



**To: All Members of the Community Safety and Protection Committee
(and any other Members who may wish to attend)**



**R. Groves
Monitoring Officer**

Tel: 0151 296 4000
Extn: 4236 Vicky Campbell

Our ref VC/RG

Date: 29th March 2023

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION** to be held at on **THURSDAY 6TH APRIL 2023** in the Liverpool Suite
- Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters,
Bridle Road, Bootle.

The meeting will be available to watch via YouTube on the following link:
<https://youtu.be/bWqr3BrY6oQ>

Yours faithfully,

PP – V. Campbell

Monitoring Officer

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MERSEYSIDE FIRE AND RESCUE AUTHORITY
COMMUNITY SAFETY AND PROTECTION COMMITTEE

6 APRIL 2023

AGENDA

Members

Cllr Brian Kenny (Chair)
Cllr Edna Finneran
Cllr Sam Gorst
Cllr Janet Grace
Cllr Lynn Hinnigan
Cllr Linda Maloney
Cllr Lesley Rennie
Cllr Lynne Thompson
Cllr Paul Tweed

1. Preliminary matters

Members are requested to consider the identification of:

- a) declarations of interest by individual Members in relation to any item of business on the Agenda
- b) any additional items of business which the Chair has determined should be considered as matters of urgency; and
- c) items of business which may require the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

Agenda Item 10 'Proposed Refurbishment of Speke & Garston and Old Swan Fire Stations, Appendix G - I' contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

2. Minutes of the Previous Meeting (Pages 7 - 10)

The Minutes of the Previous Meeting, held on 31st January 2023 are submitted for approval as a correct record and for signature by the committee chair.

3. Protection Fire Standard (Pages 11 - 14)

To consider report CFO/001/23 of the Chief Fire Officer, concerning the full implementation of the Protection Fire Standard into business as usual within the Directorate.

4. National Fire Standards Update 2022/23 (Pages 15 - 42)

To consider report CFO/002/23 of the Chief Fire Officer, concerning the progress made towards the compliance with the National Fire Standards.

5. Supply of Firecoats and Overtrousers (Pages 43 - 58)

To consider report CFO/003/23 of the Chief Fire Officer, concerning the outcome of the tender for the supply of firecoats and overtrousers for Merseyside Fire & Rescue Service (MFRS) as well as all other Fire and Rescue Services in the North West.

6. Menopause Policy (Pages 59 - 80)

To consider report CFO/004/23 of the Chief Fire Officer, concerning the proposal to further improve the support offered for staff undergoing the Menopause.

7. Staff Survey Results 2022 (Pages 81 - 114)

To consider report CFO/005/23 of the Chief Fire Officer, concerning the results of the fifth Merseyside Fire and Rescue Authority (MFRA) staff engagement survey.

8. Succession Planning (Pages 115 - 138)

To consider report CFO/006/23 of the Chief Fire Officer, concerning the revised succession planning framework to be utilised within Merseyside Fire and Rescue Authority (MFRA) and the proposed succession planning policy

9. Domestic Violence Policy (Pages 139 - 168)

To consider report, CFO/007/23 of the Chief Fire Officer, concerning the changes made the Authority's Domestic Violence Policy which takes into account the Home Office Domestic Abuse Statutory Guide, the introduction of the Domestic Abuse Act 2021 and the introduction of the Serious Violence Duty.

10. Proposed Refurbishment of Speke & Garston and Old Swan Fire Stations (Pages 169 - 234)

To consider report CFO/008/23 of the Chief Fire Officer, concerning the proposed refurbishment of Old Swan and Speke & Garston Community Fire Stations.

If any Members have queries, comments or require additional information relating to any item on the agenda please contact Committee Services and we will endeavour to provide the information you require for the meeting. Of course this does not affect the right of any Member to raise questions in the meeting itself but it may assist Members in their consideration of an item if additional information is available.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY
COMMUNITY SAFETY AND PROTECTION COMMITTEE

31 JANUARY 2023

MINUTES

Present: Cllr Brian Kenny
Cllr Edna Finneran
Cllr Jan Grace
Cllr Lynnie Hinnigan
Cllr Linda Maloney
Cllr Leslie Rennie
Cllr Paul Tweed
Anthony Boyle

Also Present: Phil Garrigan, Ian Cummins, Ria Groves

Apologies of absence were received from: Cllr Anna Rothery, Cllr Lynne Thompson

1. Preliminary matters

Members considered the identification of declarations of interest, any urgent additional items, and any business that may require the exclusion of the press and public.

Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) no additional items of business to be considered as matters of urgency were determined by the Chair; and
- c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting

RESOLVED that the minutes of the last meeting held on 1st September 2022 were agreed as an accurate record

3. Marine Rescue Unit Fleet Refresh

The Chief Fire Officer Phil Garrigan presented the report on the Marine Rescue Unit Fleet Refresh.

Members queried the costs of the boats and potential disposal of the A75 boats. Members were advised the cost was less than budgeted for as they were not bought new and while they had been retired from service by the RNLI they were still more than suitable for our needs and attainment of the rescue boat code. Members were also informed the resellable value would be considered at the point of disposal and gave assurance that the A75 boats would be disposed of accordingly.

Members were assured that the 2 A85 boats would meet the required boat code and it has been agreed that the RNLI will provide assistance by carry out any servicing of the boats allowing us to take vessels that they no longer utilise.

Members queried why a charity would dispose of something that can still be utilised and queries why if it is no longer suitable for them, why would it be suitable for us. Chief Fire Officer Phil Garrigan advises that the boats are utilised more with RNLI than they would be at MFRS so therefore they replace on a broader scale. The RNLI has an asset refresh plan which determines boat life irrespective of boat use. The boats will be refurbished to a high standard and servicing of the boats will be built into their management plan.

RESOLVED that;

- a) the purchase of 2 x Atlantic 85 Inshore Lifeboats from the RNLI, including 2 additional engines at a cost of £300k be approved; and
- b) the fleet options and projected costs to ensure a planned fleet life of 10-years for the use of the A85 type boat be noted.

4. Bonfire Report 2022

The Chief Fire Officer Phil Garrigan introduced Bonfire Fire Report and Area Manager Mark Thomas and Group Manager Franny Hill who provided a presentation to Members on the same.

Members queried the breakdown of incidents by Districts and where they were connected, members were informed in areas where activity was identified we worked with the Police however there was nothing standing out to say that incidents were connected.

Members were also informed Offices work closely with Merseyside Police when they are made aware of people selling fireworks from vehicles in order to close down such activity. Data is reviewed from across Merseyside to identify hotspots and then resources are put into action.

Members were also reassured that work undertaken by Merseyside Police for mystery shopping of the sale of fireworks did take place this year and premises would have their licences revoked if they were found to be breaking the law.

Members questioned if we get data from hospitals that shows how many people presented to A&E with firework injuries. Chief Fire Officer Phil Garrigan stated that would be good to have that information.

Chief Fire Officer Phil Garrigan spoke about his experience of riding an appliance on mischief night and how an egg had been thrown at the vehicle. It was reiterated that MFRS has a zero tolerance to this behaviour but we seek to deal with it through restorative practice and education regarding acceptable behaviour.

Members were informed the Arson Team and our police colleagues regularly have input in schools to educate and reiterate the damage throwing objects at appliances can have, how there is the potential that the appliance would be unavailable and which may then prevent help arriving quickly to their loved ones if needed. During the bonfire period the Stay Wise educational platform on how to enjoy bonfire night safely is communicated also.

RESOLVED that;

- a) the content of the report and the impact that Merseyside Fire and Rescue Service have had over the bonfire period be noted and;
- b) this year's plan delivered through our staff and partners has been the most successful to date be noted.

Close

Date of next meeting Thursday, 6 April 2023

Signed:_____

Date:_____

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| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|--------------------------------------|--|----------------|----------------|
| MEETING OF THE: | COMMUNITY SAFETY & PROTECTION COMMITTEE | | |
| DATE: | 6 APRIL 2023 | REPORT NO: | CFO/001/23 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | ASSISTANT CHIEF FIRE OFFICER DAVE MOTTRAM | REPORT AUTHOR: | KEVIN LONGSHAW |
| OFFICERS CONSULTED: | STRATEGIC LEADERSHIP TEAM GM PHIL BYRNE GM MIKE CLYNCH | | |
| TITLE OF REPORT: | PROTECTION FIRE STANDARD | | |

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| APPENDICES: | |
|-------------|--|

Purpose of Report

1. To inform Members of the full implementation of the Protection Fire Standard (hereafter referred to as the Standard) in to business as usual within the Directorate. The standard and the associated implementation toolkit are provided as appendix A and B to this report

Recommendation

2. It is recommended that Members note the information provided in this report.

Introduction and Background

3. The Standard was issued by the Fire Standards Board (FSB) on 3rd September 2021 and originally contained 19 specific criteria for a Fire and Rescue Service (FRS) to adopt in order to comply with the requirements therein. Following a review of the Standard by the FSB, the number of criteria was reduced to 18 and the subsequent revised Standard was released in September 2022.
4. To assist an FRS in tracking and monitoring the implementation of each standard that is published, a toolkit is also provided. All implementation toolkits are stored on the portal within the Strategy and Performance Directorate.
5. The overarching desired outcome of the Standard is threefold:
 - *A fire and rescue service that improves the safety and wellbeing of its communities by reducing risks and incidents in the built environment. It does this through educating and regulating those responsible for keeping buildings safe to adopt safer behaviours and delivering proportionate and robust fire protection activities, complying with its statutory responsibilities*

- *One with a competent protection workforce which are targeted in line with its community risk management plan, utilising data and business intelligence to optimise resources. It proactively plans, responds and adapts to the diverse and changing needs of its community, ensuring its services are equally available to all*
 - *A service with a learning and sharing culture, working collaboratively with others where appropriate, seeking to improve and innovate protection activities. One that contributes to a more consistent national approach to reducing risk and keeping communities safe*
6. The implementation of the Standard is one of the key deliverables within the 2022/23 Protection Functional Delivery Plan. Progress has been tracked via the Protection Management team within the Directorate with updates provided as a standing agenda item at the Community Risk Management (CRM) Protection Boards held every other month.
 7. It is worthy to note that only 17 of the 18 criteria within the Standard are applicable to MFRS. Criteria 15 states:

Where Fire Investigation is managed within its protection function, a fire and rescue service must investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate

As the Incident Investigation Team (IIT) resides within Prevention Department, the discharge of this criteria is not applicable for MFRS within the confines of this Standard. For the purposes of reporting, this criteria is recorded as fully compliant on the toolkit and a note inserted indicating that Fire Investigation does not reside within Protection for MFRS.

8. The initial analysis of the criteria within the Standard revealed that MFRS were in a healthy position, with 11 of the (now) 18 criteria already being in place. The remaining 7 have been addressed over the course of the 2022/23 financial year with the discharge of the final criteria to be implemented being reported at the CRM Protection Board 10th January 2023.
9. In addition, we identified that the implementation toolkit did not provide a facility for any FRS to capture details or evidence of where they may exceed the minimum requirements stipulated within the Standard.
10. Consequently, we made suggestions to the FSB for the addition of an 'areas of good practice' section to be added to the implementation toolkit. This suggestion was accepted and supported by the FSB.

Equality and Diversity Implications

11. All functional plan deliverables, including the implementation of the Standard have been assessed from an equality and diversity perspective and recorded in the associated Equality Impact Assessment (EIA).

Staff Implications

12. MFRS were contributory partners to the development of the Protection Fire Standard. As such, staff implications regarding current work practices are considered to be minimal but will be constantly reviewed and monitored via extant managerial forums and reporting measures within the Directorate.

Legal Implications

13. There are no direct legal implications arising from this report. Full implementation of the 18 criteria ensures full accordance with the Protection Fire Standard

Financial Implications & Value for Money

14. Departmental structure and job evaluations have been undertaken as part of the requirements to discharge criteria 6 (***Maintain an ability to deliver necessary statutory protection activities at all times***) and criteria 11 (***Have in place necessary succession planning and processes to maintain a sustainable competent protection workforce***).

Directorate resourcing is also currently benefitting from uplift grant funding provided by the NFCC Protection Policy Reform Unit (PPRU).

Risk Management, Health & Safety, and Environmental Implications

15. Full implementation of the Protection Fire Standard aligns departmental activities to National standard requirements and ensures provision of effective Protection related services and personnel

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

At the time of submitting this report, MFRS are currently the only FRS to have fully implemented the Protection Fire Standard.

BACKGROUND PAPERS

GLOSSARY OF TERMS

| | |
|-------------|------------------------------------|
| CRM | Community Risk Management |
| EIA | Equality Impact Assessment |
| FRS | Fire and Rescue Service |
| FSB | Fire Standards Board |
| MFRS | Merseyside Fire and Rescue Service |
| NFCC | National Fire Chief's Council |
| PMB | Protection Management Board |
| PPRU | Protection Policy Reform Unit |
| TNA | Training Needs Analysis |

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|--------------------------------------|---|----------------|---------------|
| MEETING OF THE: | COMMUNITY SAFETY AND PROTECTION COMMITTEE | | |
| DATE: | 6 APRIL 2023 | REPORT NO: | CFO/002/23 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | DEB APPLETON | REPORT AUTHOR: | JACKIE SUTTON |
| OFFICERS CONSULTED: | STRATEGIC LEADERSHIP TEAM | | |
| TITLE OF REPORT: | NATIONAL FIRE STANDARDS UPDATE 2022/23 | | |

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|-------------|-------------|----------------------------------|
| APPENDICES: | APPENDIX A: | IMPLEMENTATION TOOL DASHBOARD |
| | APPENDIX B: | NATIONAL FIRE STANDARDS CRITERIA |

Purpose of Report

1. To inform Members of the progress made towards compliance with the National Fire Standards

Recommendation

2. It is recommended that Members note the progress against achieving compliance with the National Fire Standards and the work being undertaken within Merseyside Fire and Rescue Service (MFRS) to implement and ensure compliance with the National Fire Standards

Introduction and Background

The role of the Fire Standards Board

3. The role of the Fire Standards Board is to oversee the identification, organisation, development and maintenance of professional Standards for fire and rescue services in England.
4. The Board is responsible for approving Standards and the approach to their development. It sets the priorities for Standards development work. It will commission work based on proposals from third parties, monitor progress with ongoing work and approve completed work.
5. It will seek to ensure that any Standards presented for approval have:
 - been developed in line with the agreed development process;
 - undergone appropriate consultation with subject matter experts and relevant stakeholders; and,
 - undergone an independent quality assurance process.

Scope of Standards

6. To help categorise the areas requiring Fire Standards and the guidance that is likely to underpin them, an Activity Framework has been developed. This enabled the Board to capture all the activities performed by fire and rescue services irrespective of their governance model, budget or location and who provides those functions (for example, services that are part of a local authority).
7. The principles of this approach are founded on the experience gained through the National Operational Guidance Programme (NOGP). The Activity Framework is intended to:
 - provide a complete road map it is clear where the NFCC and FSB are going;
 - help avoid duplication and overlap which may result in conflicting guidance if developed in isolation; and,
 - be easy to navigate for all audiences.

Standards Development

8. The National Fire Chiefs Council, through its Central Programme Office (CPO) provides administrative and policy support to the Fire Standards Board.
9. The Board and CPO work together to develop the suite of professional Standards. They will follow a commonly recognised process originating from the British Standards Institute and used in many other sectors.

In this process the Board is responsible for:

- creating and maintaining a framework of professional Standards that are applicable to, or in use within, fire and rescue services in England;
- considering the existing fire and rescue landscape through findings of existing research, the fire reform programme, operational or organisational learning from past incidents and from HMICFRS inspection outputs;
- identifying gaps within the framework and identifying priorities for new or revised professional Standards;
- working with the NFCC to plan and align Standards development work with the strategic commitments and their existing programmes;
- reviewing proposals and commissioning work;
- ensuring published Standards remain current and fit for purpose through both benefits realisation and periodic review;
- commissioning work to review and revise published Standards as and when required; and,
- building and maintaining relationships with partners across fire and rescue services, including those in the Devolved Administrations to inform the work they commission and approve.

The CPO are responsible for:

- preparing proposals for Standards development work;
 - facilitating development work when commissioned;
 - managing the periodic review cycles of approved Standards;
-

- monitoring and informing the Board where a Standard may need revision outside of agreed cycles; and,
- monitoring benefits realisation and periodic reporting to the Board.

Approved Fire Standards

10. To date the Fire Standards Board have written, consulted on and published the following Standards on various dates throughout the last two years:

- Code of Ethics
- Community Risk Management Planning
- Data Management
- Emergency Preparedness and Resilience
- Emergency Response Driving
- Fire Investigation
- Leading and Developing People
- Leading the Fire Service
- Operational Competence
- Operational Learning
- Operational Preparedness
- Prevention
- Protection
- Safeguarding

At time of writing two further Fire Standards have been through consultation and are expected to be published soon:

- Fire Control
- Communications, Engagement and Consultation

Implementation Tools

11. Following on from feedback received from rescue services the Board has developed an Implementation Tool for each Fire Standard.
12. Each tool has been created to assist fire and rescue services in planning, delivering and reporting on their implementation of Fire Standards. They could also be used to provide useful evidence for HMICFRS inspections.
13. The tools help services to record actions needed to be taken to move towards achieving the Fire Standard. When completed, they provide a benchmark from which progress over time can be measured.

MFRS Implementation of the National Fire Standards

14. When a new Standard is released for consultation it is added to an intranet Portal page with a link to the live consultation and deadlines for responding. The Area Manager or Senior Manager with responsibility for the Standard is advised to review and respond to the consultation. Where appropriate, the response is quality assured or sent on behalf of the Chief Fire Officer.
15. When a new Standard is published, to ensure compliance, the Implementation Toolkit is used as a form of gap analysis to identify where MRFS are meeting the Standard, or areas for improvement.
16. The Toolkit tracker is then presented, by the responsible officer, at the appropriate Strategic Board meeting to illustrate compliance, or areas for improvement with the Standard. The individual Boards should show progress in achieving the Standard. Highlights of the individual Standards will be presented annually to Strategy and Performance Board.
17. A summary of progress towards achieving the Standards will be presented to the Authority annually. See Appendix A and B for the latest RAG rated update. Members will note that the Protection Standard is entirely complete and signed off. Good progress is being made against the other Standards, with some areas of green, some of amber and a small number of red. Some aspects of the Standards are time bound so will take longer than others to implement. An example of this is the Community Risk Management Planning Standard (CRMP). Responsible officers are aware of areas for improvement and are working towards them, but the three-year cycle of the CRMP (formerly IRMP) means that some intended improvements will not be fully delivered until the production of the new CRMP in 2024. The Service is committed to implementing the standards fully and all responsible officers are working towards that objective.
18. Implementation toolkits will be kept on the Portal and reviewed regularly. Information about the Standards Board and the Standards is also available on the Portal, providing information for all staff.

Equality and Diversity Implications

19. Equality and Diversity actions form part of the work of the National Fire Standards Board and the work undertaken to implement each Standard is equally impact assessed as appropriate.

Staff Implications

20. There are no direct staffing implications contained within this report.

Legal Implications

21. The Standards allow greater scrutiny and alignment across the sector mitigating the risk to the Authority when carrying out its activities and service to the community. as it its compliance of standards

Financial Implications & Value for Money

22. The National Fire Standards should provide the same or an improved level of service for the same or a reduced cost.

23. Actions required to ensure compliance that have cost implications should be maintained within existing budgets.

Risk Management, Health & Safety, and Environmental Implications

24. Consideration of Health and Safety, the environment and successful risk management is paramount in complying the National Fire Standards.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

25. Compliance with the National Fire Standards will assure the Authority and the people we serve on Merseyside that we are providing the best possible service.

BACKGROUND PAPERS

CFO/111/11 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

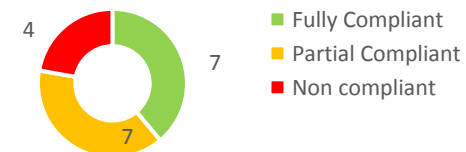
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TEMPLATE FIRE STANDARD IMPLEMENTATION TOOL









Please fill in the contact details below:



| | |
|-------------------------|------------|
| Fire and Rescue Service | Merseyside |
| Contact Name | |
| Contact Email Address | |
| Contact Phone Number | |

Overall Compliance with Standard



| Criteria | Description | Priority | | | Impact | | | Compliance | | | |
|----------|----------------------------|----------|--------|------|--------|--------|------|-----------------|---------------------|---------------|-------|
| | | Low | Medium | High | Low | Medium | High | Fully Compliant | Partially Compliant | Non Compliant | Chart |
| 1 | Emergency Response Driving | 6 | 0 | 0 | 6 | 0 | 0 | 5 | 1 | 0 | |
| 2 | Operational Preparedness | 0 | 1 | 5 | 0 | 0 | 6 | 7 | 2 | 1 | |
| 3 | Operational Competence | 0 | 1 | 9 | 0 | 1 | 9 | 8 | 5 | 0 | |

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|----|------------------------|---|---|----|---|---|----|----|---|---|---|
| 4 | Operational Learning | 2 | 1 | 6 | 1 | 2 | 6 | 6 | 3 | 0 |  |
| 5 | Code of Ethics | 0 | 1 | 9 | 0 | 1 | 9 | 1 | 7 | 2 |  |
| 6 | Community Risk (CRMP) | 5 | 5 | 1 | 3 | 7 | 1 | 3 | 8 | 0 |  |
| 7 | Protection | 1 | 0 | 1 | 0 | 1 | 1 | 18 | 0 | 0 |  |
| 8 | Prevention | 1 | 0 | 11 | 0 | 1 | 11 | 4 | 7 | 1 |  |
| 9 | Safeguarding | 0 | 2 | 10 | 0 | 4 | 8 | 10 | 3 | 0 |  |
| 10 | Fire Investigation | 0 | 2 | 12 | 0 | 2 | 12 | 10 | 4 | 0 |  |
| 11 | Emergency Preparedness | 1 | 5 | 13 | 1 | 5 | 13 | 13 | 4 | 2 |  |

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| 12 | Data Management | 0 | 13 | 3 | 0 | 13 | 3 | 4 | 12 | 0 |  |
| 13 | Leading and Developing People – <i>work is ongoing to complete the Implementation Gap Analysis which will be complete by the new financial year</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 14 | Leading the Service - <i>work is ongoing to complete the Implementation Gap Analysis which will be complete by the new financial year</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Total | | 16 | 31 | 80 | 11 | 37 | 79 | 89 | 56 | 6 |  |

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| NATIONAL FIRE STANDARDS | | | |
|-----------------------------------|---|--|--------|
| | CRITERIA | Notes on Red status - <i>Description of work needed</i> | STATUS |
| EMERGENCY RESPONSE DRIVING | | | |
| 1 | Comply with legislation and guidance that applies to emergency response driving | | |
| 2 | Adopt and align their emergency response driver training to the NFCC Emergency Response Driver and Instructor Framework | | |
| 3 | Adopt and align their emergency response driver instructor training to the NFCC Emergency Response Driver and Instructor Framework | | |
| 4 | Ensure that records of driver competency and refresher training are kept and maintained | | |
| 5 | Ensure that their driver training provision is periodically independently quality assured | | |
| 6 | Ensure that both managers who are responsible for emergency response driving and those working as driving instructors, contribute to the continual improvement of driver training standards by communicating, sharing learning and experiences with the NFCC network of fire and rescue service driving instructors and centres through <ul style="list-style-type: none"> a. Engaging on the NFCC Workplace online forum b. Supporting the national Driver Training Advisory Group (DTAG) through regional structures c. Considering appropriate representation at relevant national events and conferences | | |
| OPERATIONAL PREPAREDNESS | | | |
| 1 | Undertake all appropriate risk assessments, as required under legislation, to prepare for an operational response | | |
| 2 | Review existing cover models, resources, equipment and training against all appropriate risk assessments | | |
| 3 | Carry out capabilities-based planning to support emergency preparedness and response from a national to a local level | | |
| 4 | Determine their responsibilities for operational response and be fully prepared to deliver them | | |
| 5 | Have a health and safety policy for the operational environment that clearly outlines the responsible parties and their obligations | | |
| 6 | Undertake a review of how the organisation is structured and functions, to confirm its ability to support operational preparedness; if there are any gaps identified there should be a clear plan for making appropriate changes | | |

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| 7 | Develop and embed operational policies, procedures and tailored guidance based on the National Operational Guidance, unless by evidenced exception its content is not relevant to the service | | |
| 8 | Deliver the strategic actions provided in the suite of National Operational Guidance, unless by evidenced exception a strategic action is not relevant to the service; the strategic gap analysis tool may be used to support this process | | |
| 9 | Train its operational and fire control personnel to use the hazard and control measure approach provided in the National Operational Guidance, applying risk assessment, decision-making and risk management skills | New Station Manager B role created (July 22) in Fire Control to manage Training and the implementation of National Operational Guidance to Standard Operating Procedures | |
| 10 | Align relevant policies, procedures and tailored guidance in preparation for working with other fire and rescue services or responder agencies | | |
| OPERATIONAL COMPETENCE | | | |
| 1 | Comply with health and safety legislation when delivering an operational response | | |
| 2 | Base their operational policies, procedures and tailored guidance on National Operational Guidance, unless by exception its content is not relevant to the service | | |
| 3 | Have policies, procedures and tailored guidance in place, that provide operational and fire control personnel with current information and instructions about foreseeable hazards and the control measures that can be applied | | |
| 4 | Base their training for operational and fire control personnel on National Operational Guidance | | |
| 5 | Train operational and fire control personnel to a level of competence that enables them to carry out operational activities safely and effectively; this includes the ability to recognise hazards and put effective control measures in place to mitigate those hazards | | |
| 6 | Be following the tactical actions provided in the suite of National Operational Guidance, unless by exception a tactical action is not relevant to the service | | |
| 7 | Be able to evidence how their policies, procedures and tailored guidance are linked to the training of operational and fire control personnel | | |
| 8 | Be able to evidence any exceptions to National Operational Guidance, with an appropriate impact assessment | | |
| 9 | Develop working arrangements with other fire and rescue services and responder agencies, to improve their operational response to multi-agency incidents | | |
| 10 | Be able to evidence the training they have received to maintain their competence | | |
| 11 | Be able to demonstrate their ability to safely and effectively apply risk assessment, decision-making and risk management skills | | |

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| 12 | Use the training specification component of National Operational Guidance to inform their training needs analysis | | |
| 13 | Work within regional, national or thematic groups to develop and improve their policies, procedures, tailored guidance and training for operational response | | |
| OPERATIONAL COMPETENCE | | | |
| 1 | Comply with health and safety legislation when delivering an operational response | | |
| 2 | Base their operational policies, procedures and tailored guidance on National Operational Guidance, unless by exception its content is not relevant to the service | | |
| 3 | Have policies, procedures and tailored guidance in place, that provide operational and fire control personnel with current information and instructions about foreseeable hazards and the control measures that can be applied | | |
| 4 | Base their training for operational and fire control personnel on National Operational Guidance | | |
| 5 | Train operational and fire control personnel to a level of competence that enables them to carry out operational activities safely and effectively; this includes the ability to recognise hazards and put effective control measures in place to mitigate those hazards | | |
| 6 | Be following the tactical actions provided in the suite of National Operational Guidance, unless by exception a tactical action is not relevant to the service | | |
| 7 | Be able to evidence how their policies, procedures and tailored guidance are linked to the training of operational and fire control personnel | | |
| 8 | Be able to evidence any exceptions to National Operational Guidance, with an appropriate impact assessment | | |
| 9 | Develop working arrangements with other fire and rescue services and responder agencies, to improve their operational response to multi-agency incidents | | |
| 10 | Be able to evidence the training they have received to maintain their competence | | |
| 11 | Be able to demonstrate their ability to safely and effectively apply risk assessment, decision-making and risk management skills | | |
| 12 | Use the training specification component of National Operational Guidance to inform their training needs analysis | | |
| 13 | Work within regional, national or thematic groups to develop and improve their policies, procedures, tailored guidance and training for operational response | | |
| OPERATIONAL LEARNING | | | |
| 1 | Develop working arrangements with other fire and rescue services and responder agencies, to improve their operational response to multi-agency incidents | | |
| 2 | Be able to evidence the training they have received to maintain their competence | | |

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| 3 | Be able to demonstrate their ability to safely and effectively apply risk assessment, decision-making and risk management skills | | |
| 4 | Use the training specification component of National Operational Guidance to inform their training needs analysis | | |
| 5 | Work within regional, national or thematic groups to develop and improve their policies, procedures, tailored guidance and training for operational response | | |
| 7 | Evidence that learning is evaluated and that improvements have been adopted and embedded | | |
| 8 | Be able to demonstrate established mechanisms for sharing learning via any combination of the following: a. internally b. with neighbouring services and other responder agencies c. using the National Operational Learning system d. using the JESIP Joint Organisational Learning system | | |
| 9 | Apply three fundamental approaches to managing operational learning: a. use National Operational Guidance as the common framework to identify the areas of operational activity where change may be required b. use a consistent approach to analyse and objectively compare what has happened against the control measures contained in National Operational Guidance which provide good practice c. maintain an open reporting culture, even when details of learning are sensitive; concentrating as National Operational Learning does, on the 'how' and 'why' of the learning and not the "who" | | |
| 10 | Reference the NFCC National Operational Learning: Good practice guide for fire and rescue services in policies, procedures, tailored guidance and training | | |
| CODE OF ETHICS | | | |
| 1 | A fire and rescue service must: i. Adopt and embed the Core Code to demonstrate that the service is fully committed and compliant at both an individual and corporate level | 1. Review of policies and corporate docs to ensure Code of Ethics and Leadership Message is embedded 2. Decision on how to communicate and embed Leadership Message/Code of Ethics with all staff | |
| | ii. Ensure the attitudes, professional behaviours and conduct described within the core code are reflected in its decision-making, policies, procedures, processes, and associated guidance that govern how the service manages and supports its workforce | | |
| | iii. Provide training and support to all those who work for, or on behalf of, a service to achieve their understanding of the Core Code and an appreciation of their responsibilities in adhering to it | Determine most appropriate means to communicate to staff to ensure understanding of Code of Ethics and how this links to Leadership message | |
| | iv. Not detract from the Core Code | | |

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| 2 | <p>Those who lead services and those who work for, or on behalf of, the service must:</p> <p>i. Understand, respect, and follow the principles of the Core Code and demonstrate this by their commitment to it and their responsibility for upholding it</p> | | |
| | ii. Conduct themselves in accordance with the Core Code | | |
| 3 | <p>Those responsible for the governance of fire and rescue services, whilst complying with their own ethical codes must:</p> <p>i. hold the Chief Fire Officer to account for the implementation of the Core Code at a local level</p> | | |
| | ii. Play a proactive role in challenging behaviour inconsistent with the Core Code | | |
| | iii. Ensure strategies, policies and performance measures are in place to promote and embed a positive and inclusive culture | | |
| 4 | <p>A fire and rescue service should:</p> <p>i. Designate a senior leader who is responsible for promoting the Core Code throughout the service and ensuring that all those who work for, or on behalf of, the service understand its contents and what is expected of them</p> | | |
| COMMUNITY RISK MANAGEMENT PLAN | | | |
| 1 | Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning. | | |
| 2 | Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available. | | |
| 3 | Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed. | | |
| 4 | Meet its legislative, framework and governance requirements linked to Community Risk Management. | | |
| 5 | Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve. | | |
| 6 | Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy) that could be harmed. | | |
| 7 | Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly. | | |
| 8 | Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives. | | |
| 9 | Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions. | | |

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| 10 | Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it. | | |
| 11 | Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan. | | |
| PROTECTION | | | |
| 1 | Identify and understand its risk profile related to the built environment, including premises they need to regulate, through its community risk management planning | | |
| 2 | Gather and maintain an accurate risk profile and supporting information about relevant premises in a manner that is compliant with legislation | | |
| 3 | Make available information about premises to all employees who need it when required, allowing them to be informed, stay safe and effectively carry out their duties | | |
| 4 | Ensure there is a mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, to enable it to maintain an accurate risk profile | | |
| 5 | Plan and deliver effective and robust protection activities to mitigate and reduce the risks identified through its community risk management planning in compliance with the Regulator's Code and the principles of Better Regulation | | |
| 6 | Maintain an ability to deliver necessary statutory protection activities at all times | | |
| 7 | Plan and deliver engagement with those who are responsible for keeping relevant premises safe to provide advice and education in a constructive and helpful way on matters relating to fire safety, petroleum, and explosives legislation, including: a. working to reduce the number of Unwanted Fire Signals (UwFS) that are generated from premises protected by automatic fire detection and fire alarm systems and b. actively promoting and supporting Primary Authority Partnership schemes in compliance with relevant Primary Authority legislation, where appropriate | | |
| 8 | Respond to statutory and non-statutory consultations, where the service is a regulator, in a timely and appropriate way | | |
| 9 | Collaborate with fire and rescue services and other partners to deliver protection and enforcement activities in the most efficient and effective way possible | | |
| 10 | Recruit, train, develop and maintain a competent and professional protection workforce by: a. adopting the Competency Framework for Fire Safety Regulators (the framework), where relevant to the role and embedding it into local policies, procedures, tailored guidance, | | |

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| | and training materials and | | |
| | b. recording and monitoring competence. | | |
| 11 | Have in place necessary succession planning and processes to maintain a sustainable competent protection workforce | | |
| 12 | Provide support to operational response employees and any other employees undertaking protection activities to build knowledge and understanding | | |
| 13 | Demonstrate how it monitors and evaluates the effectiveness, efficiency and impact of its protection activities | | |
| 14 | Generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance | | |
| 15 | Where Fire Investigation is managed within its protection function, a fire and rescue service must investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate | | |
| 16 | Where Petroleum or Explosives regulation is managed within its protection function, a fire and rescue service must investigate, report on and learn from causes of petroleum and explosives related incidents. | | |
| 17 | Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of fire protection activities | | |
| PREVENTION | | | |
| 1 | Identify those who are most at risk in its community and target prevention activities in an inclusive way, through its community risk management planning | | |
| 2 | Adopt a person-centred approach that places the individual and the community it serves at the core of its prevention activity | | |
| 3 | Develop a prevention strategy and plan with the flexibility to proactively respond and adapt to the changing needs of its community, and for this to be supported by a named lead for prevention from within the service | | |
| 4 | Recruit, train, and develop employees and volunteers, working with others where relevant, to establish and maintain a competent and professional prevention workforce of which are trained in safeguarding | Workstream is ongoing whilst the volunteer team is built up again following the pandemic. As and when volunteers are recruited they will be given training allowing them to support the delivery of all prevention activity. | |
| 5 | Optimise resources to proactively engage and educate the community it serves, working collaboratively with others as and when appropriate | | |
| 6 | Demonstrate inclusivity by recognising the diversity of its community and providing equality of access | | |
| 7 | Utilise and share accurate data and intelligence, from a variety of sources to support evidence-based decision making and the deployment of appropriate resources for prevention activities | | |

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| 8 | Demonstrate how it monitors and evaluates the effectiveness and efficiency of its prevention activity | | |
| 9 | Generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance | | |
| 10 | Investigate, report on and learn from the cause of fires, including the unusual spread of fire, where fire investigation activity is managed within its fire protection function, working with others, when appropriate | | |
| 11 | Contribute to the continual improvement of prevention activities coordinated through the National Fire Chiefs Council (NFCC) network | | |
| 12 | Contribute and support national campaigns, where appropriate and where resources are available | | |
| SAFEGUARDING | | | |
| 1 | Have a responsible person within the service at the highest strategic level (where reasonable), that demonstrates the services commitment to the importance of safeguarding and is responsible for ensuring: a) the service is and remains compliant with legislation and follows relevant guidance | | |
| 2 | b) the service's Designated Safeguarding Leads or Head of Safeguarding, where applicable, are appropriately qualified and suitably trained in accordance with legislation and the requirement of Local Safeguarding Adults and Children's Boards | | |
| 2 | Only use accredited persons to provide safeguarding training | | |
| 3 | Educate, train and support employees and volunteers, relevant to their role, in the need to safeguard and promote the welfare of children, young people and adults at risk of harm | | |
| 4 | Align local training to its Community Risk Management Plan and the NFCC's Safeguarding Guidance for Children, Young People and Adults | | |
| 5 | Implement appropriate and proportionate processes that minimise the risk of recruiting people who may be unsuitable to work with those who are at risk of harm | | |
| 6 | Work effectively with others (including cross-border working) to safeguard and promote the welfare of children, young people and adults at risk of harm | | |
| 7 | Have agreed systems, standards and protocols to maintain effective and efficient information sharing, ensuring data is made available to all those who need it, in accordance with national and local guidelines | | |
| 8 | Demonstrate inclusivity by recognising the diversity of its community and providing equality of access | | |
| 9 | Use the NFCC Safeguarding Guidance for Children, Young People and Adults (including the Self-Assessment Toolkit) | | |
| 10 | Contribute to the continual improvement of safeguarding adults and children at risk of harm by communicating, sharing learning and experiences with the NFCC network of fire and rescue service safeguarding leads through, but not limited to: a) engaging with NFCC forums | | |

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| | b) supporting the NFCC Safeguarding Workstream through national and regional structures; | | |
| | c) considering appropriate representation at relevant national events and conferences | | |
| FIRE INVESTIGATION | | | |
| 1 | Investigate the cause and origin of fires, complying with the appropriate codes of practice and conduct, where relevant to the level of fire investigation it carries out. These may be: a) non-complex fire scenes (Tier 1 fire investigation); and/or b) complex fire scenes and non-terrorist explosions (Tier 2 fire investigation). | | |
| 2 | Report on and learn from the cause and behaviour of fires, working with others when appropriate, to: a) ensure its local risk profile remains current by building a comprehensive understanding of existing, emerging and future risks within its community; b) contribute to the continual improvement of prevention, protection and operational response activities, at both local and national level; and c) contribute to and support national fire safety campaigns | | |
| 3 | Collate and analyse information gathered during fire investigation work and be able to present it to a variety of interested parties, in a timely manner | | |
| 4 | Ensure all information gathered is quality assured | | |
| 5 | Undertake workforce planning, including succession planning, to clarify the resources required to maintain a fire investigation capability equipped to conduct effective fire investigations and associated work | | |
| 6 | Collaborate with other fire and rescue services and interested parties to deliver fire investigation activities in the most efficient, effective and valid way possible | | |
| 7 | Recruit, train, develop and maintain a competent and professional fire investigation workforce by: a) aligning to the NFCC Fire Investigation Competency Framework; b) embedding the appropriate codes of practice and conduct into local policies, procedures, tailored guidance, and training materials; and c) recording and monitoring competence | | |
| 8 | Provide ongoing training and sufficient support during working hours that encourages and enables its fire investigators to: a) maintain competence appropriate to their role; b) maintain compliance with appropriate legislation, codes of practice and conduct relating to fire investigation and forensic guidance; c) undertake role related administrative duties and reporting obligations associated with the role; and d) maintain continuous professional development | | |
| 9 | Where it carries out Tier 2 fire investigations and its fire investigators prepare and present evidence for the justice systems, it: a) provides specialist training to fire investigation employees to enable them to effectively present their evidence in a range of | | |

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| | court environments; and b) ensures fire investigation employees remain compliant with the relevant legislation and codes of practice | | |
| 10 | Supply the appropriate equipment for fire investigators to effectively carry out their role | | |
| 11 | Provide post-incident mental and physical health and wellbeing support to its fire investigators | | |
| 12 | Demonstrate inclusivity by recognising the diversity of its community and providing equality of access to fire investigation services | | |
| 13 | Demonstrate how it monitors and evaluates the effectiveness and efficiency of its fire investigation activities | | |
| 14 | Generate a culture which embraces national and organisational learning, allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon this feedback to drive innovation, continuous improvement and enhance future performance | | |
| EMERGENCY PREPAREDNESS RESILIENCE | | | |
| 1 | Align to all relevant Cabinet Office National Resilience Standards for Local Resilience Forums (LRFs) | | |
| 2 | Have plans that enable it to prepare for emergencies and take preventative or pre-emptive actions as required, and that: a) are based on a robust risk assessment of foreseeable risks to the local area, informed by the National Security Risk Assessment (NSRA) and its Community Risk Registers; b) contain supporting materials which reflect and embed Joint Emergency Service Interoperability Principles (JESIP); | | |
| 3 | c) align to other multi-agency plans, and where relevant meet legislative requirements. These plans may include those for Control of Major Accident Hazards (COMAH), Pipeline Safety Regulations (PSR) and Radiation (Emergency Preparedness and Public Information) Regulations (REPPPIR); d) have a clear activation and notification process for communicating with other Category 1 and 2 responders, organisations and the public, to enhance cross-border awareness and interoperability for preparedness, response and recovery arrangements; | | |
| 4 | e) have robust, embedded and flexible recovery management arrangements in place as detailed in the Local Recovery Management National Resilience Standard #13; f) contain protocols aligned with the LRF protocols and guidance for leaders and practitioners about the establishment of recovery and coordination groups (RCGs) and managing activity between phases from response, recovery and to stand down; | | |
| 5 | g) have clear, inclusive and agreed governance arrangements for both single-service and national resilience capabilities in line with the National Coordination and Advisory Framework (NCAF), including defined roles and responsibilities; h) evidence assurance of its resilience capabilities, validated by regular testing using a risk-based exercise programme, either as a single service or with other relevant responder organisations at operational, tactical and strategic levels; | | |
| 6 | i) are reviewed and updated periodically with relevant partners; and j) are classified in line with the Government Security Classifications | | |

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| | dependent upon the nature of the plan and exist in a format that makes them accessible to relevant stakeholders when required. | | |
| 7 | Collaborate with partners to develop site-specific emergency plans which are based on a shared and common understanding of local risks, associated planning assumptions and the NSRA; | | |
| 8 | Recruit, train, develop and maintain a competent and professional workforce to enable the service to carry out its role in preparedness, response and recovery to emergencies; | | |
| 9 | Have access to a suitable and secure system to enable it to share and make information available and accessible to partners and stakeholders, when required; | | |
| 10 | Have business continuity plans (BCP) in place relating to all critical functions, that: a) demonstrate a clear procedure for invoking the BCP and set out the core of a response to emergencies; and b) are reviewed and exercised periodically | | |
| 11 | As part of the response to an emergency contribute to the effective operation of a Strategic Co-ordination Centre (SCC) and Strategic Co-ordinating Group (SCG) and in line with National Resilience Standards #11 and #12. | | |
| 12 | To achieve this Fire Standard, a fire and rescue service should: Evidence a clear rationale for the balance between generic and site-specific emergency planning for defined risks; | | |
| 13 | Adopt the principles of integrated emergency management to effectively anticipate and assess risks and prevent, prepare, respond and recover from emergencies; | | |
| 14 | Develop plans which: a) follow a common template, including use of action cards, diagrammatic instructions, detachable annexes and directories; and b) include an escalation process to request additional involvement and support, such as mutual aid and national resilience capabilities. | | |
| 15 | Optimise the opportunity to gather learning, such as debrief outcomes following emergency response, training or exercising and share them on the available systems, such as Joint Organisational Learning (JOL) and National Operational Learning (NOL); | Document process for consideration of items raised by any agency at debriefs of exercises and incidents for referral to Joint Operational Learning. This will be considered by the JESIP group and agreed to then become standing item on Quarterly meeting agendas. | |
| 16 | Have a process in place to act on any learning received from systems such as JOL and NOL to drive innovation and continuous improvement and enhance future performance; | | |
| 17 | Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of preparedness, response and recovery activities; | | |
| 18 | Contribute and support appropriate national campaigns and initiatives, where resources are available. | | |
| 19 | To achieve this Fire Standard, a fire and rescue service may: Share plans with other services or partners for independent peer review for continual improvement purposes. | Consider peer reviews with other FRS's as outlined by Fire Standards Board | |
| DATA MANAGEMENT | | | |
| 1 | Have a data governance framework or equivalent in place, and policies and procedures that includes, but is not limited to the following content: | | |

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| | a) collection b) management c) storage and retrieval | | |
| 2 | d) disposal e) security f) protection | | |
| 3 | g) publishing h) ethics i) sharing j) quality and assurance audit | | |
| 4 | Understand its data-related organisational risks and put in place controls to manage them | | |
| 5 | Designate a senior leader who is responsible and accountable for developing and enacting the strategic approach to data management, within the service; | | |
| 6 | Have a nominated data owner(s), accountable for the quality, integrity, and protection of data and who are responsible for maintaining an accurate and complete information asset register; | | |
| 7 | Collaborate and partner with others, as and when appropriate; | | |
| 8 | Create a level of data literacy across the organisation, enabling employees to access and use data proportionate to their role; | | |
| 9 | Have tools and systems in place that enable it to collect, interpret and analyse data, converting that data into meaningful business intelligence, to allow it to: a) make data available and in an accessible format to those who need it, both internally and externally; b) inform the development and maintenance of its community risk management plan; c) remain compliant with legislation and recognised data standards for the public sector | | |
| 10 | d) provide national reporting and data submissions in line with government requirements and national data definitions, as and when they become available; e) operate and use its resources effectively; f) identify improvements to existing practices or to inform new ways of working; | | |
| 11 | g) have effective business continuity and disaster recovery arrangements and processes; h) extract learning and identify trends or significant findings that might impact service delivery or the public directly and feed them into local, regional and national organisational learning arrangements and systems; and i) escalate issues locally, regionally or nationally, as and when required. | | |
| 12 | Recruit, train, develop and maintain a competent and technical data capability to enable it to interpret, analyse and exploit data, in line with its governance framework by: a) ensuring those that provide the data capability have relevant skills, knowledge and experience in line with NFCC and other data related competency frameworks; b) embedding the appropriate ethical codes of practice and conduct into local policies, procedures, tailored guidance, and training materials; and c) record and monitor the competence of those who work with data and who are directly employed by the service, and support their continued professional development. | | |

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| 13 | Present data and intelligence in a way that is meaningful for the intended audience; | | |
| 14 | Establish data sharing arrangements or agreements where beneficial to the community, to the service and others | | |
| 15 | Unlock improved and accessible ways of working and embrace innovation by: a) maximising opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences; b) identifying and accessing data outside of the service, which may enhance and contribute to continual improvement of service delivery; and c) staying informed of innovations in data technologies and trends. | | |
| 16 | Explore opportunities to enhance its technical data capability by utilising advanced analytical techniques. | | |
| LEADING AND DEVELOPING PEOPLE | | | |
| 1 | 1. Carry out robust workforce planning to: 1a. deliver its strategic planning objectives to manage risks and respond to incidents within its community and regional and national emergencies; | | |
| | 1b. develop, nurture and manage talent at all levels in line with its strategic objectives and current and future needs; | | |
| | 1c. understand and build its capabilities, considering internal and external options in order to utilise its resources effectively and flexibly; | | |
| | 1d. have in place necessary succession plans and processes to maintain a sustainable, competent workforce | | |
| 2 | 2. Have in place systems, policies and processes in regard to: a. employment legislation; b. effective recruitment, induction, ongoing development and training of their employees and volunteers; c. the monitoring and management of employee and volunteer performance and competence; d. open and regular communications between leaders, employees, partners and stakeholders; e. fair, transparent and inclusive people and performance management practices; f. employees or volunteers exiting the organisation; g. the evaluation of workforce delivery; and h. positive employment relations | | |
| 3 | 3. Attract and maintain a competent and diverse workforce that can meet community and organisational needs | | |
| 4 | 4. Develop and implement a variety of entry routes into the service to attract and recruit a diverse and professional workforce to meet its identified workforce requirements | | |
| 5 | 5. Have in place: a. transparent, consistent and agreed selection processes and criteria for recruitment, promotion and transfers; b. standardised job descriptions and competencies; | | |

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| | c. standardised contracts and terms of employment; and d. induction programmes for all those entering the service | | |
| 6 | 6. Train and develop employees, including leaders, so they are competent in their respective roles | | |
| 7 | 7. Provide continual professional development to employees, including leaders, so competency is maintained and developed | | |
| 8 | 8. Monitor and manage employee performance and competency | | |
| 9 | 9. Identify, encourage and nurture talent, providing career pathways for all | | |
| 10 | 10. Nurture, develop and prepare leaders as they progress within the organisation | | |
| 11 | 11. Identify support in an inclusive way to meet the diverse needs of individuals, including coaching and mentoring, employee assistance programs and occupational health | | |
| 12 | 12. Have a defined approach to organisational learning so that the service continually evaluates its own performance to improve its internal ways of working and the service it provides to the public | | |
| 13 | 13. Have performance management processes in place to effectively manage and learn from: a. appraisals, grievances and disciplinary procedures; and b. competence achievement and maintenance. | | |
| 14 | 14. Embed the principles of inclusivity, belonging and equality of access within all formal and informal people processes | | |
| 15 | 15. Ensure all those who work for and on behalf of the service embody and actively promote the behaviours set out in the Core Code of Ethics, ensuring the principles are embedded into its decision-making processes, local policies, and procedures | | |
| 16 | 16. Have leaders that: a. role model behaviours set out in the NFCC Leadership Framework and other professional behavioural frameworks; | | |
| | 16b. challenge and act upon inappropriate behaviour; | | |
| | 16c. consistently use a communication style that is inclusive and meets the needs of their differing audiences; | | |
| | 16d. are able to adapt their leadership style; are authentic and recognise and value the differences in people and circumstances in order to build trust; | | |
| | 16e. invest in their own development, and that of others, to keep up with changing horizons and priorities; | | |
| | 16f. recognise the impact of change and support employees through the change process, managing those people to achieve the required outcome; | | |
| | 16g. demonstrate high levels of emotional intelligence, particularly self-awareness; | | |
| | 16h. value contributions made by their people; and | | |
| | 16i. empower employees to operate flexibly within their role, to make decisions and deliver objectives in their own leadership styles | | |

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| 17 | 17. Have in place or access to mechanisms which enable feedback from employees to be captured and responded to | | |
| 18 | 18. Review continuous improvement processes to ensure objectives are being achieved | | |
| 19 | 19. Have in place: 19a. health and wellbeing policies and support which are inclusive, actively and widely promoted and embedded; | | |
| | 19b. health and safety policies and processes to ensure a safe working environment, in line with relevant legislation; | | |
| | 19c. provide clear support and advice for employees in relation to employment, leaving the service and welfare matters; | | |
| | 19d. employee engagement policies and procedures, providing a clear and transparent route in highlighting organisational concerns, improvements and ideas in an open and inclusive environment. Leaders will then act appropriately and proportionately with the items raised and share any learning, changes or actions back into the service; and | | |
| | 19e. a recognition scheme that motivates, engages and encourages positive behaviours amongst employees | | |
| 20 | A fire and rescue service should: 20. Deliver training and provide peer support through working collaboratively with others, where appropriate | | |
| 21 | 21. Utilise centrally developed tools to support local workforce management and development | | |
| 22 | 22. Contribute to NFCC networks and support national campaigns and initiatives, where appropriate and where resources are available | | |
| LEADING THE SERVICE | | | |
| 1 | 1. Make clear the vision and strategic objectives for the service, which are available to and understood by all | | |
| 2 | 2. Evaluate and continually improve what they do and how they do it for the benefit of the public and the service by: a. looking forward, enabling it to identify emerging opportunities, challenges, risks and developments; b. exploring opportunities to evolve and improve ways of working through innovative thinking and action; c. coordinating their organisational development through integrating their functional improvement and change action plans to inform strategic planning; and d. maximising opportunities to learn and innovate either from within or through collaboration with others. | | |
| 3 | 3. Carry out strategic planning activities so that it: 3a. understands its local risk profile and considers and puts in place appropriate mitigations to be able to respond to: i. the risks faced by, and incidents in, its local community; and ii. local, regional and national scale emergencies, working as a single service or collaboratively with partners or as part of a multi-agency response | | |

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| | 3b. undertakes robust workforce planning to: i. understand its capabilities so that it can deploy its resources effectively; ii. identify and manage potential and talent; and iii. attract and maintain a competent and diverse workforce | | |
| | 3c. remains financially viable, sustainable and delivers value for money for its community; | | |
| | 3d. identifies, understands and manages its corporate risks; | | |
| | 3e. can understand its environmental impacts and put actions in place to reduce or mitigate them, or both; | | |
| | 3f. has appropriate business continuity plans in place so that it is resilient and able to function during times of disruption; | | |
| | 3g. maintains adequate technology to support the service; | | |
| | 3h. identifies and collects the right data to support effective and informed decision making, in a timely manner; | | |
| | 3i. supports good governance, assigning clear responsibilities, roles and accountabilities and provides assurance about its organisational performance | | |
| 4 | 4. Have a strategic approach to communication, engagement and consultation which includes clear principles about how the organisation will communicate with its audiences, linked to the values of the service and the Code of Ethics Fire Standard | | |
| 5 | 5. Put controls and processes in place so that it can effectively monitor and manage: a. finances; b. corporate risks; c. resources and capability; d. organisational performance; e. compliance with legislation and statutory responsibilities; f. communication, engagement and consultation; g. talent management, organisational development, and change; and h. commercial activities and procurement | | |
| 6 | 6. Have provision for accessing legal and other specialist advice to inform the day-to-day operation of the service | | |
| 7 | 7. Have leaders at all levels that: 7a. are accountable for the success of their service in: i. delivering its vision and strategic objectives; ii. complying with legislation, statutory requirements and industry standards; iii. aligning their service to the Fire Standards and any other relevant professional standards; and iv. upholding and enhancing the high reputation of the service in all they do. | | |
| | 7b. are politically aware, open to scrutiny and understand both the national and local challenges facing their service and others; | | |
| | 7c. are open-minded, open to learning and actively monitor the environment they operate in to enable them to work with agility and foresight | | |
| | 7d. embody, role model and actively promote: i. an environment that creates and maintains trust throughout the service; ii. the leadership behaviours set out in the NFCC Leadership | | |

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| | Framework; and iii. the ethical behaviours set out in the Core Code of Ethics. | | |
| | 7e. relate to others effectively and constructively because of their emotional intelligence; | | |
| | 7f. demonstrate and encourage in others excellent communication skills, welcoming feedback from all | | |
| | 7g. use their effective influencing skills to develop and maintain positive and constructive relationships with: i. staff representative bodies to develop and foster a positive industrial relations climate that builds trust and facilitates change; and ii. partners and stakeholders to deliver excellence to the community. | | |
| | 7h. are technologically and data literate, who understand the importance of data and how to interpret it to support their planning and decision making | | |
| 8 | 8. Have a defined approach to organisational learning so that the service continually evaluates its own performance to improve its internal ways of working and the service it provides to the public | | |
| 9 | 9. Provide comprehensive, accurate and data driven reporting | | |
| 10 | 10. Consider its approach to organisational learning by: 10a. continuously evaluating its performance to ensure it remains efficient, effective and compliant with legislation and standards; | | |
| | 10b. identifying, capturing, evaluating and sharing learning which could benefit itself and others, engaging with national learning arrangements, where they exist; | | |
| | 10c. have in place or access to mechanisms which enable feedback from the community to be captured and responded to; | | |
| | 10d. have in place or access to mechanisms which enable feedback from employees to be captured and responded to; and | | |
| | 10e. using identified learning to tailor and improve what it delivers to the community | | |
| | 11. Recognise when it may need support and draw on the appropriate networks, national guidance and tools to support its own organisational development | | |
| | 12. Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of the service | | |
| | 13. Engage regionally and nationally with peers, partners and stakeholders, collaborating where appropriate. | | |
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| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|--------------------------------------|---|----------------|-----------------|
| MEETING OF THE: | COMMUNITY SAFETY AND PROTECTION COMMITTEE | | |
| DATE: | 6 APRIL 2023 | REPORT NO: | CFO/003/23 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | IAN CUMMINS | REPORT AUTHOR: | HYWYN PRITCHARD |
| OFFICERS CONSULTED: | ALAN CARTER, DAVE TOPPING, MICHAEL BROADLEY, JOHN MCINTYRE, STRATEGIC LEADERSHIP TEAM | | |
| TITLE OF REPORT: | SUPPLY OF FIRECOATS AND OVERTROUSERS | | |

| | |
|-------------|--|
| APPENDICES: | APPENDIX A: EQUALITY IMPACT ASSESSMENT |
|-------------|--|

Purpose of Report

1. To inform Members of the outcome of the tender for the supply of fire coats and over trousers for Merseyside Fire & Rescue Service (MFRS) as well as all other Fire and Rescue Services in the North West.

Recommendation

2. It is recommended that Members approve the award of a call-off contract to Ballyclare Limited for the supply of firecoats and overtrousers for a period of 4 years, with an option to extend for up a further period of 12 months subject to satisfactory performance.

Introduction and Background

3. MFRS is the lead Service for the procurement of PPE on behalf of the North West Fire and Rescue Services. The North West Technical and Procurement Officers Group meets regularly to co-ordinate procurement activity on behalf of NWFRS.
4. A sub-group consisting of Technical and Procurement Officers was convened in November 2021 to develop a specification that would deliver firecoats and overtrousers of the highest standards to ensure firefighter safety for a diverse workforce, satisfying all firefighters' needs
5. The sub-group agreed to a timetable for a competitive exercise which included sufficient time for the garments to undergo a rigorous testing regime, some of which was to be done by a third party (BTTG), as well as wearer trials. The trials would be conducted by officers from the NWFRS.
6. Due to the time required to procure the structural firefighting garments, there would be a gap of several months between the end of the contract in effect when the tender was published and the incoming contract. NWFRS were advised to

ensure that they had sufficient stock in place to cover the intervening period or to order sufficient prior to the end of the contract.

7. The invitation to tender was published on the 5th of May 2022 using YPO framework agreement for Specialist PPE for the Emergency Services and Blue Light, Reference Number 1026: Lot 1 Firefighter Structural Tunics and Trousers.
8. Clarification questions and answers about the tender document were provided to all suppliers on the 15th of July.
9. Of the 9 suppliers that were eligible to bid, 5 viewed the opportunity and 3 bids were received by the deadline of the 18th October 2022. The two other suppliers that viewed the opportunity opted out, stating that they were unable to meet the tender's requirements.
10. Desktop analysis was conducted once bids were opened, including a review of submissions and evaluation of the commercial offering. It became evident that one bid was the highest scoring at that stage and that it should proceed to the next phase of the evaluation.
11. As the two lower scoring bidders' scores could not overhaul the highest scoring bidder's score even if they were awarded maximum scores for the Wearer Trials evaluation, they were advised on the 11th November 2022 that they would not proceed to the Wearer Trials. The evaluation that follows is at a considerable expense to the bidder and indeed to the NWFRS in terms of time and resources. It must be borne in mind that the bidder has already had to pay for certification and testing (BTTG) to reach this stage in the process.
12. Wearer Trials took place on the 23rd November 2022 at Lancashire Fire and Rescue Service's Training Centre, for which there were male and female participants from the NWFRS. There was also female firefighter representation from Cumbria FRS, Lancashire FRS, Merseyside FRS and Northern Ireland FRS. It was observed during the trials that some issues had surfaced, however, these were not insurmountable and serving the purpose of having a trial by identifying issues and resolving them.
13. Compatibility testing for the tendered garments to determine if they would be a good fit with existing garments was conducted on 30th November 2022. The testing was conducted by BTTG using both male and female wearers. NWFRS officers were present at the testing as observers.
14. Manikin testing where the garments are exposed to flames were conducted during December 2022. The testing was completed by BTTG using specialised test equipment on both male, female and all-gender garments. MFRS officers were present at the testing as observers.
15. A presentation was made to Scrutiny Committee on the 12th January 2023 describing the evaluation process, emphasising the Wearer Trials and the Manikin burn testing.

16. A further Wear Trial was conducted on the 4th February 2023 to address issues that had been identified in November 2022. The highest scoring bidder's garments were successful at the Wearer Trials as well as compatibility testing and the manikin burn testing. Consequently, there was no need to revert to either of the other two bidders.
17. Notices were sent to all bidders on the 22nd February 2023 stating that there was an intention to award a contract subject to Merseyside Fire and Rescue Authority ('the Authority') approval. The Notices also stated the duration of the standstill period, which ended on the 6th March 2023. The unsuccessful bidders were provided with feedback on their tender submission.

Equality and Diversity Implications

18. An Equality Impact Assessment (EIA) has been completed, see Appendix A.
19. Before the wearer trials in November the Operational Equipment Team reached out to the Gender Network to assist with the trials and ensure full consultation.
20. The Team liaised with a crew and appliance from St Helens consisting of 2 male and 2 female firefighters as requested for to participate in the trials at LFRS training centre. Positive feedback from the crew was received about the firecoats and overtrousers following the trials.

Staff Implications

21. Officers from all NWFRS were represented throughout the process with the development of the specification and participation in wearer trials.
22. The specification required that bidders had to supply firecoats and overtrousers that was male fitting, female fitting and all-gender fitting, in a comprehensive range of sizes to satisfy the needs of a diverse workforce.
23. By providing staff with fit for purpose structural firecoats and overtrousers this mitigates firefighters' risk exposure when tackling compartmental fires.

Legal Implications

24. The route to market was compliant with the PCR (2015), meaning that any pursuant contract would also be compliant.
25. The call-off contract terms are those derived from the YPO's framework agreement.
26. As the potential value of orders over the life of the contract will exceed £250k further to paragraph 28 of this report the Authority is required to approve the award.

27. The Authority has a duty of care to its employees to provide sufficient PPE for the risk related activity and such a rigorous tendering process has identified suitable garments for it to comply with this duty, as well as all others NWFRS that wish to use this contract.

Financial Implications & Value for Money

28. The cost of purchasing MFRS's firecoats and overtrousers can be contained within the £315k clothing budget. An estimated expenditure of £200k is forecast for firecoats and overtrousers during 2023/24, given a similar recruitment programme to that undertaken in the previous financial year.
29. Value for Money has been secured by following a competitive process.

Risk Management, Health & Safety, and Environmental Implications

30. In order to progress in the competitive process all bidders had to complete and pass a technically demanding specification. The specification's parameters had to be tested, verified and certified by a third party organisation, BTG.
31. Meeting the performance levels within the recognised standards as stated in the specification document was not sufficient as some of the performance levels had to exceed those of the standards.
32. The preferred bidder's garments are required to meet compatibility testing and be successful at wearer trials. Furthermore, the garments had to pass flame exposure testing
33. The call-off contract has clauses that manage risk including provisions for Liability, Indemnity and Insurance, Health and Safety.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

34. The new garments represent a step forward from the previous version and can be considered to be best in class following a rigorous competitive exercise.
35. Having the assurance of working with the best equipment that also delivers on value for money benefits both the Authority and the Community.

BACKGROUND PAPERS

CFO/56/22 Identification and Procurement of Operational Kit and Equipment

GLOSSARY OF TERMS

| | |
|-------------------|---|
| MFRA | M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”. |
| MFRS | M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action” |
| BTTG | BTTG TESTING & CERTIFICATION LTD - a third party testing house used by bidders to test and certify garments |
| NWFRS | N orth W est F ire and R escue S ervices |
| PPE | P ersonal P rotective E quipment |
| PCR (2015) | P ublic C ontracts R egulations 2015 |
| YPO | Y orkshire P urchasing O rganisation (a public buying organisation in public ownership) |

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EQUALITY IMPACT ASSESSMENT

| Overview Details | | | |
|---|--|---|---------------------------------|
| Function /Department | Procurement / Finance & Procurement | Date Of analysis | |
| Title and overview of what is being assessed / considered | Contract for Structural Firecoats and Overtrousers | Review Date | |
| Who will be affected by this activity? (Please tick) | | Staff <input checked="" type="checkbox"/> | Public <input type="checkbox"/> |
| Author of Equality Impact Analysis | Hywyn Pritchard | Equality Analysis quality assured by (Member of the POD team) | Mo Jogi |

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

| | | |
|---|--|---|
| 1 | <p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans | <p>The Specification used during the procurement exercise was developed in conjunction with all North West Fire and Rescue Services (NWFRS). Further input was also received from an independent consultant as well as an accredited testing house, BTTG.</p> <p>The Specification used up to date, inclusive language in describing requirements for male garments, female garments and all-gender garments.</p> <p>In the Specification all the garments would undergo wearer trials, compatibility testing and manikin testing. Manikin testing is a destructive test where garments are subjected to flames in a high temperature environment on an inanimate object.</p> <p>A comprehensive sizing matrix was included in the Specification so as to ensure inclusivity of all firefighters.</p> |
|---|--|---|

| | | | |
|---|--|--|---|
| | <ul style="list-style-type: none"> • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p> | | |
| 2 | <p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p> | <p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p> | <p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p> |

| | | | |
|---|--|--|---|
| 3 | <p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none">• Interviews• Focus groups• Public Forums• Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none">• Staff events / workshop• Existing staff meetings / committees• Staff Networks• Representative Bodies• Annual Staff Survey questions | <p>Wearer Trials took place on the 23rd of November (2022) at Lancashire FRS's Training Centre, for which there were male and female participants from the NWFRS. It was observed during the Trials that some issues had surfaced, however these were not insurmountable; so serving the purpose of having a Trial.</p> <p>Compatibility testing for the tendered garments to determine if they would be a good fit with existing garments was conducted on 30th of November. The testing was conducted by BTTG using both male and female wearers. NWFRS officers were present at the testing as observers.</p> <p>Manikin testing, where the garments are exposed to flames was conducted during December. The testing was conducted by BTTG using specialised test equipment on both male, female and all-gender garments. MFRS officers were present at the testing as observers.</p> <p>A presentation was made to Scrutiny Committee on the 12th of January 2023 describing the evaluation process, emphasising the Wearer Trials and the Manikin burn testing.</p> <p>A further Wear Trial was conducted on the 4th of February to address issues that had been identified in November. The highest scoring bidder's garments were successful at the Wearer Trials as well as compatibility testing and the manikin burn testing.</p> | |
| 4 | <p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on</p> | <p>What is the actual or potential impact on age?</p> <p>Positive impact as the garments are better performing for all ages.</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on disability?</p> | <p>Not applicable</p> <p><input checked="" type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on gender reassignment?</p> <p>Positive impact as the garments are better performing for all genders including male and female.</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on marriage and civil partnership?</p> <p>.</p> | <p>Not applicable</p> |

members of the community. Please detail clearly if the impacts are for staff or the wider community.

It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

| | |
|---|--|
| | <input checked="" type="checkbox"/> |
| What is the actual or potential impact on pregnancy and maternity ? As detailed in Maternity Service Instruction (SI 0658). For operational fire fighters and subject to the risk assessment, the employee will not be permitted to attend any further emergency incidents but will remain on her watch and continue normal training and development activities, as such structural firecoats and over trousers will not be required. | Not applicable <input checked="" type="checkbox"/> |
| What is the actual or potential impact on race ? | Not applicable <input checked="" type="checkbox"/> |
| What is the actual or potential impact on religion and / or belief ? | Not applicable <input checked="" type="checkbox"/> |
| What is the actual or potential impact on sex (gender) ? Positive impact as the garments are better performing for all genders including male and female. | Not applicable <input type="checkbox"/> |
| What is the actual or potential impact on sexual orientation ? Positive impact as the garments are better performing for all genders including male and female. | Not applicable <input type="checkbox"/> |
| What is the actual or potential impact on Socio-economic disadvantage ? | Not applicable <input checked="" type="checkbox"/> |

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3, and 4?

| Impact | Action Required | Integrated existing work (yes/no) outline | Target Date | Responsibility |
|-------------------------------------|------------------------------|--|--------------------|-----------------------|
| Age | Accurate fitting of garments | Yes | At point of order | Firefighter |
| Disability - | N/A | | | |
| Pregnancy and Maternity - | N/A | | | |
| Race | N/A | | | |
| Gender reassignment | Accurate fitting of garments | Yes | At point of order | Firefighter |
| Marriage and civil partnership | N/A | | | |
| Religion and / or belief | N/A | | | |
| Sex (gender) | Accurate fitting of garments | Yes | At point of order | Firefighter |
| Sexual orientation | Accurate fitting of garments | | | |
| Carers | N/A | | | |
| Other | N/A | | | |
| Deprived communities/socio economic | N/A | | | |

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

Feedback from firefighters and in contract management meetings with the supplier.

| | | | |
|---|-----------------|---------------------------------|----------|
| Completed by (Please print name /Designation) | Hywyn Pritchard | Signature Date | |
| Quality Assured by (Please print name /Designation) | Mo Jogi | Signature Date | 20.03.23 |

| | | | |
|---|--|---------------------------------|--|
| Name of responsible SLT member (Please print name /Designation) | | Signature Date | |
|---|--|---------------------------------|--|

Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)

- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|--------------------------------------|--|----------------|----------------------|
| MEETING OF THE: | COMMUNITY SAFETY & PROTECTION | | |
| DATE: | 6 APRIL 2023 | REPORT NO: | CFO/004/23 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | NICK MERNOCK | REPORT AUTHOR: | PAUL BLANCHARD-FLETT |
| OFFICERS CONSULTED: | STRATEGIC LEADERSHIP TEAM MIKE PILKINGTON AMANDA CROSS | | |
| TITLE OF REPORT: | MENOPAUSE POLICY | | |

| | | |
|-------------|-------------|----------------------------|
| APPENDICES: | APPENDIX A: | MENOPAUSE SUPPORT POLICY |
| | APPENDIX B: | EQUALITY IMPACT ASSESSMENT |

Purpose of Report

1. To update Members on proposals to further improve support offered for staff undergoing the menopause.

Recommendation

2. It is recommended that Members;
 - a) note the existing support offered to menopausal women including specific guidance documents, the Menopause Lounge support network, and the ability for staff to reclaim Hormone Replacement Therapy (HRT) prescription costs and;
 - b) approve the newly created attached Menopause Policy which captures both existing support and new proposals developed following extensive consultation with staff

Introduction and Background

3. In 2022 officers commenced a review into support available for employees during the menopause. Government survey statistics had shown that 50% of respondents stated they struggled at work due to menopause symptoms. As such provision of appropriate support and organisational strategies is viewed as vital to ensure women are able to continue to perform to their fullest potential in the workplace.

4. For ease of reading, the term “menopause” is used within this paper and the attached policy as one signature word rather than used specifically for one of the biological phases. Equally, the phrase “woman” is used, although Transgender men may also be affected as anyone born with a uterus will experience menopause.
5. A staff consultation exercise was undertaken in 2022 involving engagement with staff networks, the Menopause Lounge with an internal staff survey also being completed. This internal data was supported by a review of the Government’s ‘Menopause in the workplace 2022-2023’ study released by The House of Commons Women and Equalities Committee.
6. Whilst this review was being undertaken, SLT agreed that from 1st April 2022 all employees would be able to reclaim the costs of their HRT prescriptions as part of an interim range of measures, including promotion of existing guidance and the Menopause Lounge, that were designed to improve the range of support offered to menopausal staff.
7. The proposed Menopause Policy contains recommendations for a holistic package of support for menopausal women following a “cafeteria” approach where women can use supportive actions that are relevant to their needs at that time, and are the most beneficial, but also cost effective for the organisation.
8. A key area proposed relates to awareness. Whilst Menopause is being increasingly discussed, with its profile raised by the “Davina effect”, reflecting the informative programmes made by the presenter on the topic, it can still be a source of embarrassment for women to discuss particularly in the workplace. Only 9% of employees of respondents in our internal menopause awareness survey said they felt able to discuss issues relating to the menopause, with 22% stating they could never discuss it.
9. If approved Merseyside Fire and Rescue Service (‘MFRS’) would promote the wider package of proposals to support menopausal women. This would include reminding managers that the staff appraisal process includes a welfare conversation and this should be supportive and encouraging staff to be open about seeking support and engaging in positive health measures.
10. MFRS will further raise awareness of the menopause and the proposed interventions by running workshops and seminars, with our partners and utilising the skills of the OH Medical Team. These seminars will be aimed at Service Managers and all employees. They would include women only sessions.
11. The Menopause Policy including the full details of the support offered is contained in Appendix A.

Equality and Diversity Implications

12. Under the Equality Act the characteristics of age and sex are protected. Adjustments for menopausal women are not just good practice and part of being a responsible employer but would also protect against potential discriminatory actions.
13. A report of the Womens and Equality Committee advised that some respondents identified as from an ethnic background thought that their ethnicity had an impact on their experience of menopause in terms of the response of health professionals and managers, the severity of symptoms and increased stigma in some communities. This policy will address directly these concerns by offering supportive Occupational Health and improving awareness of managers.
14. The report also highlighted the experience of younger women who experience menopause and women generally who felt that assumptions and biases around age made it harder for them when experiencing menopause. Again the Service approach will seek to address these concerns and provide information and education to bust myths and assumptions.
15. A full EIA has been completed and is attached as Appendix B.

Staff Implications

16. The Service workforce comprises some 282 female employees, 29% of our total staff and of the female cohort 112 are aged over 45, over 11% of our staff. The policy proposes an extensive level of support for our female staff and is an investment in those employees to benefit their wellbeing in the work.
17. This is a positive message for the Service and an enhancement of the benefits available, again proof of our going beyond a traditional concept of the duty of care for our staff.

Legal Implications

18. In HM Courts and Tribunals Service figures, the menopause was cited in 10 cases going through employment tribunals in the first six months of 2021. 49 published employment tribunal decisions featured allegations about menopause-related detriment.
19. The incorporation of the Menopause Policy will embed and incorporate the assistance provided to staff who are going through the menopause and allow the Authority to work with those staff to address their needs appropriately.

Financial Implications & Value for Money

20. The additional cost of utilising the OH Nurse for training will be met from OH budgets.
21. It is anticipated that the provisions proposed will have a minimal financial impact on the Service and all can be accommodated within existing service budgets. Officers will continue to monitor the uptake and any impact on budgets.
22. Between 1st April 2022 and 31st January the service has paid for HRT prescriptions to the value of £1K. This has been contained within existing Occupational Health budget lines.
23. The Government has recently announced that from 1st April 2023 all women prescribed HRT - the main treatment for menopause symptoms - will have access to a new scheme enabling access to a year's worth of menopause prescription items for the cost of 2 single prescription charges (currently £18.70). This will reduce the potential cost to the Service for the continued covering of HRT cost.

Risk Management, Health & Safety, and Environmental Implications

24. The proposals contained within this report will have a positive impact on Health & Safety and Welfare, and Environment. It will also have a positive impact on the organisations reputation as an employer of choice who take seriously the health and wellbeing of our female employees.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

25. The proposal demonstrates compassion and support for our female staff.

BACKGROUND PAPERS

GLOSSARY OF TERMS

| | |
|------------|-----------------------------|
| HRT | Hormone Replacement Therapy |
| EIA | Equality Impact Assessment |
| HM | His Majesty's |
| SLT | Strategic Leadership Team |
| OH | Occupational Health |



Service Policy Menopause Support

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Document Control:

| Active date | Review date | Author | Editor | Publisher |
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| February 2023 | February 2026 | Amanda Cross | Nick Mernock | Sue Nash |

Amendment History:

| Version | Date | Author | Reasons for Change |
|---------|----------|--------|--------------------|
| new | Feb 2023 | | |
| | | | |

Equalities Impact Assessment:

| Initial | Full | Date | Reviewed by | Comments |
|---------|------|------|-------------|----------|
| | x | | Mo Jogi | |

Civil Contingencies Impact Assessment:

| Date | Reviewed by | Comments |
|------|-------------|----------|
| | | |

Related Documents:

| Doc. Type | Ref No. | Title | Location |
|-------------------|---------|--------------------|-------------|
| Guidance document | | Menopause guidance | ED&I portal |
| SI | 0853 | Capability | Portal |
| SI | 0852 | Absence Management | Portal |

Distribution List:

| Name | Position | Department |
|------|----------|------------|
| | | |

Sign-Off List:

| Name | Position |
|------|----------|
| | |

Target Audience:

| All MFRS | Principal Officers | Senior Officers | Operational Crews | Fire Safety | Community Fire Safety | Support Staff |
|----------|--------------------|-----------------|-------------------|-------------|-----------------------|---------------|
| x | | | | | | |

Ownership:

| FOI exemption required? | Yes | No | URL | Reason |
|-------------------------|-----|----|-----|--------|
| | | x | | |

Legislation:

| Title |
|-------|
| |

Contact:

| Department | Email | Telephone ext. |
|---------------------|--------------------------------------|----------------|
| Occupational Health | Occupationalhealth@merseyfire.gov.uk | |

Menopause Policy

1. Policy Introduction and Background:

This policy outlines to all employees and managers the ways in which we can support employees during their menopause. The menopause and any related symptoms are often seen as a taboo, with both the women experiencing them and those around them often shying away from discussing the topic or any support that may be needed.

The aim of MFRS' approach is reducing the embarrassment that some people can feel when talking about the menopause.

Its symptoms can affect any employees at any time, including women, Trans and intersex people. For ease of reading, the female pronoun and noun is used throughout to reflect the biological background to menopause.

The menopause is a health and wellbeing concern for all employees due to its direct and indirect impact and needs sensitive handling. Having early and regular follow up conversations with women to understand their individual needs can help to put support and procedures in place to enable a woman to do her job effectively.

The Service pays for HRT prescriptions, however it recognises that not all women can benefit from this forward thinking assistance and has therefore devised a range of options from an organisational to individual level of action that may benefit each individual situation.

2. Policy Explanation:

The Service has adopted a cafeteria approach to support a woman through her menopause. The suite of options is branded as "Your Menopause" to reflect that each woman has a completely different experience and that this experience can change over time. This meets best practice guidance as detailed in the recent House of Commons Report of the Women and Equality Committee' Menopause and the Workplace Survey results (2022).

Not only are there sensible employee relationship and organisational benefits to have an employee performing to their best, if a woman is disadvantaged or treated less favourably

because of her menopause symptoms, this could be discriminatory if connected to a protected characteristic.

Menopause can be a frightening or an unsettling time for an individual and it is therefore critical that an employee feels comfortable speaking to her manager about the symptoms she is experiencing. We want our employees to feel supported in work and will work with them to reduce the detrimental impacts that some women can experience in their menopause.

The main problems frequently reported in relation to work are;

- poor concentration,
- tiredness,
- poor memory,
- feeling low/depressed and,
- lowered confidence and self-esteem.
- Mood swings
- Temperature control

Having a suite of options can therefore assist women and their managers to mitigate the issues above and to help them to contribute in a meaningful way in work.

3. Policy Implementation:

People and Organisational Development:

This team develops organisation-wide policies and procedures to protect and promote the wellbeing of employees, assist line managers in supporting individuals, and liaise as appropriate with occupational health and other medical professionals, to help employees to maintain good physical and psychological health. The team will;

- Raise greater awareness and understanding through guidance for line managers, which

will assist in understanding the impact of the menopause and what simple adjustments can be made to support women to remain in work.

- Raise awareness with all staff through campaigns, demonstrating our positive attitude to issues associated with the menopause and emphasising it is not something to be embarrassed about. A set of workshops are being designed; one solely for women, one for managers and a mixed session for any employee. An Occupational Health Nurse and a member of the POD team will run these on an ongoing basis.
- Continue to provide information for female staff on how they can get support for any issues that arise because of the menopause. This is in the form of a guidance document which is regularly reviewed and updated.
- Signpost to a Fast Facts for Women information guide about the menopause. This provides the information women need to have an informed discussion with their healthcare professional and to help them choose how they want to manage their menopause transition.
<http://intranetportal/sites/smd/equalityanddiversity/Menopause%20lounge%20Library/Fast%20Facts%20for>
- Consider temporary adjustments in absence triggers, which would be based on the professional advice of the Service Doctor and reviewed annually, and would meet our obligations under then Equality Act.
- Develop an E-Learning module in Learn Pro, utilising elements of the Davina McCall Menopause programme which discussed menopause in a simple but effective manner.
- Offer a voluntary over 45's menopause health check/ conversation which will enable female staff to be more informed when consulting with their General Practitioner over appropriate treatment such as HRT. These checks will be with an Occupational Health Nurse.
- Offer the Healthwork Rapid Access Female Treatment (RAFTS) to access advice and guidance from a qualified medical practitioner, if a female employee is discontented with their GP support.
- Operational Appliances & Equipment in liaison with members of the Gender Equality Network, Menopause Lounge and Female Firefighters forum will continue to explore

options for uniform issue to assist menopausal women with issues with heat and temperature, and review the requirement for Control staff to wear hosiery as part of uniform.

- Operational Appliances & Equipment will consider welfare arrangements at incidents, to consider cool sprays and gel, and the availability of women only toilets at incidents.
- Estates will explore a trial of women only gym time at Service Gyms. The specifics in terms of duration and days will need to be negotiated and agreed with partners. This in particular could benefit women unused to using gyms and concerned that they are a male only environment. The Service will utilise our female Health and Fitness Advisors who are supportive of this initiative.
- Strategy & Performance will consider food and drink options offered by the Service canteen and conferencing Teams, to provide some availability of food and drink that may assist menopausal women with their symptoms.
- Continue to provide the Menopause Lounge with information pertaining to Service developments and continue to champion this and the Gender Networks.

4. Relationship with other policies

This should be read in conjunction with other policies and procedures covering positive mental health, management, attendance, policies on work-life balance, special leave, flexible working, the management of short and long-term absence, sick pay, and equal opportunities.

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EQUALITY IMPACT ANALYSIS

| Overview Details | | | |
|--|-----------------|---|---------------------------------|
| Function /Department | POD | Date Of analysis | January 2023 |
| Title and overview of what is being assessed / considered | Menopause Paper | Review Date | |
| Who will be affected by this activity? (Please tick) Station Managers and above | | Staff <input checked="" type="checkbox"/> | Public <input type="checkbox"/> |
| Author of Equality Impact Analysis | Amanda Cross | Equality Analysis quality assured by (Member of the POD team) | |

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

| | | |
|---|--|--|
| 1 | <p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans | <p>This report has been written by accessing the reports of an internal menopause survey</p> <ul style="list-style-type: none"> • Feedback from the menopause lounge • Government studies and the House of Commons Women and Equalities Committee report (Menopause in the workplace 2022-2023) <p>Government studies and the House of Commons Women and Equalities Committee report (Menopause in the workplace 2022-2023) have determined that a “cafeteria” approach where women can use supportive actions that are relevant to their needs at that time are most beneficial and cost effective.</p> <p>Given that over 50% of respondents of a Government survey stated they struggled at work due to menopause symptoms, a wider discussion needs to consider what strategies can enable women to perform to their fullest potential.</p> <p>Everyone affected will be biological women and born with a womb. However, people who identify as men and are transitioning to men will also</p> |
|---|--|--|

| | | | |
|---|--|--|---|
| | <ul style="list-style-type: none"> • Service delivery strategies • Positive action and recruitment plans • Workforce improvement plans • Community engagement activities • and, will prompt conversations within the workplace. <p>Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances</p> | <p>be affected by menopause either naturally due to age or for medical reasons.</p> <p>Traditionally women aged 45 plus start perimenopause, however younger women will also be affected due to medical treatment.</p> | |
| 2 | <p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p> | <p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p> | <p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p> |

| | | | |
|---|--|--|--|
| 3 | <p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none">• Interviews• Focus groups• Public Forums• Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none">• Staff events / workshop• Existing staff meetings / committees• Staff Networks• Representative Bodies• Annual Staff Survey questions | <p>Menopause lounge survey and feedback. World Menopause day drop in lunch feedback Feedback from capability meetings Government studies Newspaper and forum articles.</p> <p>However, the Service has a communication and information strategy planned with the title “Your menopause” to highlight the individual nature of every woman’s experience and to some extent those of their male colleague and partners. It will advertise the benefits and support mechanisms the Service already has such as OH, counselling, gyms, a consideration of reasonable adjustments and the payment of HRT.</p> | |
| 4 | <p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable</p> | <p>What is the actual or potential impact on age?</p> <p>The Daisy Network supports women with premature Ovarian insufficiency and as a result works with teenage girls, however the usual age group affected is 45 plus. Any employee who is subject to an early menopause can benefit from the full OH provision and benefit from counselling services on offer. The proposed workshops will include a session on life post menopause to highlight and celebrate the potential and opportunities for older women.</p> | <p>Not applicable <input type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on disability?</p> <p>There is a debate nationally as to whether menopause should be a protected characteristic in its own right; particularly given the debilitating health conditions that can be associated with it. It can account for an average of 32 weeks absence in a year to deal with the symptoms according to Government figures. A potential increase to an absence trigger and an adoption of these recommendations this will benefit all employees regardless of ability or disability. The Service currently has a Reasonable Adjustment panel who work with our disabled employees to identify barriers</p> | <p>Not applicable <input checked="" type="checkbox"/></p> |

box.

If there is **no impact**, please state that there is no impact.

and to proactively introduce alternative working arrangements for example to remove or mitigate these wherever possible. Where a menopausal woman requires adjustments this team will work with her to introduce (wherever practicably possible) changes to assist her to contribute effectively in work.

What is the **actual** or **potential** impact on **gender reassignment**?

Women transitioning to men will still be effected by menopause naturally, either via a hysterectomy or via chemical inducements.

Not applicable
☐

What is the **actual** or **potential** impact on **marriage and civil partnership**?

There is no positive or negative impact based on this protective characteristic.

Not applicable
☒

What is the **actual** or **potential** impact on **pregnancy and maternity**?

Menopause is the end of a woman's reproductive cycle and 1 year after the last period a woman is classed as menopausal although it is considered not medically possible to conceive naturally over the age of 55.

Not applicable
☒

What is the **actual** or **potential** impact on **race**?

Our internal paper has no detrimental impact, however Karen Black the campaigner and host of "Menopause whilst black" advises that there is lack of diversity in existing discussions. A Dr Arif uses language common in South Asian communities that use language referring to secrecy, shame and uselessness in a manner, which is harmful.

Not applicable
☒

What is the **actual** or **potential** impact on **religion and / or belief**?

There is not impact on our internal proposals, however externally it is linked heavily to culture and race.

Not applicable
☒

What is the **actual** or **potential** impact on **sex (gender)**?

Menopause can only affect people born biologically as women. The recommendations for female friendly uniform and female only gym time with female PTI's is positive benefit.

The Service already pays for HRT for women who are able to take this. The nurse led sessions will also provide women with information so they can structure conversations with their medical practitioner to get the best programme for them given that not all women want or can take HRT.

Not applicable
☐

| | | | |
|--|--|---|--|
| | | Whilst only people born as women will physically experience menopause , male colleagues, male partners and managers will at some point encounter a woman who is going through the different menopausal symptoms. The workshops and information will positively help men to support female colleagues and partners in work and at home. It will reduce the stigma of it being a “ woman’s issues and something to be embarrassed bout. | |
| | | What is the actual or potential impact on sexual orientation ? Unison, The TUC, Business in the Community and the Website “Queer Menopause” demonstrated that LGBT+ women have been traditionally excluded from the conversation as education and adverts as aimed at “ heterosexual or cisgendered women”, this paper is designed to benefit all employees. | Not applicable <input checked="" type="checkbox"/> |
| | | What is the actual or potential impact on Socio-economic disadvantage ? There is no impact internally. However if the hybrid working options are adopted these can have a beneficial impact on women’s costs. The payment of HRT prescriptions is greatly beneficial and will be advertised with the roll out. | Not applicable <input checked="" type="checkbox"/> |

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?

| Impact | Action Required | Integrated existing work (yes/no) outline | Target Date | Responsibility |
|-------------------------------------|------------------------|--|--------------------|-----------------------|
| Age | None | | | |
| Disability - | None | Already included in capability discussions | | |
| Pregnancy and Maternity - | None | | | |
| Race | None | | | |
| Gender reassignment | None | | | |
| Marriage and civil partnership | None | | | |
| Religion and / or belief | None | | | |
| Sex (gender) | None | | | |
| Sexual orientation | None | | | |
| Carers | None | | | |
| Other | None | | | |
| Deprived communities/socio economic | None | | | |

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

The Hybrid working trial is for 1year. Another internal survey can ask if employees feel better supported.

| | | | |
|---|--------------|---------------------------------|---------------|
| Completed by (Please print name /Designation) | Amanda Cross | Signature Date | January 2023 |
| Quality Assured by (Please print name /Designation) | Mo Jogi | Signature Date | Februray 2023 |

| | | | |
|---------------------------------------|--|------------------|--|
| Name of responsible SLT member | | Signature | |
|---------------------------------------|--|------------------|--|



| | | | |
|----------------------------------|--|-------------|--|
| (Please print name /Designation) | | Date | |
|----------------------------------|--|-------------|--|

Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)
- [Gender Diversity Toolkit](#)

- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

[Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy](#)

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)

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| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|--------------------------------------|----------------------------------|----------------|--------------|
| MEETING OF THE: | COMMUNITY SAFETY AND PROTECTION | | |
| DATE: | 29 MARCH 2023 | REPORT NO: | CFO/005/23 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | DEB APPLETON | REPORT AUTHOR: | DEB APPLETON |
| OFFICERS CONSULTED: | STRATEGIC LEADERSHIP TEAM | | |
| TITLE OF REPORT: | STAFF SURVEY RESULTS 2022 | | |

| | |
|-------------|---|
| APPENDICES: | APPENDIX A: STAFF ENGAGEMENT SURVEY QUESTION SET |
| | APPENDIX B: MFRS RESULTS PRESENTATION BY PEOPLE INSIGHT |

Purpose of Report

1. To inform Members of the results of the fifth Merseyside Fire and Rescue Authority ('the Authority') staff engagement survey.

Recommendation

2. It is recommended that Members note the survey outcomes.

Introduction and Background

3. Understanding the levels of engagement amongst all employees and how those levels of engagement can be improved upon is a priority for the Authority.
4. Members will be aware that the fifth staff engagement survey took place in November and December 2022 to measure engagement levels and gather insights about the experiences of our staff in Merseyside Fire and Rescue Service (MFRS).
5. Through the delivery of the fifth survey, we have been able to benchmark our staff engagement progress against the results from the 2020 and earlier surveys in 2014, 2016 and 2018, and against the other clients (including fire and rescue services) of our survey facilitators, People Insight. People Insight currently provide staff surveys for 27% of fire and rescue services providing a good benchmark against which MFRS can consider its engagement score.

6. The survey was delivered in a similar way to our previous surveys, with People Insight hosting the survey externally and managing the production and analysis of the results. This enables the Authority to maintain confidentiality and anonymity for those staff completing the survey and provides external scrutiny of the results.

Survey Methodology

7. The survey was open from 14th November to 21st December 2022, with regular targeted staff communications to encourage completion. These included the use of “Message of the Day” section on the Intranet Portal, Chief Fire Officer emails and internal department and team communications.
8. Every member of staff received a personal email with the staff survey link from People Insight and those who had not completed the survey received regular reminder about the importance of completing the survey.
9. The survey questions (attached at appendix A) were designed to measure people’s attitudes, experiences and satisfaction levels against nine key employee engagement areas:
 - Goal Clarity
 - My Job
 - Employee Involvement
 - Teamwork
 - Learning and Development
 - Recognition and Reward
 - Management Effectiveness
 - Culture and Values
 - Change Management
 - Health and Wellbeing
 - Overall /MFRS
 - Some contextual questions regarding the extent to which national issues such as pay and local considerations such as grading were affecting staff.

Reporting the outcomes

10. People Insight delivered a high level presentation of our results on 21st March 2023 (see appendix B) and again this year, the use of Microsoft Teams allowed us to broadcast the results to as many staff and Members as possible. The presentation was seen by over 100 people.
11. The full set of results will be available after the Community safety and Protection Committee meeting on 6th April 2023 to staff on the intranet Portal and members of the public on the website (www.merseyfire.gov.uk). Functional Heads will work with their teams to disseminate the findings of the survey, explore those findings and consider what action to take to improve engagement in the future and build upon current successes.

Response rates and findings

12. The survey reports published on the website, include analysis of the questions posed in the 2022 survey in relation to the five possible responses; strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. Results for each question have been presented as a percentage that is a combination of strongly agree and agree or strongly disagree and disagree. The new contextual “other factors” questions have also been presented, but they do not contribute towards the overall engagement score.

Response rate

13. The survey response rate was 32% (317 staff) which was lower than the 61% (637) response rate in 2020. People Insight have reported similar lower levels of response rate in other emergency service surveys and cited the national firefighter pay dispute as being a potential reason for this, In MFRS, there was also local industrial action which started during the survey period. As was the case in 2020, MFRS offered to donate £1 per survey to the Firefighters Charity as an incentive for completion. Despite this being a lower response rate than in 2020, People Insight were confident that the responses were sufficient to provide valid reports for the Authority.

Overall Engagement score

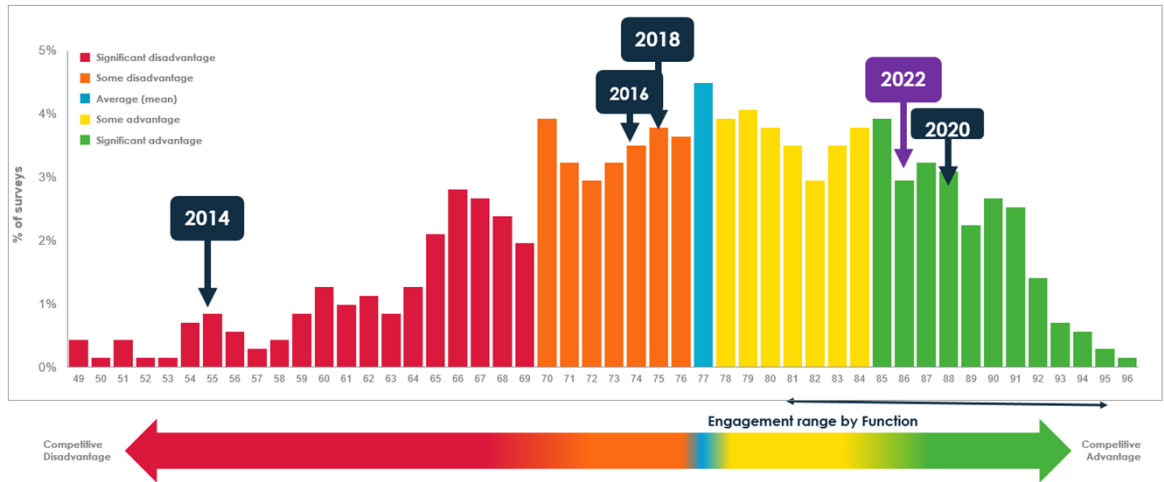
14. The overall engagement score for the 2022 staff survey was **86%**. Considering that the survey was held during a period of local industrial action and balloting for national industrial action, this is considered an outstanding result and the Service has maintained its position in the highest quartile for engagement. For context; the 2020 result was an improvement of 12 percentage points on the 2018 result and an increase of 33 percentage points in the six years since the first survey in 2014. What is particularly noteworthy is that in every question MFRS had a higher score than the FRS benchmark.
15. Maintaining such a high engagement score during such a difficult time for everyone is outstanding performance which has kept MFRS in a very strong position.
16. When asked about the results Costa Antoniou from People Insight said it was;

“An incredible outcome in light of the national industrial climate and cost of living challenges faced by employees.”
17. The table below shows the engagement score from 2014, the significant increases in the 2016, 2018 and 2020 surveys and the maintenance of that top quartile position in 2022.

Our engagement score



Compared to other organisations surveyed by People Insight



18. Continuing to strive for these highly positive results will be the focus of the Strategic Leadership Team for the future.

How is our Engagement score calculated?

19. The diagram below shows the five key areas of the report which are used to calculate our overall engagement score. As would be expected with the slight dip in engagement score, the scores for two of these questions have reduced on the 2020 results, but it is important to note that all the scores remain above the FRS benchmark score and the overall score is 7 percentage points above the overall FRS benchmark.

Engagement levels – remaining strong following previous improvement

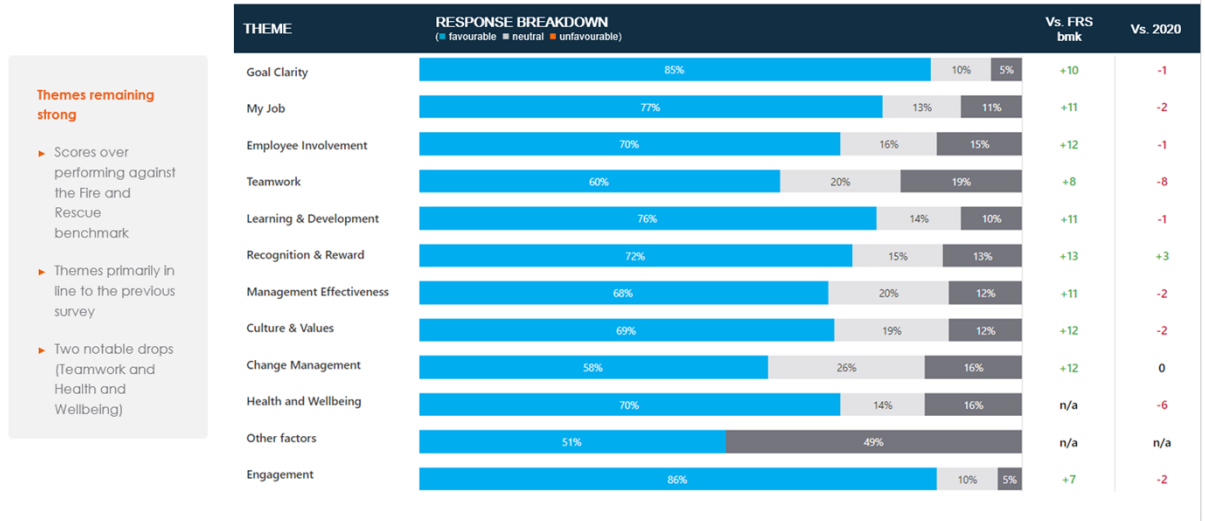


| QUESTION | RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable) | | | FRS bmk | VS. 2020 |
|---|---|-----|----|---------|----------|
| I am proud to say I work for MFRA | 87% | 9% | 5% | +6 | -3 |
| I care about the future of MFRA | 96% | 3% | 1% | +3 | 0 |
| I would still like to be working at MFRA in two years' time | 85% | 10% | 5% | +4 | +1 |
| If asked, I would recommend to friends and family that MFRA is a good place to work | 74% | 17% | 8% | +13 | -6 |
| Working here makes me want to do the best I can | 87% | 9% | 4% | +10 | 0 |

Survey themes

20. The scores in the table below show that Goal Clarity (85%) and My Job (77%) remain the top scoring sections in the survey, with Learning and development (76%) and Recognition and Reward (72%) scoring well. Teamwork (60%) and Health and Wellbeing (70%) have seen reductions of 8 and 6 percentage points respectively and plans for improvement to be presented to the Authority in June will pick up on these.

Survey themes



Highlight of engagement results by questions

Top and bottom scores



Highest Scoring

| QUESTION | RESPONSE BREAKDOWN (= favourable ■ neutral ■ unfavourable) | VS. FRS Bnk | VS. 2020 |
|---|---|----------------|----------|
| I am aware of the Health and Wellbeing support services available through the Occupational Health Team | <div><div></div><div></div><div></div></div> 97% 3% 0% | n/a | +3 |
| I understand how the work I do helps MFRA to achieve its Purpose | <div><div></div><div></div><div></div></div> 95% 4% 1% | +14 | +3 |
| I know what I should do and what action I should take if I was concerned that bullying and harassment were taking place | <div><div></div><div></div><div></div></div> 91% 7% 2% | n/a | n/a |
| I understand the need for change at MFRA so the Service remains relevant and continues to meet the needs of our communities | <div><div></div><div></div><div></div></div> 91% 7% 2% | +9 | +11 |
| I am clear about what I am expected to achieve in my job | <div><div></div><div></div><div></div></div> 90% 5% 5% | +6 | -2 |

Lowest Scoring

| QUESTION | RESPONSE BREAKDOWN (= favourable ■ neutral ■ unfavourable) | VS. FRS Bnk | VS. 2020 |
|---|---|----------------|----------|
| Members of the Fire and Rescue Authority engage well with staff at MFRS | <div><div></div><div></div><div></div></div> 39% 38% 23% | n/a | n/a |
| A lot is done to help staff prepare for and cope with change | <div><div></div><div></div><div></div></div> 42% 35% 23% | +6 | +1 |
| MFRA is a better place to work than it was 3 years ago | <div><div></div><div></div><div></div></div> 42% 38% 20% | n/a | 0 |
| I feel that MFRA consider the impact on me and other people when making decisions | <div><div></div><div></div><div></div></div> 44% 28% 27% | +10 | 0 |
| Change here is well managed overall | <div><div></div><div></div><div></div></div> 48% 37% 15% | +16 | -8 |

21. The top and bottom scoring questions from the survey are shown above. One point of note is that 95% of respondents understand how the work they do helps the Authority achieve its purpose. This is three percentage points up on the 2020 score and 14 percentage points above the FRS benchmark. The lowest scoring questions are also notable because of the extent of the neutral responses, which means that in all cases the negative responses are relatively low. That said, all will be considered in the process of considering actions for improvement.
22. The survey also includes free text questions and examples of responses to those questions are contained in the attached presentation and below:

Changes that have 'impacted you positively'

"Leadership message has been necessary refresh and is much more comprehensive to teach/promote to others."

"Consideration for improved flexible working and hybrid working"

"Flexibility of shift patterns"

Other Factors

23. For the first time, the staff survey included questions asking how people felt about national factors such as the cost of living crisis and pay settlements and internal matters such as the grading of roles and hybrid working. The intention was to

help place the survey results into context by understanding how these factors were affecting staff.

24. The responses to these questions show that approximately half of the staff who responded said that the way they felt about MFRS had been affected by these factors.

Next Steps

25. Strategic Leadership Team will discuss the findings of the survey with their teams, to seek further insight into the results. They will use this insight to develop areas for improvement for the future. These will feature in a second report to the Authority in June.
26. People Insight stress that it is important to reflect on the positive as well as on areas for improvement and SLT will do that. People Insight also suggested areas to focus on in the future and these are:

“The process of change

Change often does not please people so some negativity is typical here.
However:

Explore ways people can have some involvement with upcoming change
Continue to listen and respond before, during, and after the change. Check in with people to see if anything can be provided (in the realm of possible)”

“Work life balance

Exploration into the drop around work life balance.
What has changed over the years to create the notable difference?
Do people feel less enabled to manage the balance in comparison to two years ago?”

27. A further report will be presented to full authority in June which will contain details of future actions.

Equality and Diversity Implications

28. People Insight have provided equality reports for the survey results by gender, ethnicity, age etc. Their analysis showed no significant difference in the way that different genders responded to the survey and there were not enough responses to determine any difference based on ethnicity, but the results did indicate that people with a disability tended to respond less favourably, which SLT will take action to address. These reports will be analysed separately and presented to a Culture and Inclusion Board.
29. Future action taken to address issues raised by the survey will be subject to an equality impact assessment.

Staff Implications

30. The staff survey and the subsequent actions taken by management and the Authority will have implications for our staff. The organisation is keen to strengthen engagement in the future and will develop ways of doing this.
31. A number of staff will be involved in projects and work streams arising out of the survey and consideration will be given to any additional staff time and resources that will be needed undertake this work.

Legal Implications

32. The staff survey supports the Authority in complying with the Equality Act 2010 Public Sector Equality Duties. Being aware of the engagement levels and satisfaction levels of staff groups will help the Authority to target any changes and improvement required.

Financial Implications & Value for Money

33. The Survey cost £15,650 plus a £317 donation to the Firefighters Charity. This was planned for and has been met from existing budgets.

Risk Management, Health & Safety, and Environmental Implications

34. The staff survey measures engagement levels which have been proven to positively impact on organisational results and performance across all sectors. In particular, a high level of employee engagement/satisfaction has shown to lead to improved productivity, quality, and reducing accidental actions have been taken to manage risk.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

35. The survey allows the Authority to measure staff engagement across all areas of their employment including community facing activities and service delivery to help enhance our services to the public in the future.

BACKGROUND PAPERS

GLOSSARY OF TERMS

| Theme | Question |
|-------------------|---|
| My Job | I get a sense of personal accomplishment from my work |
| My Job | I understand how the Service Values fit into my day-to-day activities |
| My Job | I feel supported in my role |
| My Job | My job makes the best use of the skills and abilities that I have |
| My Job | I have a sense of good job security |
| My Job | I am satisfied with my physical working conditions (i.e. working environment, space, equipment etc.) |
| Change Management | Change here is well managed overall |
| Change Management | I feel that MFRA consider the impact on me and other people when making decisions |
| Change Management | I understand the need for change at MFRA so the Service remains relevant and continues to meet the needs of our communities |
| Change Management | A lot is done to help staff prepare for and cope with change |
| Change Management | I am communicated with about change that affects me in good time |
| Change Management | Change within my team is well managed |
| Culture & Values | MFRA is a better place to work than it was 3 years ago (If you have not worked at MFRA for 3 years, please skip this question) |
| Culture & Values | I have a good understanding of MFRA values |
| Culture & Values | I feel MFRA treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age |
| Culture & Values | Generally we resolve any differences of opinion amicably |
| Culture & Values | MFRA promotes a culture of openness and transparency |
| Culture & Values | Bullying, harassment and discrimination are not tolerated at MFRA |
| Culture & Values | I feel able to make decisions without fear of being blamed if things go wrong |
| Culture & Values | The “Colours” training has helped me in my interactions with different people. (If you have not completed this training, please skip this question) |
| Culture & Values | I know what I should do and what action I should take if I was concerned that bullying and harassment were taking place. |
| Culture & Values | I know about our staff networks and how to access them |
| Culture & Values | I am able to strike the right balance between my work and home life |

MFRS Staff Survey 2022 – question set

| | |
|--------------------------|---|
| Employee Involvement | I am able to use my own initiative at work to do my job |
| Employee Involvement | I am encouraged to suggest new ideas for improvements |
| Employee Involvement | I am comfortable to speak up and constructively challenge how things are done |
| Employee Involvement | People communicate openly here regardless of position or level |
| Engagement | I am proud to say I work for MFRA |
| Engagement | If asked, I would recommend to friends and family that MFRA is a good place to work |
| Engagement | Working here makes me want to do the best I can |
| Engagement | I would still like to be working at MFRA in two years' time |
| Engagement | I care about the future of MFRA |
| Goal Clarity | Senior Managers provide a clear vision of the overall direction of MFRA |
| Goal Clarity | I am clear about what I am expected to achieve in my job |
| Goal Clarity | I understand how the work I do helps MFRA to achieve its Purpose – Here to serve, here to protect, here to keep you safe. |
| Goal Clarity | I understand the new leadership message (Vision, Our Purpose, Our Aims and Our Values) |
| Health and Wellbeing | MFRA supports a positive work-life balance |
| Health and Wellbeing | I would say that my mental health is good |
| Health and Wellbeing | MFRA provides me with information that promotes a healthier lifestyle |
| Health and Wellbeing | I consider that I benefited from the support I received through the Occupational Health Team |
| Health and Wellbeing | I would say my physical health is good |
| Health and Wellbeing | I am aware of the Health and Wellbeing support services available through the Occupational Health Team |
| Health and Wellbeing | I have used the services available through the Occupational Health Team |
| Learning & Development | I am able to access learning and development opportunities |
| Learning & Development | My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well (If you have not had an appraisal, please skip this question) |
| Learning & Development | I have good quality equipment to help me do my job |
| Learning & Development | I have the knowledge and skills I need to do my job well |
| Management Effectiveness | I have confidence in the future of MFRA |

MFRS Staff Survey 2022 – question set

| | |
|--------------------------|---|
| Management Effectiveness | Senior managers do what they say they are going to do |
| Management Effectiveness | Employees at my level are able to communicate their concerns to higher management |
| Management Effectiveness | Members of the Fire and Rescue Authority engage well with staff at MFRS |
| Management Effectiveness | My manager listens to me |
| Management Effectiveness | My manager gives me regular feedback on how I am doing |
| Management Effectiveness | My manager makes time for me |
| Management Effectiveness | My manager treats me fairly and with respect |
| Management Effectiveness | My manager communicates regularly about issues that affect my work |
| Recognition & Reward | I feel valued and recognised for the work that I do by senior managers |
| Recognition & Reward | In the last week, I have received thanks or praise for doing good work |
| Recognition & Reward | I feel valued and recognised for the work that I do by other team members |
| Recognition & Reward | I feel valued and recognised for the work that I do by my line manager |
| Teamwork | We are good at sharing ideas to make things work better |
| Teamwork | Different parts of the Service work well together |
| Teamwork | Morale in my immediate team/watch/section is generally high |
| Teamwork | The “Colours” training and profile provided to me by MFRS have given me a better understanding of myself and those I work with (If you have not completed this training, please skip the question.) |
| Other factors | The cost of living |
| Other factors | Flexibility of work |
| Other factors | Hours of work |
| Other factors | Other factor(s) (If any, please state on following page, otherwise please select 'Not at all') |
| Other factors | Salary |
| Other factors | National pay negotiations |
| Other factors | Other external factor(s) (If any, please state on following page, otherwise please select 'Not at all') |

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Employee Survey 2023

Executive insight presentation

Prepared by **People Insight**
March 2023



Peopleⁱnsight

Who we are



Northern Ireland
Fire & Rescue Service

Derbyshire
Fire & Rescue Service
Making Derbyshire Safer



Essex County
Fire & Rescue Service



UNIVERSITY OF
OXFORD



Shropshire
Fire and Rescue Service



CAMBRIDGESHIRE
FIRE & RESCUE SERVICE
Working together to improve community safety



Walgreens Boots Alliance

LA PERLA



LEICESTERSHIRE
FIRE and RESCUE SERVICE



London
Stock Exchange Group



UNIVERSITY OF
BIRMINGHAM



BRITISH
TRANSPORT
POLICE



ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE



London
South Bank
University



Contents



Page 95

1. **Headline messages**
2. **Employee engagement scores in detail**
3. **Highs and lows, comments**
4. **Focus areas**
5. **Hotspots**
6. **Summary and next steps**

Survey response rate



Headline messages



- ▶ Strong employee engagement score and Top Quartile position retained
- ▶ All themes scoring higher than the Fire and Rescue external benchmark (no question has scored lower than the benchmark)
- ▶ Good confidence in the future of the Merseyside FRA
- ▶ Staff feeling recognised and valued as well as useful appraisal
- ▶ Strong alignment to the values, understanding of the direction and personal connection to it
- ▶ Good communication channels/opportunities between leaders and staff

Areas for focus

- ▶ **Low response rate**
- ▶ **Notable drop in worklife balance question**
- ▶ **Opportunities to better collaborate**
- ▶ **Consideration of how change is managed**
- ▶ **Notable hotspots by demographics (Control, Crew Manager, Protection etc.)**

Since the last survey – changes that have ‘impacted you positively’



Page 97

“
Leadership message has been necessary refresh and is much more comprehensive to teach/promote to others.

“
Consideration for improved flexible working and hybrid working

“
Empowerment in Decision Making for Senior Managers

“
Clear open communication from the Leadership team

“
Culture of openness ,communication and staff networks

“
Updated vision and values of the service.

“
The promotion of good, competent officers into senior positions

“
Flexibility of shift patterns

Survey themes



Themes remaining strong

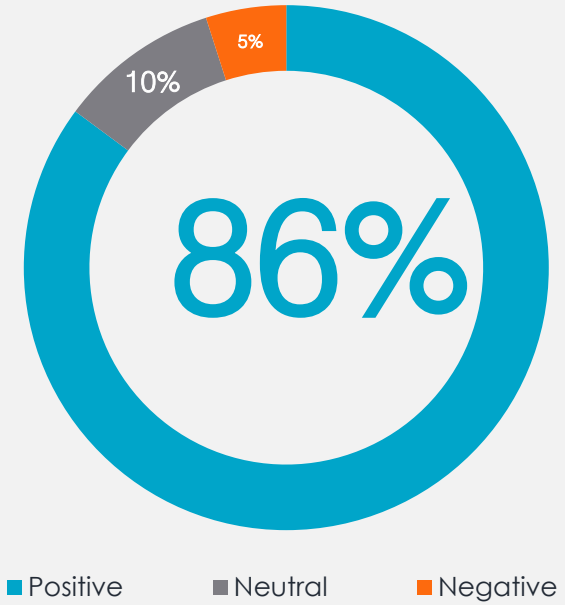
- ▶ Scores over performing against the Fire and Rescue benchmark
- ▶ Themes primarily in line to the previous survey
- ▶ Two notable drops (Teamwork and Health and Wellbeing)

| THEME | RESPONSE BREAKDOWN | | | Vs. FRS bmk | Vs. 2020 |
|--------------------------|--------------------|-----------|----------------|-------------|----------|
| | ■ favourable | ■ neutral | ■ unfavourable | | |
| Goal Clarity | 85% | 10% | 5% | +10 | -1 |
| My Job | 77% | 13% | 11% | +11 | -2 |
| Employee Involvement | 70% | 16% | 15% | +12 | -1 |
| Teamwork | 60% | 20% | 19% | +8 | -8 |
| Learning & Development | 76% | 14% | 10% | +11 | -1 |
| Recognition & Reward | 72% | 15% | 13% | +13 | +3 |
| Management Effectiveness | 68% | 20% | 12% | +11 | -2 |
| Culture & Values | 69% | 19% | 12% | +12 | -2 |
| Change Management | 58% | 26% | 16% | +12 | 0 |
| Health and Wellbeing | 70% | 14% | 16% | n/a | -6 |
| Other factors | 51% | 49% | | n/a | n/a |
| Engagement | 86% | 10% | 5% | +7 | -2 |

Engagement levels – remaining strong following previous improvement



Page 99



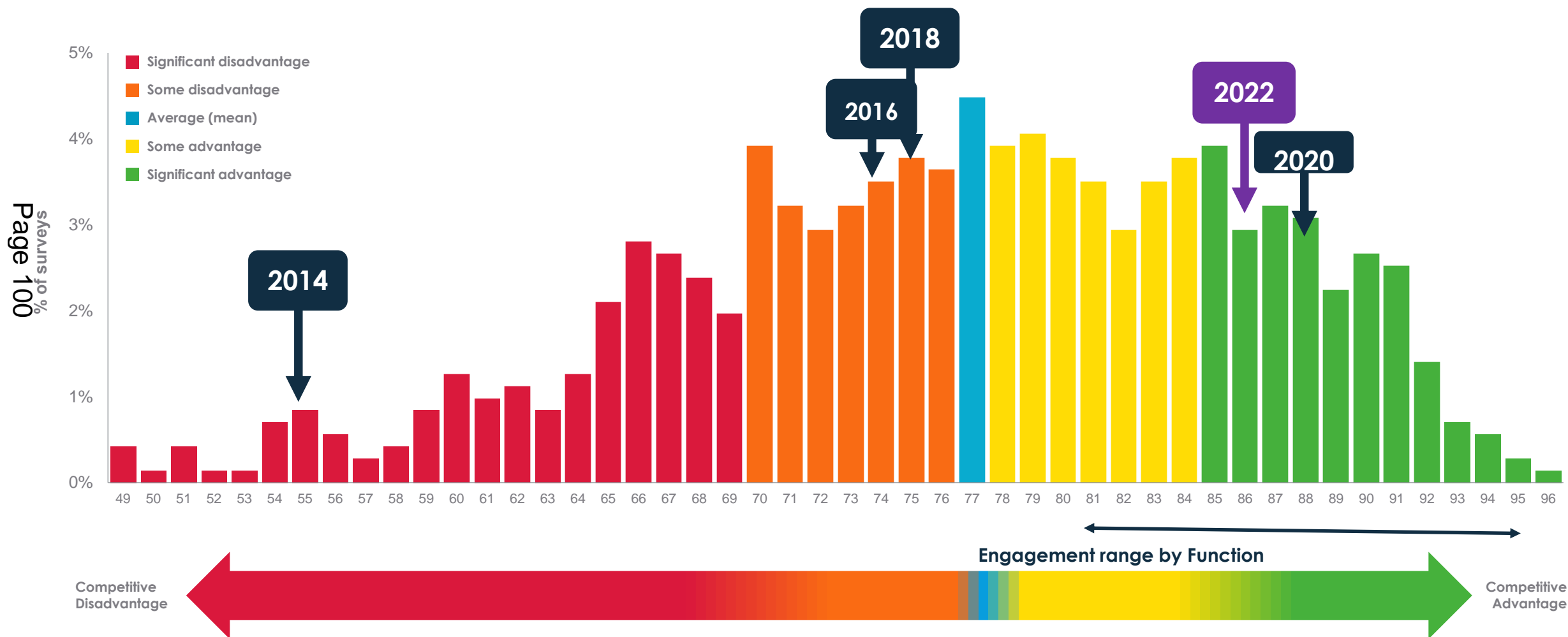
-2 vs. 2020 +7 vs. FRS bmk

| QUESTION | RESPONSE BREAKDOWN (favourable neutral unfavourable) | | | FRS bmk | VS. 2020 |
|---|---|-----|----|---------|----------|
| I am proud to say I work for MFRA | 87% | 9% | 5% | +6 | -3 |
| I care about the future of MFRA | 96% | 3% | 1% | +3 | 0 |
| I would still like to be working at MFRA in two years' time | 85% | 10% | 5% | +4 | +1 |
| If asked, I would recommend to friends and family that MFRA is a good place to work | 74% | 17% | 8% | +13 | -6 |
| Working here makes me want to do the best I can | 87% | 9% | 4% | +10 | 0 |

Our engagement score



Compared to other organisations surveyed by People Insight



Top and bottom scores



Highest Scoring

| QUESTION | RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable) | VS. FRS Bmk | Vs. 2020 |
|---|---|-------------|----------|
| I am aware of the Health and Wellbeing support services available through the Occupational Health Team | <div><div></div>97%</div> <div><div></div>3%</div> | n/a | +3 |
| I understand how the work I do helps MFRA to achieve its Purpose | <div><div></div>95%</div> <div><div></div>4%</div> <div><div></div>1%</div> | +14 | +3 |
| I know what I should do and what action I should take if I was concerned that bullying and harassment were taking place | <div><div></div>91%</div> <div><div></div>7%</div> <div><div></div>2%</div> | n/a | n/a |
| I understand the need for change at MFRA so the Service remains relevant and continues to meet the needs of our communities | <div><div></div>91%</div> <div><div></div>7%</div> <div><div></div>2%</div> | +9 | +11 |
| I am clear about what I am expected to achieve in my job | <div><div></div>90%</div> <div><div></div>5%</div> <div><div></div>5%</div> | +6 | -2 |

Lowest Scoring

| QUESTION | RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable) | VS. FRS Bmk | Vs. 2020 |
|---|---|-------------|----------|
| Members of the Fire and Rescue Authority engage well with staff at MFRS | <div><div></div>39%</div> <div><div></div>38%</div> <div><div></div>23%</div> | n/a | n/a |
| A lot is done to help staff prepare for and cope with change | <div><div></div>42%</div> <div><div></div>35%</div> <div><div></div>23%</div> | +6 | +1 |
| MFRA is a better place to work than it was 3 years ago | <div><div></div>42%</div> <div><div></div>38%</div> <div><div></div>20%</div> | n/a | 0 |
| I feel that MFRA consider the impact on me and other people when making decisions | <div><div></div>44%</div> <div><div></div>28%</div> <div><div></div>27%</div> | +10 | 0 |
| Change here is well managed overall | <div><div></div>48%</div> <div><div></div>37%</div> <div><div></div>15%</div> | +16 | -8 |

Most positive comparisons



+ difference scoring

Page 102

| QUESTION | Vs. FRS Bmk |
|---|-------------|
| I have confidence in the future of MFRA | +26 |
| I have a sense of good job security | +25 |
| My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well (If you have not had an appraisal, please skip this question) | +23 |
| Employees at my level are able to communicate their concerns to higher management | +22 |
| I am communicated with about change that affects me in good time | +20 |

| QUESTION | Vs. 2020 |
|---|----------|
| I understand the need for change at MFRA so the Service remains relevant and continues to meet the needs of our communities | +11 |
| I feel valued and recognised for the work that I do by senior managers | +7 |
| I feel valued and recognised for the work that I do by my line manager | +5 |
| I am able to use my own initiative at work to do my job | +4 |
| My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well (If you have not had an appraisal, please skip this question) | +4 |

Least positive comparisons



- difference scoring

Page 103

| QUESTION | Vs. FRS Bmk |
|--|-------------|
| My manager communicates regularly about issues that affect my work | +2 |
| We are good at sharing ideas to make things work better | +3 |
| I am satisfied with my physical working conditions (i.e. working environment, space, equipment etc.) | +3 |
| I care about the future of MFRA | +3 |
| My manager gives me regular feedback on how I am doing | +3 |

| QUESTION | Vs. 2020 |
|---|----------|
| MFRA provides me with information that promotes a healthier lifestyle | -20 |
| We are good at sharing ideas to make things work better | -13 |
| I am able to strike the right balance between my work and home life | -11 |
| Morale in my immediate team/watch/section is generally high | -11 |
| MFRA supports a positive work-life balance | -9 |

Qualitative feedback themes – best thing

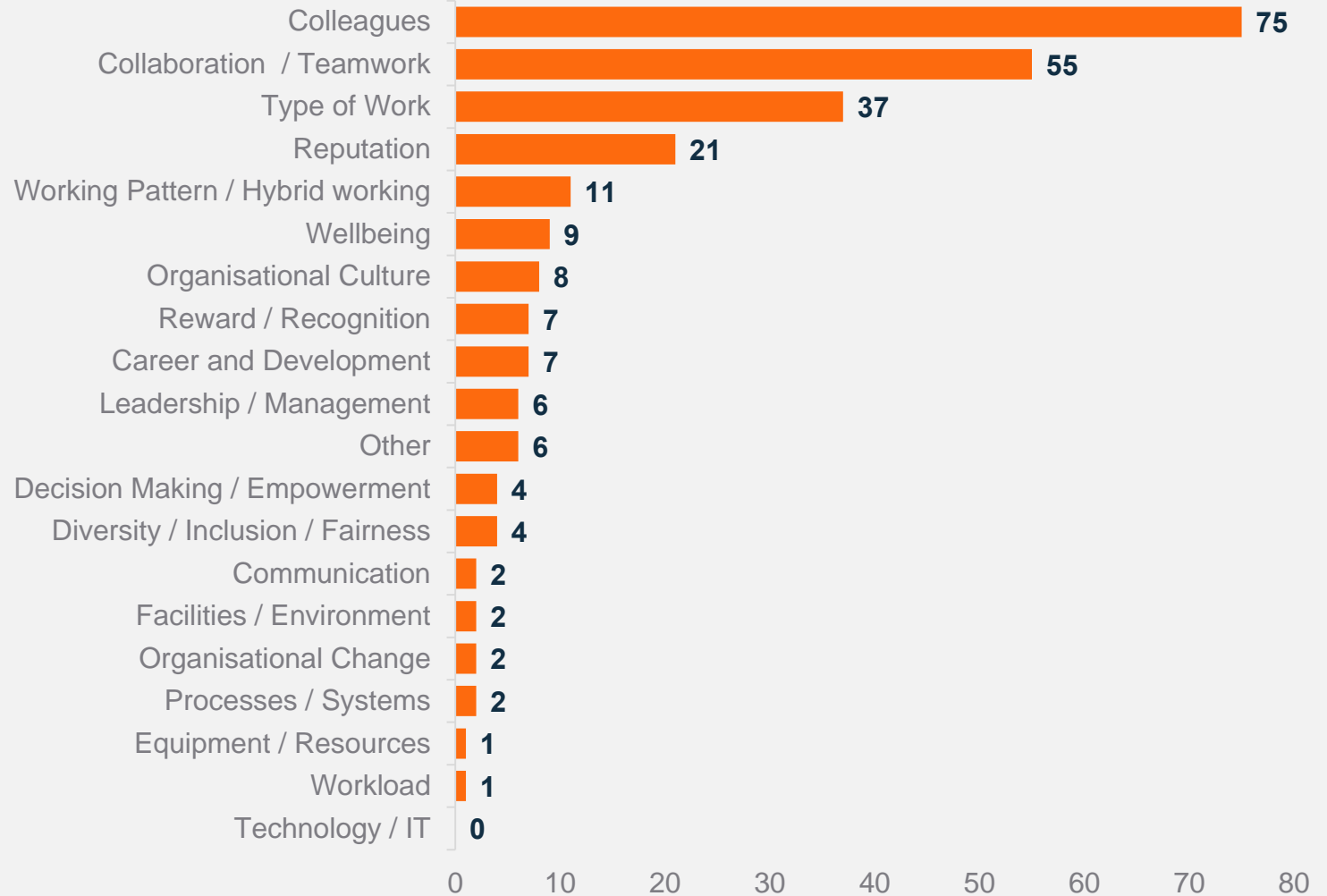


“the people, the flexi, serving the community, introduction of hybrid working for support staff in 2023

“I feel supported by Senior and Principal management who I feel appreciate the work that I do for the Authority. Most people are positive about working for MFRA which makes a good, enjoyable working environment.

“The variety within the role. Every day is different and provides me with challenges

“My team and my line manager support me in my role and I get good satisfaction from completing my duties



Qualitative feedback themes – one thing to change



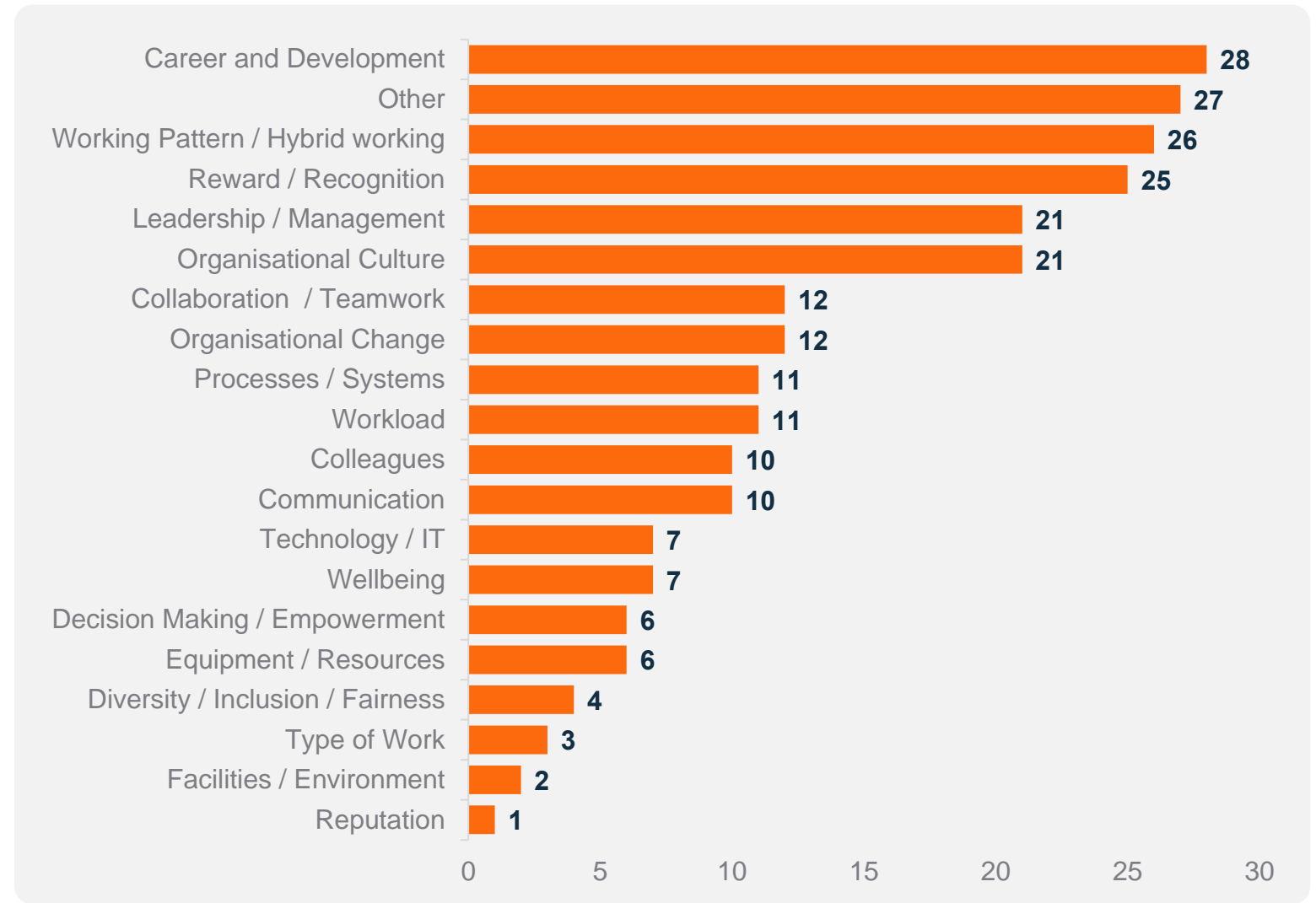
Page 105

“More opportunity for green book development as progression is often limited due to line management roles largely being grey book in some department.

“Introduce hybrid working for green book or grey book day staff where applicable to match other areas of the public sector post pandemic

“Non-salary incentives that mitigate comparatively low pay such as free tunnel fees, free business insurance if expected to drive personal car for work, dental/ healthcare schemes. Childcare schemes.

“More active involvement, communication and listening from middle management, to match that from our senior leadership



Demographic Hotspots



Other demographic hotspots



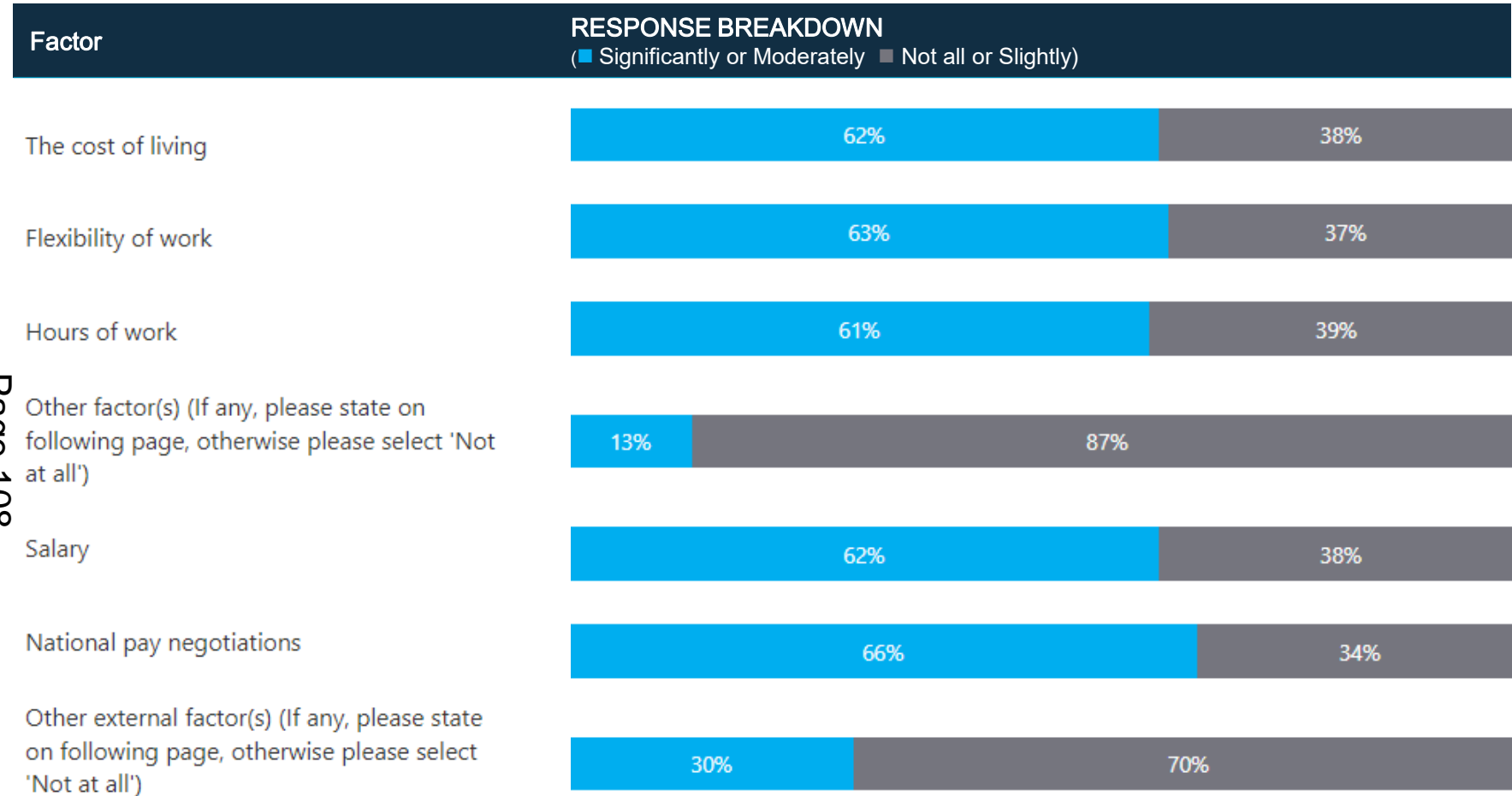
Page 107

- ▶ Gender scores primarily aligned across most questions with near to none notable differences.
- ▶ Those with a disability responding notably less favourably across all themes.
- ▶ Not enough respondents from different ethnicity groups in order to note any observations
- ▶ '5-10' years length of service responding less favourably than other service lengths.
'Employee involvement' in particular lower (60% vs. 70% overall)

Factors effecting how people respond



Page 108



- ▶ Overall, Uniformed and Non-uniformed staff responded similarly
- ▶ Hours of work and Flexibility impacting how Non-Uniformed responded much more than Uniformed. AND National pay negotiations impacting uniformed responses notably more.
- ▶ Of all Functions Prevention responded most highly in terms of being impacted by these factors when responding.

Summary and Next Steps





Don't forget the good

- ▶ We are quick to go on to the '**reds**' and forget how '**green the grass is**'
- ▶ Strong engagement score retained
- ▶ 'External' factors will throw negativity your way and at your staff. Do your best to celebrate and share successes
- ▶ Focusing on strengths will help drive engagement just as much (or more) as focusing on the negatives
- ▶ Share with staff (already in scope)

Suggested actions and next steps



The process of change



Change often does not please people so some negativity is typical here.

However:

- ▶ Explore ways people can have some involvement with upcoming change
- ▶ Continue to listen and respond before, during, and after the change. Check in with people to see if anything can be provided (in the realm of possible)

Work life balance



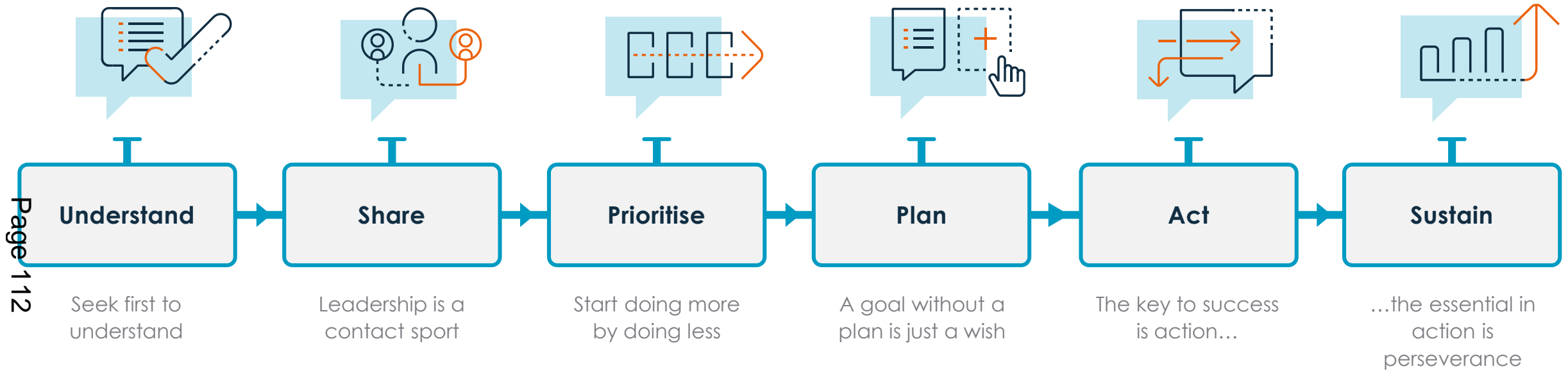
- ▶ Exploration into the drop around worklife balance.
 - ▶ What has changed over the years to create the notable difference?
 - ▶ Do people feel less enabled to manage the balance in comparison to two years ago?

Getting granular



- ▶ Keep to 2-3 actions at a high level
- ▶ Ensure enablement at different levels to help with targeted and relevant action. Consider:
 - ▶ By function
 - ▶ By role
 - ▶ By level

6 steps to success



An incredible outcome in light of the national industrial climate and cost of living challenges faced by employees

Q&A



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| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|--------------------------------------|--|----------------|-----------------|
| MEETING OF THE: | COMMUNITY SAFETY AND PROTECTION COMMITTEE | | |
| DATE: | 6 APRIL 2023 | REPORT NO: | CFO/006/23 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | NICK MERNOCK | REPORT AUTHOR: | MIKE PILKINGTON |
| OFFICERS CONSULTED: | SARA FIELDING, JOHN PRICE, AMANDA CROSS STRATEGIC LEADERSHIP TEAM | | |
| TITLE OF REPORT: | SUCCESSION PLANNING POLICY | | |

| | |
|-------------|--|
| APPENDICES: | APPENDIX A: SUCCESSION PLANNING POLICY |
| | APPENDIX B: EIA |

Purpose of Report

1. To inform Members of the revised succession planning framework to be utilised within Merseyside Fire and Rescue Authority ('MFRA') and proposed Succession Planning Policy.

Recommendation

2. It is recommended that Members approve the draft Succession Planning Policy subject to any significant changes resulting from consultation being reported back to Authority as necessary.

Introduction and Background

3. Delivering an excellent service to our communities and being able to thrive in a constantly evolving environment relies on having people with the capabilities, commitment and behaviours needed for current and future organisational success. MFRA delivers this via its succession planning framework.
4. Succession planning within MFRA is the process of analysing, forecasting, and planning workforce supply and demand, assessing gaps, and determining targeted talent management interventions to ensure that the organisation has the right people - with the right skills in the right places at the right time - to fulfil its aims, purposes and vision.

5. The succession planning framework within MFRA is illustrated in fig 1 .

Fig 1. MFRA Succession Planning Framework



6. As part of the overarching Succession Planning Framework two distinct approaches are utilised to cover both macro / organisational level requirements, and micro or departmental / individual level needs.
7. At the macro level, Workforce Planning considers requirements such as overall firefighter or fire control numbers needed which are reviewed alongside necessary generic skills sets such as Emergency Fire Appliance Driver numbers. This is assessed holistically as part of medium term planning in alignment with the IRMP/CRMP, People Plan and Medium Term Financial Plan.
8. At the individual / departmental succession planning level, analysis of individual roles is undertaken to determine criticality. Consideration is then given to identifying and developing individuals who have the potential to fill these business-critical positions, in either the short, or the long-term. If internal options are not available then external recruitment is utilised when required. The ultimate aim is for the organisation to be able to fill key roles effectively if the current post holder were to leave the organisation or to be absent from the organisation for a significant period.

9. Officers have reviewed and refined the existing procedures in place for organisational succession planning and have identified some improvements that can be made including the creation of a new Succession Planning Policy (**Appendix A**) that Members are asked to approve.

Equality and Diversity Implications

10. A full EIA has been completed as part of the development of the Succession Planning Policy. (Appendix B)
11. MFRA is utilising its positive action strategy and initiatives such as the High Potential Program to encourage applications for roles at all levels from underrepresented groups both via external recruitment and as part of internal promotion processes.

Staff Implications

12. The Succession Planning Policy outlines clearly for all staff the approach that will be followed in terms of developing departmental workforce plans. These plans will enable functional leads to focus on potential staff development in order to provide resilience for critical roles.
13. The HMI report for MFRA published in December 2021 outlined how some support staff were unclear as to how to access talent management via the development gateway. The revised framework and supporting documents makes clear the development routes available for uniformed grey book and non-uniformed support staff.

Legal Implications

14. MFRA has legal duties under the Fire Service Act 2004, Civil Contingencies Act 2004 and Fire & Rescue National Framework.
15. Effective succession planning can assist in ensuring that MFRA remains resourced appropriately in terms of both numbers and skills in order to meet its legal duties.

Financial Implications & Value for Money

16. There are no direct costs associated with the implementation of the Succession Planning Policy
17. Development of staff in line with Talent Management procedures will be funded from existing training and development budget lines. Where critical roles are filled internally there is a saving on overall associated recruitment costs.

Risk Management, Health & Safety, and Environmental Implications

18. Effective succession planning can mitigate the risk and subsequent impact of business critical roles becoming vacant.
19. Applying a holistic succession planning approach aligned with organisation plans (CRMP, People Plan, MTFP) ensures sufficient skilled resources are available to allow the organisation to deliver on its aims.
20. There are no environmental implications resulting from the revised succession planning framework.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

21. To be the best Fire and Rescue Service in the UK and, Serving, protecting and keeping the community safe requires sufficient staff, who are well trained, well led and competent to complete their specific roles and succession planning is the mechanism MFRA utilises to achieve this.

BACKGROUND PAPERS

GLOSSARY OF TERMS

| | |
|-------------|--------------------------------|
| CRMP | Community Risk Management Plan |
| MTFP | Medium Term financial plan |



Service Policy: Succession Planning

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| April 2023 | March 2025 | Sara Fielding | Mike Pilkington | |

Amendment History:

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| | | | |

Equalities Impact Assessment:

| Initial | Full | Date | Reviewed by | Comments |
|---------|------|----------|--------------|----------|
| | x | Feb 2023 | Amanda Cross | |

Civil Contingencies Impact Assessment:

| Date | Reviewed by | Comments |
|------|-------------|----------|
| | | |

Related Documents:

| Doc. Type | Ref No. | Title | Location |
|-----------|---------|--|----------|
| SI | TBC | Departmental Succession Planning | PORTAL |
| SI | 0930 | Recruitment | PORTAL |
| SI | | Talent management | PORTAL |
| SI | 0664 | Service, Department and Individual Training Requests | PORTAL |

Distribution List:

| Name | Position | Department |
|------|----------|------------|
| | | |

Sign-Off List:

| Name | Position |
|------|----------|
| | |

Target Audience:

| All MFRS | Principal Officers | Senior Officers | Operational Crews | Fire Safety | Community Fire Safety | Support Staff |
|----------|--------------------|-----------------|-------------------|-------------|-----------------------|---------------|
| X | | | | | | |

Ownership:

| FOI exemption required? | Yes | URL |
|-------------------------|-----|----------|
| | No | X Reason |

Legislation:

| Title |
|-------|
| |

Contact:

| Department | Email | Telephone ext. |
|-----------------|--|----------------|
| POD HR Services | Contracts&policyteam@merseyfire.gov.uk | |

HEADER

1. Policy Introduction and Background:

Delivering an excellent service to our communities, and being able to excel in a constantly evolving environment relies on having people with the capabilities, commitment and behaviours needed for current and future organisational success. Succession Planning is the mechanism we use to deliver this.

Succession planning in MFRA follow two discreet approaches; at the micro level considering individual roles in departments; and at the macro / organisational level via workforce planning activities.

At the individual level succession planning is the process of identifying and developing potential future leaders and/or individuals to fill business-critical positions, either in the short- or the long-term. The aim is for the organisation to be able to fill key roles effectively if the current post holder were to leave the organisation or to be absent from the organisation for a significant time period.

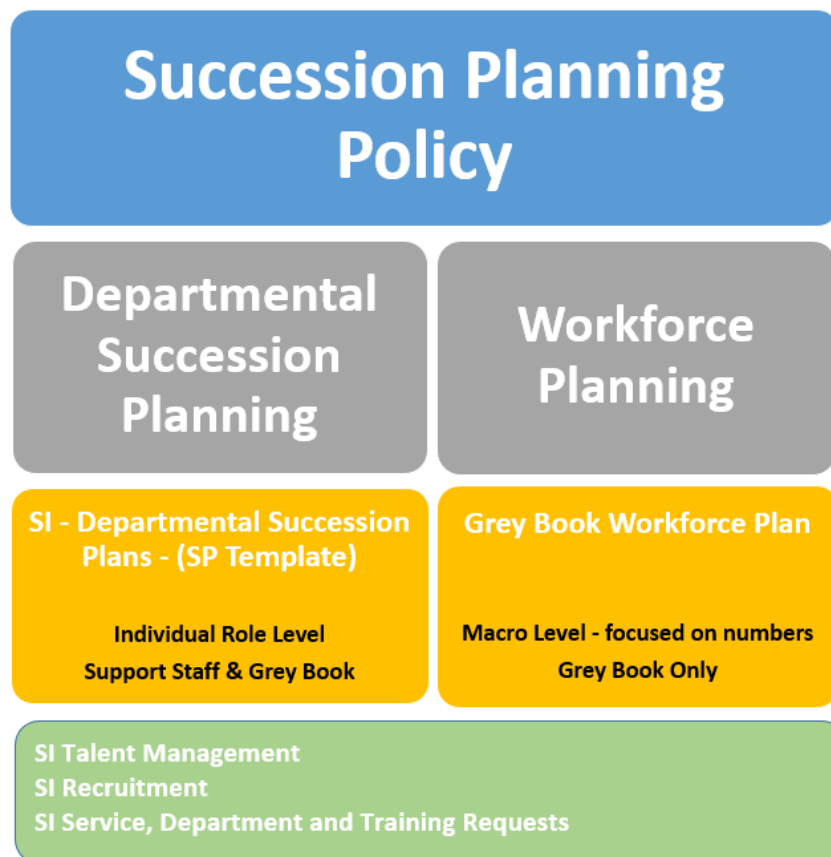
At that macros level overall headline numbers e.g. such as overall Firefighter/supervisory manager requirements etc. or skill requirement such as drivers are considered over the medium term.

Organisational resilience is crucial when considering how the Authority will delivers its services against external and internal influences or challenges. Identifying both overall macros level requirements alongside business critical individual positions enables the organisation to implement its recruitment & talent management pathways to ensure sustainability and succession planning for the future of the organisation

The succession planning framework within Merseyside Fire & Rescue Authority is illustrated in fig 1. Macro level analysis is captured within Workforce Plans, whilst individual level analysis is

captured within departmental succession plans.

Fig 1. MFRA Succession Planning Framework



This policy outlines the procedure to be undertaken to complete succession planning within the organisation and ascertain pathways to mitigate the risk to the organisation.

2. Policy Explanation:

The Service needs to ensure that it continually reviews, maintains and develop its workforce and to meet current and future skills, capability and leadership needs as well as to ensure that succession planning is closely aligned with evolving business priorities.

Workforce Planning

Macro level analysis will be led by the Workforce Planning & Organisational Development

team within People & Organisational Development working with appropriate functional level leads as appropriate. Under the process regular analysis is undertaken to forecasts requirements across a variety of macro level measures, accounting for predicted changes to the workforce. Organisation development and changes as outlined with key strategic documents such as the Community Risk Management Plan, People Plan and Medium term Financial Plan are considered as part of the workforce planning process. The outcome of the process is captured in the workforce plan which is updated twice yearly with updates reported through the People Board every other month.

Individual Level Succession Planning

The preliminary stage to the Service's approach to individual level succession planning is to identify the business-critical positions or roles in the organisation for which potential successors are needed. Functional leads (Organisational Directors, Functional Heads and Area Managers) will review all roles under their directorate on an annual basis supported by a specific nominated HR Advisor.

Consideration will be taken of each roles criticality based on the nature of the role and / or any upcoming potential changes that they are aware of. Functional Leaders will also be required to identify the potential pathways for filling roles should they be in a position where the role becomes vacant.

This sensitive and business critical information recorded during this review will be held by POD in line with GDPR requirements. In instances where a successor has been identified, the Service's Talent Management procedures will be utilised to ensure staff are developed as part of the overall succession plan.

Succession Planning works alongside and in conjunction with positive action as we both attract new employees into the organisation, but also develop staff internally.

3. Policy Implementation:

This policy will be implemented via the procedure set out in the listed Service Instructions.

Workforce Plans will be reviewed updated twice per year and reported to the People Board

every other month.

Functional leads of departments will be responsible for reviewing their succession plan on an annual basis and for informing the POD department if there are any changes. This annual review will require Functional leads to identify risk critical roles and to determine a pathway for succession planning with the support of a nominated POD representative.

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EQUALITY IMPACT ASSESSMENT

| Overview Details | | | |
|---|----------------------------|---|---------------------------------|
| Function /Department | POD | Date Of analysis | March 2023 |
| Title and overview of what is being assessed / considered | Succession Planning Policy | Review Date | |
| Who will be affected by this activity? (Please tick) | | Staff <input checked="" type="checkbox"/> | Public <input type="checkbox"/> |
| Author of Equality Impact Analysis | Amanda Cross | Equality Analysis quality assured by (Member of the POD team) | |

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

| | | |
|---|--|---|
| 1 | <p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans | <p>MFRS has carried out an equality impact assessment on its succession planning framework, assessing the proposals in line with the current public sector equality duties.</p> <p>This process will help to ensure that:</p> <ul style="list-style-type: none"> • MFRS’s strategies, policies and services are free from discrimination; • MFRS complies with current equality legislation; • due regard is given to equality in decision making and subsequent processes; <p>and</p> <ul style="list-style-type: none"> • opportunities for promoting equality are identified. <p>The succession policy considers internal development programmes and the wider sourcing and provision of talent to meet the organisation’s future needs.</p> <p>Using a wide range of organisational development tools such as coaching and nomination onto the High Potential Programme (HPP) will support the organisation’s vision to have a diverse an inclusive workforce. The HPP is open to all and the opportunities afforded through this programme i.e. mentoring,</p> |
|---|--|---|

- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

shadowing, leadership masterclasses, will support those who have not previously had access to such support.

MFRS's strategy to managing talent is dedicated to:

- assessing short and long term staffing needs against the current workforce;
 - identifying the key roles that facilitate the delivery of MFRS strategic goals;
 - providing development opportunities that will better equip talented individuals to operate effectively in those roles;
 - allowing senior leaders to construct and implement robust succession plans for those roles;
 - creating talent pools, which will support the succession plans;
 - recruiting the best talent available externally, where vital skills are not available internally; and
- taking account of national standards of competence and role maps where applicable.

Once the policies have been agreed the Service will collate data to manage base line levels and to measure the progress of candidates through the programmes to ascertain the validity and effectiveness of the programmes.

| | | | |
|---|--|--|---|
| 2 | Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick) | <p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p> | <p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p> |
|---|--|--|---|

| | | | |
|---|--|--|---|
| 3 | <p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none">• Interviews• Focus groups• Public Forums• Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none">• Staff events / workshop• Existing staff meetings / committees• Staff Networks• Representative Bodies• Annual Staff Survey questions | Some aspects of the talent management strategy are currently being developed for example, the internal positive action events. | |
| 4 | <p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable</p> | <p>What is the actual or potential impact on age?</p> <p>All ages will have the opportunity to benefit from succession planning. However, those that are due to retire may not be invested in for future skills requirements. All training must be applied fairly and in relation to the job needs rather than the individual's age. Consideration is needed to ensure that discrimination does not occur through developing the succession planning and through developing the succession planning and leadership development based on job needs only.</p> | <p>Not applicable</p> <p><input checked="" type="checkbox"/></p> |

| | | | |
|--|--|--|--|
| | <p>box.</p> <p>If there is no impact, please state that there is no impact.</p> | <p>What is the actual or potential impact on disability?</p> <p>The Professional Development and Recruitment teams strive to ensure reasonable adjustments are met for internal and external candidates. By working closely with an individual at the start and throughout the programme, MFRS will ensure it understands any specific needs, for example RA's for dyslexia.</p> | <p>Not applicable <input checked="" type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on gender reassignment?</p> <p>None have been identified</p> | <p>Not applicable <input checked="" type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on marriage and civil partnership?</p> <p>None have been identified.</p> | <p>Not applicable <input checked="" type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on pregnancy and maternity?</p> <p>None have been identified. However, maternity cover is an excellent opportunity for an employee to trial a different role at a different level. Female applicants can use a KIT day if they are on leave to attend internal positive action events, interviews or assessment days. These days can also be used for positive action dates and development training.</p> | <p>Not applicable <input checked="" type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on race?</p> <p>The Service is aware that there are few BAME senior managers both at an operation and at non-operational level. There Service intends</p> | <p>Not applicable <input checked="" type="checkbox"/></p> |

| | | | |
|--|--|--|--|
| | | to run positive action events for internal candidates in the manner similar to external candidates. | |
| | | What is the actual or potential impact on religion and / or belief ? | Not applicable <input checked="" type="checkbox"/> |
| | | There is no impact on religion and/or belief. | |
| | | What is the actual or potential impact on sex (gender) ? | Not applicable <input type="checkbox"/> |
| | | <p>The Service is aware that there are few female senior managers both at an operation and at non-operational level. There Service intends to run positive action events for internal candidates in the manner similar to external candidates.</p> <p>Offering coaching & mentoring to our female operational staff who are looking to be promoted will support in their application and assist in overcoming any perceived barriers</p> <p>Since the roll out of the Crew Manager development, the amount of female managers has increased.</p> | |
| | | What is the actual or potential impact on sexual orientation ? | Not applicable <input type="checkbox"/> |
| | | There is no impact on sexual orientation. | |

| | | | |
|--|--|---|--|
| | | <p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>Promotion opportunities will bring enhanced payments for the post holder.</p> | <p>Not applicable <input checked="" type="checkbox"/></p> |
|--|--|---|--|

ACTION PLAN

| What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5? | | | | |
|--|---|--|--------------------|-----------------------|
| Impact | Action Required | Integrated existing work (yes/no) outline | Target Date | Responsibility |
| Age | | | | |
| Disability - | | | | |
| Pregnancy and Maternity - | | | | |
| Race | internal positive action events will encourage underrepresented groups. | this is currently under development | | Management sponsors |
| Gender reassignment | | | | |
| Marriage and civil partnership | | | | |
| Religion and / or belief | | | | |
| Sex (gender) | internal positive action events will encourage underrepresented groups. | This is currently in development | | Management sponsors |
| Sexual orientation | | | | |
| Carers | | | | |
| Other | | | | |
| Deprived communities/socio economic | | | | |
| <p>How will these actions be monitored and where will the outcomes be reported? (Please describe below)</p> <p>POD will review all nominations on an annual basis to assess those with the capability and potential to progress to higher level or critical posts. The POD employees are fully diversity trained to mitigate potential impact. They will assess candidate experience as part of an evaluation including application and results stages.</p> | | | | |

POD are actively discussing the need to address positive action opportunities from the outset when addressing succession planning especially in respect of gender and race and have regular discussions at People Board. Positive action interventions linked to the work of the staff networks, high potential programme and coaching and mentoring all act as key conduits towards having an inclusive succession planning process.

MFRS will introduce a system to monitor stats and check for concerns in minority applications.

Data including analysis of application rate by diversity groups, where available, will be monitored against MFRS diversity data where available.

| | | | |
|---|--------------|---------------------------------|------------|
| Completed by (Please print name /Designation) | Amanda Cross | Signature Date | HR Adviser |
| Quality Assured by (Please print name /Designation) | | Signature Date | |

| | | | |
|---|--|---------------------------------|--|
| Name of responsible SLT member (Please print name /Designation) | | Signature Date | |
|---|--|---------------------------------|--|

Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)

- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|---|--|-----------------------|---------------------|
| MEETING OF THE: | COMMUNITY SAFETY & PROTECTION COMMITTEE | | |
| DATE: | 6 APRIL 2023 | REPORT NO: | CFO/007/23 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | NICK MERNOCK | REPORT AUTHOR: | AMANDA CROSS |
| OFFICERS CONSULTED: | MIKE PILKINGTON, PAUL BLANCHARD FLETT STRATEGIC LEADERSHIP TEAM | | |
| TITLE OF REPORT: | DOMESTIC VIOLENCE POLICY UPDATE | | |

| | | |
|--------------------|----------------------------------|---|
| APPENDICES: | APPENDIX A APPENDIX B | DOMESTIC VIOLENCE POLICY EIA |
|--------------------|----------------------------------|---|

Purpose of Report

1. To update Members on the changes made to the Domestic Violence Policy which takes into account the Home Office Domestic Abuse Statutory Guide, the introduction of the Domestic Abuse Act 2021 and the introduction of the Serious Violence Duty.

Recommendation

2. It is recommended that Members agree the revised Domestic Violence Policy.

Introduction and Background

3. Merseyside Fire and rescue Authority first implemented a domestic violence policy in March 2008. While the policy has been managed and reviewed since its initial incorporation the implementation of the Domestic Abuse Act 2021 has impacted the requirement for more significant changes into the Policy.
4. The legislation has also extended the ways that a person maybe domestically abused to reflect cyber stalking and honour crimes.
5. The revised policy is more explicit on the stance Merseyside Fire & Rescue Authority (MFRA) will take with employees being investigated for gross misconduct and why this is different from the tests a Police Force and/or the CPS are required to meet.
6. The Domestic Abuse Statutory Guidance also details how domestic abuse can manifest itself for each protected characteristic and this has informed the updated EIA.
7. The revised policy also references the duty placed upon the Authority as part of the Serious Violence Duty which came into effect on 31st January 2023.

Equality and Diversity Implications

8. The accompanying EIA was developed from the statistics, narrative and case studies in the Statutory Guide. Whilst the Guide covers situations outside the scope of MFRA it has provided an informative data set for the EIA.
9. The Domestic Abuse Statutory Guidance outlines how anyone can be a victim of domestic abuse, regardless of sex, gender reassignment, age, ethnicity, socio-economic status, sexuality, or background.
10. Domestic abuse does not always have to be physical to be prosecuted - sometimes victims may not even be aware it is happening. It can include any behaviour deployed by an offender to obtain control or power over another, and we recognise that emotional abuse can be just as harmful as physical violence.

Staff Implications

11. Employees should feel that work can be a safe place for them and that their managers will provide support and guidance for them should they need it.

Training Implications

12. A suitable training or awareness programme will be utilised to update staff on the changes to the policy and the support available to them.

Legal Implications

13. Employees alleged to have committed an act of domestic violence will be managed using the Authority's agreed Conduct Procedure. This does not need to wait until any police or judicial processes are completed.

Financial Implications & Value for Money

14. The Authority will act to support an employee to remain in work rather than absent themselves. There may be occasions where the employee may need to meet Police or legal representatives and work premises may be a safe space to undertake these.

Risk Management, Health & Safety, and Environmental Implications

15. All employees are covered under the Health and Safety at Work Act 1974 which includes a person's physical as well as mental wellbeing.

Contribution to Our Vision: *To be the best Fire & Rescue Authority in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

16. MFRA's fire stations are Safe Havens and third-party reporting centres. The Authority does not tolerate hate in any form and supports the white ribbon campaign which works to reduce violence to women and girls.
17. This policy update reinforces the support we will provide to our own employees as well as members of the public.

BACKGROUND PAPERS

GLOSSARY OF TERMS

| | |
|-------------|--------------------------------------|
| MFRA | Merseyside Fire and Rescue Authority |
| EIA | Equality Impact Assessment |

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Service Policy: PODPOL07 Domestic Violence Policy

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Document Control:

| Active date | Review date | Author | Editor | Publisher |
|-------------|-------------|---------|--------------|-----------|
| April 2014 | April 2024 | A Cross | Nick Mernock | S&P |

Amendment History:

| Vs. | Date | Author | Reasons for Change |
|-----|----------|-------------|--|
| 1 | Mar 2008 | J Monkhouse | New and to support training sessions for employees |
| 2.0 | Dec 2013 | PB Flett | Conversion on to the new template. Focused the Policy on support for MFRS Employees. |
| 2.1 | Apr 2015 | A Cross | New format |
| 2.2 | Apr 2016 | A Cross | Annual Review |
| 2.3 | Apr 2017 | A Cross | Annual Review |
| 2.4 | Apr 2018 | A Cross | Change of EAP provider. |
| 2.5 | Apr 2019 | A Cross | Annual Review |
| 2.6 | Mar 2020 | A Cross | Annual Review |
| 3.0 | Jan 2023 | A Cross | Updated to reflect new legislation & statutory guidance. |

Equalities Impact Assessment:

| Initial | Full | Date | Reviewed by | Comments |
|---------|------|--------------|-------------|----------|
| | X | October 2022 | Mo Jogi | |

Civil Contingencies Impact Assessment:

| Date | Reviewed by | Comments |
|------|-------------|----------|
| | | |

Related Documents:

| Doc. Type | Ref No. | Title | Location |
|---------------------|---------|------------|----------|
| Service Instruction | | Conduct | Portal |
| Service Instruction | | Capability | Portal |

Distribution List:

| Name | Position | Department |
|------|----------|------------|
| | | |

Sign-Off List:

| Name | Position |
|------|----------|
| | |

Target Audience:

| All MFRS | Principal Officers | Senior Officers | Operational Crews | Fire Safety | Community Fire Safety | Support Staff |
|----------|--------------------|-----------------|-------------------|-------------|-----------------------|---------------|
| X | | | | | | |

Ownership:

| FOI exemption required? | Yes | No | URL |
|-------------------------|-----|----|--------|
| | | X | Reason |

Legislation:

| Title | Domestic Abuse Act 2021 |
|-------|-------------------------|
| | |

Contact:

| Department | Email | Telephone ext. |
|------------|-------------------------------|----------------|
| POD | amandacross@merseyfire.gov.uk | 4358 |

POLICY

PODPOL08 Domestic Violence Policy

1. Policy Introduction and Background:

This document sets out Merseyside Fire and Rescue Authority's policy on domestic violence and supporting its employees who experience this. It reflects the requirements of the Domestic Abuse Act 2021 and associated guidance.

The Serious Violence Duty came into effect on 31st January 2023 and requires specified authorities – including FRSs - to work together and plan to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing, and reducing serious violence in the area. Domestic abuse is classified as violence for the purposes of the Duty and as such the responsibilities under the duty apply to domestic abuse.

Domestic Violence is the physical, emotional, sexual or mental abuse of one person by another with whom they are personally connected with. Domestic violence occurs across society, regardless of age, gender, race, sexuality, socio-economic backgrounds and geography.

Domestic violence can include but is not limited to singularly or in combination:

- Physical abuse, violent or threatening behaviour
- Sexual abuse
- Controlling or coercive behaviour
- Economic abuse
- Emotional or psychological abuse
- Verbal abuse
- Technology – facilitated abuse
- Abuse relating to faith including “Honour” based abuse, female genital mutilation and forced marriage

2. Policy Explanation:

As an employer MFRA wishes to provide a supportive and compassionate environment so that

issues of domestic violence are understood by our managers and that any of our employees who are experiencing domestic violence are able to seek support and assistance if they choose to raise the matter at work.

Each case will be treated on its particular circumstances and in the light of relevant evidence.

3. Policy Implementation:

Employees, who experience or have experienced domestic violence, will be able to raise the issue with a colleague, manager or trade union representative in the knowledge that the matter will be treated effectively, sympathetically and as confidentially as possible in order to provide support to the employee.

We will: -

- Assist and support employees who approach any member of MFRS for help in addressing problems arising from domestic violence
- Remove fears of stigmatisation for employees who have experienced domestic violence
- Ensure employees seeking assistance are confident that their situation will be handled seriously, compassionately and as confidentially as possible by all those involved

Identifying Domestic Violence in the workplace

Employees who experience domestic violence may not inform their colleagues of their situation, or approach their manager with problems. However, colleagues and Managers can often be the only people outside the home that victims of domestic violence talk to each day and they are therefore uniquely placed to help spot signs of abuse. Work can often be a safe space for an employee suffering domestic violence.

Managers and colleagues may become aware of the situation through changes in the employee and/or associated issues such as sickness absence or a change in personality. Other indicators may include:

- Uncharacteristic lateness
- Inappropriate or excessive clothing
- Repeated or unexplained injuries
- Depression or anxiety

- Becoming withdrawn
- Difficulty in concentrating
- Changes in quality of performance
- Receiving frequent, harassing phone calls from their partner
- Money concerns

As with other welfare issues, identifying that an employee is experiencing difficulties at an early stage will lead to appropriate help being offered, and allow that individual to deal with their situation far more effectively.

Protocols for dealing with domestic violence at work

Managers need to develop a sensitive and non-judgmental approach when dealing with employees who have experienced domestic violence. These measures should include: -

- Understanding the need to find immediate safety and security for the employee and others, for example children
- Being non-judgmental - taking the matter seriously, listening and believing the person
- Ensuring that any discussion with an employee about their circumstances, takes place in privacy
- Respecting confidentiality - the consequences of domestic violence are serious, and managers and colleagues need to respect this and only share information with professionals who can offer relevant support.
- Understanding employees may not wish to approach their line manager, and may prefer to involve a third party such as a colleague or trade union representative
- Finding out what the employee wants - being aware of what support is available, and exploring these options with the employee (a list of support agencies for women and men is listed at the end of this policy).

Supportive Measures

The Service will give consideration, and view sympathetically requests for Discretionary Leave and changes to leave schedules for employees who have disclosed they are experiencing domestic violence.

These requests could include:

- Changing working hours temporarily to provide help or respite to employees
- Support time off for appointments with support agencies such as domestic abuse charities, Women's Aid, Social Workers or Counsellors (Occupational Health can arrange for Counselling

and other support services)

- Time to arrange re-housing
- Meetings with Solicitors or court proceedings involving incidents of domestic violence.
- Making alternative childcare arrangements, including meetings with schools
- Other supportive measures such as a temporary change in hours or working location where requested.
- Using Service premises for meetings with support agencies

On line 24 hour help can be accessed via our employee assistance programme

www.healthassuredeap.com or by telephone on 0800 030 5182

If a member of staff is a perpetrator of domestic violence

Employees should be aware that domestic violence is a serious matter and could lead to a criminal conviction.

If the Authority views that there is conflict between a conviction for violence, an allegation of domestic violence, or an employee being bailed pre-charge or post-charge for domestic violence; and the job s/he is employed to do, disciplinary action may be initiated. An employee may be suspended from work if is necessary and proportionate to do so.

The Authority does not need to wait for formal action by either the Police or Courts to come to completion before determining its outcome. It will make any decision based on the principles of reasonable belief and a balance of probability and in line with its vision and values.

Proven harassment and intimidation of staff by their partner or ex-partner who also works for the Authority will be viewed seriously and may lead to disciplinary action being taken.

Serious consideration will be given to whether the actions of any member of staff who has a criminal conviction for domestic violence or is being investigated for one brings the Authority into disrepute, and whether this should be regarded as gross misconduct under conduct procedures. This may result in dismissal.

Local support agencies

Liverpool Domestic Violence Helpline

PO Box 182
Liverpool
L69 2SW

Helpline 0800 028 3398 (Monday – Thursday 9am –9pm; Fri 9am – 7pm)
(Sunday 3pm –5pm)

St Helens District Women's Aid

Reflection Court
Canal Street
St Helens
Merseyside
WA9 3XP

01744 735411/735477

Refuge/24hr Helpline 01925 220541
MAPP – Merseyside Abusive Partner Project 01744 454290

Knowsley Domestic Violence Support Services

First Step Centre
St Martins Church Hall
Peetwood Avenue
Kirkby
L32 7PR
Tel: 0151 548 3333

Wirral Domestic Violence Helpline

PO Box 14
Birkenhead
Merseyside
CH41 6PX

Tel 0151 643 9766

NATIONAL DOMESTIC VIOLENCE HELPLINES

If you experience domestic violence, English National Domestic Violence helpline can offer help and practical advice: **0808 2000 247**

If you are a **man** experiencing domestic violence or you want to call on behalf of a male friend or relative, you can contact the Male Advice & Enquiry Line: **0845 064 6800** or **Mankind** on **01823 334 244**.

For forced marriage and “honour” crimes, contact Karma Nirvana (**0800 5999 247**) or The Forced Marriage Unit (**020 7008 0151**).

Broken Rainbow UK provides support to lesbian, gay, bisexual and transgender people experiencing domestic violence **0300 999 5428**

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EQUALITY IMPACT ASSESSMENT

| Overview Details | | | |
|---|--------------------------|---|---------------------------------|
| Function /Department | POD | Date Of analysis | 10/10/2022 |
| Title and overview of what is being assessed / considered | Domestic Violence Policy | Review Date | |
| Who will be affected by this activity? (Please tick) | | Staff <input checked="" type="checkbox"/> | Public <input type="checkbox"/> |
| Author of Equality Impact Analysis | Amanda Cross | Equality Analysis quality assured by (Member of the POD team) | |

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

| | | |
|---|--|---|
| 1 | <p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of ‘equality of access documents’, developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans | <p>The Domestic Violence policy is updated to reflect the Statutory guidance on Domestic Abuse published by the Home Office in July 2022 and to reflect the new Domestic Abuse Act 2021.</p> <p>The Domestic Abuse guidance was commissioned to understand the impact of abuse and to reflect the newer modes of abuse for example, via technology and economic abuses.</p> <p>The Domestic Abuse Statutory Guidance outlines how anyone can be a victim of domestic abuse, regardless of sex, gender reassignment, age, ethnicity, socio-economic status, sexuality, or background</p> <p>Domestic abuse does not always have to be physical to be prosecuted - sometimes victims may not even be aware it is happening.</p> <p>It can include any behaviour deployed by an offender to obtain control or power over another, and we recognise that emotional abuse can be just as harmful as physical violence.</p> |
|---|--|---|

- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

The data for the EIA comes from the statutory guidance document.

Additional research was taken by reading the Domestic abuse Toolkit for employers <https://www.bitc.org.uk/toolkit/domestic-abuse-toolkit/>

The aim of our policy is to raise awareness of the available support, to signpost people to specialist help and to assist managers and colleagues to be alert to some of the signs and symptoms of people experiencing abuse.

The policy is intended to be very clear on the actions the Service may take if an employee is being investigated for being the perpetrator of domestic abuse in line with employment not criminal law.

The guidance and statute law use the terminology “ victim” and as a result the policy and EIA will reflect the language.

Domestic abuse is cruel, can be multi-layered and difficult to identify, it can affect anyone, leaving physical and emotional scars that can last a lifetime.

Whilst both men and women can be affected by domestic abuse, females are disproportionately the victims. The latest (Crime Survey for England and Wales (CSEW) data for the year ending March 2020 estimates that 1.6 million females and 757,000 males aged 16 to 74 experienced domestic abuse in the previous year. According to this data, around one in four women aged 16 to 74 had been a victim of domestic abuse in their lifetime, compared with around one in seven men.

Sexual Orientation/Transgender - In addition, earlier this year on 17th May is International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT). MFRS on this attention to the recent publication of the 'Tackling Domestic Abuse Plan' by the home office. The plan aims to drive down the prevalence of domestic abuse and domestic homicide and provide victims and survivors with the support they need. This plan needs to be seen within the context of IDAHOBIT day because the day is a sad reminder that domestic abuse also occurs in same sex relationships and relationships involving trans people. Furthermore homophobia, biphobia and transphobia have an impact here as well: controlling and abusive partners sometimes use the threat of 'outing ' people to their families or communities as a means of control; LGBT victims of domestic abuse often do not have the support of their families and can become very isolated; and LGBT victims are often reluctant to report domestic

abuse to the police or other authorities for fear of encountering homophobia/biphobia/transphobia themselves, or exposing their partner to homophobia/biphobia/transphobia. A report by [The Scottish Transgender Alliance](#) indicates that 80% of trans people had experienced emotional, sexual, or physical abuse from a partner or ex-partner.

Race/Ethnicity - Furthermore statistically, domestic abuse has been shown to follow a different trend within minority communities. The Office for National Statistics (2019) data shows that in the year 2018-2019, the rates of domestic abuse amongst BAME communities were higher than their white counterparts, and rates of domestic abuse were highest amongst those of mixed ethnicity. White victims represented 5.6% of the victim population, Asian/ Asian British people made up 3.8%, and black victims made up 7.1%, whilst mixed race victims made up 12.9% (Office for National Statistics, 2019; table 7b). Furthermore, Gill (2017:560) argues that '*black and native women are more likely to be murdered by an intimate partner.*' This is supported by statistics which show that, '59% of all homicides in London in 2005–06 were of BME women' (Thiara & Gill 2009: 43). A 2007 study in Wrexham found that '81% of married Irish Traveller women interviewed and 61% of married English Gypsy women had experienced direct abuse' (South East Wales Women's Aid, 2010:2).

These figures are not completely representative of the problem due to chronic underreporting of domestic abuse. Data shows us that underreporting is even more acute within minority communities and findings from Imkaan (2020) strongly suggest that BAME women were more likely to stay in abusive relationships due to the barriers associated with leaving.

Disability – Disabled people make up a significant minority within England: one in five of the population are disabled. Disabled people experience disproportionately higher rates of domestic abuse. They also experience domestic abuse for longer periods of time, and more severe and frequent abuse than non-disabled people. They may also experience domestic abuse in wider contexts and by greater numbers of significant others, including intimate partners, family members, personal care assistants and health care professionals. Disabled people also encounter differing dynamics of domestic abuse, which may include more severe coercion, control or abuse from carers.

Religion and Belief - Having a faith also includes belonging to a faith community. The person who is perpetrating abuse may also be a respected and valued member of the community and leaving a relationship threatens community membership with impacts if there are children involved. Jewish, Muslim and some Catholic women further fear that secular support agencies will not understand their faith (Abrahms et al., 2018). Women of faith who are victim-survivors of domestic abuse can be caught between, belonging to faith

| | | | |
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| | | <p>communities, submission to husbands, fears for the safety of their children and their own interpretations of spiritual redemption. This means that they may stay silent about abuse, fear responses from secular agencies or be pressured to stay with abusive partners (Abrahms et al., 2018). In Potter's (2007) study women attributed their turning point for leaving, or their partner leaving, to God. The women also attributed moving away from their faith with becoming involved with violent partners but sensed that God was watching over them.</p> | |
| 2 | <p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p> | <p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p> | <p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p> |

| | | | |
|---|--|---|--|
| 3 | <p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions | The policy is already extant but has been updated. It will go through the usual consultation process. | |
| 4 | <p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this</p> | <p>What is the actual or potential impact on age?</p> <p>This policy is aimed at employees of working age. Working from home or hybrid working can mask domestic abuse. However, our employees may be parents of young people or relatives of older people who are at risk of abuse. Childhood abuse can take the form of neglect and or sexual abuse particularly with the rise of technology and sex based crimes including grooming, revenge porn and cyber stalking.</p> <p>Elder abuse is commonly undertaken by those undertaking “caring roles” for others especially relevant for older people who are heavily</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |

should be the case please tick the not applicable box.

If there is **no impact**, please state that there is no impact.

dependent on others and may include the access or restriction to food, medical care and access to money and property.

Advice can be sought from the Service safeguarding team in these cases.

What is the **actual** or **potential** impact on **disability**?

CSEW data from the year ending March 2020 shows that those with a disability were more likely to have been victims of domestic abuse in the previous year (11.8%) than those without (4.6%). Disabled victims may also be more likely to continue living with the perpetrator.

Disabled victims face multiple barriers to seeking and receiving help to escape domestic abuse, for example, accessible accommodation and transport, the need for assistance with personal care, access to mobility support, and possibly, for specialised emotional support.

Not applicable
☐

What is the **actual** or **potential** impact on **gender reassignment**?

To date there is no statistical evidence to indicate that this is a driver or reason for domestic violence.

Not applicable
☒

What is the **actual** or **potential** impact on **marriage and civil partnership**?

Not applicable
☒

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|--|--|--|---|
| | | The definition of abuse has changed to that of someone who is “personally connected” to an abuser to reflect that abuse can occur in any relationship. | |
| | | <p>What is the actual or potential impact on pregnancy and maternity?</p> <p>There is no statistical evidence to show that this characteristic places a woman at greater risk of domestic abuse.</p> | <p>Not applicable</p> <p><input checked="" type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on race?</p> <p>Domestic abuse of often under reported within some minority communities.</p> <p>This has been ascribed as being due to a cultural mistrust of the police and other statutory agencies, a fear of racism; and a fear of rejection by the wider community.</p> <p>Issues relating to race are more frequently ascribed to cultural and belief reasons rather than race.</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |
| | | <p>What is the actual or potential impact on religion and / or belief?</p> <p>Faith or strict religious observances can have a deeply damaging impact by exploiting the influence of religion. For example, coercion to conform or control through the manipulation of sacred or religious</p> | <p>Not applicable</p> <p><input type="checkbox"/></p> |

| | | | |
|--|--|--|---|
| | | <p>texts/teaching e.g. theological justifications for sexual coercion or abuse.</p> <p>Harm can be caused to get rid of an 'evil force' or 'spirit' that is believed to have possessed the victim.</p> <p>In many cultures through forced marriage, "honour based" abuse or the withholding of divorce to control and manipulate victims, for example, a Jewish Get , an Islamic Talaq or Roman Catholic divorce.</p> | |
| | | <p>What is the actual or potential impact on sex (gender)?</p> <p>More women than men are affected by domestic abuse. Statistics from the last ONS show that women were around twice as likely to have experienced domestic abuse than men. Merseyside Fire and Rescue Service actively support the White Ribbon Charity.</p> <p>Men and boys who are victims of domestic abuse may face specific fears of stigmatisation, concerns about being believed, not recognising that they are victims of domestic abuse and lack of promotion of services to support them. The CSEW for year ending March 2018 shows that only half (50.8%) of male victims of partner abuse told</p> | <p>Not applicable <input type="checkbox"/></p> |

anyone that they were a victim of partner abuse, compared to 81.3% of female victims.

276 of our employees are women, therefore statistically 69 of our female employees are experiencing domestic violence and as 1 in 7 men are potentially affected 70 male employees.

What is the **actual** or **potential** impact on **sexual orientation**?

Statistically LGBT victims can have similar experiences to heterosexual victims however, the elements of threatening blackmail due to sexual identity is a particular threat.

Victims of domestic abuse make experience behaviour that is sexually abuse for example “corrective rape” to “cure” someone of being LGBT.

Telling the victim that they will not be believed because they identify as lesbian, gay, bisexual and/or trans, or manipulating the victim’s knowledge of what support is available for LGBT people and using myths and stereotypes around LGBT domestic abuse to make out that abuse between same-sex couples does not exist.

Allies and the Network leads can be particularly useful in supporting employees who find themselves in this situation.

Not applicable
☐

| | | | |
|--|--|--|---|
| | | <p>What is the actual or potential impact on Socio-economic disadvantage?</p> <p>Economic abuse refers to behaviour that has a substantial adverse effect on an individual's ability to acquire, use or maintain money or other property, or to obtain goods or services. This can include an individual's ability to acquire food or clothes, or access transportation or utilities. These behaviours can include an attempt to control through restriction, exploitation and/or sabotage.</p> <p>A nationally representative survey on the impact of economic abuse highlighted that 57% of victims of economic abuse were in or had been in debt, 26% had a negatively impacted credit score, and 25% had experienced abuse related to spending and credit, such as having debt put in their name without their knowledge, or due to coercion.</p> <p>Managers and colleagues should be aware of phone calls from debt collection agencies, of the employee not having food or struggling to get to work. Whilst this could be related to the cost of living crisis, a manager can still have a conversation regarding the employee's financial wellbeing.</p> | <p>Not applicable <input type="checkbox"/></p> |
|--|--|--|---|

| | | | |
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|--|--|--|--|

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?

| Impact | Action Required | Integrated existing work (yes/no) outline | Target Date | Responsibility |
|-------------------------------------|------------------------|--|--------------------|-----------------------|
| Age | | | | |
| Disability - | | | | |
| Pregnancy and Maternity - | | | | |
| Race | | | | |
| Gender reassignment | | | | |
| Marriage and civil partnership | | | | |
| Religion and / or belief | | | | |
| Sex (gender) | | | | |
| Sexual orientation | | | | |
| Carers | | | | |
| Other | | | | |
| Deprived communities/socio economic | | | | |

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

| | | | |
|---|--------------|---------------------------------|--|
| Completed by (Please print name /Designation) | Amanda Cross | Signature Date | |
| Quality Assured by (Please print name /Designation) | Mo Jogi | Signature Date | |

| | | | |
|---|--------------|---------------------------------|--|
| Name of responsible SLT member (Please print name /Designation) | Nick Mernock | Signature Date | |
|---|--------------|---------------------------------|--|

Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)



Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)

- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)

| MERSEYSIDE FIRE AND RESCUE AUTHORITY | | | |
|--------------------------------------|--|----------------|---------------|
| MEETING OF THE: | COMMUNITY SAFETY AND PROTECTION COMMITTEE | | |
| DATE: | 6 TH APRIL 2023 | REPORT NO: | CFO/008/23 |
| PRESENTING OFFICER | CHIEF FIRE OFFICER PHIL GARRIGAN | | |
| RESPONSIBLE OFFICER: | DEB APPLETON | REPORT AUTHOR: | STEWART WOODS |
| OFFICERS CONSULTED: | ANTHONY HOLLAND HYWYN PRITCHARD STRATEGIC LEADERSHIP TEAM | | |
| TITLE OF REPORT: | PROPOSED REFURBISHMENT OF SPEKE & GARSTON AND OLD SWAN FIRE STATIONS | | |

| | | |
|-------------|-------------|----------------------------|
| APPENDICES: | APPENDIX A: | SPEKE SITE PLAN |
| | APPENDIX B: | OLD SWAN SITE PLAN |
| | APPENDIX C: | EXSISTING PLAN |
| | APPENDIX D: | PROPOSED PLAN |
| | APPENDIX E: | ELEVATIONS |
| | APPENDIX F: | EQUALITY IMPACT ASSESSMENT |
| | APPENDIX G: | COMMERICALS AND SCORING |
| | APPENDIX H: | SPEKE TENDER REPORT |
| | APPENDIX I: | OLD SWAN TENDER REPORT |

Purpose of Report

1. To seek approval for the proposed refurbishment of Old Swan and Speke & Garston Community Fire Stations.

Recommendation

2. It is recommended that Members;
 - a) note the contents of this report;
 - b) note the outcome of the formal tender process within appendix G and
 - c) approve the award of the contract to Red Tree Building Contractors at the values given below:
 - £691,330.46 for Old Swan Community Fire Station and
 - £693,507.27 for Speke & Garston Community Fire Station

Introduction and Background

3. Old Swan and Speke & Garston Community Fire Stations currently operate under the Whole Time duty system.
4. Old Swan and Speke & Garston Community Fire Stations were both constructed in 1999 and are of single storey design. Both sites have received ongoing reactive and planned maintenance, minor alterations and improvements since construction and are in fair condition, however the facilities need improving to meet the demands of a modern day fire service. The current layouts are restrictive and lack sufficient privacy due to the dormitory style night rooms and shared wash/WC facilities.
5. Under the refurbishment we will provide seven single use study rooms and a number of single gender-neutral shower / washrooms. These will be of the same specification to the facilities provided within the newly constructed fire stations. This will improve the condition of the station, address findings from the London Fire cultural review and meet current equality legislation.
6. The proposed refurbishment will address the findings in the latest access audit and items raised within the access audit carried out in 2021 will be included within the proposals, including a new prayer room, improved external approaches and an improved accessible WC facility. The introduction of gender-neutral study rooms and staff welfare facilities have been designed with the needs of a modern day fire service in mind, the property will be accessible for all staff and visitors alike.
7. The works also include a general refurbishment of offices and operational areas. These changes will provide a general upgrade to the stations areas as required including replacement of furniture, fixtures & equipment, refreshing painted surfaces, new flooring and window blinds.
8. The works also include a refresh to the kitchen and mess areas as these are frequently used facilities, the improvements include the installation of new clean wall cladding, new anti-slip vinyl and overhaul of the current stainless-steel furniture. A new electric oven will be provided as the gas supply is to be removed from the site.
9. Relocation / refurbishment of the gymnasium's is shown on the plans, with replacement gym equipment to provide a modern well-equipped air-conditioned training facility. With the relocation of the gymnasium, the Pod bay will become available for operational use as and when required.
10. In preparation for Merseyside Fire & Rescue Service (MFRS) achieving 'net zero targets' by 2040 the mechanical & electrical proposals have been developed to include new Air Source Heat Pumps via a variable refrigeration flow system which will allow the removal of fossil fuels to both sites. Future inclusion of Photovoltaics (PV) is also being considered which will assist in reducing electricity consumption. The aim is to install PV's that will allow the

sites to become carbon neutral, a full assessment of this proposal is underway.

11. A new resin-based flooring to the Appliance and Pod bays will be introduced to provide a robust and slip resistant floor finish.
12. Utilising the Procure Partnerships Framework a formal tender process was initiated and carried out in December 2022 for the works on both stations. Five contractors formally expressed an interest and received all the relevant documentation and a formal invite to tender accordingly. Following this process all five bidders submitted a formal bid for review, as outlined in appendix G.
13. The tender returns have been assessed and were scored based on a 60% weighting on commercial 40% quality, Appendix F shows the scores achieved by each contractor. Red Tree Contractors are the highest scoring contractor for both projects. Appendix H and I are the independent Tender review reports from our Quantity Surveyors; Rider Levett Bucknall ('RLB').
14. Due to the inclusion of new windows to the study rooms adjacent to the neighbouring property on Queens Drive the Old Swan scheme has gone through another formal planning process and we have successfully achieved full planning approval from Liverpool City Council in May 2022, this expires 3 years from the date of approval.
15. The current supply chain and market uncertainty has seen an increase in construction material costs, labour rates and general works costs throughout the whole industry. It is evident within the costs outlined above that this trend has not alleviated in recent months. We have seen this with other schemes such as the TDA development and Newton accommodation development. However, RLB our appointed cost consultant states that the costs are as expected in the current market.

Equality and Diversity Implications

16. A new Equality Impact Assessment has been completed for this project, see appendix F of this report.

Staff Implications

17. The refurbishments will provide improved facilities and working conditions for all staff. However, the fire stations will have restricted use for the duration of the projects. A detailed programme and phasing plan will be provided prior to works starting for approval senior staff.

Legal Implications

18. A formal JCT build contract will be entered into with the selected contractor(s) following a formal tender process.

Financial Implications & Value for Money

19. Current proposed construction costs:

| | | |
|-----|------------------------------|--------------------|
| i. | Old Swan Fire Station | £691,330.46 |
| ii. | Speke & Garston Fire Station | <u>£693,507.27</u> |
| | Total | £1,384,837.73 |

20. These costs can be contained within the approved Building Capital Programme:

| Expenditure | |
|--------------------------------|-----------------------|
| Old Swan | £ 691,330.46 |
| Speke | £ 693,507.27 |
| Total | £ 1,384,837.73 |
| Funded By | |
| Exsisting Capital Budgets | |
| BLD 086 F.S Refurb Old Swan | £ 596,500.00 |
| BLD 085 F.S Refurb Speke | £ 596,500.00 |
| BLD 060 DDA Compliance | £ 70,000.00 |
| BLD 013 Appliance Bay Flooring | £ 50,000.00 |
| CON 001 Energy Conservation | £ 31,837.73 |
| BLD 067 Gym Equipment | £ 40,000.00 |
| Total | £ 1,384,837.73 |

Risk Management, Health & Safety, and Environmental Implications

21. Key project risks will be managed in accordance with the current H&S regulations, including CDM 2015.
22. Removing fossil fuels with the inclusion of PV's and air source heat pumps will assist MFRS in our Carbon Reduction Strategy plans.
23. The inclusion of a resin-based slip resistant floor to the appliance bay and pod bay will assist with general Health and Safety as it is durable, hard waring and resistant to most chemical spillages.
24. Improvements in line with Access Audit carried out in 2021 will also improve the site and mitigate any further issues surrounding equality.

25. The clean kit principle adopted by MFRS has been reflected in the re-design of the sites.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

26. The newly refurbished and modernised Fire Stations will provide an improved working environment for firefighters.

BACKGROUND PAPERS

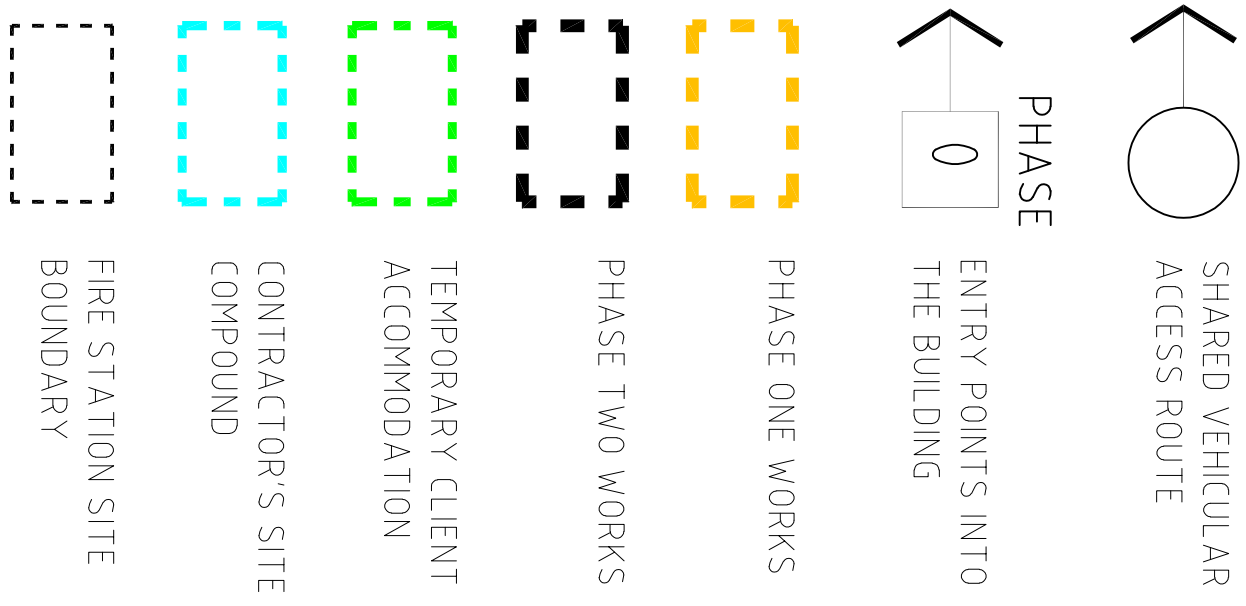
N/A

GLOSSARY OF TERMS

| | |
|-------------|--|
| CDM | Construction Design & Management Regulations |
| MFRA | Merseyside Fire and Rescue Authority is the physical and legal entity. When writing reports MFRA is the “object”. |
| MFRS | Merseyside Fire and Rescue Service is the service provided by MFRA. When writing reports MFRS is the “action” |

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NOTES
01 - Drawings based on those provided from MFRS Estates Department. All dimensions to be checked prior to works being undertaken or orders placed.



REVISIONS

A 10 02 22 - phase 2 temp accommodation relocated

- This drawing is copyright. Do not scale from drawing. All dimensions are to be checked on site. Any discrepancies should be reported to the architect before work proceeds.

- This drawing is to be read in conjunction with the specification documents and all other drawings and notes thereon.

MERSEYSIDE FIRE AND RESCUE SERVICE
SPEKE AND OLD SWAN
REMODELLING AND REDECORATION

job

SITE LOCATION PLAN
SPEKE COMMUNITY FIRE STATION

| | | | | | |
|----------------|------------|-------|----|------|-------|
| scale | 1:200 @ A1 | drawn | KH | date | 11/21 |
| detail | | | | | |
| drawing number | 2054/T02 | rev | A | | |

DESIGN GROUP - CHESTER
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RESIDENTIAL HOUSING NOW DEVELOPED ON THIS LAND WITH BACK GARDENS EXTENDING TO THE BOUNDARY LINE OF THE FIRE STATION

PHASE 2 - TEMPORARY CLIENT ACCOMMODATION
KITCHEN/DINING

CONTRACTOR'S
COMPOUND AREA
APPROX. 15x10m

FIRE HOUSE TWO-STORY
TRAINING STRUCTURE
(APPROX. SIZE AND LOCATION)

RESIDENTIAL HOUSING NOW DEVELOPED ON THIS LAND WITH BACK GARDENS EXTENDING TO THE BOUNDARY LINE OF THE FIRE STATION

ACCESS ROAD TO PRIVATE
RESIDENTIAL HOUSING ESTATE

CARTWRIGHTS FARM ROAD

AMBULANCE STATION

PHASE 1 - TEMPORARY CLIENT ACCOMMODATION
TOILETS/SHOWER/CHANGING

SAY 15.0m x 6.0m

PHASE TWO

PHASE ONE

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NOTES
01 - Drawings based on those received from MFRS Estates Department. All dimensions to be checked prior to works being undertaken or orders placed.

SHARED VEHICULAR ACCESS ROUTE

PHASE ENTRY POINTS INTO THE BUILDING

PHASE ONE WORKS

PHASE TWO WORKS

TEMPORARY CLIENT ACCOMMODATION

CONTRACTOR'S SITE COMPOUND

FIRE STATION SITE BOUNDARY

REVISIONS

A 10 02 22 - phase 2 temp accommodation relocated

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- This drawing is to be read in conjunction with the specification documents and all other drawings and notes hereon.

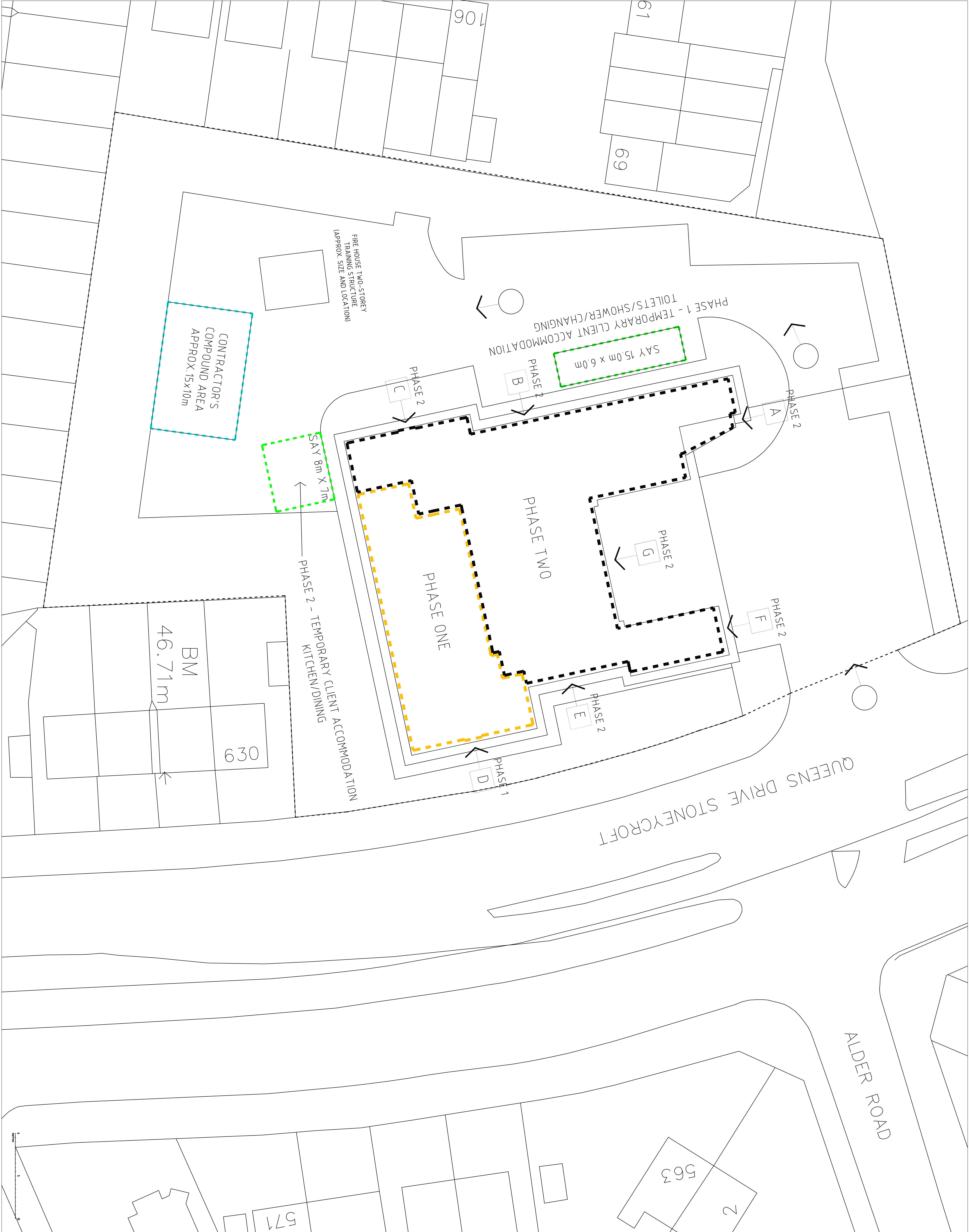
MERSEYSIDE FIRE AND RESCUE SERVICE
SPEKE AND OLD SWAN
REMODELLING AND REDECORATION
JOB

SITE LOCATION PLAN
OLD SWAN COMMUNITY FIRE STATION

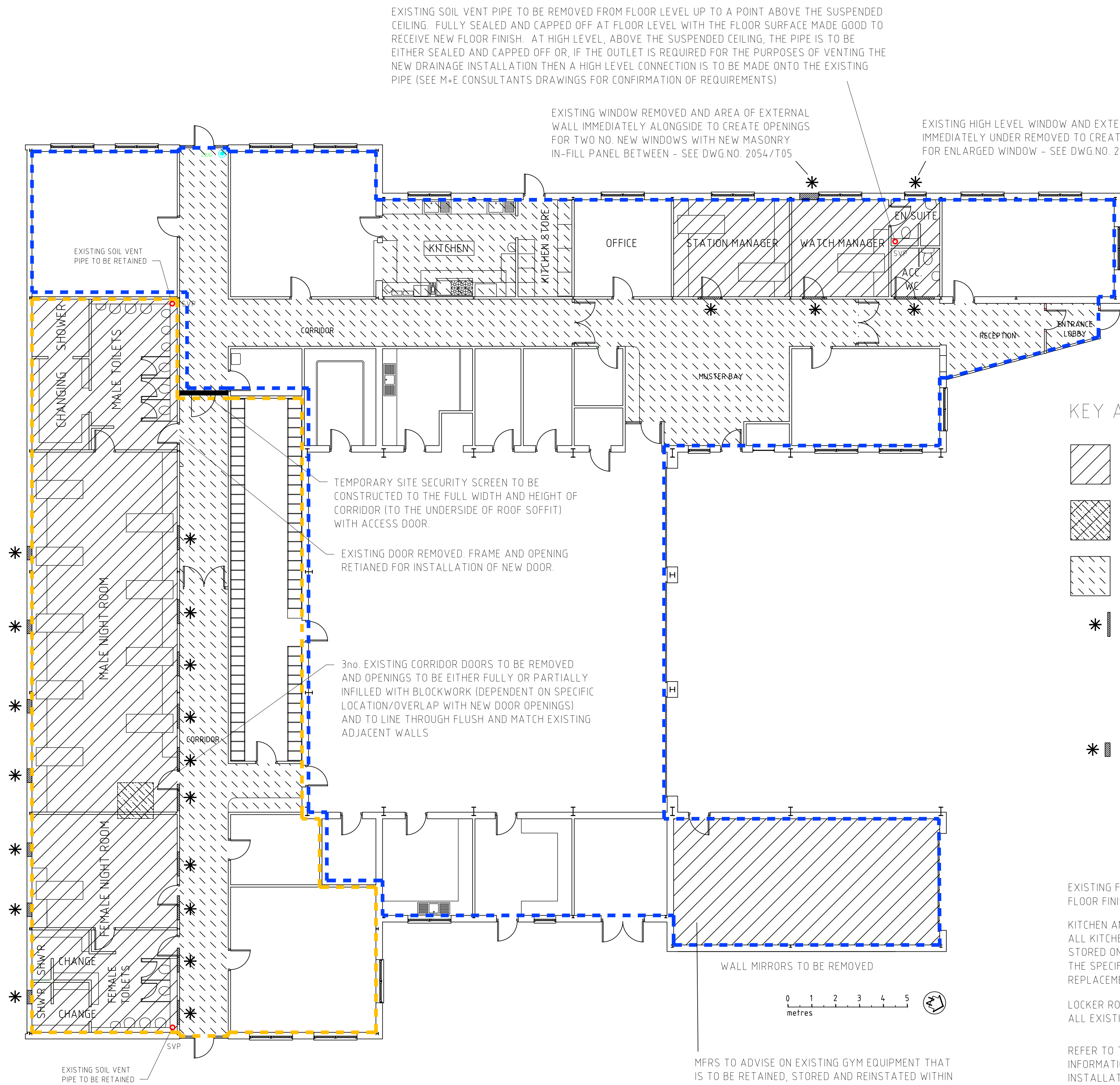
scale 1:200 @ A1
drawing KH
date 11/21

drawing number 2054/T01
rev A

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NOTES

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- PHASE ONE WORKS
- PHASE TWO WORKS

KEY AND NOTES

- DEMOLITION WORKS AND COMPLETE STRIP OUT
DEMOLISH, STRIP AND REMOVE FROM SITE ALL PARTITION WALLS, DOORS, CEILINGS, FLOOR FINISHES, WALL TILES, FITTINGS AND FURNITURE
- FLOOR SLAB EXCAVATED TO ALLOW FOR A LAID TO FALL SCREED WITHIN THE AREA OF THE NEW ACCESSIBLE SHOWER (SEE DRAWING No. 2054/T04). AREA 1500mm SQUARE WITH MIN. FALLS AT 1:30 TO CORNER FLOOR GULLEY
- EXISTING CEILING TILES TO BE REMOVED. CEILING GRID RETAINED IN-SITU FOR INSTALLATION OF NEW CEILING TILES
- OPENINGS FORMED IN EXISTING INTERNAL BLOCKWORK WALLS FOR INSTALLATION OF NEW DOORS - SEE AS PROPOSED PLAN AND DOOR SCHEDULE (DWG.NOs 2054/T04 AND T07)
- NAYLOR 100x100 (S4) PCC FAIR-FACED PAINT-GRADE LINTELS TO ALL NEW OPENINGS FORMED IN EXISTING BLOCKWORK WALLS WITH 100mm SEATING TO BOTH SIDES FOR CLEAR OPENINGS UP TO 1000mm AND 150mm SEATING FOR CLEAR OPENINGS BETWEEN 1000mm AND 3000mm.
- OPENINGS FORMED IN EXISTING EXTERNAL MASONRY CAVITY WALLS FOR NEW WINDOWS - SEE AS PROPOSED PLAN AND AS PROPOSED ELEVATIONS (DWG.NOs 2054/T04 AND T05)
- SEE DWG.NO. 2054/T05 FOR DETAILS OF ALL STRUCTURAL LINTELS TO NEWLY FORMED EXTERNAL WINDOWS AND DWG.NO. 2054/T06 FOR ADDITIONAL DETAILS (CROSS SECTION) OF STRUCTURE ABOVE NEWLY FORMED WINDOWS TO STUDY BEDROOMS.

EXISTING FLOOR FINISH ARE TO BE REMOVED FROM ALL ROOMS WHERE A NEW FLOOR FINISH IS SPECIFIED (SEE DRAWING No 2054/T09).

KITCHEN AND KITCHEN STORE
ALL KITCHEN FITTINGS AND APPLIANCES ARE TO BE CAREFULLY REMOVED, AND STORED ON SITE FOR LATER REINSTATEMENT FOLLOWING THE INSTALLATION OF THE SPECIFIED WALL AND FLOOR FINISHES (SEE DRAWING No 2054/T09) AND THE REPLACEMENT OF EXISTING CEILING TILES (SEE DRAWING No. 2054/T10).

LOCKER ROOM
ALL EXISTING LOCKERS TO BE REMOVED FROM SITE AND DISPOSED OF BY THE CONTRACTOR

REFER TO THE MECHANICAL AND ELECTRICAL CONSULTANTS DRAWINGS AND INFORMATION FOR DETAILS OF THE LOCATION AND EXTENT OF EXISTING M+E INSTALLATIONS THAT ARE TO BE REMOVED

REVISIONS

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MERSEYSIDE FIRE AND RESCUE SERVICE
SPEKE AND OLD SWAN
REMODELLING AND REDECORATION

AS EXISTING PLAN
SPEKE AND OLD SWAN

detail

| | | | | | |
|-------|------------|-------|----|------|-------|
| scale | 1:100 @ A1 | drawn | KH | date | 11/21 |
|-------|------------|-------|----|------|-------|

| | | | |
|----------------|----------|-----|---|
| drawing number | 2054/T03 | rev | - |
|----------------|----------|-----|---|

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EXISTING SOIL VENT PIPE TO BE BOXED IN FULL HEIGHT IN
MOISTURE RESISTANT AND PAINTED MDF WITH ACCESS PANELS
(COUNTERSUNK, CUPPED AND SCREWED) TO PROVIDE ACCESS TO
ANY RODDING POINTS ON THE PIPE. DOOR D16 TO BE POSITIONED TO
ALLOW MIN 150mm SPACING FROM ARCHITRAVE TO BOXING-IN.

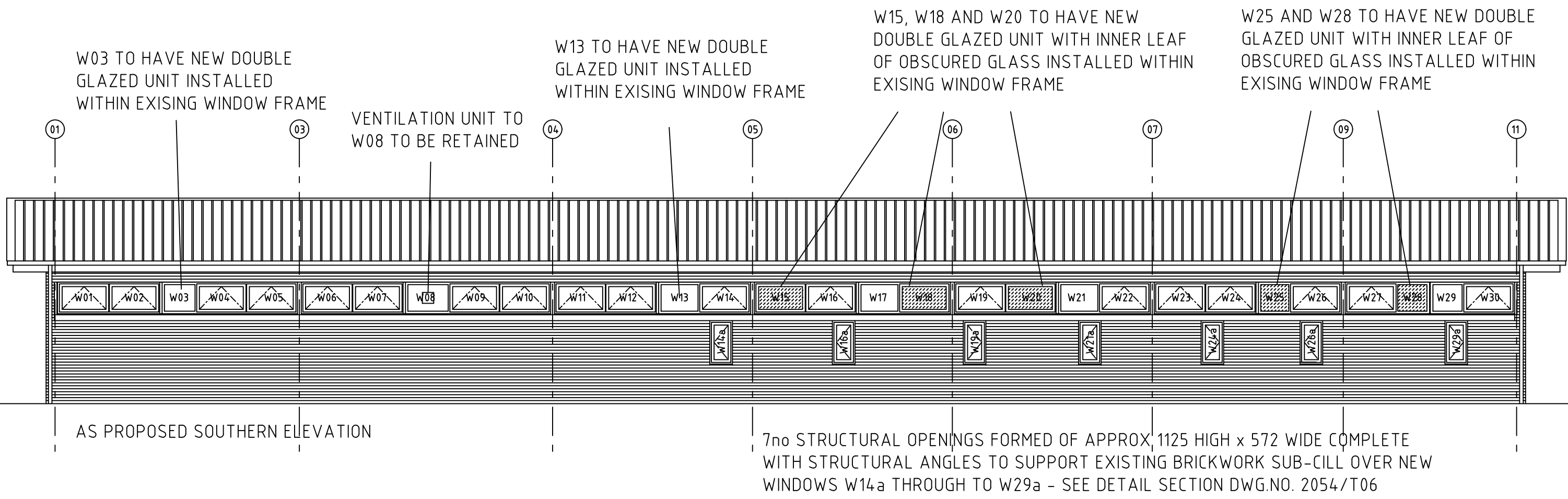
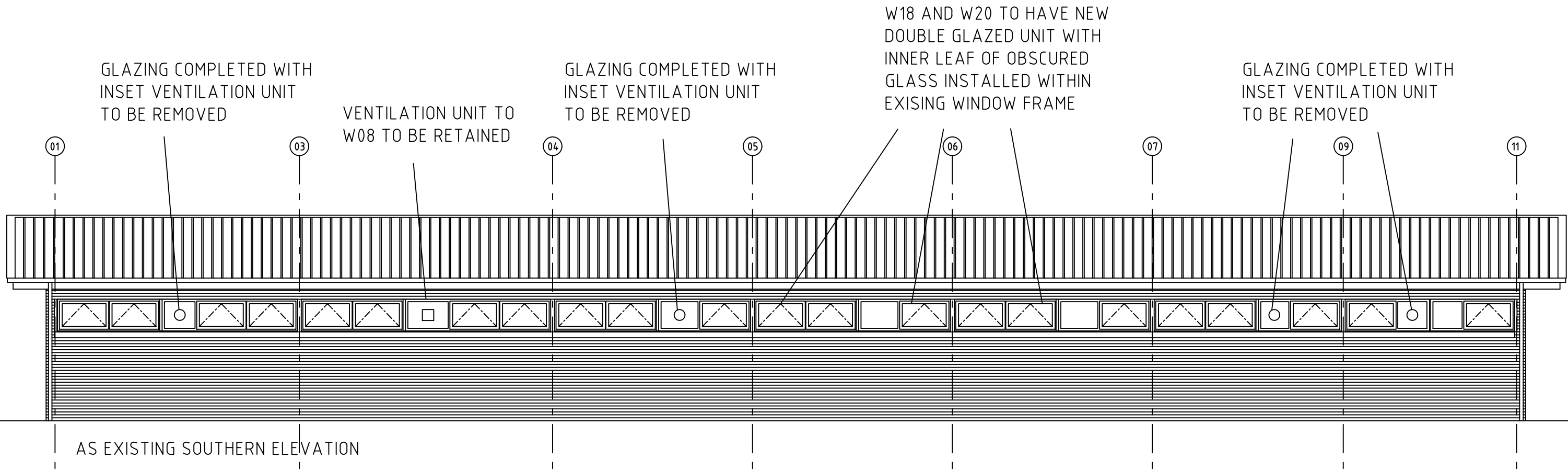


PLYWOOD PATTERESSING TO BE INCLUDED WITHIN NEW STUD PARTITION WALLS FOR THE INSTALLATION OF RADIATORS AND SIMILAR M+E FITTINGS AS INDICATED ON SERVICES CONSULTANT DRAWINGS, AND FOR SANITARY FITTINGS AND BABY CHANGE.

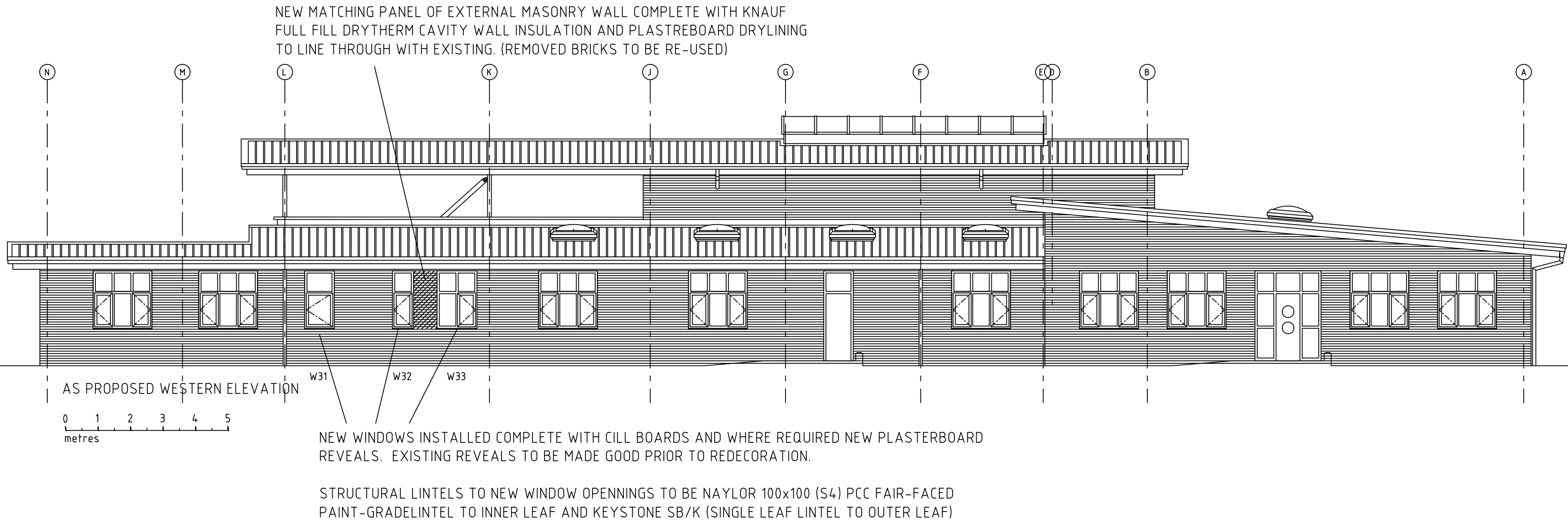
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Merseyside Fire and Rescue Service
SPEKE AND OLD SWAN
REMODELLING AND REDECORATION

Job

AS EXISTING AND AS PROPOSED ELEVATIONS

SPEKE AND OLD SWAN

detail

scale 1:100 @ A1

drawn KH

date 11/21

drawing number 2054/T05

rev -

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Chester, CH1 2LU
tel: 01244 329 356

EQUALITY IMPACT ASSESSMENT

| Overview Details | | | |
|---|--|---|--|
| Function /Department | Cross-Directorate. | Date Of analysis | 14/3/23 |
| Title and overview of what is being assessed / considered | Refurbishment of Speke & Garston and Old Swan Fire Stations. | Review Date | |
| Who will be affected by this activity? (Please tick) | | Staff <input checked="" type="checkbox"/> | Public <input checked="" type="checkbox"/> |
| Author of Equality Impact Analysis | Anthony Holland | Equality Analysis quality assured by (Member of the POD team) | Vicky Campbell |

The purpose of undertaking an equality impact analysis and assessment is to understand the potential and/or actual impact that a service or policy may have on protected groups within the Equality Act (2010). The protected groups are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and / or belief
- Sex (gender)
- Sexual orientation
- Socio-economic disadvantage (Although not one of the 9 protected groups MFRA recognise that Socio-economic disadvantage affects many deprived communities within Merseyside.)

People who are protected from discrimination on the basis of any of these characteristics are described in this document as belonging to one or other “protected group”. In addition, equality analysis can be applied to groups of people not afforded protection by the Equality Act, but who often face disadvantage and stigma in life in general and when trying to access services & employment opportunities. Such groups include homeless people, sex workers, people who misuse drugs and other groups who experience socio economic disadvantage & others. This

template has been developed following consultation with staff and other external stakeholders including reference to the National Fire Chiefs Councils (NFCC) [equality impact assessment toolkit](#) as well as the [Maturity Models and Workforce Good Practice Frameworks](#) developed by the NFCC which MFRS will use to underpin EIAs as wider work on improvement.

Impact Analysis

| | | |
|---|--|---|
| 1 | <p>What evidence have you used to think about any potential impact on particular groups? (Please highlight any evidence that you have considered to help you address what the potential impact may be)</p> <p>Example evidence:</p> <ul style="list-style-type: none"> • ONS Census data • Regional or local demographic information • MFRS reports & data • NFCC Reports/Guidance • Home office/Local government Reports • Risk Assessments • Staff survey results • Research / epidemiology studies • Updates to legislation • Engagement records or analysis <p>NFCC Equality of Access documents – We encourage you to click on the following link to access a series of 'equality of access documents', developed by the National Fire Service Council (NFCC) & reference the data and information highlighted.</p> <p>Some aspects of these documents will help you provide information, awareness, and data to support:</p> <ul style="list-style-type: none"> • Integrated Risk Management Plans | <p>The key proposals of the project are listed below and are the basis of the completion of this EIA.</p> <p>The purpose of this EIA is to review information and intelligence available at an early stage in the development of options for the Speke & Garston and Old Swan refurbishment projects. It is intended that the EIA can be used to help inform decisions as the options progress and will help Principal Officers and Authority Members to understand equality related impacts on the decisions being made in relation to local diverse communities. The EIA will be a living document, which will develop further during the project stages. This initial EIA will provide an opportunity to plan ahead for various activities such as community and staff consultation and equality data gathering.</p> <p>The EIA will be conducted in a number of stages:</p> <p>Stage 1 - Desk Top Assessment</p> <p>A desktop assessment has been completed in order to consider ED&I implications for this initial draft.</p> <p>Stage 2 - Consultation (Internal & external): MFRS Reports (SLT & Authority Meetings).</p> <ul style="list-style-type: none"> • Due to location of nearby residential properties the Old Swan scheme has gone through a formal planning process and we have successfully achieved full planning approval from Liverpool Council. The adjacencies at Speke & Garston don't require formal planning. • Consultation with the local residents to Old Swan will have taken place via the formal planning process. • Once approved MFRS and the main contractor will consult further with the local residents to inform them of the proposed start dates. |
|---|--|---|

- Service delivery strategies
- Positive action and recruitment plans
- Workforce improvement plans
- Community engagement activities
- and, will prompt conversations within the workplace.

Each document provides a significant amount of data and information, including research undertaken and risk-based evidence, and then goes into some ideas for actions which Services can use based on the information and their individual circumstances

Stage 3 – Details of the proposals

EQUALITY IMPACT

The proposals set out in the project are considered at this time to have a positive impact for both staff and communities.

- The proposed changes to the layout have been designed with the needs of the Fire Service in mind, the building will be more energy efficient, it will include a modern and adaptable heating system, PV'S (solar panels) will be installed to provide added energy efficiency and a reduction in electrical consumption.
- The alterations will be designed in accordance with equality legislation and building regulations to ensure they are fit for purpose, fully accessible to end users and visitors alike.
 - Accessible off road designated parking will be provided to front of the stations for staff and visitors.
 - Under the refurbishment we will provide seven no. single use study rooms and a number of single use shower / wash rooms. These will be of the same specification to the facilities provided within the newly constructed fire stations. This will improve the station and allow us to meet with accessibility and equality legislation requirements also.
 - A number of items raised within the access audit carried out in 2021 will be included within the proposals, including a new prayer room, improved external approaches and an improved accessible WC facility. The introduction of gender neutral study rooms and staff welfare facilities have been designed with the needs of a modern day fire service in mind, the property will be accessible for all staff and visitors alike.
 - In preparation for MFRS achieving 'net zero targets' by 2040 the M&E proposals have been developed to include new Air Source Heat Pumps via a VRF system which will allow the removal of fossil fuels to both sites. Future inclusion of Photovoltaics (PV) is also being considered.

| | | | |
|---|---|--|---|
| | | <p>- The works also include a general refurbishment of offices and operational areas alike. These changes will provide a general upgrade to the stations as required. The proposal also includes replacement FF&E, refreshing painted surfaces, new flooring and window blinds.</p> | |
| 2 | <p>Do you have all the evidence you need in order to make an informed decisions about the potential impact? (Please tick)</p> | <p>Yes <input checked="" type="checkbox"/></p> <p>If you feel that you have enough evidence, then you will not need to undertake any engagement activity</p> | <p>No <input type="checkbox"/></p> <p>If you feel that you do not have enough evidence to make an informed decision then you will need to undertake engagement activity with the staff or members of the public as applicable</p> |
| 3 | <p>What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?</p> <p>Examples include:</p> <p><u>Public</u></p> <ul style="list-style-type: none"> • Interviews • Focus groups • Public Forums • Complaints, comments, compliments <p><u>Staff</u></p> <ul style="list-style-type: none"> • Staff events / workshop • Existing staff meetings / committees • Staff Networks • Representative Bodies • Annual Staff Survey questions | <p>Existing Staff meetings, committees and general correspondence</p> <p>Consultation and engagement with Operational staff in relation to current use & layout of the station and the proposed changes required during the design process.</p> <p>Senior Operational staff and SLT Board Members have been consulted on the project through all RIBA work stages so far.</p> <p>Equality and Diversity considerations will be taken into account in the design of the buildings and external areas. Liaison with MFRS Diversity, Engagement and Consultation Manager has been carried out and will be maintained throughout the projects.</p> | |

| | | |
|--|---|--|
| <p>4</p> <p>Will there be an impact against the protected groups as described in the Equality Act (2010)?</p> <p>Summarise what impact there may be against each of the protected groups. Embed or provide a hyperlink to any reports or electronic files to which you are referring.</p> <p>Please remember when considering any possible impacts, these may be positive or negative and that there may be different impacts for our own staff when compared to those possible impacts on members of the community. Please detail clearly if the impacts are for staff or the wider community.</p> <p>It is also important to note that there may not be an impact on some of the protected groups if this should be the case please tick the not applicable box.</p> <p>If there is no impact, please state that there is no impact.</p> | What is the actual or potential impact on age ? | Not applicable <input checked="" type="checkbox"/> |
| | What is the actual or potential impact on disability ? | Not applicable <input type="checkbox"/> |
| | Positive Impact: Some areas of the property has been designed to incorporate accessible facilities for staff and visitors when required. | |
| | What is the actual or potential impact on gender reassignment ? | Not applicable <input checked="" type="checkbox"/> |
| | What is the actual or potential impact on marriage and civil partnership ? | Not applicable <input type="checkbox"/> |
| | Positive impact as this is an inclusive facility and allows family members to visit and stay with MFRS staff when they are on stand down. | |
| | What is the actual or potential impact on pregnancy and maternity ? | Not applicable <input checked="" type="checkbox"/> |
| | . | |
| | What is the actual or potential impact on race ? | Not applicable <input checked="" type="checkbox"/> |
| What is the actual or potential impact on religion and / or belief ? | Not applicable <input type="checkbox"/> | |
| The project will consider if requests are made for a dedicated quiet space to allow members to reflect or take time out to facilitate pastoral, spiritual and religious needs | | |
| What is the actual or potential impact on sex (gender) ? | Not applicable <input type="checkbox"/> | |
| Positive impact as gender neutral study rooms with gender neutral wash facilities will be provided. | | |
| What is the actual or potential impact on sexual orientation ? | Not applicable <input checked="" type="checkbox"/> | |
| | | |
| What is the actual or potential impact on Socio-economic disadvantage ? | Not applicable <input type="checkbox"/> | |

| | | | |
|--|--|--|--|
| | | Positive impact as the facility will enable staff to bring in family members for general visits when required. | |
|--|--|--|--|

ACTION PLAN

What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5?

| Impact | Action Required | Integrated existing work (yes/no) outline | Target Date | Responsibility |
|-------------------------------------|--|--|-------------------------------|----------------------------|
| Age | | | | |
| Disability - | DDA Compliant design to be incorporated. | Yes | Design stage | A Holland / DGC Architects |
| Pregnancy and Maternity - | | | | |
| Race | | | | |
| Gender reassignment | | | | |
| Marriage and civil partnership | Modern facilities for staff and community groups. | Yes | Design Stage/ Construction | A Holland / DGC Architects |
| Religion and / or belief | Consider space for contemplation/reflection | Yes | Design Stage/ Construction | A Holland / DGC Architects |
| Sex (gender) | Modern gender neutral facilities for staff and community groups. | Yes | Design Stage/ Construction | A Holland / DGC Architects |
| Sexual orientation | | | | |
| Carers | | | | |
| Other | | | | |
| Deprived communities/socio economic | Modern facilities for staff and community groups. | Yes | Design Stage/ Construction | A Holland / DGC Architects |

How will these actions be monitored and where will the outcomes be reported?

(Please describe below)

| | | | |
|---|-----------|---------------------------------|--|
| Completed by (Please print name /Designation) | A Holland | Signature Date | |
| Quality Assured by (Please print name /Designation) | | Signature Date | |



| | | | |
|---|--|---------------------------------|--|
| Name of responsible SLT member (Please print name /Designation) | | Signature Date | |
|---|--|---------------------------------|--|

Bibliography and Guidance documents

This bibliography provides details of all the documents and reports included within this EIA or the EIA guidance. The bibliography will also include Hyperlinks to other useful documents, reports, data, and webinars on our portal page or links direct to the websites which you may find helpful when completing your EIA. **Please note, that this is a live document, do not use an old copy of this form to complete a new EIA. Please ensure that you download a new copy from the portal, as the bibliography and links will be updated regularly to ensure you have access to the most recent data, articles and training.**

Documents referenced and hyperlinked within the form

National Fire Chiefs Councils (NFCC) [equality impact assessment template](#)

National Fire Chiefs Councils (NFCC) [Equality Impact Assessment Toolkit](#)

National Fire Chiefs Councils (NFCC) [Maturity Models and Workforce Good Practice Frameworks](#)

This document provides insight into the NFCC Maturity model and provides guidance on the following areas:

- Leadership Development
- Recruitment
- Learning Organisation
- Blended Learning
- Performance Management
- Employee Recognition
- Talent Management
- EDI
- Well Being
- HR Analytics

[Equality Diversity & Inclusion Resource Library](#)

The ED&I resources Library is located on the ED&I portal page and provides a suite of documents (detailed below) from a wide variety of sources, they may be internally produced reports or guidance, toolkits or data produced by the NFCC or partners. A list of the documents can be found below or you can access the complete library [here](#).

Disability related support including:

- [AFSA - Lets talk workplace disability](#)

Gender Related Resources including:

- [Fast Facts for patients – Menopause](#)

Pregnancy and Maternity Related Resources

Religion and Belief related resources including:

- [AFSA – 2021 Workforce Religion and belief Toolkit](#)

Sexual Orientation Related Resources

[AFSA Workforce Positive Action Toolkit](#)

[Dementia Friendly Emergency Services Guidance](#)

[NFCC Equality of Access to Services and Employment](#) which includes:

- NFCC Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- NFCC Equality of Access to Services and Employment for Black Communities
- NFCC Equality of Access to Services and Employment for Neurodiversity
- NFCC Equality of Access to Services and Employment for LGBT Communities
- NFCC Equality of Access to Services and Employment for People from Asian Communities
- NFCC Equality of Access to Services and Employment for the Roma Communities
- NFCC Equality of Access to Services and Employment for People Living with Dementia
- NFCC Equality of Access to Services and Employment for People Living in Rural Communities
- NFCC Equality of Access to Services and Employment for Emerging Migrant Communities
- NFCC Community Risk – CRMP Equality Impact Assessment

These can also be found on the [NFCC website](#)

NFCC Toolkits

The NFCC have also created a number of toolkits to provide help and guidance these can be found here on the [NFCC website](#) or via the links below in the ED&I Resource Library

The toolkits currently available include:

- [Collecting and Disseminating of Equality, Diversity and Inclusion Data Toolkit](#)

- [Gender Diversity Toolkit](#)
- [Neurodiversity Toolkit](#)
- [Undertaking an Equality Impact Assessment Toolkit](#)
- [Staff Networks Toolkit](#)

Webinars

[NFCC Lunch and Learns](#) which include

- Neurodiversity
- Trans Visibility in FRS
- Racial Equality
- Bite Size techniques to avoid burnout
- Being part of the LGBT Community

Other useful Links and documents

[ED&I Annual Report](#) this report included our Staffing data, Gender and BAME Pay Gap analysis and recent reporting against our 5 Equality Objectives

[Diversity Events Calendar](#) the diversity calendar is helpful to understand what key dates are taking place throughout the year to assist with community engagement

[Knowing our Communities Data](#) this is a suite of documents, which provides data within each of the local Authorities, by different protected groups which include Age, Disability, Religion and Ethnicity.

Service Instruction 0877 Resources to support managers and staff to implement the Equality & Diversity Policy

- [Appendix 1 - Disability in the workplace information for staff and managers](#)
- [Appendix 2 - Reasonable Adjustments Support for staff & managers in the workplace](#)
- [Appendix 3 - Access to Work Support for staff and managers in the workplace](#)
- [Appendix 4 - Supporting people with Dyslexia in the workplace](#)
- [Appendix 5 - Supporting Staff during the Menopause](#)
- [Appendix 6 - Guidance for supporting employees returning from maternity; breastfeeding in the workplace Operational Firefighters](#)
- [Appendix 7 - Supporting Lesbian, Gay, Bisexual and Transgender \(LGBT\) staff in the Workplace](#)
- [Appendix 8 - Supporting Transgender staff in the Workplace](#)
- [Appendix 9 - Neurodiversity in the workplace](#)



[2021/22 Fire Statistics](#) this includes workforce data published by the government

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