

People Impact Assessment (PIA)

Please note: For the purposes of this document the term 'proposal' can refer to any policy, activity, function or project that the people impact assessment relates to.

Name of proposals:

- **Front Line Capability**
- **Activity Based Crewing**

Directorate and Department: Community Response Delivery

Role of person responsible: Area Manager Community Response (Risk Review)

Date of assessment (day/month/year): 23/07/2015

Date of review (1 year from original assessment): 04/03/15 (Or as more details become available)

Description

1 Summary and background

HFRS are currently undertaking a risk review process. The aim of the risk review is to make financial savings whilst still delivering and maintaining a high quality service. To assist with this process the original 5 proposals that had been developed have now evolved and amalgamated into 4 proposals as follows;

1. Service Delivery Structure
2. Front Line Capability
3. Activity Based Crewing
4. Specialist and Technical Response Capability

This PIA will focus on the internal and external impacts of Proposals relating to Front Line Capability and Activity Based Crewing.

2 Aims and objectives

The proposed objectives are to maximise financial efficiencies whilst continuing to deliver an emergency response matched to community risk.

1. Financial savings
2. Effective Response delivery
 - a. Matching resources to risk across all areas of Response Policy
 - b. Ensure HFRS is providing the most appropriate response to incident types.
 - c. HFRS will maximise utilisation of resources to meet stakeholder expectations

3 Intended Outcomes

That the proposals will be accepted and structured within future implementation planning, supporting an effective response and financial efficiency.

1. Maintain performance measured against current response KPI's.

2. Release financial efficiencies presented by new ways of working.

4 How do these outcomes support the directorate/department plan?

The intended outcomes will support HFRS progress on the route to achieving its vision to be a stronger organisation that makes life safer (Pathway 2020).

5 Who are the main beneficiaries/users?

Community

1. The ability to ensure comprehensively that all risks are addressed during any engagements with the community.
2. There will be dedicated resources in group to address all risks presented by the community.
3. An efficient and effective service delivered to the community.
4. The ability to share skills to further address risks presented to the community.

Staff

1. Engagement with staff through consultation process.
2. Potential for flexible working patterns

Partners

1. Engagement with partners through consultation process.
2. Maintenance of response delivery and partnership working

6 Who are the main stakeholders/persons responsible?

Risk Review Team

Area Manager Kevin Evenett
Area Manager Steve Trevethick
Group Manager Mark Palmer
Station Manager Gina Gray
Station Manager Phil Barrett
Area Manager Steve Foye
Group Manager Steve Ash

Staff and Community Feedback Engagement sessions

This information is required upon request.

Risk Review Board Members

Neil Odin, DCO - Chair
Shantha Dickinson, Head of Knowledge Management
Andy Bowers, ACO
Steve Trevethick, AM Community Response
Richard Croucher, HCC/Police (Finance)
Gary Jackson, Brian Rudman, Rikki Noble, Rep Bodies
Paul Breakwell, Head of Communications
Julie Allcock, Project Management Office
Steve Foye, AM - Community Safety
Kev Evenett, AM – Project Manager

Safer Stronger Board

Steve Apter

Catherine Barnard

Andy Bowers

Paul Breakwell

Rob Carr

Councillor Chris Carter - Chairman of The Fire Authority

Dave Curry

Shantha Dickinson

Sam Fairman

Steve Foye

Sandy Gregory Hampshire County Council

Iain Hardcastle

Geoff Howsego

Kate Boynton

Jenny Lewis

Joanna Matthews

Neil Moore

Neil Odin

Mark Rayner

Richard Croucher

Nicki Whitehouse

7 Links to other policies/proposals and processes

SMT Summary Papers

- [SMT Activity Based Crewing summary v0-7](#)
- [SMT Frontline capability summary V0.5](#)

Detailed Proposals

- [Frontline capability V9.6](#)
- [Activity based crewing version 1](#)
- [Activity based crewing version 2](#)
- [Activity based crewing version 3](#)

Evidence of impact

This section is about gathering data and information about the beneficiaries/users identified in section five of this people impact assessment.

8 Data capture

8a Quantitative data (numeric information)

Equality profile of beneficiaries/users

2012 Census

[Southampton Joint Needs assessment - information on vulnerable people in Southampton](#)

[Portsmouth Strategic Needs assessment - Details on vulnerable people in Portsmouth](#)

[Hampshire Joint strategic needs assessment](#)

Hampshire Fire and Rescue Service employees

06/03/2015

Number of Staff	Head Count	% of Workforce	FTE
Grey book – Wholetime Duty System (WDS)	734	39.15%	722.23
Grey Book – Retained Duty System (RDS)	786	41.92%	577.67
Control	40	2.13%	33.89
Green Book	315	16.80%	227.54
TOTAL	1875	100.00%	1561.33

Gender - Male	Head Count	% of Workforce	Totals Check
Grey book - WDS	711	37.92%	OK
Grey Book - RDS	750	40.00%	OK
Control	9	0.48%	OK
Green Book	163	8.69%	OK
Gender - Female	Head Count	% of Workforce	
Grey book - WDS	23	1.23%	
Grey Book - RDS	36	1.92%	
Control	31	1.65%	
Green Book	152	8.11%	
Check		1875	100.00%

Ethnicity of Staff	Number	Percentage
A-White British	1610	85.87%
A-Other White Backgrnd	36	1.92%
A-White Irish	4	0.21%
B-Mixed Wh&Blk Caribbean	0	0.00%
B-Mixed White & Asian	1	0.05%
B-Other mixed backgrnd	2	0.11%
C-Asian/As British Indian	6	0.32%
C-Asian/AS GB Other Asian	2	0.11%

D-Blk/B GB Caribbean	3	0.16%
E-Any Other	2	0.11%
E-Chinese	0	0.00%
Not Obtained	208	11.09%
B-Mixed Wh&Blk African	1	0.05%

Check	1875		OK
Age	Head Count	% of Workforce	
16-24	84	4.48%	
25-35	464	24.75%	
36-45	601	32.05%	
46-55	563	30.03%	
56-65	152	8.11%	
66+	11	0.59%	
Check	1875		OK
Disability	Head Count	% of Workforce	
Yes	22	1.17%	
No	1853	98.83%	
	1875		OK

8b Qualitative data

Local data

Engagement feedback has been sought from Staff and the local community. This information is accessible if required.

Research

Hampshire Joint Strategic Needs Assessment 2013

Key issues include:

1. Increasing older population with less informal support and multiple illnesses, needing more social care, health care and appropriate housing with opportunities to improve our healthy life expectancy
2. The ageing population is associated with increasing mental frailty. While some of these people will benefit from dementia specific support, the majority can be supported by a step change in our approaches within communities
3. Increasing birth-rate
4. Continuing large proportion of under 20s with associated issues and an increasing number of vulnerable children and young people, but with a small population of working age adults
5. Importance of wider determinants of health: housing, education, employment opportunities, physical environment etc.
6. The need to consider the impact of inequalities
7. Reducing resources
8. Opportunities for services to optimally address need and evidence base
9. Acknowledge the changing technology and communication expectations
10. Resources must be targeted in relation to county demographics and appropriate need.

9 Consultation and involvement

We will consult with our staff, our community and other interested stakeholders in the future.

- Staff feedback completed May-June 2015
- Staff/Public and other interested Stakeholders planned for September 2015

9a Feedback from completed consultation for crewing.

1. Shift disruption

Concern that the changing of shift patterns from the current model would be difficult to manage and most concerning to staff was the impact any change would have on their personal lives and most specifically on family time. Concern focused upon family life disruption.

2. Local risk will dictate

It was highlighted that in some areas certain crewing models may work whereas in others it would not be appropriate. It is strongly contested that when considering crewing models based on risk that the risk types and hazards in an area should be considered and decisions should not solely rely on call numbers.

3. Impact on Retained Duty System (RDS)

This concern focused on how any reduced Wholtime cover shift patterns would increase pressure on the RDS. Staff identified difficulties in recruiting and keeping RDS on the run and questioned how further reliance on RDS would impact this area.

4. Reduced Resilience

Whilst staff recognized that there were fewer calls at night most suggested that there was a greater risk to life due to a 'sleeping risk' and that incidents were more complex (suggestions of darkness contributing to this) and that most Firefighter injuries occurred at night.

Further concern was expressed as to the weight of attack that potential new vehicles with fewer crew could offer. With concern centering around the effectiveness such a unit could offer as a first in attendance asset.

Concern that a change in vehicle types will reduce the capabilities and flexibility crews have to deal with incidents

5. Impact of New Vehicle Strategy

Concern that lower ridership levels activity levels for many RDS personnel will drop impact motivation and potentially staff retention.

The potential negative for any new vehicle strategy and associated establishment levels is the motivational and skills maintenance risk it would pose to RDS staff. With reduced ridership it may mean personnel are able to attend fewer calls and as a result motivation and skills could be impacted.

6. Day Crewing Plus

Unlike Day Crewing, Day Crewing Plus was not generally seen in a positive way. Issues surrounding personal life and in particular family life called into question the feasibility of such a system.

7. Staffing Considerations

Concern expressed over redundancy. However, it is recognized that overall numbers may need to reduce and that natural wastage may be the way forward.

However, it is often mentioned that there is concern regarding a skills gap if no new recruitment is undertaken.

The concerns raised during consultation are noted at this time and will be further explored throughout the ongoing consultation and engagement process. They will also be further considered throughout any implementation procedure.

9b Feedback from completed consultation for capability.

1. First Response Capability (FRC)

Whilst the concept in general is positively received by staff there is a concern that crews will be sent first to an incident and face a situation they cannot deal with due to insufficient numbers or equipment. This will be trialed and crews will have input on equipment the vehicle will carry.

2. Intermediate Response Capability (IRC)

More positively received than the FRC and if crewed with lower numbers of personnel then would provide greater capability and flexibility. The addition of a second hosereel would be seen as a positive following the experience of the CAFF's hosereel. Crews will have via consultation the ability to influence the specification of the appliances.

3. Ultra High Pressure Cold Cutting / Fog Spike.

Numerous sessions have recorded concerns regarding the purchasing of this equipment. These concerns have focused upon the system, safety, effectiveness and necessity. Concerns have been expressed as to the cost of implementing this at a time of potential job losses. These new innovations allow for a more flexible workforce and smaller numbers of personnel having a greater impact. Trials will determine if the system will bring about the benefits and deliver the capabilities we have predicted.

4. Trials

Staff perception is that trials are used to support decisions that have already been made. A clear, transparent trial process and publishing of the results will be required to allay this belief.

5. Response Times

Concerns were expressed that FRC's are being placed in locations to meet response time rather than the risk profile. Staff have requested that Pre Determined Attendance (PDA) attendance is factored rather than first in attendance. Each station will receive its risk profile and will have a clear understanding of why Response has nominated a vehicle. This nomination will be based on the station risk profile which whilst taking into account response times it is not dependent upon them. Full attendance of PDA and weight of attack has been factored into the response proposal.

6. Vehicle Types.

Concern exists that having different vehicles within the fleet will cause issues around Standby's, over the border calls, fend off capability and number of people. Each of these issues has been factored into our proposals for each station. The Incident Task Analysis (ITA) will nominate people and assets not vehicles so will ensure the right number of people with the right equipment will be sent to the incident. This may be in a different format to as it is currently.

7. Vehicle Fleet

Suggestion, that we extended or rotated our current fleet to extend its lifespan rather than investing in new vehicles.

The current fleet is subject to an ongoing replacement strategy that provides best value for money. This will continue and the new vehicles will be phased into this program.

9c Planned consultation

- Staff feedback carried out May-June 2015
- Staff/Public and other interested Stakeholders planned for September 2015

10 Identified risks/analysis of impact/effect

In this section you should identify which equality strands are potentially relevant to and could be affected by this proposal. The information, data and research you have gathered in the previous sections of this PIA will help you determine this.

The impacts identified here are at a county-wide level due to the strategic nature of the proposal and that these are unlikely to be reflective of the local impacts when we consider implementation of the proposals on a geographical basis.

Race

- a) Identify the effect of this proposal on different race groups from the information you have available.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing Proposals	Action to be taken
Capacity	It is not thought that this impact will affect race in any way.
Skills/training	It is not thought that this impact will affect race in anyway.
Workloads	It is not thought that this impact will affect race in anyway.
Work/life balance	It is not thought that this impact will affect race in anyway.
Flexible working	It is not thought that this impact will affect race in anyway.

Redundancies	It is not thought that this impact will affect race in anyway.
Wellbeing	It is not thought that this impact will affect race in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> Operational response times – Activity based crewing Crewing models 	Potential that this may impact race due varying risk presented by differing members of our communities. Further review of risk and potential community education to be undertaken.
Reduced quality of service to community	It is not thought that this impact will affect race in anyway.

Gender

b) Identify the effect of proposal on different gender groups from the information you have available.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	It is not thought that this impact will affect gender in any way.
Skills/training	It is not thought that this impact will affect gender in anyway.
Workloads	It is not thought that this impact will affect gender in anyway.
Work/life balance	It is thought there may be some impact to work/life balance should a change of shift patterns from the current models occur. Whether this be child care/elderly/disabled etc. A change in working pattern may affect a main carer's ability to care for those dependants.
Flexible working	It is not thought that this impact will affect gender in anyway.
Redundancies	It is not thought that this impact will affect gender in anyway.
Wellbeing	It is not thought that this impact will affect gender in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> Operational response times – Activity based crewing 	It is not thought that this impact will affect gender in anyway.
Reduced quality of service to community	It is not thought that this impact will affect gender in anyway.

Disability

c) Identify the effect of this proposal on different disability groups from the information you have available. Please see employment of people with

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	It is not thought that this impact will affect disability in any way.
Skills/training	It is not thought that this impact will affect disability in anyway.
Workloads	It is not thought that this impact will affect disability in anyway.
Work/life balance	It is not thought that this impact will affect disability in anyway.
Flexible working	It is not thought that this impact will affect disability in anyway.
Redundancies	It is not thought that this impact will affect disability in anyway.
Wellbeing	It is not thought that this impact will affect disability in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> • Operational response times – Activity based crewing Crewing models 	Potential that this may impact the disabled due varying response times and abilities of these members of the community being able to gain exit from risk scenarios.. Further review of risk and potential community education to be undertaken.
Reduced quality of service to community	It is not thought that this impact will affect disability in anyway.

Sexual Orientation

d) Identify the effect of this proposal on different sexual orientation groups from the information you have available.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	It is not thought that this impact will affect sexual orientation in any way.
Skills/training	It is not thought that this impact will affect sexual orientation in anyway.
Workloads	It is not thought that this impact will affect sexual orientation in anyway.
Work/life balance	It is not thought that this impact will affect sexual orientation in anyway.
Flexible working	It is not thought that this impact will affect sexual orientation in anyway.
Redundancies	It is not thought that this impact will

	affect sexual orientation in anyway.
Wellbeing	It is not thought that this impact will affect sexual orientation in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> Operational response times – Activity based crewing 	It is not thought that this impact will affect sexual orientation in anyway.
Reduced quality of service to community	It is not thought that this impact will affect sexual orientation in anyway.

Age

e) Identify the effect of this proposal on different age groups from the information you have available.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	It is not thought that this impact will affect age in any way.
Skills/training	It is not thought that this impact will affect age in anyway.
Workloads	It is not thought that this impact will affect age in anyway.
Work/life balance	It is not thought that this impact will affect age in anyway.
Flexible working	It is not thought that this impact will affect age in anyway.
Redundancies	It is not thought that this impact will affect age in anyway.
Wellbeing	It is not thought that this impact will affect age in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> Operational response times – Activity based crewing Crewing models 	Potential that this may impact the elderly due varying response times and abilities of these members of the community being able to gain exit from risk scenarios. Further review of risk and potential community education to be undertaken.
Reduced quality of service to community	It is not thought that this impact will affect age in any way.

Religion/Belief

f) Identify the effect of this proposal on different religion/belief groups from the information you have available.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	It is not thought that this impact will affect religion / belief in any way.

Skills/training	It is not thought that this impact will affect religion / belief in anyway.
Workloads	It is not thought that this impact will affect religion / belief in anyway.
Work/life balance	It is not thought that this impact will affect religion / belief in anyway.
Flexible working	It is not thought that this impact will affect religion / belief in anyway.
Redundancies	It is not thought that this impact will affect religion / belief in anyway.
Wellbeing	It is not thought that this impact will affect religion / belief in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> Operational response times – Activity based crewing 	It is not thought that this impact will affect religion / belief in anyway.
Reduced quality of service to community	It is not thought that this impact will affect religion / belief in anyway.

Gender Reassignment

g) Identify the effect of this proposal on people covered by the gender reassignment provisions from the information you have available.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	It is not thought that this impact will affect gender reassignment in any way.
Skills/training	It is not thought that this impact will affect gender reassignment in anyway.
Workloads	It is not thought that this impact will affect gender reassignment in anyway.
Work/life balance	It is not thought that this impact will affect gender reassignment in anyway.
Flexible working	It is not thought that this impact will affect gender reassignment in anyway.
Redundancies	It is not thought that this impact will affect gender reassignment in anyway.
Wellbeing	It is not thought that this impact will affect gender reassignment in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> Operational response times – Activity based crewing 	It is not thought that this impact will affect gender reassignment in anyway.
Reduced quality of service to community	It is not thought that this impact will affect gender reassignment in anyway.

Marriage and civil partnership (in respect of unlawful discrimination)

h) Identify the effect of this proposal married people or those in a civil partnership from the information you have available.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	It is not thought that this impact will affect marriage and civil partnership in any way.
Skills/training	It is not thought that this impact will affect marriage and civil partnership in anyway.
Workloads	It is not thought that this impact will affect marriage and civil partnership in anyway.
Work/life balance	It is not thought that this impact will affect marriage and civil partnership in anyway.
Flexible working	It is not thought that this impact will affect marriage and civil partnership in anyway.
Redundancies	It is not thought that this impact will affect marriage and civil partnership in anyway.
Wellbeing	It is not thought that this impact will affect marriage and civil partnership in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> • Operational response times – Activity based crewing 	It is not thought that this impact will affect marriage and civil partnership in anyway.
Reduced quality of service to community	It is not thought that this impact will affect marriage and civil partnership in anyway.

Pregnancy and maternity

- i) Identify the effect of this proposal on women who are or who have recently been pregnant from the information you have available.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	It is not thought that this impact will affect pregnancy and maternity in any way.
Skills/training	It is not thought that this impact will affect pregnancy and maternity in anyway.

Workloads	It is not thought that this impact will affect pregnancy and maternity in anyway.
Work/life balance	It is not thought that this impact will affect pregnancy and maternity in anyway.
Flexible working	It is not thought that this impact will affect pregnancy and maternity in anyway.
Redundancies	It is not thought that this impact will affect pregnancy and maternity in anyway.
Wellbeing	It is not thought that this impact will affect pregnancy and maternity in anyway.
Reduced quantity of response to community, <ul style="list-style-type: none"> Operational response times – Activity based crewing Crewing models 	<p>Potential that this may impact on women who are, or have recently been, pregnant due varying response times and abilities of these members of the community being able to gain exit from risk scenarios. This potential risk also extends to young children and babies.</p> <p>Further review of risk and potential community education to be undertaken.</p>
Reduced quality of service to community	It is not thought that this impact will affect pregnancy or maternity in anyway.

Other

- j) Identify the effect of this proposal on any other groups from the information you have available, such as social background, literacy, health, poverty, green/grey terms and conditions, etc.

Identified Internal and External Impacts of Front Line Capability and Activity Based Crewing	Action to be taken
Capacity	With the reduction in RDS numbers it will be even more important that there is a clear expectation for both the employee and employer of the hours that they are available, and that this is correctly managed and reviewed. The

	<p>establishment is sufficient to provide the availability if the contracted hours are managed across the whole period 24/7. RDS Support will be critical to achieving these efficiencies</p>
Skills/training	<p>Time required adopting and implementing different ways of responding to and dealing with incidents (training etc.)</p> <p>Carry out separate work in conjunction with Ops equipment/training to produce a Training Needs Analysis</p>
Workloads	<p>Employees will need to monitor their additional workloads if they will be providing additional night cover at ABC3 stations for payment.</p>
Work/life balance	<p>Change in shift patterns could have a both a positive and negative impact on work/life balance.</p>
Flexible working	<p>Change in shift patterns at ABC3 stations could provide those who wish to the opportunity to be able to work a more flexible pattern of work.</p>
Redundancies	<p>Through Engagement 15 – Group Managers briefing includes video from Neil Odin ensuring there will be no redundancies.</p> <p>I:\Groups\Risk Review\P75 - Risk Review\07 Communications\Engagement 2015\Final Documents\Engagement 2015 - GM's Briefing - V9.0.ppt</p>
Wellbeing	<p>Change in shift patterns and the possibility of having to relocate to another station due to a reduction in crewing could have an impact on employee wellbeing. This should be managed through continual open communication throughout the engagement process.</p>
<p>Reduced quantity of response to community,</p> <ul style="list-style-type: none"> Operational response times – Activity based crewing Crewing models 	<p>Potential that this may impact on other socially vulnerable persons due varying response times and abilities of these members of the community being able to gain exit from risk scenarios..</p> <p>Further review of risk and potential community education to be undertaken.</p>

Reduced quality of service to community	Introduction of FRC at some stations will improve attendance times and performance.
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11 Measures to mitigate/lessen negative effects

Measures to mitigate / lessen negative effects of proposal will be fully considered during consultation and implementation stages.

Positive actions will be taken to inform and educate the community whilst also seeking to further inform HFRS and its personnel of the risks to be considered when working within identified vulnerable groups.

Actions necessary / identified will be recorded and the People Impact Assessment Actions table will be populated accordingly.

People Impact Assessment Actions

Name of proposals:

- **Front Line Capability**
- **Activity Based Crewing**

Directorate and Department: Community Response Delivery

Role of person responsible: Area Manager Community Response (Risk Review)

Date of assessment: 23/07/2015

Date of review (1 year from original assessment): 09/03/2016

Issue	Solution	Action	Responsibility	Review Date
What has been identified as an impact/effect?	What will be done to mitigate against that impact or lessen the negative effect?	What needs to be done next to achieve the solution/	Who will be responsible to complete the action?	On what date will you review to ensure the action has been done?
Change of shift patterns and work life balance for staff from 2-2-4 shift pattern to a four day week on ABC 3 stations.	Allocation of posts and staff will be done according to the needs of the service in accordance with individual contracts of employment.	As part of the consultation phase considerations will be made to those who's work/life balance will be affected negatively..	SM's and implementation team	Monthly review
ABC 3 Version 1 having a reliance on availability of RDS section over proposed off peak hours.	The establishment is sufficient to provide the availability if the contracted hours are managed across the whole period 24/7	Its important that there is a clear expectation for both the employee and employer of the hours that they are available, and that this is correctly managed and reviewed	SM's	Monthly

Issue	Solution	Action	Responsibility	Review Date
Potential for industrial action over a change to shift pattern and capability and crewing.	<ul style="list-style-type: none"> • Crewing is based on Grey Book terms and conditions. • Capability and crewing will be supported by service policy and procedure. 	Ensure the union is consulted and engaged.	Implementation team	Following formal consultation December 2015
Redeployment of staff to a station they may not wish to transfer to.	Any forced moves will be considered carefully and fairly. Consideration will be made to individual needs.		Implementation team and SM of respective station	Following Fire Authority decision.
Additional travel costs/implications for staff being forcibly moved.	This will be monitored in accordance with Service policy for forced moves.	Any additional costs covered by service policy can be claimed for accordingly.	HR	In accordance with service policy.
Change of shift patterns and work life balance for staff from 2-2-4 shift pattern to a four day week.	Allocation of posts and staff will be done according to the needs of the service in accordance with individual contracts of employment.	As part of the consultation phase considerations will be made to those who's work/life balance will be affected negatively..	SM's and implementation team	Monthly review
There will be a significant number of communities and internal staff that may perceive that we are reducing the level of protection that their community can expect.	Introduction of FRC at some stations will improve attendance times and performance.	Reassure the staff and communities of the modelling work involved and there still being a robust response strategy	Implementation team and the GM and SM of respective stations	Post consultation to FA

Issue	Solution	Action	Responsibility	Review Date
ABC 3 Version 2 has a reliance on voluntary shifts, could be perceived by staff and communities and not being robust. Difficult to manage during peak leave periods.	Night shift will be covered by both Wholetime and Retained personnel. It is perceived there will be suitable numbers to fulfil the need.	The management process behind the crewing of the FRC during night time hours will be monitored closely. Details are not yet fully clear.	Implementation team	Upon approval by SMT, crewing systems will need to be established
ABC Version 2 being crewed by RDS personnel may have an adverse effect on their respective RDS station availability.	The crewing system of the FRC during night time hours will need to be reflect the negative impact on RDS stations.	The management process behind the crewing of the FRC during night time hours will be monitored closely. Details are not yet fully clear.	Implementation team	Upon approval by SMT, crewing systems will need to be established
A change from a 9 hours day shift to 12 hours may have an impact on personal work life balance.	Allocation of posts and staff will be done according to the needs of the service in accordance with individual contracts of employment.	As part of the consultation phase considerations will be made to those who's work/life balance will be affected negatively.	Implementation team and the GM and SM of respective stations	Post FA consultation.
Staff wanting to transfer from stations where crewing has changed from ABC 1 to ABC2+3.	Flexible crewing models within ABC 2+3 stations may be of benefit to some personnel.	As part of the consultation phase considerations will be made to those who's work/life balance will be affected negatively.	Local Management (Station and Group Managers)	Post implementation
ABC 3 crewing model may encourage personal to increase their current workloads	Employees and employers will need to monitor their additional workloads.	Line managers are to monitor their staff workloads and hours worked	Line managers and SM of respective stations and watches	Post implementation