

## 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.

- 1 Leadership, partnership and organisational commitment
- 2 Community knowledge and engagement
- 3 Effective service delivery
- 4 Employment conditions, health and wellbeing
- 5 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

### **Area 1 - Moved from Amber to Green**

Leadership has established robust and ongoing processes to enable all staff to understand the principles of equality and inclusion.

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?

Corporate policies consistently promote equality for all staff. Equality analysis is evident and leading to positive outcomes for under-represented or disadvantaged groups.

Operational strategies and plans undergo equality analysis and steps are taken to mitigate against adverse impacts that have been identified. The Service is pooling its resources, skills and expertise with partners in order to deliver equality outcomes.

### **Area 4 - Moved from Amber to Green**

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.

There is good quality data captured at all the stages of initial recruitment, promotion and training as well as for those leaving the organisation. Staff are able to raise workplace concerns without fear of retaliation or reprisal.

All staff but particularly anyone involved in managing staff are required to attend training on unconscious bias.

Union officials are able to be actively involved in workforce monitoring and addressing inequalities in the workforce.

Appraisal reports are analysed to ensure all staff are receiving fair appraisals.

The social model of disability practice and understanding is built into staff, community engagement, protection work, building construction and advice.

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.

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.

### **Area 5 - Moved from Amber to Green**

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.

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.

Recruitment and selection frameworks enable appropriate positive action to be used within the provisions of equality legislation.

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.

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.

Selection panels should have diversity in representation at all stages of the process wherever possible.

Any external recruitment/interview panel members are considered from diverse communities

## 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.		CFO	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.		Colette Black	Leadership Framework LRS Assessment Appraisals Inclusion Insights	Inclusive Leadership training Jan 2022 NFCC Leadership Framework being used for LRS and appraisals
Senior Managers, Members and staff understand the difference between equality and vulnerability to risk, and the Service monitors how both are addressed.		Colette Black	People Impact Assessment Training	People Impact risk added to strategic risk register and risk assessments include people impact assessments. PIA completion for all decision making, policies and projects, training provided. Next steps - embed PIA QA process
It is evident that senior leaders can demonstrate a line of sight between vision/policy statements and action to improve equality outcomes.		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.		Colette Black	Fire and Rescue Plan 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		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.		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
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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.		CFO / Colette Black	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.		CFO / Colette Black	Fire and Rescue Plan People Strategy Leadership Framework	Fire and Rescue Plan and associated strategies incorporate our equality objectives. The CFO chairs the Inclusion and Diversity Action Group, a key enabler for delivery of equality objectives. The NFCC Leadership Framework outlines requirements at each leadership level for equality. Next steps appraisals will include SMART objectives for individuals April 22
The Service has equality objectives and targets which are supported by a SMART Action Plan with clear managerial accountability.		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	People Impact Assessments being completed. Next steps: embed a QA process for PIA's
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		Director of Ops	Prevention Strategy People Impact Assessment	People Impact Assessment include an action plan to address any adverse impacts identified for employees and communities.

### 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	HMICFRS Inspection 2021 and Inclusive Employers Standard submission Dec 2021 - outcomes due by March 2022

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 / ELT	People Impact Assessments Rep Body engagement and consultation Employee forums engagement Any SLT paper	PIA Screening or full PIA now completed for all SLT decisions, including strategies. Consultation and engagement with employee forums and rep bodies informs PIA
Senior leaders closely monitor progress against organisational equality objectives and challenge poor progress		CFO / Colette Black	People Strategy Action 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		Team restructure, all new team members will receive training and processes will be reviewed.
Senior Leaders and Members have received appropriate training around strategic management of equality, diversity and inclusion.		Colette Black	PIA Training AFSA Conference attendance	PIA training booked for SLT March 2022 to support QA, SLT members have engaged in reverse mentoring, regularly attend employee forums, AFSA conferences and development opportunities.
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
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.		Chris Parker	Prevention Strategy Risk and Harm Model Fire Fatality Report ECTA Report into ADF's	We have worked with Essex County Council to profile those most at risk from ADF's. This research has provided us with analysis that will allow us to understand the diverse groups and risk factors that can contribute to fires in the home. This is underpinned by our analysis of fire fatalities and the subsequent report. ( Additional evidence – Fire Fatality Report, ECTA report into ADF's).
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	Risk & harm model is live and being used to inform activity. Reporting on outcomes at Community Safety Partnerships is in progress and will be complete by March 2022 across County

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.		Chris Parker	Meeting notes	We have built strong links with partners across Essex, Southend and Thurrock. We continue to engage across CSP's, and are a key partner in the Safer Essex Partnership. We also form part of the Essex Fire Safety Board, giving early access to risk information on buildings across Essex.
The Service is working closely with local partners on shared equality objectives and workstreams		Nikki Hudson	Meeting notes Regional EDI Forum Essex Equality Leads Community Afety Hubs IWD collaboration Regional Women's Forum	Essex Equality Leads Meetings, Regional Equality Forum and Safer Essex Board for Prevention work. Collabortive 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	Regional EDI Forum - Essex Chairing Collabortaion to support development of women with bluelight partners Regional Women's Forum established Jan 22 Sharing of L&D opportunities, including IWD, IDAHOBIT, Womens Health Week, Black History Month, NFCC Lunch and Learn and Project Board participation
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	Yellow	Director of Operations	IRMP PIA's Prevention Strategy	Risk & harm model, consultation to create IRMP, PIA on Prevention Strategy, policies being considered for greater flexibility to enable flexible crewing
Front-line services are pro-actively accessible to meet individual need and processes are in place to do this.	Green	AM's for Prevention, Protection & Response	Risk & Harm model Prevention Strategy Risk based inspection programme	Prevention - in progress - linked to Risk & Harm model, Home safety is accessible, Inclusion role in prevention Protection - linked to risk & harm & strategy and risk based inspection programme Stations - working to the risk based inspection programme Community action plans are in place for each command to deliver targeted risk interventions Frontline staff have now been trained to deliver a consistent HFSV which are aligned to the person-centred framework. Opening up the opportunity for On-Call staff to support this work in a co-ordinated way in the future will increase capacity and provide greater access to support for the public.
Collaborative working arrangements consider the positive and negative impacts on local communities and workforce.	Yellow	D/CFO		Attendance at Community Safety Partnerships (CSP) and reporting on outcomes being developed
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.	Green	Director of Operations	Business Continuity Plans	Internal facing Business Continuity Plans have been developed, we do not have business continuity plans for communities as this is covered by Emergency Planning at ECC however, the risk and harm model, and collaborative working with partners via the Safer Essex Board and Community Safety Partnerships and Essex Resilience Forum all help to address this.
Business Continuity Plans for the Service demonstrate how equality analysis has informed them.	Yellow	Director of Operations	Business Continuity Plans	Analysis includes business impact analysis and continuity requirement analysis, equality impact to be incorporated at this stage. Equality Lead and BC Advisor to meet at end of Feb (delayed due to absence)
Station plans are informed by equality analysis and knowledge of local communities and their needs	Green	Jim Palmer	Station Plans Risk & Harm Model	Risk & Harm model will inform station plan activity local risk models linked to response strategy
Risk Management (particularly through the IRMP) is informed by disaggregated data and take into account differential impacts and varying needs.	Green	Director of Operations	JCAD	Demographic and future risk information was utilised to shape the IRMP 2020-24. Sources of any new risk information will be assessed in the development of the next IRMP
All areas of service delivery can demonstrate how disaggregated data informed service plans and practice and how that changes over time	Green	AM's for Prevention, Protection & Response	Station Plans Local Risk Models Risk & Harm Model	Risk & Harm Model includes data such as incidence of deprivation, previous fire calls, informs prevention and the RBIP for protection work, local risk models are linked to response strategy.
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.	Green	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.		Karl Edwards	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 new contract due in 2021
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## 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

Objective	RAGB	Lead	(suggested) Evidence	Comments
Equality is embedded throughout the procurement cycle.		Neil Cross	Contract examples	We are committed to embedding Equality throughout our procurement cycle, our team is currently undergoing a restructure which will present an opportunity to develop a new procurement strategy with equality and social value embedded. We will review all processes and our Modern Slavery statement and associated compliance.
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	Contracts are currently de-centralised, our procurement team work in partnership with stakeholders. Our new team will include 3 Category Manager's with specific areas of responsibility which will present a natural opportunity for us to review our processes and create an action plan to embed Equality throughout.
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	Our Workwear project is a good example of engaging with employee groups and stakeholders to inform our approach, this remains ongoing. Our work to ensure inclusion in the design, development and purchasing of goods, services and when developing our buildings will be further enhanced by our improved People Impact Assessment process to support decision making. Individual needs assessments completed with HR will identify equipment or aids as a reasonable adjustment which will be informed by the individual and/or by recommendation from a provider such as Access to Work.
Facilities, clothing and similar items are purchased or managed with equality in mind		Neil Cross	Workwear procurement	We aim to make informed evidence based decisions to ensure purchasing is inclusive. Feedback from our in service employee networks and national networks such as Women in the Fire Service (WFS) and the Asian Fire Service Association (AFSA) will continue to inform our decision making. Responsibility for what we purchase remains a shared one between procurement and stakeholders assisted by improved processes such as People Impact Assessments being integrated ahead of final decisions being made.
Procurement practices are proportionate to the size of contract and do not discriminate against smaller traders		Neil Cross		Practices are proportionate and follow all current regulations – we adhere to the public contract regulations and our internal financial regulations which follow the same principles to ensure fair and equal selection. We are confident that we do not disadvantage smaller traders, we do not specify any set criteria that would limit equal opportunity, our requirements are always reviewed to ensure any specific requirements are proportionate to the contract need.
The Public Sector Social Value act (2012) is used to guide principles of procurement and commissioning of services and goods		Neil Cross		We are incorporating Social Value into some tenders however this will be included in the review once the new team are established to identify opportunities to improve our processes. We will provide training on Social Value for the new team, once established.

### 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.		Sarah Taylor	Digital & Data Strategy Strategic Assessment of Risk IRMP Strategies and Plans underpinning FRS Plan	Data Quality project and data insights project as part of D&D Strategy, dashboards have been developed, linked to Service Wide KPI's
Disaggregated data is used to ensure widespread understanding of communities in local areas at all levels: Service wide, different departments and at station level.		Jim Palmer	Risk and Harm Model CSP	Risk & Harm model Community Safety Partnerships
Information is shared across the Service in order to maintain up to date knowledge about community risks and changing communities.		Jim Palmer	JCAD Local Risk Models Station Plans	Operational Community Risk teams embedded in the response function and provide link between operational crews and service wide depts
Information and data is mapped with partners to identify at-risk communities and inform service planning		Jim Palmer	Local Risk Models Risk & Harm Model	Covid response demonstrates information sharing and planning, developing data sharing with partners ECDA (Essex Centre for Data Analytics) have worked with us to map at risk individuals for fires in the homes. Head of Response is working with Performance and Data to develop a mapping tool to identify areas of activity for Response, Prevention and Protection activity planning and sharing with partners
Partners share data to ensure widespread understanding of communities and their needs in different areas that the Service works in		Jim Palmer	Risk & Harm Model NE Vulnerability Group Meeting notes	Risk & Harm model, NE Vulnerability Group, data sharing improving ECDA (Essex Centre for Data Analytics) have worked with us to map at risk individuals for fires in the homes. Head of Response is working with Performance and Data to develop a mapping tool to identify areas of activity

#### 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		Chris Parker	Prevention Strategy Risk & Harm Model	Operational and Community Risk teams, CSO's, Community Builders, CSP's

Consultation and engagement strategies and practice are inclusive of a range of diverse stakeholders to scrutinise services, decision making and progress towards equality.		Chris Parker	PIA of the Prevention Strategy.	Work is underway to strengthen this area within the Protection strategy but is well embedded in Prevention through robust evaluation processes. The introduction of a business engagement officer within Protection will enable a process of scrutiny by business owners in relation to the services we provide, to help drive future improvement. Community action plans are in place for each command to deliver locally targeted risk interventions.
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	Prevention Structure OCR team	Range of roles in prevention, including dedicated inclusion role. Operational and community risk team, reporting being developed to analyse activity and impact
The Service works with partners to avoid "consultation overload" by engaging collectively or sharing information and the results of engagement activities.		Jim Palmer	Safer Essex Board CSP's	Attendance by the AM Prevention and Protection at Safer Essex. Attendance at CSPs and reporting out of CSPs
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	Prevention Dept Plan Comms & social media	Operational and Community Risk teams, CSO's, Community Builders, CSP's, I&D team, and comms
Community engagement is monitored and trends identified from the results of engagement activities in different localities and over time. This information		Jim Palmer		Developing reporting from Community Safety Partnerships.
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	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

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		A public and partner perception survey is due to be carried out in 2022 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. Next Steps: Paper going to SLT Feb 2022.
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	Risk & Harm model and prevention evaluation work - developing a bespoke evaluation role in Prevention team Operational and Community Risk team
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
Positive and negative feedback is used to reward and recognise the contribution of staff and to improve services.		Emily Cheyne		Thank you Thursdays feature compliments received in the service Monthly and Annual awards process for reward and recognition Negative feedback informs action as part of continuous improvement

<p>Customer satisfaction is measured appropriately – not just HFSC, but also protection and response services.</p>		<p>Emily Cheyne/ Tracy King</p>		<p>A public and partner perception survey is due to be carried out in 2022 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. Next steps: Paper going to SLT Feb 2022</p>
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## 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		Colette Black	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.		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		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		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.		Colette Black	Inclusive Employers Standard Regional EDI Forum Essex Equality Leads	Inclusive Employers submission Dec 2021, Essex Chair Regional EDI Forum and attend Essex Equality Leads meetings to share good practice

### 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.		Colette Black	Workforce Report	Data held for majority of employees. Cadets & Volunteers data not on Civica. Employees with outstanding data surveyed to understand barriers, will continue to take opportunities to improve data
There is good quality data captured at all the stages of initial recruitment, promotion and training as well as for those leaving the organisation.		Colette Black	Positive Action reporting	Information requested at all stages of recruitment, improved workforce equality information enabling analysis
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.		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.		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"		Colette Black	Your Voice - Value and Behaviours	Your Voice - Value and Behaviours group recently met to translate our values to behaviours. These agreed by SLT and through representative bodies
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.		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.		Colette Black	Engagement Survey Grievances Dignity at Work	Engagement survey and use of Grievance policy indicates that colleagues feel comfortable to raise concerns, employee forums provide a way for concerns to be raised by diverse colleagues and our Dignity at Work
All staff but particularly anyone involved in managing staff are required to attend training on unconscious bias.		Colette Black	Unconscious bias training	Incorporated into leadership development development. Mandatory for all assessors
Staff surveys or cultural audits are conducted regularly and results are analysed and disaggregated and used to address inequality or other concerns		Colette Black	Engagement surveys	Annual staff survey with equality monitoring included.

## 13 Staff Engagement and Communication

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

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.		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		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.		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.		Colette Black	JNCCs Working Well Together	JNCCs held regularly. Working Well Together schedule in place. I&D data provided regularly. PIA's shared
Exit interviews are held consistently and results used to identify and address any legitimate shortcomings.		Colette Black		Exit interviews offered to all leavers, HR monitoring trends and highlighting any equality concerns to I&D Partner

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.		Emily Cheyne	Positive action communications	Communications are regularly analysed.
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#### 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.		Colette Black	Appraisals	Review of appraisal process in 2021
Appraisal reports are analysed to ensure all staff are receiving fair appraisals.		Colette Black	Appraisals	Selection of appraisals are reviewed.

#### 15 Health and Well being

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.		Karl Edwards		Incorporated into Building Regs and processes
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.		Colette Black	Policy schedule review	Business Disability Forum members, Reasonable Adjustment Toolkit available, Attendance Policy includes reasonable adjustment detail, Individual Needs Assessment provides a way to capture agreed adjustments and can be shared with line managers, trainers, in LRS etc. 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 Level 2. OH identify modified duties or advise on adjustments needed.
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.		Colette Black	Maternity Policy	Maternity Policy reviewed in consultation with Women's Forum members Q2 21/22 and now live
Specialist support in the form of advice, counselling, IT packages, equipment etc. is provided to staff when needed and within a reasonable timescale.		Colette Black	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.		Colette Black	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.		Colette Black	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.		Colette Black	Gender Pay Gap	Gender Pay Gap completed annually, actions to improve gender balance in mid and upper pay quartiles incorporated into positive action activity.
Horizontal and vertical job segregation has been explored and steps taken to address it.		Colette Black	Job evaluation	Job evaluation process supported by independent provider HAY. Green / Grey book review



## 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.		Colette Black	Positive Action in Recruitment	Positive action in recruitment and internal LRS. Outreach 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.		Colette Black	Employee networks AFSA review	Employee networks developed and inform our approach, SLT members attend meetings, reverse mentoring pilot in 2021. AFSA review working group included 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.		Colette Black	Positive Action in Recruitment	We launched our inclusive culture in recruitment in 2020 - 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 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		Colette Black	Positive Action in Recruitment	Positive action in recruitment applies to all roles, regional positive action work will give further focus to cadets and apprentices
The service has tried innovative ways to attract diverse workforce and has notable practice that can be shared.		Colette Black	Positive Action in Recruitment AFSA messages and draft article	Notable practice being shared via AFSA audience and Regional EDI Forum
The Service is self-aware and has learned from initiatives that haven't worked as well as intended.		Colette Black	Recruitment reviews	Learning from each phase or WT recruitment shared and incorporated, regular reviews with continuous improvement focus

### 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.		Colette Black	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.		Colette Black	SLT papers in relation to recruitment campaign 20/21	Role modelled this approach with our wholetime firefighters campaign. <b>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</b>
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.		Colette Black	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.		Colette Black	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.		Colette Black	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.		Colette Black	Equality Leads meeting notes EDI CFO's & Equality Leads Meeting Notes June 2021	<b>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.</b>
If recruitment consultants are used they are required to produce diverse shortlists wherever possible.		Colette Black	CFO & DCFO processes	CFO & DCFO processes
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.		Colette Black	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.		Colette Black	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.		Colette Black	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.		Colette Black	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.		Colette Black	Proposal documentation	Proposal and plans underway to develop this area further.
There are opportunities for talent spotting, career succession, apprenticeships etc.		Colette Black	Apprenticeships Talent Pool Leadership Resourcing & Succession	Talent spotting enhanced by 'Leadership Resourcing & Succession' approach which supports workforce plan. 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

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.		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.		Colette Black	Learning and Development monthly reporting Learning and Development plan 2021	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		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		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**

Objective	RAGB	Lead	(suggested) Evidence	Comments
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.	A	Colette Black	People Strategy Operational Training Strategy Learning and Development Strategy Case studies	Our Leadership, Development and Succession Pools now have 140 people engaged in the process. Those in the pools are most likely to be operational and not in the on-call duty system. Further work planned and being delivered.
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.	A	Colette Black		We continue to engaged with staff networks and others with for feedback. Recruitment experience survey being planned.
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.	B	Colette Black	Operational training course evaluations. Operational training moderation and trainer observations	Outcomes monitored via standardisation and moderation meetings.
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	B	Colette Black	Leadership Resourcing and Succession	Leadership Resourcing and Succession' supports our workforce plan to get the right people in the right place at the right time. Extensive use of apprenticeship scheme.