



## PAPER B

Purpose: For Decision

# Committee report

Committee	<b>CABINET</b>
Date	<b>13 JULY 2017</b>
Title	<b>SERVICE REVIEW – FIRE AND RESCUE SERVICE</b>
Report to	<b>CABINET MEMBER FOR COMMUNITY SAFETY AND PUBLIC PROTECTION</b>

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### EXECUTIVE SUMMARY

1. The Isle of Wight Fire and Rescue Service (IWFRS) delivers the functions of a fire and rescue service to the community on the Isle of Wight. To continue to do this, the Service needs to fundamentally transform the way it operates to meet the changing risks in the community. This is likely to include greater integration and collaboration with partners and the use of new systems and technology.
2. This report seeks a decision to approve the Guiding Principles (set out in paragraph 12 and 13 of this report) for a Service Review of the IWFRS. This significant piece of work will begin immediately, subject to Cabinet approval, and will deliver a detailed evidence based report, including supporting recommendations for future public consultation, on the options available. This will be presented to the Cabinet and then to Full Council for consideration in March 2018.
3. The Service Review may contribute to the financial savings required by the Isle of Wight Council (IWC) Medium Term Financial Strategy (MTFS) 2016/17 to 2020/21.

### BACKGROUND

4. The purpose of the Fire and Rescue Service is to reduce risk and make life safer and its primary role is to prevent and respond to fires and road traffic incidents. The Fire Service also has the capability and opportunity to become involved in a wide variety of other civil protection activities through the Fire and Rescue Services Act 2004.
5. The IWFRS has been on a journey of improvement over several years. This started in 2005 when the Audit Commission judged the IWFRS 'Poor' under Comprehensive Performance Assessment (CPA). The following Direction of Travel for 2008 reported that the service was 'Improving Well'. The Comprehensive Area Assessment (CAA) judgement given in 2009 stated the service 'Performs adequately overall', this was after the last data driven, evidence based review of the risks on the Isle of Wight.

6. Since then the IWFRS commissioned a Peer Review in 2014 which highlighted many areas of nationally recognised notable practice, which demonstrates significant improvements since the CPA 2005 judgement. However, the Peer Review also stated that there were and would continue to be capacity and resilience issues.
7. Following the 2014 Peer Review, IWFRS approached Hampshire Fire and Rescue Service (HFRS) to form a strategic partnership arrangement. The Delivering Differently in Partnership (DDiP) programme was established to ensure the continued effective delivery of fire and rescues services, maintain capacity and resilience and provide efficiency savings to IWFRS.
8. DDiP has seen IWFRS and HFRS deliver work packages in partnership across a range of areas including strategic leadership, fire control and mobilising, health and safety, fleet and equipment maintenance and operational policies and procedures. These arrangements started on 01 April 2015 and there is a review point at three years into the five-year agreement. To date, capacity and resilience have improved, and the savings to IWFRS have been £437k.
9. To continue with this improvement journey which started in 2005 and ensure the efficiency and effectiveness of the service in the context of the IWC medium term financial strategy (MTFS), an evidence based review of IWFRS which understands the current type and size of the risks to the community is required. This will enable the IWC to fully understand the risks faced on the island, and the options available for matching the appropriate resources to those risks and any potential efficiency savings that may be possible.
10. In recognition of the key requirements; understanding and analysing the type and size of risk to communities, continuing the improvement journey and improving the efficiency and effectiveness of IWFRS, a comprehensive Service Review is proposed. This Service Review will explore opportunities for innovation, collaboration and continuous improvement. It will also offer the opportunity to look at various essential areas of work focussing on the delivery of services to the community, the workforce and engagement with our partners and stakeholders.

## GUIDING PRINCIPLES

11. All areas of IWFRS will be included within the Service Review. An analysis of the current and future risk on the island will be undertaken, and options that match the appropriate resources, to the relevant level of risk will be proposed. Areas of consideration will include:
  - Risk Methodology.
  - Community Safety Strategy.
  - Emergency Response Standards.
  - Emergency Vehicle Strategy.
  - Service Resilience.
  - Staffing models and duty systems.
  - Asset Strategy.
  - Support Services.

12. The Service Review will strive to adhere to the following 'guiding principles'

- IWFRS will continue to meet its statutory responsibilities.
- We will adopt a 'risk-based' approach to service provision based on evidence.
- We will analyse the risks on the island and make proposals that matches resource to the risk.
- Response standards will be based on risk.
- The Service Review will work to achieve the maximum efficiency and effectiveness for the IWFRS.
- All areas, teams and departments of IWFRS are in scope.
- The IWFRS will aim to work in collaboration or partnership wherever that is mutually beneficial to the delivery of services to communities.
- We will engage and work openly with IWFRS staff and representative bodies.
- There will be meaningful consultation with communities and stakeholders.
- We will adopt an innovative approach to future delivery models.

### INTERDEPENDENCIES

13. A project board will be established to manage the project. The small team will identify, via stakeholder analysis, all the interdependencies with Council departments, partners, and others.
14. The Service Review will cover all functions within the Service and with the departments within the Council that provide services to it, both directly and indirectly. There will be liaison with partner organisations which may be affected or benefit from any improvements that may be envisaged.
15. There is a separate piece of work being undertaken to explore the potential extension of the Combined Fire Authority (CFA) that currently provides fire and rescue services in Hampshire, Portsmouth and Southampton to include the IWC, along with other governance options. This project will link closely with the Service Review. It is imperative that the leads for these priority work areas communicate regularly to ensure the smooth running and early identification of potential progress blockers and areas where mutual support may be provided to reduce duplication of effort. Business as usual will also form part of these regular updates and highlight dependencies between priority work-stream areas.

### CONSULTATION AND STRATEGIC CONTEXT

16. Working with partners, the IWFRS will continue protecting and responding to the needs of the most vulnerable people who live, work or visit the Island. The Service Review will continue to contribute to IWC corporate priorities in the 2015-17 corporate plan:
- Keeping the Island safe
  - Protecting the most vulnerable
  - Ensuring resources are used in the most effective way

17. There is no statutory duty to consult on the contents of this report or its recommendation. However, options developed through the Service Review will be progressed through engagement with staff, relevant representative bodies (RBs), partners and stakeholders.
18. The outcome of this report will be likely to form part of the future consultation and communications strategy with stakeholders.

### FINANCIAL / BUDGET IMPLICATIONS

19. A small team made up of IWFRS personnel with some support from HFRS staff that have experience of service reviews through the DDiP arrangements, will be established. It is intended to cover costs in 2017/18 with in-year funding, but there may be a requirement to seek further funding with a bid to the IWC transformation fund in the future.

### EQUALITY AND DIVERSITY

20. An Equality Impact Assessment is not required at this stage, due to approval being sought to start a Service Review. As part of the project, the IWFRS will undertake an Equality Impact Assessment.

### PROPERTY IMPLICATIONS

21. There are no implications on property by undertaking the Service Review. However, options for existing fire station sites will be considered within the review. This will include locations for operational emergency response and for alternative roles, including shared and mixed use with partner organisations. The IWFRS are represented and active participants at all forum levels within the One Public Estate project. This work links closely with and is dependent on the proposed Service Review project, therefore it is key that the timescales and dependencies for each are fully considered at all times.

### LEGAL IMPLICATIONS

22. There are currently no legal implications that prevent the Service Review from proceeding.
23. The Fire and Rescue National Framework requires all fire and rescue services consultation on their Integrated Risk Management Plan (IRMP). It also states that any IRMP must be publicly available and reflect consultation with stakeholders.

### RISK MANAGEMENT

24. The Service Review project will provide the opportunity for an updated risk based, innovative approach to the delivery of the functions of the IWFRS and will be used in the future to update service provision in line with our community's needs.
25. If the Service Review does not take place, the IWFRS will not be proactive in ensuring that the provision of resource is driven by risk which is evidence based. Services would continue to be provided without a current understanding of what the service provision as required.

26. Capacity and resilience issues have been identified as areas for consideration previously in the 2014 Peer Review. The Service Review will be carried out using existing IWFRS resources, with some assistance from HFRS through the partnership arrangements. Flexible working principles will be applied to ensure that the delivery of business as usual services is not affected by the resourcing of the Service Review.

## EVALUATION

27. Undertaking a Service Review of the IWFRS will enable an evidence based, informed decision on the future provision of service, which has been constructed using risk analysis to provide a fire service that is effective and efficient.
28. If a Service Review is not undertaken, the IWFRS would not be ensuring that the provision of resource is determined by risk which is evidence based. IWFRS would continue to provide services but without a current understanding of what the most effective and efficient service provision should be or needs to be.

## OPTIONS

29. There are two options that the Cabinet are asked to consider.

- Option One: Do not conduct a Service Review of the IWFRS.

If this option was chosen, the IWFRS would not be ensuring that the provision of resource is determined by risk which is evidence based. IWFRS would continue to provide services but without a current understanding of what the most effective and efficient service provision should be or needs to be.

- Option Two: Approve the Guiding Principles and conduct a Service Review which reports back to Cabinet and then to Full Council by March 2018.

If this option was chosen, the IWFRS will be able to make evidence based, informed decision for the provision of fire and rescue resources, which has been constructed using risk analysis to provide a fire service that is effective and efficient.

## RECOMMENDATION

30. Option Two - Approve the Guiding Principles and conduct a Service Review which reports back to Cabinet and then to Full Council by March 2018.

Contact Point: Iain Hardcastle, SRO Strategic Projects IW,  
☎ 07918 887570 e-mail [Iain.Hardcastle@hantsfire.gov.uk](mailto:Iain.Hardcastle@hantsfire.gov.uk)

DAVE CURRY  
*Chief Fire Officer*

COUNCILLOR GARY PEACE  
Cabinet Member for Community Safety and  
Public Protection