



Police, Fire and Crime Commissioner for Essex

Equality, Diversity and Inclusion (EDI) Strategy 2026 - 2028

Document information		
Version Control	Version 5.3	May 2026
Reviewed by	P Brent-Isherwood	May 2026
Policy Owner	P Brent-Isherwood	May 2026
First Published	J Drewett	22 November 2012
Next Review Date	Head of Business Management	May 2028

Version history

Version No.	Date	Reason for review	Comments
1.0	November 2012		First publication
1.1	March 2013		Update
1.1	April 2016	Policy update	No changes required
2	April 2020	Policy update	Significant revision, inclusion of new objectives and rewritten throughout.
3	April 2021	Policy update	Scrutiny EDI objective split following staff workshop
4	September 2023	Policy update	EDI objectives reviewed and updated, vision added.
5	February 2025	Policy update	EDI objectives reviewed and updated following team meetings
5.1	July 2025	EIA update Policy update	Equality Impact Assessment reviewed and updated Policy update – updated job titles
5.2	May 2026	Policy update	Policy update – team development
5.3	May 2026	Policy update	Content updated to reflect outputs from Team Meeting and Away Day. Finalised following review by Management Team.

Contents

Introduction

Our Equality Objectives 2026

- Governance
- Communications and Engagement
- Decision Making
- Service Delivery
- Team Development

The Equality Act 2010 and the Public Sector Equality Duty

- Public Sector Equality Duty Aims (the General Duty)
- Protected Characteristics
- Positive Action
- Types of Discrimination
- Public Sector Equality Duty Aims (Specific Duties)
- Implementation
- Holding the Chief Officers to the Account
- What does this mean for the Police, Fire and Crime Commissioner?
- How We Will Deliver This

Equality Impact Assessments

Making Relevant Information Accessible

Monitoring the Recruitment of Staff and Volunteers

Monitoring Essex Police and Essex County Fire and Rescue Service

Monitoring and Review

How can I find out more information or give feedback on this strategy?

Appendix A – Equality Impact Assessment Template

Introduction

The Police, Fire and Crime Commissioner (PFCC) for Essex is responsible for securing and maintaining an efficient and effective police service for the people of Essex and, since October 2017, has also been responsible for Essex County Fire and Rescue Service (ECFRS) as the Police, Fire and Crime Commissioner Fire and Rescue Authority (PFCCFRA). Both Constitutions are available on the Police, Fire and Crime Commissioner's website at www.essex.pfcc.police.uk. Both [Essex Police](#) and [ECFRS](#) have their own Equality, Diversity and Inclusion Strategies.

The PFCC's vision is that **safe and secure communities are the bedrock on which we build success and wellbeing for all**. Embedded in this vision is a need to work with, alongside and for local communities and at its heart this vision relies on the successful implementation of the three general aims of the Public Sector Equality Duty (PSED).

This vision is set out clearly within both the Police and Crime Plan and the Fire and Rescue Plan and is well integrated into the work of both services. This clear strategic focus has helped both services to attract a more diverse workforce and better reflect local communities, improving the services provided and increasing the confidence those diverse communities have. Beyond this, both services are also working hard on making their own contributions to eliminating discrimination, achieving equality of opportunity and fostering good relations within our communities.

This strategy sets out the equality, diversity and inclusion objectives the Police, Fire and Crime Commissioner has adopted to support this vision for Essex, and how these will be implemented and measured.

This strategy also reflects learning from our ongoing engagement activity, internal thematic work, and insights from complaints, public perception surveys, and lived experience feedback. These insights highlight the importance of continuing to build trust, reaching seldom-heard communities, and addressing barriers to participation.

Our Equality Objectives 2026

While these equality objectives statutorily only need to be reviewed every four years, we will undertake a review every two years to ensure progress is being made and to consider if they should be updated. These equality objectives will be reported on annually through the PFCC's Public Sector Equality Duty (PSED) Annual Report. The progress made against these objectives will also be published on the Police, Fire and Crime Commissioner's website.

Governance

The PFCC will hold Essex Police to account for delivering their obligations under the Equality Act 2010 and their own equality objectives. This will include a focus on Stop and Search activity, use of force, and the deployment of Live Facial Recognition (LFR) technology.

The PFCC will incorporate relevant lived-experience insights, feedback from local Independent Advisory Groups and learning from complaints to strengthen their examination of disproportionality and public confidence issues.

The PFCC's scrutiny programme will also consider adherence to the Victims' Code and themes arising from victim feedback panels or deep-dive insight work.

We will:

- Continue to undertake twice yearly in-depth scrutiny sessions of the performance of the force and how it is delivering against its Public Sector Equality Duty. The notes from these sessions will be published and accessible to the public.
- Review complaints made by people with protected characteristics as part of thematic dip-sampling activity with the Professional Standards Department.

The PFCC will hold the Essex County Fire and Rescue Service (ECFRS) to account for delivering its obligations under the Equality Act 2010 and its own equality objectives.

We will:

- Continue to scrutinise ECFRS's work in this area including, but not limited to, annual in-depth scrutiny sessions at the Performance and Resources Board focused on the performance of the service and how it is delivering against the Public Sector Equality Duty. We will ensure that the records of these meetings are published and accessible to the public.

Communications and Engagement

We continually strive to improve our understanding of and connection with communities so everyone can express their views on policing and fire and rescue services in Essex.

We will:

- Review and update the PFCC's Communications and Engagement Strategy, ensuring that community engagement and involvement activity enables all stakeholders (including vulnerable and seldom-heard communities) to ask questions, raise concerns, communicate support and convey their needs and wishes.
- Continue to develop and deliver a public engagement plan each year that identifies the different communities within Essex and sets out how we will reach out to them through our engagement programme. This plan will be published along with a full list of all proposed public engagement activity.
- Develop and deliver engagement programmes that provide the opportunity for all people across Essex to have a voice and engage with the Commissioner, with a particular focus on engagement with young people and people from ethnic minority communities.
- Diversify the advertising mechanisms used for public meetings and engagement opportunities to ensure they reach beyond social media and digital channels.
- Improve the accessibility of public meetings, including by enhancing support for people with hearing impairments.
- Start collecting contact details from attendees at public meetings and other events who are interested in remaining connected with us afterwards, so that we can continue to engage with them
- Build our knowledge of diverse communities and community leaders across the county, and seek to engage with them in whichever way suits them best
- Consider alternative engagement models for individuals who may be less comfortable raising issues in public forums.
- Develop a style guide that details how to create inclusive content, a plain English guide, and accessible communication and engagement
- Improve how the PFCC evaluates whether engagement activity is effectively reaching communities across Essex

Decision Making

The PFCC will ensure that key strategic decisions consider the three aims of the Public Sector Equality Duty and provide clear evidence of what has been considered and contributed to the final decision. Where necessary, decision making will be supported by a full Equality Impact Assessment.

- The Head of Business Management will identify two decision reports undertaken by the PFCC's office each quarter and discuss with the authors their thinking

regarding the equality impact of the decision, the data they used to inform this decision and if they would do anything differently. Lessons learnt will be shared across the team to improve practice going forward.

- The Head of Business Management will track mitigations identified by PFCC staff through the EIA process and contact the authors after six months to secure reassurance that these have been implemented.

Service Delivery

Significant commissioning decisions, including the award of large grants or contracts, will be subject to Equality Impact Assessment.

Relevant EDI clauses and requirements will be included in contracts and actively monitored and reported, including assessing the effectiveness of our commissioned services in reaching all protected groups and how they are proactively supporting the three objectives within the Equality Act 2010.

Commissioned services must demonstrate how they gather and act upon lived experience feedback from diverse service users, particularly those with protected characteristics. The PFCC will monitor the representation of users engaging with commissioned services and address any barriers identified. Where evidence suggests unequal access or outcomes for protected groups, the PFCC will work with providers to identify required improvements, including targeted outreach or adaptations to service models.

We will:

- Review how the Community Safety Development Fund is publicised to ensure it is promoted widely and inclusively.
- Seek to understand why the Restorative and Mediation Service receives relatively few referrals from minority ethnic groups and identify and address any barriers.
- Report on an annual basis on how commissioned services are delivering against the three aims of the Public Sector Equality Duty. Where necessary, we will incorporate these reporting requirements into the contract for the service either by altering the contract part way through or incorporating into the next scheduled renewal of the contract.
- By the end of 2026, we will complete an updated victim needs assessment to understand the needs of local communities and how they are being met by our commissioned services.
- By October 2027, the PFCC will be able to evidence how it has embedded lived experience within its commissioning processes and takes account of the views of those the interventions are designed for.

Team Development

The PFCC will support and empower their staff and volunteers to embed EDI considerations in their everyday work.

We will:

- Improve the representation of volunteer Independent Custody Visitors and Restorative Justice Facilitators recruited by the PFCC. Data on volunteer representation will continue to be monitored and updated annually, with thematic insights incorporated into future reports.
- Through our regular team meetings and away days:
 - Connect with people with lived experience of a protected characteristic. Share internal lived experience and staff diversity insights to enhance organisational learning and inform policy development, including experiences of care-experienced staff and volunteers.
 - Understand our community data better including sharing insights from our complaints and reviews as well as our correspondence.
 - Develop our understanding of the perception of policing and community safety within Essex and the drivers of public confidence. Ensure team meetings include reflections on the learning from complaints, community trends, and feedback from the Violence and Vulnerability Unit, the Southend, Essex and Thurrock Domestic Abuse Board (SETDAB) and other multi-agency partnership activity.

The Equality Act 2010 and Public Sector Equality Duty

To achieve the Police, Fire and Crime Commissioner's vision for Essex it is important that all communities and people within Essex work well together, share an equality of opportunity and that discrimination, harassment and victimisation are eliminated wherever possible. This puts equality, diversity and inclusion at the very heart of the work the Police, Fire and Crime Commissioner does.

As a public authority, the PFCC also has a legal duty, the Public Sector Equality Duty, to support the aims of the Equality Act 2010 ("the Act"). This is a duty on public bodies and others carrying out public functions. It ensures that public bodies consider the needs of all individuals in their day-to-day work – in shaping policy, in delivering services, and in relation to their own employees.

The Duty supports good decision making – it encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of our activities on different people, and how inclusive public services can support and create opportunities for our communities, public bodies are better placed to deliver policies and services that are efficient and effective.

Public Sector Equality Duty Aims (the General Duty)

The general equality duty is set out in the Equality Act 2010. Those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. This is the only element of the Act that applies to marriage and civil partnerships.
- Advance equality of opportunity between people who share one or more protected characteristic and those who do not. This includes removing or minimising disadvantages suffered by people due to their protected characteristics, meeting the needs of people from protected groups and encouraging people with protected characteristics to participate in public life or in other activities where participation is low.
- Foster good relations between people who share one or more protected characteristic and those who do not. This involves tackling prejudice and promoting understanding between people from different groups.

Compliance with the duty may involve treating some people differently to others. Due regard requires the PFCC to consider the general equality duty when making decisions so that equality issues influence the outcome, whether about the PFCC's role as an employer, the development, evaluation and review of policies, or the design, delivery and evaluation of services.

The PFCC undertakes Equality Impact Assessments (EIA) on key decisions where relevant, at a formative stage as a matter of good practice. The analysis carried out provides a means of considering the effect on protected groups and identifying practical steps to tackle any negative effects or discrimination. Any mitigating actions that have been identified will be monitored. The process is also an opportunity to identify ways to advance equality and foster good relations: see Appendix A.

Protected Characteristics

The Act covers individuals grouped together by their '**protected characteristics**'. The protected characteristics set out in the Act are:

- a) Age** - The act protects people of all ages, however different treatment because of age is not unlawful if it can be justified. Compulsory retirement at any age is unlawful unless objectively justified.
- b) Disability** - It is discrimination to treat a disabled person less favourably because of something connected with their disability. This discrimination is unlawful where the employer knows the person has a disability. It is only justifiable if the employer can show that it is a proportionate means of achieving a legitimate aim.
- c) Sex** - Both men and women are protected under the Act.

- d) **Race** - For the purpose of the Act 'race' includes colour, nationality and ethnic or national origins. A racial group can be made up of two or more different racial groups.
- e) **Religion or belief** - Religion includes any religion or lack of religion. A religion must have a clear structure and belief. To be protected a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour. Denominations or sects within a religion can be considered a protected religion or religious belief.
- f) **Sexual orientation** - The Act protects bisexual, gay, heterosexual, lesbian, transgender and non-binary people.
- g) **Gender reassignment** - The Act provides protection for transsexual people, defined as someone who is proposing to undergo, is undergoing or has undergone a process to change their gender. A person is not required to be under medical supervision to be protected.
- h) **Pregnancy and maternity** - A woman is protected against discrimination during the period of her pregnancy and any statutory maternity leave to which she is entitled. An employee's period of absence due to pregnancy related illness must not be taken into account when making a decision about her employment e.g. redundancy.
- i) **Marriage and civil partnership** (not covered for all aspects of the duty) - The Act protects employees who are married or in a civil partnership against discrimination. Single people are not protected.

Positive Action

Positive action provisions enable public sector organisations to take proportionate steps to help those with protected characteristics who may be disadvantaged or under-represented to overcome their disadvantages or to meet their needs.

There is no requirement to take positive action and there is no restriction on treating disabled people more favourably than non-disabled people.

Types of Discrimination

The Equality Act protects employees from seven different types of discrimination:

- a) **Direct discrimination** - Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have or because of their association with someone who has a protected characteristic.
- b) **Associative discrimination** - This is direct discrimination against someone because they associate with another person who has a protected characteristic. This applies to race, religion or belief and sexual orientation, age, sex, disability and gender reassignment.

- c) **Perceptive discrimination** - Perceptive discrimination is direct discrimination against an individual because others think they have a particular protected characteristic. This applies even if the person does not actually possess that characteristic. Perceptive discrimination applies to age, race, religion or belief and sexual orientation, disability, gender reassignment and gender.
- d) **Indirect discrimination** - Indirect discrimination can occur when there is a condition, rule, policy or practice that applies to everyone, but particularly disadvantages people who share a protected characteristic. Indirect discrimination *can* be justified if it can be shown that the action is reasonable business management i.e. a proportionate means to achieving a legitimate aim. Indirect discrimination applies to age, race, religion or belief, gender, gender orientation, and marriage and civil partnership, disability and gender reassignment.
- e) **Harassment** - Harassment is defined as 'unwanted conduct *related* to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual'. Employees are also protected from harassment because of perception and association, i.e. where the conduct is not specific to them but is related to a protected characteristic. Harassment applies to most protected characteristics, with the exception of pregnancy and maternity, and marriage and civil partnership.
- f) **Third party harassment** - The Act makes an employer potentially liable for harassment of their employees by third parties who are not employees of their organisation, e.g. customers or clients. An employer will only be liable however when harassment has occurred on at least two previous occasions, where they are aware that it has again taken place and have not taken reasonable steps to prevent its repetition. Third party harassment applies to gender, disability, gender reassignment, race, religion or belief and gender orientation.
- g) **Victimisation** - Victimisation occurs when an employee is treated unfairly because they have made or supported a complainant or raised a grievance, or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint. There is no requirement to compare treatment of a complainant with that of a person who has not made or supported a complaint under the Act.

Public Sector Equality Duty Aims (Specific Duties)

The Act provides a power to make regulations imposing specific duties on public bodies such as the PFCC to support improved performance of the general duty. The specific duties came into force in September 2011. They require the PFCC to:

- Publish equality objectives, at intervals of not greater than four years, beginning with the date of the last publication.

- Publish information to demonstrate their compliance with the equality duty, at intervals of not greater than one year, beginning with the date of the last publication.

The equality objectives and information about their delivery must be published in a way which makes it easy for people to access it. This may be within another document. The EDI Strategy and EDI Annual Reports are available on the PFCC's website by clicking [here](#).

Implementation

As a public body we need consciously to think about the three aims of the Public Sector Equality Duty as part of the process of decision-making. The Duty will be one of several factors that need to be considered. The weight given to the Duty, compared to the other factors, will depend on how much that decision affects discrimination, equality of opportunity and good relations and the extent of any negative impacts that need to be addressed.

The following principles, drawn from case law, explain what is essential for the Duty to be fulfilled. Public bodies should ensure:

Knowledge – those who exercise the public body's functions need to be aware of the requirements of the Equality Duty. Compliance with the Equality Duty involves a conscious approach and state of mind.

Timeliness – the Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken; that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken.

Real consideration – consideration of the three aims of the Equality Duty must form an integral part of the decision-making process. The Equality Duty is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.

Sufficient information – the decision maker must consider what information he or she has and what further information may be needed to give proper consideration to the Equality Duty.

No delegation – public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are able to comply with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.

Review – public bodies must have regard to the aims of the Equality Duty not only when a policy is developed and decided upon, but also when it is implemented and reviewed. The Equality Duty is a continuing duty.

Holding the Chief Officers to the Account

The PFCC also has a statutory duty under the Police Reform and Social Responsibility Act 2011 to hold the Chief Constable to account for the force's obligations under the Equality Act 2010 both in terms of their general and specific duty.

As the Police, Fire and Crime Commissioner Fire and Rescue Authority, the Commissioner also has an important role in holding the Chief Fire Officer to account for discharging their responsibilities under the Act.

What does this mean for the Police, Fire and Crime Commissioner?

The PFCC has a two-fold responsibility:

- To meet the general and specific duties in relation to the PFCC's own functions / policies and staff / volunteers
- To ensure that the Chief Constable and Chief Fire Officer meet their obligations under the Equality Act, including the general and specific duties.

How We Will Deliver This

To support these responsibilities and help achieve the Commissioner's vision of creating safe and secure communities which are the bedrock on which we build success and wellbeing for all, we will:

- Develop, implement and report against our equality objectives.
- Undertake Equality Impact Assessment of key strategic policies, decisions and strategies where relevant.
- Make relevant information accessible to the public.
- Monitor recruitment and appointment of staff including volunteers.
- Monitor and scrutinise the performance of Essex Police and the Essex County Fire and Rescue Service against the Public Sector Equality Duty.

Equality Impact Assessments

a) What is an Equality Impact Assessment?

Equality impact assessments are a way of systematically and thoroughly assessing and consulting on the effects a proposed policy or strategy or a significant change in process is likely to have on people, depending on their protected characteristics. They can also be used as a way of estimating the likely equality implications of existing functions or policies on people of different protected groups.

The aim is to improve the way in which we develop functions and policies by making sure that the way that they are designed, developed or delivered does not disproportionately disadvantage any particular protected groups and that, wherever possible, equality is promoted.

Functions are the full range of activities carried out by a public authority to meet its duties while policies define the different ways in which the public authority carries out these duties and powers.

b) The benefits of using equality impact assessments

By implementing the requirements of equality duties and equality analysis the PFCC will benefit from:

- better targeted policies
- improvements in public perception and confidence in our role
- opportunity to identify ways to advance equality and foster good relations
- more informed decision-making
- attracting a more representative workforce (including volunteers)
- retaining staff and volunteers
- improved staff morale and productivity
- avoiding claims of unlawful discrimination, and
- improved customer service and satisfaction

c) When should we undertake an Equality Impact Assessment?

An Equality Impact Assessment should be undertaken when making any decision that is seen to be relevant to the aims of the general duty.

d) How will we carry out full Equality Impact Assessments?

Comprehensive Equality Impact Assessments should be undertaken on those policies / functions identified as relevant to the aims of the equality duty and should consider all potential impacts of a decision (positive and negative).

Equality Impact Assessments will be undertaken by the PFCC staff responsible for the relevant function or policy. Advice will be sought from force representatives with specialist equality assessment awareness, skills and experience if required.

The form at **Appendix A** should be used to complete the Equality Impact Assessments.

Making Relevant Information Accessible

The PFCC recognises that a critical part of their role is to communicate effectively with local communities. The PFCC is committed to ensuring that there are no barriers preventing any community member from knowing about, finding or accessing information.

We will ensure engagement and communication channels are accessible for people with sensory impairments, limited digital access or language needs, and will expand alternative formats and translation availability in response to community demand.

To meet this specific duty, the PFCC will:

- ensure that the language of the PFCC's documentation is not biased with respect to any of the protected characteristics
- find out what information people need or want, monitor how they use this information and obtain feedback
- upon request provide information in a range of formats such as the more common alternative languages, large print, Braille or CD
- consider how information can best be distributed and publicised
- ensure that information is regularly fed back and the public kept informed of the PFCC's work
- ensure that the PFCC's accessible and alternative format statement continues to appear on all publications.

PFCC publications and other specific information can be found by visiting the PFCC's website.

Monitoring the Recruitment of Staff and Volunteers

a) Applicants

The PFCC wishes to understand if policies and practices with respect to the recruitment or selection of staff, including volunteers, are fair and attract a range of people from the demographic profile of Essex.

The PFCC will monitor their staff's:

- Ethnic origin
- Sex
- Disability
- Part- or full-time working status

b) Monitoring the composition of the Police, Fire and Crime Commissioner's office

Although not strictly required by the legislation, as a matter of good practice, the PFCC will monitor the composition of PFCC staff and volunteers.

c) Recruitment

The PFCC ensures that its recruiting processes are fair and equal. Vacancies for staff and volunteers are advertised on our website and in appropriate newspapers, publications and social media channels. Potential candidates are required to complete an application form and those selected at this stage will be asked to attend a formal interview or an informal discussion for some volunteers. Success at the final stage should lead to an offer of a post subject to the necessary security checks and references.

Appropriate health related questions will not be asked until after a job offer (conditional or unconditional) has been made with the exception of:

- deciding whether reasonable adjustments to the selection process are required
- deciding whether the applicant can carry out a function essential to the job
- to monitor diversity
- to take positive action to assist disabled people
- ensuring a candidate has the disability when the job genuinely requires this.

The abilities, merits and qualifications of all candidates must be considered in each recruitment exercise. Proportionate steps may be taken to help job applicants or employees overcome their disadvantages or to meet their needs.

A protected characteristic may be taken into consideration in respect of recruitment or promotion if candidates are equally capable of undertaking the work. Evidence would be needed to show that people with the characteristic face particular difficulties in the workplace or are under-represented in the workforce or job for which there is a vacancy.

The PFCC is mindful that it is unlawful to prevent or restrict employees from discussions to establish the existence of any differences in pay that are related to protected characteristics, also that a claim of direct pay discrimination may be made, even if no real person comparator can be found.

Monitoring Essex Police and Essex County Fire and Rescue Service

The PFCC will monitor Essex Police and the Essex County Fire and Rescue Service's compliance to ensure it meets the general and specific duties of the relevant legislation. The PFCC ensures effective processes are in place for the Chief Constable and Chief Fire Officer to report on progress regularly. Reports considered by the PFCC in connection with the exercise of these responsibilities are published on the PFCC's website. This scrutiny programme will also be developed as an equality objective as set out above.

Respect for equality and diversity is a key competency for the purposes of chief constable and chief fire officer selection and the annual performance development review. The PFCC also receives reports on other aspects of the services' work that impact upon equality and diversity. Examples can be found below:

a) Procurement

The PFCC will ensure, through the Joint Audit Committee with Essex Police, and the Audit Committee for Essex County Fire and Rescue Service that the procurement procedure is accessible to a variety of firms. Firms who want to work with the PFCC must be able to demonstrate that they meet the general and specific duties under equality legislation, prior to delivering goods or services.

b) Stop and Search

The PFCC recognises that nationally there are some concerns about disproportionality in the use of stop and search. The PFCC will monitor the force's use of stop and search powers and will, on occasion, also attend or be represented by a member of their office at the Strategic Independent Advisory Group where community members also scrutinise the use of stop and search powers.

d) Complaints

The PFCC will monitor complaints made by members of the public and will ensure that complaints regarding discriminatory behaviour are dealt with effectively and any lessons learnt are considered by Essex Police and Essex County Fire and Rescue Service.

e) Performance

The PFCC monitors the performance of Essex Police and Essex County Fire and Rescue Service. In respect of equality and diversity the PFCC receives reports from both services and considers items such as parity of user satisfaction.

d) Personnel

The PFCC monitors and reviews both services' workforce strength and diversity data. The PFCC monitors the number of staff / officers employed by the services against position, gender, age, ethnicity, disability and so forth.

Monitoring and Review

To ensure the strategy is fully embedded, the PFCC will:

- Monitor progress against each objective through biannual Senior Management Team reviews and quarterly Management Team reviews.
- Use community perception surveys, public engagement feedback, and thematic complaint analysis to assess reach and impact.
- Review accessibility and inclusion of engagement activity annually, ensuring improvements are implemented.
- Publish progress annually through the PFCC's Public Sector Equality Duty Annual Report.

How can I find out more information or give feedback on this strategy?

The PFCC's office is a learning organisation and welcomes feedback to help improve the delivery of functions and services.

If you would like to feedback to the PFCC please visit our website at <http://www.essex.pcc.police.uk/>

and click on "Contact Us" or contact the Chief Executive's Office at:

The Chief Executive, Police, Fire and Crime Commissioner for Essex, Kelvedon Park, London Road, Essex, CM8 3HB



01245 291600



pfcc@essex.pcc.police.uk

Appendix A

Equality Impact Assessment Template

1.0 Summary details

Directorate / service area / function	
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	
Is this a new or existing function or policy?	Yes / No
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community?	
Completed by	
Authorised by	(Member of the Senior Management Team)
Date of assessment	

2.0 Details of the proposal

This stage requires a brief description of the aims, objectives and outcomes of the policy / function. A description of any circumstances where it may be necessary for discretion to be applied to the policy / function should be considered.

Context and background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions. Other policies, procedures or functions of relevance to the area being impact assessed should be listed and taken into consideration.	
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	
Evidence List and explain any data, consultation* outcomes, research findings, feedback from service users and stakeholders etc that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups. It is important to indicate clearly where data and information that was considered can be accessed. * consultation should be timely, identify stakeholders and follow best practice.	
Alternative options considered and rejected Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	

3.0 Impact assessment

3.1 Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner*	Timescale and monitoring / governance arrangements
Age	☐	☐	☐				
Disability	☐	☐	☐				
Gender Reassignment	☐	☐	☐				
Marriage & Civil Partnership	☐	☐	☐				
Pregnancy & Maternity	☐	☐	☐				
Race	☐	☐	☐				
Sex	☐	☐	☐				
Sexual Orientation	☐	☐	☐				
Religion or Belief	☐	☐	☐				

3.2 Community Impacts

Additional community impacts*	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescale and monitoring / governance arrangements
Rural communities	☐	☐	☐				
Areas of deprivation	☐	☐	☐				
The Armed Forces Community	☐	☐	☐				

* Add additional as required

4.0 Review

Where bias, negative impact or disadvantage is identified, the proposal and / or implementation can be adapted or changed. This means there is a need for regular review.

This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question).

Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	
Person responsible for review	
Authorised by	SMT member
Publish?	Y/N (if no, explain the reason)