

Hampshire Fire and Rescue Authority

Performance Review and Scrutiny Committee

Item: 8

27 October 2015

HFRS/IWFRS – DDiP (Delivering Differently in Partnership) – Strategic Partnership

Report by the Chief Officer

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1 Summary

- 1.1 This report is provided as a summary update as to the progress of the Hampshire Fire and Rescue Service/Isle of Wight Fire and Rescue Service – Delivering Differently in Partnership, implementation project.

2 Recommendation

- 2.1 It is recommended that the Committee recognise the progress to date of the Delivering Differently in Partnership implementation project.

3 Introduction and background

- 3.1 Further to the Strategic Partnership Agreement (Feb 2015) between HFRA and Isle of Wight Council, the Delivering Differently in Partnership project implementation board was set up (April 2015) to deliver the 'products' within the agreement.
- 3.2 The Delivering Differently in Partnership implementation board has been set up to provide the necessary support and guidance to deliver all the agreed objectives of the Strategic Partnership Agreement within a two year period (1/4/15 – 1/4/17), across both HFRS and IWFRS.

The project implementation board is lead by DCO Neil Odin, and supported by a combined HFRS and IWFRS project team (including the HFRS Programme Management Officer).

4 Project 'products' and progress

- 4.1 **Strategic Leadership** – this product is now complete, with CO Dave Curry taking on the role of Chief Officer for HFRA and IWFRS. All HFRS/IWFRS senior/strategic management roles, responsibilities, accountabilities and authority have been aligned with HFRS strategic managers, including ACO Steve Apter (formally CO IWFRS) and AM Mick Keenan (formally ACO IWFRS).
- 4.2 **Incident Command Alignment** – this product is in its implementation phase, and is due for completion during October 2015. Currently the Level 4 Incident Command provision for the IWFRS is in place, and the alignment of Levels 1-3 is progressing well.

- 4.3 **Service Policy and TOG provision (Tactical Operational Guidance)** – this product is in its implementation phase, and is due for completion at the end of October 2016. Currently a gap analysis of both HFRS and IWFRS policies has taken place, and the respective teams are now engaging to promulgate the acceptance of similar, common policies and procedures, and the adaptation of common policies to provide combined, singular policies for both Services.
- 4.4 **Training and Development and Training Support** – this product is in its implementation phase, and is due for completion at the end of March 2016. Currently the Training and Development teams are carrying out a gap analysis of training provision within each Service, and will align similar, common provision, whilst adapting common provision into combined, singular provision.
- 4.5 **Fleet Management** - the implementation of this product is due to commence in October 2015, and complete at the end of March 2017. This is ahead of the originally agreed schedule, further to a request from the IWFRS and the agreement of the HFRS product lead.
- 4.6 **Data and Knowledge Management and Fire Control Services** – the implementation of this product is due to commence in October 2015, and complete at the end of March 2017 (as per the original implementation schedule). It should be noted that this product includes the review of the IWFRS Fire Control Services, which are currently contracted out to Surrey FRS. This contract ends at the end of March 2017, and the Delivering Differently in Partnership implementation project will only commence the review of Fire Control Services in line with standard practices based on these time frames.

5 **Budget and Finance**

- 5.1 The budgeting and financial arrangements for the HFRS/IWFRS Delivering Differently in Partnership project are fully detailed in the original agreement, and we can report that these will be upheld in line with Schedule 3. A detailed study is in progress to identify additional savings within the Data and Knowledge Management and Fire Control Services. Therefore potential saving figures included in the original profile have been removed showing a shortfall. Once more accurate information around those efficiencies are known these will be included in the future forecasts. A detailed study of the Fleet Management Product is anticipated to identify further opportunities for cost recovery. Invoicing arrangements for quarterly payments to HFRS by IWFRS are in place in accordance with the Partnership Agreement. Below is a table providing an overview of cumulative savings/income for HFRS based on provision of services for IWFRS.

| EFFICIENCY SAVINGS | | | | |
|------------------------------------|-----------------------------------|-------------------------|-------------------------|-------------------------|
| Savings Target | Agreed Target | Profile 2015/16 | Profile 2016/17 | Profile 2017/18 |
| | £876,349 | £175,242 | £201,814 | £499,293 |
| Forecast (Previous) 2015/16 | Forecast at end of project | Forecast 2015/16 | Forecast 2016/17 | Forecast 2017/18 |
| | £876,349 | £175,242 | £201,814 | £499,293 |
| Forecast (Latest) | Forecast at end of project | Forecast 2015/16 | Forecast 2016/17 | Forecast 2107/18 |
| | £824,405 | £149,270 | £188,828 | £486,307 |

6 Supporting our corporate aims and objectives

- 6.1 The HFRS/IWFRS Delivering Differently in Partnership implementation project fully supports all areas of our corporate aims and objectives, and reports directly (as with all HFRS projects) to the Safer Stronger Board who scrutinise the project performance and progress against the HFRS Service Plan 2013-2018 (Pathway 2020).

Specifically the project supports the continuous improvement of the following areas of the Service Plan:

- Responding to Incidents
- Our People
- Leadership
- Working with others
- Assets and Money

7 Risk analysis

- 7.1 Risk analysis takes place continuously across the implementation of the project 'products'. These risks are analysed by the project managers and reported to the implementation board through the Programme Management Office RAID (Risk, Actions, Issues, Decisions) system. At each board meeting the risks are allocated ownership and progress on reducing the risks is the monitored through the risk owners.

The monthly Highlight report provides the Programme Management Office monitoring team with all necessary information to support and direct the implementation board team, should this be necessary. We can report that the Programme Management Office monitoring team are happy with the current risk analysis of all aspects of this project.

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 A People Impact Assessment was carried out by both Services prior to the project implementation, and further to the improvements of the People Impact Assessment process by the HFRS Programme Management Office, these will be carried out for each product at appropriate times (as directed by the HFRS Programme Management Office).

9 Resource implications

9.1 All resource implications are currently in line with the original Agreement.

10 Conclusion

10.1 The HFRS/IWFRS Delivering Differently in Partnership implementation project has just completed its first annual quarter of activity, and progressing and performing in line with all necessary aspects of the project – based on the original agreement, the requirements of both Services, and the requirements of the HFRS Programme Management Office.

11 Audit

11.1 Price Waterhouse Cooper (PWC) are currently carrying out an audit of the DDiP Project within IWFRS corporate strategic project structures. All project documentation has been forwarded for audit. PWC auditors met with GM Haward and gave a positive review based on the findings so far. A report will follow shortly that will be shared with HFRS and the PMO team.

12 Background papers

12.1 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:

- [Strategic Partnership between HFRA and IWC](#)
- [HFRS/IWFRS DDiP Business Case](#)
- [HFRS/IWFRS DDiP Costs and Savings forecasts](#)
- [HFRS/IWFRS DDiP Product Descriptions](#)