



HUMAN RESOURCES COMMITTEE

20 FEBRUARY 2024

NFCC EQUALITY DIVERSITY AND INCLUSIVITY MATURITY MODEL

REPORT OF GROUP MANAGER JUSTIN PARRY

1. Purpose of Report

1.1. The purpose of this report is to provide an update on the progress made in the implementation of the National Fire Chiefs Council (NFCC) Equality Diversity and Inclusivity (EDI) Maturity Model within County Durham and Darlington Fire and Rescue Service (CDDFRS).

2. NFCC Maturity Models

2.1. The NFCC drives improvement and development throughout the UK Fire and Rescue Service (FRS), offering up sector-led solutions. Recently, the NFCC have published a series of maturity models which allow FRS to:

- Assess their current level of maturity.
- Set their expectations linked to what is achievable for them.
- Identify their areas of improvement.
- Create a bespoke development plan to achieve their desired level of maturity.

2.2. To date there are currently 10 maturity models which cover Leadership Development, Recruitment, Learning Organisation, Blended Learning, Performance Management, Employee Recognition, Talent Management, Wellbeing, HR Analytics and EDI.

2.3. Each maturity model has 4 levels of maturity which each FRS is assessed against and then aspire to achieve, for EDI these are:

- Level 1 – Legislatively and Policy Compliant.
- Level 2 – Valuing Diversity.
- Level 3 – Integrating Inclusion.
- Level 4 – Leading from the front.

3. CDDFRS EDI Level of Maturity

- 3.1. To assess the current level of maturity within a FRS, the NFCC provide a self-assessment tool which is an electronic questionnaire that is designed to be filled in by a diverse group of employees to provide an unbiased and balanced assessment. The results are aimed at assisting the FRS to understand their current level of maturity.
- 3.2. In March 2023, the NFCC Implementation Liaison Manager (Jo Hardy) attended the CDDFRS EDI Working Group to provide an overview of the EDI Maturity Model.
- 3.3. In June 2023, CDDFRS EDI Working Group undertook the NFCC EDI self-assessment. Within the EDI self-assessment there are 48 questions which are aligned to the 4 levels of maturity, the respondents graded each question out of 5. The 48 questions are the questions are contained within Appendix A for reference.
- 3.4. In September 2023, CDDFRS EDI Working Group received feedback on the NFCC self-assessment tool from the NFCC Implementation Liaison Manager. The outcome of self-assessment was that CDDFRS was graded as level 2 - Valuing Diversity. More details of the results are displayed below.
- 3.5. Overall, for Level 1 - Legislatively and Policy Compliant, the average score was 4.7 out of 5, the score for each question is displayed below (Chart 1).

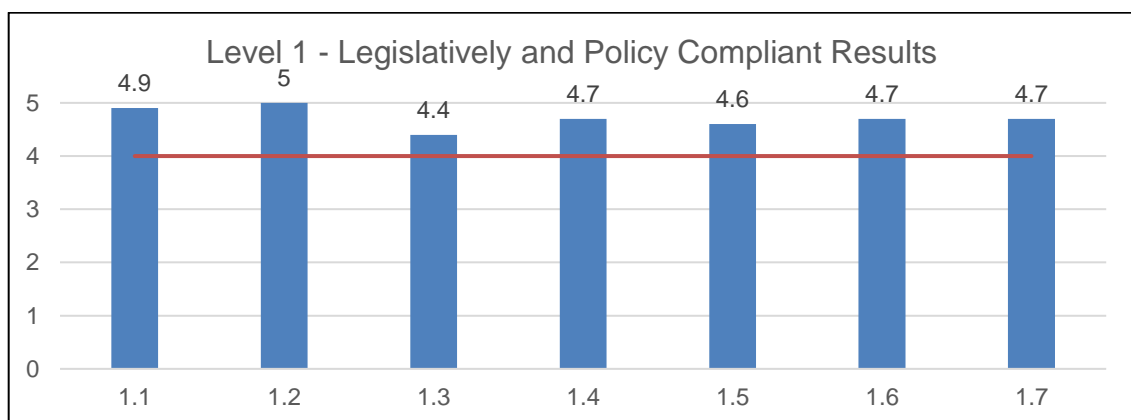


Chart 1 – CDDFRS results for EDI Maturity Model self-assessment 'Legislatively and Policy Compliant' section.

- 3.6. Overall, for Level 2 - Valuing Diversity, the average score was 4.0 out of 5, the score for each question is displayed below (Chart 2).

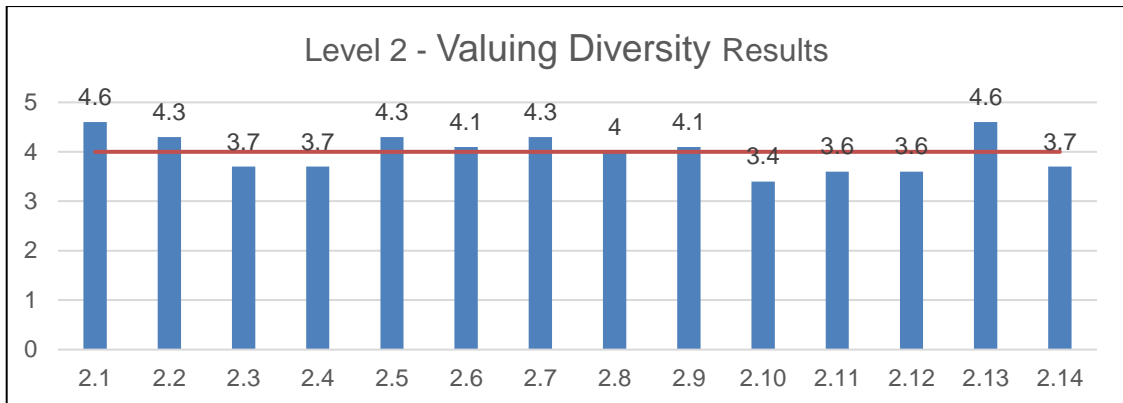


Chart 2 – CDDFRS results for EDI Maturity Model self-assessment 'Valuing Diversity' section.

- 3.7. Overall, for Level 3 - Integrating Inclusion, the average score was 3.5 out of 5, the score for each question is displayed below (Chart 3).

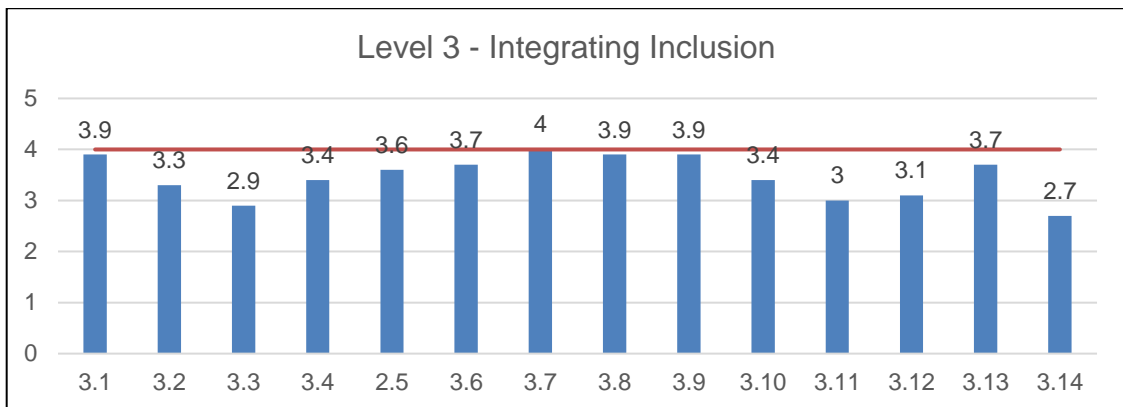


Chart 3 – CDDFRS results for EDI Maturity Model self-assessment 'Integrating Inclusion' section.

- 3.8. Overall, for Level 4 – 'Leading from the Front', the average score was 3.2 out of 5, the score for each question is displayed below (Chart 4).

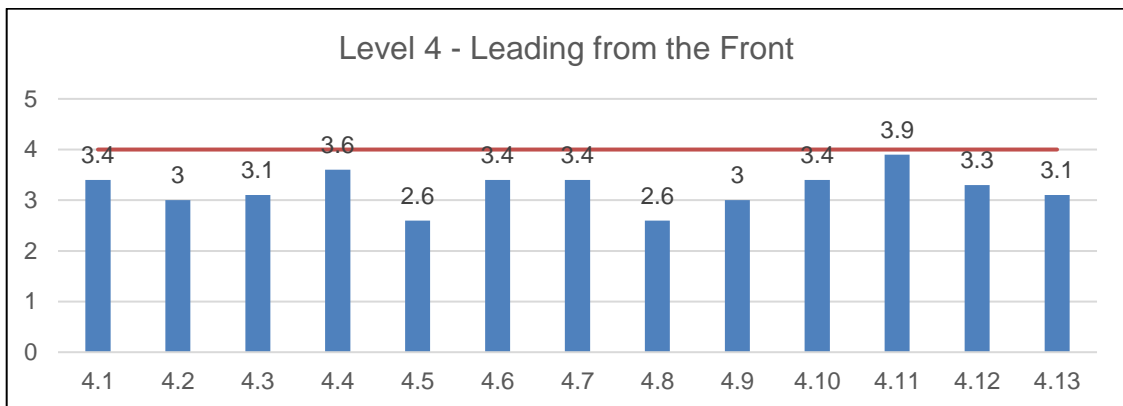


Chart 4 – CDDFRS results for EDI Maturity Model self-assessment 'Leading from the Front' section.

4. The Next Steps

- 4.1. It is important that CDDFRS builds a solid foundation for EDI and to do this it must focus on fully achieving each area before moving on to the next. Whilst the overall outcome of self-assessment was that CDDFRS was graded as level 2 - Valuing Diversity, which is where CDDFRS aspires to be, given current resourcing, there are still several areas which fall short within this section.
- 4.2. Specifically, there are 6 areas within level 2 – ‘Valuing Diversity’ that fall below a score of 4 and therefore require additional work. These areas are:
 - Building a diverse pipeline in recruitment and internal promotion.
 - People impact assessment training of the workforce.
 - Diversity and inclusion governance is established, building on EDI learning using coaching, workshops and courses where appropriate.
 - Ensure safe and inclusive for visitors and staff (prayer rooms/female facilities, etc.) and accessibility statement on website.
 - Consideration needed for estates, facilities, non-gender specific facilities. Ensuring to address gender identity, dignity, etc.
- 4.3. The above points will form the key areas of work for the CDDFRS EDI Working Group for 2024/25.

5. Summary

- 5.1. The NFCC drives improvement and development throughout the UK FRS, one way of doing this is through the publication of maturity models which allow FRS to ascertain where they currently are, set their expectation of where they would like to be and create an informed action plan to get there.
- 5.2. Whilst there are 10 maturity models for a variety of different business areas, this report focuses on the maturity model for EDI. CDDFRS have fully engaged in the maturity model process, with the assistance of the NFCC and have been graded as level 2 – ‘Valuing Diversity’.
- 5.3. Whilst the self-assessment grading meets the expectations of CDDFRS, there are still several areas which fall short within this section. It is important that CDDFRS builds a solid foundation for EDI and to do this it must focus on consolidating its current grading by obtaining a strong score across all questions within level 2 – ‘Valuing Diversity’.
- 5.4. As a result of this work CDDFRS have strong direction of where the areas of focus are for EDI and what needs to be achieved over the coming year.

6. Recommendations

6.1. CFA HR Committee are requested to:

- a. Note the contents of the report and receive updates on the action plan in due course.

	Questions Areas for Level 1 - Legislatively and Policy Compliant
1.1	Beginnings of evolutionary work of diversity and inclusion and at least meeting compliance level needed.
1.2	Focussed on adhering to legal standards.
1.3	EDI is an emerging policy focus.
1.4	Diversity and inclusion language and messages are frequent and consistent.
1.5	Good starting point on reporting for EDI data.
1.6	Evolution of diversity and inclusion meets compliance needs.
1.7	Regular diversity reporting.

	Questions Areas for Level 2 - Valuing Diversity
2.1	Identifying the business case for diversity – clear business rationale with intended actions and outcomes.
2.2	Communicating business benefit.
2.3	Building a diverse pipeline in recruitment and internal promotion.
2.4	People impact assessment training of the workforce.
2.5	Raising awareness and the importance of diversity and inclusion in the FRS.
2.6	Building grass roots engagement with our staff / our communities / suppliers.
2.7	Key Policies and projects/programmes undergo People/Equality Impact Assessment.
2.8	People/Equality Impact Assessment training of the workforce.
2.9	Providing equality of opportunity and seeking to eliminate discrimination in all people processes.
2.10	Diversity and inclusion governance is established, building on EDI learning using coaching, workshops and courses where appropriate.
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2.12	Ensure safe and inclusive for visitors and staff (prayer rooms/female facilities, etc.) and accessibility statement on website.
2.13	New ways of working to become more accessible to people wanting to join the service (flexible/remote working, etc.).
2.14	Consideration needed for estates, facilities, non-gender specific facilities. Ensuring to address gender identity, dignity, etc.

	Questions Areas for Level 3 - Integrating Inclusion
3.1	Focused on creating an inclusive culture through leadership, accountability and measurement.
3.2	Diversity and inclusion are embedded into the key talent management processes e.g. recruitment, performance management, leadership development, succession management.
3.3	Accountability and measurement is integrated into all decision making processes through People Impact Assessments.
3.4	Diversity of thinking is understood as part of the inclusion agenda.
3.5	Leaders utilise analytics and trend data to make decisions and identify problems.
3.6	Inclusion fosters engagement and an organisational culture aligned with strategy, brand and social responsibility.
3.7	Achievement of accreditations and externally assessed standards.
3.8	Embedding People/Equality Impact Assessments into everyday activities and service delivery
3.9	Diversity and inclusion are embedded into HR and business systems and processes.
3.10	Inclusion is supported by meaningful staff engagement and an organisational culture aligned with strategy, brand, and social responsibility.
3.11	A work culture where everyone understands their role in ensuring inclusion is embedded.
3.12	Recognising and awarding excellence in inclusion and showcasing role models.
3.13	Support and empower staff networks to add value and influence organisational change.
3.14	Diversity and inclusion are embedded into HR and business systems and processes using such tools as disability passports and other passports that outline an individual's reasonable adjustment requirements.

	Questions Areas for Level 4 - Leading from the front
4.1	Recognised as a leader in diversity and inclusion.
4.2	Inclusion and diversity is business critical.
4.3	External brand and internal brand aligned
4.4	Diversity and inclusion drives innovation.
4.5	Organisational diversity flourishes because it is integrated and not assimilated, avoiding homogeneity of thinking.
4.6	Cultural intelligence and community insights are integral to learning activities.
4.7	Promoting inclusive leadership throughout the organisation.
4.8	Inclusion analytics are predictive, automated and are used intentionally by leaders to drive strategy
4.9	Equal access to services and employment are central to organisational strategies.
4.10	The broader workforce is supportive of inclusion and take actions in their own teams and in provision of services to be inclusive.
4.11	Developing workforce awareness of the changes in respect of diversity and what this means i.e. transgender was relatively unknown or talked about until a few years ago – what is coming down the road in the future.
4.12	The FRS is an employer of choice across all of its communities. Senior leaders are personally leading EDI within their own teams and corporately.
4.13	A compassionate and safe work culture that enables you to be your authentic self, and be empowered to have a voice, challenge, and share your experiences,