

## **Hampshire Fire and Rescue Authority**

### **Performance Review and Scrutiny Committee**

**Item: 7**

**19 May 2015**

### **Governance arrangements for the Risk Review project**

#### **Report by the Chief Officer**

Contact: Station Manager Greg Garrett - Telephone: 023 8064 4000 ext. 4051

## **1 Summary**

- 1.1 A Risk Review project has been established to identify opportunities for improvements in how we deliver the Service and support budget savings in Service Delivery of up to £5m by 2017/18.
- 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 with the outcome of the consultation.
- 1.3 This paper outlines the project management and governance arrangements we have in place to complete the project effectively, this builds on the previous report presented to the committee October 2014.
- 1.4 Appendix 1 shows the governance arrangements for the Risk Review project and includes the key sign off points.
- 1.5 Using the evidence developed in the first two phases of the project we are developing a range of draft proposals for a future operating model. Some of the draft proposals can be agreed by the Chief Officer under Hampshire Fire and Rescue Authority's delegation to officers scheme, whilst others will require full Fire Authority approval.

## **2 Recommendations**

That the Committee:

- 2.1 Agrees the updated governance arrangements and timeline.
- 2.2 Agrees the timeline for further reports to the Committee.

## **3 Introduction and background**

- 3.1 The financial strategy is based on a predicted funding deficit of £12.2m in 2017/18. 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 operational services are provided, and will form a major element of meeting the budget deficit.

- 3.2 The Risk Review is seeking to produce a range of draft proposals that will identify opportunities for innovation and improvements in how our services are delivered whilst providing budget savings of up to £5m by 2017/18.

#### 4 Governance arrangements

- 4.1 The project is being run in line with the Service project management methodology and has detailed project plans to manage product delivery and timelines. The project maintains and uses a range of other project tools including a Risk and Issues Log and Lessons Learned Log.

- 4.2 The next phase of the governance procedure will be for the Service Management Team to agree a set of draft proposals that will be presented to the Hampshire Fire and Rescue Authority. As well as this, a decision paper on the management structure will be submitted. This will lay out the proposals that come under the Chief Officer's remit<sup>1</sup>.

- 4.3 The Risk Review team will set out the process of how we have finalised the draft proposals which will be submitted to the Performance Review and Scrutiny Committee in July. Included will be an information paper setting out the draft proposals going forward to Fire Authority for formal consultation.

- 4.4 Following scrutiny from the Performance Review and Scrutiny Committee, draft proposals will be presented to the Hampshire Fire and Rescue Authority meeting in September for approval to go to formal consultation.

- 4.5 Formal consultation will start in September. The Performance Review and Scrutiny Committee will be presented a paper in October to view early feedback; the papers will be delayed in order to maximise the feedback from the consultation.

- 4.6 Following consultation there will be a six week period of consideration of the findings; this will be reflected in the final proposals that will be presented to the Senior Management Team in January 2016.

- 4.7 In January 2016 the Performance Review and Scrutiny Committee will scrutinise the project delivery process and the final proposals before these are presented to the Fire Authority in February 2016.

- 4.8 The Hampshire Fire and Rescue Authority will make a final decision on proposals, which will include the findings of the formal consultation, at their February 2016 meeting.

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<sup>1</sup> This will be agreed by the Chief Officer under Hampshire Fire and Rescue Authority scheme Delegation to Officers

4.9 Once the Hampshire Fire and Rescue Authority have agreed the proposals the Risk Review will move from review to implementation team.

## 5 Timeline

5.1 **Appendix 1 provides details of the key dates of the project.**

Appendix 2 is a pictorial plan of the project governance.

## 6 Formal consultation

6.1 We are preparing to run formal consultation with our stakeholders between September and December 2015. We believe that building greater awareness and understanding of the issues will encourage further valuable feedback on key topics from a diverse range of internal and external stakeholders.

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

6.3 We have been and continue to work with the Consultation Institute who are providing advice and guidance on our processes for engagement and Consultation.

6.4 We will be utilising the services of an external provider to design and assist running our formal consultation in September 2015. Planning for this is underway although no company has yet been appointed.

## 7 Supporting our corporate priorities, aims, and objectives

7.1 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
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7.2 For the Service to achieve its stated vision and priorities and achieve the necessary further budget reductions, it is necessary to review the current Service Delivery model.

## 8 Risk analysis

8.1 Correct governance will aid in reducing the risk of challenges from stakeholders and the ability of the service to carry out the project.

## 9 People Impact Assessment

9.1 We have completed a People Impact Assessment and this will be reviewed through the remainder of the project and into implementation.

## 10 Environmental and Sustainability Impact Assessment

10.1 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.

## **11 Financial Implications**

- 11.1 Project costs have been agreed and will come from within existing budgets and resources. Given the nature of the revenue savings that will be achieved, this investment is critical to the future financial stability of the Service.

## **12 Consultation**

- 12.1 Staff have received specific briefings and their involvement in shaping ideas and proposals continues to be encouraged. An initial period of staff and wider stakeholder engagement took place between October and December 2014. A period of staff engagement will take place between May and June 2015 in order to allow staff to understand where the risk review has got to in its work and afford them the opportunity to further shape the future of their station/work area.
- 12.2 Representative bodies receive regular updates and have been invited to attend the project board. Their continued involvement will be sought throughout the project lifetime.
- 12.3 A member sounding board has been established from CMT and is meeting monthly to consider specific questions regarding the Risk Review and to help shape early thinking.

## **13 Background Papers**

- 13.1 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:

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

Performance Review and Scrutiny Committee - 6 May 2014  
 Service Delivery Risk Review Project  
 Performance Review and Scrutiny Committee - 14 October 2014  
 Update on Progress of Risk Review Project  
 Hampshire Fire and Rescue Authority scheme delegation to officers  
 Appendix 1 - Key dates of Risk Review project  
 Appendix 2 - Pictorial plan of the project governance

## Appendix 1 - Outline Project Governance Plan

	Date	Objective
Performance Review and Scrutiny Committee meeting	19 May 2015	Seek agreement of the governance arrangements and timeline
Service Management Team meeting	15 July 2015	To agree draft proposals for presentation to HFRA To agree management structure
Performance Review and Scrutiny Committee meeting	30 July 2015	To be informed about the draft proposals to be considered by Hampshire Fire and Rescue Authority and to scrutinise the process that has led to the draft proposals
Hampshire Fire and Rescue Authority meeting	9 September 2015	Approval for draft proposals to go to formal consultation
Formal Consultation	14 September 2015	Begins
Performance Review and Scrutiny Committee meeting	15 October	Paper to clerk
	20 October	Chairman's briefing
Performance Review and Scrutiny Committee meeting	27 October 2015	Update on the early feedback from formal consultation and to scrutinise the method of formal consultation
Formal Consultation	4 December 2015	Ends
Risk Review Team Consideration of findings from Formal Consultation	7 December 2015	Starts
Risk review team Consideration of findings from Formal Consultation	15 January 2016	Ends
Service Management Team meeting	19 January 2016	Review final formal consultation findings and agree final proposals for Hampshire Fire and Rescue Authority
Performance Review and Scrutiny Committee meeting	26 January 2016	To be sighted on final proposals, and to scrutinise the process of the project
Hampshire Fire and Rescue Authority meeting	24 February 2016	Reach final decision on proposals with formal consultation findings
Move from review to implementation team	Spring 2016	Close down of Risk Review Project

Appendix 2

# Governance Timeline

