



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: **25 September 2019**

Title: **INTEGRATED RISK MANAGEMENT PLAN CONSULTATION DOCUMENT**

Report of Chief Fire Officer

SUMMARY

1. This paper seeks approval to create a joint Integrated Risk Management Plan (IRMP) for both Hampshire Fire and Rescue Authority (HFRA) and the Isle of Wight Council (IWC).
2. Both Hampshire Fire and Rescue Service (HFRS) and the Isle of Wight Fire and Rescue Service (IWFRS) currently share strategic leadership and are set to be formally joined under a Combined Fire Authority (CFA) in April 2021. As such, a fully aligned IRMP allows for a common strategy to be set aligning both Services.
3. This paper recommends that the HFRA should approve the production of a joint draft IRMP and give permission for this to be taken to formal consultation. Consultation documents are attached in **Appendices B and C**.

BACKGROUND

4. The production of an IRMP is a statutory requirement and sets out the Authority's direction of travel for the next five years in managing risk both internally and externally. This strategy will be underpinned by yearly Service Plans that detail how we will achieve the objectives stated within the IRMP.
5. HFRS and IWFRS currently share a joint strategic leadership team who are responsible for setting the strategic direction and governance of HFRS and IWFRS.
6. HFRS and IWFRS already share a number of functions through the Delivering Differently in Partnership (DDiP) arrangement.
7. On 24 January 2019, both HFRA and IWC agreed to proceed with the proposal to the Home Secretary to create a new CFA for Hampshire, Isle of Wight, Portsmouth and Southampton. This has now been formally approved by the Home Secretary and Home Office officials are beginning the work

required to lay this proposal before parliament. All details of the CFA proposals have been previously agreed and can be referenced in the paper noted above.

8. It is anticipated that the new CFA order will be drafted in a manner that will formally create a Shadow Authority from 1 April 2020. The Shadow Authority will be a separate entity but solely for the performance of any functions necessary for bringing the scheme into full operation by 1 April 2021. HFRA and IWC will retain responsibility and legal authority for their respective fire and rescue services until 31 March 2021.

STRATEGIC CONTEXT

9. HFRA and IWC (acting as the Fire Authority) are due to become a combined fire authority in 2021. In order to prepare for full combination a Shadow Authority is to be established in April 2020. Following a review of the timescales for combination by the Home Office, the governance route for the IRMP will need to be approved by IWC and HFRA. The joint IRMP will cover the first four years of the CFA and aligns with strategic plans already in place.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

10. The IRMP supports our Service Plan and priorities by delivering the strategic direction for the next five years. Service Plans will be developed annually and detail how we will achieve objectives stated within the IRMP.

CONSULTATION

11. 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 future direction; ultimately assuring the quality and suitability of our final proposals.
12. The IRMP has been developed through co-production with numerous internal stakeholders to identify areas of strategic focus for HFRA and IWC over the next five years. The stakeholders engaged can be seen in the Consultation Scoping Document in **Appendix A**.
13. We have engaged with external partners to seek their views on the IRMP and to ensure alignment with their strategic plans. This engagement is detailed in the Consultation Scoping Document in Appendix A.
14. Representation Bodies have been engaged with and this will continue throughout the IRMP and consultation process. This engagement is detailed in the Consultation Scoping Document in Appendix A.

FINANCIAL/BUDGET IMPLICATIONS

15. The current financial planning for the IRMP was based on a joint IRMP and consultation. Should a joint IRMP and consultation not be approved, the current cost of undertaking this project would be significantly increased with separate sets of plans and two consultations being required. The costing for consultation and governance planned for the joint IRMP is £20,000.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

16. A joint IRMP is a more efficient use of resources than producing two separate plans thus reducing the amount of resources required which will have a minor carbon emission benefit.

LEGAL IMPLICATIONS

17. Fire and Rescue Authorities have a legal obligation to produce an IRMP every five years to ensure appropriate management of risk and discharge of their duties.
18. A joint IRMP for HFRA and IWC has been deemed legally acceptable.
19. It must be approved by both HFRA and IWC.
20. IRMPs must be taken out to consultation in order to allow those served by both HFRA and IWC to provide feedback on the proposals.
21. A joint IRMP must therefore be consulted on within Hampshire and the Isle of Wight.

EQUALITY AND DIVERSITY

22. HFRA is required to meet statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
23. An Equality Impact Assessment has been completed for Hampshire. No significant impacts to any of the protected characteristics were identified. The Equality Impact Assessment can be found as **Appendix D**.

OPTIONS

24. Option 1

To consult on the fully aligned IRMP as attached at Appendix B with stakeholders of Hampshire and the Isle of Wight.

The joint IRMP will be taken through the governance routes for both HFRA and IWC. As such, the IRMP will go before the Isle of Wight Full Council and HFRA.

25. Option 2

Production of separate IRMPs for HFRA and IWC and separate consultations for both.

In this option both HFRA and IWC would produce independent IRMPs and take them through their own consultations. Each IRMP would then be taken through individual governance routes.

RISK MANAGEMENT

26. There is the option to separate the two consultations, however, that will lead to increased costs and the risk of the two IRMPs not being completed within the required timeframe.
27. Option 2 would mean a delayed consultation which would create a high risk of being unable to produce an IRMP and have it agreed through governance by April 2020.
28. There is a risk that separate IRMPs could lead to further integration problems following the launch of the CFA in April 2021 with both Services holding different strategic priorities.
29. A Strategic Risk assessment has been undertaken, as detailed in **Appendix E**.

EVALUATION

30. A joint IRMP and consultation are being recommended in order to align with HFRS and IWFRS shared strategic leadership, DDiP and the upcoming CFA.
31. A joint IRMP would be efficient, needing the creation of only one plan and the running of one consultation process. A joint plan would also align with the future requirements of a CFA. The production of a joint IRMP needs to be agreed by IWC and HFRA prior to consultation.

32. Separate IRMPs would inhibit the continuing partnership between the two Services, is more expensive and holds a number of additional risks in relation to alignment of resourcing and operational direction. All of these could hinder the abilities of both Authorities to carry out their functions.
33. Separate IRMPs would be less efficient with the additional costs of producing two plans and needing to run two separate consultations.

CONCLUSION

34. The report and appendices propose a combined IRMP for HFRA and IWC for the five-year period 2020-2025. Both Services currently share strategic leadership and are set to be formally joined under a CFA in April 2021.
35. This paper recommends that the HFRA should approve the production of a joint draft IRMP and give permission for this to be taken to formal consultation.
36. The joint draft IRMP will be taken through the governance routes for both HFRA and IWC. As such the IRMP will go before the Isle of Wight Full Council meeting and HFRA.

RECOMMENDATION

37. Subject to agreement by Isle of Wight Council, that Hampshire Fire and Rescue Authority approves Option 1 of the report, namely to consult with relevant stakeholders on the draft joint IRMP for IWC and HFRA attached to this report.
38. That authority is delegated to the Chief Fire Officer to make any necessary minor amendments to the consultation documentation and to make arrangements for the consultation to take place.

APPENDICES ATTACHED

Appendix A – Consultation Scoping Document
Appendix B – Consultation Document
Appendix C – Consultation Survey
Appendix D – HFRA Impact Assessment
Appendix E – HFRS Strategic Assessment of Risk

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