

Appendix 1 – PSED objective review, process and timetable

Objectives

- Prepare and conduct a staff & public consultation to support the review of the objectives adopted in 2018 and make sure future objectives adopted are appropriate and fit for purpose.
- In consultation with staff and external stakeholders assess the effectiveness & focus of the existing PSED objectives adopted in 2018 & practice within Essex County Fire & Rescue Service
- Assess the implementation environment for the PSED at Essex County Fire & Rescue Service; in recognition of the fact that objectives alone do not deliver equality, but those factors such as leadership, capacity etc. are critical.
- Feedback from the consultation will then inform the adaptation of a comprehensive set of PSED objectives and integrated within the existing people strategy.

Process

- **Desk top review** – drawing on research including internal and external reports and discussions with staff will form the basis of a brief overview/narrative/story of progress and areas of development. The desk top review will inform the PSED survey detailed below.
- **PSED Survey** – a short online survey will be developed and shared with staff and the public to gain feedback on the impact of the PSED objectives and suggestions on how the objectives can be reviewed together with ideas in terms of how best to implement and measure impact. Key areas of focus should include (a) PSED objectives and impact (b) Do the existing PSED objectives focus on the relevant areas to help ECFRS achieve its equality objectives (c) suggestions on areas of focus or objectives if not already covered (d) suggestions on what would help to support the implementation of PSED objectives in terms of environment e.g., leadership, capacity etc from the survey will inform the staff engagement workshop detailed below.
- **Staff Engagement workshop** – senior managers/middle managers & cross sections of staff representing the various departments/functions representation ECFRS will be invited to the interactive workshop. In addition, staff network chairs. Staff will continue to play a pivotal role in the review as they can tell us as much about what works and what is less effective in terms of the PSED objectives at ECFRS. Feedback from the workshop will be shared with key external stakeholders detailed below.
- **Targeted sector external engagement workshop** – The consultation will include some targeted sector-specific engagement with certain group members to help assess the performance of the PSED objectives including the implementation environment. It is proposed members of the fire authority, other external equality stakeholders within the Essex County region & external fire service networks such as AFSA, Women in the Fire Service. Feedback will then be shared with the proposed roundtable tasked with agreeing a set of revised PSED objectives

- **A roundtable meeting** involving a wide range of partners representing internal and external stakeholders will be invited to a 1-hour online meeting to recommend a final set of PSED equality objectives to ECFRS.
- **ECFRS response to the PSED objectives review** – the proposed revised objectives will be presented to the ECFRS leadership team & a response will be shared with staff and the public

Timetable & implementation of the consultation

Consultation Task	Associated Activities	Lead	Timescale
Desk top review	<ul style="list-style-type: none"> • Undertake a short gap analysis to allow parties to draw brief conclusions in line with the objectives 	JSA	June
PSED Survey	<ul style="list-style-type: none"> • Design of the survey & associated communication involving staff internally and public including key equality stakeholders • Send out survey • Review the findings & use the findings to design the workshop detailed below • Gain feedback inclusive of possible future objectives 	JSA ECFRS Comms	June 20 th July 1 st , 2022,
Staff Engagement workshop	<ul style="list-style-type: none"> • Identify cross section of staff across ECFRS representing diverse roles and departments inclusive of staff network members • Send invites • Share feedback from the desk top review and survey • Design, deliver, evaluate the workshop • Gain feedback inclusive of possible future objectives 	JSA ECFRS Comms	July 12 th 10-12
Targeted sector external engagement workshop	<ul style="list-style-type: none"> • Identify cross section external stakeholders • Send invites • Design, deliver, evaluate the workshop • Share feedback from the desk top review and survey/workshop • Gain feedback inclusive of possible future objectives 	JSA ECFRS Comms	July 12 th , 2022 2:00 – 4:00pm
A roundtable meeting	<ul style="list-style-type: none"> • Identify cross section external & internal stakeholders • Send invites • Share feedback from the consultation so far • Share possible future objectives • Agree a set of objectives 	JSA	21 st July 2022
ECFRS response to the PSED objectives review	<ul style="list-style-type: none"> • Present new objectives to the senior ECFRS team • Internal and external statement 	CB	Sept 2022
End of consultation report	<ul style="list-style-type: none"> • Detailed report providing overview of the methodology, key findings and consultations 	JSA	20 th July 2022

Appendix 2 – Survey questions

WHERE ARE NOW?

Consultation question 1: How would you rate Essex Fire & Rescue Services progress in line with objective 1? *To improve the recruitment, retention, progression, development and experience of the people employed by Essex County Fire and Rescue Service to enable the organisation to become an inclusive employer of choice.*

Excellent	Very good	Good	Fair	Poor
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Consultation question 2: How would you rate Essex Fire & Rescue Services progress in line with objective 2? *- To promote and encourage employees to voluntarily declare their self-classification diversity data to ensure ECFRS actions as an employer are evidence led and improvement focused.*

Excellent	Very good	Good	Fair	Poor
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Consultation question 3: How would you rate Essex Fire & Rescue Services progress in line with objective 3? *- To improve the mapping, quality and extent of equality information in order to better facilitate compliance with the public sector equality duty in relation to service delivery including IRMP additional activities.*

Excellent	Very good	Good	Fair	Poor
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Consultation question 4: How would you rate Essex Fire & Rescue Services progress in line with objective 4? *- To review the equality impact of key organisational policies for differential impact in areas such as: recruitment and selection, learning and development, absence management, modified duties, talent management, appraisal, disciplinary and grievance.*

Excellent	Very good	Good	Fair	Poor
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Consultation question 5: How would you rate Essex Fire & Rescue Services progress in line with objective 5? *- To ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying by changing the culture of the organisation to one that is genuinely inclusive. All employees are high performing because we value their differences, which includes gender or gender identity, race, or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union.*

Excellent	Very good	Good	Fair	Poor
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Consultation question 6: How would you rate Essex Fire & Rescue Services progress in line with objective 6? *- To seek external review, challenge and accreditation of ECFRS' actions as an employer by actively participating with relevant equalities standards and benchmarks including the Fire and Rescue Service Equality Framework.*

Excellent	Very good	Good	Fair	Poor
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Looking ahead

Consultation question 7: In 2022 we are keen to look even more externally and increasingly engage with our diverse communities across the county of Essex & demonstrate active ‘civic leadership’. Therefore, would like to introduce the following additional objective – Demonstrate active civic leadership though engaging with the diverse communities that make up the county of Essex .

Please share with us 3 suggestions on how we could do this

Suggestion 1

Suggestion 2

Suggestion 3

Consultation question 8: Do you agree the existing PSED objectives meet our obligations under the Equality Act?

YES NO

Consultation question 9: Do you agree that we have identified appropriate activity as detailed in each objective to help achieve the overall objectives?

YES NO

Consultation question 10: What other objectives would you recommend to help ECFRS embed equality and achieve compliance in line with the PSED duty?

Consultation question 11: Have you got any other comments on our consultation & work on ED&I?

Appendix 3 – Consultation Workshop feedback – 12th July 2022

The workshop was attended by 12 internal members of staff to address the following two key questions:

1. Where we think ECFRS are in respect of the existing 6 equality objectives in line with responsibilities under the PSED.
2. Where we want to be
3. What future objectives may look like.

Where are we now?

The workshop participants were asked to review each question/PSED objective and reach consensus on performance ranging from excellent – poor. The shaded boxes represented where generally participants felt ECFRS were in their journey.

Consultation question 1: How would you rate Essex Fire & Rescue Services progress in line with objective 1? *To improve the recruitment, retention, progression, development and experience of the people employed by Essex County Fire and Rescue Service to enable the organisation to become an inclusive employer of choice.*

Excellent	Very good	Good	Fair	Poor
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Comments:

- Needs to use wider people more and not the same people being asked to front positive action events
- Lots of work done following the culture review & ECFRS on a positive journey
- Organization including HQ largely white
- Lots of focus on positive action welcomed

Consultation question 2: How would you rate Essex Fire & Rescue Services progress in line with objective 2? *- To promote and encourage employees to voluntarily declare their self-classification diversity data to ensure ECFRS actions as an employer are evidence led and improvement focused.*

Excellent	Very good	Good	Fair	Poor
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Comments:

- The challenge of asking staff to declare disability and religion and belief remains and issue
- Representative who we served should be an ambition
- More education and awareness to self declare and to overcome the fear

Consultation question 3: How would you rate Essex Fire & Rescue Services progress in line with objective 3? *- To improve the mapping, quality and extent of equality information in order to better facilitate compliance with the public sector equality duty in relation to service delivery including IRMP additional activities.*

Excellent	Very good	Good	Fair	Poor
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Comments:

- Tremendous work in this areas working with diverse community groups
- Use of intelligent data
- Growing appreciation of understanding due regard, avoidable and preventable harm and addressing inequalities

Consultation question 4: How would you rate Essex Fire & Rescue Services progress in line with objective 4? - *To review the equality impact of key organisational policies for differential impact in areas such as: recruitment and selection, learning and development, absence management, modified duties, talent management, appraisal, disciplinary and grievance.*

Excellent	Very good	Good	Fair	Poor
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Comments:

- Progress has been made & process in place
- Variation in terms of application and quality
- Must be seen as dynamic risk assessment

Consultation question 5: How would you rate Essex Fire & Rescue Services progress in line with objective 5? - *To ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying by changing the culture of the organisation to one that is genuinely inclusive. All employees are high performing because we value their differences, which includes gender or gender identity, race, or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union.*

Excellent	Very good	Good	Fair	Poor
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Comments:

- Big shift in recent years
- Dignity champions
- Better place to work
- Cannot be complacent

Consultation question 6: How would you rate Essex Fire & Rescue Services progress in line with objective 6? - *To seek external review, challenge and accreditation of ECFRS' actions as an employer by actively participating with relevant equalities standards and benchmarks including the Fire and Rescue Service Equality Framework.*

Excellent	Very good	Good	Fair	Poor
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Comments:

- Learning organisation
- Inclusive employers progress and scrutiny
- Work with JS associates and AFSA
- Need to focus on actions and culture

Going forward

The following draft themes based objectives were put forward as an amalgamation of existing objectives but also reflect the growing organisational commitment toward greater wider civic responsibility.

1. Demonstrate inclusive leadership at all levels with a organisational commitment to be evidence based practitioners of workplace diversity and inclusion across the Essex County Region
2. Invest & empower a diverse workforce with the skills, knowledge and attitude to build a culture of diversity & inclusion
3. Involve and enable staff from diverse backgrounds across the organisation to play a championing & active role in building a culture of civility, dignity and respect, challenging unacceptable behaviour and putting staff voice & experience at the heart of the ECFRS experience
4. Deliver inclusive evidence based services that considers community risks and behaviours to help ensure services are accessible irrespective of diversity.
5. Demonstrate civic leadership through partnership working & making the most of having a regional footprint to address socio economic factors & impact on both employment and service delivery

General agreement the above areas would provide a strong framework for future action underlaid with key actions.

Appendix 4 – Survey feedback

PSED OBJECTIVES – EXTERNAL SURVEY RESULTS	Excellent	Very good	Good	Fair	Poor	Don't know
How would you rate Essex Fire & Rescue Services progress in line with objective 1? <i>To improve the recruitment, retention, progression, development and experience of the people employed by Essex County Fire and Rescue Service to enable the organisation to become an inclusive employer of choice.</i>		59%		11%	8%	21%
How would you rate Essex Fire & Rescue Services progress in line with objective 2? <i>- To promote and encourage employees to voluntarily declare their self-classification diversity data to ensure ECFRS actions as an employer are evidence led and improvement focused.</i>		54%		8%	3%	25%
How would you rate Essex Fire & Rescue Services progress in line with objective 3? <i>- To improve the mapping, quality and extent of equality information in order to better facilitate compliance with the public sector equality duty in relation to service delivery including IRMP additional activities.</i>		39%		6%	5%	46%
How would you rate Essex Fire & Rescue Services progress in line with objective 4? <i>- To review the equality impact of key organisational policies for differential impact in areas such as: recruitment and selection, learning and development, absence management, modified duties, talent management, appraisal, disciplinary and grievance.</i>		44%		5%	8%	30%
How would you rate Essex Fire & Rescue Services progress in line with objective 5? <i>- To ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying by changing the culture of the organisation to one that is genuinely inclusive. All employees are high performing because we value their differences, which includes gender or gender identity, race, or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union.</i>		50%		8%	10%	32%
How would you rate Essex Fire & Rescue Services progress in line with objective 6? <i>- To seek external review, challenge and accreditation of ECFRS' actions as an employer by actively participating with relevant equalities standards and benchmarks including the Fire and Rescue Service Equality Framework.</i>		33%		7	5	37%

Appendix 5 – Proposed new objectives 2022-2026

By integrating consideration of inclusion & diversity, into our day-to-day business we can demonstrate that we are paying due regard to the Public Sector Equality Duty.

The three main elements of the Public Sector Equality Duty are:

- Eliminating unlawful discrimination
- Promoting equality of opportunity, and
- Fostering good relations

Having due regard means:

- Removing or minimising disadvantages suffered by people due to their protected characteristics,
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Based on the feedback from the desk top reviews, discussions, workshops and the survey we would therefore like to propose the following key PSED objectives for 2022-25

1. We will consistently demonstrate ‘due regard’ (give genuine attention and thought) to equality and diversity in our organisation and aim to be leading practitioners of workplace diversity and inclusion across Essex.

How we will do this:

- ✓ We will work towards a diverse workforce across the organisation that is representative of the communities we serve.
- ✓ We will continue to develop an inclusive, enabling culture, where we make the most of difference and all employees have the opportunity to thrive.
- ✓ Continuously improve workforce monitoring data and benchmarking
- ✓ Improve our talent attraction processes by embedding positive action principles; monitoring the protected characteristics of applicants at all stages and taking positive steps to support and encourage applicants from under-represented groups
- ✓ Reflect and meet national frameworks and accreditations, we will look to achieve and maintain the highest standards including & not exclusive gold standard accreditation the Inclusive Employers standard
- ✓ We will advocate diversity and inclusion externally and develop a regional and national reputation.

2. We will invest in a diverse workforce with the skills, knowledge and attitude needed to build a culture of diversity and inclusion.

How we will do this:

- ✓ Continue to increase awareness of inclusion & diversity through communications and training at every opportunity

- ✓ Provide training on People Impact Assessment (PIAs) across the organisation and at all relevant levels with a particular emphasis on the need to demonstrate 'due regard' when making decisions.
- ✓ Work in partnership with our colleagues in the trades unions, staff networks to amplify the staff voice, identify potential barriers to workforce inclusion for all and jointly develop approaches to overcome them.
- ✓ Invest and empower dignity and inclusion champions to act as change agents & employee champions

3. We will deliver inclusive evidence-based services that show 'due regard' when assessing risks and behaviour in the community, to help make sure services are accessible and fair to everyone.

How we will do this:

- ✓ Involve and enable our diverse communities to play an active role in decision making with a spotlight on 'due regard', addressing inequalities and ensuring active participation of minority groups.
- ✓ Building on the evidence approach – use facts, data, information and feedback to target inequalities to help minimise community risk and advance positive behaviours.
- ✓ To develop a more in depth understanding of the needs of diverse communities within the Essex region and in particular to capture the voice of lived experience to help inform policy and practice and address what is avoidable and preventable.
- ✓ Use the People Assessment Process (PIAs) to mainstream inclusion and diversity within existing work focusing on (a) continuous improvement, (b) people strategy, (c) IRMP, (d) programme for change.

4. Demonstrate community-focused leadership by working in partnership, and making the most of our presence in the region to stress the importance of socio-economic factors, and how they affect both employment and services.

How we will do this:

- ✓ Look at ways of advancing civic participation and the involvement of diverse communities in the decision-making processes within ECFRS and across the region.
- ✓ Consider at every opportunity the impact of our decisions on socio-economic inequality as well as protected characteristics as defined in the Equality Act 2010.
- ✓ Use our presence across the Essex County region & using community wealth building principles, become a model anchor institution & play a defining role in creating and reinforcing local social & economic ties.
- ✓ We will set an example for organisations across our region to follow, being a beacon of best practice and championing diversity, and inclusion.