

<b>REPORT REFERENCE NO.</b>	<b>CSCPC/19/3</b>
<b>MEETING</b>	<b>COMMUNITY SAFETY AND CORPORATE PLANNING COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>27 JUNE 2019</b>
<b>SUBJECT OF REPORT</b>	<b>SAFER TOGETHER PROGRAMME SERVICE DELIVERY OPERATING MODEL PHASE 2 - CONSULTATION PROCESS</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF SERVICE IMPROVEMENT</b>
<b>RECOMMENDATIONS</b>	That the report be noted.
<b>EXECUTIVE SUMMARY</b>	<p>Phase 2 of the Service Delivery Operating Model represents proposed changes to Devon &amp; Somerset Fire &amp; Rescue Service on a scale not previously seen.</p> <p>As a public service there is a moral and legal duty to consult with the public to determine their feedback on the proposed options and whether they feel there are any alternatives for consideration.</p> <p>The Service has undertaken a robust consultation methodology involving pre engagement with staff and the public, impact assessments and independent verification through a not-for profit organisation – ‘The Consultation Institute’.</p> <p>A 12 week consultation period will be undertaken on the proposed options with full stakeholder analysis indicating priority engagement. A number of public drop in sessions are arranged across Devon and Somerset and the consultation document will be available in paper and electronic formats.</p> <p>A full evaluation of the consultation responses will be carried out and a report produced to support the final decision making process on the new Service Delivery Operating Model.</p>
<b>RESOURCE IMPLICATIONS</b>	As indicated in the report
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b>	An ERBA and a People Impact Assessment (PIA) have been completed.
<b>APPENDICES</b>	None.
<b>LIST OF BACKGROUND PAPERS</b>	None.

## 1. **INTRODUCTION**

- 1.1 The nature and scale of the changes brought about by the new Service Delivery Operating Model will necessitate substantial staff and public engagement and consultation. The following details the approach, along with communication approaches that will be used.

## 2. **CONSULTATION METHODOLOGY**

- 2.1 In order to design a fair, transparent and robust consultation process it is important to determine the scale and impact of the proposed changes of the Service Delivery Operating Model on staff, partners, stakeholders and communities.
- 2.2 During February 2019, a number of workshops were undertaken to apply the 'Considering People' process, (an impact and benefits assessment process) to the shift patterns that make up part of the proposals in the phase 2 Service Delivery project and look at the impact of changing the way people work. Subsequent workshops explored the impact and benefits of the location specific proposed options on staff, stakeholders, partners and communities.
- 2.3 An Equality Risks and Benefits Analysis (ERBA) is an evidence based analysis tool and has been completed to ensure and evidence that Devon & Somerset Fire & Rescue Service (the Service) does not unlawfully discriminate and that it positively fosters good relations with underrepresented and excluded groups, in line with the Public Sector Equality Duty 2011.
- 2.4 The outcomes of the Considering People Process and ERBA highlighted the requirement to conduct a wide ranging consultation process with the aims of:
- Effectively engaging with staff, partners, stakeholders and communities
  - Seeking views on the proposed service options
  - Ensuring there are opportunities to influence and shape the new Service Delivery Operating Model
- 2.5 Business Change Managers have also been undertaking Staff Engagement sessions at various station locations to share information about the Safer Together Programme and gather feedback from staff to inform project developments.
- 2.6 To ensure there is sufficient time to effectively consult and engage with these key groups, a 12 week consultation process will be conducted starting on Monday 1 July 2019 and finishing on Friday 20 September 2019.
- 2.7 The consultation process will be framed around a set of proposed options for the new Service Delivery Operating Model which have been developed following previous involvement and engagement with staff and stakeholders. Respondents will be asked to indicate their level of agreement for each of the proposed options, have the opportunity to highlight alternative options and provide a rationale for their response.
- 2.8 A range of engagement methods will be employed to maximise opportunities for staff, partners, stakeholders and communities to put forward their views, these will include:

### *Consultation Document*

2.9 The consultation document will be developed following the outcomes of the Fire and Rescue Authority's decision on the options to be approved for public consultation. The document will be available online via a DSFRS dedicated consultation website page and in paper format. This document:

- Provides the narrative of current service arrangements
- Outlines the rationale behind the need for proposed changes to the Service Delivery Operating Model.
- Defines the proposed service options/questions
- Provides further information on the range of engagement opportunities e.g. details of public meetings, website and email addresses.
- Outlines the timeline for feedback and decision making process

### *Stakeholder Analysis*

2.10 A stakeholder analysis will provide a systematic examination and evaluation of Stakeholders in order to prioritise, manage and engage with them effectively throughout the lifespan of the project.

2.11 The Stakeholder Analysis will analyse stakeholders by their level of power and interest on the proposed consultation options.

2.12 A stakeholder database will be used at the beginning of the consultation process to send out the Consultation Document electronically with an accompanying email to all those stakeholders highlighted in the stakeholder analysis. This action will initially promote and raise awareness of the consultation process and also request partners and key stakeholders assistance in further sharing of the document to other interested parties to ensure as wider coverage as possible.

2.13 Paper copies of the Document will also be made available with prepaid envelopes for those people who do not have access to the online version, for those people attending the Public 'Drop-in' Exhibitions and other local events.

2.14 Periodically throughout the consultation process, the completed consultation returns will be monitored and if necessary further targeted correspondence will be forwarded to encourage a higher response rate.

### *Staff Engagement Events at Service Premises*

2.15 Arranged for the first week of consultation process, the aim is to carry out a focussed engagement activity with staff on the proposed options with an opportunity to respond to questions. This will be live streamed through the Service Intranet for people to view remotely and send in questions to be answered live.

2.16 This event will be followed by a series of roadshows to a number of stations to ensure that staff are given opportunities to get involved with the consultation process.

### *'Supporting Managers' Toolkit & Engagement Sessions*

- 2.17 Due to the sensitive nature of proposed consultation options and the potential impact to staff we recognise the need to equip and support our Middle Managers to handle internal, face-to-face communications with staff around the Safer Together Programme.
- 2.18 Engagement sessions with Managers will be arranged to talk through the toolkit which will include a range of communication and engagement channels and techniques. This approach is aimed at enabling Managers to feel confident to engage with and support staff through any proposed change process.

### *Human Resources (HR) supported staff group and 1:1 sessions*

- 2.17 For those staff directly impacted by consultation proposed options, more in depth discussions will be held with line managers and HR to discuss the potential changes to staffing arrangements with involvement as required from representative bodies.

### *Public 'Drop In' Exhibitions*

- 2.18 To maximise engagement with our communities, we have arranged a number of informal public 'Drop In Exhibitions over the course of the 12 week consultation period. These have been arranged in public venues with locations determined by level of impact of proposed service options, population levels and accessibility. A full list is contained within the Consultation Document at Appendix 1.
- 2.19 The format for the informal 'Drop in Exhibitions consists of:
- A number of pull up story board stands which mirror the format of the Consultation Document which will allow attendees to informally discuss the consultation proposals with Senior Level Officers/personnel involved in the Project.
  - Paper copies of the Consultation Document made available (together with any other service information or campaign materials) to capitalise on the engagement opportunities.
  - Ballot style boxes available for those attendees who wish to complete the consultation document at the time of the Drop In.
  - Comments wall – a visual method for attendees to comment on proposals
  - Informal interactive session to demonstrate the different consultation options and the potential impacts.

### *Dedicated email address*

- 2.20 To capture further responses, questions and/or issues relating to consultation process the Consultation and Engagement Lead will receive all incoming emails through a dedicated email address and then as necessary disseminate to other colleagues for action and response. A log will be kept of all correspondence via email and any written correspondence received.

### *FAQ (Frequently Asked Questions)*

- 2.21 A set of FAQs will be compiled, regularly updated and made available on the DSFRS consultation dedicated webpages.

### *Engaging stakeholders and partners*

- 2.22 All stakeholders and partners will be targeted electronically using our Stakeholder Database with an email outlining the consultation process and a hyperlink to the Consultation Document. There will also be opportunities for attending any locally planned events and forums promoting face to face engagement activities.

### *Consultation Findings*

- 2.23 At the end of the consultation process the Consultation and Engagement Lead will be responsible for collating, analysing and preparing a Consultation Findings report which will outline the following:
- Consultation process and methods
  - Respondents profile
  - Highlighting emerging key themes from Consultees responses for each option, including both qualitative and quantitative information
  - Set out a number of key recommendations based on consultation findings for each of the options
  - Review and update the ERBA to reflect the consultation process
  - Develop a Feedback report to be made available both on line and in paper format and promoted through our various internal and external communications channels
  - This report will be used to support the decision making process on the proposed options on the Service Delivery Operating Model

### *Consultation Quality Assurance Process*

- 2.24 The Service wants to ensure that the consultation process is fair, robust and transparent. Therefore we are working with The Consultation Institute a well-established not-for-profit best practice Institute who promote public and stakeholder consultation in the public, private and voluntary sectors. The Institute will conduct a Quality Assurance process on our consultation plans so that we can proceed with confidence and demonstrate to interested parties that we have involved independent evaluation, demonstrating the integrity of our programme.
- 2.25 In addition, they have organised a number of independent public pre- consultation workshops. These have focused on the options generally and particular aspects such as views on station closures, appliance number reduction, alterations in response provision timings and the response strategy overall.

3. **CONCLUSION**

- 3.1 Phase 2 of the Service Delivery Operating Model presents options that represent the most significant changes for DSFRS in a generation
- 3.2 As a public service there is a moral and legal duty to consult with the public to determine their feedback on the proposed options and whether they feel there are any alternatives for consideration.
- 3.3 The consultation process and methodology explained in this report fully addresses those obligations and has the additional assurance of being independently verified by 'The Consultation Institute'.

4. **RECOMMENDATION**

- 4.1 It is recommended that the Committee note the report.

**ACFO PETER BOND**  
**Director of Service Improvement**