

Hampshire Fire and Rescue Authority Meeting

10 September 2014

Item 13

“Delivering Differently in Partnership”

Report by the Chief Officer

Contact: ACO Andy Bowers - Telephone: 07918 888 054,
email andy.bowers@hantsfire.gov.uk

1 Summary

- 1.1 The purpose of this report is to inform Hampshire Fire Authority members of the scoping work being undertaken with the Isle of Wight Fire and Rescue Service to examine a future collaborative model with the island's fire and rescue service. The project of which is entitled “Delivering Differently in Partnership”.

2 Recommendations

- 2.1 That Hampshire Fire and Rescue Authority notes the contents of this report and progress to date.
- 2.2 That the Authority endorse the work of the joint project and programme boards in scoping this project and authorise the chief officer to progress the completion of a full business case and if appropriate a project initiation document (PID) for consideration by the Fire Authority at the December meeting

3 Introduction and background

- 3.1 Following receiving a “Poor” rating after a Comprehensive Performance Assessment in 2006 the Isle of Wight Fire and Rescue Service (IWFRS) has been on a significant improvement journey resulting in a successful Peer Assessment in 2014. The Isle of Wight Council (IWC) has recently announced the need to save a further £28 million. Previously IWFRS has made efficiencies in terms of reductions in support staff and senior management positions. IWFRS has also added value to the IWC by taking on the management of the Road Safety Teams and Emergency Management Department.
- 3.2 The Chief Fire Officer of IWFRS has identified to IWC that to find further reductions within service would involve a reduction in front line staff and assets. It was also recognised within the 2014 Peer Review that capacity, resilience and sustainability within the service was an issue and further collaboration was recommended. The Isle of Wight Fire Authority (IWFA) has also stated that a full merger with another FRS would not be considered at this time. A mandate was therefore given to the Chief Fire Officer Steve Apter of IWFRS to scope a partnership with Hampshire Fire and Rescue Service (HFRS) which would build upon the existing “Section 13/16 Agreement”.

3.3 Joint meetings between the Chairman of HFRA and the leader and portfolio holder of the IWCC have been held to discuss this proposal and subsequently officers from the island have undertaken an initial scoping study. This has shown the merit in considering further an arrangement whereby HFRS provides key services to the island own Fire Service

4 Project goals

4.1 In light of this authority agreement is sought to proceed with the development of a business case for the project. Subject to a mutually beneficial business case the project goals would be:

1. To create a partnership to ensure continued effective delivery of services within HFRS and IWFRS.
2. Realise organisational benefits to HFRS and IWFRS.
3. Ensure the standard of service provision is not altered in a way that adversely affects Hampshire or Island residents.
4. To reduce the cost of provision of the IWFRS to assist the IWC in efficiency savings, by having some elements of the service delivered by HFRS.
5. The cost of delivering services to the IWFRS will generate a net income to Hampshire
6. To continue HFRS' policy of gaining maximum value out of all of its existing assets including human resources, to continue to drive cost efficiencies across all of its activities.
7. Create a platform for future delivery of both services.

5 Initial scoping

5.1 The main findings from the initial scope revealed the following as viable areas to explore further in regard to a partnership. The parameters of which must support the goals as stated above in Section 4.1. All of which would be provided at an agreed cost:

- Strategic Governance to IWFRS and Principle Officer Operational Command
- Provision of Fleet and Equipment Management
- Adoption of joint Service Policy and Orders produced by HFRS
- Hosting of Community Fire Risk Management Information System (CFRMIS)
- Implementation of Tactical Operational Guidance (TOG)
- Workforce Planning and Training Support
- Operational Call Handling and Mobilisation
- Risk Intelligence
- Operational Assurance (QA)
- Quality Assurance of Training
- Provision of Computer Aided Design (CAD)
- Administration and Analysis of Fire Service Emergency Cover (FSEC)
- Risk Information Processes and QA to include mapping

As the areas are implemented this will result in the removal of identified positions within IWFRS organisational structure and realise savings.

5.2 Potential benefits beyond the immediate financial savings to both services have been identified within the initial scoping. These are:

- Creation of a unique and innovative model within the fire service which has the potential to attract innovation funding from central government,
- Gaining greater economies of scale
- Sharing of expertise between the two services.

The project will be delivered over two distinct timeframes:

First Timeframe 1 – 3 years

During this timeframe we will be working towards partnership in the following areas:

- Structure
- Policy
- Processes
- Further service delivery options for the island to achieve more financial savings than the intended partnership

The areas highlighted in the main findings above would be delivered within this period. The detailed project milestones will be contained within the Project Initiation Document (PID) and Project Plan.

Second Timeframe 3 – 5 years

During this timeframe we will be working towards partnership in the following areas:

- Shared Integrated Risk Management Plan
- Expanding the model to add greater value

The anticipated project commencement date is 1 April 2015.

- 5.3 A PID explain which this is will be produced that will include a Business Case and Project Plan. The PID and Business Case would then be brought to the Authority meeting for consideration December, if it proves both viable and achieves the principles in 4.1 above

This Business Case will present the detailed financial analysis and would remain as a 'live' document throughout the project lifecycle if approval to proceed was granted by the Authority.

The Project Plan will identify the major tasks and time schedules for the implementation phase of any project.

6 Supporting our corporate aims and objectives

- 6.1 *Work with partner organisations to exploit development opportunities for the Service.*

We will build working relationships with partners to support our service by spreading costs, increasing resilience and improving service quality. They will help us to develop by making use of spare capacity and introduce innovation by exposing the organisation to knowledge, skills, markets, and resources that may not otherwise be available.

By extending the relationships to include potential commercial opportunities, we can strengthen the financial resilience of the Service and bring new perspectives to our service provision.

7 Risk analysis

7.1 To be completed in the Project Initiation Document (PID) and Project Plan.

8 People Impact Assessment

8.1 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.

8.2 To be completed in the Project Initiation Document (PID) and Project Plan.

9 Environmental and Sustainability impact assessment

9.1 To be completed in the Project Initiation Document (PID) and Project Plan.

10 Resource implications

10.1 Human Resources

IWFRS has employed the services of Improvement and Efficiency Social Enterprise (IESE) as a client relationship manager, programme manager and critical friend. The costs for this service will be met by IWFRS. IWFRS has also allocated a project manager in a post to deal specifically with the project through an organisational restructure. AM Jason Avery will have been allocated as a HFRS member to the project board and will be responsible for assisting IESE and the project manager. AM Avery will also report to ACO Andy Bowers on the progress of the project.

10.2 Physical Resources

The project costs will be detailed within the Business Case and PID. As stated within this document the project will not incur any additional costs for HFRS. It is anticipated that time and resource will be invested into the project areas by both organisations. During the project cycle, business as normal will need to be maintained based on amended service plans.

10.3 Information and Communications Technology Resources

None at present. To be completed in the Project Initiation Document (PID) and Project Plan.

10.4 Financial Implications

To be completed in the Project Initiation Document (PID) and Project Plan. See 4.1 Project goals for details.

11 Consultation

11.1 No public consultation has been required at this stage. Any further consultation will be identified in the Business Case and PID.

12 Conclusion

- 12.1 HFRS and IWFRS are working in partnership at present in other areas and have done so for a number of years. The concept of this project is a challenge to current thinking and explores a different model of partnership not yet seen in the Fire Service.
- 12.2 Based on work completed in the initial scoping of this project, it is recommended that the Authority give support to the production of a full business case which can be examined in detail at the Authority meeting December 2014.

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:

Isle of Wight Council Corporate Peer Challenge Report

<http://www.iwight.com/documentlibrary/view/isle-of-wight-council-%E2%80%93-corporate-peer-challenge-report>