



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 22 March 2023

Report title: Exploring our Culture.

Lead Member: Councillor Gary Hall, Lead Member - People, Equality and Diversity and Assurance

Report sponsor: Jason Thelwell, Chief Fire Officer/Chief Executive

Author and contact: Anne Stunell, Head of Human Resources,
astunell@bucksfire.gov.uk

Action: Noting

Recommendations: That the work carried out to date and the planned work in respect of exploring our Culture be noted.

Executive summary:

Following the Independent Culture Review of London Fire Brigade Culture by Nazir Afzal OBE in November 2022 and subsequent news articles into allegations at South Wales and Dorset and Wiltshire Fire and Rescue Services, the service has reviewed what is in place for employees and what actions need to be taken.

Our People Strategy comprises of key areas that support cultural changes which will help the Service to better deliver its vision and strategic priorities, while ensuring behaviours, values and standards are adhered to:

- 1) Equality, Diversity and Inclusion
- 2) Employee Engagement
- 3) Organisational Development and Resourcing
- 4) Training, Learning and Development
- 5) Employee Health and Wellbeing

The objective is to ensure the Culture experienced by all Buckinghamshire Fire & Rescue Service staff and the public they come in to contact with, is in line with our values/Code of Conduct, supported by

- All employees are aware of the expected behaviours.
- Ensuring all employees are aware of the procedures, process and support in place for them and feel able to come forward with any discrimination or inappropriate behaviour concerns they have experienced or have witnessed.
- All employees are assured that they will be listened to, and action taken as a result. Allegations are dealt with robustly.

The following inputs have helped us explore our Culture:

- Culture Survey results 2022
- Other Fire and Rescue Service reports
- Staff Group Feedback
- Individual Feedback
- Grievances and Disciplinaries
- Leadership Team Feedback

Actions have been captured and work started, these can be found in Appendix 1: Exploring our Culture - work to date and planned.

Our current area of focus is to ensure our staff know how to raise an issue including the Whistleblowing process.

We continue to engage with HMICFRS including providing them with our historic Grievance/disciplinary information and our work carried out on Disclosure and Barring Service (DBS) (Appendix 2)

Financial implications:

Any costs associated with this will come from established budgets. Any continuous training will be taken through the Training Strategy Group who review any training needs identified and growth bids will be submitted for work that is not covered from existing budgets.

Risk management:

The risk of not Exploring our culture and the actions associated with this has been added to the Human Resources Risk Register

If the Service does not review the measures in place, employee wellbeing is impacted, tribunal claims could increase and the reputation of the service will be impacted, affecting recruitment, employee morale, retention and future improvements to working practices.

The following measures form part of our Quarterly Performance reports presented to members:

- % Staff turnover
- % Absence
- Welfare and Support
- Employee engagement
- Grievance and disciplines processed
- Employee Assistance Programme contact
- Appraisal completion

Legal implications:

Legal inputs are sought and provided as and when required in respect of all the strands within the attached Culture Review.

Privacy and security implications:

Previous employee relation cases have been reviewed, the details of these are limited to the Hearing Manager, investigator and the Employee Relations team. Any future cases will be dealt with sensitively and confidentially. Any learning from investigations, informal and formal management interventions and case hearings will be fed into procedures and guidance notes and communicated to all employees; Neither individual cases or employees will be identified.

The HMICFRS letter on previous cases included case numbers, but no information that was identifiable.

Freedom of Information requests are processed adhering to confidentiality and data protection guidelines.

Duty to collaborate:

South East Employers were contacted to review the Code of Conduct and Whistleblowing Procedure, their feedback was incorporated. They agreed to support the Employee Relations team with any cases.

The Addressing Inequalities Group made up of five Fire and Rescue Services were sent the Code of Conduct and Whistleblowing Procedures for feedback. Each service's approach to the management of allegations and actions undertaken are discussed at the six weekly meetings, so that learning is shared.

Two members of the Service are attending the National Fire Chiefs Council Culture event on 27 and 28 March, learns from the event will be brought back to the service and shared.

Health and safety implications: Employee Health and Wellbeing is a key area of the People Strategy. The Human Resources Team support managers and employees across the service – for example Employee Assistance Procedure, Welfare Officer, Occupational Health, Mental Wellbeing Support Officers, a range of procedures on absence management, code of conduct, whistleblowing, grievances, conduct and capability.

Environmental implications: There are no Environmental impacts.

Equality, diversity, and inclusion implications:

The Equality, Diversity and Inclusion (EDI) Group meet every month, they discuss issues of concern with stakeholders from across the service. BFRS Culture is a standing agenda item.

The EDI group continue to work on the EDI objectives, the progress on these can be found in the People strategy – year 2 update.

An equality impact assessment can be seen in Appendix 3.

Consultation and communication:

The Culture review has been discussed with the following groups:

- Senior Management Team meetings in December 2022, January, February and March 2023
- Leadership Group on 9 December 2022, 26 January and 10 March 2023
- Joint Consultation Forum 8 December and 1 March 2023
- Equality Diversity and Inclusion Group, 6 December 2022, 10 January, 7 February and 7 March 2023
- Meetings with employees about welfare at incidents, uniform concerns, facilities – 16 January and 2 March 2023.
- Meetings with female Firefighters to address any concerns they may have.

The Whistleblowing procedure and contact information has been publicised.

Background papers:

Independent Culture Review of London Fire Brigade

[Independent Culture Review of London Fire Brigade \(london-fire.gov.uk\)](https://www.london-fire.gov.uk/independent-culture-review)

[Cultural Review Appointment Panel - South Wales Fire and Rescue Service \(southwales-fire.gov.uk\)](https://www.southwales-fire.gov.uk/cultural-review-appointment-panel)

[Dorset and Wiltshire Fire Service has 'taken steps to improve culture' - BBC News](https://www.bbc.com/news/health-61844444)

[BFRS People Strategy 2020-2025 – Year 2 update](https://www.bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf)

[https://bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf/](https://www.bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf)

[His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(HMICFRS\) report 2020/21 ^{\(001\)} Effectiveness, efficiency and people 2021/22 – BFRS - HMICFRS](https://www.hmicfrs.gov.uk/reports-and-articles/2021/21-0001-effectiveness-efficiency-and-people-2021-22)

[HMICFRS Buckinghamshire Fire and Rescue Service: Cause of concern revisit letter BFRS Cause of concern revisit letter](https://www.bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf)

Performance Management – Q2 2022/23

[Performance-management-q2-2022-23.pdf/](https://www.bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf)

Appendix	Title	Protective Marking
Appendix 1	Exploring our Culture – work to date and planned	
Appendix 2	DBS letter to HMICFRS	
Appendix 3	Equality Impact Assessment	

Appendix 1 Exploring or Culture work to date and planned.						
No.	Actions	Outcomes	Work to date and planned	Owner	Status (R/A/G)	Due Date
1	<p>Review of LFB Culture report.</p> <p>Collation of leadership group "top areas"</p> <p>NFCC Equality, Diversity and Inclusion (EDI) maturity models reviewed.</p>	<p>Most important areas for the Service are focused upon.</p>	<p>Review of the LFB Culture report undertaken by Leadership Group, areas of focus identified, and captured throughout this work plan.</p> <p>NFCC EDI maturity models reviewed at leadership group.</p> <p>Other Maturity Models - Meeting of stakeholders held, will continue to be mindful of them in procedures, and ensure best practice benchmarking incorporated into our business as usual.</p>	<p>Leadership Team</p> <p>Head of Human Resources (HR)</p> <p>Senior Management Team (SMT)</p>	Complete	March 2023
2	<p>Draft communication to employees reminding them of Whistleblowing line.</p> <p>Deliver an overarching 'speak-up' campaign.</p>	<p>All employees understand what whistleblowing is. They are aware of our whistleblowing procedure, what it covers and how to report issues or concerns.</p> <p>All employees understand the grievance policy, how to report issues or concerns.</p>	<p>Whistleblowing information published.</p> <p>Marketing Brief to SMT delivered to demonstrate how a consistent, cohesive standard campaign approach is best way forward all work related to raising concerns.</p> <p>"Speak-Up" campaign pitched and approved.</p>	<p>Human Resources</p> <p>MarComms</p>	In Progress	Quarter 1 2023

		<p>Employees trust in the procedure and process.</p> <p>Managers know what to do when someone raises a concern.</p> <p>The independent phone number for whistleblowing and raising concerns is visible and accessible to all employees.</p> <p>Employees feel safe and are positively encouraged to use the confidential help line.</p> <p>Employees understand what we stand for, what is expected of them and that we all have a responsibility to speak up against unacceptable behaviour.</p>	<p>Scoping of campaign aims and objectives with key stakeholders identified; EDI, HR, MarComms, Response completed.</p> <p>Campaign and communications plan to be designed with secondary stakeholder engagement (IT, OD, Finance, Facilities).</p> <p>Plan signed off.</p> <p>Delivery of plan</p>			
3	Code of Conduct and Whistleblowing review and consultation completed. External scrutiny sought.	Code of Conduct and Whistleblowing have external scrutiny, presented for approval to March Overview and Audit and (Code to Executive Committee) for approval	<p>Documents been through governance process.</p> <ul style="list-style-type: none"> - Approved at Overview and Audit on 15 March 2023 - Final sign off due at Executive Committee 22 March 2023 <p>Documents sent to Fire and Rescue Services and South East Employers (SEE). SEE feedback incorporated into document</p>	Human Resources	In Progress	March 2023

4	Disclosure and Barring Service (DBS) procedure review and checks	All relevant employees have an up-to-date enhanced DB. DBS procedure reviewed, consulted upon and communicated.	Weekly reports run on DBS status; 90% of checks complete to date, on a rolling programme. HR review the posts that need a DBS on a regular basis. Response to DBS question from HMICFRS submitted 3 March 2023, see Appendix 2 for details. DBS procedure in review and undergoing consultation, before going through governance. Once finalised it will be communicated to employees.	Human Resources	In Progress	Rolling programme Procedure expected to be finalised Quarter 1
5	Exploring our Culture added as standing agenda item on Equality, Diversity and Inclusion (EDI) group.	EDI group are aware of and part of work and communications, no areas are missed.	Added as a standing agenda item. February and March 2023 EDI group discussed report and concerns.	Head of HR Deputy Director of Finance and Assets	Complete Now part of BAU	January 2023
6	Chief Fire Officer Vlog	All employees are aware of support, and our approach to allegations	Chief Fire Officer Vlog December 2022, makes clear our stance on inappropriate behaviour and the support in place	Chief Fire Officer	Complete	December 2022
7	Review of previous allegations, grievances, conduct and outcomes. HMICFRS response	Scrutiny of previous cases and actions as appropriate	9 February meeting to review cases undertaken, further meeting planned. Response to HMICFRS on cases submitted February 2023	Chief Operating Officer Human Resources	In Progress	March / April 2023
8	Contact SEE for investigation support, as appropriate	Support in place for investigations as appropriate	SEE confirmed support would be given as requested	Head of HR	Complete	February 2023

9	Trade Union engagement and support	Trade Unions support our Culture.	Regular meetings take place with Trade Union Officials Joint Consultation Forum takes place every 6 weeks with minutes shared on the Intranet.	Chief Operating Officer Head of HR Head of Prevention, Response and Resilience	Complete - Part of business as usual	January 2023
10	Review of exit interviews for themes, concerns raised.	Scrutiny of exit interviews for themes and actions	Report to be produced and analysed for themes.	Human Resources Data Intelligence	In progress	April 2023
11	Manage influx of Freedom of Information (FOI) requests relating to concerns arising from the LFB review and allegations at other FRS	FOI requests are responded to in a timely manner while maintaining compliance with the Authority's data protection obligations	FOI's are responded to as they come in, by the deadline, Director of Legal and Governance consulted on any areas of concern.	Human Resources	Complete Part of business as usual	February 2023
12	Reminder to employees of support in place - Welfare Officer, Mental Health Support Officers, Firefighters Charity, Employee Assistance Programme, procedures etc.	Employees are aware of all support in place and how they can access it.	Reminders sent out regularly and given to employees who approach manager, Mental Wellbeing Support Officers and Employee Relations team for support.	Human Resources	In Progress	April 2023 and ongoing
13	SMT visibility at Stations and across the Service	Show endorsement from top management and foster a speak-up culture.	A plan to be built that shows the themes and when they will be delivered.	SMT Members	In Progress	Quarter 1/2

		<p>Increase visibility of SMT across the Service allowing employees to discuss and share their views.</p> <p>Ensure key messages are delivered and employee views are listened to</p> <p>Promote an open, transparent and safe working environment where employees are positively encouraged to immediately flag anything of concern.</p> <p>Employees understand what is expected of them, their responsibility and how this links with the services vision and values.</p>	<p>Book in dates - looking at how we capture all employee groups i.e., station based, on-call, support staff based away from HQ.</p> <p>Continue informal SMT visits to stations.</p>			
14	Women's network	<p>Employees are able to talk to those with the same protected characteristics/like minded individuals on areas of concern and support</p> <p>Employees can empathise with the types of barriers and needs of minority groups and can champion solutions when driving the service forward.</p>	<p>OXFRS confirmed they are happy for us to join up with them for LGBT and Women's network.</p> <p>Consider formal/informal, minutes and actions of what discussed</p> <p>Most recent meeting took place 7 February 2023; work continues to develop and agree the format.</p>	Head of Technology, Transformation and PMO	In Progress	April 2023

15	EDI facilities and welfare meetings	Female Firefighters are able to raise their concerns around facilities, welfare, uniform, etc.	Meetings, December 2022, January and March 2023, minutes taken and shared to others who they may impact. Actions fed into EDI group and Officers to progress	Head of HR Various across the Service	In Progress	January 2023 and ongoing
16	Review of Vision and Values to include Code of Ethics	Refreshed Vision and Values, engagement with employees, embed what we stand for	On the 2023/2024 workplan, working group to be established to work on	Various	Not started	Quarter 2 / 3
17	Attend NFCC Culture Conference	Learning from other Fire and Rescue Services ensures we have everything in place to support employees.	2 places booked at the conference, 27 and 28 March 2023 Feedback to be given to Senior Management team on actions and learns.	Head of HR Head of Technology, Transformation and PMO	Not Started	March 2023
18	Regular updates to Members	Members are updated on the work being undertaken and planned.	Head of Human Resources briefs Councillor EDI and Assurance at monthly meetings Verbal updates given at Executive Committee and Fire Authority Report to March Executive Committee	Head of HR EDI and Assurance Councillor	In Progress	January 2023 and ongoing
19	Fire Service Standards review.	Review Leading the Service and Leading and Developing People Fire Standard	Leading the Service and Leading and Developing People Fire Standards review started, further detail to be added and gap analysis to be undertaken and actions implemented.	Officers across the Service	In Progress	Quarter 1
20	Review training/education that is provided to employees at all levels.	All employees at all levels understand their roles in relation to Culture, Equality	eLearning packages for range of EDI subjects	Leadership Group	In Progress	Quarter 1 and ongoing

		and Equity. What actions can be done to support inclusion across the organisation.	EDI Group training undertaken in October 2022 Face to Face EDI training for EDI Group and Watch Commander/equivalent Support management level submitted training needs analysis	EDI group MarComms	
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Private & Confidential

Roy Wilsher OBE QFSM
23 Stephenson Street
Birmingham
B2 4BH

Our Ref: HMICFRS Vetting Standards
Enquiries To: HR – Anne Stunell
Direct Line: 01296 744621
Date: 3 March 2023
E-Mail: astunell@bucksfire.gov.uk

Sent via email
Roy.Wilsher@HMICFRS.gov.uk

Dear Roy,

Re: Request for Information – Vetting Standards

1. Does your service undertake background checks on staff (not DBS)? If yes, what are they and who are they for?

BFRS collect the following information:

- a. Right to work in the UK
 - i. This includes Passport/Birth Certificate for all staff and visas where applicable
- b. References
 - i. Two references are requested for all staff, one of which must be from their current or most recent employer
 - ii. For those who are self-employed or have gaps in employment a personal/character reference from a professional person is requested
- c. Training Records/Certificates/Qualifications
 - i. Training records are requested from other Fire Services to confirm the individuals' competencies for those staff in operational roles
 - ii. Relevant qualifications are also requested for their job role such as an LGV licence, CIPD or a degree. Requests are made for all staff where it is relevant to their role
- d. Full Driving Licence that is valid in the UK
 - i. Driving licences are checked for staff whose role requires them to drive a Service vehicle, as well as anyone using their personal car for business use
 - ii. An external service carries out driving licence checks
- e. Some roles require external agencies to carry out further security clearance checks
 - i. For example, NILO, Prevent panel, CTLP Liaison, National Security Vetting



2. Does your service undertake DBS checks on staff?

Yes, Enhanced plus Adult and Children Barred lists.

The DBS procedure has been reviewed and is currently being consulted upon before undergoing the governance process.

Further information on the DBS including risk assessing positive content is being ratified by the NFCC on 3 March 2023.

We have 330 staff who have a current, in date DBS check, which is 93% of all staff who require a DBS check.

We recommend all Fire and Rescue Services adopt our approach to DBS checks.

3. If yes, what is the requirement and renewal for DBS checks?

We undertake Enhanced plus adult and children's barred list DBS checks. These checks are completed for staff who hold any position that requires a DBS check, which includes the following roles:

- a. Firefighter (including On-Call)
- b. Crew Commander (including On-Call)
- c. Watch Commander (including On-Call)
- d. Station Commander
- e. Group Commander
- f. Area Commander
- g. Deputy Chief Fire Officer
- h. Chief Fire Officer
- i. Flexi Firefighter
- j. Flexi Crew Commander
- k. Flexi Watch Commander
- l. Area Trainer
- m. On-Call Support Manager
- n. Community Safety Advisor
- o. Community Safety Officer
- p. Community Safety Coordinator
- q. Community Safety Team Leader
- r. Community Safety and Safeguarding Manager
- s. Business Fire Safety Advisor
- t. Business Fire Safety Inspector
- u. Firesetter Intervention/Youth Inclusion
- v. Firesetter Advisors
- w. Data Intelligence team



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- x. Principal Accountant
 - y. Employee Development Officer

We submit the initial DBS check using three forms of identification through Buckinghamshire Council. Once the results are received, we address any concerns with a risk assessment and meeting with the member of staff. They are then entered onto the Update Service if all is cleared, with a renewal required on an annual basis.

A Status Check is carried out each year when the Update Service is renewed to confirm if there is new content or not. If there is new content, a brand-new DBS check is completed, and a risk assessment is carried out following confirmation. The member of staff must be put on the Update Service again if the risk assessment confirms they are still suitable for the role.

Weekly reports are run to check all DBS checks are currently in date. Any issues are highlighted/escalated.

4. Does your service undertake any other vetting processes? If so, what are they?

As part of the recruitment processes staff are required to undergo different stages including:

- a. Medicals/Medical Questionnaires
 - i. Full medicals where fitness, eyesight, hearing, medical history, drug and alcohol etc. is tested
 - ii. Medical questionnaire, which looks at medical history to confirm if the staff member requires adjustments
- b. Role Related Tests including Bleep Test
 - i. A series of tests that ascertain suitability for the role, such as ladder climb, haul aloft and lower, ladder lift, equipment carry, confined space test etc. and a bleep test
- c. Behaviour Workshop
 - i. A workshop where we observe suitable behaviours such as teamwork, courage to challenge and confidence etc.
- d. Interviews
 - i. A formal interview with set questions and competencies to assess and score candidates against. All interviewers are trained
- e. SHL/Written Tests
 - i. A set of questions in written tests that staff complete such as English and Maths which are carried out alongside interviews to assess suitability for the role
- f. Role specific tests
 - i. The tests are role dependant, for example, asking the applicant to prioritise emails or create a rota based on specific information



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- g. Presentations
 - i. In some interviews applicants are asked to present on a specific topic, these are assessed against predetermined criteria such as confidence and how the presentation looks visually etc.

5. Is your vetting requirement role specific? Please explain in more detail

Yes, as below:

- a. Medicals/Medical Questionnaires
 - i. Full medicals are given to operational staff as their job requires them to be medically fit etc.
 - ii. A thorough medical similar to those given to operational staff is given to workshop staff to ensure they are safe from exposure to any chemicals in their job role
 - iii. Medical questionnaires are given to support services staff, which are assessed for whether any adjustments need to be made to support them carry out their role. They do not require full medicals unless the member of staff states something in the questionnaire that requires further information
 - iv. Medical assessments are completed for operational staff when they come into contact with hazardous chemicals, such as Asbestos, to ensure they are fit to continue their role and monitor their exposure
- b. Role Related Tests including bleep test
 - i. These are carried out for operational staff as there are specific areas we need to test them for, such as working at height, claustrophobia, fitness
- c. The Behaviour workshop
 - i. This test is given to operational staff as specific behaviours are sought, such as courage to challenge etc. due to their role in the community
 - ii. Support Services staff behaviours are tested during interview, such as teamwork
- d. Formal Interviews
 - i. Each recruitment process requires an interview. Competency and skills-based interviews are used in specific roles. The type of interview and the questions asked depend on the type of role and what skills and experience are required
- e. SHL/Written tests
 - i. Written tests are not required but are dependent upon the role the member of staff is applying for. For example, someone working in Finance would need to be tested to ensure they are competent in



maths. Someone working in administration might need to be assessed for their accuracy of data input etc. Specific tests can be picked for specific roles to be carried out alongside interviews to assess their suitability for the role

f. Role specific tests

- i. These tests are role specific and based upon what skills and experience the role requires. For example, someone in Resource Management Team might undertake a test where they have to design a rota based on specific information about the team, this would be a task they would have to undertake in the role

g. Presentations

- i. Similar to role specific tests, presentations are completed for any role, but the topic of the presentation would be specific to the role such as Equality, Diversity and Inclusion

If you have any further questions, please do not hesitate to contact me on the email address or telephone number above.

Yours sincerely,

Anne Stunell
Head of Human Resources

Service Document Standard Form:

Equality Impact Assessment (EIA)

*Linked documents: Equality Impact Assessment
Guidance note*



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1: Overview information

Name of activity / change / policy / procedure/project:	Exploring our Culture
Directorate/department:	Human Resources
Name(s) of person(s) completing the assessment	Anne Stunell, Head of Human Resources
Date of commencement of assessment:	8 March 2023

2: What is the aim and purpose of the activity / change / policy / procedure / project you are assessing?

This information is held for organisational and legal reasons and will be retained for only as long as necessary

Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



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The objective of the work is to ensure the Culture experienced by all Buckinghamshire Fire & Rescue Service employees and the public they come in to contact with, is in line with our values/Code of Conduct, supported by

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The following inputs have helped form part of the work:

- Culture Survey results 2022
- Other Fire and Rescue Service reports
- Employee Group Feedback
- Individual Feedback
- Grievances and Disciplinarys
- Leadership Team Feedback

Actions have been captured and work started, these can be found in Appendix 1: Exploring our Culture - work to date and planned which was presented to Executive Committee on 22 March 2023.

Our current area of focus is to ensure the Whistleblowing process is clear.

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Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: *Equality Impact Assessment Guidance note*



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3: Who will be affected by the activity / change / policy / procedure / project, and how? Consider members of the public, employees, partner organisations etc.

All employees and ex-employees who have concerns not previously raised.

4: What information is already available that tells you what impact the activity / change / policy / procedure / project has/will have on people? (*please reference*) Consider quantitative and qualitative data, consultation, research, complaints etc. What does this information tell you?

Case management information
DBS (Disclosure and Barring Service) information and procedures
Code of Conduct and Whistleblowing procedures
Support Mechanisms in place for example Mental Wellbeing Support Champions, Employee Assistance Programme, Whistleblowing line, Employee relations team,
Equality, Diversity and Inclusion Group
Performance Measures
Feedback form employee groups

5: Does the activity/change / policy/procedure/project have the potential to impact differently on individuals in different groups? Complete the table below by ✓ the likely impact.

Assessment of impact on groups in **bold** is a legal requirement. Assessment of impacts on groups in *italics* is not a legal requirement, however it will help to ensure that your activity does not have unintended consequences.

Protected characteristic	Positive	Negative	Neutral	Rationale for decision (<i>use action plan in section 14 for negative impacts</i>)
Individuals of different ages	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.

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Service Document Standard Form:**Equality Impact Assessment (EIA)**

*Linked documents: Equality Impact Assessment
Guidance note*



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Disabled individuals	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individuals transitioning from one gender to another	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individuals who are married or in civil partnerships	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Pregnancy, maternity and new parents	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individuals of different race	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individuals of different religions or beliefs	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.

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Service Document Standard Form:**Equality Impact Assessment (EIA)**

Linked documents: Equality Impact Assessment Guidance note



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Individual's gender identity	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individual's sexual orientation	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
<i>Individuals living in different family circumstances</i>	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
<i>Individuals in different social circumstances</i>	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
<i>Different employee groups</i>	✓			Ex Employees feel able to come forward with concerns, knowing they will be dealt with
<i>Other, please specify</i>				

6: What further research or consultation is needed to check the impact/potential impact of the activity/change/policy/procedure/project on different groups? If needed, how will you gather additional information and from whom?

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Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



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Roadshows with employees
Procedure consultation, feedback and governance
Equality, Diversity and Inclusion (EDI) group and Joint consultation forum and with employees across the Service

7: Following your research, considering all the information that you now have, is there any evidence that the activity/change/policy/procedure/project is impacting/will impact differently or disproportionately on some group of people?

All employees will be supported regardless of their protected characteristics. The Exploring our Culture work objective (see above) will be clear to all employee groups.

8: What amendments will you make/have been made to the activity/change/policy/procedure/project as a result of the information you have? If a negative effect has been identified, how could it/has it been lessened, does the original plan need changing?

If we do not carry out this work, employees and the Service could be impacted negatively – morale, recruitment, retention, reputation, absence, ET claims.

9: After these amendments (if any) have been made, is/will there still be a negative impact on any groups?

Yes – please explain below

No – go to section 11

Workstreams will be reviewed on an ongoing basis to ensure improvements are made

10: Can continuing or implementing the proposed activity/change/policy/procedure/project, without further amendment, be justified legally? If so, how?

Ensuring that all employees are aware of support in place and the process for reporting concerns is vital. Mechanisms are in place; this work will ensure that they are effectively communicated to all employees.

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Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



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11: How can you ensure that any positive or neutral impact is maintained?

All employees need to play part in the Exploring our Culture work, consistent communications and signposting are key.

12: How will you monitor and review the impact of the activity/change/policy/procedure/project once it has been implemented?

A report will be presented to the Executive Committee in March 2023 and to future meetings to show progress on actions

13: Sign off

Name of department head / project lead	Anne Stunell, Head of Human Resources
Date of EIA sign off:	8 March 2023
Date(s) of review of assessment:	Ongoing as part of the Exploring our Culture work

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Service Document Standard Form:

Equality Impact Assessment (EIA)

*Linked documents: Equality Impact Assessment
Guidance note*



14. Action Plan - the table below should be completed to produce an action plan for the implementation of proposals to:

- Lower negative impacts
- Ensure the negative impacts are legal under anti-discriminatory law
- Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups i.e. increase
- the positive impact

Area of impact	Changes proposed	Timescales	Resource implications	Comments

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