Occupational Health and Wellbeing
 - Finance
 - Procurement
- 3.3 Through the summer a review was undertaken of the functions within H3 (listed in 3.2), as well as the Integrated Business Centre (IBC) and subsequently restructures have taken place to provide the new structures for the delivery of the new services to the partners.
- 3.4 HFRS went live with the IBC services on 26 August 2014. At this time the new operating models for HR Operations and Finance Operations for HFRS also went live.

Procurement, Finance, HR and Occupational Health and Wellbeing (OHW)

- 3.5 The interim working arrangements for Procurement and Finance commenced in April 2013, when the teams from the three organisations came together. The HR teams came together in February 2014.
- 3.7 The new structures and working arrangements for the OHW and Procurement teams went 'live' on 1 September 2014. HFRS now receives all procurement and OHW services from the H3 partnership.
- 3.8 The HR operations and Finance operations teams have now been collocated in Winchester. The operating models went live for HFRS on 26 August, but the final structures will not be in place until HC go live in November 2014.

Integrated Business Centre (IBC)

- 3.9 The IBC will handle a range of routine transactions for all partners. These include:
- payroll and payment of expenses;
 - recruitment;
 - invoice processing;
 - maintenance and governance of master data.
- 3.10 All HFRS staff now use Employee Self Service (ESS) to access the following services:
- view payslips;
 - make expense and travel claims;
 - maintain employee data;
 - make general enquires.

- 3.11 In addition to ESS there is also a Portal where managers and shoppers will be able to access the following services:
- HR – make employee/position amendments;
 - Finance – budget reports;
 - 'eStore' – purchase goods and services.
- 3.12 Prior to 'going live' the project conducted a number of tests to ensure that the system would fulfil the needs of HFRS. These tests were firstly Systems Integration Testing (SIT). SIT checks that the system developed is technically correct according to the specification. SIT was followed by User Acceptance Testing (UAT). The UAT ensured that the system is fit for purpose for HFRS and works for all of the different users of the system.

Learning and Development (L&D), Property Services and Facilities Management

- 3.13 On 01 September 2014, five members of HFRS staff, TUPE transferred to H3 under the host employment of HCC from the Learning and Development, Property Services and Facilities Management teams.
- 3.14 L&D will form part of the new HR and Workforce Development team at H3. There is currently a review of the L&D function taking place throughout the Autumn, with the expected outcomes to be delivered in early 2015.

4 Preparing HFRS for the changes

- 4.1 H3 is a complex and ambitious project involving many inter-related important activities and work streams. It has been essential for HFRS to prepare for the changes that H3 has delivered.
- 4.2 The Service has undergone a number of changes in the way that staff will receive support services compared to the previous arrangements prior to the formation of H3.
- 4.3 Throughout the summer a significant amount of work has been undertaken to ensure that HFRS has been well prepared for the changes to the way that it receives services from H3. This has included adapting the Service so that we make the very best of the new ways of working that have been introduced, as well as preparing employees for the changes that have occurred. This is not just through Joint Working, but also in the delivery of FireWatch along with 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.
- 4.4 The Joint Working in Hampshire project team continues to support the organisation following the launch of the new services and is running a number of support sessions for all staff over the coming months.
- 4.5 The work done to implement the delivery of IBC and other H3 services into HFRS is allowing the new ways of working to become embedded in the day to day activity of the organisation. This will increasingly become 'business as usual' for people working in and with HFRS. The project management aspects of the work

will therefore reduce over coming months as we work towards the close down of the project and move into a steady state for the delivery of services. The project team will be actively working towards this aim. The next report on the Joint Working in Hampshire programme to be submitted to the Finance and General Purposes Committee is accordingly scheduled to consider the closure of the project and an evaluation of the work done.

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.

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 joint programme team 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 (HFRA) 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 in section 9.3.

9.3	One off set up costs £'000		Annual Cashable (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 next 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 has been successfully delivered to support the launch of the IBC to HFRS.

10.2 The Joint Working in Hampshire programme has developed shared support services for HFRS, HCC and HC. This has progress well, and is playing 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.