

RISK REVIEW

Consultation Project Plan



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Context

The aim of this internal document is to detail the plan for consultation. It will look to ensure that all stakeholders are aware of what is being done and why it is being done.

It should act as a single point of reference for any individual engaging with the project to understand their role and how this it interacts with the wider project.

Further to this is will also act as our statement of intent towards achieving best practice.

Consultation

As a public body we have both a legal and moral obligation to listen to the opinions of those whom we serve. However, more importantly we believe that consultation with our stakeholders will also add considerable value to our change program; ultimately assuring the quality and suitability of our final proposals.

Therefore in summary, HFRS is undertaking formal consultation for the following reasons:

Inform our stakeholders: HFRS will use the formal consultation process in order to ensure that those we serve fully understand the proposed changes to their service.

Improve our proposals:

HFRS will listen carefully to all of our stakeholders in order to ensure that our plans meet the needs of our communities and remain fit for purpose.

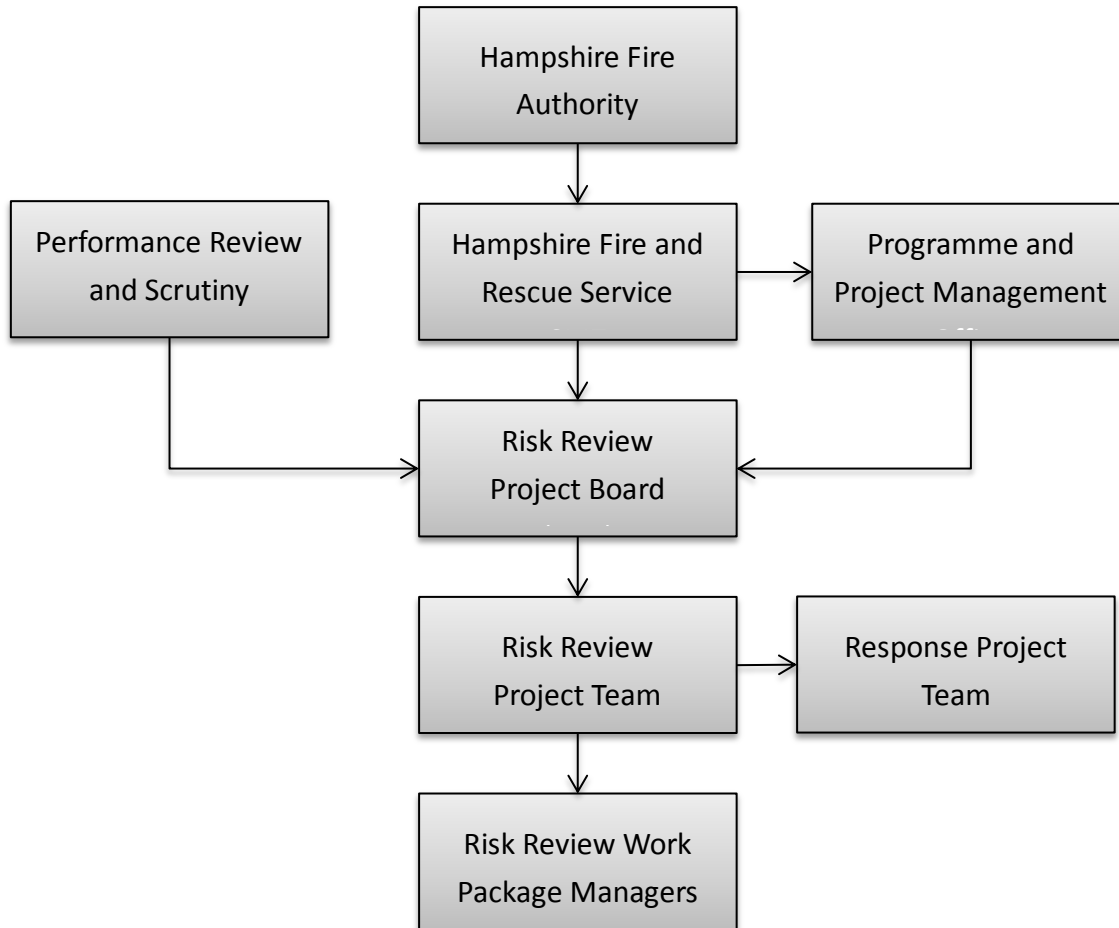
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1. Lines of Responsibility?

Hampshire and Fire Rescue Authority (HFRA) are looking to consult with its stakeholders on the proposed changes to Hampshire Fire and Rescue Service (HFRS). These proposed improvements will capitalise upon new and advanced technology in order to deliver a much improved service to the people of Hampshire; albeit in a much more cost effective way

In order to undertake this work the following governance structure is in place:



Hampshire Fire and Rescue Authority is the statutory body consisting of 25 Councilors (from across all of the four main political parties) which ultimately oversees the service delivery of Hampshire Fire and Rescue Service.

Hampshire Fire and Rescue Service is the statutory organisation responsible for delivering all Fire and Rescue activities within the Hampshire county boundary; as defined within the Fire and Rescue Services Act 2004 (<http://www.legislation.gov.uk/ukpga/2004/21/contents>).

HFRS Senior Management Team (SMT) is responsible for the leadership and strategic direction of the service (<http://www.hantsfire.gov.uk/>).

The Senior Responsible Owner provides overall direction and leadership for the delivery and implementation of the project; he is accountable for the structure, finance and governance arrangements of the project; and ultimately is accountable to the Fire Authority for the overall success or failure of the project. He will be continually advised by a Project Board made up from



various function heads in order to assure the overall quality and suitability of the project deliverables.

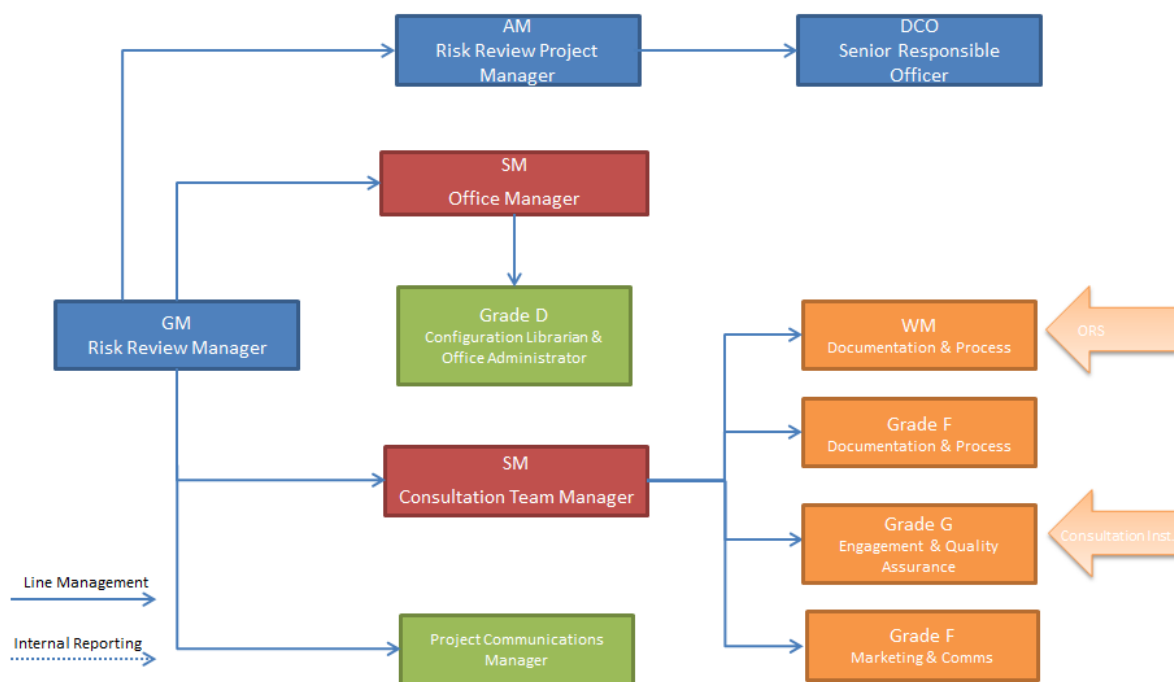
The Risk Review Project Team is lead by the Project Manager and together they are tasked with the undertaking of various work packages in order to inform any final proposals. The Project Team will be expected to interface and work with all key stakeholders in order to develop/deliver the most appropriate proposals for scrutiny at the Project Board.

Both the Programme and Project Management Office (PMO) and the Performance Review and Scrutiny Committee (PRSC) provide additional levels of internal assurance regarding the processes undertaken to deliver key project work.

2. Risk Review Team Structure

The Risk Review Project Team was structured as follows:

Risk Review Team Structure



The above diagram details how the Risk Review Team is structured. A Group Manager oversees two Station Managers, one of which is solely tasked to deliver the consultation process and associated work packages. There are then a further 4 staff working within this Station Managers team with the additional support of a Media and Communications Manager. The Risk Review Project team then is further supported by the Response Project Team in order to provide the more technical support underpinning the development of all proposals.

For further detail of team resources please see section 5 of this document.

3. Project Timeline

The project timeline identifies and plots all of the key elements and milestones applicable to the consultation process. For full details please refer to Appendix 1 [Project Timeline](#).

The final proposals presented to the Hampshire Fire Authority on the 24th February 2016 will have been through a detailed and robust process of formal consultation and these key stages have been outlined below:

Initial Stage

- All potential issues were discussed, documented and investigated.
- Formal 'Issues Log' created Appendix 2 [Risk and Issues Log](#).
- Population and staff demographics were compiled (including equalities) with relevance testing of equalities undertaken.
- Potential solutions were considered and documented into 'Work Packages'
- An initial case for change developed.

Pre-Consultation

- A project timeline has been established and agreed.
- The consultation project plan has been authorised for initiation.
- The Risk Review Team has undertaken a detailed 'scoping' exercise see Appendix 3 [Consultation Scoping Document](#).
- All 'In-scope' and 'Out of Scope' activities were clarified at this stage.
- A risks analysis/workshop has been conducted in conjunction with The Consultation Institute.
- A risk strategy was determined to:
 - Tackle process issues.
 - Tackle process challenges.
- A detailed Stakeholder analysis/mapping process has been undertaken to identify:
 - Service users
 - Staff
 - Key influencers
 - Potential resisters of change
 - Equalities issues
 - Partners
- An engagement plan has been developed to involve all of these key stakeholders. This involved determining strategies for:
 - Quantitative engagement
 - Qualitative engagement
 - Participatory engagement
 - Online and Social media interaction. Please see section 13.7 for further information.
- A communications strategy has also been developed in order to reach the people that we wish to engage with ensuring that they:
 - Were aware and well informed about the upcoming consultation
 - Were informed and had the ability to actively participate
- An 'Equalities Impact Assessment' has also been undertaken including:
 - Performing Relevance testing



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- Identify Stats and anticipated impacts
 - Mitigation options and relevant Action Plans
- A comprehensive review of the Consultation Plan was then conducted incorporating all processes to date; thus ensuring that our plan was still relevant and fit for purpose.
 - Supporting documents have been developed/published in order to outline the overall scope of the project and the ongoing 'gateways' negotiated within development of the proposals. This also included the management of risk as well as the financial impacts associated with each proposal. This suite of documents includes:
 - Consultation Document
 - Public Questionnaire
 - Technical Summaries
 - Technical Papers
 - Research Papers
 - The Risk Review website will be created and published showcasing:
 - All relevant information to be viewed within the public domain.
 - Feedback and Comments links so as to invite maximum interaction with the local communities.
 - A formal Consultation Document will also be written and published including:
 - The background and story so far
 - Explanation of why change is necessary complete with clear rationale
 - Explanation of all external drivers for change
 - All relevant pre-consultation investigation/research
 - A clear vision of the future services
 - Explaining the consequences of any proposed change versus maintaining the status quo (specifically with regards to quality, safety, accessibility, and proximity of services)
 - Setting out how sustainable staffing levels will be achieved
 - Explaining any significant risks and how they will be managed
 - Providing a clear picture of the financial implications of the different proposals
 - Inviting stakeholders to propose alternative solutions if they disagree with the options in the consultation document
 - Clearly identify who will be affected by the proposals and how their interests will be protected throughout the process
 - Explaining how any change and proposed benefit will be evaluated after implementation
 - Information on how the information can be available/accessed in appropriate formats (e.g. easy read, Braille, BSL, audio, etc.).

Formal Consultation

The Consultation process will aim to engage with as many of its stakeholders as possible. The national average for post engagement feedback is 0.5% and we hope to achieve at least 1%.

A mid point review of the consultation process (at 6 weeks) will be held to ensure that the consultation is running to plan and to make any changes to the plan if needed.

An end stage review will also be held to ensure that the consultation has been run in accordance with best practice standards. Please see Section 8.1 for more details.

It will be confirmed how the information will be analysed.

It will be confirm how decision makers will be influenced to agree 'options'

All stakeholders will be updated of the ongoing processes.

Post-Consultation

ORS will analyse all of the consultation feedback.

- This analysis will be published in useful formats that support decision making
- All information will be made available to decision makers
- All outputs will be published in a formal report and available for public scrutiny

Formal decision-making forums and workshops will be held within the 6 week consideration period.

All process issues will be addressed as soon as practicable.

All challenges will be given due consideration by the relevant key decision-makers (Hampshire Fire Authority)

All outcomes/decisions of the fire authority will be formally published post February 2016.

4. Budgetary Responsibly

Hampshire Fire and Rescue service are dedicated to providing an efficient and effective service. An integral part of that is providing value for money to our stakeholders throughout all aspects of the work that we undertake.

In order to undertake an effective Consultation HFRS has invested in the resources required to undertake this in a manner which meets the requirements of a 'Best Practice' consultation process in accordance with 'The Consultation Institutes' best practice quality assurance processes.

Section 5 outlines the resources (complete with costings) required in order to effectively complete all aspects of the consultation plan.

5. Consultation Resources

The following human and physical resources have been assigned by the Risk Review Project Board in order to effectively deliver the formal consultation plan/process.

SM – Consultation Team Manager

WM – Documentation & Process

Grade G – Engagement & Quality Assurance

Grade F – Marketing & Communications

Grade F – Documentation & Process

Grade D – Admin Support

Project Communications Manager

Opinion Research Service (ORS)

The Consultation Institute (TCI)

Documentation

The Consultation document and questionnaire will be created and be made available both in hard copy and electronic copy. The Hard copy version will then be distributed throughout Hampshire. On the website there will be a range of documents available to act as evidence and give context to HFRS' proposals (See Section 10).

E-Resources

A website has been built to act as a central point of reference for information concerning the Risk Review consultation. It will hold the consultation document as well as the supporting documentation to this. It will also provide details of how to get involved in the consultation (See Section 13.7).

Public Venues

In order to undertake the qualitative element of the consultation a number of venues have been hired to provide location for these to take place in (See Section 13.8).

Costings

Unit	Costs
Staffing Costs	£237,000
Documentation Costs	£10,000
Advertising Consultation	£9000
Venues	£1500
ORS	£48,000
TCI QA Process	£4800

6. Scope of Consultation

The Consultation process will run for 12 weeks and will actively seek the views of its staff, its key stakeholders and the wider Hampshire public. HFRS and the Fire Authority will then undertake a 6 week period of consideration within which all of the information gained during consultation will inform any final decisions made by the authority.

The full scope of what this consultation will look to ask, learn and influence can be seen in the Scoping Document See Appendix 3 [Consultation Scoping Document](#).

7. So what is still open/closed to influence during consultation?

The scope of what is/is not open to influence will be made clear in the consultation document and is summarised below.

Closed

The budget for HFRS is set by the Fire Authority based upon a combination of government grants and council tax contributions. To this end the financial savings are not part of the consultation enquiry.

HFRS has already committed to maintaining the position and status of all of its 51 fire stations. Therefore this area is not open to consultation.

Foundation Principles – See Appendix 4 [Foundation Principles](#) – Our foundation principles are a set of clear guidelines established by the services Senior Management Team (SMT) which set out the standards that must be addressed by HFRS. These parameters underpinned the entire project methodology and will ultimately assure the continued service delivery of HFRS.

Open

Vehicle Dispositions – This refers to how we spread our emergency vehicle fleet across our 51 stations to provide fire cover throughout Hampshire.

Establishment Levels – This is means the number of firefighters that are posted to our 51 stations across Hampshire.

Crewing Arrangements – This refers to the number of firefighters we have available at any specific time throughout the day/night at our stations.

8. Consultation Standards

Hampshire Fire and Rescue Service are extremely committed towards listening to its stakeholders and continually strive to make the service better for all concerned. With this in mind we want to ensure a fair, robust and extremely informative consultation process. In order to meet this objective HFRS will be aspiring to meet best practice standards and have undertaken both external and internal quality assurance process.



External Quality Assurance Process/Timeline

The external quality assurance process will be undertaken by The Consultation Institute to ensure that every part of our formal consultation meet best practice standards. They oversee the following six stages in order to address all areas of the Quality Assurance process:

Stage	Review And Sign-off Date
A) Scoping document	07/08/15
B) Project plan -	07/08/15
C) Consultation documents -	18/08/15
D) Mid consultation review	28/10/15
E) Closing date review	04/12/15
F) Final report	25/02/16

Internal Quality Assurance

The internal process of quality assurance is governed by the Performance Review and Scrutiny Committee. This committee is chaired by a senior member of the Fire Authority and includes a wide range of service-based internal stakeholders (senior users, Rep Bodies, Finance etc.). This committee are in place to ensure that all projects methodologies and resulting processes remain compliant; ultimately making sure that HFRS deliver on its objectives.

9. What are we looking to learn from Consultation?

Through the consultation process there are three areas that HFRA/HFRS will look to seek the views and opinions of their stakeholders on. These are as follows:

1. The proposed vehicle disposition strategy
2. The proposed establishment and crewing strategies
3. The proposed increase to council tax

Each of these proposals is more clearly detailed within the Consultation Document as discussed within the following section.

10. Consultation Documents

The Consultation Document will be written by the Risk Review Team and will be tailored specifically that any member of the public (with a reading age of 16) would be able to easily comprehend; and indeed make an informed decision upon. The Document will include an introductory narrative to help readers understand the context and rationale behind the Risk Review project. It will then go on to detail each of the two options open to consultation.

Finally it will look to encourage active participation in the consultation process, providing details of how/where to get involved. Stakeholders will be able to participate in a variety of ways including both the quantitative questionnaire, as well as the more qualitative elements such as the forums/meetings. The document will also direct readers to all supporting documentation, should they wish to further examine and understand the specific and more technical detail underpinning the Risk Review proposals. These documents will be made available in various formats; in both hard copy and on the consultation webpage.



These documents will provide sufficient additional detail so that any stakeholder could make an informed or alternative opinion should they wish.

The Following documents will be available on HFRS Consultation website for consideration.

Supporting Documents
Tier 1 – Technical Summary
- Station Profiles
- Risk Methodology – Pictorial
- PIAs
- Glossary of Terms
Tier 2 – Technical
- Engagement 14 – PP
- Engagement 15 – Narrative
- Response Performa Feedback to Station
- Rejected Proposals
Tier 3 – Research
- Process Evolution Data
- Other FRS Engagement/Market Research
- Equipment Research
- Phase 1 Work packages
- Phase 2 Scenarios
- Phase 3 Draft proposals
- Engagement 14 Evidence
- Engagement 15 Evidence
- SMT, PRSC, HFRA Papers
- Risk Methodology/Risk Analysis
- HFRS Profiles (Knowledge Management)
- Minuets from the Risk Review Project Boards, HFRS Senior Management Team Meetings, Professional Review and Scrutiny Committee Boards and Fire Authority Meetings

You will note from the table above that we plan to break the Supporting Documentation into three tiers.

1. Tier 1 Technical Summary will consist of overview documents which give the high-level (report based) information of the project in addition to that contained in the Consultation Document.
2. Tier 2 Technical Documents will be those documents containing technical detail of how the options in the Consultation Document have been developed.
3. Tier 3 Research will be evidence supporting the rational of the options put forward in the Consultation Document.

11. Risk Analysis

Risk Strategy

HFRS will proactively and continually identify all risks through the undertaking of a detailed risk analysis process. We will continually manage these risks by reviewing and updating the existing risk register for the project at regular (weekly) intervals. See Appendix 2 [Risks and Issues Log](#).



Tackling process risks, issues and challenges

Any highlighted issue or risk will be formally logged within the Projects Risk/Issues Log and assigned a senior owner. During the weekly review meeting (cross-functional) all new risks and issues discussed (and scored on the matrix) by the relevant senior users before a comprehensive mitigation action plan is put into place. The risk/issue senior owner will be responsible for overall review/management of it until it is either eliminated or sufficiently reduced (therefore no longer classified as a risk/issue).

In a further effort to understand and mitigate the issues and risks facing the project the Consultation Institute held a half day Risk Workshop on the 10th August to work through HFRS consultation risks and strategies for managing these. See Appendix 5 [TCI Risk Profiling Exercise](#).

The risk/issue log is also a standing agenda item for discussion and review at all Project Board meetings (Quarterly).

12. Stakeholders

In order to consult effectively it was imperative that HFRS accurately identifies its stakeholders. HFRS identified its stakeholders along with plans of action to manage and consult appropriately with each.

Details of HFRS Stakeholder mapping can be found in Appendix 6 [Stakeholder List](#) and [Stakeholder Analysis](#).

13. Consultation Engagement Plan

Objectives

The objective of the consultation is to hear the views of the public, staff and key stakeholders on the proposed changes to HFRS so as to ensure decision makers are as informed as possible about the potential impacts and effects of risk review proposals so as to make the best decisions possible.

To do this the consultation needs to understand what the stakeholder's views are and indeed the rationale behind them. To this end the consultation process will also provide stakeholders with various opportunities to suggest their own ideas and alternatives. Only through such an open and transparent process can the authority ensure that the most appropriate decisions are made.

Consultation Activities Plan

Consultation will utilise a mixed methodology approach in order to fully understand the thoughts and feelings of stakeholders. This will occur as detailed below:

Quantitative Engagement

A public and staff survey will be produced and analysed by ORS. This will be available electronically as well as in hard copy which will be made available at various locations across the county.



The website will also have both a 'free-text' and 'open feedback' section encouraging our stakeholders to provide us their more direct feedback/challenges.

Hard copies will also be available in other languages and for those with additional needs on request.

Qualitative Engagement

The qualitative element will consist of General Principles Public Forums, Public Forums and Staff Forums, Public Meetings and Stakeholder Forums. ORS will facilitate these forums/meetings in order to assure fairness and neutrality throughout. ORS will also undertake all analysis of the feedback and will formally report back to the authority at various stages throughout the process.

Participatory Engagement

Both the Public meetings and Staff, Public and Stakeholder forums will all have a participatory element allowing attendees the opportunity to speak openly; and for us to discuss/capture/explore the alternative solutions.

Deliberative Engagement

Deliberative consultation methods such as Public meetings and Staff, Public and Stakeholder forums work well for complex and controversial issues as they allow for the explanation of unfamiliar but important strategic issues and principles. They also provide an opportunity (and the time) for greater discussion and flow of information, thus allowing attendees to truly understand the issues in hand. In general, deliberative consultation allows for:

- Clear presentation of the proposals and evidence
- Consideration of data, illustrations and photographs
- Questions and clarification of any ambiguous or difficult points
- Thinking time while listening to evidence and the views of others

Questionnaires

The questionnaire represents the quantitative element of HFRS' consultation. The questionnaire will look to gather the views of Hampshire's stakeholders in relation to the two options presented to them. Alongside this it will also seek views on the possibility of increasing the fire service element of council tax.

The questionnaire will actively target a wide-ranging and diverse audience (all HFRS staff or any member of Hampshire's public) providing them with the opportunity to have their say on the future of HFRS.

The questionnaire will be available both online and in hard-copy, either by request to HFRS or from points located throughout Hampshire which can be viewed in Appendix 7 [Consultation Document Distribution Plan](#).

General Principles Public Forums (4)

The four general principles forums will feature the general themes and principles upon which the service proposals are based (and will of course also include discussions around council tax). These forums will be a



structured format involving attendees who have been pre-selected and formally invited to attend.

Public Forums (12)

A cross-section of Hampshire stakeholders will be randomly selected and invited to attend the twelve public forums. These semi-structured discussions will focus more directly upon the proposals for a specific geographical area (in which the forum is occurring) looking to understand a more localised view towards the proposals.

Staff Forums (4)

A cross-section of HFRS staff will be randomly selected and invited to discuss their views on the proposals being put forward for the authority at the 4 staff forums See Appendix 19 [Staff Forums Selection Plan](#) . Both staff and public forums will include around 15 to 60 people and last for around three hours providing a place for informed and potentially deliberative engagement. In this way participants can be given room to discuss a greater number of issues in more significant detail/depth.

Stakeholder Forums (7)

Much like the public and staff forums, the seven stakeholder forums will provide a similar opportunity for deliberative discussion; albeit this time seeking the views of our strategic partners such the Ambulance Service, Police, local Business, and Hospitals etc. Local business's will be recruited through the use of HFRS' CFRMIS database. This provides a list of all business contacts for HFRS. Through this channel 6000 invitations will be sent out to ensure a strong response is achieved for stakeholder events.

Public Meetings (5)

The four public meetings will offer an opportunity for any member of the public to attend and express their views on proposals directly to a Hampshire Fire and Rescue Service principal officer (Deputy Chief or Assistant Chief Officer). This will allow our stakeholders direct access to the key decision-makers and air views or indeed question specific rationale; ultimately proving another valuable opportunity to hear from the public of Hampshire.

Selection and Invitation to forums

For deliberative and qualitative meetings members of the public will be randomly selected by ORS' *Social Research Call Centre* and paid an incentive to attend and take part in discussions. ORS apply strict criteria to selection processes to ensure that participants are cross-sectionally representative. The preferred method of selection will be through random telephone calls to a targeted area (using random digit dialling). The main advantages of random telephone recruitment are that it:

- It is socially inclusive and even those who are ex-Directory and registered with the *Telephone Preference Service* are not excluded. Typically this method succeeds in recruiting representative groups of diverse people who are fully independent of each other.
- Elicits an excellent response from those contacted.
- Recruitment includes a carefully structured 'follow up' procedure including writing to individuals confirming arrangements and ensuring that they



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are still willing to participate. It also includes a standard “pre-event” telephone reminder to all participants (complete with a final check on location and times); ensuring a high-attendance level for each group.

Facilitation of forums and focus groups

The aim of facilitated sessions will be to provide a safe and open atmosphere in which participants can express their ideas freely without feeling inhibited or awkward in any way. The structured forums will aim to promote a constructive discussion of the key issues, rather than bilateral questions and answers with the facilitator. The purpose will be to elicit participant’s opinions and attitudes about important issues through group discussion; stimulating challenge and reflection without allowing anyone to shroud the views of others. Participants will also be given the opportunity to raise their own priorities.

Real-time reporting

During the forums an interactive ‘real-time’ open reporting process (utilising PowerPoint) will be employed. This offers an effective way of reporting opinions and gaining consensus during the meetings. Using this method, the stakeholder contributions are captured on screen thus maintaining focus on the issues in hand. The method has several important advantages:

- It allows groups to identify and rank their own issues for the meetings (within the framework of the overall discussion plan)
- It demonstrates that people’s comments have been understood and taken seriously
- It shows that comments are recorded anonymously without anyone being personally identified
- It allows other participants to focus on and reflect upon the comments – and to back-track and refer later to previous comments if they feel it necessary
- It allows the group to clearly prioritise key issues by revisiting the PowerPoint record to evaluate them explicitly towards the end of the session
- It creates confidence that the group has been able to construct its own report
- It allows for an early ‘initial feedback’ of the main findings (issues/risks/challenges)

Continuing engagement

Following all forums, efforts will be made to retain the services of participants (with their agreement) for further meetings and discussions if required. This can be useful given the more informed knowledge/understanding that these specific individuals now have.

Quality Standards

ORS will run all of the forums and public meetings, albeit supported by HFRS staff as appropriate (Risk Review Team personnel). ORS research practices and systems are fully accredited to **BS ISO 9001:2008**. The scope of the ISO certification is the entirety of ORS’ business from identification of client needs, frontline data collection all the way through to report writing and client management. In addition to this ORS are also fully accredited to **BS ISO 20252**. All interviewers are **IQCS** trained and fieldwork procedures will have been fully accredited.

ORS are also a Market Research Society Company Partner and are fully compliant with the Market Research Society Code of Conduct. Alongside this ORS also have corporate membership of the Local Authority Research and Intelligence Association



(LARIA) and Institute of Welsh Affairs and personal memberships of the Chartered Institute of Housing, Market Research Society, Institute of Customer Services and Social Research Association.

Timeline of Activities

A full breakdown of all consultation activities/events can be viewed in Appendix 8 [Activities and Venues List](#).

E-Services

HFRS will use a range of social media (Facebook, Twitter, www and the HFRS intranet), as well communications through the local press/media in order to actively promote and support the consultation process.

Website

A specific consultation section on the website will be developed. This section will be linked to the main HFRS homepage and will act as a single 'hub' for all information and support of the consultation process.

The webpage will be built by an external provider (Ideagen) and is scheduled to go live on the 14/09/2015 with the opening of the formal consultation.

A basic wireframe design can be seen - Appendix 9 [Risk Review Wireframes](#).

The webpages will host a range of essential information including, contact details for the Risk Review team, links to all the supporting documents detailed in section 9 of this document, the consultation document itself, and details of how to get involved in the consultation including a link the questionnaire.

Social Media

The team's specialist skills in social media will be utilised for the consultation process. This will effectively utilise and monitor all social networks in order to promote and inform HFRS' stakeholders of key information; as well as providing another virtual method of getting involved with the consultation process.

This strategy will cover two areas: Monitoring and Engagement.

- Social media will be monitored by means of a 'mood' sensor. Social media analysis will inform HFRS of the views and feelings of various groups with regards to the proposals and the consultation process as a whole. This will assist in shaping the more dynamic areas of the communications plan moving forward.
- HFRS will utilise its corporate social media channels (including the services corporate Twitter and Facebook pages) and local stations Twitter accounts, to promote the consultation process.
- HFRS will also utilise advertising channels through social media in order to promote the consultation process. A 30 second airtime commercial will be used to raise awareness of the consultation including a call to action. This commercial will be aired at varying times of the day and night to hit as many listeners across the county as



possible. The commercial will be played on Heart FM, Wave 105 FM and Smooth FM. Each of these stations has a different listener demographic which allows us to specifically target age groups and genders. Heart FM reaches the 25 – 35 age group in particular whilst Wave 105 FM typically reaches the 35 – 55 age group. Smooth FM mainly reaches the over 50+ age group, particularly females. By targeting these three radio stations, we have attempted to engage with a large proportion of Hampshire's communities (and those who travel through or work in Hampshire) during our consultation period.

Venues

The venues for consultation events will be identified and booked by the Risk Review Team. These venues will be widespread across Hampshire and will be appropriate in both location and facilities to the consultation activity being conducted.

A full venues list for consultation activities can be seen in Appendix 8 [Activities and Venues List](#).

14. Communications

Communications will be a vital element of the consultation process. HFRS' stakeholders need to be aware of the consultation process, what we will be consulting on, and why/how to get involved in the feedback process. Through our internal and external communications plans we will reassure all stakeholders of our aim to make life safer.

Along with our efforts to fully inform our stakeholders, we will also make it possible to request additional risk review information (if not already published on the site). The process for managing this can be seen in Appendix 10 [Information Request Flow Chart](#).

Communications plan

The aim of our communications will be to support the engagement requirements of the consultation process and to inform all stakeholders of what is happening and why HFRS is proposing what it is.

With communications being so vital an aspect of the consultation both internal and external communication plans have been developed to ensure communications are as timely, accurate and informative as possible so that all HFRS' stakeholders have all the information they need to fully engage with the consultation.

Internal communications

Internal communications is concerned with communicating to all HFRS staff. In this way everyone in the organisation be they senior managers, operational firefighters or support staff have a common and consistent understanding of the risk review and the consultation process so that they are fully involved and attain from it that which is appropriate to their position. In this way decision makers will gain deep and meaningful information from the consultation with which they can be informed to make the best decisions possible for the future of HFRS.

See Appendix 11 [Internal Communications Plan](#).

External communications



External communications is concerned with communicating with all of HFRS' stakeholders who are not staff. This is a broad range of people and organisations. However, it is vital so that all can understand the purpose of the risk review and consultation process so that they can be involved in an appropriate and productive manner. Again as with internal communications this will mean that the consultation is able to offer deep and meaningful information from all non-staff stakeholders with which decision makers can be informed so as to make the best decisions possible for the future of HFRS.

See Appendix 12 – [External Communications Plan](#).

Please see Appendix 13 for a full timeline of Communication activities - [Communications Plan](#).

15. People Impact Assessment's (PIA's)

As part of our challenge to understand the potential impacts associated with the Risk Review process, a comprehensive suite of 'Impact Assessments' have been undertaken for each of the proposals. These assessments include an analysis of equality, people, financial and environmental impacts and prove an essential way of ensuring that we effectively link with all of our Hampshire communities. Impact assessments look at whether changes to how we do things (like working practices or ways we deliver services) are likely to have a positive or negative impact to the communities we serve. Only through the completion of robust impact analyses can we plan to reduce or remove these negative impacts.

Our various impact assessments also discharge our legal obligations due regards to the Equality Act 2010. They are a tool we use to ensure that policies, practices, projects and activities which shape our work will ensuring equal access to all our services for all.

All PIA's can be viewed as follows:

See Appendix 14 – [PIA Frontline Capability & Activity Based Crewing](#).

See Appendix 15 – [PIA Council Tax](#).

Should any impact be identified during the consultation process and spreadsheet has been made available to the risk review team to ensure that it is dealt with and investigated properly.

See Appendix 16 – [Impact Concern Log](#).

See Appendix 17 – [Impact Investigation Flow Chart](#).

Further to these assessments, the Risk Review team has also undertaken an equalities impact investigation to examine further any potential impacts associated with the 'risk review process' itself. This has involved working with the Hampshire Equalities forums ([Hampshire independent equality forum webpage](#)) to utilise their unique networks of groups and people throughout Hampshire in order to identify any potential impacts to groups by asking them directly if they feel any changes will adversely impact them or those they represent more than the general public. Any information returned from these investigations can then be logged and investigated by HFRS inline with the processes identified in Appendix 17 [Impact Investigation Flow Chart](#).

HFRS has worked with The Hampshire Equalities Forum in two ways –



- Utilise there network to distribute the Consultation Documents and Questionnaire as well as inviting people from all groups to participate in consultation activities. The trust and relationship that the Equalities forum has with these groups will be invaluable for this.
- Utilise this network to explore through further questionnaires or focus groups etc. how proposed changes may impact specific people groups.

In this way HFRS can be both proactive and reactive to any people impact issues and in doing so ensure that proposals serve all of Hampshire.

16. Mid-Consultation Review

The mid-consultation review has been scheduled to occur on the 28/10/2015; six weeks into the formal consultation process. This review will be carried out independently by 'The Consultation Institute' in order to provide a fair and unbiased representation of the consultation process to that point. Any shortfalls at this stage will be reported immediately to the project SRO; who in turn will task the relevant teams to undertake corrective action plans.

17. Closing Consultation Review

The closing consultation review is scheduled to occur on the 4/12/2015 following the close of formal consultation on the 4th December 2015. This review will also be carried out independently by 'The Consultation Institute' in order to provide a fair and unbiased representation of the consultation process to that point. Any shortfalls at the closing stage will be reported immediately to the project SRO; who in turn will task the relevant teams to undertake corrective action plans.

18. Post Consultation Processes

Following the end of consultation HFRS will be required to fully consider the feedback and make recommendation to the Fire Authority. All decision makers will have full access to the consultation feedback documentation (not just summaries) in order to assure full consideration of the key data/information prior to making any final decisions.

HFRS will present its final options to the Fire Authority as part of the full Authority Paper scheduled for January/February 2016. These will subsequently become open to public view nine days prior to final authority decision.

The process following consultation will progress as follows:

Outputs; refer to all the raw data that will be collected throughout the consultation. Once this has all been compiled a press release will be required concerning these outputs and clarifying the next stages of the process.

Feedback; ORS will take the compiled outputs and analysis it to



provide feedback for decision makers to review. There will need to be a press release concerning the feedback that is to be considered.

Decision; this will be the final decision point on proposals taken by the Fire Authority. This decision will require a press release to inform all stakeholders of the decision.

The post-consultation process is subject to the need for more information if a need is identified.

Consideration Plan

A consultation plan has been produced to ensure that sufficient structure is put in place to allow for full and detailed consideration of findings to take place; effectively informing all final decision making processes.

The formal consideration process will consist of an initial workshop* designed specifically to review the '*ORS Mid-Report*' as well as the suite of '*ORS Weekly Update Reports*' provided throughout the process. This will be followed by a meeting of the formal Project Board enabling further, more detailed discussion around the consultation feedback. By this stage it is anticipated that ORS will have completed and returned their '*Final Report*' to HFRS. This report will then be scrutinised in greater detail during the second workshop** in readiness for presentation to the Service Management Team (SMT) for consideration. SMT will be the final internal governance point before the proposals are formally presented to the Fire Authority on the 24th February 2016. The workshops will be attended by senior decision makers from across the service.

*Within workshop one, attendees will be required to effectively funnel and filter the feedback into key areas for further investigation/discussion. These areas will then be disseminated to the relevant teams to scrutinise more closely; effectively for inclusion moving forward, or for discounting accordingly. All decisions/rationale will be logged.

**Within workshop two, attendees will be presented with the key areas that have made their way through the more detailed scrutiny process. These areas will then be discussed in depth with specific regard given to how they impact upon the final proposals (time, cost, quality, and implementation). This will enable the final proposals to take shape in readiness for formal presentation at SMT. The Service Management Team will then decide if they are satisfied to present these in the authority report.

The consideration plan can be viewed in Appendix 18 [Consideration Plan](#).

What is the purpose of the information from Consultation and how will it inform the next stage of change?

The purpose of HFRS carrying out the formal consultation was to provide decision makers with as wide a range of viewpoint and information as possible to make the best decision for the future of HFRS. In this way formal consultation will allow HFRS' stakeholders to put across their thinking and feelings in regards to proposed changes and in doing so have provided a holistic understanding to HFRS' decision makers as to the potential impacts and effects of decisions which when coupled with all the evidence and research already undertaken as part of the risk review process will enable a full picture of the causality of decision to be understood allowing the opportunity for fully informed decision making to be made.



Following the end of the Risk Review, which concludes shortly after the end formal consultation, HFRS will begin the implementation phase? This phase will look to instigate the changes signed-off by the Fire Authority following the end of formal consultation.

Challenges and Issues

We are only too aware that any proposed changes to the fire and rescue service can be an emotive issue and that significant challenges may well arise as a result of these changes.

HFRS has prepared for this by undertaking detailed analyses in order to identify any potential challenges, risks and issues before they occur. This has allowed us to plan appropriately and to establish scenario-based countermeasures should the need arise. See Appendix 2 [Risks and Issues Log](#) and Appendix 6 [Stakeholder List](#) and [Stakeholder Analysis](#).

Alongside this HFRS has continually consulted with both ORS and The Consultation Institute in order to ensure that our processes are morally and legally compliant throughout. We hope therefore that any potential for challenges and issues will remain limited and, if they do arise, then HFRS has a robust and quality assured process to stand by.

Post-Consultation Communications

Following the end of consultation HFRS will once again actively communicate with its stakeholders to ensure that the outcomes of the process are widely published and understood. This will ensure that all participants will understand the outcomes of the consultation process and how their efforts have assisted the Fire Authority in making its final decisions.

Aims and Objectives

The aims and objectives of HFRS carrying out the formal consultation were to provide decision makers with as wide a range of viewpoint and information as possible to make the best decision for the future of HFRS. In this way formal consultation will allow HFRS' stakeholders to put across their thinking and feelings in regards to proposed changes and in doing so have provided a holistic understanding to HFRS' decision makers as to the potential impacts and effects of decisions which when coupled with all the evidence and research already undertaken as part of the risk review process will enable a full picture of the causality of decision to be understood allowing the opportunity for fully informed decision making to be made.

Next Stage

Following the end of the Risk Review, which concludes shortly after the end formal consultation, HFRS will begin the implementation phase. This phase will look to instigate the changes that were formally agreed by the Fire Authority following the formal consultation process. If all of the final proposals are agreed then it is predicted that implementation could take up to three years to complete due to the level and complexity of the changes.

19. Appendix Contents

<u>Appendices Number</u>	<u>Title</u>	<u>Link</u>
<u>1.</u>	Project Timeline	Project Timeline
<u>2.</u>	Risk and Issues Log	Risks and Issues Log
<u>3.</u>	Consultation Scoping Document	Consultation Scoping Document
<u>4.</u>	Foundation Principals of Risk Review Project	Foundation Principles
<u>5.</u>	Risk Workshop Report	TCI Risk Profiling Exercise
<u>6.</u>	Stakeholder Mapping	Stakeholder List Stakeholder Analysis
<u>7.</u>	Consultation Document and Questionnaire Distribution Plan	Consultation Document Distribution Plan
<u>8.</u>	Activities and Venues List	Activities and Venues List
<u>9.</u>	Webpage Wireframe Basic Design	Risk Review Wireframes
<u>10.</u>	Information Request Flow Chart	Information Request Flow Chart
<u>11.</u>	Internal Communications Plan	Internal Communications Plan
<u>12.</u>	External Communications Plan	External Communications Plan
<u>13.</u>	Communications Timeline	Communications Plan
<u>14.</u>	PIA Front Line Capability and Crewing	PIA Frontline Capability & Activity Based Crewing
<u>15.</u>	PIA Increasing Council Tax	PIA Council Tax
<u>16.</u>	Equalities Investigation Spreadsheet	Impact Concern Log



<u>17.</u>	Impact Investigation Flow Chart	Impact Investigation Flow Chart
<u>18.</u>	Consideration Plan	Consideration Plan
<u>19.</u>	Staff Forums Selection Plan	Staff Forums Selection Plan

