# EQUALITY IMPACT ASSESSMENT

<table>
<tr><td colspan="4" align="center"><strong>Overview Details</strong></td></tr>
<tr><td><strong>Function /Department</strong></td><td><strong>POD</strong></td><td><strong>Date Of analysis</strong></td><td>June 2023</td></tr>
<tr><td><strong>Title and overview of what is being assessed / considered</strong></td><td>Operational Response Structural Changes</td><td><strong>Review Date</strong></td><td></td></tr>
<tr><td><strong>Who will be affected by this activity?</strong> (Please tick)</td><td></td><td>Staff   ☒</td><td>Public   ☐</td></tr>
<tr><td><strong>Author of Equality Impact Analysis</strong></td><td>Amanda Cross</td><td><strong>Equality Analysis quality assured by (Member of the POD team)</strong></td><td></td></tr>
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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.

MFRS have also created the [ED&I Assurance Checklist](#), which is a useful outline of ED&I factors that staff need to consider to help demonstrate minimum legal compliance, making the most of ED&O opportunities and minimising risk for the organisation. This checklist can be used when preparing plans, discussing new services and organisational change.

| Impact Analysis | |
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| 1 **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)<br><br>Also include an introduction here giving background the purpose of the Policy, SI etc. that is being assessed. (A good place to start is the introduction and purpose of the document)<br><br>**Example evidence:**<br>• ONS Census data | Succession Planning is a key function of Merseyside Fire and Rescue Service (MFRS) to ensure we can met our operational response aims.<br><br>The Operational Response function delivers the Authority's statutory responsibilities under the Fire and Rescue Service's Act 2004, the Civil Contingencies Act 2004, the Fire and Rescue Services (Emergencies) Order 2007 and the Fire and Rescue Services National Framework to Respond in the most efficient and effective manner to fire and rescue emergencies.<br><br>MFRS needs to provide the most efficient and effective allocation of emergency response resources to mitigate the impact of identified fire and rescue related risks on its communities. It should also take proactive work to prevent injury to the public and by protecting property and the environment through the effective resolution of incidents and the mitigation of their societal and economic impacts. |

- 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

**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.

Some aspects of these documents will help you provide information, awareness, and data to support:

In order to do this the Service requires, well-trained personnel at all levels to discharge these duties and a succession plan to ensure a continual talent pipeline.

In 2020, following a successful 18-month pilot, the Authority re-introduced the Crew Manager role which has been removed in 2013 in order to deliver central government austerity savings.

The pilot clearly showed the wider range of benefits that the role provided particularly in ensuring sufficient, attractive development opportunities where available for employees to progress in order to meet predicted organisational staffing needs.

The IRMP Supplement 2019-21 outlined the Authority's reinvestment into Operational Response provision including how the Crew Manager role would be established at Key Locations, whilst also being facilitated elsewhere on a temporary basis as part of developmental pathways.

Since the reintroduction of the CM post over 200 employees have utilised the Crew manager development pathway to progress through the organisation with most current operational Watch Managers alongside numerous Senior

- Integrated Risk Management Plans
- 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

Managers having progressed via this pathway. This has included a significant number of female firefighters securing promotion to Crew Managers.

The jump from FF to WM was felt by some to be significant and the development path can be challenging. The CM role enables our employees to become introduced to management in a gradual manner. The role brings greater responsibility at incidents, in people management for example, return to work interviews and support forms and lower level employee relations issues and CMI level 3.

The following people will be affected by the proposed objectives

- All communities on Merseyside – Positive
- Merseyside Fire and Rescue Authority operational employees – Positive

No negative impacts are identified because of this strategy.

The following monitoring data has been drawn and considered from a variety of areas, including but not restricted to:

- Gateway outcomes

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| | • High Performance discussions and outcomes<br><br>• Succession planning<br><br>• Performance Management Group (PMG),<br><br>• Operational Improvement Group (OIG),<br><br>• Station Plan updates,<br><br>• Service Delivery updates & Station audit feedback,<br><br>• Staff forums/IRMP consultation<br><br>• Staff Survey information<br><br>• MFRS Standard Operational Procedures<br><br>• HMICFRS Findings | |
| 2 **Do you have all the evidence you need in order to make an informed decisions about the potential impact?** (Please tick) | **Yes** ☒<br><br>If you feel that you have enough evidence, then you will **not** need to undertake any engagement activity | **No** ☐<br><br>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 |

| 3 | **What engagement is taking place or has already been undertaken to understand any potential impact on staff or members of the public?**<br><br>Examples include:<br>Public<br><ul><li>Interviews</li><li>Focus groups</li><li>Public Forums</li><li>Complaints, comments, compliments</li></ul>Staff<br><ul><li>Staff events / workshop</li><li>Existing staff meetings / committees</li><li>Staff Networks</li><li>Representative Bodies</li><li>Annual Staff Survey questions</li></ul> | People and Organisational Development have worked closely with Operational Response to assess the outcomes of the trial and the benefits of extending this to all stations rather than just the key locations. This work was to determine the optimum locations to establish these new Crew Manager roles. Key to the decision making process was ensuring operational effectiveness, improving resilience and providing enhanced developmental pathways.<br><br>From listening to our employees, it was clear that whilst the Crew Manager development pathway was widely popular, particularly with the option to develop temporarily at their current location. However, the established position of CM roles allocated to key locations limited the options for permanent appointment particular of duty systems such as LLAR, SRT and DCWTR.<br><br>Taking account of this as part of the Budget Strategy day in January 2023 the CFO set out his vision to further invest into Operational Response including the outline proposal to establish a further 20 Crew Manager roles (in place of existing FF roles) subject to the Authority approving the revised Medium term financial plan.<br><br>The new structure sees the Crew Manager role established at each of the 10 stations that previously did not have one as follows: |

|  |  | • WT 224: 4 CM Per station @ 15, 20 |  |
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|  |  | • SRT: 4 CM Per station @ 19 |  |
|  |  | • LLAR: 1 CM per station @ 17, 22, 51 |  |
|  |  | • DCWTR: 1 CM per station @ 12, 18, 31 |  |
|  |  | • Liverpool City: 2 CM per station |  |
| 4 | **Will there be an impact against the protected groups as described in the Equality Act (2010)?**<br><br>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.<br><br>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 | What is the **actual** or **potential** impact on **age?**<br><br>This strategy provides the same opportunities for promotion regardless of age. It has been interesting to note that some newer recruits ( statistically younger) have entered into the CMD programme as well as some employees towards the end of their careers who previously felt that the jump to WM was perhaps too great but have now found an appetite for development. Moreover, LLAR stations have traditionally attracted older employees and the introduction of CM's onto these locations may have as positive impact on an older demographic. | **Not applicable**<br><br>☐ |
|  |  | What is the **actual** or **potential** impact on **disability?** | **Not applicable**<br><br>☒ |

Updated 6th March 2023

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| 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. | In Merseyside Fire and Rescue Service all employees need to be physically fit to ride, however this does not disbar employees with unseen disabilities for example diabetes, and neurological conditions for example dyslexia and ADHD from applying to become CM's.

22% of the population of Merseyside is registered disabled under the Equality Act, however fewer MFRS employees have indicated this is the case ( 2021-2022 data indicated that approximately 3.2% of our employees have identified as having a disability) Although historically the data is inconclusive the POD team will monitor how many employees who identified with a disability are promoted. It may have an unintended beneficial consequence of highlighting more employees who have disabilities as the MFRS makes reasonable adjustments to assist employees with dyslexia etc. | |
| | What is the **actual** or **potential** impact on **gender reassignment?**

We currently do not employee any transitioned or transitioning employees. However ,as long as the applicant can meet the fitness | **Not applicable**

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Updated 6<sup>th</sup> March 2023

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| standards, and complete their portfolio there is no barrier to their promotion. | | |
| What is the **actual** or **potential** impact on **marriage and civil partnership?**<br>None identified | Not applicable ☒ |
| What is the **actual** or **potential** impact on **pregnancy and maternity?**<br>Whilst a female employee will not be able to undertake operational duties whilst pregnant in line with the Maternity SI (0658), this does not preclude a woman from applying and completing her portfolio. | Not applicable ☒ |
| What is the **actual** or **potential** impact on **race?**<br>The Positive action team are actively working to attract more employees from diverse backgrounds and this will increase the talent pool. This is work in progress as in 2021 5.5 % of the workforce identified as BAME, 5.9 % identified a year later (Home office data 2022) with 7.1% as of 31/3/23.<br><br>At CM level in 2021 2.4% identified as BAME whilst in 2022 this had increased to 3.8% (HO Figures). | Not applicable ☒ |

| | | The POD team will continue to work with the REACH network to encourage support, mentor and coach employees who have the potential to become CM's with additional opportunities available following this change. | |
| | | Analysis of the HPP program carried out in April 2022 shows that of 132 members 11 identified as BAME which is 8.3% of the cohort and 19.6% of the total of MFRA staff identifying as BAME. | |
| | | What is the **actual** or **potential** impact on **religion and / or belief?** None identified | **Not applicable** ☒ |
| | | What is the **actual** or **potential** impact on **sex (gender)?** The Home Office Fire and Rescue Statistics 2022 demonstrate that women in CM posts in MFRS jumped from 3.6% in 2021 to 10.6% in 2022 and this reflects the qualitative information that the role is offering promotional opportunities for women. By expanding the CM role into DCWTR stations this may further increase the number of female candidates as many of the newer female recruits work this duty system. | **Not applicable** ☐ |

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| The recent 2023 supervisory process saw 15 female applicants all of whom where successful (20% of the total of MFRA female grey book staff )<br><br>Analysis of the HPP program carried out in April 2022 shows that of 132 members 50 are female which is 37.8% of the cohort and 17.7% of the total of MFRA female staff. | |
| What is the **actual** or **potential** impact on **sexual orientation?** There is not enough data to run a meaningful report on this; however there are no barriers to an employee for promotion because of their sexual orientation. | **Not applicable** ☒ |
| What is the **actual** or **potential** impact on **Socio-economic disadvantage?**<br><br>There is a positive advantage as by increasing the CM role by 20 people there will be a salary increase for those entered onto the CMD programme. As the previous CM roles were in key locations, some employees faced financial disadvantage if they moved off their duty pattern notably those on LLAR stations. This effectively removes that barrier. | **Not applicable** ☐ |

# ACTION PLAN

| What actions need to be taken in order to mitigate the impacts identified in sections 3,4 and 5? | | | | |
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| **Impact** | **Action Required** | **Integrated existing work (yes/no) outline** | **Target Date** | **Responsibility** |
| Age | | | | |
| Disability - | Data will be collated to identify employees with a disability to ensure that reasonable adjustment are identified. | Yes | ongoing | POD |
| Pregnancy and Maternity - | | | | |
| Race | This is being actively promoted by the positive action team | YES | ongoing | POD |
| 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)<br><br>The POD and Training and Development teams will take reports to People Board and the OPS Response Board. | | | | |

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

Updated 6th March 2023

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

Updated 6th March 2023

**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

Updated 6th March 2023

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

Updated 6th March 2023

- 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

Updated 6th March 2023

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

Updated 6th March 2023