

## **Hampshire Fire and Rescue Authority**

**19 September 2012**

**Item:**

**Draft 'Hampshire Fire and Rescue Service plan 2013 to 2016':  
draft strategic proposals and consultation strategy**

**Report by the Chief Officer**

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### **1 Summary**

- 1.1 We have developed six draft strategic proposals for the 'Hampshire Fire and Rescue Service plan 2013 to 2016'. Once these have been considered and, if approved by the Authority, we will seek views and comments on them from our stakeholders and staff. The consultation period will run from 24 September 2012 to 15 December 2012.

### **2 Recommendations**

- 2.1 That the Authority considers and endorses the strategic proposals (set out in Appendix A) as a basis for consultation with stakeholders; and
- 2.2 Approves the proposed consultation strategy and programme (set out in Appendices B and C).

### **3 Introduction and background**

- 3.1 Members will be aware that the Authority's Service plan covers a three-year period which is reviewed, consulted upon, and updated annually. The 'Hampshire Fire and Rescue Service plan' incorporates our annual report and our 'Integrated Risk Management Plan' (IRMP) – which all fire and rescue authorities are required to publish.
- 3.2 The published plan is the result of a well-established corporate planning process and performance management framework. The process ensures that the corporate objectives in the plan (together with all other supporting plans, strategies, policies and procedures) remain relevant in the changing context in which we operate, and responsive to our stakeholders needs. The plan informs our medium term financial strategy and annual budget.

## **4 Service planning**

- 4.1 We have taken the opportunity to examine and refresh our planning process in the light of the recently published Fire and Rescue National Framework for England which is the subject of another report on this agenda. This requires each fire and rescue authority to produce an integrated risk management plan that 'identifies and assesses all foreseeable fire and rescue related risks that could affect its community including those of a cross border, multi authority, and/or national nature'. The IRMP must 'demonstrate how prevention, protection, and response activities will best be used to mitigate the impact of risk to communities through authorities working either individually or collectively in a cost effective way'.
- 4.2 A significant new part of our process has been the development of a 'Strategic Assessment'. This provides an analysis and insight into external and internal information and data sources to provide a picture of the key drivers for the Service, and an understanding of risks and priorities we need to address. It is designed to inform the activities we need to undertake to meet those risks and priorities and the formulation of the strategic proposals. We presented a draft of the Strategic Assessment to the Performance Review and Scrutiny Committee on 18 September 2012 for discussion and comment. It will remain a living document that will be reviewed and developed on a regular basis, both in response to the changing environment in which we operate, and our improving picture and understanding of the risk in our communities.
- 4.3 We need to continue to give careful consideration to the resource implications of each proposal, as well as our capacity to deliver them. So the plan will take account of the predicted levels of funding over the coming years, including the Government's next Comprehensive Spending Review covering 2015/16 to 2018/19.
- 4.4 Six strategic proposals are presented in Appendix A. Consultation on the proposals will shape them into corporate objectives for the 2013 – 2016 Service Plan. We will report these to the Authority in February 2013 for approval. They are operationally focussed with the aim of "Making Life Safer".
- 4.5 Alongside these strategic proposals (which are essentially outward facing) a further set of proposals is being developed that support the delivery of front line services by ensuring that we have the capacity and capability we need. These are more internally focussed and will cover areas such as our use of information, estates and workforce planning to ensure we are "Making Our Service Stronger". They will be reported to the Finance and General Purposes Committee in January 2013.

## **5 Consultation strategy and programme**

- 5.1 Effective consultation with our key stakeholders is vital to the planning and formation of new objectives, actions, and activities. The consultation strategy

provides a programme of activities designed to ensure a good level of engagement with those key stakeholders most likely to be concerned about, or able to contribute most to, the development of our strategic proposals. Copies of the consultation strategy and draft programme are attached as Appendix B and Appendix C respectively for Members' approval.

5.2 The consultation period will run from Monday 24 September 2012 until Saturday 15 December 2012.

5.3 At the same time we will start to regularly engage with communities around broader topics to help increase their knowledge of the services we offer and for us to understand their needs and priorities. This will allow our communities to be better informed to make future comments on our plans. This forms part of a wider piece of work we are doing on community engagement and involvement.

## **6 Risk Analysis**

6.1 Failure to produce a Service plan (including the statutory requirement to produce an Integrated Risk Management Plan) would pose a significant risk for the Authority because it would be failing to meet a statutory obligation as set out by the government. It would also mean that we may not focus resources in the most appropriate areas in order to reduce risk.

6.2 Consultation with key stakeholders on the preparation of our service plan is an essential requirement of good governance. The lack of a robust consultation strategy would run the risk that our corporate proposals and policies might fail to properly reflect the needs and expectations of local communities and our various key stakeholders.

## **7 Resource Implications**

7.1 We consider costs related to implementing strategic proposals whilst developing our draft budget which will be reported to the Authority in February 2013.

7.2 The costs associated with the programme of consultation activities will be met from within existing departmental budgets.

## **8 People Impact Assessment**

8.1 An initial 'people impact assessment' (PIA) has been undertaken for each of the proposed strategic proposals.

8.2 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.

## **Background Information (Section 100D of Local Government Act 1972)**

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:

Fire and Rescue National Framework for England

Note: The list excludes: (1) published works; and (2) documents that disclose exempt or confidential information defined in the Act.

<b>Appendix A</b>	New consultation document including the corporate proposals
<b>Appendix B</b>	Hampshire Fire and Rescue Service plan (IRMP) 2013 to 2016 Consultation Strategy
<b>Appendix C</b>	Consultation programme for 2012