



EQUALITY IMPACT ASSESSMENT (EIA)

2024-2028 CRMP

Proposal – Introduction of
Day Crewing in Knutsford

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Introduction

By undertaking Equality Impact Assessments (EIAs) the Service will have a better understanding of the risks presented to its workforce and communities, with specific emphasis on the consideration of those with protected characteristics under the Equality Act 2010. This will then inform any necessary changes to policies and practices, working arrangements and will also ensure that there are no unintended consequences in terms of discrimination relating to any new working arrangements, activities, policy changes and/or reasonable adjustments.

Process

It is essential that where working practices and/or service delivery methods change, the Service can provide assurance by reflecting on the potential impacts of the changes and demonstrating that it has done the due diligence to promote equality and inclusion.

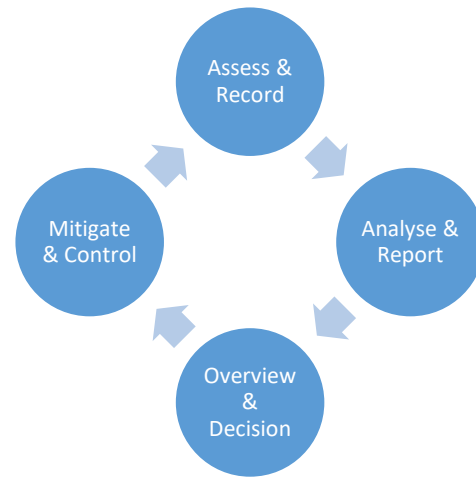
Assessing the impact of changes is a continuous process not only to ensure that mitigating actions are effective and being carried out, but also to identify any consequences or likelihood of risks evolving or changing over time. The EIAs will also help to inform future decisions on the effectiveness, efficiency and sustainability of the changes.

The following process should be followed for the production and sign-off of EIAs and the monitoring of the risks and associated mitigating actions and proposed changes contained within them.

Stage 1 – Assess & Record

Where required, each service area should carry out an EIA to identify and record any changes that have been implemented or will be implemented.

The EIA template within this document has been developed to help structure the assessment. This is not a tick box exercise so professional judgement will be required to ensure that assessments are comprehensive and relevant.



Assessments should be co-produced with staff involved in the delivery of the activity, policy or procedure to ensure that experience and knowledge is shared and included in any mitigation plans. Completion of the EIA template does not end the process. Further assessments will be required to ensure the scale, likelihood and level of impact is not increasing and that the mitigating actions/changes are making a positive impact. The output of Stage 1 is the completion of a comprehensive impact assessment with the level of risk and impact measured for review by the Head of Department.

Stage 2 – Analyse & Report

The Head of Department reviews draft assessments and analyses the totality of the impact risks across their services/function.

This will:

- Enable a robust peer review and scrutiny on the assessment and mitigation plans.
- Provide direction and decisions within the remit of the Head of Department's resources.
- Identify actions or interdependencies with other areas of the business.

Stage 3 – Overview & Decision

The Equality, Diversity and Inclusion (EDI) Advisor will review the EIAs in conjunction with the relevant Head of Department and maintain an overview of the impact risk across the wider organisation.

The level of risk and likelihood of occurrence will help to identify themes and potential solutions and will confirm the level of oversight needed for implementation of actions and mitigation plans – Service or departmental level.

This will also prompt direction where required in respect of any necessary escalation to SMT for decision or investment.

Stage 4 – Mitigate & Control

Mitigation actions/changes should be developed/implemented with monitoring and review processes in place.

The frequency of the monitoring and review process should be considered in line with the assessed level of risk. i.e. if risk was deemed to be high then more frequent checks and balances need to be put in place to monitor the result of implementation of the changes.

Consideration should be given to the following questions:

- Are the changes/mitigating actions happening and working?
- Has the consequence/impact changed since the last review?
- Has the likelihood of the impact changed since the last review?
- What additional support/resource/action is required to manage the risk?

Impact Assessment Form

Once completed, please store on Corporate Docs, Cheshire Planning System and return to equalities@cheshirefire.gov.uk

Name of policy / initiative / service to be impact assessed	2024-2028 CRMP Proposal – Introduction of Day Crewing in Knutsford
Which of our Core Values are being addressed?	We are doing the right thing by providing improved cover during our busy daytimes for the people of Knutsford, and allowing for more community engagement and Home Safety Visits to take place.
Department / function carrying out the assessment	Engagement and Public Affairs, within Communications and Engagement
Who is responsible for the implementation of the policy / initiative / service? (function head /department manager)	To be determined once the CRMP has been approved
Who is involved in the impact assessment?	Equality, Diversity and Inclusion Advisor (Rosie Saxon), Engagement and Public Affairs Manager (Graeme Worrall)
What are the aims / objectives / expected outcomes of the policy / initiative / service?	Improve response times Reduce our reliance on On-Call fire engines, particularly during the day More Wholetime fire engines in On Call Station areas, resulting in increased capacity to deliver prevention and protection activity

	<p>Look after our people & mitigate the impact of any changes</p> <p>No fire station closures or building of new stations</p> <p>Maintain the same cost base, whilst improving service, outputs and value for money</p>
Who is intended to benefit from the policy?	Communities across Cheshire, primarily those in station areas covered by a fully on-call fire engine.
Is the policy/initiative/service for external or internal purposes?	External and internal
Does this policy/initiative/service affect the on-call duty service?	Yes
<p>Are other organisations involved in the delivery?</p> <p>If yes please state who:</p>	No
<p>What information / past experience do we have i.e. a similar initiative and what did this information tell us? (info can be demographic data i.e. census findings, research findings, comparisons between similar policies in our Service and other services, survey data, equality monitoring data, ad hoc data gathering exercises)</p>	<p>There is a range of data available on local areas within Cheshire that can be accessed via Business Intelligence. This will help to build a profile of the local community and the presence of any particular groups within the community, or any issues/trends that may require particular attention or consideration at specific local events.</p>

<p>Has a similar assessment been conducted by other Fire and Rescue Services or local authorities in respect of a similar policy / initiative / service?</p> <p>If yes – is it possible to adapt / incorporate findings</p>	
<p>Date of next policy / initiative / service review (if applicable)</p>	<p>Date of EIA: April 2023</p> <p>Date of Review: April 2024 – on commencement of 2024 CRMP and to be reviewed by project lead(s)</p>

Impact Assessment

The impact assessments will be based on the red, amber, green (RAG) risk scoring as follows:

LIKELIHOOD				
Unlikely	Low probability	Possible	High probability	Almost Certain
1	2	3	4	5
VL	L	M	H	VH

IMPACT		
5	VH	Catastrophic – legal action (discrimination claim)
4	H	Major – serious matter that may lead to negative publicity and disciplinary action within service context
3	M	Moderate – external complaint or internal grievance
2	L	Minor – Additional small amendment or changes to policy, initiative or service.
1	VL	Little impact – minor considerations only required.

		IMPACT					
		VL	L	M	H	VH	
		1	2	3	4	5	
LIKELIHOOD	VH	5	5	10	15	20	25
	H	4	4	8	12	16	20
	M	3	3	6	9	12	15
	L	2	2	4	6	8	10
	VL	1	1	2	3	4	5

Overall Rating	Description	Monitoring
1 – 5 Manageable Risk	The risk may be so low that we choose to accept it and instead simply record that the risk has been identified and that due to its low likelihood or impact no further action will be required. Alternatively, minor considerations may be needed on implementation.	Department will maintain oversight and continue to manage locally
6 -10 Medium	The EIA owner will need to consider slight amendments or further controls to the substance of the policy/initiative/service to take account of any issues identified OR GM to confirm that all reasonable steps have been taken to mitigate the risk and no further reasonable action is possible	
12 – 15 High	The policy / initiative / service cannot be rolled out until detailed external and/or internal consultation has taken place with those that the policy / initiative / service affects.	Updates provided to the EDI Advisor
16 – 25 Very High	Take immediate action. If legal action is certain to occur then we cannot go ahead with the policy / initiative / service, without fundamentally changing it. If even with this mitigation, the impact remains severe, then consultation with internal and/or external groups will need to go ahead.	

Outlined below are relevant groups who or factors that may be affected by the policy / initiative / service and suggested impacts (please note that these suggestions are not exhaustive and you will need to consider whether there are any further impacts). Enter a commentary explaining the potential risks/impacts both on employees and external community groups. Specify any controls which are currently in place or that will be put in place to address and mitigate these impacts. Please document all impacts, both negative and positive.

Protected Characteristics or EDI theme			Impact/risk
Age (younger, older or particular age group)			<p>External Risk Older age increases the risk of an individual dying or being seriously injured in the event of a fire. Within the Knutsford fire station area there are 26.27% of residents who are 65+. At local authority ward level, the Knutsford ward has 32.6% of its pensioner population recorded as living alone.</p>
Likelihood	Impact	Overall	<p>Younger people may also be at risk as a result of deliberate fire setting. Within Knutsford 20.08% of residents are under 18.</p>
2	3	6	<p>External Control The proposed introduction of day crewing into Knutsford provides increased capacity to undertake safe and well fire prevention visits in the area, which will help to reduce the risk of fire facing a household. These are prioritised according to risk factors, with age and living alone being key considerations.</p> <p>There would also be additional capacity for the local crew to undertake a range of Key Stage 2 visits to provide age-appropriate fire safety advice for young people.</p> <p>Internal Risk The additional remuneration which the day crewing system attracts may increase its attraction to staff interested in working the system. This may particularly be the case with staff nearing retirement and therefore there may be a disproportionately higher number of older members of staff interested in working at Knutsford.</p> <p>Internal Control The service has an established redeployment and establishments process.</p>

Disability (physical, sensory, long-term illness, hidden, neurodiversity)			External Risk Within the three local authority wards that make up Knutsford, the percentage of population recognised as disabled under the Equality Act 2010 is 16.0% (Knutsford), 16.3% (High Legh) and 18.5% (Mobberley); compared to the Cheshire East average of 17.0%.
Likelihood	Impact	Overall	<p>Mobility issues stemming from obesity are an increasing demand on fire and rescue services, with 2,326 incidents of assisting other agencies with a bariatric rescue in England during 2022/2023; compared to 429 in during 2012/13. Within the three local authority wards that make up Knutsford, the percentage of obese adults is 17.5% (Knutsford), 19.9% (High Legh) and 19.5% (Mobberley); all of these are below the average for Cheshire East (21.5%)</p> <p>Disability can increase the individual’s risk of harm in the event of a fire and some disabilities or learning differences may require staff to provide advice in different or alternative ways.</p> <p>As the fire station building will have the same level of accessibility to visitors, there is no perceived risk to those with disabilities accessing the station as a result of the proposed changes.</p> <p>External Control Provision of safe and well activity, targeted according to risk. Provision of fire safety education via Key Stage 2 visits and other community engagement.</p> <p>Internal Risk Day-crewing is within sociable hours rather than evenings and weekends, which could be more agreeable for those with long-term conditions who have considerations such as pain management and exhaustion to consider. However, this will be a big change in routine which may cause distress to those with neurodiverse conditions who are used to a certain structure.</p> <p>The introduction of a day crewing system may mean that adjustments to housing may be needed in order to accommodate particular disabilities if there is a change in residence.</p> <p>Internal Control Keep staff informed on what is going to be happening, timescales, what it will look like etc. in order to</p>
3	3	9	

			<p>minimise any unexpected changes. Support any individuals with neurodiversity by identifying it early and linking in with L&D to discuss resilience training and support.</p>
<p>Mental health (anxiety, depression, isolation, bipolar, serious mental illness)</p>			<p>External Risk The changes may cause confusion and potential distress to the public if not communicated properly.</p>
Likelihood	Impact	Overall	<p>External Control The Service has created a detailed document which is accessible and available on our website. We have sought consultation from the public and advertised this to try to make as many people as possible aware. We have also created a video in order to explain the changes fully.</p>
3	2	6	<p>Internal Risk Those with underlying conditions such as anxiety may be triggered by changes to working conditions and the uncertainty which comes along with this.</p> <p>Internal Control We have a dedicated mental health advisor who is on hand to visit stations and gauge the morale of individuals, providing support to those who need it, and signposting anyone who may need further support to our Occupational Health Unit where they can access counselling sessions. Regular visits should be scheduled in order to ensure that everyone is given opportunity to seek that support.</p> <p>We also have individuals throughout the Service who are trained in providing mental health support, such as mental health first aiders and TRIM practitioners. These are identified by name and a photo on posters which are on the notice board of every station and Service building.</p>
<p>Gender re-assignment / identity (someone in transition or who has transitioned from one gender to another)</p>			<p>External Risk No specific risks are identified in relation to someone's gender identity or transitioning.</p> <p>External Control The Service is a visibly LGBT+ friendly organisation and staff are encouraged to wear items such as lanyards which provide an indication they are an LGBT+ ally.</p>

Likelihood	Impact	Overall	Internal Risk This change should not be disruptive to anyone who is transitioning, as they should be given sufficient time off in order to recover from any surgeries, as per the Trans policy.
1	1	1	Internal Control Trans policy.
Marriage/civil partnership (applies to same-sex as well as opposite sex couples)			External Risk No specific risks are identified in relation to someone's marriage or civil partnership status.
			External Control N/A
			Internal Risk Although the proposed changed will cause some people to be moved to a different station, and there may be some changes to living situations, these should be positive changes as it will see more firefighters living closer to their workplace and working more sociable, family friendly hours.
Likelihood	Impact	Overall	
2	1	2	Internal Control N/A
Pregnancy and maternity (Pregnancy, maternity leave, breast-feeding)			External Risk No specific risks are identified in relation to pregnancy or maternity.
			External Control N/A
			Internal Risk No specific risks are identified in relation to pregnancy or maternity. Staff working at Knutsford who become pregnant or require maternity provision can seek advice from their HR advisor or the EDI advisor.
Likelihood	Impact	Overall	
2	1	2	

			<p>Internal Control The Service has an established maternity policy and a range of guidance to support individuals through their pregnancy via specific risk assessments and amendments as necessary.</p>
<p>Race (Ethnic origin, nationality, colour, including gypsies and travellers)</p>			<p>External Risk The population of the Knutsford station area is 91.1% White British. The resident Asian/Asian British population stands at 2.47%, while small this is larger than the average across Cheshire East. 2.41% of the population in Knutsford identify as Gypsy/Irish Traveller or 'Other White' within the ONS classification</p> <p>No risks are identified due to the proposed changes. The increase in fire cover will give crews more opportunity to engage with those in their communities who can be difficult to reach, such as the traveller community, who often encounter the Service in passing at community engagement and positive action events. The increase in this type of work may help to form stronger bonds with these communities and may even help in diversifying our workforce.</p>
Likelihood	Impact	Overall	
2	3	6	<p>External Control Community safe and well visits and wider prevention work. If required, staff have access to language line to provide translation services. Fire safety information is also available in a range of different languages, including easy read.</p> <p>Internal Risk As the plans to move to weekday cover include an intention for more home and business safety visits to take place, there will be more contact between our staff and the public. This creates greater opportunity for both positive and negative interactions, and unfortunately will slightly increase the risk that a member of our staff could come into contact with racially motivated harassment from members of the communities they are working in.</p> <p>Internal Control Crews will not be working alone, and will try to stay together when making visits as much as possible. Conflict training is available to all staff, as well as support from our Racial Equality and Cultural Heritage network. All managers receive training on race and should be equipped to deal with any incidents.</p>

Religion/Belief System (Christian, Muslim, Hindu, Jewish, Buddhist etc.)			<p>External Risk Christianity is the majority religion across Cheshire East (54.39%). There are also sizeable populations of those who do not follow a religious belief (average of 36% across Cheshire). There are few large concentrations of other religious groups, with one group of note being the Muslim population in Cheshire East (1.04% of population). There is a small cluster of Hindus within the Knutsford ward (133 individuals).</p> <p>No specific external risks are identified as a result of the proposed introduction of day crewing at Knutsford. The proposal will provide additional capacity to undertake community work locally, which may benefit local religious groups.</p>
Likelihood 2	Impact 2	Overall 4	<p>External Control Staff are already active in the community and attend a range of religious events as per their respective community action plans. Home fire safety advice is provided to the community, which is tailored to times of year which feature major religious festivals.</p> <p>Internal Risk Religious activities which are done at certain times of the day, such as prayer, may be affected by the change to day crewing.</p> <p>Internal Control Watches with colleagues who observe such religious practices may make workplace adjustments such as doing more strenuous activities earlier in the day during Ramadan if somebody is fasting, or changing the timings of tasks in order to fit in with their prayer times.</p>
Gender (male, female or gender non-binary or fluid)			<p>External Risk The population of the Knutsford area is 51.5% male and 48.5% female. No specific risks are identified in relation to someone's gender in isolation. However, when coupled with other characteristics there are identifiable risks. Older males, particularly those living alone, are at most risk of death and injury from fire.</p> <p>External Control The provision of a day crewing resource within Knutsford would provide greater capacity to undertake prevention work within the community. This work is carried out using the Service's targeting methodology</p>

Likelihood	Impact	Overall	to prioritise those most at risk. Where older males living alone are identified, these would be prioritised accordingly, and a home safety visit would be arranged to minimise risk.
2	2	4	Internal Risk No specific risks are identified in relation to someone's gender. Internal Control N/A
Sexual Orientation (Gay, Lesbian or Bisexual)			External Risk 91.5% of the Cheshire East population aged over 16 identify as straight/heterosexual; 1.3% identify as gay or lesbian and 0.9% identify as bisexual. A further 0.3% of the population are of a different sexual orientation (pansexual, asexual etc). While the fire risk facing LGBT+ individuals can be higher than average, including the risk of arson related hate crime, there are no specific risks are identified from this proposal in relation to someone's sexual orientation.
Likelihood	Impact	Overall	External Control
2	2	4	The provision of increased fire cover provides more opportunity for community engagement with LGBT+ residents and an improved emergency response. The Service is a visibly LGBT+ friendly organisation and staff are encouraged to wear items such as lanyards which provide an indication they are an LGBT+ ally. Internal Risk No specific risks are identified in relation to someone's sexual orientation. Internal Control N/A
Geography and Deprivation (does the service or policy affect lower income people or those			External Risk 58.4% of households in the Knutsford ward, 57.7% of households in the High Legh ward, 60% of households in the Mobberley ward and 62.5% of households in the Chelford ward are not deprived in any

<p>who live in areas of disadvantage?)</p>			<p>dimension (Cheshire East data, 2021 census) The impact of the proposed changes should be positive for the community as there is increased capacity for community interventions in the area.</p> <p>External Control N/A</p> <p>Internal Risk The introduction of day crewing at Knutsford will have positive and negative impacts on certain parts of the workforce. There may be staff who currently reside in the housing at Knutsford who do not transfer on to the day crewing system. In these cases, they would be required to vacate the premises and find their own accommodation – potentially at a greater cost and leading to a financial impact.</p>
<p>Likelihood</p> <p>3</p>	<p>Impact</p> <p>2</p>	<p>Overall</p> <p>6</p>	<p>Conversely, staff who join the day crewing establishment at Knutsford may see a positive financial impact in moving to service housing and in a potential increase in pay if they are moving from a different shift system to day crewing.</p> <p>Internal Control The Service has a range of different shift patterns available and an established redeployment process to manage changes in establishments.</p>
<p>Occupation (internal – shift systems, working patterns etc. External – shifts, retired etc.)</p>			<p>External Risk No specific risks have been identified due to the occupation of an individual. The provision of day crewing cover would have a positive impact in more capacity to undertake home safety assessments and in an improvement in emergency response.</p> <p>External Control N/A</p> <p>Internal Risk</p>
<p>Likelihood</p>	<p>Impact</p>	<p>Overall</p>	

3	3	9	<p>Some staff may be required to change shift pattern or station, which will necessitate a change in their circumstances.</p> <p>Internal Control The Service has a range of different shift patterns available and an established redeployment process to manage changes in establishments.</p>
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What other positive outcomes or changes will need to be taken as a result of any points identified by this impact assessment?

The provision of day crewing at Knutsford will provide additional capacity for firefighters to provide community safety interventions in the area, as well as improve the average emergency response times.