

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Fire and Rescue Service

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change): Vacancy Management – Fire and Rescue Service and Emergency Planning. The assessment of current and future vacancies to identify whether recruitment, reallocation of responsibilities, outsourcing, collaboration or working in new ways is the most appropriate decision moving forward.

Responsible owner / senior officer: Deputy Chief Fire Officer Simon Furlong

Date of assessment: 05/12/16

Summary of judgement:

The planned changes are a firming up of the temporary position that we have been managing recently. The impact on individuals with protected characteristics is negligible as the roles involved are not directly customer related. The impacts are on existing staff members with morale and capacity being the critical aspects of managing this proposal.

Detail of Assessment:

Purpose of assessment:

This assessment is being completed to consider the impact of saving £250k through the management of vacant post across Fire and Rescue, Trading Standards and Emergency Planning.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:

Section 149 of the Equalities Act 2010 (“the 2010 Act”) imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person’s disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

The Fire Service has been integrating over the last few years with both Emergency Planning and Trading Standards and this has led to a number of posts being delivered in different ways with shared responsibilities and managers working across services. In addition when internal roles have become vacant we have resisted like for like replacement and redesigned or redeployed the workloads and responsibilities.

Proposals:

The proposal is to complete a review of our previous structures, to identify the vacant positions, assess the current working practices and to implement decisions.

Evidence / Intelligence:

We will use historical employment data and staff interviews as well as role analysis and professional judgement to create recommendations for the future structural positions.

¹¹ [EC Procurement Threshold for Services](#)

Alternatives considered / rejected:

An alternative approach would have been to replace like for like as people left or retired but in line with the recruitment freeze and business case approach to recruitment we decided not to instantly replace roles.

Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

- Groups that share the nine protected characteristics
 - age
 - disability
 - gender reassignment
 - pregnancy and maternity
 - race – this includes ethnic or national origins, colour or nationality
 - religion or belief – this includes lack of belief
 - sex
 - sexual orientation
 - marriage and civil partnership
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services
- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support

your judgements. You should then highlight specific risks and any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

Impact on Individuals and Communities:

Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
<ul style="list-style-type: none"> ▪ age ▪ disability ▪ gender reassignment ▪ pregnancy and maternity ▪ race – this includes ethnic or national origins, colour or nationality ▪ religion or belief – this includes lack of belief ▪ sex ▪ sexual orientation ▪ marriage and civil partnership ○ Rural communities ○ Areas of deprivation 	<p>There is no direct link between these proposals and any protected group. The majority of the roles that this process will directly involve are support services that do not have direct contact or impact on our customers.</p> <p>None of the roles are specifically related to a protected characteristic.</p>

Impact on Staff:

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Increased stress levels because of change and uncertainty	Formal project management approach. Communication plan. Staff workshops.

	Change champions
Lack of knowledge and experience in specific areas	Acceptance of the pace of change and the creation of support processes such as mapping and staff skill sharing sessions.
The impact on morale and retention of terminating the temporary contracts of staff that have been “acting up” in the vacancies while we complete assessments and make final decisions.	1-2-1 meetings, specific feedback on performance, recording of achievements for CV purposes, career progression discussions.
Overloading existing staff in terms of work demands if aspects of roles that are not being replaced are reallocated.	Ensure that decisions and role design are done in partnership with members of staff. Use time study predications to assess levels of capacity. Complete lean reviews of processes which are being reallocated to ensure that workloads are minimised. Consider the reallocation of administrative functions and workloads from all roles into the planned customer contact team to increase overall capacity.
Retention could be affected if staff feel that positions are being cut and that the opportunity for progression is limited.	Map the grades and positions of Green Book staff and consider the skills needed to deliver in the higher roles. Complete a TNA and identify the formal and informal training that could support staff to progress as and when opportunities are presented. In addition review current Grey Book positions and consider the opportunity for conversion to Green Book. Identify County Council vacancies and ensure our staff are aware of opportunities across OCC.

Impact on other Council services:

These changes are being completed in-line with the general Transformation direction of travel. The impact on other services might include some support, advice and guidance on the changes but also the sharing of lesson learnt to assist with other changes.

Risks	Mitigations
Lack of available support from other OCC services such as ICT and HR	This is mostly about process re-engineering and the majority of the capacity will come from in-house
	Early discussions in order to scope out the potential needs have been completed
The work completed could be out of line with the wider transformation programme	Fire are represented on both the board and the working group so are fully aware

	of the priorities and work that is being completed
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Impact on providers:

None identified

Risks	Mitigations

Social Value
If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?

How might the proposal improve the environmental well-being of the relevant area?

Action plan:

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
Develop a process for assessing whether a role is “critical” and will or won’t be filled.	Feb 17	Gabby Heycock Paul Bremble
Ensure alignment with	On-going	Grahame Mitchell

OCC transformation plans		Simon Furlong
Complete some lean process training	Feb 17	Grahame Mitchell
Map out FRS Green Book grades and progression opportunities	Feb 17	Paul Bremble
Complete a TNA to identify the skills required of higher grades and match this to formal and informal training opportunities	April 17	Clare Sellman
Specifically consider the opportunities for the conversion of Grey Book roles to Green Book.	On retirement of individuals from roles	Paul Bremble
If roles are not being replaced ensure that any staff that have been in a temporary position are supported on an individual basis.	As required as decisions are made.	The allocated officer

Monitoring and review:

March 17 – After consultation

June – review after initial changes have been implemented

October – review of lean process outcomes

Person responsible for assessment:

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	06/12/16	