

# Hampshire Fire and Rescue Authority

Performance Review and Scrutiny Committee

Item: 7

24 January 2017

**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 3 year period (1/4/15 – 1/4/18), across both HFRS and IWFRS. A further two years of partnership have been agreed beyond these dates.

The project implementation board is led by Area Manager Mick Keenan, and supported by a combined HFRS and IWFRS project team (including the HFRS PMO).

## 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 and IWFRS. All HFRS/IWFRS senior/strategic management roles, responsibilities, accountabilities and authority have been aligned with HFRS strategic managers.
- 4.2 **Incident Command Alignment** – this product is now complete. Isle of Wight Officers are currently supported in an operational capacity by HFRS strategic level operational officers via the Network Fire Services Partnership (NFSP) 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 and Tactical Operational Guidance (TOG) provision** – this product is in its implementation phase and the TOG section is due for completion on the 16 January 2017. Additional capacity has been brought in to assist in the delivery of this product in accordance with the NFSP implementation plan. IWFRS personnel have access to the Moodle learning system to ensure all policy and procedures are held in a central point of access. IWFRS are to part finance a post within the operational assurance area of HFRS to maintain these operational policies and procedures for both services on a cost recovery basis.

A separate policy product has been created to ensure that both services align their operational policy jointly within the HFRS time scales allocated by the policy review committee.

4.4 **Training and Development and Training Support** – this product is in its implementation phase and is due for completion on the 16 January 2017. IWFRS has been made a satellite of the HFRS Academy. This has involved IWFRS staff being integrated into the Academy management structure. This has increased capacity within both teams and created additional resilience. IWFRS has aligned to the HFRS training policy and maintenance of competence systems. Both organisations will have training support provided through HFRS by January 2017.

4.5 **Fleet Management** - Fleet managers from both services have been working on the requirements and resources to enable a partnership model. This is planned to be integrated fully by April 2017. This will be provided to IWFRS for a cost recovery figure yet to be agreed.

4.6 **Data and Knowledge Management and Fire Control transfer** – The product delivering the fire control transfer is under way and is progressing against a project plan due to deliver at present by April 2017. The service is awaiting Capita's (the NFSP provider) response to the service request submitted in November. All work streams are making progress on their tasks with project teams in place. A specific Data and Knowledge Management user requirement exercise is underway to scope further partnership opportunities in accordance with the product description. This work will continue beyond April 2017.

4.7 **Health and Safety** – Health and Safety is now managed by HFRS for IWFRS under a single Health and Safety manager. IWFRS is financing work on this product on a cost recovery basis. IWFRS has benefited from increased resilience and capacity through this function. Systems are in the process of being aligned along with policy. Governance and reporting arrangements are in place and a statement of intent signed by the Chief Officer and the relevant HFRA member within both organisations.

## 5 **Budget and Finance**

5.1 The budgeting and financial arrangements for the HFRS/IWFRS Delivering Differently in Partnership project are fully detailed within the original agreement, and we can report that these will be upheld in accordance with Schedule 3. A detailed study is in progress to identify additional savings within the Data and Knowledge Management and Fleet Management. Therefore potential saving figures included in the original profile have been removed showing a shortfall which is within the 10% tolerance agreed within the partnership.

The aforementioned detailed studies are anticipated to identify further opportunities

for cost recovery. All payments for the provision of Strategic Leadership have been received. Payments are being received quarterly for TOG and Policy as well as Health and Safety.

## **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 2015-2020. Specifically the project supports the continuous improvement of the following areas of the Service Plan:

- Responding to Incidents
- Assets and Money
- Working with partners
- People and Leadership

## **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 monitored through the risk owners.

The monthly Highlight report provides the PMO monitoring team with all necessary information to support and direct the implementation board team, should this be necessary. We can report that the PMO monitoring team are content 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 is in its second year of activity; it is progressing and performing in accordance with all necessary aspects of the project – based on the original agreement, the requirements of both services, and the requirements of the HFRS PMO.

## 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.”*