

## People Impact Assessment: Leadership Resourcing and Succession Pool

Essex County Fire & Rescue Service assess Policy & Practice for impact on our People and our communities, to maximise Inclusivity and minimise the risk of inequality in access or outcome.

Our People Impact considerations support our commitment to the Public Sector Equality Duty 2011 by demonstrating 'Due Regard' for people with protected characteristics, however, we extend our considerations beyond the requirements of the Equality Act 2010 to consider people that may be disadvantaged due to other factors.

We aim to be inclusive, by design. We welcome feedback that identifies opportunities to make any provision more inclusive.

Our new approach to Leadership Resourcing and Succession will give everyone the opportunity to work towards achieving their career goals. There is a stronger link with the appraisal process, self-assessment and the development of portfolios to support the assessment and selection process. There is a clear separation between development and progression through more effective succession planning and targeted development.

We have completed the below equality screening based upon what we already know, this is due to feedback from our workforce via Employee Surveys, Employee Networks, Representative Bodies, and due to our workforce demographic, informed by our gender pay gap analysis and further supported by research, and best practice.

### Equality Screening:

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

We know that women and people from ethnic minority backgrounds do not proportionately apply for promotion or development opportunities in our Service. We know that there are many contributing factors, including trust and confidence and a lack of visible diversity in middle manager and senior manager roles.

We know that selection processes can create barriers for some people due to disability, including people with learning differences such as dyslexia, dyspraxia, ADHD, Autism and other neurodivergence.

We also know that people can be disadvantaged due to several types of absence, including maternity leave, sickness, career breaks and shared parental leave.

In our Service, we also know that working patterns can present barriers for people on different duty systems or contracts, this is mostly due to communication barriers that can occur for roles that have less exposure to digital platforms.

We have self-declared equality information within Civica which enables us to monitor the LRS process from attraction and throughout all stages, to identify any potential barriers or disproportionality, for further examination.

We will review and evaluate the impact of LRS on our people by continuing to work with our Employee Forums, Representative Bodies, Managers, and Individuals to help identify opportunities to improve further.

The actions that we will take, to minimise any disadvantage, or discrimination, based on what we know are:

### **Attraction:**

- We will take positive action to increase awareness of the process via our employee forums, with specific focus on women and ethnic minorities.
- We will use a range of internal communication methods, to reach all colleagues
- We will inform line managers about the process and educate them in how best to encourage and support people in their team to participate
- We will provide information on the intranet, that can be printed, if preferred.
- We will provide information in a different format, if requested and clearly communicate this.
- We will provide awareness sessions for individuals and line managers of those participating in the process
- We will produce information in a range of formats, to meet preferred learning styles
- We will have an open process, with monthly submissions so that people are not disadvantaged by planned, or unplanned absence
- We will provide an opportunity for any questions to be answered via a range of methods, such as Teams video meeting, phone, email etc.
- We will offer Quickscreen online dyslexia tests
- We will provide information to address and overcome digital exclusion, such as details about our Super Users and Digital Accessibility Group

### **Process:**

- We will provide access to a diverse range of coaches
- We will provide information about reasonable adjustments and how you can request them
- We will signpost participants to support available from our Super Users to improve digital skills and create a digital portfolio
- We will provide regular drop-in sessions for Q&A
- We will provide an opportunity for any questions to be answered via a range of methods, such as Teams video meeting, phone, email etc.
- We will enable evidence for the portfolio to be provided in a range of formats
- We will encourage people to consider using KIT days to support the LRS process requirements
- We will allocate a coach to each participant
- We will provide each participant with a Mentor
- We will provide a range of development opportunities, with flexibility to meet individual needs, such as shadowing, secondments, podcasts, webinars and courses.
- We will introduce equality monitoring for all stages of the process to enable review and evaluation.

### **Engagement**

We engaged a range of stakeholders to understand the impact of LRS on our people. We were informed by feedback from the following:

- ❖ Individual feedback from participants
- ❖ Individual feedback from people feel there is a barrier to participation
- ❖ Employee Forums (Women's Forum, Being, Ethnic Minority Forum)
- ❖ Representative Bodies
- ❖ Managers
- ❖ Inclusion & Diversity Partner
- ❖ People Business Partners

### **Further Actions**

Further actions to inform our understanding of the impact LRS has on our People have been identified, the further actions we will take are:

1. A Survey will be shared via our employee forums to discover awareness, engagement and needs

Action owner: Katherine Hill – Head of People Operations

Timescale: by 31<sup>st</sup> October 2021

2. We will introduce an induction for the development pool

Action owner: Katherine Hill – Head of People Operations

Timescale: by 31<sup>st</sup> October 2021

### **Review & Evaluation**

We will review the findings from the above actions in November 2021