



HAMPSHIRE
**FIRE AND
RESCUE**
SERVICE

Community Response

Frontline Capability (PIA)

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Review history table

Date	Changes made
8/9/2015	Addition made to highlight potential risk to at risk groups in Havant/Gosport/Rushmoor (ABC3 v2) SM Gray
22/12/15	Removal of ABC3/2 risks.
	Appendices added and further risks identified following meeting with Emma Chattington 21/12/15. SM Gray
11/01/2016	Updated to reflect changes to ABC 2/3 stations (SMT Frontline Capability v.4) and initial feedback from public consultation. SM Gray
12/01/2016	Minor changes to wording. List of stakeholders changed following review by AM Trevethick. Removal of reference to more FF injuries at night (evidence – operational personnel report I:\Groups\Risk Review\P75 - Risk Review\21 Response folder\PIA's\RR-67 Operational personnel injuries V2.0.doc) SM Gray
14/01/2016	Changes made to Reduced quantity of response to community and Reduced quality of service to community following discussion with ACO Bowers. Addition of version control.
18/01/2016	Small changes made following a review with Emma Chattington. SM Gray
21/01/2016	Action Hampshire added to section 9 and 10. SM Gray
27/01/2016	Comments added to action 1 & 2 following discussion with AM Trevethick. Group and Station managers to record any potential issues during feedback sessions.
28/01/2016	Changes made to Section 2 to reflect project priorities. SM Barrett

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**

Directorate and Department: Community Response Delivery

Role of person responsible: Area Manager Community Response (Development)

Date of assessment (day/month/year): 14/01/2016

Date of review (1 year from original assessment): 14/01/17 (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 deliver an emergency response matched to community risk and identify opportunities for financial efficiencies. .

1. 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
2. Identify financial savings

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 6a Who are the main persons responsible?

Neil Odin SRO
Risk Review Board
SMT
Risk Review Project team
PRSC
Fire Authority
ORS

6b Who are the main stakeholders?

Internal Stakeholders

Grey Book Members of Staff
Green Book Members of Staff
Winchester
Gosport
Havant
Andover
Hightown

Group Managers

External Stakeholders

Hampshire Public

Neighbouring FRSs
Dorset Fire & Rescue
Wiltshire Fire & Rescue
Royal Berkshire Fire & Rescue
Surrey Fire & Rescue
West Sussex Fire & Rescue
Isle of Wight Fire & Rescue

Hampshire County Council
Portsmouth City Council
Southampton City Council

District Councils
Basingstoke and Deane Borough Council
East Hampshire District Council
Eastleigh Borough Council
Fareham Borough Council
Gosport Borough Council
Hart District Council

Havant Borough Council
New Forest District council
Rushmoor Borough Council
Test Valley Borough Council
Winchester City Council

Airport/Docks
Hospitals
Clinical Commissioning Group
Upper Tier COMAH Sites
Welfare Organisations
Charity Voluntary Organisations
Universities

Special Interest Stakeholders

Representative Bodies
Fire Brigades Union
Retained Firefighters Union
Chief Fire Officers Association

Other Agencies
Police (Hampshire Constabulary)
SCAS (South Central Ambulance Service)
SWAS
SEAS
HM Coastguard
RNLI
Environment Agency

H3

Local Councillors
Hampshire Councillors

MP's

Chief Executor of Councils

Business Community

CFRA – Chief Fire & Rescue Advisor

Media Stakeholders

TV
BBC TV (South Today)
ITV Meridian
Channel 4 News
That's Solent

Radio
Capital FM

107.8 FM The Saint
Eagle Radio
Heart Radio
Kestrel FM
Onslaught Radio
Ocean FM
Radio.com
Smooth Radio
BBC Hampshire/Radio Solent
BBC Inside Out South
Wave 105
Unity 101
Spirit FM
Andover Sound
Radio Solent
Bordon Herald
Express FM 93.7
Forest FM
Sam FM

Newspapers

National Newspapers
Southampton Daily Echo
Portsmouth Evening News
About My Area
Aldershot News & Mail
Alton Herald
Andover Advertiser
Andover & Villages
Basingstoke Observer
Basingstoke Gazette
News Agencies
Bournemouth Daily Echo
Farnborough News
Farnham Castle Newspapers Ltd
Forest Journal
FRS Online
Hampshire & Wiltshire News Service
Hampshire Chronicle
Hampshire Society Magazine & Winchester Society
Haslemere Herald
Hayling Islander
Herald (Waterside, New Forest)
INS News
Lymington Times/New Milton Advertiser
Lifestyle South Magazine
Liphook Herald
MID-Hampshire Observer
New Forest Community Media
Out and About News
Picture it Now
Portsmouth News
Press Association (South East)
Romsey Advertiser

Solent News
Surrey and Hants Star
View Point Magazine
Waterside Herald
Winchester Today/Online
Observer Winchester

7 Links to other policies/proposals and processes

- [SMT Frontline Capability v4](#)

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](#)

[Appendix A – HFRS employees](#)

[Appendix B – Staff Engagement](#)

8b Qualitative data

Local data

Engagement feedback has been sought from Staff and the local community.

[Appendix C - Engagement session analysis](#)

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.

[HSE – Managing shift work Health and safety guidance](#) Appendix D

9 Consultation and involvement

We have consulted with our staff, our community and other interested stakeholders in the future.

- General Principles Public Forums
- Public Forums and meetings
- Stakeholder Forums
- Staff briefings
- Staff feedback completed May-June 2015
- Detailed feedback to staff and stations June-Dec 2015
- Alternative crewing models proposed from stations (available if required)
- Staff/Public consultation completed Dec 2015 by ORS
- Workshops run by Action Hampshire.

9a Feedback from completed consultation for crewing May – June 2105

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 Wholetime 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) .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

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, skills sets and staff retention 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.

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 hose reel would be seen as a positive following the experience of the CAFF's hose reel.

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.

4. 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 has received its risk profile providing a clear understanding of why Response has nominated a vehicle. This nomination is 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.

5. 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.

6. 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.

We will continue to engage with staff now that the formal consultation period has ended as we move forward into the implementation phase.

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.

Risk Review are also working with *Action Hampshire* to reinforce our findings and support our ‘touch points’ with members of the public identified as presenting ‘protected characteristics’ (as defined within the Equalities Act). Action Hampshire work with a considerable number of local organisations and as such, have developed an extremely strong network of vulnerable groups throughout Hampshire, many of which are people from hard to reach communities. By seeking their first hand informed views and personal experiences, this will continue to assist the implementation process ensuring our services are fit for the needs of all communities with in Hampshire.

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	Action to be taken
Capacity	<i>It is not thought that this impact will affect race in any way.</i>
Skills/training	<i>It is not thought that this impact will affect race in any way.</i>
Workloads	<i>It is not thought that this impact will affect race in any way.</i>
Work/life balance	<i>It is not thought that this impact will affect race in any way.</i>
Flexible working	<i>It is not thought that this impact will affect race in any way.</i>
Redundancies	<i>It is not thought that this impact will affect race in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect race in any way.</i>
Reduced quantity of response to community	The quantity of response will not be reduced so no impact will affect race in any way.
Reduced quality of service to community	The quality of service will not be reduced so no impact will affect race in any way.

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	Action to be taken
Capacity	<i>It is not thought that this impact will affect gender in any way.</i>
Skills/training	<i>It is not thought that this impact will affect gender in any way.</i>
Workloads	<i>It is not thought that this impact will affect gender in any way.</i>
Work/life balance	<p>The service currently employs 22 whole-time female firefighters, this equates to 1.23% of staff.</p> <p>Traditionally in the UK women are more likely to be the main carers in families and a change in the shift system may have a negative/positive impact on them.</p> <p>At present changes in shift patterns are only being proposed for a small number of stations, however we will need to consider the impact change in shifts could have on the future recruitment of female staff.</p> <p>It is predicted that some difficulties could be encountered by parents with young families since child-minders/nurseries are unlikely to provide over night care. There has not been a staff survey to identify % of employees who have caring responsibilities for school age children, this will need to be considered.</p> <p><i>*see Issue 1 page 21</i></p>
Flexible working	As above
Redundancies	<i>It is not thought that this impact will affect gender in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect gender in any way.</i>
Reduced quantity of response to community.	The quantity of response will not be reduced so no impact will affect gender in any way.
Reduced quality of service to community	The quality of service will not be reduced so no impact will affect gender in any way.

Disability

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

Identified Internal and External Impacts of Front Line Capability	Action to be taken
Capacity	<i>It is not thought that this impact will affect disability in any way.</i>
Skills/training	<i>It is not thought that this impact will affect disability in any way.</i>
Workloads	<i>It is not thought that this impact will affect disability in any way.</i>
Work/life balance	1.17% of the workforce (22) are recorded as having a disability, It is not known what percentage of staff have caring responsibilities for disabled relatives or friends. *see Issue 1 page 21
Flexible working	<i>It is not thought that this impact will affect disability in any way.</i>
Redundancies	<i>It is not thought that this impact will affect disability in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect disability in any way.</i>
Reduced quantity of response to community,	The quantity of response will not be reduced so no impact will affect disability in any way.
Reduced quality of service to community	The quality of service will not be reduced so no impact will affect disability in any way.

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	Action to be taken
Capacity	<i>It is not thought that this impact will affect sexual orientation in any way.</i>
Skills/training	<i>It is not thought that this impact will affect sexual orientation in any way.</i>
Workloads	<i>It is not thought that this impact will affect sexual orientation in any way.</i>
Work/life balance	<i>It is not thought that this impact will affect sexual orientation in any way.</i>
Flexible working	<i>It is not thought that this impact will affect sexual orientation in any way.</i>
Redundancies	<i>It is not thought that this impact will affect sexual orientation in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect sexual</i>

	<i>orientation in any way.</i>
Reduced quantity of response to community	The quantity of response will not be reduced so no impact will affect sexual orientation in any way.
Reduced quality of service to community	The quality of service will not be reduced so no impact will affect sexual orientation in any way.

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	Action to be taken
Capacity	<i>It is not thought that this impact will affect age in any way.</i>
Skills/training	<i>It is not thought that this impact will affect age in any way.</i>
Workloads	<i>It is not thought that this impact will affect age in any way.</i>
Work/life balance	With changes to pension schemes firefighters will likely be working longer. Caring responsibilities for ageing parents and the change in length of shifts may have an adverse impact on their existing arrangement. *see Issue 1 page 21
Flexible working	<i>It is not thought that this impact will affect age in any way.</i>
Redundancies	<i>It is not thought that this impact will affect age in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect age in any way.</i>
Reduced quantity of response to community.	The quantity of response will not be reduced so no impact will affect age in any way.
Reduced quality of service to community	The quality of service will not be reduced so no 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	Action to be taken
Capacity	<i>It is not thought that this impact will affect religion / belief in any way.</i>
Skills/training	<i>It is not thought that this impact will affect religion / belief in any way.</i>
Workloads	<i>It is not thought that this impact will affect religion / belief in any way.</i>
Work/life balance	<i>It is not thought that this impact will affect religion / belief in any way.</i>
Flexible working	<i>It is not thought that this impact will affect religion / belief in any way.</i>
Redundancies	<i>It is not thought that this impact will affect religion / belief in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect religion / belief in any way. This is supported by our Equal opportunities Statement SO 1/6/3 (PIA will need to be reviewed)</i>
Reduced quantity of response to community.	The quantity of response will not be reduced so no impact will affect religion/belief in any way.
Reduced quality of service to community	The quality of service will not be reduced so no impact will affect religion/belief in any way.

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	Action to be taken
Capacity	<i>It is not thought that this impact will affect gender reassignment in any way.</i>
Skills/training	<i>It is not thought that this impact will affect gender reassignment in any way.</i>
Workloads	<i>It is not thought that this impact will affect gender reassignment in any way.</i>
Work/life balance	<i>It is not thought that this impact will affect gender reassignment in any way.</i>
Flexible working	<i>It is not thought that this impact will affect gender reassignment in any way.</i>
Redundancies	<i>It is not thought that this impact will affect gender reassignment in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect gender reassignment in any way.</i>
Reduced quantity of response to community.	The quantity of response will not be reduced so no impact will affect gender reassignment in any way.

Reduced quality of service to community	The quality of service will not be reduced so no impact will affect gender reassignment in any way.
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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	Action to be taken
Capacity	<i>It is not thought that this impact will affect marriage and civil partnership in any way.</i>
Skills/training	<i>It is not thought that this impact will affect marriage and civil partnership in any way.</i>
Workloads	<i>It is not thought that this impact will affect marriage and civil partnership in any way.</i>
Work/life balance	<i>It is not thought that this impact will affect marriage and civil partnership in any way.</i>
Flexible working	<i>It is not thought that this impact will affect marriage and civil partnership in any way.</i>
Redundancies	<i>It is not thought that this impact will affect marriage and civil partnership in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect marriage and civil partnership in any way.</i>
Reduced quantity of response to community.	The quantity of response will not be reduced so no impact will affect marriage and civil partnership in any way.
Reduced quality of service to community	The quality of service will not be reduced so no impact will affect marriage and civil partnership.

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	Action to be taken
Capacity	<i>It is not thought that this impact will affect pregnancy and maternity in any way.</i>
Skills/training	<i>It is not thought that this impact will affect pregnancy and maternity in any way.</i>
Workloads	<i>It is not thought that this impact will affect pregnancy and maternity in any way.</i>
Work/life balance	<i>It is not thought that this impact will affect pregnancy and maternity in any way.</i>

Flexible working	<i>It is not thought that this impact will affect pregnancy and maternity in any way.</i>
Redundancies	<i>It is not thought that this impact will affect pregnancy and maternity in any way.</i>
Wellbeing	<i>It is not thought that this impact will affect pregnancy and maternity in any way.</i>
Reduced quantity of response to community.	The quantity of response will not be reduced so no impact will affect pregnancy in any way.
Reduced quality of service to community	The quality of service will not be reduced so no impact will affect pregnancy and maternity.

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	Action to be taken
Capacity	<p>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 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> <p>Health and safety concerns of mobilising with 2. (Appendix E, RR implementation FAQ)</p>
Skills/training	<p>Time required adopting and implementing different ways of responding to and dealing with incidents (training for UHPL, review of ITA's, mobilising with crew of 2 etc.)</p> <p>Carry out separate work in conjunction with Ops equipment/training to produce a Training Needs Analysis.</p>
Work/life balance	<p>Change in shift patterns could have both a positive and negative impact on work/life balance.</p> <p>Work has already been carried out by Cheshire Fire and Rescue which highlights concerns from HSE of working more than 12</p>

	<p>hr shifts. (HSE256)</p> <p>See also Gender/Age above.</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> <p>This also applies to work/life balance.</p>
Redundancies	<p>Through Engagement 15 – Group Managers briefing includes video from Neil Odin ensuring there will be no redundancies.</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>Sickness due to stress may increase as people struggle to manage change, this will need to be monitored locally and service wide. Information may be available following publication from ORS on 15/1/2016)</p>
Reduced quantity of response to community,	<p>The correct level of response will always be mobilised to an incident. The revised ABC crewing submitted to SMT will also provide stations with enough crewing for an immediate response at identified ABC2/3 stations 24 hours a day.</p> <p>Further review of risk and potential increase in community education (community safety PIA) to be undertaken. Close liaison with Community Response PIA and Risk Review PIA throughout Consultation period.</p>
Reduced quality of service to community	<p>Introduction of FRC at some stations will improve attendance times and performance. Process Evolution have carried out numerous reports based on historical data provided by Knowledge Management which are available on request.</p>

11 Measures to mitigate/lessen negative effects

Measures to mitigate / lessen negative effects of proposal will be fully considered during the implementation phases.

Positive actions will be taken to inform and educated 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**

Directorate and Department: Community Response Delivery

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

Date of assessment: 11/01/2016

Date of review (1 year from original assessment): 11/01/2017

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?
<p>1. Change of shift patterns and work life balance for staff from 2-2-4 shift pattern to a 24 hour shift. See also:</p> <ul style="list-style-type: none"> • Disability • Gender • Age 	<p>As this will be initially trialled at only one station the impact will be minimal. However we will need to carry out further work to understand how other staff feel to establish resilience (transfer in/out) and future alternative shift proposals.</p> <p>Stations will design their own working patterns</p> <p>Clear, open communication to alleviate any anxiety or worry.</p>	<ul style="list-style-type: none"> • Further engagement with staff by either questionnaire or working group. • Consult other services who have similar shift systems. CFOA are compiling a directory of all system currently in use in the UK. • Consult with WFS to understand the impact this would have on existing Female firefighters and future recruitment. • Seek guidance from HSE. • Consult FBU throughout. • Discussions with Occ Health to understand the potential impact on mental health and wellbeing. 	<p>Implementation Team</p> <p>Local Management (Station and Group Managers)through feedback sessions</p> <p>Risk Review SM</p>	<p>Post FAM (24/02/2016)</p>

Issue	Solution	Action	Responsibility	Review Date
2. Potential for industrial action over a change to shift pattern and capability and crewing.	Crewing is based on Grey Book terms and conditions. Capability and crewing will be supported by service policy and procedure. Clear, open communication through each stage to alleviate any anxiety or worry.	Ensure the union continues to be consulted and engaged throughout the process. GM and SM to identify and forward to Risk Review any outcomes from feedback to stations and Review this PIA accordingly.	Implementation team. Local Management (Station and Group Managers)	Following FA decision 16 th Feb onwards.
3. 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 and in line with service policy. Consult HR to ensure compliance with employment laws.		Implementation team and SM of respective station.	Following Fire Authority decision.
4. 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	
5. 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. Delivery of UHPL road show to designated stations to demonstrate its effectiveness.	Reassure the staff and communities of the modelling work involved and that there will still be a robust response strategy.	Implementation team (risk log) and the GM and SM of respective stations. Risk Review (PIA)	Post consultation to FA Risk Review Response already developing this.

Issue	Solution	Action	Responsibility	Review Date
Cont.	Work closely with Action Hampshire and Community Safety to communicate changes and alleviate worry and stress.	Work needs to be carried out with external groups to realise impact on areas of social deprivation	Implementation Team and Community Safety.	Ongoing with Action Hampshire.
6. Change in RDS contractual hours	RDS stations have been given sufficient crewing to allow for all appliances to be crewed.	<p>Group and Station Managers will need to review RDS contracts to identify crewing shortfalls and manage accordingly.</p> <p>Work will need to be carried out with HR to ensure compliance with Employment laws.</p>	<p>Group/Station Managers.</p> <p>Implementation Team</p>	Following Fire Authority decision.