



**Hampshire  
& Isle of Wight**  
FIRE & RESCUE AUTHORITY

## **Hampshire and Isle of Wight Fire and Rescue Authority**

Purpose: Noted

Date: **15 June 2021**

Title: **CFA PROGRESS**

Report of Deputy Chief Fire Officer

### SUMMARY

1. This paper reports on the progress of implementation of the new Combined Fire Authority (CFA) for Hampshire, Isle of Wight, Portsmouth and Southampton.
2. The paper recommends that the HIWFRA notes the content of this report.

### BACKGROUND

3. The Combined Fire Authority Programme aimed to implement a transition from the 'Delivering Differently in Partnership' (DDiP) strategic agreement created in 2015, moving into a new single combined organisation, serving Hampshire and the Isle of Wight. The new 'Hampshire and Isle of Wight Fire and Rescue Authority' would provide a single governance route for decision-making, specific to fire, for the constituent areas of Hampshire, Isle of Wight, Portsmouth and Southampton. The make-up of the Authority, dictated by the Home Office, referenced 11 members: 8 from Hampshire and one each from Isle of Wight, Portsmouth and Southampton.
4. At the outset, the original timescale available enabled only certain essential workstream areas to be implemented; delivery of these areas would enable a legal entity to be created, leaving a large amount of alignment work outstanding for the new organisation to complete. Due to factors highlighted by Home Office colleagues (to include Brexit and General Election requirements) beyond the control of the Authority and the Programme Team, a change to the date for go-live of the new Combined Authority was established, moving from 1 April 2020 to 1 April 2021.

5. This additional 12 month period enabled a revision of programme delivery and an implementation plan to be put in place in preparation for the new go-live date. As a result, each workstream was asked to meet the expectation of being fully aligned, or as near to this as possible, for the new date.
6. Journey to combination 2017 – 2021:
  - (a) 2017 - The programme of work to combine HFRS and IWFRS was initiated.
  - (b) 2018 - Feedback from the staff and public consultation was analysed, impact assessments were undertaken, and the scope of the programme was agreed.
  - (c) 2019 - The formal Business Case was submitted to the Home Office and the programme was formally set up to progress the combination.
  - (d) 2020 - The work to move the programme forward to meet the implementation target of 1 April 2021 progressed following the sign-off of the Statutory Instrument by Parliament in the Spring. The Shadow Authority was implemented.
  - (e) 2021 - DDiP formally ended and a new agreement was put in place to deliver the HIWFRA which was established with effect from 1 April 2021.
  - (f) Successful implementation of the full combination with effect from 1 April 2021.

#### SUPPORTING OUR SAFETY PLAN AND PRIORITIES

7. The outcomes of the Combined Fire Authority programme support the following priorities:
  - (a) **Our Communities** - Aligning service delivery for both Hampshire and the Isle of Wight to meet the needs of our public.
  - (b) **Our People** - Providing equal opportunity for all our teams, promoting health, wellbeing and safety across Hampshire and Isle of Wight.
  - (c) **Public Value** - Combining both Hampshire and Isle of Wight Fire and Rescue Services, to provide the most effective and efficient fire and rescue service to our communities.

- (d) **High Performance** – Aligning service delivery across Hampshire and Isle of Wight.
  - (e) **Learning and Improving** - Training, monitoring and support in equal measure.
8. Key Year 2 Safety Plan objectives that are supported through the delivery of the programme are:
- (a) Policy led culture – Measure effectiveness of the Policy, Procedure and Guidance (PPG) framework across the new HIWFRS.
  - (b) Embedding new identity – Align/embed our new organisational branding.
  - (c) Deliver Year 1 maintenance programme for our island estate - Provide safe places to work and ensure Isle of Wight stations are safe and legally compliant.
  - (d) ICT - Cyber security/resilience/disaster recovery and data management.

## CONSULTATION

9. As this report is for 'noting' no consultation is required. However, formal public/stakeholder consultation and extensive staff consultation was undertaken, prior to the decisions to create the new combined authority.
10. Formal Public Consultation, August to October 2018 (prior to Authority approval).
11. Staff Consultation, August to October 2018 (prior to Authority approval):
- (a) Staff were engaged with prior to and throughout the programme. At the outset, all teams were encouraged to comment in the formal consultation.
  - (b) A CFA SharePoint information page was established which served as the focal point for staff Information, detailing impacts/changes and events occurring.
12. Representative Bodies (engagement throughout programme life cycle):
- (a) At the inception of the programme a 'Joint Trade-Union and Rep-Body forum' was established, inviting representatives from all trade unions within both Hampshire and the Isle of Wight.

- (b) A set of jointly agreed principles was devised which has been applied throughout the lifecycle of the programme.
- (c) The individual workstream areas then assumed responsibility for the focus of negotiations, relevant to the areas of interest for Rep Bodies.

13. Formal Staff Consultation, 7 October to 6 November 2020:

- (a) The staff consultations were delivered under the Cabinet Office Statement of Practice (COSOP), which informed staff that, where possible, 'TUPE like principles' would be followed.
- (b) This ensured existing terms and conditions of service would be protected in the new HIWFRA.
- (c) The information shared with staff during the consultation related to: "Measures" (changes) and organisational changes which will be necessary from 1 April 2021.

#### RESOURCE IMPLICATIONS

- 14. As this report is for Members to 'note', there are no specific resource implications, however, the ongoing resource requirements for the CFA Programme (already agreed and included within the CFA budget) are detailed below.
- 15. Requirements for ongoing resources:
  - (a) Programme Manager - oversight for 2 months.
  - (b) HR Advisor – 6 months fixed.
  - (c) People Accountable Owner - oversight for 3 months.
  - (d) CFA Programme Board to continue monthly until full programme closure – expected June 2021.
- 16. The CFA Programme has delivered within its revised budget of £1.105m. The project costs are higher than the original budget of £0.8m due to the one-year delay to the timeline. The £0.3m budget increase was identified and approved in advance by the Fire Authority in December 2019.
- 17. As detailed, the ongoing future costs of the new combined authority have been included in the 2021/22 budget, approved by the Shadow Authority in February 2021.

18. The budget details are shown below:

|                            | 2019/20    |            |          | 2020/21    |            |              | 2021/22  |           |           | TOTAL        |            |              |
|----------------------------|------------|------------|----------|------------|------------|--------------|----------|-----------|-----------|--------------|------------|--------------|
|                            | Budget     | Outturn    | Variance | Budget     | Outturn    | Variance     | Budget   | Forecast  | Variance  | Budget       | Forecast   | Variance     |
| Area                       | £'000      | £'000      | £'000    | £'000      | £'000      | £'000        | £'000    | £'000     | £'000     | £'000        | £'000      | £'000        |
| Programme Team             | 166        | 166        | -        | 168        | 168        | -            | -        | 15        | 15        | 334          | 349        | 15           |
| Shared Services - HR & IBC | 42         | 42         | -        | 322        | 233        | (89)         | -        | 62        | 62        | 364          | 337        | (27)         |
| Legal                      | 9          | 9          | -        | 35         | 18         | (17)         | -        | -         | -         | 44           | 27         | (17)         |
| ICT                        | 45         | 45         | -        | 165        | 157        | (8)          | -        | -         | -         | 210          | 202        | (8)          |
| Property Services          | -          | -          | -        | 10         | -          | (10)         | -        | -         | -         | 10           | -          | (10)         |
| Org Performance            | -          | -          | -        | 17         | 12         | (5)          | -        | -         | -         | 17           | 12         | (5)          |
| Comms                      | -          | -          | -        | 10         | 14         | 4            | -        | -         | -         | 10           | 14         | 4            |
| Risk budget                | -          | -          | -        | 85         | -          | (85)         | -        | -         | -         | 85           | -          | (85)         |
| Contingency                | -          | -          | -        | 31         | -          | (31)         | -        | -         | -         | 31           | -          | (31)         |
| <b>TOTAL</b>               | <b>262</b> | <b>262</b> | <b>-</b> | <b>843</b> | <b>602</b> | <b>(241)</b> | <b>-</b> | <b>77</b> | <b>77</b> | <b>1,105</b> | <b>941</b> | <b>(164)</b> |

## IMPACT ASSESSMENTS

19. There are no equality or other impacts arising from the recommendations in this report.
20. The CFA Programme consisted of eight main workstream areas, all of which were responsible for considering the impacts of change activity detailed within their workstream plans. The Impact Assessment process was followed throughout the programme lifecycle and supported by the Organisational Performance and Assurance Team.

## LEGAL IMPLICATIONS

21. There are no legal implications as part of the recommendations within this report.

## OPTIONS

22. To note this CFA progress report. This is the recommended option and will ensure the Fire Authority have a clear documented record of our progress.

## RISK ANALYSIS

23. There are no risks associated with the recommendation in this report.

## EVALUATION

24. By considering and noting the contents of the report the Authority is undertaking part of its scrutiny functions. The CFA Programme outcomes are subject to ongoing review and evaluation processes in respect of benefits realisation and lessons learned.
25. This process should also serve to capture and disseminate any organisational 'lessons learned'. The outcome of this evaluation will be shared with Directors and scrutinised at the Integrated Performance and Assurance Board.
26. The full Benefits Realisation Plan can be found within the CFA Programme 'Closure Report'. This will be adopted by our teams to ensure benefits continue to be monitored and evaluated. The CFA Programme Board have agreed the CFA closure report and the CFA Programme Board has now formally ceased and activities remaining will be considered as part of business as usual.
27. Lessons learned have been captured and reported routinely through the CFA Programme Board, Integrated Performance and Assurance Board, and Directorate Boards, as appropriate. They will also be reported via the organisation's online 'Lessons Learned' tool for wider reference.

## CONCLUSION

28. This paper reports on the progress of the implementation of the new Combined Fire Authority (CFA) for Hampshire, Isle of Wight, Portsmouth and Southampton.

## RECOMMENDATION

29. That the content of the report be noted by the HIWFRA Full Authority

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