Essex Police, Fire and Crime Commissioner Fire and Rescue Authority

Decision Report

Please ensure all sections below are completed

Report reference number: 022 - 22
Government security classification Official – not protectively marked
Title of report: Procurement of an integrated Workforce Management System
Area of county / stakeholders affected: All ECFRS Operational employees
Report by: Karl Edwards/Peter Morath **Date of report:** 15 June 2022 **Enquiries to:** Karl Edwards/Peter Morath

1. Purpose of report

The purpose of this report is to request approval for the awarding of a contract following the procurement of a new workforce management solution to Working Time Solutions Ltd. This system will enable the Service to improve their ability to understand current and future operational availability and enable proactive planning and decision making as a result, whilst improving our operational response support and user experience at the same time.

2. Recommendations

The Commissioner is asked to:

i. Approve the contract for the new workforce management system with Working Time Solutions Limited. The contract is being compliantly awarded using the G-Cloud Framework for a period of 2 years with an option for 2 x 12 month extensions.

   The total contract value for this proposal is **£542,063** over a 4-Year Period (the maximum contract duration). This cost is to be funded from the Revenue Budget and will be absorbed into the existing Core ICT Maintenance and Contracts budget.

ii. To note that there will be a further cost of **£156,832** to enable delivery and implementation of this project, which will to be funded through the existing Revenue Budgets.

iii. To note the potential saving of **£620,000** across the life of the contract against a total project cost of **£698,895**.

3.   Benefits and Costs of Proposal

The following benefits include:

- Visibility of County availability, including station by station, skillset and crewing levels, accessible from multiple devices. (Currently the only way to ascertain live availability of resources is to directly contact Fire Control to request the information).

- In addition to the above point, On-Call crews must phone control each time the appliance books on or off the run. As an example of a cost efficiency, based on an average of 1 hour a day being attributed to phone calls relating to availability at the cost of £15 per hour, over the life of the four-year contract this would equate to £21,900.

- In addition to the above cost benefit, the service spends close to £1M per annum, on Operational Overtime, plus Additional Shift Work (ASW) and total on-costs. With a new workforce management system in place that offers improved operational resource planning, increased visibility of availability and improvements to forecasting, it is anticipated that this could reduce the annual overtime and ASW costs by up to 15% which over the life of the contract could save circa £600k.

- Increased availability performance as crews will be alerted when an appliance goes below minimum crewing and would message other crew members who may be able to alter their immediate plans to maintain cover.

- Ability to monitor and proactively manage working hours in accordance with the Working Time Directive, which will assist in ensuring that crews get the appropriate amount of rest and the Service stays within its statutory obligations.

- Reducing the requirement for Pre-arranged out duties, Dynamic out duties and Additional Shift Work (ASW), with clear visibility of real time current availability and future expected availability.

- Simple and easily accessible solution that users can access whilst mobile and from a range of devices. There are currently stations that continue to use the on-station tally board to show if they are available or unavailable. This can change several times during a day and crew members are having to travel to station on several occasions to adjust their current availability status.

- Transparency of information to enable suitable allocation of resources at same or alternate locations for various shift patterns.

- Enable Control with real time visibility of availability updates, negating the requirement for manual intervention and telephone updates

- Effective resourcing and availability of skills across geographic locations, responsively and proactively. This can also assist where the service is managing a protracted incident and requires support from crews across the County between both Wholetime and On-Call Duty Systems.

- In addition to the system providing greater visibility of firefighter availability it will also assist with greater planning and visibility if the officer flexi-duty rota. This is currently managed through an on-line excel spreadsheet and requires multiple changes through a given week where officers change through the flexi-duty rota.

4.   Background and proposal

Essex County Fire & Rescue Service (ECFRS) does not currently have a robust system in place to provide effective and efficient planning of firefighter availability in a way that allows accurate forecasting and visibility of real time availability through an easily accessible digital platform.

There is a current reliance on the use of manually populated excel spreadsheets to plan resources which does not interface with other systems. Equally there are a multitude of different methods used to log availability with the On-Call Firefighter duty system. Both factors lead to an unproductive and inefficient method of workforce visibility and overall management.

From the business analysis undertaken with key stakeholders it is evident that ECFRS would greatly benefit from the adoption of a system that is designed to optimise shift planning for maximum productivity, wellbeing, and compliance. We need to overcome the use of multiple recording and reporting methods. and the limitations that exist with current systems and processes.

We need a cost effective, secure, end-user friendly system that can be implemented in a phased approach so that we can develop and enhance in a staged approach. A key factor within this programme is user adoption and we have engaged several key stakeholders to understand the needs and requirements of the business. Simplicity and ease of use is at the forefront of what we need a system to achieve but we also need a system that can be developed in the future to meet a changing environment.

5.   Alternative options considered and rejected

i.   Do nothing / maintain "As-Is" solution
The existing Operational Availability Management (OAM) solution replaced ERB and was developed in-house. OAM went live on the 15th of April 2020 following a pilot across 7 stations.

OAM is not used by all On-Call stations and there is a variety of methods used such as What's App Groups, third party apps and driving to the stations to manually update availability. This means that the information extracted from OAM is incomplete and cannot be used to give a full and accurate picture of overall availability. It also means that there is inherently a vast number of phone calls into and out of Fire Control updating availability levels through stations declaring that they are either on or off the run.

A further risk is that the Service has limited expertise in maintaining an internally developed solution, and OAM does not meet the Digital and Data Strategy of moving to Cloud hosted environments.

ii.   Develop "As-Is" solution
OAM does not enable the Service requirements in an effective way with frontline crews reverting to their own individual methods of recording their availability. This carries the same risk as the 'do nothing' option in that there is limited expertise in maintaining and enhancing the internally developed solution.

There are implications for overall availability if the application of the Working Time Directive (WTD) were to be enabled within OAM. Whilst this is technically possible, this requires further impact analysis.

The decision was taken not to interface OAM with Control due to the potential performance issues that may have resulted as an in-house solution that does not have technical support in place.

iii.   Introduce a new solution

A new solution would provide the Service with an off-the-shelf product that could be configured to meet the availability management requirements of the Service and remove the risk of limited expertise and ongoing support.

The Service deems the introduction of a new solution as the most appropriate outcome post business analysis.

The Project Brief was approved by the Strategic Change Board, in July 2021, to begin gathering requirements with a view to procuring a workforce management solution.

A decision was made to use the G-Cloud framework, as based on the high-level requirement to deliver an easy-to-use rostering solution, this was viewed as the quickest route to delivery that complies with procurement legislation.

The G-Cloud framework enables us to source a provider with an out of the box solution, that can be locally configured with rules and parameters that meet service needs. The framework is transparent in providing a cost structure for the product. Any additional costs pertain to the essential interface requirements to our existing systems. The system interface with the control system will not take place until the new mobilising system is live in 2023. However, the application programming interface (API) links have been verified with the new proposed solution.

The project undertook the requirements gathering process between April 2021 and September 2021.

It was highlighted in the 2018/19 HMICFRS report as an area of improvement, that the service should ensure it has effective systems in place to reliably understand the operational capabilities of resources available to respond to incidents. This was an area recognised by the service at the time and a review of the current Operational Availability Management (OAM) system was undertaken to determine its future suitability.

Following this review, it was identified that OAM was no longer fit for purpose and was not in use across the service, providing a variety of methods in which crews could book available/unavailable. The other key factor in this, was the lack of visibility of resources, which currently requires making a phone call to Fire Control to ask what current availability looks like and is only factually correct at the time of the call.

It was therefore deemed that the service urgently required the need to address this and the best proposed route at the time was to look at availability of an "off the shelf" system that could be configured to meet the requirements and specification of ECFRS. Therefore, the quickest route to market that also met the procurement legislative requirements through a compliant framework was to access the G-Cloud Framework.

This has brought us to the current date and position of now being ready to procure through this route. It is acknowledged that within the timeframe that this project has extended to, the service may have been able to use the route of tender invitation, however, this could have elongated the process further as a significant percentage of the project has been focused on end-user engagement to ensure that the product met the requirements from a functional perspective. This was demonstrated through the provider enabling several demonstrations of their product to the end user and wider service stakeholders.

The Service undertook the following G-Cloud Search process:

- Digital Market Place – Find Cloud Hosting, Software and Support, > Cloud software
- Step 1 Longlist – keywords **workforce management shift working time rostering**
- Step 2 keyword search – Cloud software deployable to a private cloud
- Step 3 keyword search – Supplier is not a reseller
- Step 4 keyword search – Where user support is available through email or online ticketing and by phone
- Step 5 keyword search – Where users can access the service through a web browser interface, mobile devices, and an API
- Step 6 keyword search – Where data protection between buyer and supplier networks includes TLS (version 1.2 or above) and where users authenticate with 2 factor authentication

The search process returned the following supplier solutions.

Supplier	Product	Result
Working Time Solutions	WORKSuite	Shift planning and workforce management software Effortlessly plan, manage and monitor shift work
Lantum	Lantum	E-Roster for Healthcare Providers
Softworks	Softworks	Employee scheduling and E-Rostering Software

Lantum were excluded from the search as the review of their product, detailed that it was aimed at healthcare providers. Lantum also did not have an Application Programming Interface (API) test environment which was a requirement for ECFRS.

Softworks were excluded as their G-Cloud profile page did not provide enough information to be able to make a full assessment against the specification.

Working Time Solutions' Work Suite product provided the closest match to the service requirements and specification, noting that more detailed clarification was necessary from the provider as they are not currently a provider to Fire and Rescue Services.

We invited Working Time Solutions to provide demonstrations of their product. Several Service representatives attended both demonstrations, and others reviewed a recording of the demonstrations.

The review of the product was positively received, and Subject Matter Experts within the Service confirmed that the solution could be suitable following further clarification of key areas.
These clarification questions were issued to Working Time Solutions to enable the Service to assess the suitability of the products in more detail.

We invited Working Time Solutions to demonstrate their product to a key stakeholder group in the Service and submitted our Business Requirements.

The demonstration and answers to our clarification questions have been positively received. The project team worked with key On-Call stakeholders to produce points of clarification, and these were verified by Working Time Solutions (WTS).

To support the process, and to provide further assurance to key stakeholders, the project team requested two reference sites from Working Time Solutions. These were Siemens Healthcare and Nothern Gas Network. Meetings were held with representatives from the Service and from the reference sites.

The demonstrations provided by Siemens and NGN provided a useful insight to how they utilised the product within their own industry and whilst it was acknowledged that they had a different operating model, there were fundamental similarities in how the product was used. This diligence provided further assurance that the product met the requirements of ECFRS.

The project team provided Working Time Solutions with specific On-Call based scenarios that included the mobile application and invited them to showcase how their product could deliver based on the scenarios provided. Again, key Service stakeholders were present at the showcase session. An assessment was finalised on the module and licencing requirements.

The additional benefits, outlined above, make this a viable project for the Service to invest in.

The solution provided by Working Time Solutions meets the minimum viable product requirements and therefore, this paper recommends the approval to proceed with the delivery phase of the project and the procurement of the Work Suite solution with Working Time Solutions as the preferred supplier.

6.   Strategic priorities

The procurement will support the strategic priorities of our Fire and Rescue Plan 2019-2024:

- Priority: make best use of our resources.
- "We will improve the safety of the people of Essex by making best use of our resources and ensuring value for money."
- "Plan the deployment of resources based on strategic priorities, evidenced need, articulated benefits and measurable outcomes."
- "Use innovative technology and business processes to improve service efficiency."

7.   Operational implications

The implementation of a Workforce Management System will ensure that the Service's visibility of resources is maximised, at both station level and across the County, thus ensuring we are resourced with the right skills in the right place at the right time.

A new system will provide assurance for our future planning of availability with the ability to forecast and plan for any predicated increases in activity. as well as managing dynamic out duties and additional shift work in a more effective manner.

We have engaged with Staff Representative Bodies throughout this process. Some have decided to attend our meetings and others have chosen just to be included in the circulation of related papers to keep them informed of progress.

8.   Financial implications

The total contract for Working Time Solutions is **£542,063** over a 4-year period (maximum contract duration).

It is anticipated that there will be additional costs of **£156,832** for delivery of the project.

Summary of the total costs outlined below.

Summary on costs by Supplier/Source	Year 2022-23	Year 2023-24	Year 2024-25	Year 2025-26	TOTAL
Working Time Solutions					
Implementation Costs					
Configuration, Implementation, Training & API Development	95,000	38,000	-	-	133,000
Ongoing Costs					
Worksuite Software Subscription	4,500	41,625	69,750	69,750	185,625
Out of Hours Support	5,000	15,000	17,438		37,438
Platform Hosting	55,800	55,800	37,200	37,200	186,000
TOTAL Working Time Solutions	**160,300**	**150,425**	**124,388**	**106,950**	**542,063**
Control API (Supplier TBC)					
API Development for Control integration	-	75,000	-	-	75,000
TOTAL Control API (Supplier TBC)	**-**	**75,000**	**-**	**-**	**75,000**
Civica API					
Implementation Costs					
Civica API (development/implementation)	8,332	-	-	-	8,332
Ongoing Costs					
Civica API Licensing	1,900	1,900	1,900	1,900	7,600
TOTAL Civica API	**10,232**	**1,900**	**1,900**	**1,900**	**15,932**
Consultancy					
Additional Consultancy for any unforeseen work required/uncovered during implimentation	14,250	4,750	-	-	19,000
TOTAL Consultancy	**14,250**	**4,750**	**-**	**-**	**19,000**
Resourcing Costs					
On Call Training Hours	17,520	4,380	-	-	21,900
ECFRS resourcing					
Staff Costs (provision for Back fill and admin support)	25,000	-	-	-	25,000
TOTAL Resourcing Costs	**42,520**	**4,380**	**-**	**-**	**46,900**
TOTAL	**227,302**	**236,455**	**126,288**	**108,850**	**698,895**

It is expected that the costs of the project can be absorbed into the ICT Maintenance and Contracts revenue budget, which was in underspend in the 2021/22 financial year. It is not anticipated that there will be significant savings from switching off the existing solution. The existing solution was in-house developed and did not attribute any license fees.

In addition to the above point, On-Call crews must phone control each time the appliance books on or off the run. As an example of a cost efficiency, based on an average of 1 hour a day being attributed to phone calls relating to availability at the cost of £15 per hour, over the life of the four-year contract this would equate to **£21,900**.In addition to the above cost benefit, the service spends close to £1M per annum, on Operational Overtime, plus Additional Shift Work (ASW) and total on-costs. With a new workforce management system in place that offers improved operational resource planning, increased visibility of availability and improvements to forecasting, it is anticipated that this could reduce the annual overtime and ASW costs by up to 15% which over the life of the contract could save **circa £600k**.

9. Legal implications

The workforce management system has been procured using the G-Cloud. Advice was sought from our external legal advisors Capsticks and the relevant internal stakeholders to review the terms and conditions.

The detailed report from Capsticks is provided as an attachment to this decision sheet.

10. Staffing implications

The successful implementation of a new system will rely on staff adoption in and to ensure that this is secured significant engagement has been undertaken with front line subject matter experts before the procurement of the service. This process has led to strong, positive engagement and agreement that this product would work for teams across the service.

Stakeholders from the various operational duty systems have been involved from the beginning of the project and have provided key input in helping shape the direction of the solution.

The Service has acknowledged that the implementation of a new system will impact the ways of working and who will manage the system locally. Any changes to an existing job role will be consulted with existing resources in line with service policy but given the degree of staff buy in through the early engagement process it is not anticipated that this will cause any significant challenge.

Several key stakeholders have been engaged across the service throughout the initiation of the project, including on-call firefighters, operational managers, flexi officers, representative bodies, and corporate service staff within HR and ICT.

11. Equality and Diversity implications

The product will have a neutral impact on users. The supplier has confirmed that they have development activity scheduled to positively impact users with disabilities. The system will not be public facing. This is an internal facing system only.

We have considered whether individuals with protected characteristics will be disadvantaged because of the actions being taken. Due regard has also been given to whether there is impact on each of the following protected groups as defined within the Equality Act 2010:

Race	X	Religion or belief	X
Sex	X	Gender reassignment	X
Age	X	Pregnancy & maternity	X
Disability	X	Marriage and Civil Partnership	X
Sexual orientation	X		

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper. See Appendix A for the full *People Impact Assessment*.

12.   Risks

The risks extend to the successful implementation of the system and associated interfaces. It is imperative that we avoid duplication of effort and information. We need to source one system of truth for our people and position information and use information flows to update one system to another.

As a later phase of implementation, the service will look to use system interfaces with our new Control mobilising system. This will negate the requirement for excessive manual intervention in work processes around availability.

Risk	Triggers	Impacts	Profile & Comments	Risk Owner
Reduction in availability due to proactive management of working hours in line with WTD.	Potential for rules within the system restrict number of available hours that can be booked. Potential alerts to Managers and subsequent actions restrict number of available hours that can be booked	Reduction in station availability Reduction in appliance availability Impact Services ability to meet response standard Negative impact on station morale. Negative impact on individual morale	Possible, Significant The mitigation for this will be that any availability impact will be managed at station level	Group Manager
Current OAM solution has a Single point of failure because developed in-house	Development and implementation of a solution internally Restricted understanding of how the system works and ability to support	System disruption System failure Additional costs	Possible, Significant The new solution will mitigate this risk	Head of ICT
Timescales Exceeded	Delay in receipt of supplier goods or services Inaccurate timescale estimates	Project resources are unable to be released for other duties Reputational damage to Delivery Team	Possible, Significant This risk will be mitigated through effective project	Project Manager

Risk	Triggers	Impacts	Profile & Comments	Risk Owner
	Insufficient staff resources available to deliver the project on time Insufficient funds available to deliver the agreed project outputs Insufficient end user engagement Solution does not meet end user requirements Insufficient availability of key stakeholders Estimates for required support and training amount and timescales are inaccurate Project delivery requires lengthy changes to existing processes	Negatively impacts staff morale for users, BAU support and project teams Poor end user adoption Benefit realisation is delayed or unable to happen Financial impact of increased staff resource allocations Legacy contracts require renewal to maintain BAU services End-of-life products and services stop working Rep Body consultation timelines	planning and working closely with the supplier and business area leads.	
Costs Exceeded	Insufficient business analysis or user engagement Requirements are added or changed during project delivery Project timescales are extended Insufficient staff resources available to deliver the planned project outputs	Project team resource allocation costs are higher than planned Reputational damage to ICT and Change & Innovation departments Additional licencing costs	Possible, Significant This risk of costs increasing will be mitigated through agreement with supplier of contract costs ahead of awarding the contract. Requirements will be monitored, and any changes	Project Manager

Risk	Triggers	Impacts	Profile & Comments	Risk Owner
	Risk event becomes an issue, at additional cost to resolve Procurement process was not clear enough and expectation differed from product sourced	Delays to project caused by budgetary authorisation process Less funding available for other project activities Solution may not be fit for purpose Poor end user adop tion	will go through the appropriate process.	
Insufficient Resources	Sickness End of fixed term contract or secondment Conflicting demand and priorities Necessary budget to fund appropriate resources unavailable Necessary skills unavailable internally or through consultancy Insufficient engagement with BAU management & team COVID? A further surge in infections reduces project staff availability	Project exceeds agreed timescales Outputs of project not fit for purpose Additional financial requirement Project is delayed or fails to deliver Negative impact on project team wellbeing Business As Usual operations and support fails Project is delayed or fails to deliver	Possible, Significant This risk will be mitigated through working with business leads and PMB to ensure the right priority is given to this project	Project Manager
Data security breach	Insufficient internal security controls	Exposure of sensitive data	Possible, Significant	Project Manager

Risk	Triggers	Impacts	Profile & Comments	Risk Owner
	3rd party support provided is insecure with backup/access controls Malicious insiders Negligent behaviour	Reputational damage Cost of regulatory/legal action Loss of Data Cost to implement fix Loss of confidence in system	This risk has been mitigated through the Service DPO having reviewed the contract	

13.   Governance Boards

The proposal was discussed and approved at the Digital & Data Programme Board (7th July 2021) and Strategic Change Board (8th July 2021). The Project Identification Document was approved by the Digital & Data Programme Board (13th May 2022).

A verbal update was provided to Strategic Board on the 8th June, advising that this decision sheet would be presented for approval.

Background papers

Decision papers presented to SLT.

Decision Process (022-22)

Step 1A - Chief Fire Officer Comments
(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

I support this recommendation.

Sign: Date: 22 July 2022

Step 1B – Consultation with representative bodies
(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)
This is a business decision however, all developments of this type are discussed as

appropriate during the working well together meetings.

Step 2 - Statutory Officer Review

The report will be reviewed by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority's ("the Commissioner's") Monitoring Officer and Chief Finance Officer prior to review and sign off by the Commissioner or their Deputy.

Monitoring Officer   Sign: ....

Print: Darren Horsman - Deputy MO ....

Date: 22/7/2022 ....

Chief Finance Officer   Sign: Neil Cross

Date: 22 July 2022

Step 3 - Publication

Is the report for publication?   YES

If 'NO', please give reasons for non-publication (Where relevant, cite the security classification of the document(s). State 'none' if applicable)
....

If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision.

Step 4 - Redaction

If the report is for publication, is redaction required:

1   **Of Decision Sheet**   **NO**

2   **Of Appendix**   **NO**

 If 'YES', please provide details of required redaction:

………………………………………………………………………………………………………

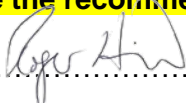………………………………………………………………………………………………………

Date redaction carried out: …………………………

If redaction is required, the Chief Finance Officer or the Monitoring Officer are to sign off that redaction has been completed.

Sign: …………………………………...   Print: …………………………………………..

Date signed: …………………………………

Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner

I agree the recommendations to this report:

Sign: ………………………………........... (PFCC)

Print: Roger Hirst   Date signed: 22 July 2022

14.   Appendix A – People Impact Assessment

Policy / Project / Paper / Function	Workforce Management Project		Date of Assessment		11/04/2022	
Assessment Rating: please tick 1 box ✓ *(The assessment rating is identified after the analysis has been completed - See Completion Notes).*	**RED**	**AMBER**		**GREEN**	✓	Proportionate means achieving a legitimate aim/can be objectively justified.

Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)	Consultations / working groups (MSTeams) Stakeholder engagement meetings (MSTeams)
Please list any other policies that are related to or referred to as part of this analysis	
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public)	The system will be used by employees only and predominantly by our operational crews, the Staff Office, and Control.

What are the aims and intended effects of this proposal (project, policy, function, decision, service)?

Essex County Fire & Rescue Service (ECFRS) does not currently have a robust system in place to provide effective and efficient planning of resources in a way that allows accurate forecasting and visibility of real time availability through an easily accessible digital platform.

There is a current reliance on the use of manually populated excel spreadsheets to plan resources which does not interface with other systems. Equally there are a multitude of different methods used to log availability with the On-Call Firefighter duty system. Both factors lead to an unproductive and inefficient method of workforce visibility and overall management.

From the business analysis undertaken with key stakeholders it is evident that ECFRS would greatly benefit from the adoption of a system that is designed to optimise shift planning for maximum productivity, wellbeing, and compliance. We need to overcome the use of multiple recording and reporting methods. and the limitations that exist with current systems and processes.

We need a cost effective, secure, end-user friendly system that can be implemented in a phased approach so that we can develop and enhance in a staged approach. A key factor within this programme is user adoption and we have engaged several key stakeholders to understand the needs and requirements of the business. Simplicity and ease of use is at the forefront of what we need a system to achieve but can be developed in the future to meet a changing environment.

Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, decision, service? Please Tick ✔ (See Completion notes)

<div align="center">YES: NO: ✓</div>

List any Consultations e.g., with employees, service users, Unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function, decision)?

This project falls within the Application Modernisation Programme, under the Digital and Data Strategy.

The Digital and Data Programme has been approved by the PFCC.

Financial Analysis If applicable, state any relevant cost implications (e.g., expenses, returns or savings) as a direct result of the implementation of this policy, project, or function.

Costs (£) 504,000 for a 2 year contract, including implementation, training, licencing + 116,000 per year, for a maximum of 2 years, for licensing and support	Projected Returns £
	• On-Call crews must phone control each time the appliance books on or off the run. As an example of a cost efficiency, based on an average of 1 hour a day being attributed to phone calls relating to availability at the cost of £15 per hour over the life of the four-year contract would equate to £21,900.
	• In addition to the above cost benefit, the service spends close to £1M per annum, comprising of Operational Overtime, plus Additional Shift Work (ASW) and total on-costs. With a new workforce management system in place that offers improved operational resource planning, increased visibility of availability and improvements to forecasting, it is anticipated that this could reduce the annual overtime and ASW costs by up to 15% which over the life of the contract could save circa £600k.
Implementation See above	Projected Savings £0

People Impact Assessment (PIA)

(Also known as an Equality Impact Assessment)

What impact will the implementation of this proposal have on people who share characteristics protected by *The Equality Act 2010*? ✔ (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (Men and Women)	✔			
Race (All Racial Groups)	✔			
Disability (Mental, Physical, and Carers of Disabled people)	✔			
Religion or Belief	✔			
Sexual Orientation (Lesbian, Gay, Bisexual, and Straight)	✔			
Pregnancy and Maternity	✔			
Marital Status (Married and Civil Partnerships)	✔			
Gender Reassignment (Includes non-binary)	✔			
Age (People of all ages)	✔			

If this proposal impacts the public, what potential impact will the implementation of this proposal have? Consider factors that sit outside the Equality Act 2010 (non-legislative) such as socio-economic factors (i.e. poverty, isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✔ (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				This proposal does not impact the public

If this proposal impacts our colleagues at ECFRS, what potential impact will the implementation of this proposal have? Consider factors that sit outside the Equality Act 2010 (non -legislative) such as duty systems, work location, flexible workers, part time workers, etc. Consider any potential for advantage or disadvantage as a direct consequence of this proposal. ✔ (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Improved system capability		✔		The recommended solution has been assessed through a panel of evaluators to review the suitability to our service requirements

If this proposal impacts our colleagues at ECFRS, what potential impact will the implementation of this proposal have? Consider factors that sit outside the Equality Act 2010 (non-legislative) such as duty systems, work location, flexible workers, part time workers, etc. Consider any potential for advantage or disadvantage as a direct consequence of this proposal. ✔ (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
System can be locally managed and configured		✔		The recommended solution can be locally configured and is flexible to our processes and standard documentation. This will mean easy system administration and ownership capabilities in house
Improved reporting and analysis		✔		We will have the capability during implementation to migrate live records so to maintain continuity of our current data. The reporting options are also improved compared to our legacy system
Meets legislative requirements		✔		The recommended solution has been evaluated to ensure meets the legislative requirements

This People Impact Assessment was completed by: (Name and Department): Peter Morath (Programme Manager – Innovation and Change Department

Action Plan Owner:		Commencement date:		Sign off date:	
As a result of performing this analysis, what actions are proposed to remove or reduce any negative impact of adverse outcomes identified on people (employees, applicants customers, members of the public etc) who share characteristics protected by *The Equality Act 2010 or non-legislative factors?*					
Action Planning					
Identified Impact Protected Characteristic or non-legislative factor	Recommended Actions			Responsible Lead	Completion Date	Review Date
	No Plan					

	Completion Notes:
Assessment Ratings:	The assessment rating is located at the top of the document so that if you have several impact assessments you will be able to determine priority impact status. To assure the analysis determines the rating, the rating should not be determined before the analysis has been completed. **Red:** As a result of performing this analysis, it is evident a risk of discrimination exists (direct, indirect, unintentional, or otherwise) to one or more of the nine groups of people who share *Protected Characteristics (and / or local non-legislative factors).* In this instance, **it is recommended that the use of the activity or policy be suspended** until further work or analysis is performed. If it is considered this risk of discrimination (is *objectively justified*, and/or the use of this proposal (policy, activity, function) is a *proportionate means of achieving a legitimate aim*; this should be indicated and further professional advice taken. **Amber:** As a result of performing this analysis, it is evident a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the *Action Planning* section of this document. **Green:** As a result of performing this analysis, no **adverse effects** on people who share Protected Characteristics *and / or non-legislative factors* are identified - no further actions are recommended at this stage.
Equality Data:	Equality data is internal or external information that may indicate how the activity or policy being analysed can affect different groups of people who share the nine Protected Characteristics. Examples of *Equality Data* include: (this list is not definitive) 1: Application success rates by *Equality Groups* 2: Complaints by *Equality Groups* 3: Service usage and withdrawal of services by *Equality Groups* 4: Grievances or decisions upheld and dismissed by *Equality Groups*
Legal Status:	This document is designed to assist organisations in *"Identifying and eliminating unlawful Discrimination, Harassment and Victimisation"* as required by *The Equality Act Public Sector Duty 2011.* ECFRS are keen to extend "due regard" to non-legislative factors such as socio-economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage when considering the impact on the public. ECFRS are also keen to extend '"due regard" to non-legislative factors such as duty systems, work location, flexible workers, part time workers and any other aspects that result in disadvantage for our colleagues at ECFRS. (See Completion notes). **What impact will the implementation of this proposal have on people for which there is no legal requirement**? (consider each non-legislative factor separately). Doing this analysis may also identify opportunities to *foster good relations* and *advance opportunity* between those who share Protected Characteristics *and / or non-legislative factors* and those that do not. *A PIA is not legally binding and should not be used as a substitute for legal or other professional advice.*
Objective And/or Proportionate	Certain discrimination may be capable of being defensible if the determining reason is: (i) *objectively justified* *(ii)* *a proportionate means of achieving a legitimate aim* of the organisation For *objective justification*, the determining reason must be a real, objective consideration, and not in itself discriminatory. To be *'proportionate'* there must be no alternative measures available that would meet the aim without too much difficulty that would avoid such a discriminatory effect. Where (i) and/or (ii) is identified it is recommended that professional (legal) advice is sought prior to completing an People Impact Assessment.