

Integrated Risk Management

Consultation Scoping Document



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1. Context

The aim of this document is to detail the plan to produce an Integrated Risk Management Plan (IRMP). It will identify the governance arrangements, timeline and methodology that will be adopted.

Further to this it will also act as our statement of intent towards achieving best practice in both development of the IRMP and consultation.

2. Consultation

As a public body, we have both a legal and moral obligation to listen to the opinions of those whom we serve. We also believe that consultation with our stakeholders will add considerable value to our future direction; ultimately assuring the quality and suitability of our final proposals. Therefore, in summary, Hampshire Fire and Rescue Authority (HFRA) and Isle of Wight Council (IWC) are undertaking formal consultation for the following reasons:

Purpose of the Consultation

- Allows the people of Hampshire and the Isle of Wight to learn about their Services and influence their future direction.
- It allows Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) to understand the views of those we serve to enable delivery of the best and most appropriate service.
- It ensures that we are legally compliant with our duties as a public service.

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4. Governance Structure

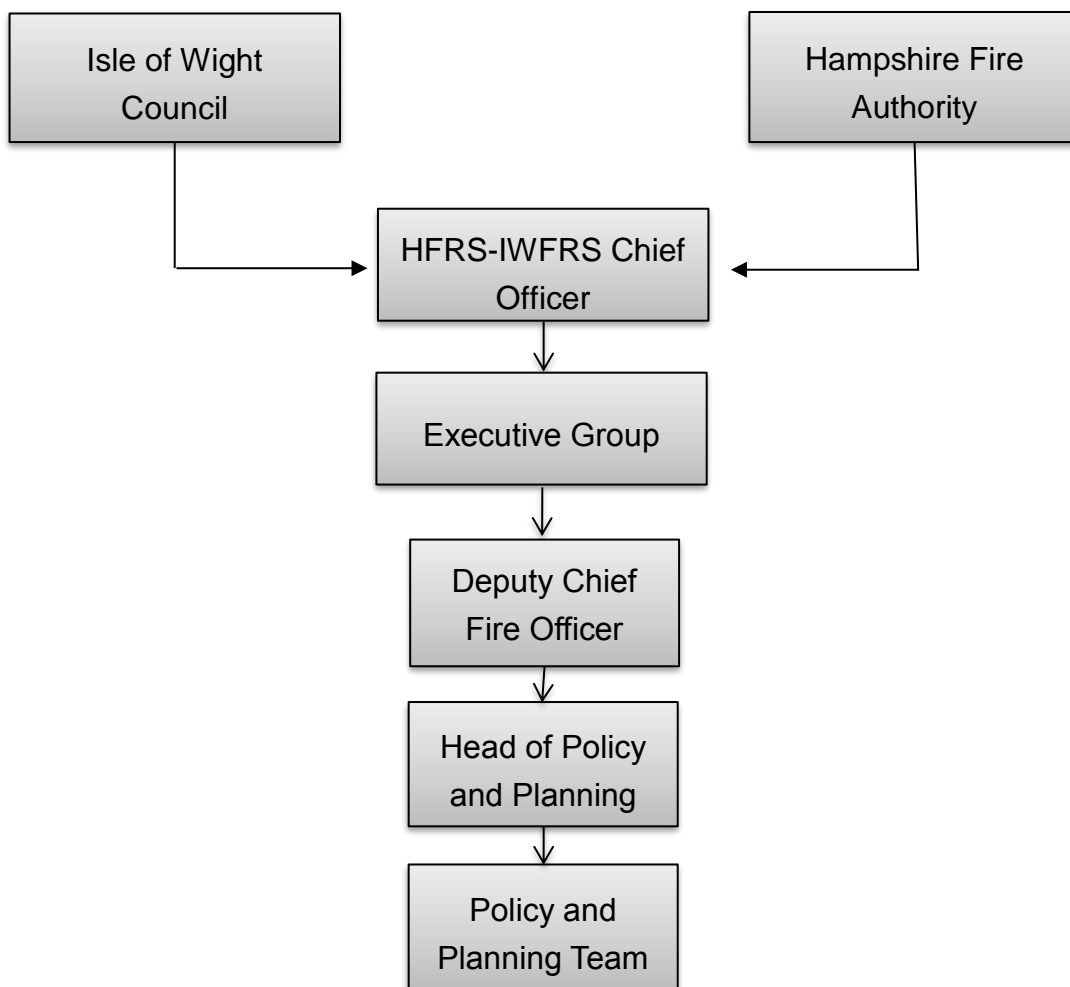
HFRS are governed by HFRA consisting of Councils representing the three unitary authorities of Hampshire County Council, Southampton City Council and Portsmouth City Council.

IWFRS is governed as a department of the IWC. The full IWC forms the Isle of Wight Fire Authority.

A joint IRMP will be completed on behalf of both HFRA and IWC following approval and will be consulted upon on their behalf with stakeholders in regard to the proposals put forward.

The proposed IRMP will allow FRA's to set the direction and visions for HFRS and IWFRS over the next five years.

To undertake this work, the following governance structure is in place:



- In 2015, both HFRA and IWC agreed to share a strategic leadership team headed by a joint Chief Fire Officer for both HFRS and IWFRS.
- The Executive Group is the strategic decision-making body for HFRS and IWFRS.
- The Deputy Chief Fire Officer is the Senior Responsible Officer and provides overall direction and leadership for the delivery of the IRMP; they are accountable for the structure, finance and governance arrangements of the project.
- The Head of Policy and Planning is responsible for managing the development of proposals for consideration within the IRMP.
- The Policy and Planning Team are tasked with the undertaking of various work packages to inform the IRMP. The team will be expected to interface and work with all key stakeholders to develop/deliver the most appropriate proposals.

5. Project Timeline

The project timeline identifies and plots all the key elements and milestones applicable to the IRMP and consultation process.

The final proposals presented to HFRA and IWC in February 2020 will have been through a detailed and robust process of development and formal consultation. Key stages have been outlined below:

Key:

- IRMP Consultation Project Milestone
- HFRA and IWC Combined Milestone
- IWC Milestone
- HFRA Milestone

Activity	Completion Date	Completed/ Actions
Pre-consultation and engagement	29 04 19 – 01 07 19	Complete
Consultation plan submission to Executive Group	28 05 19	Complete
Executive Group - Consultation plan approval	06 06 19	Complete
Consultation Institute commissioned	07 06 19	Complete
Consultation company (ORS) commissioned	07 06 19	Complete
Consultation Institute review consultation Plan	02 07 19	Complete
IRMP development	02 07 19 – 09 07 19	Complete
Declaration of report for joint IRMP submission to Democratic Services	06 08 19	Complete



Send supporting documents to IWC officers	12 08 19	Complete
Executive Group - Draft IRMP approval	15 08 19	Complete
Report submitted to Democratic Services	23 08 19	
Report to HFRA Clerk	27 08 19	
Call over for report for IWC joint IRMP approval	28/08/19	
IRMP people impact workshop	28 08 19	
HFRA Chairman's Briefing	03 09 19	
IWC IRMP report published	10 09 19	
Submission to HFRA Clerk (draft IRMP and Consultation Plan)	13 09 19	
Full Isle of Wight Council to approve	18 09 19	
IWC consultation document and joint IRMP approval	18 09 19	
HFRA consultation approval	25 09 19	
Consultation live	30 09 19 – 24 11 19 (8 weeks)	
Consultation Institute review consultation at mid-point	24 10 19	
Consultation closes	24 11 19	
Consultation Institute end-stage review	25 11 19	
Collate responses from consultation	25 11 19 – 09 12 19 (2 weeks)	
Consultation report complete	09 12 19	
All findings made available to the HFRA and IWC	09 12 19	
HFRA and IWC consider report	10 12 19 – 06 01 20 (4 weeks)	
Declaration of report for IRMP IWC approval required for February Meeting	18 12 19	
Final proposals submitted to Executive Group for approval	14 01 20	
Executive Group approval	23 01 20	
IWC final draft of IRMP for call over	03 02 20	
Call over for IWC IRMP approval	05 02 20	
Final proposals presented to HFRA	07 02 20	
Submission to HFRA Clerk (Final IRMP)	07 02 20	
Final deadline for IWC IRMP approval	17 02 20	
HFRA IRMP approval and sign-off	19 02 20	
Full Isle of Wight Council sign off	26 02 20	
IRMP live	01 04 20	

6. Consultation Standards



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Both HFRA and IWC are strongly committed to listening to their stakeholders and continually strive to make the Services better for all concerned. We want to ensure a fair, robust and informative consultation process. To meet this objective, both HFRA and IWC will be aspiring to meet best practice standards and will undertake a quality assurance process to ensure this.

7. Quality Assurance Process/Timeline

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

Stage	Review and Sign-off Date
A) Scoping document	01 07 19
B) Project plan	01 07 19
C) Pre-consultation review	02 09 19
D) IRMP and survey review	25 09 19
E) Mid consultation review	24 10 19
F) Closing review	18 11 19
G) Final report	07 02 20

8. Who is being Consulted?

In order to consult effectively it was imperative that HFRA and IWC hear from as wide a section of its stakeholders as possible.

HFRS and IWFRS stakeholders can be broken down into three headline areas:

- Public – Any individual who is a resident of Hampshire and the Isle of Wight. The public will be invited to partake in an online quantitative survey to provide their views and opinions of the Integrated Risk Management Plan.
- Staff - All of HFRS and IWFRS staff both Green and Grey Book contracts. Staff will be consulted with through several qualitative staff forums including Rep Bodies

- Key Stakeholders – These are organisations or individuals who have a specific connection with HFRS and IWFRS in a role outside of being staff or private members of the public.

9. What are we looking to learn from Consultation?

Through the consultation process there are three areas that HFRA and IWC will look to seek the views and opinions of their stakeholders on.

1. Identify the level of importance for the proposed Service priorities.
2. Identify any proposed Service priorities that stakeholders do not feel should be included.
3. Identify any additional Service priorities that stakeholders feel should be included.

10. Risk Strategy

HFRS and IWFRS will proactively and continually identify 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 IRMP project at regular (weekly) intervals.

11. Tackling Risks, Issues and Challenges

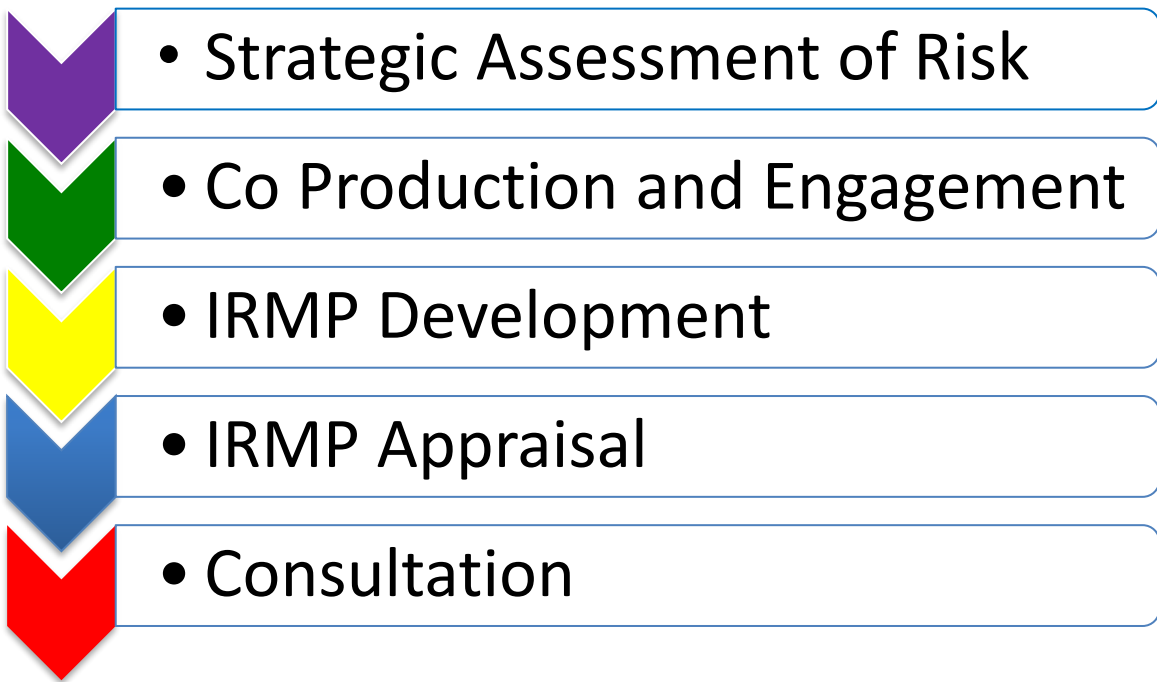
Any highlighted issue or risk will be formally logged within the Projects Risk/Issues Log and assigned a senior owner. During the weekly staff meeting, all new risks and issues can be discussed (and scored on the matrix) by the relevant senior users before a comprehensive mitigation action plan is put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

12. IRMP Development

For the development of the IRMP it is important to hear the views of the public, staff and key stakeholders to ensure decision makers are as informed as possible.

To do this the building of the IRMP will be in four phases which are designed to provide stakeholders with opportunities to comment on the draft proposals and suggest their own ideas and alternatives. Through this open and transparent process, the IRMP will be co-produced and contribute to ensure that the most appropriate decisions are made.

Alongside the views of key stakeholders, HFRS and IWFRS will also utilise the Strategic Assessment of Risk. This piece of work provides an objective analysis of HFRS and IWFRS data sets to identify key areas and trends occurring within our various areas of responsibility so as to inform our IRMP. This provides a fact based foundation onto which our stakeholders can provide insights and views.



The Fire and Rescue National Framework identifies new challenges that HFRS and IWFRS must deal with such as the continued threat of terrorism, impacts of climate change, impacts of an ageing population and financial needs to reduce the national deficit.


It is important that these wider challenges are understood to help us plan to achieve our strategic objectives in a more informed manner.

To ensure that our Integrated Risk Management Plan (IRMP) is relevant and reflects the landscape in which we operate, we carry out a Strategic Assessment of Risk (SAOR) for both Hampshire and the Isle of Wight. This ensures that risk management, combined with intelligence and analysis, drives our informed decision-making.

This data encompasses both external and internal influences of risk to Hampshire and the Isle of Wight and identifies both challenges to our organisation and those of the service we provide.

National data sets have been used to provide benchmarking comparators to certain areas of risk or concern, providing context to our risk and identifying national risk trends.

This work then forms the basis from which to develop our IRMP.



- Co-Production and Engagement

This phase looks to engage with key internal stakeholders to develop a framework and basic understanding of the areas within which the IRMP should be developed. It allows for fact finding and a general assessment of the views and opinions of the key stakeholders within HFRS and IWFRS.

In total 26 sessions have been held across HFRS and IWFRS.



• IRMP Development

In this stage the feedback gained from the pre-consultation and engagement was reviewed. Findings from the pre-consultation and engagement were then analysed alongside quantitative data from the Strategic Assessment of Risk for both the Isle of Wight and Hampshire to develop a draft IRMP document to take forward. This process took one week commencing on 2 July 2019 and finished on 9 July 2019.

Following on from this, a draft IRMP workshop was conducted on 10 July 2019. This workshop brought together internal stakeholders engaged with during the pre-consultation and engagement phase to review and comment on the draft IRMP which their engagement assisted in developing.

Following this work a workshop was run for the Chief Officers Group (COG) and the Operational Management Team (OMT).

The feedback from this was then considered and amendments made to the draft IRMP. This was completed by 19 July 2019.



• IRMP Appraisal

This section looked to gain feedback on the draft IRMP consultation document developed in the IRMP development phase.

This was achieved through the running of external stakeholder workshops both in Hampshire and the Isle of Wight to gain a wider understanding and input on the IRMP.

This section also looked to gain feedback on the draft IRMP consultation document in relation to potential people impacts.

This was achieved through the running of a workshop to include the IRMP Team, the HFRS Equalities and Diversity Team, and Action Hampshire (an external partner).

The draft IRMP was reviewed and discussions held to help identify any areas which may potentially have adverse effects on certain groups or where there is potential for this to occur so that either further research or mitigating actions can be taken.

Action Hampshire

Action Hampshire is a not-for-profit organisation which operates to support local communities and organisations throughout Hampshire. Action Hampshire have previously assisted HFRS connecting with protected characteristic and hard to reach community groups through their networks and partnerships.

Action Hampshire will be engaged to provide a check to our thinking around protected characteristic groups and hard to reach groups. This work is therefore not specific to Hampshire or the Isle of Wight but rather utilises Action Hampshire's strong connections and experience with many of these communities to help us understand whether more detailed engagement with any particular groups in Hampshire or the Isle of Wight should be undertaken.



• Consultation

13. Formal Consultation

The consultation process will aim to engage with as many stakeholders as possible. It will run over eight weeks commencing on 30 September 2019 and finishing on 24 November 2019.

There will then be a two-week period to collate all responses. This will culminate in a final report. This report will then be considered for four weeks before a decision is made on the IRMP.

A mid-point review of the consultation process (at 4 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 carried out in accordance with best practice standards.



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14. Survey

The questionnaire will look to gather the views of Hampshire and the Isle of Wight stakeholders in relation to the IRMP proposals.

The questionnaire will actively target a wide-ranging and diverse audience (all staff, members of the public and business communities, as well as our partner agencies) providing them with the opportunity to have their say.

Hard Copy Printing and Distribution

The questionnaire will be available both online and in hard copy. Hard copies will be available by request to or from points located throughout Hampshire and the Isle of Wight which will be widely advertised and available on HFRS's and IWFRS's websites.

Some hard copies will be printed with a tear out survey and free postal return included.

We will also look to utilise our personnel to assist people in completing the IRMP feedback survey should they request it. This could include using crews or Community Safety Officers with tablets to assist stakeholders.

Details for requesting a hard copy, large text, braille copy or alternate language IRMP will be communicated within the IRMP and on our website.

15. Post-Consultation

HFRS and IWFRS will engage an external company to collate and analyse all feedback from Consultation.

- 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 be available for public scrutiny.

16. Consideration Phase

Following the end of consultation, both HFRA and IWC will be required to fully consider the feedback before making a decision on whether to accept the IRMP or make alternations to it. All decision makers will have full access to the IRMP consultation feedback documentation (not just summaries) produced by an external company in order to assure full consideration of the key data/information prior to making any final decisions.

The consultation consideration phase will ensure that sufficient time and support is put in place to allow for full and detailed consideration of findings to take place; effectively informing all final decision-making processes.



All findings will be made available to the HFRA and IWC on 9 December 2019 giving both four weeks to consider this report before 20 January 2020. Throughout this period the Policy and Planning Team, along with the external company delivering the consultation, will be available to discuss the report and answer any questions or queries raised by the decision makers of HFRA and IWC.

This will therefore provide time and support for the IRMP consultation feedback report to be well considered.

17. Final Decision

HFRS and IWFRS will present its final IRMP to HFRA and IWC in papers scheduled for February 2020. These will subsequently become open to public view five days prior to both final authority decisions.

18. Post-Consultation Communications

Following the end of consultation HFRS and IWFRS will 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 HFRA and IWC in making their final decisions.

19. Communications

Communications will be a vital element of the IRMP process. Stakeholders need to be aware of the process and why/how to get involved in the feedback process. Both internal and external communications will be led by the HFRS Media and Communications Team and IWC Media Department who will ensure communications are as timely, accurate and informative as possible, utilising a multitude of communications channels.

The communications plan also details how, at various location around the county at various times, frontline crews, volunteers and the community contact point will be utilised to engage with the public and promote the consultation.

20. Issues and Complaints

Should stakeholders have any questions, queries or complaints regarding the process they will have the ability to contact the Policy and Planning Team to enquire about these. The contact details will be provided in the IRMP.

The Policy and Planning Team will endeavour to find a solution to any enquiry and will log the contact and outcome in a dedicated area within the Risk and Issues Log.