

Fire & Rescue Service Equality Framework

Diversity & Inclusion organisational assessment

The Diversity & Inclusion framework is intended to help the Fire & Rescue service:

- deliver the best possible services to their communities and those who are most vulnerable or at risk
- employ a workforce that reflects the changing role of Services and the diversity of the area they are serving
- provide equality of opportunity for all staff and demonstrate due regard for and the value of difference
- ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying
- change the culture of their organisation to one that is genuinely inclusive, which enables all employees to be high performing because we value the difference of their gender or gender choice, race or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union.

The framework has been developed in consultation with the following organisations and groups: Inclusive Fire Service Group, Asian Fire Service Association, National Fire Chiefs Council, Fire Brigades Union, Fire Officers' Association, GMB, Quiltbag, Retained Firefighters Union, Stonewall, Unison, Women In The Fire Service, Faith and Fire

The framework is used as a toolkit for improvement. It sets out five priority areas for improvement underpinned by a range of actions and practical guidance that helps the Service plan, implement and deliver real equality outcomes for employees and the community. It is also a self-assessment tool for the Services to use to assess progress on the improvement journey and determine where and how we need to improve. It includes performance criteria that can be rated on a RAG scale.

Meaning of Principles:

Equality is defined in law (The Equality Act (2010), General Equality Duty, to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act) and is about ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity and age.

Diversity is about promoting and fostering everybody's right to be different, about being free from discrimination, valued as an individual, and having choice and dignity with a right to your own beliefs and values. 'Diversity' is a word that means 'varied and different'. Diversity, therefore, is about more than equality. It's about creating a culture which values individual differences and encourages people to be themselves at work.

Inclusion refers to an individual's experience within the workplace and in wider society, and the extent to which they feel valued and included.

Priority Performance Areas for Focus

The Framework has five **priority areas** of action and performance.
Leadership, partnership and organisational commitment
Community knowledge and engagement
Effective service delivery
Employment conditions, health and wellbeing
Recruitment, training and progression

Progress rating

To enable a Service to track its own progress we have identified four stages of progression for each of the key criteria: A Service can be performing well in some priority areas but less well in others. Services should self-assess each key criterion using this rating:

R	No evidence
A	Planning and commitment - the organisation has a stated commitment, objectives have been set, planning is underway and systems are being developed
G	Established and doing: Systems and processes are in place; actions have commenced and are starting to produce results
B	Delivering Outcomes: Interventions are embedded and tangible outcomes are being generated that are making a real difference

Priority Area 1: Leadership, partnership and organisational commitment

1 Vision & Commitment

Criterion:

Political and managerial leaders demonstrate personal commitment to and leadership on, reducing inequality, challenging discrimination and delivering services that are inclusive and accessible to diverse communities.

Objective	RAGB	Lead	(suggested) Evidence	Comments
Political and managerial leaders have clearly stated their commitment to a diverse workforce with barriers to inclusion and equality removed. They have expressed what principles they stand by on equality and what is expected from staff when delivering services to the community.	Green	Jo Turton	Fire and Rescue Plan People Strategy Prevention Strategy	These commitments are stated in our Fire and Rescue Plan, People Strategy and Prevention Strategy
Leadership has established robust and ongoing processes to enable all staff to understand the principles of equality and inclusion.	Yellow	Colette Black	Induction Dignity in our Workplace Talent Pool Assessment Appraisals Inclusion Insights	We have processes running through Induction, DIOW, Appraisals - importance of behaviours, Development, Talent Pool assessment. There are clear next steps described in our L&D Plan and People Strategy. June 2021 update - Monthly Inclusion Insights newsletter provides education and regular updates on I & D to all employees
Senior Managers, Members and staff understand the difference between equality and vulnerability to risk, and the Service monitors how both are addressed.	Yellow	Colette Black	People Impact Assessment Training	on centralised Sharepoint document Library . Need to explore what Vulnerability to risk in this context means. Risk and harm model being developed to identify vulnerability. Equality & Risk Leads working together to ensure People Impact and Risks are aligned.
It is evident that senior leaders can demonstrate a line of sight between vision/policy statements and action to improve equality outcomes.	Green	Colette Black	People Strategy Action Plan	Line of sight is clear in our People Strategy and associated action plan.
Senior leaders regularly communicate and promote a culture that is able to demonstrate internally and publicly that it is inclusive and supportive.	Green	Colette Black	People Strategy Blog articles e.g. Black Lives Matter	People Strategy, Fire & Rescue Plan. Published articles internally and externally (AFSA) regarding our commitment. Inclusion Insights - Monthly Inclusion newsletter for all employees
The organisation has established and publicises a strong business case for its equality and inclusion work	Green	Colette Black	People Strategy Culture of Inclusion in Recruitment papers	Business case demonstrated in our People Strategy. Examples of this 'in action' include our 'Culture of Inclusion in recruitment' work.
Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible, for example considering the images used, the distribution methods, duty systems, staff access to IT and tone of communications.	Green	Emily Cheyne	I&D Communications Plan Join Essex webpages 'My Story' articles Social media	Communication evidenced in I & D Comms plan, positive action plan, Join Essex webpage, ECFRS webpages and social media channels and 'my story' coverage.

2 Accountability

Criterion:

Senior managers and Fire Authority Members are ultimately accountable for the performance of equality and inclusion within the organisation

Objective	RAGB	Lead	(suggested) Evidence	Comments
There is a high level steering meeting of senior managers and Members which sets and monitors progress of equality related strategies and initiatives. This high level structure has appropriate upwards and downwards interaction with the workforce and service users etc.	Green	Jo Turton / Colette	Inclusion and Diversity Action Group chaired by Chief Executive/Chief Fire Officer	High level steering group - IDAG Monitoring through SLT and P & R Board Inclusion at all levels through the Staff Networks
The Chief Fire Officer/ Chief Executive and other managers have personal equality objectives and are held accountable via the appraisal system.	Yellow	Jo Turton / Colette	Fire and Rescue Plan People Strategy	The work of SLT is orientated around delivery of our Fire and Rescue Plan and associated strategies. This incorporates our equality objectives. The Chief Executive/Chief Fire Officer chairs the Inclusion and Diversity Action Group which is a key enabler for delivery of equality objectives.
The Service has equality objectives and targets which are supported by a SMART Action Plan with clear managerial accountability.	Green	Colette Black	Public Sector Equality Duty Objectives People Strategy Action Plan	Equality Objectives were published March 2018. They are monitored via our IDAG and our People Strategy Action Plan.

The Fire Authority provides effective scrutiny of setting and monitoring of equality objectives.		PFCC	Performance and Resources Board reports notes	This happens through our Performance and Resources Board who receive regular updates on delivery of our People Strategy Action Plan which includes our equality objectives.
There are scrutiny mechanisms that monitor and challenge the differential impacts of service delivery on communities, and of workforce policies on equality.		Colette Black	People Impact Assessments e.g. Competency recording People Impact Assessment training	The new People Impact Assessment process being introduced Nov 2020. Next steps required to translate this to community action.
The Service is able to demonstrate that it is meeting the Public Sector Equality Duties and the Gender Pay Gap Regulations.		Colette Black	Gender Pay Gap report Published Public Sector Equality Duty Objectives Workforce Information report	Gender Pay Gap reports, workforce information report, equality objectives
As a result of equality analysis of service delivery, action is taken to mitigate any adverse impact on communities		Moir Bruin	Prevention Strategy People Impact Assessment	Stakeholders in Prevention trained to complete PIA's. PIA's being completed for Prevention strategy Delivery Plans New Inclusion Role in Prevention - help to identify impacts

3 Organisational Commitment

Criterion:

The Leadership provides support, commitment and challenge to ensure organisational buy-in for the equality agenda.

Objective	RAGB	Lead	(suggested) Evidence	Comments
The organisation seeks independent validation of its progress on equality e.g. peer reviews from local partners/experts, peer challenge, Stonewall member, the Disability Confident Scheme (formerly the Two Ticks Scheme), Mind Blue Light Campaign, Mindful Employer, Time to Change. If not, what are they doing that demonstrates these areas?		Colette Black	Mind Blue Light Time to Change HMICFRS Inspection Inclusive Employers Standard	We have previously taken part in Peer Review. We have been part of Mind Blue Light. We have signed up to Time to Change. We are currently making use of Disability Confident & Oscar Kilo. We are part of HMICFRS inspection. Inclusive Employers Standard Assessment being completed Q3 2021/22
Corporate policies consistently promote equality for all staff. Equality analysis is evident and leading to positive outcomes for under-represented or disadvantaged groups.		Colette Black	People Impact Assessment - Competency Recording	People Impact Assessments, looking for opportunities to be inclusive as well as identify risk of inequality.
Operational strategies and plans undergo equality analysis and steps are taken to mitigate against adverse impacts that have been identified		SLT	Any SLT paper	PIA Screening or full PIA now completed for all SLT decisions, including strategies.
Senior leaders closely monitor progress against organisational equality objectives and challenge poor progress		Jo Turton / Colette Black	Plan Inclusion and Diversity Action Group	Progress against our Equality Objectives is monitored via our IDAG, our People Strategy Action Plan and Performance and Resources Board.
Equality standards are embedded in the procurement and commissioning process and contracts are monitored to ensure compliance by contractors		Neil Cross		Equality standards are embedded at every stage of the process.
Senior Leaders and Members have received appropriate training around strategic management of equality, diversity and inclusion.		Colette Black		SLT received 'light touch' Dignity in our Workplace training. Strategic level training to be booked in.
Necessary resources and managerial time are provided to support corporate management of equality improvement work and staff involvement.		Colette Black	Budget 19/20 and 21/22 Structure chart	We have a small team and resources committed to I&D. We believe the necessary resources are in place to deliver our stated objectives.
Trade Unions are consulted as part of a partnership in developing the equality agenda		Colette Black	Meeting notes	Our regular JNCC meetings are an enabler for this. The People Strategy which incorporates our equality objectives included consultation with each representative body.

4 Partnership

Criterion:

The Service is positively contributing to shared equality plans with statutory, voluntary and community partners

Objective	RAGB	Lead	(suggested) Evidence	Comments
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The Service uses information from community engagement and data effectively to target services to people and businesses most at risk in its communities. There is sophisticated analysis and segmenting analysis of diverse groups and other factors in the area such as rurality or economic disadvantage.		Jim Palmer	Prevention Strategy Risk and Harm Model	This is in progress and not yet fully mobilised. Working on how we can collate and analyse and use data to improve our response.
The Service works with partners to deliver services which have been informed and shaped by the needs of the local community.		Jim Palmer	Risk & Harm Model Prevention Strategy	Developing a strategic Essex wide model which will then be mobilised across stations. This is currently being developed with Performance and Data Team
The Service works effectively with partners to champion equality and determine the key strategic risks and needs of the local area and how to address them.		Jim Palmer	Meeting notes	Safer Essex Board, working with NE Essex Vulnerability Group, intention is to roll out Pan Essex in time, just focused on NE presently
The Service is working closely with local partners on shared equality objectives and workstreams		Nikki Hudson	Meeting notes	Essex Equality Leads Meetings, Regional Equality Forum and Safer Essex Board for Prevention work. Collaborative project for development of Women with Essex police and East of England Ambulance. Regional CFO's support for Positive Action collaboration as part of NFCC Regional EDI Forum
The Service is pooling its resources, skills and expertise with partners in order to deliver equality outcomes.		Nikki Hudson	Meeting notes Event information Regional ED&I Forum ToR	Essex Equality Leads are currently exploring collaborative opportunities for shared objectives such as positive action and racial injustice. We work with Essex Police and East of England Ambulance Service to deliver events such as International Women's Day and IDAHOBIT. Regional Equality Forum working to deliver the NFCC ED&I strategy and aims to maximise opportunities by working collaboratively. This includes shared learning & development events in 2021 and collaborative approach to positive action agreed by CFO's in June 2021
The Service seeks out notable practice externally and has made changes to its practices as a result. It shares its own notable practice willingly		Nikki Hudson	Arrangements with Genius Within Individual Needs Plan	We work with NFCC EDI Project, BDF, Inclusive Employers, Genius Within, Partner Agencies, Essex Equality Leads, Regional EDI Forum. We are continuously improving.

Priority Area 2: Effective service delivery

5 Responsive and Accessible Services

Criterion:

Services are accessible and responsive to the needs of people in the community

Objective	RAGB	Lead	(suggested) Evidence	Comments
Changes to service delivery (such as crewing models) fully consider the differential impact on communities as different areas and groups of people have different requirements		Moira Bruin / Dave Bill	IRMP PIA's Prevention Strategy	Risk & harm model, consultation to create IRMP, PIA on Prevention Strategy
Front-line services are pro-actively accessible to meet individual need and processes are in place to do this.		Jim Palmer	Risk & Harm model Prevention Strategy Risk based inspection programme	Prevention - in progress - linked to Risk & Harm model Protection - linked to risk & harm & new prevention strategy and risk based inspection programme Stations - working to the risk based inspection programme
Collaborative working arrangements consider the positive and negative impacts on local communities and workforce.		Rick Hylton		Equality considerations are a part of all proposals.
Service Business Continuity Plans for local communities take into account the varying needs of local businesses, communities and individuals, for example the need for interpreting and translation, safe refuges, disability provision in emergency shelters.		Dave Bill	Business Continuity Plans	Internal facing Business Continuity Plans have been developed, core functions have been covered but further development required.
Business Continuity Plans for the Service demonstrate how equality analysis has informed them.		Dave Bill	Business Continuity Plans	New PIA process needs to be embedded
Station plans are informed by equality analysis and knowledge of local communities and their needs		Neil Fenwick	Station Plans Risk & Harm Model	Risk & Harm model will inform station plan development including the specific activities for each station informed by local risk models
Risk Management (particularly through the IRMP) is informed by disaggregated data and take into account differential impacts and varying needs.		Dave Bill	JCAD	Demographic data informs risk management, further development required
All areas of service delivery can demonstrate how disaggregated data informed service plans and practice and how that changes over time		Moira Bruin	Station Plans Local Risk Models Risk & Harm Model	Risk & Harm Model includes data such as incidence of deprivation, previous fire calls, informs prevention and protection work
The Service uses a wide range of communication channels to ensure its messages, particularly during major incidents, reach as many different communities and individuals as possible.		Emily Cheyne	Social Media Channels Website	Use of Facebook, Twitter, Instagram by our fitness team, dedicated facebook page for recruitment campaign 20/21, website
There are appropriate and specific male/female changing areas/toilets facilities in all Service buildings. Personal protective equipment should be available in male and female fit and in the correct sizes.		Rick Hylton	Workplace facilities PPE procurement	Mix of gender neutral and specific facilities, all aspects of uniform have different fits to maximise suitability and choice, part of uniform procurement considerations - feedback in relation to maternity provision will be met by

6 Commissioning and Procuring Services, Facilities or Estates

Criterion

Procurement and commissioning considers local employment and business data and priorities, for example, supporting local SMEs, building apprenticeships into contracts.

Objective	RAGB	Lead	(suggested) Evidence	Comments
Equality is embedded throughout the procurement cycle.		Neil Cross	Contract examples	Equality is embedded throughout our procurement cycle.
Contracts are effectively monitored to ensure that suppliers meet any equality standards set. Steps are taken if they are not met.		Neil Cross	Contract examples	Monitoring of contracts is an area where we need to develop our clear next steps. Initial contracts do meet equality standards.
The Service is taking steps to design, develop and purchase equipment/goods/buildings for a more diverse workforce involving people from specific groups to inform decisions at all stages.		Neil Cross	Workwear procurement	A good example of engaging with stakeholders to ensure products are suitable for all is the workwear project.
Facilities, clothing and similar items are purchased or managed with equality in mind		Neil Cross	Workwear procurement	A good example of engaging with stakeholders to ensure products are suitable for all is the workwear project.

Procurement practices are proportionate to the size of contract and do not discriminate against smaller traders		Neil Cross		Practices are proportionate and follow all regulations.
The Public Sector Social Value act (2012) is used to guide principles of procurement and commissioning of services and goods		Neil Cross		Act. Update requested from Neil Cross 11/6

Priority Area 3: Community knowledge and engagement

7 Collecting, Analysing and Using Information

Criterion:
Information is regularly gathered by a range of methods and from a range of sources, about local communities, residents and businesses. It is analysed appropriately to identify the varying needs of and risks for different groups, individuals and communities and used to inform services.

Objective	RAGB	Lead	(suggested) Evidence	Comments
Information collected directly relates to service delivery.				
Disaggregated data is used to ensure widespread understanding of communities in local areas at all levels: Service wide, different departments and at station level.		Dave Bill	Strategic Assessment of Risk	The strategic assessment of risk - community, identifies mitigation and deliver via IRMP. Data analysis by external provider to aid decision making. Area for improvement, greater focus on equality data required. IRMP review early 2021 by Dave Bill. Performance and Data Team working with I & D Lead to establish ways to improve the Data collected and analysed for Equality
Information is shared across the Service in order to maintain up to date knowledge about community risks and changing communities.		Dave Bill	Risk and Harm Model	Risk & Harm model Performance and Data Team working with I & D Lead to establish ways to improve the Data collected and analysed for Equality
Information and data is mapped with partners to identify at-risk communities and inform service planning		Dave Bill	JCAD Local Risk Models Station Plans	Liaison officer role being created, data being received to be utilised as part of risk & harm model Covid response demonstrates information sharing and planning, developing data sharing with partners Performance and Data Team working with I & D Lead to establish ways to improve the Data collected and analysed for Equality
Partners share data to ensure widespread understanding of communities and their needs in different areas that the Service works in		Moira Bruin / Dave Bill	Risk & Harm Model NE Vulnerability Group Meeting notes	Risk & Harm model, NE Vulnerability Group, data sharing improving Performance and Data Team working with I & D Lead to establish ways to improve the Data collected and analysed for Equality

8 Engagement with communities

Criterion:
The Service engages effectively with all its communities using a range of appropriate channels.

Objective	RAGB	Lead	(suggested) Evidence	Comments
The Service engages with diverse communities to identify their particular risks and concerns so that these can be adequately addressed and to ensure that those who are in a vulnerable situation are protected				
Consultation and engagement strategies and practice are inclusive of a range of diverse stakeholders to scrutinise services, decision making and progress towards equality.		Jim Palmer	Prevention Strategy Risk & Harm Model	Community Engagement will inform local plans developed by the Risk & Harm model to deliver the bespoke needs in each community. Prevention strategy
Consultation and engagement is analysed and there is enough information to inform whether the Service is engaging with a cross range of communities.		Jim Palmer	PIA of the Prevention Strategy.	A PIA was carried out on the prevention strategy and the same will be applied to the department plan to support the strategy.
The Service works with partners to avoid "consultation overload" by engaging collectively or sharing information and the results of engagement activities.		Jim Palmer	Prevention Structure	Evaluation role that is being developed in the prevention structure that will support this activity.
The Service demonstrates how it champions equality locally for example at local Pride events, blue-light festivals, carnivals. It uses these events to promote safety messages with specific groups of people.		Jim Palmer	Safer Essex	Attendance by the AM Prevention and Protection at Safer Essex. Attendance at CSPs and reporting out of CSPs
Community engagement is monitored and trends identified from the results of engagement activities in different localities and over time. This information		Jim Palmer	Prevention Dept Plan	This plan will cover how we as a service will deliver against the Strategy. A comms strategy will be developed which will include key events.
Relevant training is available to all involved in community engagement delivered by community members to enable people to engage effectively and sensitively.		Jim Palmer	Prevention strategy	Actively looking to develop a reporting system that reports on activities from the Community Safety Partnerships. This includes a requirement to train staff and the departmental plan will expand on this and provide further detail.

9 Customer/Public Satisfaction

Criterion:
Customer satisfaction is generally high for all sectors of the community and across all the different aspects of the Services work.

Objective	RAGB	Lead	(suggested) Evidence	Comments
Customer satisfaction data is disaggregated by ethnicity, gender, age, sexual orientation and disability etc. Results and trends have been analysed and any issues identified and addressed		Emily Cheyne/Tracy King		A public and partner perception survey is due to be carried out in 2021/22 and will be included in the Annual Plan. Part of this survey will include ethnicity, gender, age, sexual orientation and disability. Once the survey has been carried out data will be incorporated into the appropriate performance report
Work is undertaken to identify the specific needs of emerging and marginalised communities with a view to increasing their satisfaction with the fire and rescue service.		Jim Palmer	Risk & Harm Model	evaluation role in Prevention team Performance and Data Team working with I & D Lead to establish ways to improve the Data collected and analysed for Equality
The Service is working hard to address issues that have been discovered from customer feedback.		Emily Cheyne		A feedback review is due to be carried out in the new year to understand themes and develop learning and best practice Thank you Thursdays have been running throughout 2020/21 using compliments received in the service Glimpse of Brilliance trial with Southend Fire Station being completed in June 21
Positive and negative feedback is used to reward and recognise the contribution of staff and to improve services.		Emily Cheyne / Tracy King		
Customer satisfaction is measured appropriately – not just HFSC, but also protection and response services.		Emily Cheyne/ Tracy King		A public and partner perception survey is due to be carried out in 2021/22 and will be included in the Annual Plan. Part of this survey will include ethnicity, gender, age, sexual orientation and disability. Once the survey has been carried out data will be incorporated into the appropriate performance report

Priority Area 4: Employment, Health and Wellbeing

10 Workforce Strategies and Policies

Criterion:

The Service has Workforce Strategies, Plans and Policies that promote and support a diverse workforce

Objective	RAGB	Lead	(suggested) Evidence	Comments
The Service has an up to date Workforce Strategy or Plan that reflects the principles outlined in the National Workforce Strategy	Green	Karl Edwards	Workforce Plan	The Service has an up to date Workforce plan. The People Strategy reflects the national strategy.
The Service has a range of progressive workforce policies that foster and support the employment rights and health and wellbeing of all staff at all stages of their employment.	Green	Colette Black	Working Well Together People Strategy Wellbeing plan	The Service has a wellbeing plan in place. The Service has a progressive policy review schedule in place.
The language used in workforce policies is inclusive	Green	Colette Black	Working Well Together	The Service has a progressive policy review schedule in place.
Workforce policies, programmes and frameworks have used equality analysis or equality impact assessment and mitigating actions have been taken where there are any adverse impacts	Green	Colette Black	People Impact Assessment - Competency Recording	People Impact Assessments are completed for new Policies, SLT Decisions and Projects
The service is recognised internally and externally by others for their equality work; they have supported others to improve the employment rights and health and wellbeing of their employees.	Yellow	Colette Black		Working towards achieving 'Inclusive Employers' accreditation in Q3 21/22

11 Workforce Monitoring

Criterion:

Workforce monitoring takes place at all levels of the Service including apprentices, cadets and volunteers. Data is regularly updated and analysed and trends are identified. Results are used to inform policies and practices and steps are taken to address any adverse trends.

Objective	RAGB	Lead	(suggested) Evidence	Comments
The composition of the workforce by protected characteristics is monitored for all employees, apprentices and cadets. Results are used to inform policies and practices. Where there are low rates of disclosure this is investigated and addressed.	Yellow	Colette Black	Workforce Report	Data held for majority of employees. Cadets & Volunteers data not on Civica. Plans in place to continue improving data held on Civica.
There is good quality data captured at all the stages of initial recruitment, promotion and training as well as for those leaving the organisation.	Yellow	Colette Black	Positive Action reporting	Information held at all stages. Next step to use this data more effectively to tailor actions. Positive action in recruitment work is an example of this working well.
Regular monitoring of discipline and grievances is carried out to determine if any groups are being disproportionately affected. This may involve using external expertise in relation to behaviour that might have been driven by mental illness rather than malicious intent.	Green	Colette Black		Regularly reviewed by I&D Business Partner with HR Business Partner team.
All workforce monitoring is reported at least annually to the Fire Authority as well as senior management teams or Boards.	Green	Colette Black	Workforce Report	Workforce reporting takes place regularly.

12 Workforce Values and Behaviours

Criterion:

The Service promotes a clear set of values and behaviours that it expects from its staff and elected Members

Objective	RAGB	Lead	(suggested) Evidence	Comments
The Service has established a set of values and behaviours that everyone in the organisation has "signed up to"	Green	Colette Black	Your Voice - Value and Beh	Your Voice - Value and Behaviours group recently met to translate our values to behaviours. These agreed by SLT and through representative
The Service has a policy on Dignity at Work and staff understand it and know how to raise concerns. There are a number of ways for issues to be raised, including formal and informal mechanisms. Formal or informal complaints are dealt with in accordance with the policy.	Green	Colette Black	Dignity at Work Supporters	Policy in place. Dignity at Work Supporters in place. Grievance process includes informal option.
Staff are able to raise workplace concerns without fear of retaliation or reprisal.	Yellow	Colette Black	Engagement Survey	The number of cases suggests that people feel they can come forward. However, testing out through 2020 engagement survey.
All staff but particularly anyone involved in managing staff are required to attend training on unconscious bias.	Yellow	Colette Black	Unconscious bias training r	UB Training in 2017. Incorporated into management development. All assessors trained for 20/21 Recruitment campaign interviews
Staff surveys or cultural audits are conducted regularly and results are analysed and disaggregated and used to address inequality or other concerns	Green	Colette Black	Engagement surveys	Annual staff survey with equality monitoring included.

13 Staff Engagement and Communication

Criterion:

The Service uses effective staff engagement methods to set corporate service and workforce objectives and for achieving service

Objective	RAGB	Lead	(suggested) Evidence	Comments
The Service has considered the value of having a range of staff networks and forums. Staff were engaged in decisions about such networks. Where these are established they are adequately resourced and supported.	Green	Colette Black	Staff Networks	Staff Networks are in place - Being, Women's Forum, Ethnic Minority Forum, Dignity at Work Supporters, IDAG. Working collaboratively with Police & Ambulance e.g. International Womens Day.
Representative bodies are routinely involved in staff engagement, change programmes, or any other major changes, phrase "appropriate negotiation/consultation with trade unions"	Green	Colette Black	JNCCs Working Well Together	JNCCs held regularly. Working Well Together schedule in place.
There is appropriate negotiation/consultation with trade unions and a good working relationship between Representative bodies and senior managers. Managers and trade unions are able to challenge constructively and work together.	Green	Colette Black	JNCCs Working Well Together	JNCCs held regularly. Working Well Together schedule in place.
Union officials are able to be actively involved in workforce monitoring and addressing inequalities in the workforce.	Yellow	Colette Black	JNCCs Working Well Together	JNCCs held regularly. Working Well Together schedule in place. I&D data provided regularly. Next step - review PIAs together.
Exit interviews are held consistently and results used to identify and address any legitimate shortcomings.	Yellow	Colette Black		Exit interviews held. Next step - review themes with representative bodies and staff networks.
Internal communications are regularly analysed to demonstrate their impact and how they reach different groups of staff, for example RDS or on-call fire fighters, staff on stations, disabled staff.	Green	Emily Cheyne	Positive action communications	Communications are regularly analysed.

14 Performance Management

Criterion:

The equality aspirations for the organisation have been translated into appraisal process. The appraisal scheme includes equality objectives for all staff or groups of staff as appropriate.

Objective	RAGB	Lead	(suggested) Evidence	Comments
All employees have an opportunity at least once per year to discuss their performance, training and progression with their line manager which provides an opportunity for staff to discuss training and progression opportunities in the organisation. This may not be via a formal appraisal system.	Green	Karl Edwards	Appraisals	Review of appraisal process in 2021
Appraisal reports are analysed to ensure all staff are receiving fair appraisals.	Yellow	Karl Edwards	Appraisals	Selection of appraisals are reviewed.

15 Health and Well being

Criterion:

The Service actively promotes the health and well-being of all staff in its workforce and other policies

Objective	RAGB	Lead	(suggested) Evidence	Comments
The social model of disability practice and understanding is built into staff, community engagement, protection work, building construction and advice.	Yellow	Karl Edwards		Business Disability Forum, Workplace Adjustment guidance & adjustment agreement process being included with revised Attendance Management Policy June 2021. People Impact Assessments being completed for Policy review and creation as well as for all SLT decisions and Projects. Introduction of the Digital Accessibility Group to determine access needs for digital platforms, the group are identifying access opportunities outside of the digital space, such as the SCULPT accessibility tool to make content more accessible. Disability Confident Employer.
Reasonable adjustments are made for staff who may temporarily or permanently be disabled, including in policies regarding pregnancy, menopause, physical sickness, mental ill-health and return to work.	Yellow	Karl Edwards	Policy schedule review	Workplace adjustment guidance included in revised Attendance Management Policy, training provision and processes such as Talent Pool. Health & wellbeing Passport being launched in 2021. Current processes ask employee whether adjustments are required. Extensive use of neurodiversity assessments. Modified duties identified by OH.
Pregnant staff are treated with dignity and respect, and appropriate support and alternative work is sought if needed. This includes enabling an employee to stay in contact with their team.	Yellow	Karl Edwards	Maternity Policy	Maternity Policy reviewed in consultation with Women's Forum members Q2 21/22
Specialist support in the form of advice, counselling, IT packages, equipment etc. is provided to staff when needed and within a reasonable timescale.	Green	Karl Edwards	Counselling offer Coaching offer Example of adjustments	Counselling support available, coaching available. Reasonable adjustments accommodated.

There is visible support for the health and wellbeing of employees.		Karl Edwards	Wellbeing plan Regular wellbeing communications	Already in place - Wellbeing Strategy, Wellbeing Charter, Oscar Kilo and Wellbeing Wednesdays
There is a positive health and wellbeing culture throughout all levels and areas of the service.		Karl Edwards	Wellbeing plan Regular wellbeing communications	Already in place - Wellbeing Strategy, Wellbeing Charter, Oscar Kilo and Wellbeing Wednesdays

16 Equal Pay and Job Segregation

Criterion:

The Service regularly conducts Equal Pay Reviews in order to ensure that there is no gender disparity and acts on the results

Objective	RAGB	Lead	(suggested) Evidence	Comments
Equal pay reviews are undertaken and any gender pay gaps are identified, reported and addressed. Where results indicate gender disparity it has investigated the reasons and taken action to address it.		Karl Edwards	Gender Pay Gap	Gender Pay Gap action plan to be created. Equal Pay review to begin in 2021.
Horizontal and vertical job segregation has been explored and steps taken to address it.		Karl Edwards	Gender Pay Gap	Gender Pay Gap action plan to be created. Equal Pay review to begin in 2021.

Priority Area 5: Recruitment, Training and Selection for Progression/Promotion

17 Recruiting, Retaining and Employing a Diverse Workforce

Criterion:

The Service has a workforce which reflects the community it serves

Objective	RAGB	Lead	(suggested) Evidence	Comments
The Service actively promotes itself as an employer of choice for all sections of the community. Community engagement activities are used to attract a diverse workforce.	Yellow	Colette Black	Positive Action in Recruitment	2020 has seen us launch our positive action in recruitment approach - actively engaging with 4 audiences - all, gender specific, ethnic minority and under 25. AFSA Review commissioned in Q2 21/22 to identify opportunities to incorporate into a Positive Action approach for all roles. Regional collaboration agreed with East of England FRS CFO's in June 2021
All areas and levels of the organisation engage with under-represented groups to identify and remove barriers to recruitment, progression, promotion and retention.	Yellow	Colette Black	Staff networks	Staff networks developed in 2020 and are informing our approach. AFSA review working group includes reps from each employee network representing Race, Gender, Disability and LGBTQ+
The Service has in place and uses strategies to attract, and recruit a workforce that is representative of the community served. This includes the use of positive action.	Yellow	Colette Black	Positive Action in Recruitment	2020 has seen us launch our positive action in recruitment approach - actively engaging with 4 audiences - all, gender specific, ethnic minority and under 25. AFSA Review commissioned in Q2 21/22 to identify opportunities to incorporate into a Positive Action approach for all roles. Regional collaboration agreed with East of England FRS CFO's in June 2021
Apprenticeship and Cadet Schemes are actively used to promote and improve diversity within the Service. Volunteers and advocates also reflect the diversity of the community and contribute to promoting diversity within the service and externally.	Green	Colette Black	Positive Action in Recruitment	have been actively engaging with cadets. All of our new firefighter starters are apprentices. Next Steps - Positive Action Plan for all roles being developed following AFSA Review and with consideration of regional collaboration opportunities
The service has tried innovative ways to attract diverse workforce and has notable practice that can be shared.	Green	Colette Black	Recruitment AFSA messages and draft article	Notable practice being shared via AFSA audience and Regional EDI Forum in June 2021
The Service is self-aware and has learned from initiatives that haven't worked as well as intended.	Green	Colette Black	Learning from phase 1 to phase 2	Learning from phase 1 to phase 2 shared and incorporated.

18 Recruitment and Selection Processes

Criterion:

The Service promotes equality and achieves diversity through its recruitment and selection processes and uses the full extent of the legislation to progress the equality agenda

Objective	RAGB	Lead	(suggested) Evidence	Comments
Recruitment and promotion practice is governed by agreed frameworks that are legally compliant and designed to ensure that all staff including RDS or external applicants are treated fairly at all stages of the selection process. The skills of RDS staff should be taken into account when they apply for Wholetime vacancies.	Yellow	Karl Edwards	Recruitment Code of Practice	Ongoing work with our representative bodies regarding movement of firefighters between duty systems
Recruitment and selection frameworks enable appropriate positive action to be used within the provisions of equality legislation.	Yellow	Karl Edwards	SLT papers in relation to recruitment campaign 20/21	Role modelled this approach with our 2020 wholetime firefighters campaign. Next steps - use the learning to inform other areas of recruitment. AFSA Review commissioned in Q2 21/22 to identify opportunities to incorporate into a Positive Action approach for all roles. Regional collaboration agreed with East of England FRS CFO's in June 2021
Processes used to determine temporary or permanent promotion within the service or selection for special short term projects are transparent and operate within agreed frameworks.	Yellow	Karl Edwards	Movements and Promotions Board	Movement and promotions board in place. Leadership, Resourcing and Succession process to include Equality Monitoring, positive action, minimise risk of human bias and will include Reasonable Adjustments and inclusive ways to participate to minimise discrimination and enable people to confidently perform at their best.
Reasonable adjustments are used in recruitment and selection processes where the Service is aware of a specific need e.g dyslexia, autism, mental ill-health.	Yellow	Karl Edwards	Individual Needs Plan Application process	Reasonable adjustments are made available if requested through all recruitment and selection processes, application form for new roles provides a space to inform the Services of any needs. An Individual needs plan acts as a passport to capture adjustments for individuals once employed which can be presented as part of Talent Pool process for promotion and for development opportunities. New Neurodiversity information has been created for new joiners to raise awareness, demonstrate positivity, encourage declaration and request for reasonable adjustments. To be shared with new starters in Q2 21/22 as a trial
Selection panels should have diversity in representation at all stages of the process wherever possible.	Yellow	Karl Edwards	People Strategy SLT paper Inclusive Culture in Recruitment Positive action updates Recruitment Phase wash up notes	Assessors for WT FF recruitment campaign 20/21 includes FF's to improve diversity of assessors given Service demography. Mixed Gender assessor panels where possible for all roles.
Any external recruitment/interview panel members are considered from diverse communities.	Yellow	Karl Edwards	Equality Leads meeting notes EDI CFO's & Equality Leads Meeting Notes June 2021	This is being considered as part of our new Positive Action Plan for all Roles. We have support from Essex Equality Leads to work in collaboration to achieve this objective as well as a commitment for collaboration from CFO's in East of England Region to share assessors to improve diversity and reduce in Service bias.
If recruitment consultants are used they are required to produce diverse shortlists wherever possible.	Yellow	Karl Edwards	Adverts	encouraging candidates from under represented backgrounds. Next steps: review statement as part of AFSA review
All staff involved in recruitment or selection at any stage have undergone basic recruitment and selection training as well as awareness training around unconscious bias.	Green	Karl Edwards	Assessor training modules	Training provided by Rebecca Winn for all assessors used in Recruitment campaign included 'Subconscious Preference, Bias and Blindspots' training module.
Monitoring is carried out at all stages of recruitment or promotion including shortlisting, or fall out rates.	Green	Karl Edwards	WT FF Recruitment	WT FF recruitment campaign is being measured at all stages by Equality data. Need to embed across all recruitment with new applicant tracking system
Creative and innovative HR policies are used to open up opportunities for staff e.g. greater use of career grades and conversion of green book posts.	Yellow	Karl Edwards	Proposal documentation	Proposal and plans underway to develop this area further.
Multi-tier entry is used to attract a diverse pool of applicants with training provided on the job to support staff who are applying for a specialist position.	Yellow	Karl Edwards	Proposal documentation	Proposal and plans underway to develop this area further.
There are creative and innovative approaches to employment and progression. Job descriptions roles are flexible enough to provide routes for staff to develop careers in different areas whether they are operational or not.	Yellow	Karl Edwards	Proposal documentation	Proposal and plans underway to develop this area further.
There are opportunities for talent spotting, career succession, apprenticeships etc.	Yellow	Karl Edwards	Apprenticeships Talent Pool Leadership Resourcing & Succession	Talent spotting will be enhanced by 'Leadership Resourcing & Succession' approach which supports workforce plan and will be launched in 2021. Apprenticeships being offered in corporate and operational roles but further opportunity to use apprenticeship levy to achieve professional qualifications and degree apprenticeships still to be explored and progressed.

19 Organisational and individual learning and development

Criterion:

Service staff are appropriately trained and resourced to meet the diverse needs of local communities.

Objective	RAGB	Lead	(suggested) Evidence	Comments
The Service provides development opportunities for its uniform and non-uniform staff at all levels. This includes coaching, mentoring, and shadowing schemes. Where appropriate these can be provided as part of positive action.	Green	Colette Black	Learning and Development monthly reporting	We have a 4 year learning and development plan in place.
A learning and development plan is in place that details how necessary skills and needs will be met. This includes all aspects of equality, diversity and inclusion training for the organisation.	Green	Colette Black	Development monthly reporting Learning and	2021 Core Learning Pathways are in place.
All staff receive at least a basic level of equality awareness training. Learning outcomes are identified. Additional equality training is provided for any staff with managerial responsibilities. Specialist training around issues such as Safeguarding, Mental Health, Hoarding, Frail Elderly etc. is available to staff as appropriate	Green	Colette Black	Learning and Development monthly reporting Learning and Development plan 2021	2021 Core Learning Pathways are in place.
The Service seeks to learn from other organisations from what did and didn't work	Green	Colette Black	Peer Review HMICFRS report Case studies	We are engaged with peer reviews, research, learning from others through HMICFRS, NFCC and AFSA. Key roles in regional and national EDI forums.

20 Retention and Progression within the organisation

Criterion:

All staff have an equal opportunity to develop and progress within the organisation and positive action measures are being used to address under-representation.

Objective	RAGB	Lead	(suggested) Evidence	Comments
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<p>The organisation ensures that all staff are valued and can develop their career within the Service whatever their role, job title or terms and conditions.</p>		<p>Colette Black</p>	<p>People Strategy Operational Training Strategy Learning and Development Strategy Case studies</p>	<p>Ongoing plans in place through our People Strategy, Operational Training Strategy and L&D Strategy. Positive ongoing feedback. Testing out more deeply via Ignite 2020 - Staff Survey.</p>
<p>The Service has explored whether there are any barriers to progression for any group of staff and taken steps to overcome them where they exist.</p>		<p>Karl Edwards</p>		<p>Staff Forums have been asked for feedback and to create development plans, both for the Forum and for the members. Equality analysis and Gender Pay Gap have identified some disproportionality in those applying to the Talent Pool from a Gender and Ethnicity perspective</p>
<p>Arrangements for monitoring operational training and development allow for equality of opportunity. This is regularly monitored and any adverse trends are identified, investigated and addressed.</p>		<p>Colette Black</p>	<p>Operational training course evaluations. Operational training moderation and trainer observations</p>	<p>Improved workforce data will enable improved monitoring, no reports of unfairness received and we are actively promoting reasonable adjustments for those with learning differences and disability.</p>
<p>There are transparent mechanisms in place to spot talent and succession planning takes place to progress the right people to the right levels given potential. Creative and innovative use is made of career grade /apprenticeship schemes.</p>		<p>Karl Edwards</p>	<p>Leadership Resourcing and Succession</p>	<p>We have an agreed approach - this was agreed by SLT in July. Feedback received from people across Service to get approach right. The new framework, called 'Leadership Resourcing and Succession' supports our workforce plan (on the intranet HR/OD pages) to get the right people in the right place at the right time, this will be launched Jan 2021. The guiding principles of our new arrangements include transparency and equality of opportunity to access development and progression across all staff groups. We are looking at developing clear career pathways - across the organisation. SLT paper in progress which sets out the options for the better use of the apprenticeship levy to develop skills across the Service. At the moment we have the FF apprenticeship scheme and ad-hoc apprenticeships - but recognise that it is possible to use the levy for degree apprenticeships and to achieve professional qualifications for new and existing employees.</p>