

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>

	<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>shadowing, leadership masterclasses, will support those who have not previously had access to such support.</p> <p>MFRS's strategy to managing talent is dedicated to:</p> <ul style="list-style-type: none"> • 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 <p>taking account of national standards of competence and role maps where applicable.</p> <p>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.</p>
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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>
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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 <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.	
		<p>What is the actual or potential impact on religion and / or belief?</p> <p>There is no impact on religion and/or belief.</p>	<p>Not applicable <input checked="" type="checkbox"/></p>
		<p>What is the actual or potential impact on sex (gender)?</p> <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>	<p>Not applicable <input type="checkbox"/></p>
		<p>What is the actual or potential impact on sexual orientation?</p> <p>There is no impact on sexual orientation.</p>	<p>Not applicable <input type="checkbox"/></p>

		<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>
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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	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				
How will these actions be monitored and where will the outcomes be reported? (Please describe below)				
<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	
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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