

Hampshire Fire and Rescue Authority

Performance Review and Scrutiny Committee

Item 8

26 January 2016

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

Report by 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 & Rescue Service/Isle of Wight Fire & 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 of the agreed objectives of the Strategic Partnership Agreement within a 3 year period (1/4/15 – 1/4/18), across both HFRS and IWFRS.

The project implementation board is led 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 completed, with CO Dave Curry taking on the role of Chief Officer for HFRA & 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 now complete. Isle of Wight Officers are now supported in an operational capacity by HFRS strategic level operational officers via the Network Fire Control Services Partnership and Surrey Joint Emergency Control Centre. IWFRS duty officers are now embedded in HFRS assessment and maintenance of competence schemes to ensure alignment continues.

- 4.3 **Service Policy & TOG provision (Tactical Operational Guidance)** – this product is in its implementation phase, and is due for completion at the end of October 2016. Additional capacity has been brought in to assist in the delivery of this product in accordance with the regional implementation plan. IWFRS personnel are being brought into the Moodle system to ensure all policy and procedures are held in a central point.
- 4.4 **Training & Development and Training Support** – this product is in its implementation phase, and is due for completion at the end of October 2016. Currently the Training & Development teams are working together to ensure the governance of training and its management are aligned. This will improve resilience for both organisations' training centres.
- 4.5 **Fleet Management** - the implementation of this product was brought forward from October 2015 to October 2016. Fleet managers from both services are drawing up user requirements to enable a partnership model. This is planned to be completed by April 2017. It is expected that this product will generate cost recovery and possible income generation to HFRS whilst increasing resilience and capacity to both Services. These figures will be known by the next PR&S Committee.
- 4.6 **Data & Knowledge Management and Fire Control Services** – the implementation of this product started in October 2015, and is due to 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. At the time of writing this report IWFRS are in a position to award a contract to complete a feasibility study into the detail of any such move. This contract will provide this information by April 2016.
- 4.7 **Health and Safety** – This additional product has been agreed by the implementation board to progress. A product description has been written and agreed by the board for action. This product will see a health and safety governance structure managed by HFRS working in conjunction with existing Isle of Wight Council and IWFRS reporting arrangements.

5 Budget & 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. As mentioned in section 4.5 of this report a study of the Fleet Management Product is anticipated to identify further opportunities for cost recovery and possible income generation. All payments for the provision of Strategic Leadership have been received. 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 which scrutinises the project performance and progress against the HFRS Service Plan 2015-2020. Specifically, the project supports the continuous improvement of the following areas of the Service Plan:

- Responding to Incidents
- People and Leadership
- Working with partners
- 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 then 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. Additional resource has been allocated to the Service Policy and TOG product.

10 Conclusion

- 10.1 The HFRS/IWFRS Delivering Differently in Partnership implementation project has just completed its third quarter of activity; it is 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) has completed an audit of the DDiP Project within IWFRS corporate strategic project structures. This report was submitted to Isle of Wight Council Business Improvement Section with no recommendations. The report stated *“Previous internal audit reviews have concluded that the Isle of Wight Fire and Rescue Service demonstrated a consistently high standard of project management procedures and controls over the projects selected for review by internal audit. This trend continues with the current DDiP Project, our review identifying good practice over all areas.”*

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 & IWC](#)
- [HFRS/IWFRS DDiP Business Case](#)
- [HFRS/IWFRS DDiP Costs and Savings forecasts](#)
- [HFRS/IWFRS DDiP Product Descriptions](#)