

Hampshire Fire and Rescue Authority

Performance Review and Scrutiny Committee

Item: 7

30 July 2015

Risk Review Process

Report by the Chief Officer

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1 Summary

- 1.1 This paper sets out the process to which the Risk Review Project Team will deliver the draft proposals to the Fire Authority.
- 1.2 The project is working to a timeline leading to a report which will seek approval from the Fire Authority to consult on draft proposals in September 2015. Another report will be prepared in February 2016 which will include the outcome of the formal consultation.

2 Recommendation

That the Committee:

- 2.1 Scrutinise the process used to develop the draft proposals and agree this approach.
- 2.2 Agree the performance indicators that will evaluate the outcome of the Risk Review project.

3 Introduction and Background

- 3.1 The medium term financial plan is based on a predicted funding gap of £12.2m in 2018/9. There is a programme in place to address this deficit which is closely monitored by our Safer Stronger Board. It includes identification of savings from existing budgets, development of income generation opportunities, and a review of our Professional Services Directorate. The last area for consideration is our Service Delivery function. The Risk Review is a fundamental examination of the way we provide our services, and will form an element of meeting the budget deficit.
- 3.2 The Risk Review has produced a range of draft proposals that identify opportunities for innovation and improvements in how our services are delivered whilst providing budget savings of up to £5m by 2019.
- 3.3 Running alongside the Risk Review Project is the refreshed Service Improvement Plan 2015-2020, which is due to be presented to HFRA in September 2015. The Plan has been updated to help us to further develop and strengthen our Integrated Risk Management Plan (Hampshire Fire and Rescue Service Plan). Once Risk Review reaches implementation it will be fully integrated with the Service Improvement Plan.

4 Risk Methodology

- 4.1 Fire and Rescue Authorities across the United Kingdom consider how best to deliver their services at a local level through an approach known as Integrated Risk Management Planning (IRMP). Through an IRMP approach an authority can give consideration to the different risks and demands it believes are relevant to its service area and then set out a plan about how it deploys its resources to best match that risk.
- 4.2 The PRSC paper dated 6th May 2014 sets out the Risk Review risk methodology which was considered and agreed by the PRSC Committee.

5 Risk Review Project Process

- 5.1 The purpose of the Risk Review project is enable the Service to develop a new approach to service delivery which will maximize efficiencies, enable innovation and deliver a cost-effective model aligned to making Hampshire safer, mitigating service risks, addressing financial challenges and focusing on our Vision for 2020
- 5.2 The risk review project started with initial ideas and early development of work packages. These evolved into scenarios in phase 2 after internal challenge and professional judgement, through risk review workshops made up of senior personnel and Rep bodies
- 5.3 In order to engage with our teams early we began a programme in the autumn of 2014, liaising with a number of stakeholders to influence and develop thinking at the beginning of Phase 3.
- 5.4 Phase 3 developed the detail, impact assessments and interdependencies of the scenarios into draft proposals with process mapping, financial checks and clarification of HR implications. This led into engagement 2015 that allowed for wider contribution by fire service staff to assist in shaping the draft proposals.
- 5.5 Phase 4 seeks to develop the draft proposals for presentation to the Fire Authority in September 2015 to be considered for formal consultation.
- 5.6 Phase 5 will be the formal consultation that will run for the recommended twelve weeks followed by six weeks to consider the findings of the formal consultation.
- 5.7 It is vital that public services consult and engage with their community well and to assure the Fire Authority on the planned consultation process. The Consultation Institute¹ were commissioned to provide advice, guidance and quality assurance on our processes for engagement and consultation.
- 5.8 The formal consultation will be run by an external provider who is part of the Eastern Shires Purchasing Organisation (ESPO) Market Research and Public Consultation Services Framework Agreement 992.
- 5.9 We will present the final draft proposals that will include any findings from the formal consultation to Hampshire Fire and Rescue Authority (HFRA) in February 2016.

¹The Consultation Institute's mission is to promote the highest standards of public, stakeholder and employee consultation by initiating research, publications and specialist events in order to disseminate best practice and improve subsequent decision-making

5.10 Appendix 1 shows a table of the Risk Review process.

6 Draft Proposals

6.1 The Service has developed a number of draft proposals that are being considered for presentation to the HFRA in September 2015.

6.2 These proposals will be detailed for the Authority members in September but can be summarised as:

- Change in front line capability to suit the changing risk; this will enable us to have rapid first response capability through to enhanced and special capability across the county.
- Provide further capability in medical response and build on the achievements of the service in saving many lives over the last few years.
- Provide the foundation to enhance our Community Safety capability to include prevention activities that support the priorities within health.

7 Formal Consultation

7.1 The formal consultation will be carried out with our stakeholders between September and December 2015. This will build greater awareness and understanding of the issues and will encourage further valuable feedback on key topics from a diverse range of internal and external stakeholders.

7.2 Our approach will enable people to contribute through a variety of channels which will include focus groups, internal sounding boards, on-line and hard copy questionnaires, social media, print media, etc.

7.3 The Consultation Institute have been commissioned to provide advice, guidance and quality assurance on our processes for engagement and consultation.

7.4 The consultation will be run by a highly recommended external provider, who will design and assist with our Formal Consultation.

7.5 The two key areas to be consulted on are

1. To consider council tax levels
2. A change in front line capability and crewing to better match resource to risk .

7.6 Appendix 2 shows the timeline of the consultation; the detailed process of the consultation will be reviewed and considered in the October 2015 PRSC meeting.

8 Performance

8.1 The focus for the Risk Review project is to improve the service while achieving the financial requirement to save £5 million.

Our aim is to make demonstrable improvements in

- County wide Response standards
- Number of fires confined to room of origin
- Number of medical interventions made by HFRS which reduce the demand for ambulance service
- HFRS supporting the reduction of falls in the elderly

If these measures are agreed by the PRSC, further detail will be presented to the PRSC meeting in January 2016.

9 Supporting our Corporate Aims and Objectives

9.1 In April 2013 Hampshire Fire and Rescue Authority 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

9.2 For the Hampshire Fire and Rescue Authority to achieve its stated vision and priorities and achieve the necessary further budget reductions, it was necessary to review the current Service Delivery model.

10 Risk Analysis

10.1 Judicial reviews have in the past concentrated on the process rather than the content of the review findings. If a stakeholder were to challenge the risk review project it would be on process.

10.2 We therefore engaged the services of The Consultation Institute early on in the project cycle to assist with reducing the risk of procedural challenge.

10.3 An independent company will be running the formal consultation for the authority and The Consultation Institute will carry out a quality assurance process following the consultation to confirm due process was followed. These findings will be presented to the PRSC Committee in Jan 2016.

11 Impact Assessment

11.1 Impact assessments have been developed using the Engagement 14 and Engagement 15 feedback. They will be revisited after the formal consultation and will be developed through the remainder of the project and into the implementation phase.

11.2 The proposals in this report are considered compatible with the provisions of the European Convention on Human Rights, the Human Rights Act 1998, and the Race Relations (Amendment) Act 2000.

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:

PRSC Paper 19 May 2015 - Governance arrangements for Risk Review

PRSC Paper 6 May 2014 - Service Delivery Risk Review Projects

PRSC Paper 6 May 2014 - Improving Public Community Health and Acute Medical Intervention

Appendix 1 Risk Review Process

Project Stage	Dates	Action
Phase 1	Jan – May 2014	Initial ideas and early development of work packages
Phase 1 Gateway	24 February 2014	Internal decision by Senior Responsible Officer that sufficient progress had been made to progress to phase 2 – scenarios
SSB/SMT		Internal challenge
PRSC Meeting	6 May 2014	Endorsement of Outline Risk Methodology
Phase 2	April 14 – Aug 2014	Work packages grouped together into scenarios Scenario development
Phase 2 Gateway	27 August 2014	Decision point for Senior Responsible Officer to approve scenarios developed
Phase 3	September 2014	Developed the detail, impact assessments and interdependencies of the scenarios into draft proposals with process mapping, financial check and clarification from H3 of HR implications.
PRSC Meeting	14 October 2014	Update on progress of Risk Review Project
Engagement 2014	Oct – Nov 2014	Internal and External Engagement A period of internal and external engagement and communications. <ul style="list-style-type: none"> • focus groups where we tested some of our base assumptions • internal sounding boards with staff that focus on more detailed aspects of the scenarios • surveys
PRSC Meeting	10 February 2015	Update on progress of Risk Review Project Engagement activity
Phase 3 Gateway	25 March 2015	Decision of Senior Responsible Officer to confirm which draft proposals were appropriate to

		progress further to Engagement 15.
PRSC Meeting	19 May 2015	Governance arrangements for Risk Review Project
Engagement 2015	May-June 2015	Draft proposals reviewed by internal stakeholders
PRSC Meeting	30 July 2015	Performance and process
Phase 4	January-September 2015	Final report Development
HFRA	9 Sept 2015	Approval for draft proposals to go to formal consultation
Formal Consultation	Sept – December 2015	Formal Consultation with stakeholders format to be agreed by HFRA Sept 2015
Consideration of Formal Consultation	December 2015-January 2016	Consideration of information gathered throughout the consultation. Incorporated into the Final draft proposals.
SMT Meeting	19 January 2016	To consider findings from consultation and to recommend final draft proposals for Authority decision.
PRSC Meeting	26 January 2016	To scrutinise the overall Risk Review process.
Fire Authority Meeting	24 February 2016	Final draft proposals for consideration presented to Fire Authority by Chief Officer. Decision required for implementation to start April 2016.

Appendix 2

Timeline for Formal consultation

Mid-July - Mid-August 2015	Develop consultation materials (consultation document, questionnaire, presentations etc.)
Mid-August – End August 2015	Finalise consultation materials (consultation document, questionnaire, presentations etc.) – former two to be ready for print at least two weeks before consultation starts
9 September 2015	Fire Authority meeting
14 September 2015	Consultation begins – questionnaire ‘in field’
14 September – end September 2015	Public, staff, stakeholder forum/public meeting preparation
October 2015	Hold public, staff, stakeholder forums/public meetings
October - November 2015	Analyse and write up public, staff, stakeholder forums/public meetings for overall report
4 December 2015	Consultation closes
December - January 2015	Analysis and overall reporting, including forums, public meetings, questionnaire, written submissions, petitions etc.