



## Members of the Inclusion and Equality Forum

Cllr G Nawaz  
Cllr K Lauro  
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LH  
Your Reference

Date  
3 September 2014

Dear Member

### **MEETING OF THE INCLUSION AND EQUALITY FORUM**

Please attend the meeting of the Inclusion and Equality Forum, which will be held on **Tuesday 9 September 2014 at 1030 hours** at the Fire & Rescue Service Headquarters, Burton Road, Littleover, Derby, DE23 6EH (Sat Nav. DE23 6EJ).

The agenda is set out below.

Yours sincerely

**Joy Smith**  
Chief Executive

### **A G E N D A**

1. Apologies
2. Appointment of Chair and Vice Chair
3. Declaration of Interests
4. Minutes of Meeting held on 15 April 2014 (for note/matters arising)
5. Inclusion Strategy Update Report
6. Inclusion Presentation for Fire & Rescue Authority Members
7. Activation of Suppression Systems

email: [enquiries@derbys-fire.gov.uk](mailto:enquiries@derbys-fire.gov.uk)  
[www.derbys-fire.gov.uk](http://www.derbys-fire.gov.uk)

Chief Executive  
Joy Smith



8. Middlesex University/AFSA Equality Questionnaire Response
9. Cadets and Luxembourg Trip Update
10. Update from the Independent Community Inclusion Board
11. Living Wage and Procurement

**DERBYSHIRE FIRE & RESCUE AUTHORITY****INCLUSION AND EQUALITY FORUM****MINUTES OF MEETING HELD ON 15 APRIL 2014**

**Present:** Cllr R Turner                      L Taylor  
              Cllr S Davis                        K Basi  
              A Waldie                                A Richmond  
              T McDermott                         U Zamman

**Apologies:** Cllr Lomax, Cllr Lauro, J Smith, G Bellfield (FBU Equalities Rep)

**1. Declarations of Interest**

No interests were declared by Members.

**2. Minutes of the Meeting held on 21 January 2014 / Matters Arising**

DCFO Waldie informed Members that the national study by Bath University into the effects of the menopause for female firefighters was complete, however the Service was still awaiting any outcome.

U Zamman reported that the L&D department were able to monitor access to the Dignity at Work e-learning package on Ignis. It was reported that the presentation had been accessed nine times, although it cannot be determined whether this equalled nine individuals, watches or departments.

**3. First Contact Presentation**

A Richmond presented Members with an overview of First Contact, which has been introduced for agencies to put people in touch with services that they may benefit from, other than their own, offering support to a person's daily life and helping to protect their independence, health, safety and wellbeing.

First contact referral forms are included within all Home Safety Check packs used by personnel and can be utilised through various channels such as direct engagement and through partners.

**4. Inclusion Strategy Action Plan Update**

U Zamman updated Members on progress against the inclusion strategy action plan. Achievements to date included the development of an inclusion guide; using the Service's message house to inform station employees about prevention and inclusion activities; production of the reasonable adjustment guidance document; creation of a First Contact package, which will sit on the

Service's e-learning platform and engagement at station level to ensure key information is disseminated accordingly.

The report highlighted that consideration needs to be given as to the momentum on driving inclusion forward at a time when Derbyshire Fire and Rescue Service is going through unprecedented organisational change.

Members noted the contents of the inclusion strategy action plan and recognised their role in promoting inclusion.

## **5. Update from Independent Community Inclusion Board**

Members were provided with an update following the Independent Community Inclusion Board held on 7 April 2014. The meeting included an update on the outcomes of the Transforming Service Delivery consultation; a presentation on partnership funding and marketing; an overview of road traffic collision delivery and young driver education; a presentation on DFRS Protection and an outdoor demonstration of the safety engineering simulator vehicle.

A copy of the minutes will be circulated to Members.

It was recognised that the majority of attendees at this meeting were representing minority groups from Derby City. U Zamman assured Members that representation is regularly across the board.

## **6. Reasonable Adjustment Guidance Document**

U Zamman informed Members of the reasonable adjustment guide which had been created to provide guidance to employees and line managers, supplementary to policy guidance, who are equally responsible for establishing reasonable adjustments.

Members noted the contents of the report and guidance document.

## **7. EIA Scrutiny – Smoke Alarm Attendance**

Members approved the standard and quality of the equality impact assessment.

**INCLUSION AND EQUALITY FORUM****9 SEPTEMBER 2014****REPORT OF CHIEF EXECUTIVE****UPDATE REGARDING THE INCLUSION STRATEGY 2011 – 2015 & DRIVE TO  
ACHIEVE EXCELLENCE UNDER THE FIRE & RESCUE SERVICE EQUALITY  
FRAMEWORK (FRSEF)****1. Purpose of Report**

- 1.1 To provide an update to the Inclusion and Equality (I&E) Forum on progress against the Inclusion Strategy 2011-2015 and the drive to achieve Excellence in 2015 under the national Fire & Rescue Service Equality Framework (FRSEF).

**2. Recommendations**

- 2.1 That the I&E Forum note recent progress in line with the Inclusion Strategy 2011-2015.
- 2.2 That the I&E Forum note the decision regarding the formulation of an Inclusion Performance Delivery Board chaired by the Deputy Chief Fire Officer to drive forward the Inclusion and Equality agenda.
- 2.3 That the I&E Forum note that the services of independent external support will be bought in to provide extra capacity and resilience for the delivery of Excellence.
- 2.4 That the I&E Forum note the intention to provide a new Inclusion Strategy for 2015-2017, in synchronicity with the Service Plan 2014-2017 and the emerging People and Engagement Strategy 2014-2017.

**3. Information and Analysis****Inclusion Strategy and associated action plan update**

- 3.1 The Inclusion Strategy and specifically annual action plans associated with it are Derbyshire Fire and Rescue Service's (DFRS) live monitoring tool, which supports and ensures that the Inclusion objectives are monitored and achieved by the Service. The current action plan 2014/15 is undergoing a revision. This will include actions arising from a gap analysis against the revised excellence descriptors in the FRSEF. The revised action plan and

progress in line with it will be presented to the Forum at the meeting planned for 20 January 2015.

3.2 Some examples of recent progress and current activities in line with our current action plan are provided below.

- **International Day Against Homophobia (IDAHO) 17 May 2014** – In the past, DFRS has continued to support IDAHO with the ‘flying of the rainbow flag’, but this year, DFRS increased its continued support for this day, with the implementing of ‘Rainbow Stickers’.

These stickers were placed in all DFRS vehicle fleet, displaying them on their windscreens. This showed employees and the community that DFRS does not tolerate Homophobia and Transphobia, but is committed in its service delivery and as an employer of choice to Lesbian, Gay, Bi-Sexual and Transgender (LGBT) individuals.

- **Training**

**First Contact and Safeguarding** – Personnel from the Prevention & Inclusion (P&I) department will be going out to stations with ‘Quizdom’ to ensure clarity of the directed training for First Contact and Safeguarding. This will be taking place in October 2014.

**Inclusion Training** – P&I are meeting with Marshalls ACM to look at their E-learning package, contents and compatibility with DFRS software. Also further analysis is taking place as to the use of online video tutorials on raising awareness of dignity and respect and sexual orientation in the workplace.

- **Middlesex University London – Fire and Rescue Service Research Questionnaire** – DFRS was one of a number of Fire and Rescue Services who have supported the national research in partnership with AFSA. The Service has also responded to the questionnaire.

The research is in two main phases, phase one is the completion of the questionnaire. Phase two is the compiling of the questionnaire which will be set alongside current and recent workforce data and a first step in capturing the current culture of the Fire and Rescue Service in relation to equality since the thematic review in 1999. The research has focussed on how employers are in particular tackling race equality; the focus will be on current practices.

- **Inclusion Guide** – P&I have developed a Lesbian, Gay, Bi-Sexual and Transgender (LGBT) Guide to support DFRS employees in increasing their knowledge base of inclusion. Working closely with the Service’s HR Partners a template is being produced that will allow all staff to access guidance and signposted external websites that will cover all aspects of the Equality Act and the 9 Protected Characteristics.

### 3.3 Prevention & Inclusion engagement activities with seldom heard communities:

- **Dementia Awareness Days** – DFRS' Prevention and Inclusion department are members of the Dementia Alliance Group. Other members include Housing Standards, Derby Homes, and Environmental Protection. DFRS organised two Dementia Awareness Days, which were held:

- 22<sup>nd</sup> May 2014 – Market Place in Chesterfield
- 23<sup>rd</sup> May 2014 – Westfield Centre in Derby

Derby Homes Intensive Support Team also attended both events. The event supported the bringing together of the Alliance, as multi-agency partnership working. Some very good quality referrals were gathered from these two events.

- **Hoarding Event** – DFRS hosted this event on:

- 16<sup>th</sup> May 2014 - Hoarding Event - Westfield Centre, in Derby

This event was supported by local partners. The event received strong media attention, of which included Radio Derby and Central News; there was a large turnout for the event. The outcome of this is that DFRS will be setting up a 'Local Working Group', to look at a multi-agency approach, as opposed to working in silos. Agencies involved included – Age UK, Parkinsons, Care Link, NHS Mental Health, Making Space and Derbyshire Constabulary

- **Ukrainian Youth Association Camp** – DFRS' P&I department were invited to the youth camp in August to deliver an interactive presentation on 'Young Drivers/Passenger Education' information, which involved discussions, videos and questions and answer sessions. This was delivered to a group of 30 Ukrainian Young People between the ages of 12-16 years old. Some of which were first, second or even third generation of Ukrainian Community, who reside within the UK and have been meeting as a community in South Derbyshire for 50 years. DFRS also promoted partners in the National Fire Cadet Scheme, which runs throughout the UK with Fire Services Youth Training Association ([www.fsyta.org.uk](http://www.fsyta.org.uk)). This is to encourage young people to get involved with their local communities and the Fire service youth provisions that are available to them. Due to this engagement being so well received, with the positive feedback from the attendees and site organisers, DFRS are looking to continue with further local engagements.
- **Derby City of Sanctuary** – DFRS attended the City of Sanctuary launch event, which was held at the Riverside Centre, Pride Park, Derby, on the 20 June 2014. 250 people attended, about half being from the refugee communities. Derby City of Sanctuary is part of the National City of

Sanctuary organisation. This is an umbrella group working to create a climate of welcome for asylum seekers and refugees in the city and around, supporting the network of refugee and asylum seeker organisations across Derby.

- **Upbeat Communities** – DFRS' P&I Department have also undertaken work with Upbeat Communities, an organisation that works with new communities, Asylum Seekers and Refugees moving into the City of Derby. DFRS have supplied Home Safety Check Booklets in a number of languages. We have also shared other partnership booklets inclusive of DFRS contact details for Emergencies. The booklet also contains information regarding home living and wellbeing advice.

### **Inclusion Performance Board (IPB)**

- 3.4 It is important that we maintain the emphasis on the work we do on Inclusion in order to provide a fair and equitable service to all communities of Derbyshire. There is a corporate risk to the Service of not maintaining our drive on inclusion from an employment and service delivery perspective. We have a statutory duty to fulfil and we also have a duty as an employer and public body to ensure our practices are inclusive and the needs of all our diverse communities are considered.
- 3.5 In order to support the drive to achieve excellence and further integrate the Inclusion agenda, the decision has been taken to formulate an internal management board that will be chaired by the DCFO to drive performance on the Inclusion agenda for the Service. The aim of the IPB will be to further mainstream inclusion across all functions of the organisation. From a governance perspective, this Board will then feed into the Inclusion and Equality Forum.
- 3.6 A comprehensive review of Inclusion will also be undertaken to determine the direction the Service needs to go. Therefore, it is important to note that the Inclusion Strategy will be refreshed in line with the new Service Plan and a new strategy will be provided for 2015 -2017. This strategy will compliment and take cognisance of the interdependencies with an emerging People and Engagement Strategy, which will have inclusion embedded throughout.

### **Achieving Excellence under the FRSEF**

- 3.7 The Service became only the fifth Fire and Rescue Service to achieve the Excellence level against the FRSEF in 2012. In mid-2015, we are due to be reassessed against the standard. The Service is committed to the inclusion agenda and leads nationally on good practice in this area.
- 3.8 In order to prepare for this, the Service is currently working on a self-assessment and Gap Analysis that will determine where we are against the revised criteria that has been set. This will be performance managed at the newly formed IPB and will be presented at the next I&E Forum meeting in January 2015 as part of the revised 2014/15 action plan.

3.9 Due to current capacity challenges in the P&I department, it is envisaged that additional capacity will be required to support the delivery of achieving excellence under the framework. Therefore, it is our intention to seek the services of independent external support to provide extra capacity and resilience for the delivery of Excellence. This will also provide a form of external scrutiny in the form of a 'critical friend.' This methodology was employed in 2012 and was proven to be effective in assisting us to achieve excellence against the FRSEF standards.

#### **4. Options Appraisal**

4.1 Not applicable.

#### **5. Legal Considerations**

5.1 The Inclusion Strategy and associated annual actions plans are written in line with the Equality Act 2010, Public Sector Equality Duty and associated legislation.

#### **6. Financial Considerations**

6.1 There will be a small a cost associated with the use of independent external support as outlined in section 2.3 of this report.

#### **7. Inclusion and Equality Considerations**

7.1 Not applicable.

**This report has been consulted upon and approved by the following officers:**

Area Manager Community Safety – Steve McLernon  
Head of Prevention & Inclusion Policy/ Service Delivery - Umar Zamman

**Contact Officer:** Umar Zamman - Head of Prevention & Inclusion

**Contact No:** 01332 771221 Ext. 7960



Middlesex University, The Burroughs, London NW4 4BT. United Kingdom.

28<sup>th</sup> July 2014

Dear Colleague

Research into the Fire and Rescue Service

Middlesex University Business School is conducting research examining workforce developments in the Fire and Rescue Service. We have been commissioned to undertake this work by the Asian Fire Service Association and the project is supported by the Chief Fire Officers Association. Some funding is being generously provided by seven individual Fire and Rescue Services and by the Fire Service Research Trust.

This letter on behalf of the project is from Middlesex University Business School (Roger Kline and Pingli Li), CFOA (Des Prichard) and AFSA (Umar Zamman). We ask you to support the research and complete the Questionnaire and return it as soon as possible to the email address below.

The research is in two main phases.

In Phase one, Fire and Rescue Services Human Resource Directors are being written to with this questionnaire. You may wish to delegate the completion of the questionnaire to your Equality and Diversity staff. If you do delegate the response please let us know who to so we know who to contact if necessary.

In Phase two, the responses to this questionnaire will then be set alongside current and recent workforce data as a first step in capturing the current culture of the Fire and Rescue Service and how employers are in particular tackling race equality. Although we are conscious of the 1999 Thematic Review, our focus is on current practice.

The responses to the survey will then be analysed to help inform the second phase of the research, which will include field work interviews in a limited number of locations.

Responses will not be identified by either individual names or by the name of individual services.

There will be two reports. An interim report in November 2014 and a final report in 2015. You will be sent copies of both.

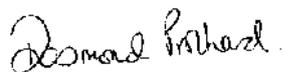
Please also note the request for data on P.14 of this questionnaire.

Please return the completed questionnaire by email to [FRSsurvey@mdx.ac.uk](mailto:FRSsurvey@mdx.ac.uk) no later than Friday 15<sup>th</sup> August 2014

If you have any questions please do not hesitate to contact one of the two researchers via the addresses below.

Pingli Li Senior Lecturer Middlesex University Business School  
[P.Li@mdx.ac.uk](mailto:P.Li@mdx.ac.uk)  
Roger Kline Research Fellow Middlesex University Business School  
[r.kline@mdx.ac.uk](mailto:r.kline@mdx.ac.uk)

Thank you for contributing to this process.



Des Prichard CFOA Director, People and Organisational Development



Umar Zamman Head of Prevention & Inclusion Policy & National Chair  
AFSA Derbyshire Fire & Rescue Service

Roger Kline Research Fellow Middlesex University Business School

Pingli Li Senior Lecturer Middlesex University Business School

Enc (1)

# Fire and Rescue Service Questionnaire

## 1. Your Service's policies and commitment

1.1 All Fire and Rescue Services are committed to equality in their service. Which of the following are you confident your service demonstrates this through?  
(Tick all that apply)

- By the level we have achieved or are working toward under Fire and Rescue Service Equality Framework or the Local Government Equality Framework
- Through our local equality and fairness at work policy
- By ensuring we know, analyse and understand our local communities
- By making sure all applicants and recruits are made fully aware of our commitment
- By making sure all staff are made fully aware of our commitment
- By not tolerating anything other than fair practice
- By creating a culture of openness
- By the personal conduct of all senior officers
- By our published data to support compliance to the Equality Act
- By our website
- 'I'm not confident my service demonstrates equality'?

Please list any other ways:

The Service also shows its commitment to Inclusion and equality through its service delivery via Home Safety Checks, Community Engagement initiatives to reach all sections of the community through the Service Prevention and Inclusion Department, Independent Community Inclusion Board (ICIB), Inclusion & Equality Forum (I&E) and the measures in place in Service Workforce Performance Information, the Service Plan and Integrated Risk Management Plan.

1.2. What resources, if any, do you have dedicated to equality?

a) Staff

Managerial equal opportunities dedicated role (whole time or pro rata)

Equality and Diversity has been merged into the Services Prevention Team and now rebranded as Prevention and Inclusion (P&I). We also have a Senior Officer who is the Head of Prevention and Inclusion. Inclusion is delivered by all members of the team as it forms part of the teams everyday duties.

b) Is there a dedicated budget for equality?

Yes  No

1.3. A standing agenda item on equality is included for:

Service Management Team meetings

Yes  No

Fire Authority Meetings

Yes  No

Inclusion and Equality commentary are included for consideration in the Fire and Rescue Authority meeting papers.

1.4. Please indicate your own assessment of the level of importance placed on equality by your Fire Authority:

- Of the highest importance
- Of importance
- Of a level above compliance with legislation
- At the level of compliance with legislation
- Below the level of compliance with legislation

1.5. Has your Service achieved one of these levels within the Fire and Rescue Service Equality Framework?

Please answer yes or no and comment if you wish

Yes  No

If no please indicate why not

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If yes complete below

- Developing
- Achieving
- Excellent

1.6. Does your Service have access to specialist advice on the equality agenda?

- Yes
- No

1.7. Does your Service have good quality information on the equality profile of its local communities and their changing needs?

- Yes
- No

1.8. If you answered yes to question 1.7, is this information regularly updated and used to inform staff recruitment?

- Yes
- No

Yes the information is regularly updated, but information is not used at the moment to inform staff recruitment, due to the recruitment freeze. However more could be done to promote Positive Action in the posts which we do recruit to.

1.9. Are local representative bodies from local communities actively encouraged to fulfil a positive role in delivering corporate services and workforce objectives such as improving recruitment from local communities?

- Yes
- No

## 2. The steps your own Service takes to promote equality.

2.1. Do you believe your Service can demonstrate significant progress in improving the diversity of its workforce in respect of any of the following:

- Recruitment
- Promotion

- Treatment (disciplinary action, grievances lodged including bullying)
- Black and minority ethnic staff responses to staff surveys

Can you provide data to support above replies?

In the last 4 years we have only received 1 grievance relating to a claimed discrimination due to a protected characteristic. This case related to an employee perceiving that reasonable adjustments had not been sufficiently considered to ease the symptoms of a disability. The case was fully investigated and the evidence showed that the employee had refused to return to work unless she was provided with a vehicle to help her travel from home to work in the event of her private vehicle failing to start. Access to Work, were consulted and even their assessment was that this did not constitute a reasonable adjustment as an employer is not expected to provide transportation for private commuting. As the service has such a low baseline of such cases, a reducing trend is impossible to demonstrate. However, the fact that we have only had one such case in 4 years is testament in itself.

2.2. Do you monitor any of the following by ethnicity?

Secondments

- Yes  No

Acting up

- Yes  No

"Shadowing"

- Yes  No

Special project involvement

- Yes  No

2.3. Does your Service act promptly upon adverse trends identified from the monitoring and analysis of employment data?

- Yes  No

The Service acts promptly for women, hence the implementing of the Springboard Training to support the retention, and empowering of women in the Service. However, this has not been put forward currently for any other protected characteristics.

2.4. Can you identify one adverse trend you have identified in recent years where you have taken action to address it?

The Services leavers profile, showed a high percentage of the leavers who were female. So in order to counteract this, the service identified the need to develop our female employees, to retain them and empower them. This was done through the Springboard Women's Development Programme, as mentioned above. This assisted DFRS in its retention and progression of its female employees

2.5. Do you have a process for the review and updating of procedures in respect of:

Recruitment

Yes  No

Training

Yes  No

Promotion and progression

Yes  No

Retention

Yes  No

Downsizing

Yes  No

Complaints of harassment or discrimination?

Yes  No

All of the above, except for Retention, do have a Policy or Procedure in place, which goes through a Policy Review process for updating/review.

2.6. Do you have published targets for improving, in particular, the numbers of black and ethnic minority people employed in your Service?

Uniformed

Yes  No

Non uniformed

Yes  No

Volunteers/advocate

Yes  No

If "No" please proceed to Question 2.8.

2.7 If you do have targets for improving the numbers of black and ethnic minority people employed in your Service, what targets are set in your Service as a percentage of the workforce for:

Black and ethnic minority people

None

Uniformed staff

None

Non uniformed staff

None

2.8. Do you monitor by Protected Characteristics of staff annually?

Yes -  No

Public Sector Equality Duty Report via the following link: <http://www.derbyshire.gov.uk/inclusion-and-equality/> and Home Office Returns

2.9. Do you publish monitoring results on key employment data by Protected Characteristic, including ethnicity?

Yes  No

The Service Public Sector Equality Duty Report is published on the Service Website which can be accessed via the following link: <http://www.derbyshire.gov.uk/inclusion-and-equality/> and Intranet and Home Office Returns

2.10. Do you undertake any annual or regular staff survey to assist your Service in identifying any concerns around race equality?

- Yes  No

An Employee Survey is carried out every 2 years, however this is a generic document and does not assist the Service to identify specific concerns around race equality.

2.11. Do you publish the results?

- Yes  No

2.12. Have the responses from Black and Minority Ethnic staff satisfaction improved over time?

- Yes  No  Don't know

BME Satisfaction is not measured, only the numbers of BME's who returned the survey.

2.13. If the response to 2.12 is YES what do you think the most important reason for that change is?

N/A \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.14. If the response to 2.12 is NO what do you think the most important reason for that is?

N/A \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.15. Do you provide refresher race equality training for:

- Senior Officers
- Recruiting staff
- Interviewers or assessors

There is currently no specific Race Equality Training provided, however specific training had been offered in recent times on race equality. The Equality Act Training has been delivered to Senior and Principal Officers, Fire and Rescue Service Authority Members. New Recruits received the training via face to face training in the past. The training has now been placed on the new IGNIS System, which allows all employees to access the e-learning training.

2.16. After induction do you provide any form of regular equality training for?

- Staff at fire stations
- Control room staff
- Investigating officers
- Non-uniformed staff
- Fire authority members

As stated in question 2.15, training is accessible via IGNIS on the on line e-learning platform by stations. Prevention and Inclusion Department have been attending watch meetings and delivered training on Inclusion & Equality, as part of raising awareness of the P&I agenda.

What training on equality do you provide?

Equality Act 2010 Training  
 Dignity At Work  
 Unconscious Bias Training  
 Springboard Training  
 Strategic Leadership Team Development Training on Inclusion  
 Fire and Rescue Authority Members Training on Inclusion

How often?

Springboard Training is accessed once a year.  
 Equality Training is accessible throughout the year via the e-learning platform on IGNIS for all DFRS employees

Can you provide data to support above?

Information confirming this can be provided via the Services Learning and Development Centre and through outcomes within the service Inclusion Strategy. Please also refer to the 'DFRS Excellence Assessment' document on the Service website which can be accessed via the following link:

<http://www.derby-fire.gov.uk/inclusion-and-equality/>

2.17. Do you involve staff associations or trade unions in providing equality staff training?

- Yes  No

The Fire Brigade Unions also provide equality training, which is promoted in the Service Weekly Information Sheets. Also the Service has in the past worked with AFSA (Asian Fire Service Association) and Networking Women in the Fire Service (NWFS), in providing equality training within DFRS.

2.18. Do you provide any pre-recruitment training to encourage under-represented sections of the community to apply for jobs?

- Yes  No

Positive Action Training used to be carried out but due to the Wholetime Recruitment freeze this has not been done on the same scale. We have also carried out positive action days in the past for Retained Firefighter recruitment.

2.19. Are you working towards a target level of the Fire and Rescue Service Equality Framework?

Yes  No

We have been assessed as 'Excellence' under the Fire and Rescue Service Equality Framework in 2012. We are presently planning for a review of this award in 2015.

2.20. Do you have any specific initiatives to ensure that eligible staff from under-represented sections of society are given equal access to training and development opportunities?

Yes  No

2.21. If the response to question 2.20 was YES please list one initiative you have used that you regard as successful?

All staff are given equal access to Training and Development, although the Spring Board Training Programme, was implemented specifically for females in the service, to support retention. Training and Development needs are also identified through the Service Appraisal Process.

DFRS believe further work could be done to initiate further initiatives to support staff representative of the protected characteristics including BME's , LGB&T and people with a disability.

2.22. Does monitoring confirm a good take-up of training and development opportunities by under-represented staff?

Yes  No

2.23. Do you provide cultural awareness training to staff to support them in engaging with all sections of your community?

Yes  No

However the Service has implemented a Cultural Awareness Handbook, which was distributed to all stations and Fire and Rescue Authority Members

### 3. Other policy developments

3.1. Are you currently managing any specific initiatives to improve race equality?

- Yes  No

If NO please go to question 3.4 below

3.2. In respect of race equality what is the target of those initiatives?

- To increase numbers of ethnic minority staff employed
- To increase numbers of ethnic minority staff promoted
- To improve the engagement of Black and Minority Ethnic staff

3.3. Do your initiatives include any of the following:

- Mentoring of Black and Minority Ethnic staff
- Educating careers advisers
- Black and minority ethnic Union members to get involved
- Questioning tests which may be discriminatory?
- Ensuring temporary promotion and secondment are fairly recruited to
- Meaningful research into the attitude of minority groups towards the service
- Improved information packs, target 16-18 year olds
- Using black and minority staff to go into the community
- Publicise service policies such as on height and age limits, turbans, beards and prayer requirements

3.4. Are you concerned that your recruitment practices may favour "word of mouth" recruitment in which applicants who know existing staff are more likely to be recruited?

- Yes  No

But we are not concerned, due to the inevitability of employees alerting relatives and friends of vacancies, which arise within the service. But they will all go through a fair and transparent recruitment process.

3.5. Have you ever measured how new entrants found out about posts in your service

- Yes  No

We did in the past, as this would help to inform where we needed to go to do positive action and advertising for roles within the service. But due to the recruitment freeze of Wholetime Firefighters, this is no longer being done. It is currently not done for Support Staff recruitment.

3.6. Have you encouraged or enabled any local networking support for black and ethnic minority staff such as a Black and Ethnic Minority Members of the FBU group?

Yes  No

DFRS are members of AFSA and NWFS. BME employees are encouraged to attend events, by promoting events on the Service intranet. Please below the events hosted by DFRS:

- DFRS hosted the National Asian Fire Service Development Day & AGM on the 23 & 24 May 2013.
- Networking Women in the Fire Service Development Day & AGM which was also hosted DFRS at the Headquarters on the 26 April 2012.

3.7. Does your Service regularly exchange information and experience with other Services on equality work?

Yes  No

3.8. Are you an active member of CFOA (Chief Fire Officers Association (UK) or a District Equality Exchange Network?

Yes  No

## 4. Challenging discrimination

4.1. Has your Service had to deal formally with any cases of discrimination involving staff in the last five years?

Yes  No

If no please go to question 4.5 below

4.2. What has been the outcome?

Yes - the Service received a claim of bullying and harassment from a Crew Manager against his Watch Manager. On investigation, the evidence showed that the WM had treated his crew inconsistently and had bullied employees who had provided witness statements against him. The service took this behaviour very seriously and after a thorough investigation and lengthy hearing where numerous witness statements were considered, the manager was dismissed.

4.3. What action has since been taken to improve arrangements and avoid recurrence?

- Ongoing awareness training
- Tightening of procedures

- Appeal procedures clarified
- Localised debriefing
- Consultation with representative bodies
- Enforce manager's responsibility

4.4. Has any action been taken against your Service in the last five years as a result of failure to meet the requirements or duties of the Equality Act 2010, the Race Relations (Amendment) Act 2000 or the Race Relations Act 1976 in respect of race equality?

- Yes  No

4.5. Do you believe that staff from Black and Minority Ethnic communities are readily accepted into your Service?

- Yes  No  Don't know

This has never been assessed and DFRS are open to explore this issue, being an excellent Authority, therefore a 'focus group' could be held confidentially to explore this further.

4.6. If no, please give your views on why you think this may be.

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4.7. Do you think there is a difference between the experience of operational and non-operational staff in terms of being readily accepted?

- Yes  No

4.8. Please give your views on why you think this may be.

There have been views expressed that support staff feel as though there is a difference in how they are treated, this could again be explored further through a focus group. This is not specific to race but generally for all staff across the board.

4.9. Have you taken any action to find out the views of black and minority ethnic staff?

- Yes  No

If NO please go to question 5.1. below

4.10. What action was taken?

- Explored issues with under-represented groups
- Spoke personally to all watches
- Training session/research
- Survey
- Consulted Fire Brigades Union and other unions
- Confidential personal interview
- Space in training session for open expression of views

4.11. Which of the following do you regard as barriers to race equality in employment within FRS?

- Lack of understanding within senior management of the importance of the issue?
- Lack of understanding within more junior management of the importance of the issue?
- Funding constraints on initiatives which would assist race equality in employment
- Other (please summarise below)

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4.12. What improvements would be possible if further resources could be made available for this purpose?

- None
- Further training
- Significant positive action
- More frequent contact with local ethnic minority communities
- Improved monitoring
- Pre-application training
- Work with community careers teachers
- More recruitment initiatives
- Translation of information on all aspects of fire service

## 5. Employment of black and minority ethnic staff

5.1. Recruitment. Is your service currently recruiting for operational roles and if not, when it was last recruiting?

No- the Service is not currently recruiting. The last recruitment drive was for Retained Duty System Staff in June-July 2014.

Reservist Recruitment also took place this year – 21-28 May 2014. But no positive action was carried out due to the time constraints.

DFRS last recruitment campaign, was a regional wholetime recruitment campaign which started in Autumn/Winter 2008, the closing date for completed applications was 19/12/2008.

We had three trainee courses from this campaign that started on 03/08/2009, 28/09/2009 and 01/03/2010

5.2. Are you currently managing any equality activity from other sources of funding?

Yes  No

### Operational staff

5.3. Are all vacancies for whole-time appointments advertised?

Yes  No

5.4. ARE ON CALL (retained duties) staff given any preference if they seek whole-time appointment?

Yes  No

5.5. Are shortlisting criteria checked to ensure they do not indirectly discriminate?

Yes  No

5.6. Are any local criteria set for recruitment beyond those set out in the appointment procedures?

Yes  No

If no go to question

5.7. Have any such criteria been approved by your Service equality adviser?

Yes  No

5.8. When was your recruitment policy last reviewed?

The Service have many policies relating to recruitment, which can be seen via the Service Recruitment page on the Website. Policies are reviewed every 2 years.

5.9. Is a list of candidates who have passed recruitment testing maintained to fill future vacancies?

Yes  No

If no go to question 5.10

5.10. What proportion of vacancies would be filled by this means?

- None
- 15-50%
- 51-90%
- 90-100%

5.11. Please identify any factors which you find have affected your ability to recruit people from black and ethnic minorities

- Low ethnic minority population – not in the City, but in the Derbyshire area where some of the vacancies have existed.
- Negative public image of uniform in ethnic population
- Few applications
- Few positive role models
- Home/work location
- Dangerous and not regarded as a profession
- Previous lack of understanding or commitment from the rescue service
- Perception of Fire and Rescue Service as not a welcoming environment for Black and Minority Ethnic people

5.12. What evidence do you have to support this?'

In total there is currently 875 employees in DFRS, of which 29 are BME. Also 323 are Retained Firefighters and of these, 2 are Other White Background, none are Black Minority Ethnic.

Are the same equality principles applied to the recruitment and employment of non-uniformed staff as are applied to uniformed staff?

- Yes
- No

If YES please go to question 5.14

5.13. If NO, why not?

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5.14. Please give details of any particularly successful recruitment campaigns or initiatives resulting in attracting responses from under-represented groups.

- None
- Radio campaign using ethnic voices
- Pre-recruitment course
- Agency for recruitment
- Allocating 25% of forms to under-represented groups
- Local awareness presentation in ethnic communities

Positive action awareness days, helped in attracting under-represented groups in the past, especially when the Service was recruiting for Wholetime Firefighters, but due the recruitment freeze this no longer happens.

5.15. Is it possible to provide any data on the profile of retention of staff from black and ethnic minority groups?

- Yes  No

(if YES then please include as a separate document)

This information can be found in DFRS Public Sector Equality Duty Report, via the service Website, which can be accessed via the following link:

<http://www.derbyshire-fire.gov.uk/inclusion-and-equality/public-sector-equality-duty/>

5.16. Do you arrange exit interviews for all leavers?

- Yes  No

5.17. Is there a specific concern about retention of black and minority ethnic staff

- Yes  No

5.18. If yes, what would you say the most important reason for leaving is?

This is difficult to answer, as this is a subjective view unless further work is carried out through the needs of a specific focus group.

5.19. Have any equality difficulties in the treatment of BME staff been encountered?

Yes

5.20. Were the concerns raised through:

- Staff raising a bullying or harassment grievance
- Staff survey
- A Black and Minority Ethnic staff group or forum
- Informal discussion or meeting

5.21. If YES in 5.17 please give details.

- Harassment resulting in disciplinary action and termination
- Harassment allegations resulting in settlement
- Harassment allegation not upheld

5.22. Are you confident that effective action is taken to address any issues identified in relation to inappropriate behaviour.

- Yes  No

5.23. Do you have standing committees or working groups, with staff representation, to assist with management or monitoring of equality?

- Yes  No

5.24. Do you have monitoring arrangements to ensure that your Service delivers all its services to all sections of your community to a consistent and non-discriminatory standard?

- Yes  No

5.25. Do you believe your Service's process of individual personal reviews is effective in enabling any concerns about equality or treatment of staff to be raised?

- Yes  No

## 6. General Comments

6.a. What do you think is the most important initiative that could help improve the recruitment, retention, development and treatment of black and minority ethnic fire service staff?

Please see below for list of important initiatives that would improve recruitment, retention development and treatment of black and minority ethnic fire service staff:

1. Positive Action

2. Targets – Retention & Progression
3. Mentoring and Coaching
4. Unconscious Bias Training
5. Inclusion Network Group

6.b. Is there any local initiative you have undertaken which you think has been effective?

Positive Action was effective, as it helped to increase applications from protected characteristics, the targets were also effective.

## Request for data

We would be very grateful if you could please provide the following reports/data:

1. A copy of your most recent Service workforce profile report  
This can be found on the Service Website under the Public Sector Equality Duty Report, via the following link: <http://www.derbys-fire.gov.uk/inclusion-and-equality/>
2. The overall recruitment data analysed by ethnicity for your Service in the two years 2011/12 and 2012/13
  - a) Applications
  - b) Written Test – where applicable
  - c) Physical Test – where applicable
  - d) Medical
  - e) Interview
  - f) Appointment

As stated above, this information can be found on the Service Intranet, under the DFRS Public Sector Equality Duty Report, via the following link:

<http://www.derbys-fire.gov.uk/inclusion-and-equality/public-sector-equality-duty#>

3. Promotion data for Station Manager and above analysed by ethnicity for your Service in the two years 2011/12 and 2012/13
  - a) Development opportunity
  - b) Appointment

As stated above, this information can be found on the Service Intranet, under the DFRS Public Sector Equality Duty Report, via the following link:

<http://www.derbys-fire.gov.uk/inclusion-and-equality/>

4. Promotion data for Station Manager/or equivalent and above analysed by ethnicity for your force in the two years 2012 and 2013 for

- a) Applications
- b) Shortlisting
- c) Appointment

As stated above, this information can be found on the Service Intranet, under the Public/Service Equality Duty Report, via the following link:

<http://www.derbyshire-fire.gov.uk/inclusion-and-equality/public-sector-equality-duty#>

5. The following training data analysed by ethnicity for your Service in the two years 2011/12 and 2012/13

- a) Appraisals completed satisfactorily
- b) External courses completed

6. A copy of your most recent workforce analysis by grade and ethnicity

As stated above, this information can be found on the Service Intranet, under the Public/Service Equality Duty Report, via the following link:

<http://www.derbyshire-fire.gov.uk/inclusion-and-equality/public-sector-equality-duty#>

7. The workforce analysis by grade and ethnicity for 2008 if you still have it

8. Any analysis of staff by ethnicity, who have left your Service for any reason in the last year for which you have data.

9. Data for your Service for disciplinary processes for the last two years, for which you have data, analysed by ethnicity for

- a) Disciplinary investigations
- b) Disciplinary hearings
- c) Disciplinary sanction
- d) Note for file

As stated above, this information can be found on the Service Intranet, under the Public Sector Equality Duty Report, which can be accessed via the following link: <http://www.derbyshire-fire.gov.uk/inclusion-and-equality/public-sector-equality-duty#>

10. Data for your Service for grievances lodged for the last two years for which you have data analysed by ethnicity for

- a) Bullying and harassment
- b) Other grievances

Data on grievances are not analysed by ethnicity although a cursory assessment demonstrates that there are no apparent disproportionate trends. The only complaints of bullying and harassment in the past 5 years have been originated by white British males against white British males. A similar analysis is undertaken on discipline cases on a half-yearly basis and these have never shown any disproportionate trends regarding ethnicity.

11. If your Service undertakes a regular or annual review of whether it can demonstrate significant year-on-year improvements in outcomes for employees and at risk communities as a result of the Public Sector Equality Duty please send a copy of your most recent review.

Year on Year improvement can be shown in the Services Annual Reports which can be found by clicking on the following links below:

2011-2012 : <http://www.derbyshire-fire.gov.uk/news/news-items/dfrs-annual-report-2011-2012/>

2012 – 2013: <http://www.derbyshire-fire.gov.uk/news/news-items/annual-report-2012-2013/>

A copy of the Public Sector Equality Duty can be found by clicking on the following link: <http://www.derbyshire-fire.gov.uk/inclusion-and-equality/public-sector-equality-duty#>

## Thank you

Thank you very much for completing this questionnaire.

Your response will not be identified as coming from either yourself individually or from the Service you work for.

You will receive a copy of the full report once completed.

## **Briefing for the Inclusion and Equality Forum on the Living Wage and Procurement**

### ***What we currently do***

#### *The Living Wage for our employees*

We currently pay our employees above the living wage with the lowest paid employee is a catering assistant at £7.71, above the living wage of £7.65. We haven't signed up to the Living Wage Foundation due to the additional costs this would entail in applying the required uplift each year and the impact that would have in uplifts across pay scales but we do keep this under review, most notably last year where we did an overall benchmarking exercise for support staff.

#### *Asking our suppliers to pay the Living Wage*

We do not require our contractors or suppliers to pay the living wage and have not asked them to tender on the basis of paying a living wage. We do, however, require them to pay the minimum wage. We have looked at and consulted with other public bodies who have highlighted the issue of affordability in requiring suppliers to pay the living wage. Research shows that most local authorities *encourage* payment which could be considered by DFRS. However, it is worth bearing in mind that suppliers willing to commit to a Living Wage may perceive they are at a financial disadvantage in comparison to those that don't commit as wage rates will reflect significantly in the cost of services or works tenders.

If the Authority *required* suppliers to implement the Living wage it could have detrimental impacts. There is also some legal advice to suggest that suppliers cannot be required to pay the minimum wage. There could be increased costs to the supply chain resulting in potential increased costs to the Authority at a time of significant financial pressures. There is also the risk that suppliers, particularly local SME's may be unable to sustain themselves in an environment where they are required to implement a Living Wage. Suppliers could also potentially be in a situation where workers within their business working on DFRS contracts are paid more than workers within the same business undertaking work for neighbouring authorities

We continually balance the need to get value for money from our suppliers with maintaining an effective working relationship and requiring them to meet our requirements on health and safety and equality particularly. Many of our current contractors and suppliers are local small and medium sized enterprises (SME's) . Refurbishment of our Fire Stations is undertaken by Local Builders and we hold 'Meet the Buyer' events to help SME's to do business with the Service. We also use the Source Derbyshire website to advertise contracts to local SME's and our fleet maintenance contract stipulated that the servicing centres must be in Derbyshire to support the local economy.

### *Commitment to Equality and Inclusion*

It is also important to consider our strong commitment to Equality and Inclusion through our Procurement strategy, recognised through our Excellence Accreditation alongside any consideration of the Living Wage. Our approach is to strongly encourage potential suppliers to demonstrate a commitment to equalities. Any supplier, contractor, organisation or agency engaged by DFRS are expected to practice equality of opportunity, be clear about the Service's position on equality and be aware of the requirements placed upon them to adhere to our policy. All potential contractors and suppliers are required to provide detailed information at the prequalification stage of any tendering process, which will then form part of the selection process. We have and will continue not to do business with suppliers who do not adhere to our values on inclusion and equality.