



People Impact Assessment (PIA) Template

1. Policy / Project / Function:	Community Risk Management Plan (CRMP)
2. Date of PIA:	April 2024

3. What is the change that is being proposed? (project, policy, function, service)	
<p>All Fire and Rescue Services have a statutory duty to produce a Community Risk Management Plan (CRMP).</p> <p>In Surrey, we are currently developing the CRMP. Through analysing data and receiving feedback, we have identified the key risks we face in Surrey and what people are most concerned about through a community and staff survey carried out last year. This information has been brought together to show how we will respond to risk and protect people from harm in Surrey. The detail of how we will do this will be set out in our CRMP 2025 – 2030.</p> <p>Our CRMP will include the following:</p> <p>Our five strategic aims and supporting commitments:</p> <ol style="list-style-type: none"> 1. Support communities to be safe, thriving and resilient through prevention and protection activities. <ul style="list-style-type: none"> • Focus on prevention and protection activities. • Work with partner agencies to ensure we are focused on people, helping vulnerable residents get extra help when it's needed. • Prioritise the highest-risk buildings for fire safety inspections. 2. Be a great place to work, and our people feel valued, supported and highly trained. <ul style="list-style-type: none"> • Create a fully inclusive culture that prides itself on making a difference to our residents. • Prioritise the health and wellbeing of our staff. <ul style="list-style-type: none"> Build upon the National Fire Service Core Code of Ethics and continue to embed them as our values. • Provide opportunities for all to develop through learning and development. 3. Build an inclusive workplace, act with integrity and challenge prejudice. <ul style="list-style-type: none"> • Create an inclusive workplace where all feel respected and that they belong. • Build a workforce that is truly reflective of the communities we serve. • Highlight the importance of equality, diversity and inclusion, with no form of bullying and discrimination tolerated. 4. Respond to emergencies swiftly, with a highly professional and agile workforce, focused on saving life and reducing harm. <ul style="list-style-type: none"> • We will work with staff to align working patterns to meet the risk and incident demand of our county, without impacting our offer to communities. 	



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- Use data and intelligence to inform our decision making and lessen risks before they escalate.
 - Give education and advice as part of our prevention and protection activities, and when responding to emergencies.
 - Provide our staff with the right information and equipment to keep them safe when responding to emergencies.
 - We will ensure we have a modern, efficient and effective on-call response, encouraging future participation in the fire and rescue service.
5. Make best use of our resources and deliver a service that provides value for money.
- Embrace our environmental responsibilities.
 - We will ensure our fire engines and equipment are fit for purpose, sustainable and support our environmental responsibilities.
 - Ensure that our workplaces are appropriate and fit for the future.
 - Embrace technology and data to enable improved, intelligence-led outcomes.

Our proposals for change within the plan are:

1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.
2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.
3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas
4. We will develop a response model which responds to fluctuating risk and seasonal demand.
5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.
6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.
7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.
8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.
9. Working with our health partners to respond to those who are most vulnerable in Surrey.

4. Analysis Rating: please tick 1 box (The analysis rating is identified after the analysis has been completed – See Completion Notes).

RED	AMBER	GREEN	Proportionate means achieving a legitimate aim/can be objectively justified.



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4.1. Analysis Rating explanation (Explain the reasons for your rating).

TBC further to completion of consultation

5. Please list methods used to analyse impact on people (e.g. consultation forums, meetings, data collection).

- Community Risk Profile (CRP)
- Statement of Assurance
- Surrey Community Risk Register
- National Risk Register
- Community Engagement Survey
- Staff Engagement Survey
- Staff Engagement
- Formal consultation to be held May – End July and overview of feedback will be included

6. Please list any other policies that are related to or referred to as part of this analysis.

- Fire and Rescue National Framework for England
- Further documents to be confirmed

7. Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public).

- People living, working and travelling through Surrey
- SFRS staff
- Emergency Blue Light Partners
- Health Service
- Neighbouring Fire and Rescue Services
- Partner organisations

8. Does any Equality Data exist regarding the use or implementation of this proposal (policy, project, or function, service)? Please indicate by selecting the appropriate option (refer to Completion notes for further details). If the answer is yes, kindly provide the data within the corresponding section for protected characteristic evidence.

Yes: **X**

No:



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List any Consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function)?

Engagement has been carried out with:

- Trade Unions
- SFRS Staff
- People living, working and travelling through Surrey

Consultation is to be carried out over a period of three months from May through to end July. This PIA will remain in draft until the feedback has been gathered from the consultation and informed the final proposals. The PIA will be updated at this stage to inform the decision-making process.

Financial Analysis if applicable, state any relevant cost implications (e.g. expenses, returns or savings) as a direct result of the implantation of this policy, project, or function.

Costs (£) TBC

Projected Returns (£) TBC

Implementation (£) TBC

Projected Savings (£) TBC



What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (Men and Women)				<p>Short narrative of data</p> <p><i>The 2021 census shows Surrey has a sex breakdown of 51.2% female and 49.8% male. This proportion difference in sex is most pronounced in Tandridge (51.8% female) followed by Runnymede and Elmbridge (51.7%). It is least noticeable, although still present in Woking (50.3% female), followed by Guildford and Spelthorne (50.8%). In the CRP we see little evidence linking sex to risk of/from fire (or other risk covered by the CRMP), the only relationship is identified by the Home Office around fire related fatality in older men. The risk here is for men over 65 being up to 1.7 times more likely to die in a fire than women in the same age bracket. This increase may be related to factors, which may have a key role in the ratio above, other than sex.</i></p>
	X			<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>In the CRP we see little evidence linking sex to risk of/from fire (or other risk covered by the CRMP), the only relationship is identified by the Home Office around fire related fatality in older men. The CRP gives evidence that age is a key factor in fire risk, 65 and over is a fire vulnerability factor. Men over the age of 65 are up to 1.7 times more likely to die in a fire than a woman. This increase may relate to factors other than sex and is assessed within the age protected characteristic, this leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to feedback from the consultation, depending on personal circumstances this may highlight both positive and negative impacts.</p>
	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				<p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially response to emergency incidents. The impact remains neutral, however there may be positive impacts identified following the review.</p>
	X			<p>3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas.</p> <p>The proposal to review resources in Camberley is a phase two proposal, the review will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>Changes to existing resources in the Camberley area are neutral to sex as a protected characteristic. As with the earlier proposal on the relocation of Banstead to Godstone, the CRP highlights little evidence linking sex to risk of/from fire (or other risk covered by the CRMP), the only relationship is identified by the Home Office around fire related fatality in older men. The CRP gives evidence that age is a key factor in fire risk, 65 and over is a fire vulnerability factor. Men over the age of 65 are up to 1.7 times more likely to die in a fire than a woman. This increase may relate to factors other than sex and is assessed within the age protected characteristic, where it highlights that a change in resources could have a positive or negative impact. If resources are reduced during the day this will have a negative impact, however nighttime cover would increase, potentially creating a positive impact. The review will highlight this in the dedicated PIA, alongside how consultation feedback has been reflected within it.</p>



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				Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.
	X			<p>4. We will develop a response model which responds to fluctuating risk and seasonal demand.</p> <p>The proposal to develop a response model to respond to changing risk and seasonal demand will include a dedicated PIA, however as the response model will focus on additional resources any impacts are likely to remain neutral or have a positive impact, this will be assessed against all protected characteristics.</p>
	X			<p>5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.</p> <p>As with the earlier proposals relating to movement of resources, the CRP highlights little evidence linking sex to risk of/from fire (or other risk covered by the CRMP), the only relationship is identified by the Home Office around fire related fatality in older men. The CRP gives evidence that age is a key factor in fire risk, 65 and over is a fire vulnerability factor. Men over the age of 65 are up to 1.7 times more likely to die in a fire than a woman. This increase may relate to factors other than sex and is assessed within the age protected characteristic, where it highlights that a change in resources could have a positive or negative impact.</p>



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				<p>With little evidence linking sex to risk of/from fire and risk and impacts considered under the protected characteristic on age there is a neutral impact. The impact more broadly of moving daytime weekend cover to during the night will have minimal impact due to on-call firefighters needing to get to the fire station to pick up the fire engine, which leads to a planned delay within the existing response model.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p> <p>The proposal to review existing prevention, protection and response arrangements in Haslemere will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>This assessment will evaluate the effects of these safety measures on the protected characteristics of both the communities and staff involved. The provision of prevention, protection and response services to the communities in Haslemere will remain in place and for this protected characteristic is likely to remain neutral.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement</p>



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				changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.
	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p> <p>As with earlier proposals relating to the potential movement of resources, the CRP highlights little evidence linking sex to risk of/from fire (or other risk covered by the CRMP), the only relationship is identified by the Home Office around fire related fatality in older men. The CRP gives evidence that age is a key factor in fire risk, 65 and over is a fire vulnerability factor. Men over the age of 65 are up to 1.7 times more likely to die in a fire than a woman. This increase may relate to factors other than sex and is assessed within the age protected characteristic, where it highlights that a change in resources could have a positive or negative impact.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.</p> <p>The proposal to implement 12 hour shifts more widely within the Service, does not have an impact on our communities. The impact is neutral, however for men 65 and over, highlighted under the age</p>



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				<p>protected characteristic, and more broadly within our communities, this may lead to a positive impact due to an increase in the prevention and community safety activities undertaken. This will be accessed during the delivery of the CRMP to understand the impacts.</p> <p>This proposal will change staff ways of working and will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. Initial feedback from early engagement has highlighted changes to ways of working having a potential negative impact on staff due to family commitments and caring responsibilities.</p>
	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p> <p>Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.</p>
Race (All Racial Groups)				<p>Short narrative of data</p> <p><i>The 2021 census shows that Surrey is composed of the following ethnicities: White (85.5%), Asian, Asian British or Asian Welsh (7.7%), Mixed or Multiple ethnic groups (3.4%), Black, Black British, Black Welsh, Caribbean or African (1.7%), and Other ethnic group (1.7%). The highest minority groups in the district/borough breakdown is Woking with 14.2% Asian, Asian British or Asian Welsh, followed by Spelthorne (12.8%) and Epsom and Ewell (11.4%) in the same group. Others include Reigate and Banstead (2.9%) and Spelthorne (2.5%) with Black, Black British, Black Welsh, Caribbean or African.</i></p>



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				<i>Epsom and Ewell has the highest Mixed or Multiple ethnic groups (4.4%). The CRP does not link race to any increase or decrease in fire risk or other risk covered by the CRMP.</i>
	X			<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>The CRP does not link race to any increase or decrease in fire risk or other risk covered by the CRMP. his leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to feedback from the consultation, depending on personal circumstances this may highlight both positive and negative impacts.</p>
	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p> <p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially response to</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				emergency incidents. The impact remains neutral, supported by the CRP not evidencing a race link to any increase or decrease in fire risk or other risk covered by the CRMP.
	X			<p>3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas.</p> <p>The proposal to review resources in Camberley is a phase two proposal, the review will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff. The CRP does not link race to any increase or decrease in fire risk or other risk covered by the CRMP, this leads to a neutral impact on communities.</p> <p>If resources are reduced during the day this will may have a negative impact on other protected characteristics, however nighttime cover would increase, potentially creating a positive impact. The review will highlight this in the dedicated PIA, alongside how consultation feedback has been reflected within it.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>4. We will develop a response model which responds to fluctuating risk and seasonal demand.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				The proposal to develop a response model to respond to changing risk and seasonal demand will include a dedicated PIA, however as the response model will focus on additional resources any impacts are likely to remain neutral or have a positive impact, this will be assessed against all protected characteristics.
	X			<p>5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.</p> <p>The CRP does not link race to any increase or decrease in fire risk or other risk covered by the CRMP. his leads to a neutral impact on communities. The impact more broadly of moving daytime weekend cover to during the night will have minimal impact due to on-call firefighters needing to get to the fire station to pick up the fire engine, which leads to a planned delay within the existing response model.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p> <p>The proposal to review existing prevention, protection and response arrangements in Haslemere will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				<p>This assessment will evaluate the effects of these safety measures on the protected characteristics of both the communities and staff involved. The provision of prevention, protection and response services to the communities in Haslemere will remain in place and for this protected characteristic is likely to remain neutral.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p> <p>The CRP does not link race to any increase or decrease in fire risk or other risk covered by the CRMP. his leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				<p>The proposal to implement 12 hour shifts more widely within the Service, does not have an impact on our communities. The impact is neutral; however this may lead to a positive impact more broadly due to an increase in the prevention and community safety activities undertaken. This will be accessed during the delivery of the CRMP to understand the impacts.</p> <p>This proposal will change staff ways of working and will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. Initial feedback from early engagement has highlighted changes to ways of working having a potential negative impact on staff due to family commitments and caring responsibilities.</p>
	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p> <p>Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.</p>
Disability (Mental, Physical, and Carers of Disabled people)				<p>Short narrative of data</p> <p><i>According to the 2021 census data, 26% of households in Surrey contain someone with a disability, with Mole Valley, Runnymede, and Tandridge recording the highest rates at 28%. Additionally, 8% of the population in Surrey provide unpaid care. Around 1 in 50 in Surrey provide more than 50 hours unpaid care per week. The CRP historic data shows that people with disability are vulnerable and more likely to</i></p>



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				<p><i>be impacted by fire. People with mobility issues may find it harder to evacuate and are more likely to be injured or injure themselves.</i></p> <p><i>Poor mental health is a contributory factor to fire deaths. While the numbers of people exhibiting hoarding behaviour is unknown in Surrey, it is presumed to be a small proportion of the population. However, CRP data showed hoarding was present in half of Surrey's accidental dwelling fire fatalities. In contrast, Dementia is already a prevalent condition and one that is expected to rise. Those with dementia may be more at risk of causing accidental fires and may be less able to self-rescue or respond to smoke alarms. The number of people aged 65 and over with dementia in Surrey is predicted to increase 22% (2020 to 2030). Tandridge is estimated to have a marginally higher proportion of residents +65 with Dementia (7.9%) compared with the average for Surrey (7.4%). Reigate and Banstead (6.2%) is estimated to have a slightly lower proportion of residents +65 with Dementia, compared with Epsom and Ewell (7.2%). However, given Reigate and Banstead's population is almost double that of Epsom and Ewell, the absolute numbers of residents with Dementia in Reigate and Banstead is higher. For younger residents (18 to 24), common mental disorders, physical and learning disabilities and autistic spectrum disorders are factors that increase their vulnerability to fire. Except for common mental disorders, these factors are all predicted to have small percentage increases between 2020 and 2030.</i></p>
		X	X	<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>There is a Surrey-wide response standard and no individual standards are set for Borough and Districts, the Surrey-wide response standard continues to be the measure of our response and is predicated on sending the nearest and quickest resources that are available, however the modelling that is undertaken as part of developing the proposals includes a breakdown to inform the impacts and mitigations. The relocation of Banstead fire engine to Godstone will increase average critical response times in Reigate and Banstead (40 seconds) and Epsom and Ewell (five seconds), though remaining well within the target</p>



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				<p>response time of 10 minutes. This impact may lead to a negative impact on disability as a protected characteristic within these locations, CRP data highlights:</p> <ul style="list-style-type: none"> • Reigate and Banstead have a slightly lower proportion of residents aged 65 and over with dementia at 6.2% compared to the average for Surrey. • However, given that the population of Reigate and Banstead is almost double that of Epsom and Ewell, the absolute number of residents with dementia in Reigate and Banstead is higher. • The proportion of residents aged 65 and over with dementia in Epsom and Ewell is estimated to be 7.2%, close to the average for Surrey. <p>There is the potential of a more positive impact within Tandridge, average response times to critical incidents is the longest within Surrey and this will be reduced (10 seconds):</p> <ul style="list-style-type: none"> • Tandridge is one of the areas in Surrey with the highest rates of households containing someone with a disability, at 28%. • The number of people aged 65 and over with dementia in Tandridge is estimated to be higher than the average for Surrey, at 7.9% compared to 7.4%. <p>A dedicated PIA will assess impacts on protected characteristics within the communities and feedback from the consultation will inform assessment and impacts.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to</p>



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				feedback from the consultation, depending on personal circumstances this may highlight both positive and negative impacts.
	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p> <p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially response to emergency incidents. The impact remains neutral, supported by the CRP not evidencing a race link to any increase or decrease in fire risk or other risk covered by the CRMP.</p>
	X			<p>3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas.</p> <p>The proposal to review resources in Camberley is a phase two proposal, the review will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>If resources are reduced during the day this will may have a negative impact on disability protected characteristics within a small number of borough and districts, however nighttime cover would increase, potentially creating a positive impact. The review will highlight this in the dedicated PIA, alongside how consultation feedback has been reflected within it.</p>



People Impact Assessment (PIA) Template

What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (See Completion notes)				
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				Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.
	X			<p>4. We will develop a response model which responds to fluctuating risk and seasonal demand.</p> <p>The proposal to develop a response model to respond to changing risk and seasonal demand will include a dedicated PIA, however as the response model will focus on additional resources any impacts are likely to remain neutral or have a positive impact, this will be assessed against all protected characteristics.</p>
	X			<p>5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.</p> <p>The CRP does evidence a link disability to an increase in fire risk or other risk covered by the CRMP, however moving daytime weekend cover to during the night will have minimal impact due to on-call firefighters needing to get to the fire station to pick up the fire engine, which leads to a planned delay within the existing response model.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement</p>



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				changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.
	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p> <p>The proposal to review existing prevention, protection and response arrangements in Haslemere will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>This assessment will evaluate the effects of these safety measures on the protected characteristics of both the communities and staff involved. The provision of prevention, protection and response services to the communities in Haslemere will remain in place and for this protected characteristic is likely to remain neutral.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p>



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				<p>The CRP does link disability to an increase in fire risk and other risk covered by the CRMP. A dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.</p> <p>The proposal to implement 12 hour shifts more widely within the Service, does not have an impact on our communities. The impact is neutral, however for this protected characteristic and more broadly within our communities, this may lead to a positive impact due to an increase in the prevention and community safety activities undertaken. This will be accessed during the delivery of the CRMP to understand the impacts.</p> <p>This proposal will change staff ways of working and will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. Initial feedback from early engagement has highlighted changes to ways of working having a potential negative impact on staff due to family commitments and caring responsibilities.</p>



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	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p> <p>Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.</p>
Religion or Belief				<p>Short narrative of data <i>The 2021 census shows Surrey is made up of Christian (50.1%), No religion (36.6%), Muslim (3.2%), Hindu (2.0%), Buddhist (0.6%), Sikh (0.6%), Jewish (0.3%), other (0.5%) and no answer (6.3%). The largest deviation away from the average is in the Muslim classification; Working with 9.4% followed by Epsom and Ewell (4.9%), and Spelthorne (4.0%). Spelthorne also has a noticeably higher proportion of Sikh (2.5%). The CRP does not link religion or belief to any increase or decrease in fire risk or other risk covered by the CRMP.</i></p>
	X			<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>The CRP does not link religion or belief to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to</p>



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	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p> <p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially response to emergency incidents. The impact remains neutral, supported by the CRP not evidencing a race link to any increase or decrease in fire risk or other risk covered by the CRMP.</p>
	X			<p>3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas.</p> <p>The proposal to review resources in Camberley is a phase two proposal, the review will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff. The CRP does not link religion or belief to any increase or decrease in fire risk or other risk covered by the CRMP, this leads to a neutral impact on communities.</p> <p>If resources are reduced during the day this will may have a negative impact on other protected characteristics, however nighttime cover would increase, potentially creating a positive impact. The review will highlight this in the dedicated PIA, alongside how consultation feedback has been reflected within it.</p>



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	X			<p>5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.</p> <p>The CRP does not link religion or belief to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities. The impact more broadly of moving daytime weekend cover to during the night will have minimal impact due to on-call firefighters needing to get to the fire station to pick up the fire engine, which leads to a planned delay within the existing response model.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p> <p>The proposal to review existing prevention, protection and response arrangements in Haslemere will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>This assessment will evaluate the effects of these safety measures on the protected characteristics of both the communities and staff involved. The provision of prevention, protection and response services to the communities in Haslemere will remain in place and for this protected characteristic is likely to remain neutral.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p> <p>The CRP does not link religion or belief to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal</p>



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				circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.
	X			<p>8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.</p> <p>The proposal to implement 12 hour shifts more widely within the Service, does not have an impact on our communities. The impact is neutral; however this may lead to a positive impact more broadly due to an increase in the prevention and community safety activities undertaken. This will be accessed during the delivery of the CRMP to understand the impacts.</p> <p>This proposal will change staff ways of working and will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. Initial feedback from early engagement has highlighted changes to ways of working having a potential negative impact on staff due to family commitments and caring responsibilities.</p>
	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p> <p>Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.</p>



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Sexual Orientation (Lesbian, Gay, Bisexual, and Heterosexual)				<p>Short narrative of data</p> <p><i>The census from 2021 shows that in Surrey 90.7% of people are Straight or Heterosexual, 1.2% are Gay or Lesbian, 1.1% identify as Bisexual, and 0.3% are in the All other sexual orientations group (6.9% chose not to answer). Across Surrey this is quite uniform with the only notable differences in the Bisexual classification in Guildford and Runnymede both 1.7%. The CRP does not link sexual orientation to any increase or decrease in fire risk or other risk covered by the CRMP.</i></p>
	X			<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>The CRP does not link sexual orientation to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to feedback from the consultation, depending on personal circumstances this may highlight both positive and negative impacts.</p>
	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p>



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				<p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially response to emergency incidents. The impact remains neutral, supported by the CRP not evidencing a race link to any increase or decrease in fire risk or other risk covered by the CRMP.</p>
	X			<p>3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas.</p> <p>The proposal to review resources in Camberley is a phase two proposal, the review will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff. The CRP does not link to sexual orientation to any increase or decrease in fire risk or other risk covered by the CRMP, this leads to a neutral impact on communities.</p> <p>If resources are reduced during the day this will may have a negative impact on other protected characteristics, however nighttime cover would increase, potentially creating a positive impact. The review will highlight this in the dedicated PIA, alongside how consultation feedback has been reflected within it.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>



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	X			<p>4. We will develop a response model which responds to fluctuating risk and seasonal demand.</p> <p>The proposal to develop a response model to respond to changing risk and seasonal demand will include a dedicated PIA, however as the response model will focus on additional resources any impacts are likely to remain neutral or have a positive impact, this will be assessed against all protected characteristics.</p>
	X			<p>5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.</p> <p>The CRP does not link sexual orientation to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities. The impact more broadly of moving daytime weekend cover to during the night will have minimal impact due to on-call firefighters needing to get to the fire station to pick up the fire engine, which leads to a planned delay within the existing response model.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p>



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	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p> <p>The CRP does not link sexual orientation to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>



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	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p> <p>Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.</p>
Pregnancy and Maternity				<p>Short narrative of data <i>Data from the Office for National Statistics shows that birth rates in Surrey are equal to 1% of the population. This suggests that approximately 1% of the Surrey population is pregnant within the space of 1 year. Of those giving birth, the greatest proportion are from Reigate and Banstead residents with</i></p>



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				<i>14.1% of all births, followed by Elmbridge (11.8%) and Guildford (11.0%). The lowest areas are Mole Valley (6.0%) and Epsom and Ewell (6.5%). The CRP does not link pregnancy and maternity to any increase or decrease in fire risk or other risk covered by the CRMP.</i>
	X			<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>The CRP does not link pregnancy and maternity to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to feedback from the consultation, depending on personal circumstances this may highlight both positive and negative impacts.</p>
	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p> <p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially respond to emergency incidents. The impact remains neutral, supported by the CRP not evidencing a race link to any increase or decrease in fire risk or other risk covered by the CRMP.</p>



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	X			<p>4. We will develop a response model which responds to fluctuating risk and seasonal demand.</p> <p>The proposal to develop a response model to respond to changing risk and seasonal demand will include a dedicated PIA, however as the response model will focus on additional resources any impacts are likely to remain neutral or have a positive impact, this will be assessed against all protected characteristics.</p>



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	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p> <p>The proposal to review existing prevention, protection and response arrangements in Haslemere will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>This assessment will evaluate the effects of these safety measures on the protected characteristics of both the communities and staff involved. The provision of prevention, protection and response services to the communities in Haslemere will remain in place and for this protected characteristic is likely to remain neutral.</p>



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	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p> <p>The CRP does not link pregnancy or maternity to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.</p> <p>The proposal to implement 12 hour shifts more widely within the Service, does not have an impact on our communities. The impact is neutral; however this may lead to a positive impact more broadly due to an increase in the prevention and community safety activities undertaken. This will be accessed during the delivery of the CRMP to understand the impacts.</p>



People Impact Assessment (PIA) Template

What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				This proposal will change staff ways of working and will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. Initial feedback from early engagement has highlighted changes to ways of working having a potential negative impact on staff due to family commitments and caring responsibilities.
	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p> <p>Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.</p>
Marital Status (Married and Civil Partnerships)				<p>Short narrative of data</p> <p><i>The Census in 2021 shows that in Surrey 50.6% of the population (over the age of 16) are married or in a civil partnership, 33.1% never married or registered in a civil partnership, 8.4% divorced or dissolved, 6.0% widowed or surviving partner, and 1.9% are separated but still married/partnered. The CRP shows that living alone is a vulnerability factor although this is not directly linked to marriage or civil partnership.</i></p>
		X	X	<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>The CRP does not link marital status to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p>



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What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to feedback from the consultation, depending on personal circumstances this may highlight both positive and negative impacts.
	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p> <p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially respond to emergency incidents. The impact remains neutral, supported by the CRP not evidencing a race link to any increase or decrease in fire risk or other risk covered by the CRMP.</p>
	X			<p>3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas.</p> <p>The proposal to review resources in Camberley is a phase two proposal, the review will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff. The CRP does not link married status to any increase or decrease in fire risk or other risk covered by the CRMP, this leads to a neutral impact on communities.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				<p>If resources are reduced during the day this will may have a negative impact on other protected characteristics, however nighttime cover would increase, potentially creating a positive impact. The review will highlight this in the dedicated PIA, alongside how consultation feedback has been reflected within it.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>4. We will develop a response model which responds to fluctuating risk and seasonal demand.</p> <p>The proposal to develop a response model to respond to changing risk and seasonal demand will include a dedicated PIA, however as the response model will focus on additional resources any impacts are likely to remain neutral or have a positive impact, this will be assessed against all protected characteristics.</p>
	X			<p>5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.</p> <p>The CRP does not link marital status to any increase or decrease in fire risk or other risk covered by the CRMP. his leads to a neutral impact on communities. The impact more broadly of moving daytime weekend cover to during the night will have minimal impact due to on-call firefighters needing to get to the fire station to pick up the fire engine, which leads to a planned delay within the existing response model.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
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	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p> <p>The proposal to review existing prevention, protection and response arrangements in Haslemere will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>This assessment will evaluate the effects of these safety measures on the protected characteristics of both the communities and staff involved. The provision of prevention, protection and response services to the communities in Haslemere will remain in place and for this protected characteristic is likely to remain neutral.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p>



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What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				<p>The CRP does not link pregnancy or maternity to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.</p> <p>The proposal to implement 12 hour shifts more widely within the Service, does not have an impact on our communities. The impact is neutral; however this may lead to a positive impact more broadly due to an increase in the prevention and community safety activities undertaken. This will be accessed during the delivery of the CRMP to understand the impacts.</p> <p>This proposal will change staff ways of working and will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. Initial feedback from early engagement has highlighted changes to ways of working having a potential negative impact on staff due to family commitments and caring responsibilities.</p>
	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.
Gender Reassignment (Includes non-binary)				Short narrative of data <i>The 2021 census shows that in Surrey 94.4% of people are the gender identity the same as sex registered at birth, and 5.2% did not answer the question. The remaining 0.4% is spread evenly (0.1% per group) over the following - Gender identity different from sex registered at birth but no specific identity given, Trans woman, Trans man, and All other gender identities. The CRP does not link gender reassignment to any increase or decrease in fire risk or other risk covered by the CRMP.</i>
	X			<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>The CRP does not link gender reassignment to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to feedback from the consultation, depending on personal circumstances this may highlight both positive and negative impacts.</p>



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	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p> <p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially respond to emergency incidents. The impact remains neutral, supported by the CRP not evidencing a race link to any increase or decrease in fire risk or other risk covered by the CRMP.</p>
	X			<p>3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas.</p> <p>The proposal to review resources in Camberley is a phase two proposal, the review will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff. The CRP does not link gender reassignment to any increase or decrease in fire risk or other risk covered by the CRMP, this leads to a neutral impact on communities.</p> <p>If resources are reduced during the day this will may have a negative impact on other protected characteristics, however nighttime cover would increase, potentially creating a positive impact. The review will highlight this in the dedicated PIA, alongside how consultation feedback has been reflected within it.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.
	X			<p>4. We will develop a response model which responds to fluctuating risk and seasonal demand.</p> <p>The proposal to develop a response model to respond to changing risk and seasonal demand will include a dedicated PIA, however as the response model will focus on additional resources any impacts are likely to remain neutral or have a positive impact, this will be assessed against all protected characteristics.</p>
	X			<p>5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.</p> <p>The CRP does not link gender reassignment to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities. The impact more broadly of moving daytime weekend cover to during the night will have minimal impact due to on-call firefighters needing to get to the fire station to pick up the fire engine, which leads to a planned delay within the existing response model.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>



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What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p> <p>The proposal to review existing prevention, protection and response arrangements in Haslemere will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>This assessment will evaluate the effects of these safety measures on the protected characteristics of both the communities and staff involved. The provision of prevention, protection and response services to the communities in Haslemere will remain in place and for this protected characteristic is likely to remain neutral.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p> <p>The CRP does not link gender reassignment to any increase or decrease in fire risk or other risk covered by the CRMP. This leads to a neutral impact on communities.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.
	X			<p>8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.</p> <p>The proposal to implement 12 hour shifts more widely within the Service, does not have an impact on our communities. The impact is neutral; however, this may lead to a positive impact more broadly due to an increase in the prevention and community safety activities undertaken. This will be accessed during the delivery of the CRMP to understand the impacts.</p> <p>This proposal will change staff ways of working and will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. Initial feedback from early engagement has highlighted changes to ways of working having a potential negative impact on staff due to family commitments and caring responsibilities.</p>
	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p> <p>Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.</p>
Age				Short narrative of data



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(People of all ages)				<i>The census from 2021 shows the ages in Surrey as follows – 15 years and under (19%), 16 to 24 (10%), 25 to 34 (11%), 35 to 49 (21%), 50 to 64 (20%), and 65 and over (19%). There are a couple of areas which stand out in the 16 to 24 age group - Guildford at 16% and Runnymede at 15%. In the 65+ age group Mole Valley stands out with 24% of residents in this group. The CRP gives evidence that age is a key factor in fire risk, 65 and over is a vulnerability factor. The Home Office link fire related fatality to older age. Those aged between 65 and 79 are around 2 times as likely to die in a fire compared to the general population and that rises to 4 times as likely for those over 80 years old. This increased risk may be related to other factors experienced by people in this group, other than simply age.</i>
		X	X	<p>1. As our lease with Banstead Fire Station premises comes to an end, we will relocate its fire engine to Godstone Fire Station. This will mean there will no longer be a fire station in Banstead.</p> <p>There is a Surrey-wide response standard and no individual standards are set for Borough and Districts, the Surrey-wide response standard continues to be the measure of our response and is predicated on sending the nearest and quickest resources that are available, however the modelling that is undertaken as part of developing the proposals includes a breakdown to inform the impacts and mitigations. The relocation of Banstead fire engine to Godstone will increase average critical response times in Reigate and Banstead (40 seconds) and Epsom and Ewell (five seconds), though remaining well within the target response time of 10 minutes. This impact may lead to a negative impact on age as a protected characteristic within these locations. It is also worth noting that other factors experienced by people in this group, other than simply age may increase the risk, and this is highlighted within the relevant protected characteristic within this PIA.</p> <ul style="list-style-type: none"> Reigate and Banstead 18% of the population is aged 65 and over.



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				<ul style="list-style-type: none"> Epsom and Ewell 18% of the population is aged 65 and over. <p>The percentage aged 65 and over is aligned to the population of Surrey within Reigate and Banstead and Epsom and Ewell. In Tandridge there is the potential of a more positive impact where average response times to critical incidents is the longest within Surrey and this will be reduced (10 seconds), the percentage aged 65 and over is greater than the Surrey percentage:</p> <ul style="list-style-type: none"> Tandridge 21% of the population is aged 65 and over. <p>A dedicated PIA will assess impacts on protected characteristics within the communities and feedback from the consultation will inform assessment and impacts.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Early engagement feedback has highlighted a potential negative impact if this proposal leads to changes in staff ways of working, due to family commitments and caring responsibilities. To evaluate the impacts on groups from protected characteristics we will undertake a PIA tailored to the change, this will include responding to feedback from the consultation, depending on personal circumstances this may highlight both positive and negative impacts.</p>
	X			<p>2. Review the capability and locations of our specialist vehicles and equipment so our resources are aligned to current and future risks.</p> <p>The proposal to review specialist vehicles and equipment will be aligned to risk and a dedicated PIA will assess impacts on protected characteristics within the communities and staff. Specialist vehicles do not include front line fire appliances (fire engines). This proposal will not impact on the response target within Surrey. This means there will not be an increase in the time it takes to initially respond to</p>



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				emergency incidents. The impact remains neutral, supported by the CRP not evidencing a race link to any increase or decrease in fire risk or other risk covered by the CRMP.
	X			<p>3. We will review our existing resources in Camberley and consider where best to redeploy within the north of the county (Elmbridge or Spelthorne) to respond to risk in these areas.</p> <p>The proposal to review resources in Camberley is a phase two proposal, the review will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>If resources are reduced during the day this will may have a negative impact on age as a protected characteristics within a small number of borough and districts, however nighttime cover would increase, potentially creating a positive impact. The review will highlight this in the dedicated PIA, alongside how consultation feedback has been reflected within it.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working or work locations have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>4. We will develop a response model which responds to fluctuating risk and seasonal demand.</p> <p>The proposal to develop a response model to respond to changing risk and seasonal demand will include a dedicated PIA, however as the response model will focus on additional resources any impacts are likely to remain neutral or have a positive impact, this will be assessed against all protected characteristics.</p>



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Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
	X			<p>5. We have reviewed the weekend availability of our On-Call staff and its impact on risk within the CRP (Community Risk Profile) therefore we will match our resource availability to risk.</p> <p>The CRP does evidence a link age to an increase in fire risk or other risk covered by the CRMP, however moving daytime weekend cover to during the night will have minimal impact due to on-call firefighters needing to get to the fire station to pick up the fire engine, which leads to a planned delay within the existing response model.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>6. Review existing prevention, protection, and response arrangements in Haslemere to ensure the most appropriate allocation of resources.</p> <p>The proposal to review existing prevention, protection and response arrangements in Haslemere will be undertaken at year two to three of the CRMP (2026-27) and at this time a dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>This assessment will evaluate the effects of these safety measures on the protected characteristics of both the communities and staff involved. The provision of prevention, protection and response services to the communities in Haslemere will remain in place and for this protected characteristic is likely to remain neutral.</p>



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	X			<p>7. A further review of our On-call availability to ensure an appropriate level of provision throughout the week.</p> <p>The CRP does link age to an increase in fire risk and other risk covered by the CRMP. A dedicated PIA will be completed, assessing the impacts on protected characteristics within the communities and of our staff.</p> <p>Any changes to staff ways of working will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. From early engagement changes to ways of working have been identified by staff as having a potential negative impact on due to family commitments and caring responsibilities.</p>
	X			<p>8. We will implement 12-hour shifts on the current 2-2-4 rota pattern to align to risk and demand to increase capacity for prevention and protection activities.</p> <p>The proposal to implement 12 hour shifts more widely within the Service, does not have an impact on our communities. The impact is neutral, however for this protected characteristic and more broadly within our communities, this may lead to a positive impact due to an increase in the prevention and community</p>



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				<p>safety activities undertaken. This will be accessed during the delivery of the CRMP to understand the impacts.</p> <p>This proposal will change staff ways of working and will be assessed through a dedicated PIA. Feedback from the consultation on this proposal will be included in the dedicated PIA. Depending on personal circumstances, individuals may experience both positive and negative impacts. Initial feedback from early engagement has highlighted changes to ways of working having a potential negative impact on staff due to family commitments and caring responsibilities.</p>
	X			<p>9. Working with our health partners to respond to those who are most vulnerable in Surrey.</p> <p>Increased community safety initiatives, working with our health partners and expanding the types of incidents the service responds to is likely to have a positive impact on some protected characteristics and more widely within our communities. This proposal spans across all three phases of the CRMP and dedicated PIAs will be undertaken on changes to how we support our health partners and any potential changes to our ways of workings.</p>

What impact will the implementation of this proposal have on people who are impacted by and / or local factors that sit outside the Equality Act 2010 (non-legislative). Examples include social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Caring responsibilities			X	Through engagement activity with staff prior to consultation staff have advised that any changes to staff ways of working could have potential negative impact on staff with family commitments and caring



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What impact will the implementation of this proposal have on people who are impacted by and / or local factors that sit outside the Equality Act 2010 (non-legislative). Examples include social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. (See Completion notes)

Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
				responsibilities. Impacts of any proposals that change staff ways of working will be assessed through a dedicated PIA's.

Action Planning

Action Plan Owner:		Commencement date:		Sign off date:	
As a result of performing this analysis, what actions are proposed to remove or reduce any negative impact of adverse outcomes identified on people (employees, applicants, customers, members of the public etc) who share characteristics protected by <i>The Equality Act 2010</i> or are <i>non-legislative characteristics</i> ?					
Action Planning					
Identified Impact Protected Characteristic or local non-legislative factor	Recommended Actions	Responsible Lead	Completion Date	Review Date	
	To be completed post consultation when all impacts have been identified				



People Impact Assessment (PIA) Template

Version Control			
Version number	Purpose/Change	Author	Date
PIA Draft 1	Initial draft PIA developed	Rizwan Ahmed	2 nd April, 2024
PIA Draft 2	Introduction updated	Bernie Beckett	14 th April, 2024
PIA Draft 3	Data and Impacts updated	Sally Wilson	19 th April, 2024

Approval		
Approved by	Description and Signature	Date Approved
PIA Owner	Bernadette Beckett	Draft - to be approved post consultation
EDI Lead	Dalwinder Rai/Rizwan Ahmed	Draft - to be approved post consultation
Head of Service (CFO, ACFO)	Dan Quin	Draft - to be approved post consultation
Cabinet Member	Kevin Deanus	Draft – to be approved post consultation
Working Group	CRMP SLT	Draft – to be approved post consultation

This PIA was completed by CRMP Steering Group



People Impact Assessment (PIA) Template

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People Impact Assessment (PIA) Template

Completion Notes:	
Analysis Ratings:	<p>The analysis rating is located at the top of the document so that if you have several impact assessments you will be able to determine priority impact status. To assure the analysis determines the rating, the rating should not be determined before the analysis has been completed.</p> <p>Red: As a result of performing this analysis, it is evident a risk of discrimination exists (direct, indirect, unintentional, or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics (and / or local non-legislative factors)</i>. In this instance, it is recommended that the use of the activity or policy be suspended until further work or analysis is performed.</p> <p>If it is considered this risk of discrimination (is <i>objectively justified</i>, and/or the use of this proposal (policy, activity, function) is a <i>proportionate means of achieving a legitimate aim</i>; this should be indicated, and further professional advice taken.</p> <p>Amber: As a result of performing this analysis, it is evident a risk of discrimination (as described above) exists, and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p>Green: As a result of performing this analysis, no adverse effects on people who share Protected Characteristics and / or local non-legislative factors are identified - no further actions are recommended at this stage.</p>
Equality Data:	<p>Equality data is internal or external information that may indicate how the activity or policy being analysed can affect diverse groups of people who share the nine Protected Characteristics and / or local non-legislative factors. Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1: Application success rates by <i>Equality Groups</i> 2: Complaints by <i>Equality Groups</i> 3: Service usage and withdrawal of services by <i>Equality Groups</i> 4: Grievances or decisions upheld and dismissed by <i>Equality Groups</i>
Legal Status:	<p>This document is designed to assist organisations in "<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</i>" as required by <i>The Equality Act Public Sector Duty 2011</i>.</p> <p>SFRS is keen to extend "due regard" to local/non-legislative factors such as social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes). What impact will the implementation of this proposal have on people for which there is no legal requirement? (Consider each local non-legislative factor separately).</p> <p>Doing this analysis may also identify opportunities to <i>foster good relations</i> and <i>advance opportunity</i> between those who share Protected Characteristics and / or local non-legislative factors and those that do not.</p> <p><i>A PIA is not legally binding and should not be used as a substitute for legal or other professional advice.</i></p>
Objective And/or Proportionate	<p>Certain discrimination may be capable of being defensible if the determining reason is:</p> <ol style="list-style-type: none"> (i) <i>objectively justified</i> (ii) <i>a proportionate means of achieving a legitimate aim</i> of the organisation <p>For <i>objective justification</i>, the determining reason must be a real, objective consideration, and not in itself discriminatory. To be '<i>proportionate</i>' there must be no alternative measures available that would meet the aim without too much difficulty that would avoid such a discriminatory effect. Where (i) and/or (ii) is identified it is recommended that professional (legal) advice is sought prior to completing a People Impact Analysis.</p>