

TO: Policy and Resources Committee

FROM: Equality and Inclusion Adviser – Alison Scott

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WORKFORCE DIVERSITY - INTERIM REPORT

1. PURPOSE

- 1.1 The purpose of this report is to inform the Policy and Resources Committee on workforce diversity progress up to June 2018, as requested at a previous committee meeting (14 December 2017).

2. RECOMMENDATION

- 2.1 The Committee is asked to note the progress made as at June 2018.

3. RISK ASSESSMENT

- 3.1 **Legal** - the Equality Act 2010 requires the Fire Authority to publish equality objectives every three years and information annually to demonstrate our compliance with the public sector equality duty. This includes information about the diversity of our workforce, applicants and successful recruits to posts. One of our Integrated Risk Management Plan (IRMP) priorities (and equality objectives) is to have improved gender and black and minority ethnic (BME) diversity in our workforce by 2020 and have created more opportunities for disabled colleagues to work with us. To provide assurance of continual progress against this objective the Policy and Resources Committee requested an additional six monthly report.
- 3.2 **Political** - by reporting equality trends and outcomes relevant to workforce diversity, the Authority is able to carry out its scrutiny role, ensuring objectives are being met.

4. WORKFORCE DIVERSITY 2014 to 2018

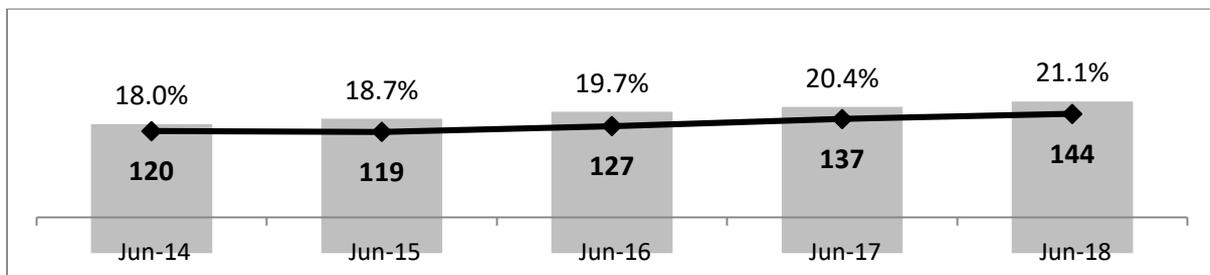
- 4.1 There has been steady improvement in gender, ethnic and lesbian/gay/bisexual (LGB) diversity in the last five years as shown in the following tables and graphs. This shows an increase in proportion of women and BME managers as well. However there has been a slight decline in disability (four staff) and religion or belief (one staff) diversity. Analysis of exit interviews has shown no cause for concern for this decline and we are working with the Disability Confident scheme to more proactively recruit.

4.2 The proportion of female operational staff, now at 6.7%, compares well with the national benchmark of 5.2% and at just over 21%, the proportion of women staff exceeds the national benchmark of 15.2%. Non-operational women staff (54.1%) slightly exceeds the demographic figure for women in the population (50.2%).

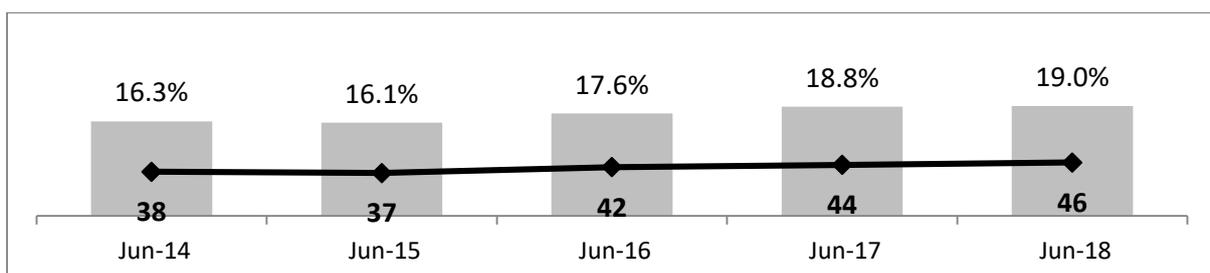
All Female Staff

Year Ending	Wholetime		On-Call		Ops		Control		Support		Non-Ops		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Jun-14	11	4.8%	10	3.6%	21	4.1%	34	87.2%	65	53.7%	99	61.9%	120	18.0%
Jun-15	11	4.8%	10	4.1%	21	4.4%	32	84.2%	66	54.1%	98	61.3%	119	18.7%
Jun-16	15	6.3%	10	4.2%	25	5.3%	36	85.7%	66	52.0%	102	60.4%	127	19.7%
Jun-17	19	7.6%	12	5.1%	31	6.4%	34	82.9%	72	49.7%	106	57.0%	137	20.4%
Jun-18	17	6.9%	15	6.5%	32	6.7%	32	78.0%	80	48.2%	112	54.1%	144	21.1%

Female Staff Trends



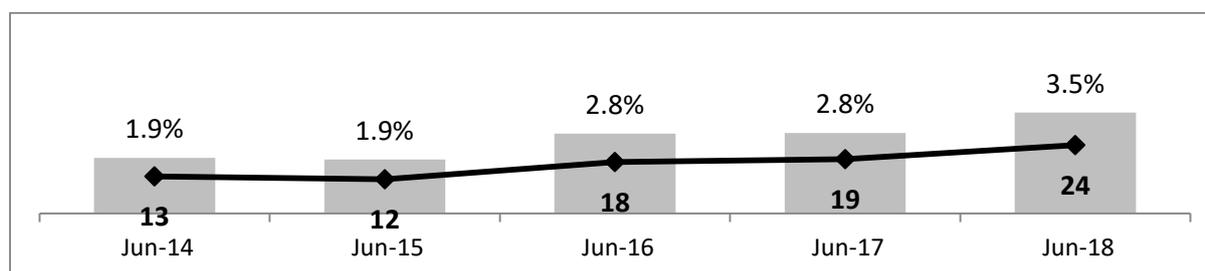
Female Manager Trends



4.3 We are also seeing growing diversity in Combined Fire Control with men making up 22% (increased from 12.8%) and an increase in women managers in both operations and support roles.

Black and Minority Ethnic Staff

Year Ending	Wholetime		On-Call		Ops		Control		Support		Non-Ops		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Jun-14	6	2.6%	4	1.4%	10	2.0%	0	0.0%	3	2.5%	3	1.9%	13	1.9%
Jun-15	5	2.2%	3	1.2%	8	1.7%	1	2.6%	3	2.5%	4	2.5%	12	1.9%
Jun-16	7	2.9%	5	2.1%	12	2.5%	1	2.4%	5	3.9%	6	3.6%	18	2.8%
Jun-17	7	2.8%	5	2.1%	12	2.5%	1	2.4%	6	4.1%	7	3.8%	19	2.8%
Jun-18	7	2.9%	5	2.2%	12	2.5%	1	2.4%	11	6.6%	12	5.8%	24	3.5%



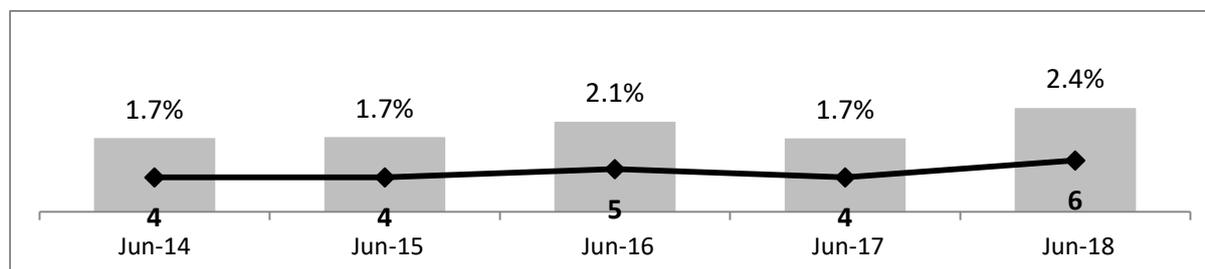
4.4 At 3.5%, proportion of BME staff is still low compared to working age population in county (9.7%) and to the national fire and rescue service benchmark (4.5%) but is showing steady improvement. The increase is mainly in support roles (increased from three to 11 in four years). In the past year we have had a service profile and job vacancies posted on two websites devoted to BME and minority groups, although it is impossible to say if there is a cause and effect relationship between these.

4.5 A Positive Action Officer role was recruited in January 2018 to build engagement with BME communities and to promote **all roles** in CFRS to these communities. It is understood this is a long term process and it was not expected to have an immediate impact. However good groundwork is being laid for future, particularly in Peterborough, with 26 contacts having been made reaching around 360 members of ethnically diverse communities, with the aim of reaching more young men and women in these communities. A number of community and career events have been attended by mixed staff groups including:

- Interviews with CFRS staff on Salaam Radio
- Peterborough Regional College careers fair
- Careers Fair ARU (Cambridge)
- Growing Communities Day
- Sadaqa Project
- Great Get Together (Peterborough)
- Eid in the Park (to mark end of Ramadan)
- Unity in the Community (Huntingdon)
- Linking with Police Recruitment Days in the community.

4.6 We have received some very positive feedback from crews about the benefit of this type of engagement.

Black and Minority Ethnic Managers



4.7 While not quite corresponding to the proportion of staff, the increase in the number of BME managers would suggest there are no perceived or actual barriers in development and promotion processes.

4.8 **Disabled staff** make up 5.9% of workforce and this is a slight decline over previous years. Our priority has been women and BME in all roles but we will need to address disability as well. Support for staff with dyslexia is ongoing.

4.9 **LGB staff** make up 2.2% of workforce and this has risen steadily since 2014 from six to 15 staff.

5. PROGRESS IN RECRUITMENT (GENERAL)

5.1 We have seen an unusually high number of total applications for vacancies in the year to 2018 (690 compared to 427 previous year) mainly due to high levels of recruitment in Control and On-Call; this has resulted in 33 new staff.

Female Applicants

Year End	Wholetime		On-Call		Ops		Control		Support		Non-Ops		Total	
	No.	%	N	%	No.	%	No.	%	No.	%	No.	%	No.	%
Jun-14	-	-	4	8.0%	4	8.0%	17	54.8%	92	37.2%	109	39.2%	113	34.5%
Jun-15	17	7.6%	21	16.0%	38	10.7%	5	26.3%	74	56.9%	79	53.0%	117	23.2%
Jun-16	28	12.7%	13	11.6%	41	12.3%	17	37.0%	66	38.8%	83	38.4%	124	22.6%
Jun-17	19	10.2%	6	7.1%	25	9.3%	15	30.0%	31	29.0%	46	29.3%	71	16.6%
Jun-18	29	16.6%	31	13.7%	60	15.0%	74	49.3%	80	57.6%	154	53.3%	214	31.0%

5.2 The proportion of female applicants has increased overall and is reflected in all work groups; 33% of all new recruits were female. Data for On-Call in 2018 is being re-assessed so a full breakdown cannot be given. It is likely that the female figure will be even better.

BME Applicants

Year End	Wholetime		On-Call		Ops		Control		Support		Non-Ops		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Jun-14	-	-	1	2.0%	1	2.0%	1	3.2%	23	9.3%	24	8.6%	25	7.6%
Jun-15	8	3.6%	7	5.3%	15	4.2%	1	5.3%	6	4.6%	7	4.7%	22	4.4%
Jun-16	14	6.3%	9	8.0%	23	6.9%	0	0.0%	8	4.7%	8	3.7%	31	5.6%
Jun-17	5	2.7%	6	7.1%	11	4.1%	1	2.0%	4	3.7%	5	3.2%	16	3.7%
Jun-18	6	3.4%	13	5.8%	19	4.7%	3	2.0%	22	15.8%	25	8.7%	44	6.4%

- 5.3 The proportion of BME applicants is an improvement on the previous year at 6.4%. This resulted in three actual recruits (all support posts) or 9.1% of all BME applicants which is better than proportionate to numbers applying and almost consistent with the county BME profile. Detailed analysis of On-Call success/failure needs to be carried out along with a review of attraction to Combined Fire Control posts.
- 5.4 A number of focus groups were held at the end of 2017 with members of the public from BME groups (age range 18 – 40) to better understand any barriers to recruitment. Whilst no single cultural barrier to working for CFRS was identified there is clearly more work to be done to share with these communities a better understanding of a modern fire and rescue service and the roles within it.
- 5.5 The findings of “Understanding barriers to recruitment from BAME communities: Report of focus group discussions” – Athene Communication December 2017 (example extract below) have influenced the wholetime recruitment campaign and our continuing positive action work in 2018.

“The key area for focus however remains with raising the visibility of the fire service and those who work in it within BAME communities. Alongside this, greater clarity and understanding of what a career in the fire service involves – the roles available and how accessible these careers are in terms of qualifications – will also be fundamental. The groups were uncertain about the kinds of career opportunities that might be available within the fire service, and also the career progression available to firefighters.”

- 5.6 In the last year to June 2018 **disabled applicants** made up 2.8% of all applicants – higher than in the last two years and accounted for 6.1% of recruits.
- 5.7 **LGB applicants** made up 4.3% of all applicants spread across all work groups with operational posts higher than Combined Fire Control and support roles; 9.1% of all recruits in year to June 2018 identified as LGB – the highest in four years and higher than the estimated community profile.

6. PROGRESS IN WHOLETIME RECRUITMENT

- 6.1 Preparation for a further wholetime recruitment campaign in 2018 began in late 2017 and included;

- four Have a Go sessions in October (with two held specifically for women); 30 of the 39 attendees were women,
- social media campaign profiling BME and female role models in videos and case studies,
automated booking for candidates to attend information sessions giving a better candidate experience,
- automated diversity reporting of candidates allowing us to track marketing activities and focus activity where it was needed most.

6.2 Outcomes of this campaign are given below showing comparison with a previous campaign in 2016. While the number of applications (all candidates) was slightly lower (175 compared to 186) the number and proportion of women, BME, disabled and LGB applicants was higher than in 2016.

Wholetime Recruitment 2018 vs 2016

Category	Options	2018		2016	
<i>Total number applying</i>		175	100%	186	100%
Gender	Female	29	16.6%	19	10.2%
	Male	145	82.9%	167	89.8%
	Prefer to identify another way	0	0.0%	0	0.0%
	Prefer not to say	1	0.6%	0	0.0%
Disability	Yes	4	2.3%	2	1.0%
	No	170	97.1%	179	76.5%
	Prefer not to say	1	0.6%	5	22.5%
Ethnicity	Asian/Asian British	1	0.6%	2	1.6%
	Black	1	0.6%	0	0.0%
	Mix/Multiple Ethnic Groups	4	2.3%	1	0.5%
	White	166	94.9%	181	97.4%
	Other Ethnic Group	0	0.0%	2	0.5%
	Prefer not to say	3	1.7%	0	0.0%
	<i>Total non-white ethnic groups excluding PNTS</i>	6	3.4%	5	2.6%
Sexual orientation	LGB*	13	7.4%	4	2.0%
	Heterosexual	148	84.6%	173	93.7%
	Prefer not to say	14	8.0%	9	4.3%

6.3 Thirty-four candidates were successful through the whole process (top 20 on course in September 2018 and 14 on holding list for 12 months); 17.6% (6 out of 34) are women. The proportion identifying as LG or B is significantly higher than in the past. However there has been a decline in the proportion of recruits from a BME background compared to 2016 (2.9%). Detailed analysis has been carried out of every stage of the process to see where we are losing BME candidates;

20 registered for information session,

9 attended information session,
 6 applied,
 4 shortlisted
 2 passed written tests.

- 6.4 These two passed all other parts of the process (medical, swim fitness tests; occupational ability tests) and continued to final assessment where one was successful.
- 6.5 From the data given above, it is clear we need to understand better what deters candidates at the earliest stages. As a result we have considered whether mandatory attendance at information sessions is necessary and have concluded it is not. This will change for the next process.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Equality Strategy and Action Plan 2018 to 2020	Service HQ Hinchbrooke Cottage Brampton Road Huntingdon	Alison Scott Equality and Inclusion Adviser 01480 444537 Alison.scott@cambsfire.gov.uk
Equality Act 2010		Alison Scott Equality and Inclusion Adviser 01480 444537 Alison.scott@cambsfire.gov.uk
Key Performance Indicator Report		Sam Smith Head of Human Resources 07717 476176