

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):

The creation of an Operational Crewing Pool, similar to a bank system used in other services.

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

Date of assessment: 05/12/16

Summary of judgement: This proposal is to manage our emergency staff needs in a different way which will have no impact on the public.

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

Detail of Assessment:

Purpose of assessment:

This assessment is being completed to consider the impact of saving £100k through the creation of an Operational Crewing Pool.

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 utilise a formula to determine the number of staff allocated to each Wholetime firefighter watch. This is based on local and national assessments of risk at incident types that determines the number of firefighters required in order to implement safe systems of work. The number of firefighter posts required per watch then impacts on our overall establishment figure of operational posts.

Proposals:

The proposal is to utilise a pool of firefighters to be able to fill positions on a needs basis. This would enable the establishment figure to run below the number required without impacting on our safe systems of work or our service to the public. The ability to provide operational cover when it is needed will reduce the costs in comparison to a full time equivalent.

Evidence / Intelligence:

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

¹¹ [EC Procurement Threshold for Services](#)

Alternatives considered / rejected:

An alternative approach would be to make more use of short term contracts but that is not as cost effective and does not provide clarity for our staff and increases administrative workloads.

We reject the option of reducing our operational establishment figures as we would be unable to maintain minimum numbers of firefighters on appliances leaving us unable to implement safe systems of work and provide the same level of emergency response to the public.

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.

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| Impact on Individuals and Communities: |
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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>The changes proposed result in no change to service provision other than the way in which resources are provided on occasions. There is no identifiable impact on any of the protected characteristics.</p> |
| <p>The inability to provide minimum levels of crewing resulting in a limitation of emergency response actions to the public</p> | <p>We have fall back positions available to us and can reallocate staff from other roles if needed although this is not preferable as a result of the impacts on strategic objectives.</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 |
|---|---|
| Staff volunteer to work for a period of time which is not safe or good for their well-being based on their overall work hours | Monitoring systems will be introduced to ensure that staff are working within safe limits and appropriate rest periods are maintained |
| The Fire Brigade's Union may adversely react to the proposal | Communications and conversation around the thoughts and considerations that have been completed |
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Impact on other Council services:

None identified

| Risks | Mitigations |
|--------------|--------------------|
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Impact on providers:

None identified

| Risks | Mitigations |
|--------------|--------------------|
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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 |
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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 | |
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