

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Fire Authority
DATE OF MEETING	17 October 2018
OFFICER	Lynne Swift, Director of People and Organisational Development
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Equality, Diversity and Inclusion Objectives 2016-20: Review of Year Two progress
EXECUTIVE SUMMARY	<p>The Authority's philosophy is to embed Equality and Diversity into everything it does, both internally and externally.</p> <p>In June 2016, the Authority determined a new focus on Equality, Diversity and Inclusion (EDI) and refreshed its EDI objectives. This report is the second annual progress update; two years into a four year programme.</p> <p>Buckinghamshire and Milton Keynes Fire Authority (BMKFA) is subject to the specific duties as laid out in the Equality Act (Specific Duties and Public Authorities Regulations 2017). This is in addition to the general equality duty as laid out in the Equality Act 2010. These duties together are more commonly known as the Public Sector Equality Duty (PSED). The PSED aims to ensure that fairness is at the heart of public bodies' work, and that public services meet the needs of different groups.</p> <p>In addition, amendments to the Equality Act 2010 meant that, from 30 March 2017, the Authority was required to publish equality data in regards to gender. The regulations that introduced this requirement are the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.</p> <p>Annex A provides an introduction to the statutory duties outlined by the prevailing legislation, the methodology adopted by the Service to ensure these duties are fulfilled and significant and meaningful progress made, and a summary of the headlines from Year Two.</p> <p>Annex B summarises Year Two progress against the Equality Framework for Fire and Rescue Services (FRSEF) (Revised 2017).</p> <p>Annex C provides an overview of the Year Three EDI programme.</p>

	<p>Appendix 1 illustrates workforce diversity data in the form of charts in comparison to the latest census data (2011) for the population of Buckinghamshire and Milton Keynes.</p> <p>Appendix 2 is the FRSEF.</p> <p>The plan for Years One and Two was to ensure the EDI infrastructure was in place, and to publish and analyse equality data. The focus of Years Three and Four is to embed EDI, drive progress, and report trends.</p>
ACTION	Noting.
RECOMMENDATIONS	That the contents of the report be noted.
RISK MANAGEMENT	<p>A significant identified risk is the Authority's ability to deliver a more diverse workforce, within the funding and recruitment constraints, against a background of changing demographics. Plans and actions to improve workforce diversity, as set out in this report, aim to mitigate these risks.</p> <p>Discrimination in the workplace may give rise to a claim through the employment tribunal. In general, failure to comply with the statutory duties may give rise to a claim for compensation for injury to feelings and costs may be awarded on such a claim if it is successful. There is also a risk to reputational damage.</p> <p>The Authority's People Strategy and well-developed policies and procedures aim to mitigate these risks wherever possible.</p>
FINANCIAL IMPLICATIONS	The Equality and Diversity action plan for 2016 - 2020 will continue to be delivered from within existing budgets, and will help to move the provision of equality and diversity to a more integrated provision within public safety work.
LEGAL IMPLICATIONS	<p>The Fire Authority is subject to the general and specific duties set out in the Equality Act 2010. The general duty requires the Authority, when carrying out its functions, to have due regard to the need to:</p> <ol style="list-style-type: none"> 1) eliminate unlawful discrimination, harassment and victimisation; and 2) advance equality of opportunity between different groups and foster good relations between different groups. <p>Specific duties are set out in regulations made under Equality Act 2010, bringing together existing race, disability and gender duties and also covering sexual orientation, age, religion or belief, pregnancy and maternity, and gender reassignment. The specific duties are intended to help public bodies to meet the</p>

	<p>requirements of the general duty.</p> <p>The Equality Act 2010 (Specific Duties) Regulations 2017 (SI 2017/353) requires the Authority to; publish information to demonstrate compliance with the duty imposed by the Act, and to prepare and publish one or more equality objectives that should achieve any of the aims set out in the Act.</p>
<p>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</p>	<p>The Policing and Crime Act 2017 requires the Authority to keep opportunities for collaboration with the police and ambulance services under review.</p> <p>The three Thames Valley Fire Services are progressing common approaches to operational recruitment, focusing on On-call Firefighters and Apprenticeships recruitment. Joint working to promote fire service careers and raise awareness across community groups with the aim of improving employee diversity is the agreed priority.</p> <p>Collaboration with Thames Valley Police (TVP) on apprenticeships and promoting careers for young people is well established. It was recently agreed to set up an Emergency Services Group, including South Central Ambulance Service (SCAS), to focus initially on attracting a diverse range of apprentices before considering common skills gaps.</p> <p>Other local authorities across the Thames Valley are also considering representation on this group, jointly initiated by the Authority and TVP.</p> <p>The Authority represented the three Thames Valley Fire Services as Equality Lead at the National Fire Chiefs Council Equality and Diversity Professionals Group during the year. This Group has revised the FRSEF. It is designed to act as a benchmarking tool, and it is expected that Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) will use the FRSEF to benchmark the equality work of fire and rescue services.</p> <p>The Service fully participated in the National Joint Council Inclusive Fire Service Initiative, which recommended improvement strategies for Fire and Rescue Services to use. The Authority confirmed support for these improvement strategies and has built these into the implementation programme.</p>
<p>HEALTH AND SAFETY</p>	<p>There are no implications with regard to health and safety.</p>
<p>EQUALITY AND DIVERSITY</p>	<p>The Service has a statutory obligation under equality legislation to eliminate unlawful discrimination. The Authority's People Strategy, policies, and procedures aim to support it in meeting these requirements.</p> <p>If we have greater representation of our diverse communities, then we will be able to find solutions to</p>

	<p>barriers in relation to employment and accessing services.</p> <p>Diversity is one of our core values. Since 2017/18, all employees have an Equality objective as part of the annual appraisal process. We are in the process of reviewing the evidence to determine the effectiveness in Year One of this initiative.</p> <p>The Authority was the first Fire and Rescue Service to endorse the submission of a pledge to the Apprenticeship Diversity Champions Network (ADCN) in February 2018. This network is proving helpful in sourcing and sharing best practice to improve workforce diversity.</p> <p>The Authority's innovative apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority. Targeted "have a go" days were organised for female and ethnic minority applicants and further dates are being organised.</p> <p>Following our first apprenticeship recruitment where attracting females proved difficult, an operational female firefighter was seconded into the role of Resourcing Officer. She maintained personal contact with females throughout the attraction and recruitment process, offering advice and providing training tips to help with the physical tests. Whilst based on small numbers, 25 per cent of the apprentices recruited in Cohort Two were female, compared to the previous year's nine per cent.</p> <p>The relevant workforce equality data is included in Appendix 1.</p>
<p>USE OF RESOURCES</p>	<p>Communication with stakeholders;</p> <p>A comprehensive communication and consultation programme has been initiated to ensure the Authority is best placed to move this agenda forward in a positive and co-ordinated way. For example, EDI is updated and discussed regularly at the Joint Consultation Forum.</p> <p>The EDI Advisory Group is chaired by the Director of People and Organisational Development, and attended by the Lead Member for People and Equality and Diversity. The group's terms of reference include supporting the Authority to strive for future improvements in EDI, and developing networks to enable the sharing of best practice.</p> <p>Following this Fire Authority meeting, relevant workforce equality data as outlined within this report will be published on the external website in line with the PSED.</p> <p>The system of internal control;</p> <p>Monitoring arrangements include six monthly updates</p>

	<p>to the Performance Management Board, and annual reports to the Strategic Management Board and Fire Authority.</p> <p>The medium term financial strategy; It is expected that the achievement of the objectives for 2016-20 can be met within the existing budget.</p> <p>The balance between spending and resources; There are no cost implications arising from this report. The Authority's philosophy is to embed EDI in everything it does internally and externally, and to work in partnership to ensure a consistent approach to delivering equality and diversity - where possible reducing and sharing the cost of activities. Much of the work described in this update involves other public service providers, the voluntary and community sector, and the communities themselves.</p> <p>The arrangements to promote and ensure probity and propriety; This report promotes Equality and Diversity and is intended to comply with the Public Sector Equality Duty (PSED).</p> <p>This report fulfils the Authority's legislative requirements under the Equality Act (Specific Duties) Regulations 2017 and complements the Authority's strategic objectives.</p>
<p>PROVENANCE SECTION & BACKGROUND PAPERS</p>	<p>Background</p> <p>March 2018 Executive Committee – Gender Pay Gap Report https://bucksfire.gov.uk/files/5815/2024/7138/ITEM_6_Gender_pay_gap_report_Executive_Committee_14.03.18Appendix.pdf</p> <p>October 2017 Fire Authority – Equality, Diversity and Inclusion Objectives 2016-20, Review of Year One Progress Report https://bucksfire.gov.uk/files/8415/0719/9575/ITEM_12_EDI_Cover_Report_CFA_18102017Annexes-min.pdf</p> <p>June 2016 Fire Authority - Equality and Diversity Objectives 2016-20, Public Sector Equality Duty and Review of 2012-16 Objectives https://bucksfire.gov.uk/files/4714/6425/6193/ITEM_15_ED_Cover_Paper_FA_Annex_and_Appendices.pdf</p> <p>February 2016 Executive Committee - The Authority's People Strategy 2016 to 2020. Optimising the contribution and well-being of our people https://bucksfire.gov.uk/files/3614/5528/0478/ITEM_8_People_Strategy_Executive_paper_final_Appendices.compressed.pdf</p>

	<p>The Equality Act 2010</p> <p>The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017</p> <p>http://www.legislation.gov.uk/uksi/2017/353/contents/made</p> <p>The Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017</p> <p>http://www.legislation.gov.uk/uksi/2017/172/contents/made</p> <p>"Equality information and the equality duty: A guide for public authorities"(ECHR, Revised (fourth) edition, July 2014):</p> <p>https://www.equalityhumanrights.com/en/publication-download/essential-guide-public-sector-equality-duty</p> <p>Office of National Statistics Integrated Household Survey:</p> <p>https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/integratedhouseholdsurvey/2015-10-01</p> <p>Gender Identity Research and Education Society:</p> <p>https://www.gires.org.uk/information-on-prevalence-incidence-and-monitoring/</p>
APPENDICES	<p>Annex A – Introduction; Equality, Diversity and Inclusions (EDI) Objectives 2016 – 2020</p> <p>Annex B – EDI Objectives: Year Two Progress compared against the Equality Framework for Fire and Rescue Services (Revised 2017)</p> <p>Annex C - Equality, Diversity and Inclusions (EDI) Objectives 2016 – 2020: Year Three EDI Programme</p> <p>Appendix 1 –EDI workforce diversity data</p> <p>Appendix 2 - The Equality Framework for Fire and Rescue Services (Revised 2017)</p>
TIME REQUIRED	10 Minutes.
REPORT ORIGINATOR AND CONTACT	<p>Anne Stunell, Head of Human Resources</p> <p>astunell@bucksfire.gov.uk</p> <p>01296 744621</p>

Introduction

Buckinghamshire and Milton Keynes Fire Authority (BMKFA) is fully committed to Equality and Diversity. The Authority recognises that fairness and inclusion is fundamental to everything it does, to achieve its vision of making Buckinghamshire and Milton Keynes the safest areas in England in which to live work and travel.

The Authority believes that a workforce that better reflects the diversity of the local working population will create a stronger, more enriched and well-informed organisation, able to meet the expectations of a modern Fire and Rescue Service. This is a key aspect of our People Strategy. The Authority's philosophy is to embed Equality and Diversity in everything it does internally and externally.

The Authority recognises that having a diverse flexible workforce, which better reflects the community it serves, can enhance performance as well as improve its service to the community.

Under the Equality Act 2010, public sector organisations are expected to use this understanding to demonstrate 'due regard' to the Public Sector Equality Duty (PSED) to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by, or under, the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The aim of the PSED is to embed equality considerations into the day to day work of public authorities so that they tackle discrimination and inequality, and contribute to making society fairer.

The Equality Duty covers the following protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The duty applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

The Equality Framework for Fire and Rescue Services (Revised 2017) provides a structured approach to best practice EDI. The Authority plans to benchmark itself against this framework.

Introduction: Equality Diversity and Inclusion (EDI) Objectives 2016 – 2020

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 that came into effect in 2017 require public sector organisations employing over 250 staff to carry out gender pay gap reporting. In accordance with the Regulations, the Authority is required to annually publish six pieces of prescribed data about the pay and bonuses of male and female workers within the organisation:

1. Mean gender pay gap in hourly pay
2. Median gender pay gap in hourly pay
3. Mean bonus gender pay gap
4. Median bonus gender pay gap
5. Proportion of males and females receiving a bonus payment
6. Proportion of males and females in each pay quartile

This data must be published 'within the period of 12 months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.

BMKFA Headlines

- All 39 apprentices recruited are under 34 years old; 82 per cent are under 30 years old. This bodes well for our age profile in the future, when they join the establishment at the end of their apprenticeship (Chart 2 Appendix 1)
- 25 per cent of the apprentices recruited in Cohort 2 were female, compared to the previous year's 9 per cent.
- The Authority endorsed the submission of a pledge, and were the first Fire and Rescue Service to be accepted by the Apprenticeship Diversity Champions Network (ADCN) in February 2018.
- Overall females account for 19.3 per cent of the workforce (Chart 14 Appendix 1), 59.1 per cent of support staff a 7 per cent increase from 2016 (Chart 34 Appendix 1).
- The mean gender pay gap is 19 per cent and the median gender pay gap is 10.61 per cent. Whilst both gender pay and equal pay deal with the disparity of pay within the workplace, it is important to note that the gender pay gap is different from equal pay. Action plans are in place to work towards reducing the gap.
- 2017/18 saw the first year since 2010 that female operational firefighters attended a promotion process and were successful in entering the development pool and securing a supervisory manager position.
- A cross directorate Well-being Group set up in partnership with the representative bodies.

**Buckinghamshire & Milton Keynes Fire Authority
Equality & Diversity Objectives 2016-2020**

OBJECTIVE 1: We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 Update
Recruitment, Training and Selection for Progression/Promotion	17 Recruiting, Retaining and Employing a Diverse Workforce	<p>Officers actively look to improve networks in the community to increase awareness of the diversity needs of the communities we serve.</p> <p>Recruitment Plan created with a particular priority to attract and retain a diverse workforce by encouraging and actively promoting employment applications from all groups in the community and, in particular, Black and Minority Ethnic (BME) and females.</p> <p>Apprentice Recruitment - structured approach to apprentice recruitment with the aim of attracting a diverse pool of applicants.</p> <p>The Authority's innovative apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority. Targeted "have a go" days were organised for female and ethnic minority applicants and further dates are being organised.</p> <p>Following our first apprenticeship recruitment where it proved difficult to attract females, we seconded an operational female firefighter into the role of Resourcing Officer. She maintained personal contact with females throughout the attraction & recruitment process, offering advice and providing training tips to help with the physical tests. Albeit a small</p>

Annex B EDI Objectives Year 2 Progress compared against the Equality Framework for Fire & Rescue Services (Revised 2017)

		<p>group, 25 per cent of the apprentices recruited in Cohort 2 were female, compared to the previous year's 9 per cent.</p> <p>E-Recruitment portal implemented to ensure a modern recruitment process and to allow easier access to information about the Service, the roles available, and a modern candidate experience. This reduces time, and is efficient and cost effective.</p> <p>"A day in the life of a firefighter" video created.</p> <p>Additional target-specific videos are being scoped and created.</p> <p>Recruitment information area is on intranet/People Strategy.</p> <p>Application sifting introduced where information on protected characteristics is removed, and a range of stakeholders have a hand in selecting candidates.</p> <p>Comprehensive recruitment and selections policies in place.</p>
	18 Recruitment and Selection Processes	<p>Impact Assessments Training/Workshops/Education and a programme to enhance managers' capabilities and confidence in working across diversity and progressing equalities in the workplace was undertaken, including anti-discrimination legislation and the Authority's role as a provider of high quality services, and being an employer of choice.</p> <p>Unconscious bias training undertaken for the leadership group and HR in order to improve self-awareness and an understanding of how experience shapes thought and personality. HR staff have undertaken interview training, which includes unconscious bias.</p> <p>Inclusive leadership workshop for SMB held in Q3 2017/18, and scheduled to roll out throughout the Service from 2019.</p>

	<p>19 Organisational and individual learning and development</p>	<p>EDI online training in place. This is mandatory at induction and repeated regularly by all employees.</p> <p>Managers are trained in people management, including skills such as how to have difficult conversations, to ensure they all recognise their responsibilities in promoting an inclusive culture.</p> <p>All employees have an annual appraisal, where their commitment to EDI is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with business training requirements.</p> <p>77 per cent of employees had recorded appraisals in 2017/2018, against 63 percent in 2016/2017. This is a significant year on year improvement. New employees who follow a probationary period are not included for the full year and apprenticeships and are tracked separately. Management information is provided and we continuously aim for 100 per cent completion. When the new electronic appraisal system is introduced during 2019, new employees and apprenticeships will be incorporated into the statistics.</p> <p>Performance management training in appropriate procedures and best practice in discipline, anti-bullying and harassment, grievance and capability for new managers, and those that missed last year's sessions.</p> <p>There is training for Diversity Champions so they are empowered to challenge the Authority to strive for future improvements in EDI.</p>
	<p>20 Retention and Progression within the organisation</p>	<p>In November 2016 and February 2017, the Senior Management Team approved the pilot Aspiring Leaders Pathway (ALP). The pilot ALP was designed to deliver the first development centre-type process open to all staff.</p> <p>There was a notable success following the ALP in terms of the number of female staff members (both operational and non-operational) which attended and who were successful.</p>

		<p>2017/18 saw the first year since 2010 that female operational firefighters attended a promotion process and were successful in entering the development pool and securing a supervisory manager position.</p> <p>Promotion processes are open, fair and transparent and are applied consistently. They are clearly explained to all employees, and are underpinned by a fair and transparent policy which sets out clearly the criteria by which such opportunities will be offered.</p> <p>Support networks and meaningful mentor/coaching programmes will continue to be provided. Leadership training, opportunities for development such as job swaps, taster weeks and acting-up/temporary promotion will be available.</p> <p>Staff know the selection, promotion process is fair, and that this is reflected in the diversity of staff represented at all levels of the organisation.</p> <p>Leadership training, opportunities for development such as job shadowing and acting-up/temporary promotion (so that an individual can experience the different role) are in place. These are in line with fair and transparent policies which set out clearly the criteria by which such opportunities are offered.</p>
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OBJECTIVE 2: We will provide a more diverse range of service to better protect the communities we serve

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 Update
Effective service delivery	5 Responsive and Accessible Services	<p>Year on year the delivery of Home Fire Risk Checks (HFRC) has enabled the Service to improve the fire safety of thousands of households.</p> <p>The risk-modelling sitting behind the Safe and Well system is looking at targeting people through a combination of demographic factors combined with screening for age, health and wellbeing factors.</p> <p>New collaborations are looking at focused partnerships which target the most vulnerable e.g. beginning to work with a number of agencies under the auspices of the HIU (High Intensity User) group aimed to reduce demand on emergency services and the NHS across the county.</p> <p>Strengthening partnership working with safeguarding boards to build awareness of emerging issues, especially self-neglect. Elements have included presenting at Oculus Gateway during a recent SAR learning outcome event, and working with the Chief Executive of MKC to plan a rapid response review in October 2018 to improve public awareness and establish self-neglect indicators. This will then be used by the Board to inform an agreed and consistent strategy, which all partners can use more effectively to improve public safety.</p> <p>Preparations for a multi-agency flood fair in Marlow in October with the Environment Agency, Thames Water, BCC Resilience Forum, etc., to increase local awareness and preparedness in the event of future flooding events. This will target in particular how those</p>

		<p>who are older or less mobile would be identified and supported in their preparations in the event of a flood warning.</p> <p>Working with partners to target current and emerging risks based on a multi-agency approach e.g. educating secondary school staff about dealing with acid attacks following recent high profile recent events.</p> <p>Targeting youth engagement work on those most in need. Running evaluated programmes in conjunction with schools and Local Authority partners.</p> <p>Working in partnership with the NHS to provide venues for blood donations from members of the public. Using BFRS premises saves the NHS funds to hire rooms and gives the fire service access to members of the public to offer them fire safety advice.</p>
	6 Commissioning and Procuring Services, Facilities or Estates	<p>Equality and Inclusivity is an assessment criteria as part of the procurement exercise. EDI is fully embedded throughout the procurement cycle.</p> <p>The following is stated in our Purchase Order Terms and Conditions for all goods and services procured by BFRS and in our contract terms with contracted suppliers.</p> <p>"BFRS require all suppliers at all times to comply with all equal opportunities legislation and not discriminate against any person unlawfully. In particular, the Supplier shall comply in full with the requirements of the Equality Act 2010 and all amending or succeeding legislation or regulation. The Supplier shall co-operate with any investigation or proceedings concerning alleged contravention of any anti-discrimination legislation in performing the contract and shall impose the same obligations on any sub-supplier."</p>
Community knowledge and engagement	7 Collecting, Analysing and Using Information	<p>We use data to identify the groups that are most at risk, recognising trends against local and national statistics, to pinpoint areas to address through targeted engagement.</p>

Annex B EDI Objectives Year 2 Progress compared against the Equality Framework for Fire & Rescue Services (Revised 2017)

		Business and Systems Integration (BASI), is developing a new Premises Risk Management System (PRMS) which will enable the Service to store all relevant information on all premises in one place, making trend analysis and data sharing much more straight-forward.
	8 Engagement with communities	Focus is on building a safer and more resilient community, protecting people and places from harm, targeting the hardest to reach and most vulnerable members of our community.
	9 Customer/Public Satisfaction	<p>By making every contact count, the Service is ensuring that home visits and general prevention activities improve quality of life outcomes for all members of society, and leads to a reduced demand on services.</p> <p>Further work is required to identify and better understand the needs of marginalised and under-represented members of our communities; we are committed to achieving this over the next twelve months.</p>

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OBJECTIVE 3: Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 Update
Employment, Health and Wellbeing	10 Workforce Strategies and Policies	<p>The People and Organisational Development (P&OD) Directorate uses the NJC improvement strategies, EDI Strategy and the Recruitment Plan to design, update and support the People Strategy.</p> <p>The Anti-Bullying and Harassment, Whistleblowing, and Code of Conduct procedures have been reviewed and staff consultation on the latter is underway.</p> <p>Policies are promoted through site displays and a range of communication methods, including core briefs and the I Drive. Training sessions for line managers are promoted regularly when new policy or significant changes are introduced.</p> <p>Guidance has been written on disability related absence.</p>
	11 Workforce Monitoring	<p>Improvement in workforce profile statistics relating to the protected characteristics has continued this year.</p> <p>Annual Reports to the Fire Authority include workforce profiling with community demographics. Please see Appendix 1.</p>

Annex B EDI Objectives Year 2 Progress compared against the Equality Framework for Fire & Rescue Services (Revised 2017)

		<p>We continue to develop and improve monitoring systems to identify workforce protected characteristics, following the implementation of employee self-service and the introduction of the HR Information System in April 2017 as part of the BASI project.</p> <p>We monitor cases relating to the discipline, dignity at work and grievance procedures to ensure the full abilities and attributes of all employees are recognised based on their competence, and to ensure our preventative measures regarding discrimination and inequality remain fit for purpose.</p> <p>Exit interview processes are under review, to ensure that any EDI themes are identified and actioned.</p> <p>The gender pay gap was published in March 2018. Action plans are being progressed to work on reducing the gap, and are subject to separate reporting mechanisms.</p>
	12 Workforce Values and Behaviours	<p>The cultural survey included questions around EDI, values and behaviours. Staff were asked specifically to look at the perceptions, to see if there were any gaps, and to help with action plans for the future. The action plans for the SMB and each department are well advanced for presentation at the 29 October 2018 Leadership and Management Forum.</p> <p>Employee engagement initiatives continue to evolve. These include the strategic review of resourcing, Chief Fire Officer Birthday forums, leadership events, shadowing opportunities and working groups.</p>
	13 Staff Engagement and Communication	<p>The National Inclusive Fire Service Group has identified actions and outcomes for individual fire service focus:</p> <ul style="list-style-type: none"> • Cultural survey outcomes • Various engagement initiatives outcomes

		<ul style="list-style-type: none"> Diversity Champions identified and an EDI Advisory Group set up, with associated structures. <p>The internal voluntary EDI Advisory Group and Working Group meet regularly to seek ways of promoting EDI awareness, and to assist with progressing initiatives across the service.</p> <p>Continuous equalities communications were published on the I drive, e.g., 'How to raise a concern at work' reminder.</p> <p>We continue to embed the Authority's Vision and Values through induction, policies and the way we work. Diversity is one of the values.</p> <p>Joint Consultative Forum (JCF) – minutes and actions are recorded and circulated. EDI is a standing agenda item on the agenda.</p>
	14 Performance Management	<p>The Authority's policies and procedures make it clear that discrimination is unacceptable and must be eliminated. No areas have been identified as a concern through monitoring. If they were to be in the future, measures would be put in place to deal with them.</p> <p>Regular and ad hoc line manager performance management training is carried out.</p> <p>A six monthly case management report is reviewed at the Performance Management Board.</p>
	15 Health and Well being	<p>A cross directorate Well-being Group was set up in partnership with the representative bodies. The group uses a nationally recognised benchmarking tool designed by the College of Policing called Oscar Kilo to identifying areas of improvement in well-being initiatives.</p> <p>The group meets regularly and is working on various work streams such as Mental Health First Aiders, Critical Incident Stress Debrief, and Mind Blue Light Training.</p>

Annex B EDI Objectives Year 2 Progress compared against the Equality Framework for Fire & Rescue Services (Revised 2017)

		<p>The Employee Assistance Provision (EAP) is promoted online, via posters and leaflets, and via the managers and the HR team. This provision is available 24/7.</p> <p>Mental Health Awareness posters are displayed, leaflets are available at fire stations, and information is on the intranet.</p> <p>Our policies and procedures support employees with responsibilities for both children and elderly parents with increased flexible working arrangements.</p> <p>The employee proposition is being reviewed continuously, and a range of contracts used to support employees work more flexibly.</p>
	16 Equal Pay and Job Segregation	<p>An equal pay audit was carried out in 2014, and the Service is in the process of planning another audit for 2019, in line with best practice.</p> <p>The results of the gender pay gap reporting for the Service as at 31 March 2017 found a gender pay gap of 19%. The Service's aim is to prioritise ways to lower the gender pay gap to below the national UK gender pay gap of 18% and to reduce it further.</p> <p>A priority for the Service is attracting and retaining a more diverse workforce.</p>

OBJECTIVE 4: Our culture will engage and value diversity and difference to enhance our service offering to the public

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 update
Leadership, partnership and organisational commitment	1 Vision and Commitment	<p>Our vision and values are reinforced through the Corporate Plan, and through all the work that is carried out. Diversity is one of the values – “we value diversity in our service and in the community”. Our values are accessible on the intranet, message boards, in our induction programme, and as part of appraisals.</p> <p>Employees are aware of, and understand, the relevant policies. This was confirmed as part of the culture survey.</p> <p>Discipline and grievance procedures are monitored in order to identify and correct any problematic trends. This includes an element of monitoring at the informal level in order to pick up and resolve issues at an early stage.</p> <p>The latest culture survey was carried out in late 2017. Vision and values were key to it. Action plans are currently being developed by managers with their teams, and will be discussed and agreed at the next leadership event on 29 October 2018. The SMB action plan includes promotion of the values and role modelling leadership behaviours.</p>
	2 Accountability	<p>Annual EDI reports go to SMB and the Fire Authority</p> <p>All employees are educated on EDI awareness as part of induction. It is everyone’s responsibility to ensure they consider EDI in their everyday work and that they behave in the manner expected.</p>

Equality Framework for Fire & Rescue Services (Revised 2017) Priority Area	Equality Framework for Fire & Rescue Services (Revised 2017) Element:	2017/2018 update
		In late March 2018, the gender pay gap was published in line with the reporting requirements of the Mandatory Gender Pay Gap Reporting for the public sector. Action plans have been written.
	3 Organisational Commitment	<p>EDI objectives are in everyone's appraisals throughout the organisation. The EDI objectives are monitored, and appraisals are monitored on a six monthly basis at the Performance Management Board.</p> <p>All corporate policies are written with EDI in mind, and impact assessments carried out on them</p> <p>EDI is a standing item on the Joint Consultative Forum. Minutes are taken and actions allocated and tracked</p>
	4 Partnerships	<p>The Authority endorsed the submission of a pledge, and were the first Fire and Rescue Service to be accepted by the Apprenticeship Diversity Champions Network (ADCN) in February 2018.</p> <p>Managers attend a variety of external events, where membership includes diverse groups, encompassing both the public and private sectors, charitable groups and service end users, e.g., Asian Fire Service Association, NFCC EDI Professionals Group, and the Thames Valley collaboration group.</p>

Equality, Diversity and Inclusion Objectives (EDI) 2016 - 2020

The Authority approved its four-year objectives at the Fire Authority Meeting of 8 June 2016. The aim of the first two years has been to improve EDI data and planning, and to put in place the infrastructure to support and embed EDI in all areas of the Authority's work.

Buckinghamshire and Milton Keynes Fire Authority is fully committed to Equality, Diversity and Inclusion. The Authority recognises that it must make fairness and inclusion fundamental to everything it does in order to achieve its vision of making Buckinghamshire and Milton Keynes the safest place to live, work and travel.

The Authority believes that a workforce which better reflects the diversity of the local population will create a stronger, more enriched, and well informed organisation, more able to meet the expectations for a modern fire and rescue service.

The Authority's Equality ,Diversity and Inclusion Objectives 2016 to 2020 are:

- 1. We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve.**
- 2. We will provide a more diverse range of services to better protect the communities we serve.**
- 3. Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.**
- 4. Our culture will engage and value diversity and difference to enhance our service offering to the public.**

These objectives are further defined as workforce and communities objectives.

Workforce Objectives - Years 1 and 2

The EDI workforce objectives are designed to meet the requirements of the equality duty in the exercise of our functions in order to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

Workforce Objectives- Years 3- 4

- Fostering good relations between people who share a relevant protected characteristic and those who do not
- Eliminate discrimination, harassment and victimisation
- Advancement of the equality of opportunity
- Public Sector Equality Duty

Communities Objectives - Years 1-2 and Years 3 - 4

The Services objectives are designed to meet the requirements of the general equality duty as defined by the Public Sector Equality Duty as follows:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

Year one progress against objectives was reported to the Fire Authority on the 18 October 2017. In order to demonstrate the work achieved and ongoing for Year Two, the main mechanism used to record our evidence is against the Equality Framework for Fire and Rescue Services (Revised 2017). Please see Appendix 2.

The table below shows the overview of the EDI programme for Year Three, set out against elements of the Authority's core values: Diversity; Service to the Community; Improvement, People.

Our Values	Year 3 EDI programme
<p>Diversity</p> <p>Our culture will engage and value diversity and difference to enhance our service offering to the public.</p>	<ul style="list-style-type: none"> • A programme of embedding our vision and values further is planned • Culture survey action plans reviewed to ensure equality objectives are incorporated and being progressed • Progressing the gender pay gap action plan • Target our finite resources to those most in need, sharing data with partners to ensure a joined up approach
<p>Service to the Community</p> <p>We will provide a more diverse range of services to better protect the communities we serve.</p>	<ul style="list-style-type: none"> • Improve links with communities to ensure our service delivery meets expectations and our role is better understood by the public • Continue developing fire stations as community resources, as far as practicable, and open to the public to visit and use and for the fire and rescue service to be seen as integral to the communities it serves • Ensure all staff act as ambassadors for the fire service, and for it to be seen as providing potential career paths for members of our communities • Learn from the outcomes of the Grenfell Inquiry to ensure the fire safety of the public whilst supporting businesses • Our aim is to continue to improve our diversity data (declarations) and utilisation of the data across all parts of the existing workforce. For example various stages of the employee lifecycle and during the recruitment process to see why females and BME's are deselected from the process. We must use the data to inform the decisions we make • Develop links with diverse businesses to ensure enforcement action is consistent and fair across Bucks and Milton Keynes

Equality Diversity and Inclusion (EDI) objectives 2016 – 2020: Year Three EDI Programme

<p>Improvement</p> <p>Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.</p>	<ul style="list-style-type: none"> • Reviewing our resourcing plans and data to ensure we are attracting and retaining a diverse workforce reflective of the local community • Carry out an equal pay audit in line with best practice • Greater use of flexible working arrangements will become commonplace • Target areas where we need to increase diversity - Short-term activities to be determined and run as part of apprenticeship recruitment, and other initiatives to refresh the workforce
<p>People</p> <p>We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve.</p>	<ul style="list-style-type: none"> • Recruitment – collaborative awareness campaigns, toolkit for recruitment, so that different media are added to the toolkit • Review induction training to ensure equalities training and awareness is embedded and understood from the start of the employment journey • Audit compulsory EDI training for existing and new employees at their induction, and review at two-yearly intervals for compliance. Ensure 100 per cent completion of compulsory EDI training (e.g. online) for existing employees and for new employees at their induction • Roll out unconscious bias training • Review equalities objectives in appraisals to ensure understanding and commitment • Review the talent management strategy and processes to ensure all employees do have fair access to learning and development opportunities

BMKFA Protected Characteristics by Core Group

* Less than 10

Age	Whole-time	% of Whole-time	On Call	% of On Call	Support	% of Support	ALL BMKFA	Total %
Age 0-19		0.0%	*	0.0%		0.0%	*	0.5%
Age 20-24	*	0.0%	*	8.8%	*	3.5%	13	2.9%
Age 25-29	*	3.0%	10	11.0%	*	4.3%	22	5.0%
Age 30-44	137	58.3%	46	50.5%	33	28.7%	216	49.0%
Age 45-59	89	37.9%	23	25.3%	58	50.4%	170	38.5%
Age 60-64		0.0%	*	2.2%	11	9.6%	13	2.9%
Age 65+	*	0.4%		0.0%	*	3.5%	*	1.1%

* Less than 10

Ethnic Origin	Whole-time	% of Whole-time	On Call	% of On call	Support	% of Support	ALL BMKFA	Total %
White	200	85.1%	83	91.2%	104	90.4%	387	87.7%
Mixed Ethnicity	*	1.7%		0.0%	*	0.9%	*	1.8%
Asian or Asian British		0.0%		0.0%	*	0.9%	*	0.2%
Black or Black British	*	0.9%		0.0%		0.0%	*	0.5%
Arab		0.0%		0.0%		0.0%		0.0%
Other		0.0%		0.0%	*	0.9%	*	0.2%
Not Stated	29	12.3%	*	8.8%	*	7.0%	45	10.2%

Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data

*Less than 10

Religion	Whole-time	% of Whole-time	On Call	% of On Call	Support	% of Support	ALL BMKFA	Total %
Christian	17	7.2%	20	22.0%	26	22.6%	63	14.3%
Buddhist		0.0%		0.0%		0.0%		0.0%
Hindu		0.0%		0.0%		0.0%		0.0%
Jewish		0.0%		0.0%		0.0%		0.0%
Muslim		0.0%		0.0%		0.0%		0.0%
Sikh		0.0%		0.0%		0.0%		0.0%
Other Religions	*	1.7%	*	0.0%	*	3.5%	*	2.0%
No Religion	26	11.1%	11	12.1%	*	7.8%	46	10.4%
Religion Not Stated	188	80.0%	59	64.8%	76	66.1%	323	73.2%

* Less than 10

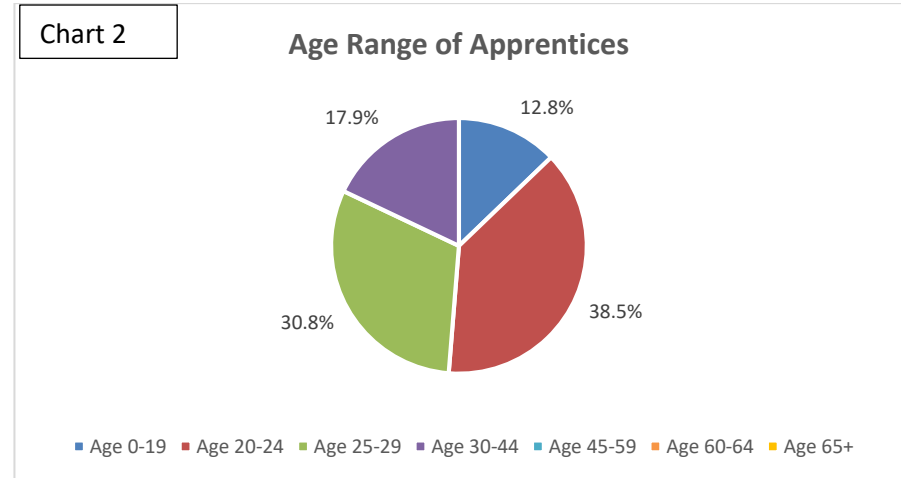
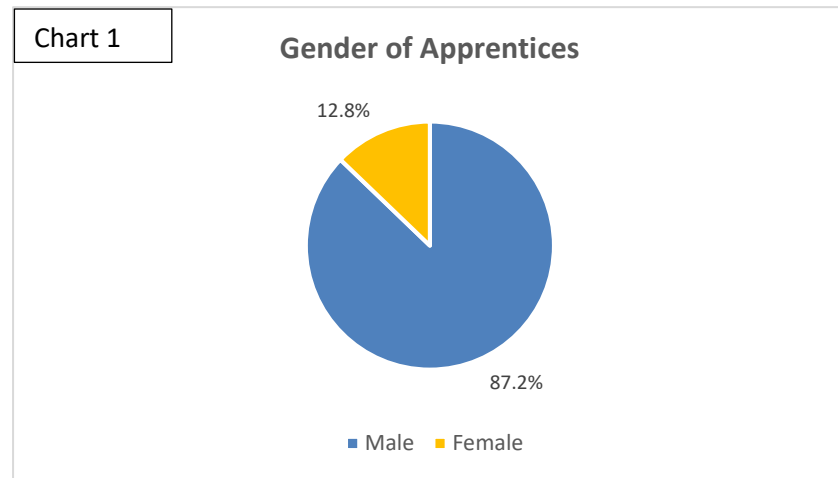
Gender	Whole-time	% of Whole-time	On Call	% of On Call	Support	% of Support	ALL BMKFA	Total %
Male	224	95.3%	85	93.4%	47	40.9%	356	80.7%
Female	11	4.7%	6	6.6%	68	59.1%	85	19.3%

Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

Protected Characteristics of Apprentices

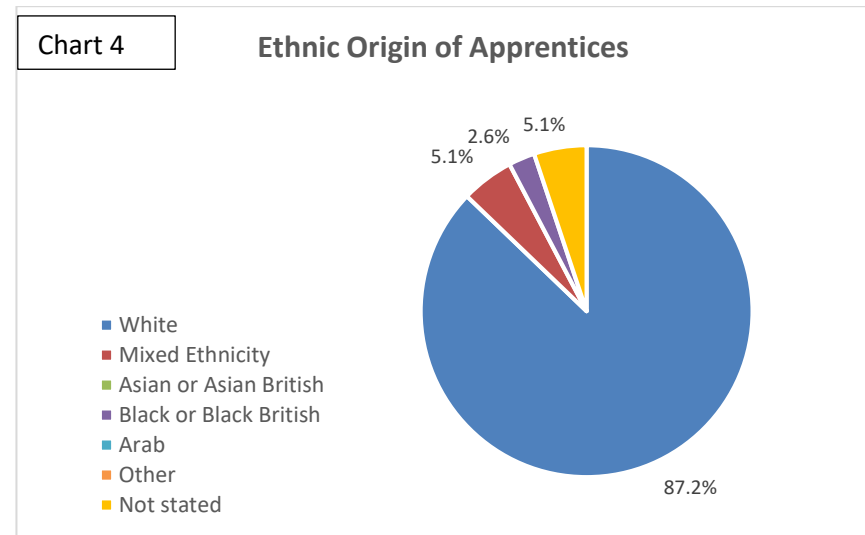
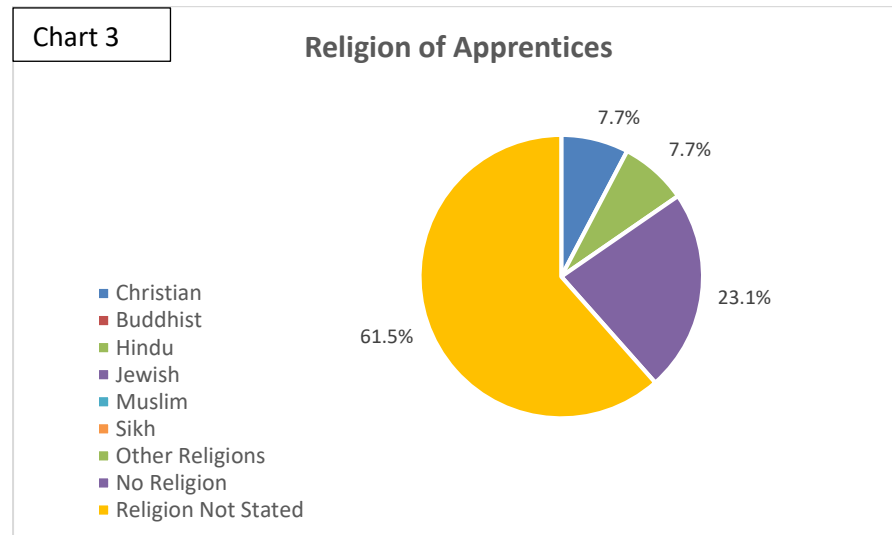


Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



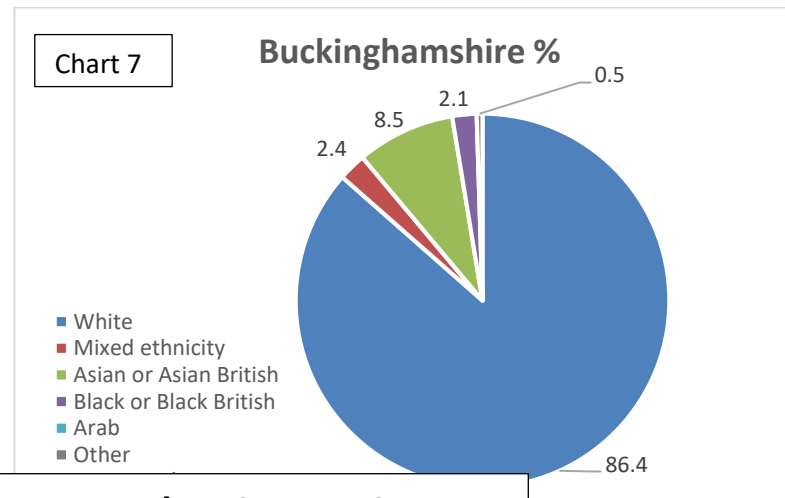
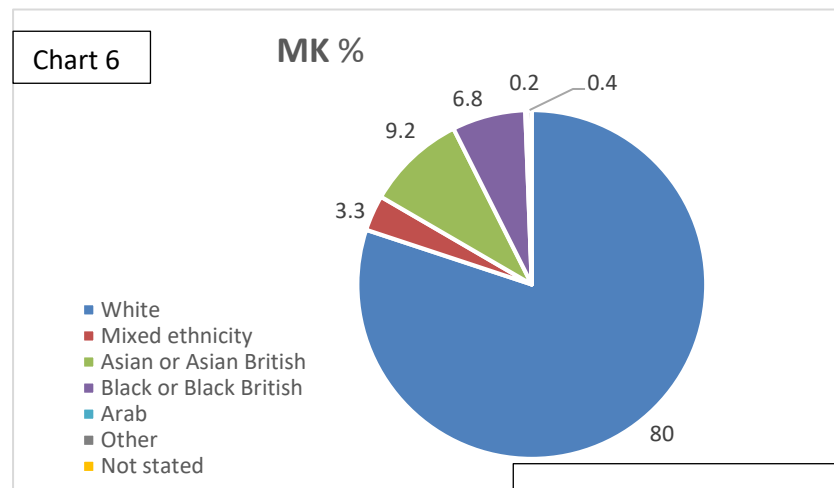
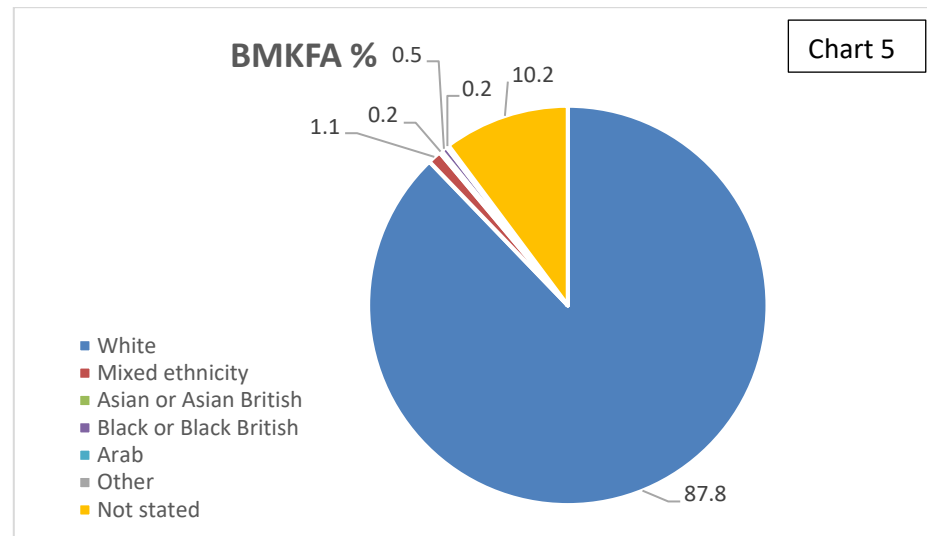
BMKFA Ethnicity compared to County Census

Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



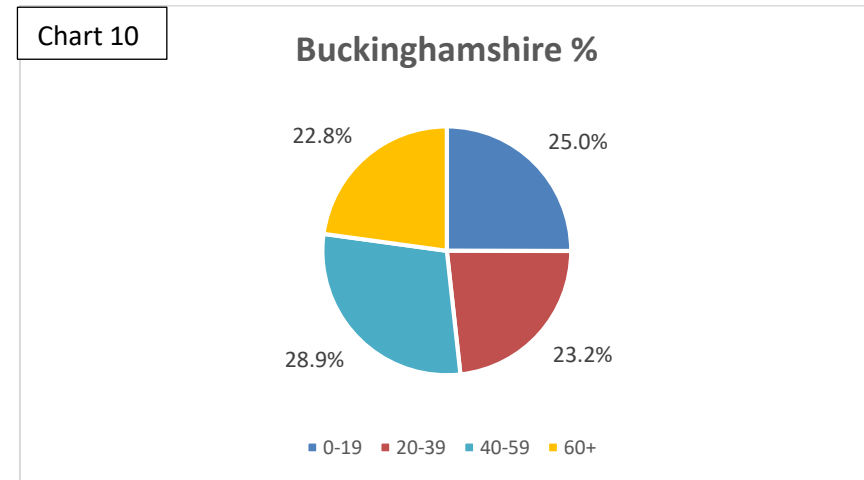
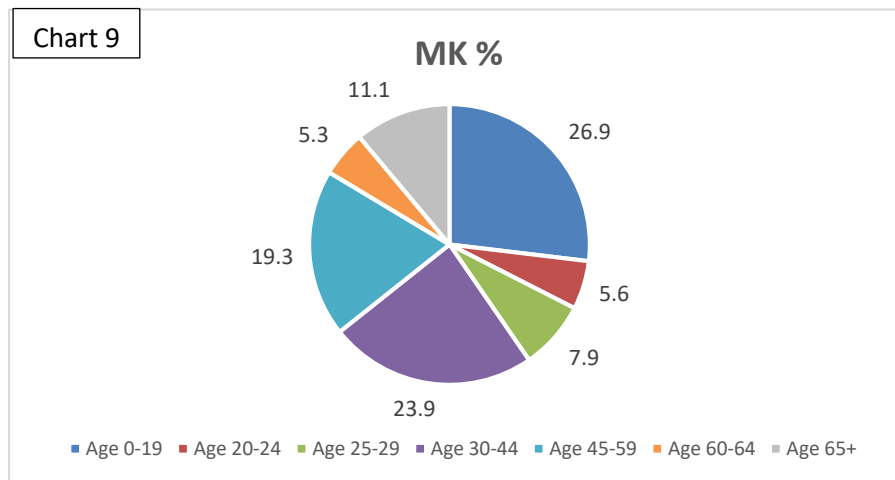
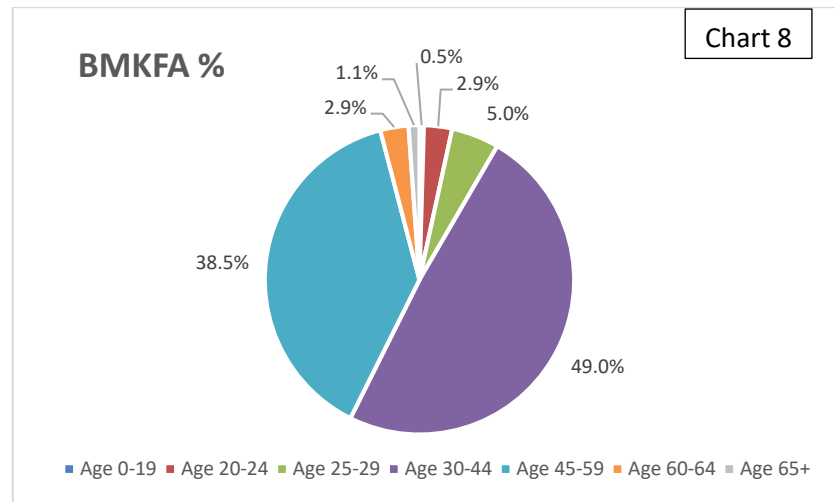
BMKFA Age ranges compared to County Census

Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

BMKFA Religion compared to County Census

Chart 11

BMKFA %

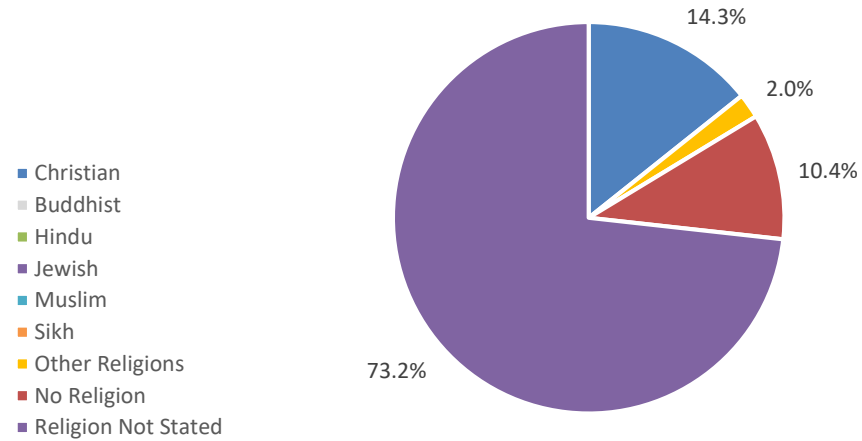


Chart 12

MK %

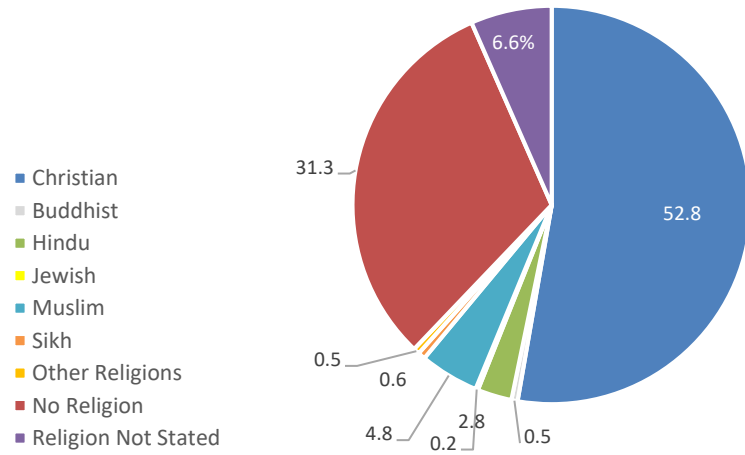
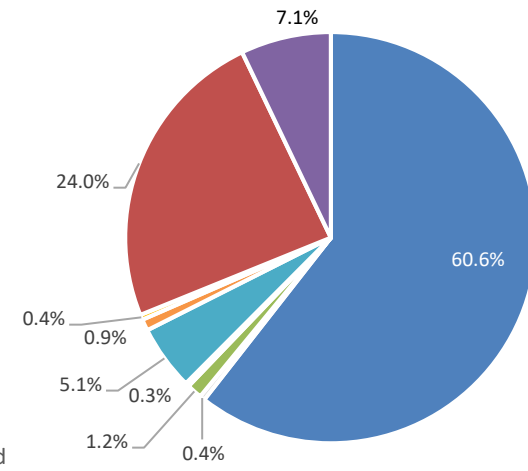


Chart 13

Buckinghamshire %



BMKFA Gender compared to County Census

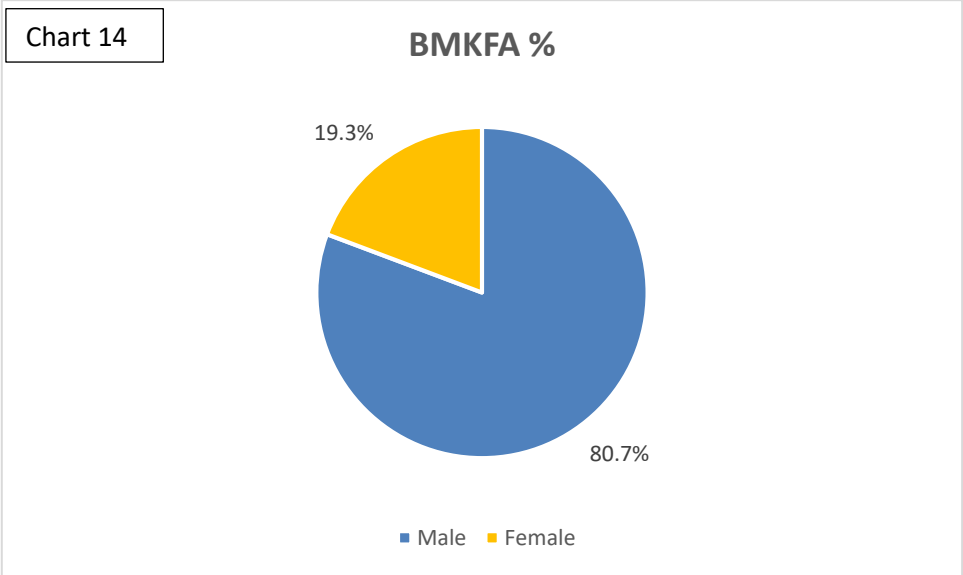
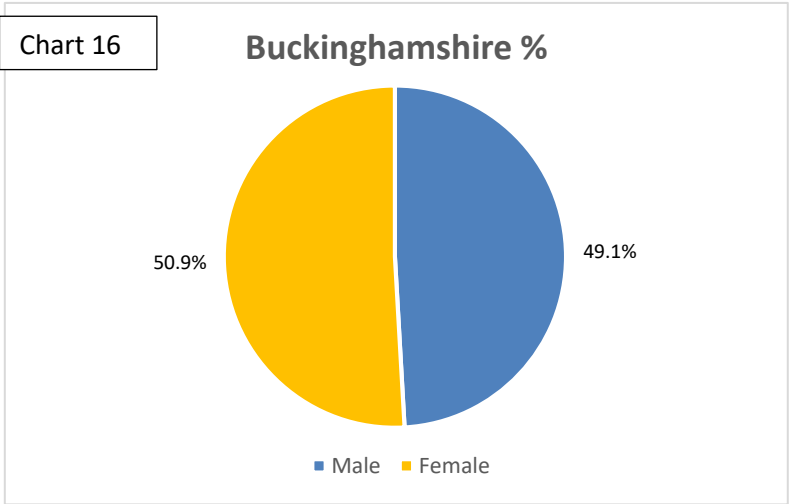
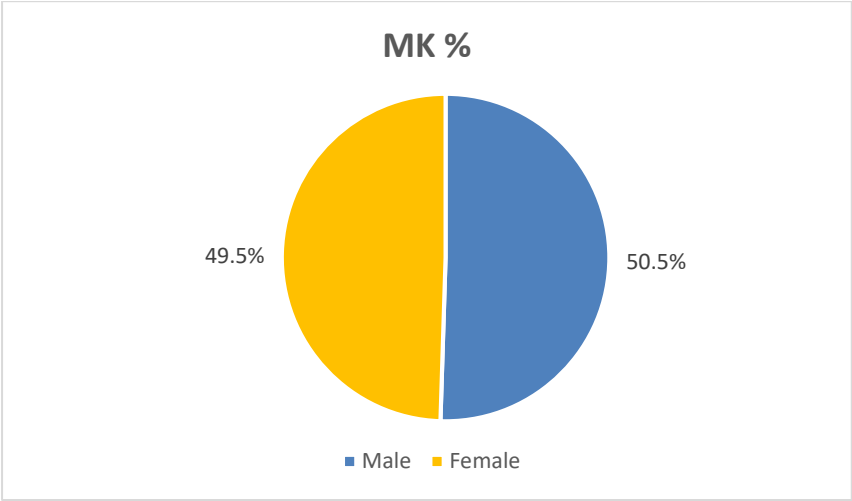


Chart 15

Data Sources:

i-Trent – 2018 (BMKFA)
Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



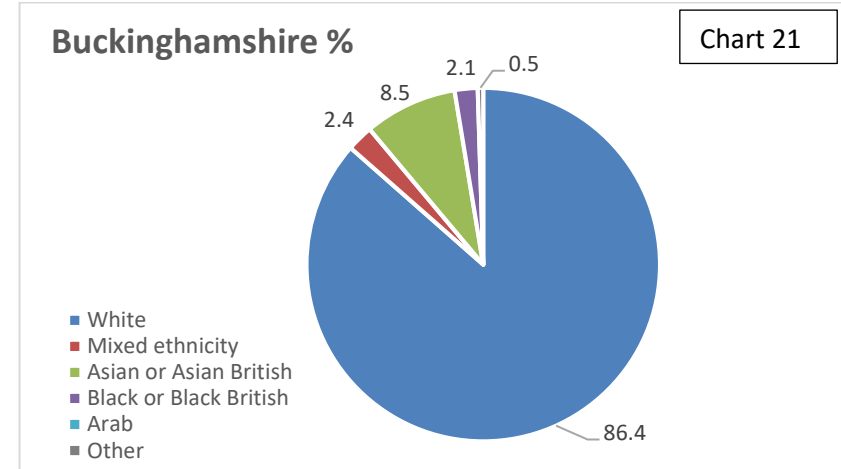
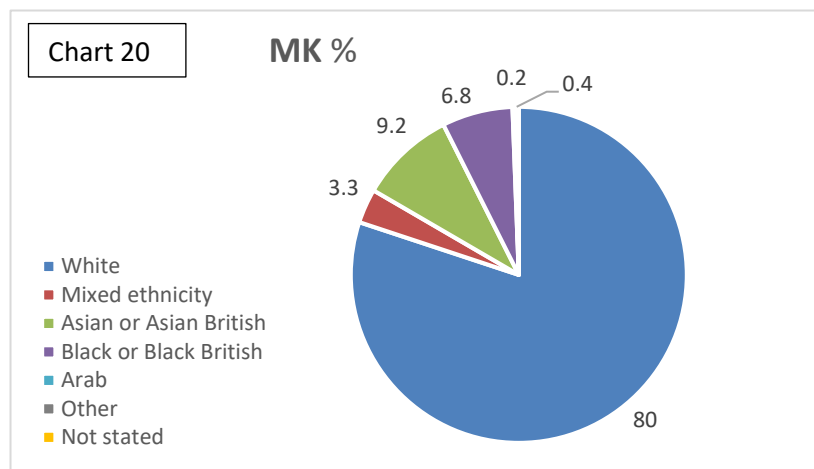
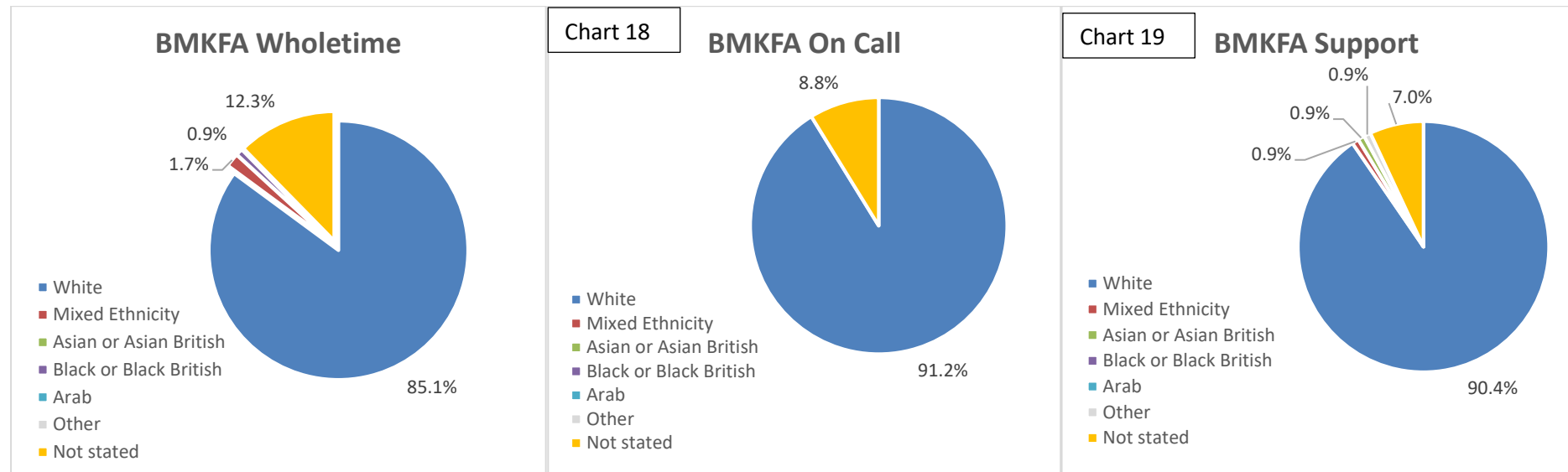
BMKFA Ethnicity compared to County Census by Core Group

Chart 17

Data Sources:

i-Trent – 2018 (BMKFA)
Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



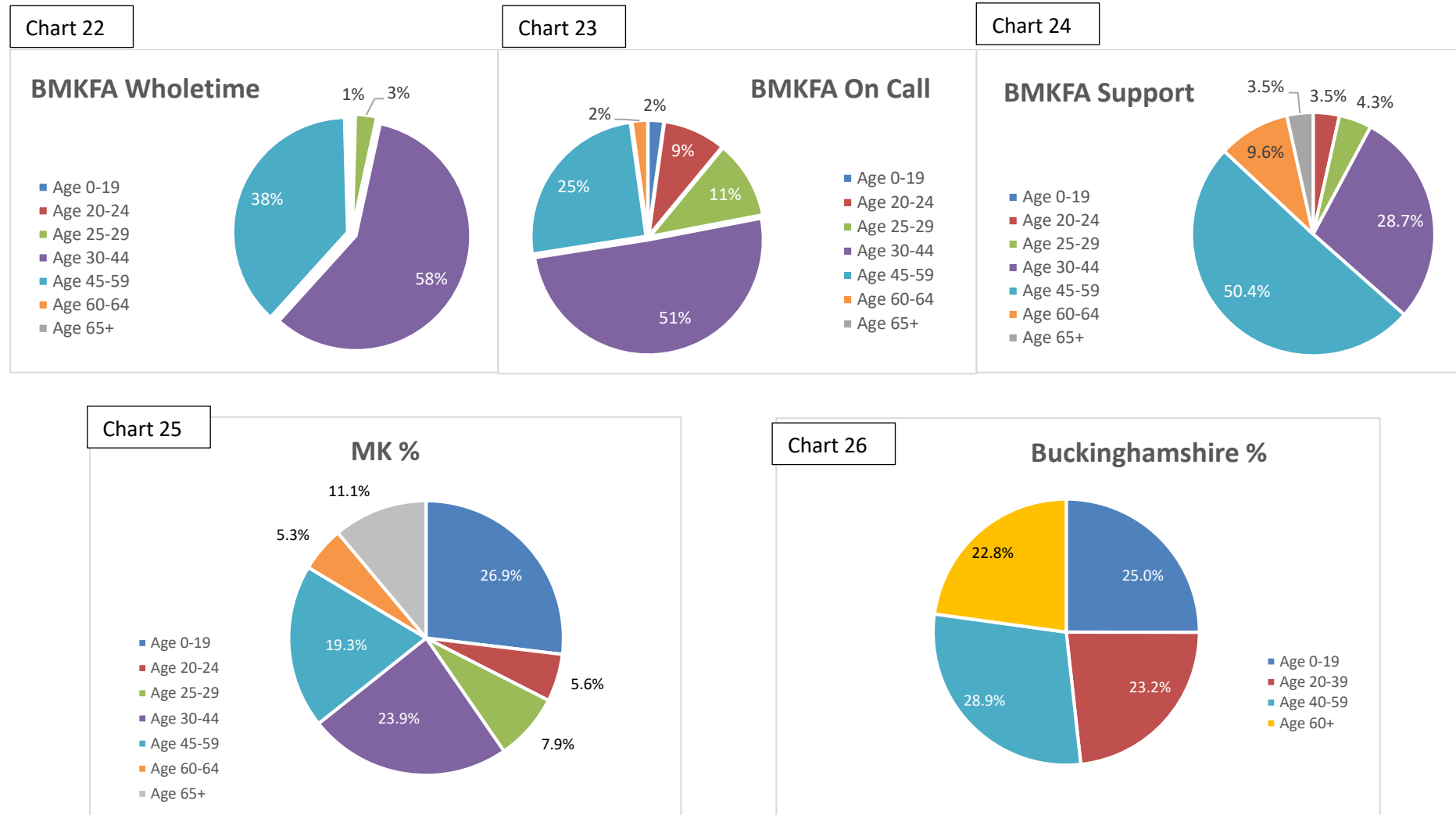
BMKFA Age Ranges compared to County Census by Core Group

Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

Appendix 1 EDI Workforce Diversity Data



Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011

BMKFA Religion compared to County Census by Core Group

Chart 27

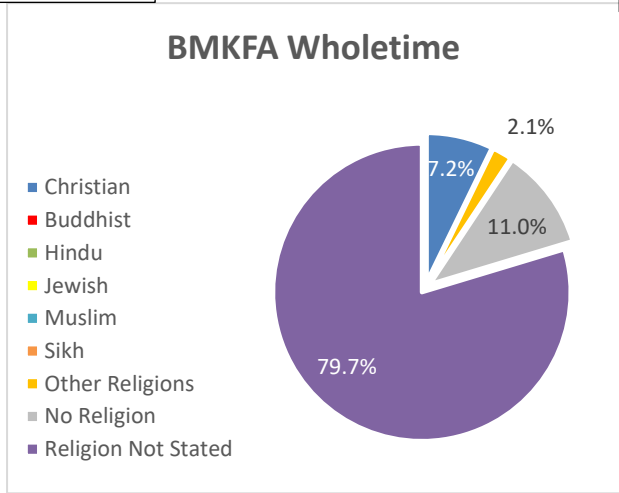


Chart 28

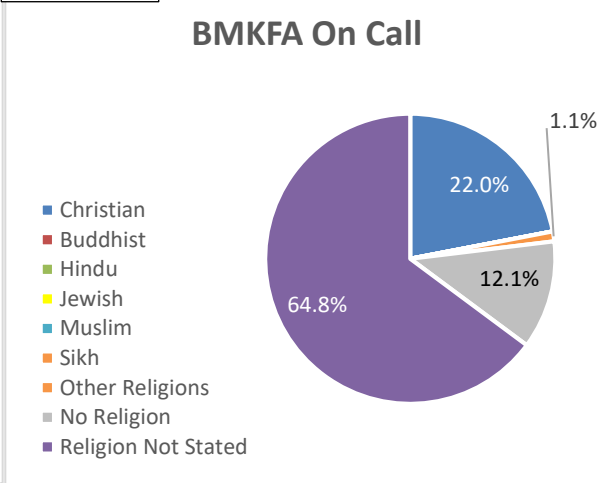


Chart 29

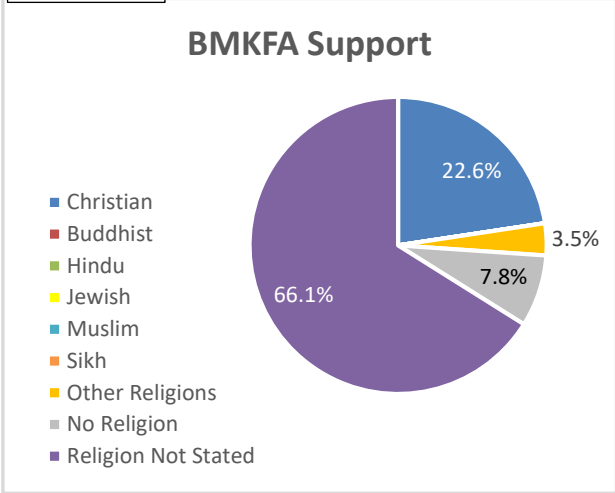


Chart 30

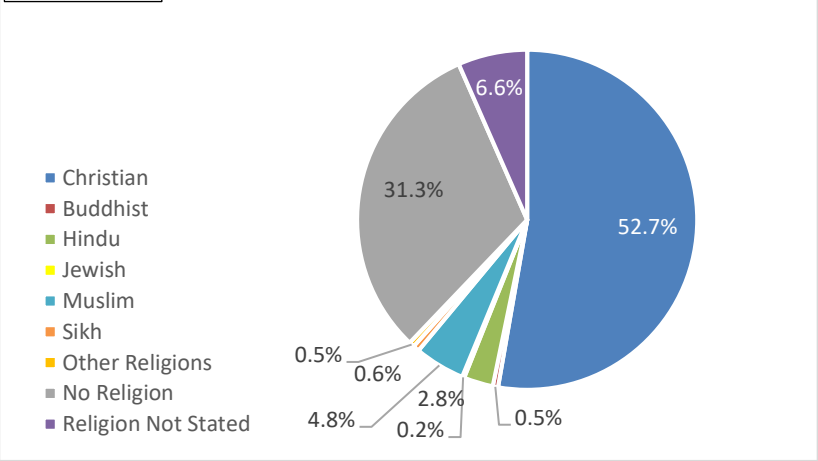
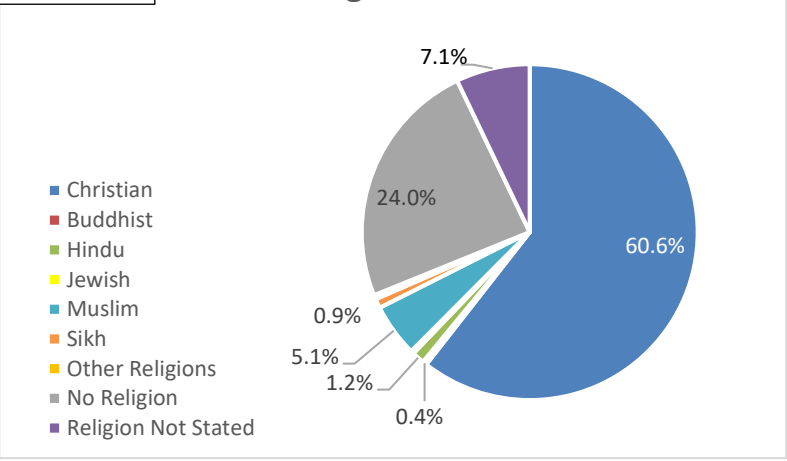
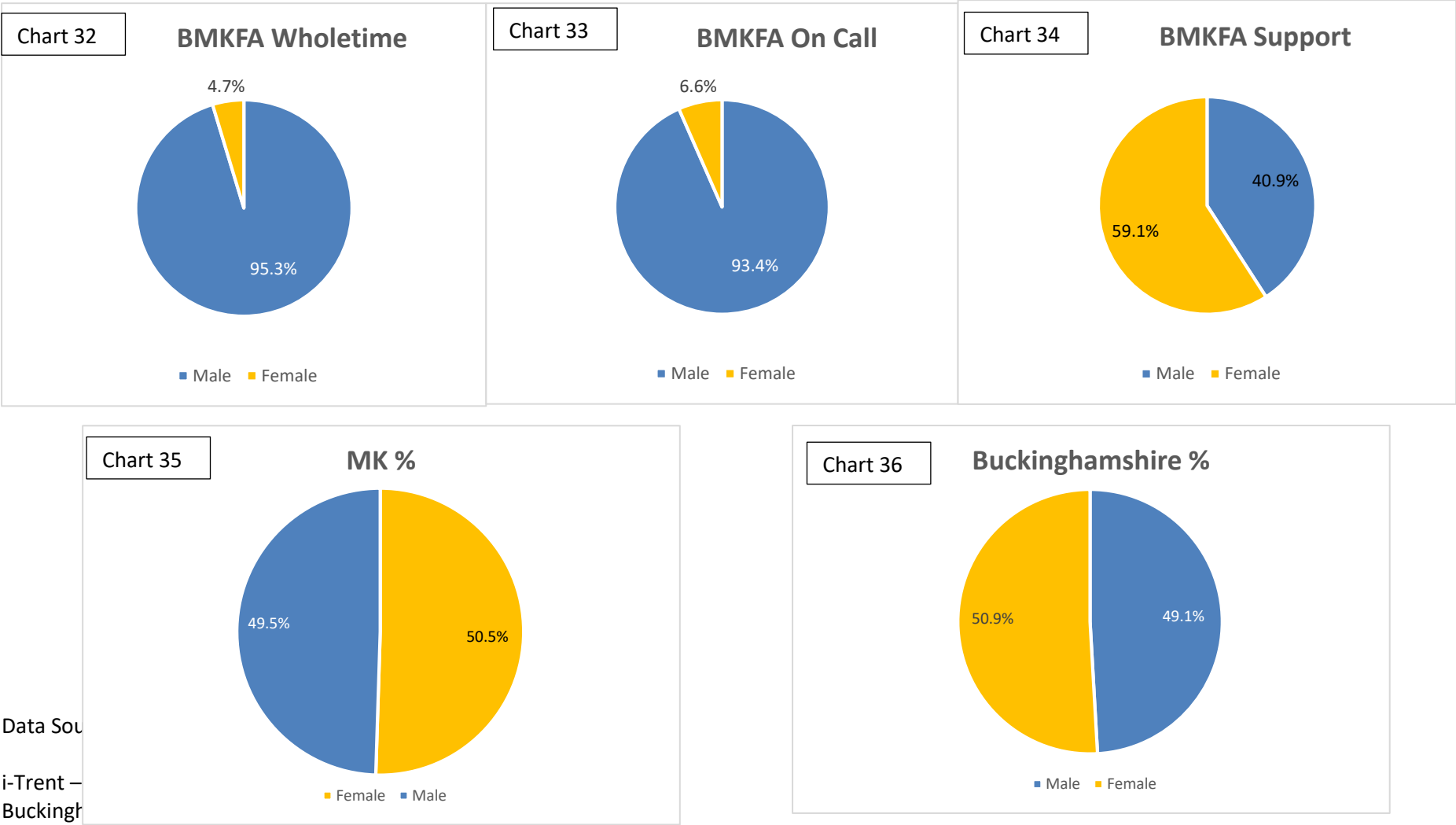


Chart 31



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BMKFA Gender compared to County Census by Core Group



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Appendix 1 EDI Workforce Diversity Data

Data Sources:

i-Trent – 2018 (BMKFA)

Buckinghamshire County Council – Census 2011



Equality Framework for Fire and Rescue Services (Revised 2017)

Fire and Rescue Service Equality Framework (FRSEF)

Introduction

The FRSEF is part of the LGA's sector led improvement offer to the fire sector. It has been updated in response to a number of significant developments including Fire Service Reform, the establishment of a Fire Inspectorate and the work of the NJC-led Inclusive Fire Service Group. The LGA and the Home Office want to see a change in the culture of the fire service so that workforces reflect the community they serve, ensuring they continue to challenge and eradicate any form of bullying and harassment and all staff feel able to come to work and reach their full potential in the organisation.

The revised equality framework is intended to help fire and rescue services:

- deliver the best possible services to their communities and those who are most vulnerable or at risk
- employ a workforce that reflects the changing role of Services and the diversity of the area they are serving
- provide equality of opportunity for all staff and demonstrate due regard for and the value of difference
- ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying
- change the culture of their organisation to one that is genuinely inclusive, which enables all employees to be high performing because we value the difference of their: Gender or gender choice, race or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union

The framework has been developed in consultation with the following organisations and groups:

- Inclusive Fire Service Group
- Asian Fire Service Association
- National Fire Chiefs Council
- Fire Brigades Union
- Fire Officers' Association
- GMB
- Quiltbag
- Retained Firefighters Union
- Stonewall
- Unison
- Women In The Fire Service
- Faith and Fire.

The framework can be used by fire and rescue services as a toolkit for improvement. It sets out five priority areas for improvement underpinned by a range of actions and practical guidance that can help a Service plan, implement and deliver real equality outcomes for employees and the community.

It is also a self-assessment or benchmarking tool for Services to use to assess their progress on the improvement journey and determine where and how they need to improve. It includes performance criteria that can be rated on a four point scale. Where appropriate, metrics and qualitative performance measures have been included. These are not prescriptive but are another way of measuring progress.

Underlying Principles

The FRSEF has been developed in line with some key principles. The framework is:

- a factor in sector led improvement whereby organisations are responsible for their own performance
- able to influence and support real and substantial change in the sector
- one of a number of other national initiatives and strategies that are also contributing to the improvement of equality, diversity and inclusion in the Fire Service. These include:
 - NJC-led Inclusive Fire Service Group's Improvement Strategies
 - LGA and other interested stakeholders Memorandum of Understanding
 - the national Fire Service Standards
 - NFCC national Workforce Strategy for Fire and Rescue
- bespoke to the Fire and Rescue Sector but a good inclusion benchmark for other public sector services
- reflective of the views of all relevant stakeholder groups and has their support
- reflective of best practice in the fire and rescue sector and elsewhere
- is sufficiently ambitious but realistic about what can be achieved
- supportive of the LGA peer challenge process

Equality and Diversity Metrics

The equality and diversity metrics and evidence of performance included in this framework can help a Fire and Rescue Service self-assess and benchmark its' achievements with other services. Services may also devise their own metrics. They are not prescriptive and Services will have other measures and ways of evidencing progress. All metrics need to be analysed appropriately e.g. disaggregated and by role. Services should be able to comment about the story behind the numbers.

Equality, Diversity and Inclusion– Meaning and Principles: (source: National Workforce Strategy)

Equality is defined in law (The Equality Act (2010), General Equality Duty, to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act) and is about ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity and age.

Diversity is about promoting and fostering everybody's right to be different, about being free from discrimination, valued as an individual, and having choice and dignity with a right to your own beliefs and values. 'Diversity' is a word that means 'varied and different'. Diversity, therefore, is about more than equality. It's about creating a culture which values individual differences and encourages people to be themselves at work.

Inclusion refers to an individual's experience within the workplace and in wider society, and the extent to which they feel valued and included.

Priority Performance Areas for Focus

The Framework has five priority areas of action and performance. They are:

- Leadership, partnership and organisational commitment
- Community knowledge and engagement
- Effective service delivery
- Employment conditions, health and wellbeing
- Recruitment, training and progression.

Each priority area has a number of key criteria each with some descriptors/guidance that can help a Service make progress towards that criterion.

To enable a Service to track its own progress we have identified four stages of progression for each of the key criteria. A Service can be performing well in some priority areas but less well in others. Services should self-assess each key criterion using this rating:

- 1. No evidence**
- 2. Planning and commitment** - the organisation has a stated commitment, objectives have been set, planning is underway and systems are being developed
- 3. Established and doing:** Systems and processes are in place; actions have commenced and are starting to produce results
- 4. Delivering Outcomes:** Interventions are embedded and tangible outcomes are being generated that are making a real difference

The self-assessment process recognises that a Service can be performing well in some areas but less well in others. It could have mostly 4's in one theme, but only

2's in another. Any feedback in a peer challenge will be given according to each performance area, with no overall score.

Priority Area 1: Leadership, partnership and organisational commitment

1. Vision and Commitment

Criterion:

Political and managerial leaders demonstrate personal commitment to and leadership on, reducing inequality, challenging discrimination and delivering services that are inclusive and accessible to diverse communities.

Descriptors/Guidance:

- Political and managerial leaders have clearly stated their commitment to a diverse workforce with barriers to inclusion and equality removed. They have expressed what principles they stand by on equality and what is expected from staff when delivering services to the community
- Leadership has established robust and ongoing processes to enable all staff to understand the principles of equality and inclusion
- Senior Managers, Members and staff understand the difference between equality and vulnerability to risk, and the Service monitors how both are addressed
- It is evident that senior leaders can demonstrate a line of sight between vision/policy statements and action to improve equality outcomes
- Senior leaders regularly communicate and promote a culture that is able to demonstrate internally and publicly that it is inclusive and supportive
- The organisation has established and publicises a strong business case for its equality and inclusion work
- Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible. For example, considering the images used, the distribution methods, duty systems, staff access to IT and tone of communications

Evidence/Metrics:

- Published information, principles and data in respect of EDI within all overarching strategy and public, political, partnership and community communication as appropriate. This should be narrative based with evidence of internal strategic plans being implemented and examples of outcomes

2. Accountability

Criterion:

Senior managers and Fire Authority Members are ultimately accountable for the performance of equality and inclusion within the organisation

Descriptors/Guidance:

- There is a high level steering meeting of senior managers and Members which sets and monitors progress of equality related strategies and initiatives. This high level structure has appropriate upwards and downwards interaction with the workforce and service users etc.
- The Chief Fire Officer/ Chief Executive and other managers have personal equality objectives and are held accountable via the appraisal system
- The Service has equality objectives and targets which are supported by a SMART Action Plan with clear managerial accountability
- The Fire Authority provides effective scrutiny of setting and monitoring of equality objectives
- There are scrutiny mechanisms that monitor and challenge the differential impacts of service delivery on communities, and of workforce policies on equality
- The Service is able to demonstrate that it is meeting the Public Sector Equality Duties and the Gender Pay Gap Regulations
- As a result of equality analysis of service delivery, action is taken to mitigate any adverse impact on communities

Evidence/Metrics

- Meeting the PSED outcomes in both a narrative and a performance measure
- Publishing gender pay gap information (mandatory from April 2018).

3. Organisational Commitment

Criterion:

The Leadership provides support, commitment and challenge to ensure organisational buy-in for the equality agenda.

Descriptors/Guidance:

- The organisation seeks independent validation of its progress on equality e.g. peer reviews from local partners/experts, peer challenge, Stonewall member, the Disability Confident Scheme (formerly the Two Ticks Scheme), Mind Blue Light Campaign, Mindful Employer, Time to Change. If not, what are they doing that demonstrates these areas?
- Corporate policies consistently promote equality for all staff. Equality analysis is evident and leading to positive outcomes for under-represented or disadvantaged groups
- Operational strategies and plans undergo equality analysis and steps are taken to mitigate against adverse impacts that have been identified

- Senior leaders closely monitor progress against organisational equality objectives and challenge poor progress
- Equality standards are embedded in the procurement and commissioning process and contracts are monitored to ensure compliance by contractors
- Senior Leaders and Members have received appropriate training around strategic management of equality, diversity and inclusion
- Necessary resources and managerial time are provided to support corporate management of equality improvement work and staff involvement
- Trade Unions are consulted as part of a partnership in developing the equality agenda

Evidence/Metrics

- Results from the staff/cultural surveys is disaggregated so that the views of different staff groups or those with different backgrounds are known
- Use is made of local community data to help identify 'realistic' objectives relevant to the area/county

4. **Partnership**

Criterion:

The Service is positively contributing to shared equality plans with statutory, voluntary and community partners

Descriptors/Guidance:

- The Service uses information from community engagement and data effectively to target services to people and businesses most at risk in its communities. There is sophisticated analysis and segmenting analysis of diverse groups and other factors in the area such as rurality or economic disadvantage
- The Service works with partners to deliver services which have been informed and shaped by the needs of the local community
- The Service works effectively with partners to champion equality and determine the key strategic risks and needs of the local area and how to address them
- The Service is working closely with local partners on shared equality objectives and workstreams
- The Service is pooling its resources, skills and expertise with partners in order to deliver equality outcomes
- The Service seeks out notable practice externally and has made changes to its practices as a result. It shares its own notable practice willingly

Evidence/Metrics:

- Community groups are regularly consulted on equality plans, recruitment messages
- There is an evidenced based approach to adoption or rejection of existing notable practice based on local needs and receive regular communications and opportunities to comment

Priority Area 2: Effective service delivery

5. Responsive and Accessible Services

Criterion:

Services are accessible and responsive to the needs of people in the community

Descriptors/Guidance:

- Changes to service delivery (such as crewing models) fully consider the differential impact on communities as different areas and groups of people have different requirements Front-line services are pro-actively accessible to meet individual need and processes are in place to do this
- Collaborative working arrangements, for example Emergency First Responders, consider the positive and negative impacts on local communities and workforce
- Service Business Continuity Plans for local communities, where used, take into account the varying needs of local businesses, communities and individuals, for example the need for interpreting and translation, safe refuges, disability provision in emergency shelters
- Business Continuity Plans/Station Plans demonstrate how equality analysis and knowledge of local communities and their needs has informed them.
- Risk Management (particularly through the IRMP) is informed by disaggregated data and take into account differential impacts and varying needs
- All areas of service delivery can demonstrate how disaggregated data informed service plans and practice and how that changes over time (e.g. enforcement work and prosecutions, prevention activities)
- The Service uses a wide range of communication channels to ensure its messages, particularly during major incidents, reach as many different communities and individuals as possible
- There are appropriate changing areas/toilets facilities in all Service buildings. Personal protective equipment should be available in male and female fit and in the correct sizes

Evidence/Metrics:

- The percentage of home fire safety checks or Safe and Well visits that are delivered to the elderly, people with a disability or long-term health condition or any other at risk community which is identified using an evidence based approach
- Programs with partners, including community groups including asset based community development,
- Partnerships re slips, trips and falls
- A&E demand interventions and reduction
- Social care health agenda and interventions
- Educational interventions
- Volunteering rates.

6. Commissioning and Procuring Services, Facilities or Estates

Criterion

Procurement and commissioning considers local employment and business data and priorities, for example, supporting local SMEs, stipulating apprenticeships as part of contracts.

Descriptors/Guidance:

- Equality is embedded throughout the procurement cycle
- Contracts are effectively monitored to ensure that suppliers meet any equality standards set. Steps are taken if they are not met.
- The Service is taking steps to design, develop and purchase equipment/goods/ buildings for a more diverse workforce involving people from specific groups to inform decisions at all stages
- Facilities, clothing and similar items are purchased or managed with equality in mind
- Procurement practices are proportionate to the size of contract and do not discriminate against smaller traders
- The Public Sector Social Value act (2012) is used to guide principles of procurement and commissioning of services and goods

Evidence/Metrics:

- The mechanism for determining commissioning and procuring ensure the Service's strategic measures are met

Priority Area 3: Community knowledge and engagement

7. Collecting, Analysing and Using Information

Criterion:

Information is regularly gathered by a range of methods and from a range of sources, about local communities, residents and businesses. It is analysed appropriately to identify the varying needs of and risks for different groups, individuals and communities and used to inform services.

Descriptors/Guidance:

- Information collected directly relates to service delivery
- Disaggregated data is used to ensure widespread understanding of communities in local areas at all levels: Service wide, different departments and at station level
- Information is shared across the Service in order to maintain up to date knowledge about community risks and changing communities
- Information and data is mapped with partners to identify at-risk communities and inform service planning

- Partners share data to ensure widespread understanding of communities and their needs in different areas that the Service works in.

Evidence/Metrics:

- Qualitative intelligence is gathered using a wide range of methods
- There is sophisticated analysis of data; equality and vulnerability profiling of the community and data sharing with partners

8. Engagement with communities

Criterion:

The Service engages effectively with all its communities using a range of appropriate channels.

Descriptors/Guidance:

- The Service engages with diverse communities to identify their particular risks and concerns so that these can be adequately addressed and to ensure that those who are in a vulnerable situation are protected
- Consultation and engagement strategies and practice are inclusive of a range of diverse stakeholders to scrutinise services, decision making and progress towards equality
- Consultation and engagement is analysed and there is enough information to inform whether the Service is engaging with a cross range of communities
- The Service works with partners to avoid “consultation overload” by engaging collectively or sharing information and the results of engagement activities
- The Service demonstrates how it champions equality locally, for example at: Local Pride events, blue-light festivals and carnivals. It uses these events to promote safety messages with specific groups of people
- Community engagement is monitored and trends identified from the results of engagement activities in different localities and over time. This information feeds directly into service planning
- Relevant training is available to all involved in community engagement delivered by community members to enable people to engage effectively and sensitively

Evidence/Metrics:

- Engagement undertaken is comparable to demography. If determined higher or lower proportionate to risk, details are published.

9. Customer/Public Satisfaction

Criterion:

Customer satisfaction is generally high for all sectors of the community and across all the different aspects of the Services work.

Descriptors/Guidance:

- Customer satisfaction data is disaggregated by ethnicity, gender, age, sexual orientation and disability etc. Results and trends have been analysed and any issues identified and addressed
- Work is undertaken to identify the specific needs of emerging and marginalised communities with a view to increasing their satisfaction with the fire and rescue service
- The Service is working hard to address issues that have been discovered from customer feedback
- Positive and negative feedback is used to reward and recognise the contribution of staff and to improve services
- Customer satisfaction is measured appropriately – not just HFSC, but also protection and response services

Evidence/Metrics:

- HFSC, “After the fire” audits, etc. Equality monitoring of Safe and Well visits
- Incident profiling including fatal fires and incident conferences with partners
- Home Safety Checks - customers changing their behaviour as a result of the visit from the Fire and Rescue Service
- The Service is fulfilling the needs of customers. There can be developed tiers of measures as strategic, geographical and individual
- Qualitative data, as well as quantitative can be analysed, against numerous variables. Risk demand analysis and purpose is understood at all levels of the service as well as by partners and communities

Priority Area 4: Employment, Health and Wellbeing

10. Workforce Strategies and Policies

Criterion:

The Service has Workforce Strategies, Plans and Policies that promote and support a diverse workforce

Descriptors/Guidance:

- The Service has an up to date Workforce Strategy or Plan that reflects the principles outlined in the National Workforce Strategy
- The Service has a range of progressive workforce policies that foster and support the employment rights and health and wellbeing of all staff at all stages of their employment
- The language used in workforce policies is inclusive

- Workforce policies, programmes and frameworks have used equality analysis or equality impact assessment and mitigating actions have been taken where there are any adverse impacts
- The service is recognised internally and externally by others for their equality work; they have supported others to improve the employment rights and health and wellbeing of their employees.

Evidence/Metrics:

- Equality analysis results should pick up any language which is not inclusive

11. Workforce Monitoring

Criterion:

Workforce monitoring takes place at all levels of the Service including apprentices, cadets and volunteers. Data is regularly updated and analysed and trends are identified. Results are used to inform policies and practices and steps are taken to address any adverse trends. The organisation regularly publishes employment data in accordance with its statutory duties, including the requirement to report annually on the Gender Pay Gap.

Descriptors/Guidance:

- The composition of the workforce by protected characteristics is monitored for all employees, apprentices, cadets and volunteers. Results are used to inform policies and practices. Where there are low rates of disclosure this is investigated and addressed
- There is good quality data captured at all the stages of initial recruitment, promotion and training as well as for those leaving the organisation
- Regular monitoring of discipline and grievances is carried out to determine if any groups are being disproportionately affected. There is evidence that mitigating circumstances including mental health issues have been taken into account
- All workforce monitoring is reported at least annually to the Fire Authority as well as senior management teams or Boards.

Evidence/Metrics:

- Rates of disclosure disaggregated by different groups of staff
- Comparison of workforce profile with community demographic
- Workforce composition across all grades and roles
- PSED report and the gender pay gap reporting requirement

12. Workforce Values and Behaviours

Criterion:

The Service promotes a clear set of values and behaviours that it expects from its staff and elected Members

Descriptors/Guidance:

- The Service has established a set of values and behaviours that everyone in the organisation has “signed up to”
- The Service has a policy on Dignity at Work and staff understand it and know how to raise concerns. There are a number of ways for issues to be raised, including formal and informal mechanisms. Formal or informal complaints are dealt with in accordance with the policy
- Staff are able to raise workplace concerns without fear of retaliation or reprisal
- All staff but particularly anyone involved in managing staff are required to attend training on unconscious bias
- Staff surveys or cultural audits are conducted regularly and results are analysed and disaggregated and used to address inequality or other concerns

Evidence/Metrics:

- Disciplinary and grievance cases (disaggregated)
- Bullying & Harassment complaints and outcomes
- Incidents resolved informally (quantitative data to maintain confidentiality)
- Complaints from customers, staff or others
- Effective industrial relations
- An absence of silo working across all sections of the organisation including those determined by role and contract type

13. Staff Engagement and Communication

Criterion:

The Service uses effective staff engagement methods to set corporate service and workforce objectives and for achieving service transformation.

Descriptors/Guidance:

- The Service has considered the value of having a range of staff networks and forums. Staff were engaged in decisions about such networks. Where these are established they are adequately resourced and supported.
- Representative bodies are routinely involved in staff engagement, change programmes, or any other major changes
- There is appropriate negotiation/consultation with trade unions and a good working relationship between Representative bodies and senior managers. Managers and trade unions are able to challenge constructively and work together
- Union officials are able to be actively involved in workforce monitoring and addressing inequalities in the workforce
- Exit interviews are held consistently and results used to identify and address any legitimate shortcomings
- Internal communications are regularly analysed to demonstrate their impact and how they reach different groups of staff, for example RDS or on-call fire fighters, staff on stations, disabled staff

Evidence/Metrics:

- Staff survey response rates – disaggregated
- % staff who are satisfied or highly satisfied about levels of employer engagement. (has to be disaggregated in analysis)

14. Performance Management

Criterion:

The equality aspirations for the organisation have been translated into the appraisal process. The appraisal scheme includes equality objectives for all staff or groups of staff as appropriate.

Descriptors/Guidance:

- All employees have an opportunity at least once per year to discuss their performance, training and progression with their line manager which provides an opportunity for staff to discuss training and progression opportunities in the organisation. This may not be via a formal appraisal system
- Appraisal reports are analysed to ensure all staff are receiving fair appraisals

Evidence/Metrics:

- Appraisal rates

15. Health and Well being

Criterion:

The Service actively promotes the health and well-being of all staff in its workforce and other policies

Descriptors/Guidance:

- The social model of disability practice and understanding is built into staff, community engagement, protection work, building construction and advice
- Reasonable adjustments are made for staff who may temporarily or permanently be disabled, including in policies regarding pregnancy, menopause, physical sickness, mental ill-health and return to work
- Pregnant staff are treated with dignity and respect, and appropriate support and alternative work is sought if needed. This includes enabling an employee to stay in contact with their watch
- Specialist support in the form of advice, counselling, IT packages, equipment etc. is provided to staff when needed and within a reasonable timescale
- There is visible support for the health and wellbeing of employees
- There is a positive health and wellbeing culture throughout all levels and areas of the service

Evidence/Metrics:

- Analysis of sickness statistics to determine trends
- Maternity, fitness and absence procedures demonstrating this commitment

- Wellbeing groups developed and supported
- Review and redevelopment, if necessary, of flexible working policies
- Access to service sports equipment to all staff
- Canteen food available to meet diverse needs where applicable

16. Equal Pay and Job Segregation

Criterion:

The Service regularly conducts Equal Pay Reviews in order to ensure that there is no gender disparity and acts on the results

Descriptors/Guidance:

- Equal pay reviews are undertaken and any gender pay gaps are identified, reported and addressed. Where results indicate gender disparity, it has investigated the reasons and taken action to address it
- Horizontal and vertical job segregation has been explored and steps taken to address it

Evidence/Metrics:

- Gender Pay Gap report

Priority Area 5: Recruitment, Training and Selection for Progression/Promotion

17. Recruiting, Retaining and Employing a Diverse Workforce

Criterion:

The Service has a workforce which reflects the community it serves

Descriptors / Guidance:

- The Service actively promotes itself as an employer of choice for all sections of the community. Community engagement activities are used to attract a diverse workforce
- All areas and levels of the organisation engage with under-represented groups to identify and remove barriers to recruitment, progression, promotion and retention
- The Service has in place and uses strategies to attract, and recruit a workforce that is representative of the community served. This includes the use of positive action
- Apprenticeship and Cadet Schemes are actively used to promote and improve diversity within the Service. Volunteers and advocates also reflect the diversity of the community and contribute to promoting diversity within the service and externally
- The Service has tried innovative ways to attract a diverse workforce and has notable practice that can be shared

- The Service is self-aware and has learned from initiatives that haven't worked as well as intended

Evidence/Metrics:

- Comparison with demographics from local population; local authority; Census etc.
- Engagement with positive action events
- Building relationships with the community
- Promoting the role and the immense variety of that role in terms of prevention and protection
- Promotion of the service, in its entirety, as a key structure of the social infrastructure
- Programmes for positive action

18. Recruitment and Selection Processes

Criterion:

The Service promotes equality and achieves diversity through its recruitment and selection processes and uses the full extent of the legislation to progress the equality agenda

Descriptors / Guidance

- Recruitment and promotion practices are open and transparent and governed by agreed frameworks that are legally compliant and designed to ensure that all staff including RDS or external applicants are treated fairly at all stages of the selection process
- The skills of RDS staff are taken into account when they apply for Wholetime vacancies
- Recruitment and selection frameworks enable appropriate positive action to be used within the provisions of equality legislation
- Processes used to determine temporary or permanent promotion within the service or selection for special short term projects are transparent and operate within agreed frameworks
- Reasonable adjustments are used in recruitment and selection processes where the Service is aware of a specific need e.g. dyslexia, autism, mental ill-health
- Selection panels should have diversity in representation at all stages of the process wherever possible
- Any external recruitment/interview panel members are considered from diverse communities
- If recruitment consultants are used they are required to produce diverse shortlists wherever possible
- All staff involved in recruitment or selection at any stage have undergone recruitment and selection training as well as awareness training around unconscious bias

- Monitoring is carried out at all stages of recruitment or promotion including shortlisting, or fall out rates
- Creative and innovative HR policies are used to open up opportunities for staff e.g. greater use of career grades and conversion of green book posts
- Multi-tier entry is used to attract a diverse pool of applicants with training provided on the job to support staff who are applying for a specialist position
- There are creative and innovative approaches to employment and progression. Job descriptions roles are flexible enough to provide routes for staff to develop careers in different areas whether they are operational or not
- There are opportunities for talent spotting, career succession, apprenticeships etc.

Evidence/Metrics:

- Make up of selection panels
- Decision makers being held to account.

19. Organisational and individual learning and development

Criterion:

Service staff are appropriately trained and resourced to meet the diverse needs of local communities.

Descriptors/Guidance:

- The Service provides development opportunities for its uniform and non-uniform staff at all levels. This includes coaching; mentoring; and shadowing schemes. Where appropriate these can be provided as part of positive action
- A learning and development plan is in place that details how necessary skills and needs will be met. This includes all aspects of equality, diversity and inclusion training for the organisation
- All staff receive at least a basic level of equality awareness training. Learning outcomes are identified. Additional equality training is provided for any staff with managerial responsibilities. Specialist training around issues such as Safeguarding, Mental Health, Hoarding, Frail Elderly etc. is available to staff as appropriate
- The Service seeks to learn from other organisations what did and did not work

Evidence/Metrics

- % staff who have attended/successfully completed training
- % members who have attended/successfully completed training.

20. Retention and Progression within the organisation

Criterion:

All staff have an equal opportunity to develop and progress within the organisation and positive action measures are being used to address under-representation.

Descriptors/Guidance:

- The organisation ensures that all staff are valued and can develop their career within the Service whatever their role, job title or terms and conditions
- The Service has explored whether there are any barriers to progression for any group of staff and taken steps to overcome them where they exist
- Arrangements for monitoring operational training and development allow for equality of opportunity. This is regularly monitored and any adverse trends are identified, investigated and addressed
- There are transparent mechanisms in place to spot talent and succession planning takes place to progress the right people to the right levels given their potential. Creative and innovative use is made of career grade /apprenticeship schemes.

Evidence/Metrics:

- Progression at each level – not necessarily vertically through the organisation
- Staff survey results indicate staff in all areas and at all levels feel they have opportunities to progress their careers