

**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 – original version

2: What is the aim and purpose of the activity / change / policy / procedure / project you are assessing?
<p>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.</p> <p>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:</p> <ol style="list-style-type: none"> <li>1) Equality, Diversity and Inclusion</li> <li>2) Employee Engagement</li> <li>3) Organisational Development and Resourcing</li> <li>4) Training, Learning and Development</li> <li>5) Employee Health and Wellbeing</li> </ol> <p>The objective of the work is to ensure the Culture experienced by all Buckinghamshire Fire &amp; Rescue Service employees and the public they come in to contact with, is in line with Our Values/Code of Conduct, supported by</p> <ul style="list-style-type: none"> <li>- All employees are aware of the expected behaviours.</li> <li>- 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.</li> <li>- All employees are assured that they will be listened to, and action taken as a result. Allegations are dealt with robustly.</li> </ul> <p>The following inputs have helped form part of the work:</p> <ul style="list-style-type: none"> <li>- Culture Survey results 2022</li> <li>- Other Fire and Rescue Service reports</li> </ul>

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- Employee Group Feedback
- Individual Feedback
- Grievances and Disciplinarys
- Leadership Team Feedback

Actions have been captured and work started. Exploring our Culture - work to date and planned was presented to Executive Committee on 22 March 2023 and is to be presented to the 14 June 2023 Fire Authority.

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

An Extraordinary Fire Authority was held on 28 April 2023, where the HMICFRS Values and Culture in the Fire and Rescue services where the three recommendations were approved. There is cross over in some of the work and recommendations – for example background checks, raising concerns, training. The plan is to combine the two action plans using the Draft NFCC Culture action plan.

**Executive Committee, 22 March 2023**

[Executive-committee-22-March-2023-item-9-exploring-our-culture-report.pdf/](#)

**HMICFRS Extraordinary Meeting report – 28 April 2023**

[Agenda Document for Buckinghamshire & Milton Keynes Fire Authority, 28/04/2023](#)

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?

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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, Leadership Group, SMB, PMB, BTB, JCF  
 Performance Measures  
 Feedback from employee groups  
 Performance Management reports  
 See – 22 March, 28 April and 14 June Executive Committee and Fire Authority reports for further information.

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> )
<b>Individuals of different ages</b>	✓			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.
<b>Disabled individuals</b>	✓			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.
<b>Individuals transitioning from one gender to another</b>	✓			All employees are aware of the support in place, know how to access it and feel able

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				to come forward with any concerns, knowing they will be dealt with.
<b>Individuals who are married or in civil partnerships</b>	✓			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.
<b>Pregnancy, maternity and new parents</b>	✓			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.
<b>Individuals of different race</b>	✓			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.
<b>Individuals of different religions or beliefs</b>	✓			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.
<b>Individual's gender identity</b>	✓			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.
<b>Individual's sexual orientation</b>	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any

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				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?

Station and Support Services visits and meetings

Procedure consultation, feedback and governance

Consultation on the work to date and this report has taken place with the following groups:

- Extraordinary Fire Authority Meeting, 28 April 2023
- Executive Committee, 22 March 2023
- Fire Authority, 14 June 2023
- Senior Management Team meetings in December 2022, January, February, March, April and May 2023
- Leadership Group meetings on 9 December 2022, 26 January and 10 March 2023
- Joint Consultation Forum 8 December, 1 March and 28 April 2023
- Equality Diversity and Inclusion Group, 6 December 2022, 10 January, 7 February, 7 March, 4 April, 2 May, 6 June 2023

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- Meetings with employees about welfare at incidents, uniform concerns, facilities – 16 January, 2 March and 11 April 2023.
- Business Transformation Board – 4 May 2023
- Meetings with female Firefighters to address any concerns they may have.

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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**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 was presented to the March Executive Committee, at an April Extraordinary Fire Authority and at the June Fire Authority and will be presented 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 25 April 2023 15 May 2023
Date(s) of review of assessment:	Ongoing as part of the Exploring our Culture work. Review 25 April 2023, 4 and 15 May 2023

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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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