

Hampshire Fire and Rescue Authority

Performance Review and Scrutiny Committee

Item 7

10 February 2015

Update on progress of Risk Review Project – Engagement Activity

Report by the Chief Officer

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1 Summary

- 1.1 The Risk Review is currently in Phase 3 of the project where the work to draw together the draft proposals is on-going. The project remains on track with project timelines as reported to PRSC on 14 October 2014.
- 1.2 To support development of draft proposals for future Service Delivery operating models a thorough engagement process, internally with staff and externally with the public and key stakeholders, took place from 6 October until 9 December 2014.
- 1.3 A total of 49 staff engagement sessions were held across the county, all facilitated by HFRS personnel. These sessions were attended by a total of 352 staff. In addition, four staff sounding boards and four public focus groups were facilitated by an independent market research organisation (Firebrand Insight Ltd).
- 1.4 Alongside these activities, an online public survey and online staff survey were hosted for a four week period, attracting 676 public/partner responses and 187 staff responses. The information gathered during this engagement activity will be important in helping the development of options and future consultation.
- 1.5 The Risk Review team have compiled and assessed the feedback from the engagement activity and have shared this with Service Delivery colleagues working on the development of draft proposals

2 Recommendations

That the Committee:

- 2.1 Support the proactive approach to engage stakeholders at an early stage to shape draft proposals from the Risk Review that will be taken forward for consideration and approval by the Service and Fire Authority.

3 Introduction and background

- 3.1 The Risk Review Project is working towards the production of draft proposals that consider opportunities for innovation and improvements in how our services are delivered whilst providing up to £5m reduction in expenditure in Service Delivery budgets by March 2018.

- 3.2 This PRSC update report follows previous update reports to PRSC on the 6 May 2014 and the 14 October 2014.
- 3.3 The Risk Review Project remains within the planned timeline for delivery. Current focus is on development of detailed draft proposals for consideration by the Service Senior Management Team, and approval by the Fire Authority in September 2015, ahead of any public consultation. These draft proposals will be based on a detailed evidence base including engagement feedback.

4 Summary of Engagement Activity

- 4.1 From the 6 October to 9 December 2014, a comprehensive range of engagement activities were undertaken internally with staff and externally with key stakeholders and the public. This engagement activity was completed to provide staff and other stakeholders the opportunity to give their views, ideas and challenge on some of the early thinking and ideas being developed through the risk review. This feedback will be used in further development of draft proposals and inform how we undertake future engagement and consultation.
- 4.2 There were 49 staff engagement sessions held across the county, all facilitated by HFRS personnel who volunteered for this facilitation role. These sessions were attended by 352 staff. Further to this four staff sounding boards and four public focus groups were facilitated by an independent market research organisation – Firebrand Insight Ltd.
- 4.3 In addition, an online public survey and online staff survey were hosted for a four week period. These surveys attracted 676 public responses and 187 staff responses. We consider this to be a good level of response and this was informally validated by the Consultation Institute.
- 4.4 Our engagement activity was supported by a targeted media and social media campaign to raise awareness of the Risk Review and to promote the engagements activities and encourage involvement. Coverage was seen in regional newspapers, and on radio and television.
- 4.5 The feedback from the engagement activities, which is rich in content, has been compiled and analysed and provided to those in Service Delivery undertaking the work to formulate draft proposals so as to shape those proposals.
- 4.6 Looking forward, we anticipate further internal engagement activities in the Summer of 2015 to give staff a further opportunity to comment on detailed draft proposals relating to their individual workplaces.

5 Project Governance Arrangements

- 5.1 The Risk Review project remains on track with the timeline reported to PRSC in the Risk Review Update Report of 14 October 2014.

6 Supporting our corporate aims and objectives

- 6.1 In April 2013 Hampshire Fire and Rescue Service published its Service Plan 2013 – 2018. This plan outlines the priorities for the Service which focus on two key areas:

- Reducing risks to make life safer
- Making us a stronger, better organisation

6.2 This project continues to support the Service to achieve its stated vision and priorities and achieve the necessary budget reductions. Engaging with our staff and other stakeholders as we complete the Risk Review project is an important approach to making us a stronger and better organisation.

7 Risk analysis

7.1 The Risk Review is just one of the measures for reducing our future budgetary needs. Not undertaking this work and failure to identify viable recommendations will increase the risk of not delivering our Service Plan and failing to work within our available budget. As such, investment in this piece of work is critical.

7.2 We continue to maintain a detailed risk and issues log for the Risk Review Project. This is in line with the services project methodology and is subject to regular review and reporting to the Project Board.

Involvement of stakeholders throughout the risk review process is an important part of the overall project and the engagement periods provide an opportunity to share thinking, help shape draft proposals and mitigate the risk of challenge at later stage.

8 People Impact Assessment

8.1 The content of this report is considered compatible with the provisions of the equality and human rights legislation.

8.2 Given the scope and potential on the organisation, staff and the public, impact assessments will be developed in regard to draft proposals.

Learning from our engagement work will be used to support formal consultation in the Autumn of 2015 and the groups we engage with will be informed by impact assessments.

9 Environmental and Sustainability impact assessment

9.1 A link will be maintained with the Service's existing Environmental and Sustainability strategies and impacts of potential recommendations from the review will be considered during the life of the project.

10 Resource implications

10.1 Human Resources

The engagement work was led by the Risk Review project team. A team of volunteer facilitators were brought together from across the organisation to undertake the internal engagement sessions. The facilitation team included uniformed and green book staff, representatives from both Service Delivery and Professional Services and people from many levels of the organisation be it retained firefighters through to middle and senior managers,

10.2 **Information and Communications Technology Resources**

The engagement session was supported by information management in the completion of an online booking system so staff could book on to any engagement session across the County.

Collation of feedback was initially handwritten and then transposed to a spreadsheet by the risk review team so it could be analysed and findings considered.

An on-line questionnaire was provided by our external specialist support, Firebrand Insight.

10.3 **Specialist Resources**

Best practice advice and guidance was provided by The Consultation Institute to inform how we have approached the engagement activity so far. Firebrand Insight were engaged to undertake the independent engagement activity of the staff and public sounding boards and on-line questionnaire.

10.4 **Financial Implications**

This engagement work was supported by budget set aside within the risk review project and from savings made elsewhere in the Service.

11 **Consultation**

11.1 Staff have received regular briefings from managers about Risk Review developments and their involvement in shaping ideas and proposals continues to be encouraged.

11.2 Representative bodies receive regular updates and are invited to attend the project board and Risk Review workshops. Their continued involvement will be sought throughout the project lifetime.

11.3 A member sounding board has been established from the Corporate Management Team and meets monthly to consider specific questions regarding the Risk Review and help shape early thinking and direction.

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:

Headline statistics from Firebrand insight

Summary of statistics from engagement sessions

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