



HAMPSHIRE
**FIRE AND
RESCUE**
SERVICE



Hampshire
County Council

‘Joint Working in Hampshire’

**Hampshire Constabulary,
Hampshire Fire & Rescue Service &
Hampshire County Council:**

Statement of Commitment

1. Introduction

- 1.1. This Statement of Commitment sets out the shared vision of the Chief Constable of Hampshire Constabulary (HC), the Chief Fire Officer of Hampshire Fire & Rescue Service (HFRS) and the Chief Executive of Hampshire County Council (HCC) for joint working in Hampshire.
- 1.2. This follows an initial phase of activity which established an early 'statement of intent'¹ and completed a 'strategic options appraisal'² for joint working which identified cost and service improvement advantages for all three organisations. The recommended next steps include the development of a full business case across a range of activity.
- 1.3. This confirms our strong collective commitment to build on the work to date and sets out the broad parameters to take this forward.

2. Summary & Context

- 2.1. The work so far has focused on the 11 following 'in scope' service areas below which have been examined in full consultation with the relevant Heads of Department/Section from each organisation:
 - ❖ Procurement
 - ❖ ICT³
 - ❖ Finance & Payroll
 - ❖ HR
 - ❖ Transport & Fleet Management
 - ❖ Estates & Facilities Management
 - ❖ Training/Learning & Development (non operational)
 - ❖ Occupational Health & Wellbeing
 - ❖ Media & Corporate Communications
 - ❖ Research & Analysis
 - ❖ Legal Services
- 2.2. Across these service areas a clear 'basket of opportunity' for collaboration across our three organisations has emerged with a priority focus on Procurement, Finance & Payroll and HR (including Occupational Health & Wellbeing). This will also require consideration/investigation of the supporting (ICT) infrastructure to enable delivery of these services.
- 2.3. The initial financial and service delivery improvements offered by the business leads are promising but have been developed within 'business silos'. The expectation is that this next phase of business case work will reveal more accurate efficiencies and service delivery improvements as these 'business silos' are broken down.

¹ Agreed 15/2/11.

² Finalised June 2011.

³ The involvement and support of Thames Valley Police would be needed where this impacted HC's existing joint working arrangements.

3. Vision & Commitment

- 3.1. Our joint ambition is to drive both reduced operating costs and service improvements by collectively providing certain services.
- 3.2. This is important owing to not just the current tough financial climate but for the longer-term community outcome benefits that such an approach is expected to enable. We also envisage this being the first phase of a process that moves towards a shared service entirely owned by all three services delivering on their behalf.
- 3.3. We are committed to develop a business case and to provide appropriate resources to achieve this. This will incorporate the discussions and decisions of the work to date as well as build on existing shared service arrangements where these work well already.
- 3.4. Our vision is:

'Drive efficiencies and tangible service improvement through joint working in a number of key service areas.

To build on this to examine the value of a shared service platform for even greater integration of our specialists in order to improve quality innovation whilst remaining efficient.'

- 3.5. The commitment to the vision above and this Statement of Commitment is made in good faith. It is recognised that each of us will need to seek formal approval through the Fire Authority, Police Authority and County Council Cabinet before fundamental service changes are made. We will continue to engage our Members to ensure they are kept informed and are comfortable with the direction of travel.

4. Key Principles

- 4.1. Underpinning our vision are a number of key principles, we will:
 - **Create a shared investment:** By working together in a way that promotes co-design and co-ownership
 - **Trust each other:** By sharing relevant data/information and proactively engaging each other on any changes which are likely to have a collective impact
 - **Be ambitious:** By being open to different ways of doing things and by developing a direction of travel which explores the wider benefits and opportunities of more effective joint working for our residents
 - **Share management:** By taking all opportunities to consider joint/shared appointments as vacancies or positions arise for managers/staff

- **Support one another:** By ensuring that our organisations work to achieve the vision in all that we do and where we can, avoid anything that might make that more difficult and where we can't, work together to mitigate
- **Respect each other:** By recognising our professional distinctiveness and working together to achieve our shared and individual corporate/legal responsibilities.

5. Approach to Implementation

- 5.1. In order to progress the development of the business case and take this work forward we believe it is important to identify a single joint project lead/ manager. We have agreed that this will be Carolyn Williamson and she will have delegated authority across our three organisations to progress the establishment of this shared services platform.
- 5.2. In order to support Carolyn Williamson, an integrated project team will be established. HCC have agreed to provide much of the project management, business analysis and financial capacity/resources. Relevant individuals from HC and HFRS will be seconded/co-located into this integrated team to cement joint working and ensure sufficient organisational awareness.
- 5.3. Formal programme and project management disciplines will be employed to facilitate successful delivery and to ensure appropriate risk and dependency management. The approach will be proportionate and effective.
- 5.4. The appropriate collective governance, management oversight and progress reporting will be established quickly as one of the immediate next steps. It is anticipated that this will involve direct reporting to us, as the three Chiefs, on a regular basis.

6. Key Tasks & Timeframes

- 6.1. In addition to effective project management governance, reporting and approval routes, a number of other key tasks will be factored into the project planning. These include the:
 - Immediate quick wins and opportunities to increase alignment/synergies between our current respective change programmes
 - Holistic assessment of the opportunities across the separate service areas
 - Timing/phasing of the specific changes to the various service areas
 - Legal basis (including procurement issues)
 - Finance and HR implications
 - IT and data security platform
 - Cost-benefit apportionment model
 - Equality considerations
 - Communication plan (including staff, Members, partners/stakeholders and the public)
 - Identification of any operationally sensitive and/or distinctive support processes.

6.2. The activities above will be included within the work plan going forward. The table below provides an overview of the key milestones, which will be subject to change:

Timeframe	Activity/Event
12/7/11	Chiefs breakfast meeting – agreement of the SoC & identification of a single joint project lead/manager
July-August 2011	Programme/project design & establishment (including the identification of any immediate quick wins)
August/ September 2011 onwards	Consideration of the operational models proposed by Deloitte as part of their involvement in the HCC Corporate Services Review
August 2011- February 2012	Verification & development of the business case (taking a broader holistic view of the service areas)
September 2011	Police Authority, Fire Authority & County Council Cabinet consideration of the broad strategy & direction of travel
January / February 2012	Interim reporting of options for change
March / April 2012	Formal approval of the business case
2012/13	Implementation
2012/13+	Further extension or selling of services to other organisations

7. Conclusion & Approval

7.1. We are committed to exploring further the opportunities of working more closely together and to overcoming any complications, issues and technical challenges to make this work.

7.2. Signed for and on behalf of their organisations:

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Alex Marshall	John Bonney	Andrew Smith
<i>Chief Constable</i>	<i>Chief Fire Officer</i>	<i>Chief Executive</i>
Hampshire	Hampshire Fire &	Hampshire County
Constabulary	Rescue Service	Council
Date.....	Date.....	Date.....