

<b>LGA inclusive service report - questions for further thought</b>			
	<b>QUESTION</b>	<b>CURRENT SITUATION</b>	<b>PLANNED ACTIVITY</b>
1	How much recruitment data do we monitor?	Equalities data is gathered at recruitment (if the individual chooses to provide it) in the equality monitoring section of the E-recruitment system and was analysed and monitored during the 2017 WT process. Monitoring does not take place for other recruitment processes. The E-recruitment system anonymises data so only generic data can be produced. Data is only entered on Workforce for successful applicants.	Developing workforce equalities monitoring was included in the last equality strategy and some progress was made, particularly in providing self service. Further development needs to be included in the new equalities strategy and HR business plan. To include helping staff to understand the purpose of gathering and monitoring this information. Then to understand what we will gather, when and how and by whom and how frequently it will be monitored and reported and acted upon.
2	Have we identified any trends in applications from different societal groups, for example around when they fail or drop out of the recruitment process? Do we need to think about further support for those groups?	Applicant equalities data has not been analysed and monitored to date. The exception is the 2017 wholetime recruitment where monitoring is being carried out at each stage, no official review has taken place to date to consider the available data and identify issues.	A plan to develop and improve workforce equalities monitoring to be included as an activity in the new equality, diversity and inclusion strategy and the HR business plan. To include recruitment, retention, development, progression and exit stages.
3	What kind of data are we collecting in relation to diversity?	At recruitment we are collecting gender, age, faith, sexual orientation, disability and race. We encourage employees to provide this data during their employment through completing those sections in the 'Me'-App which will ask individuals every 6 months to update their personal data (not just diversity data)	A plan to develop and improve workforce equalities monitoring to be included as an activity in the new equality, diversity and inclusion strategy and the HR business plan. To include recruitment, retention, development, progression and exit stages.

4	<p>What are our retention rates for firefighters and other staff with protected characteristics? Do these change when you look across the different ranks?</p>	<p>Ad hoc reports have been produced on this but it is not part of regular monitoring. Reliability of the data is an issue with a lot of individuals 'not stated' or 'prefer not to say'. A refresh used to be carried out by sending a paper form to employees. This has been replaced with online self service which is being further developed on the Me app. However it is unlikely that everyone is aware of this feature and many people are reluctant to provide this personal information.</p>	<p>Employee retention rate is a helpful statistic for an employer to calculate – both as a benchmark and periodically. The formula is to divide the number of employees who left during a period by the total number of employees at the end of a period to get the percentage.</p> <p>Sep16-Sep17  198 leavers/1850 = 5.3%  women 17/223 = 7.6% (15 Of 17 were Support)  other ethnic 4/33 = 12.1% not stated 15/33 = 45%  disability - 5/38 = 13.1% not stated 14/38 = 36.8%  LGBT - no leavers known</p>
5	<p>Do we conduct exit interviews with all employees to understand if there were any particular issues that have caused them to leave?</p>	<p>Exit interviews are offered, but are not compulsory. Data has occasionally been analysed and reported which has identified various reasons but no particular trends. The uptake is low among On Call leavers; 2010-2017 On Call 5.3%, WT 71.4%, Support 75.5% and Control 66.6%</p>	<p>A plan to develop and improve workforce equalities monitoring to be included as an activity in the new equality, diversity and inclusion strategy and the HR business plan. To include recruitment, retention, development, progression and exit stages.</p>
6	<p>Are we evaluating the impact of policies designed to promote inclusion and diversity?</p>	<p>We have policies that promote an inclusive workplace such as family leave, flexible working, flexitime and bullying and harassment. The policies are reviewed periodically and part of this would include looking at impact and improvement. We have no policies specifically on diversity though it is included in the equality strategy.</p>	<p>An action in the OD plan and for operational assurance, particularly in relation to EFQM, is the need to develop a centre of excellence in policy development. This will provide guidance and best practice on policy development including the importance of considering, as part of the review process, the impact that policies are having. Our commitment to a diverse workforce and any associated policies will be included in the new equality strategy.</p>
7	<p>What are we learning from our experience?</p>	<p>There is much more work to be done in relation to gathering, analysing, reporting and action planning on equalities data.</p>	<p>As part of the work to improve workforce equalities &amp; inclusion monitoring we will set up a Strategic Steering Group to develop new approaches and continually monitor against targets and expectations in order to improve.</p>

8	Are we sharing that knowledge with other services and learning from them?	There are opportunities for us to learn from others through CFOA and other HR and equalities forums. We also share information through these forums when requested.	We will continue to use opportunities to share ideas and best practice through CFOA and other relevant equalities and HR forums. Closer relationships will need to be built with other regional Blue Light organisations to learn and share with them.
	<b>RECRUITMENT</b>		
9	What positive action initiatives has our service undertaken? What worked/what did not work?	In 2011, a positive action toolkit for retained was developed and distributed. In 2015 a positive action plan in relation to female on call recruitment and female progression was developed, monitored and, in part, implemented. In 2016, positive action was used to recruit community advocates in Plymouth who had particular language skills. Positive action was used in the 2017 wholetime recruitment campaign, mainly aimed at attracting more women to apply and supporting them through the fitness tests. Some targeting of black, Asian and minority ethnic networks was also carried out.	At a review of the approach taken for wholetime recruitment, it was highlighted that of the positive action methods used i.e. targeted social media (Facebook/Twitter/Instagram, Taster days, email contact and fitness sessions for women, especially the Taster Days and Facebook targeting were very successful. The seconded workforce diversity project officer is currently providing additional support to on call stations to assist with diverse recruitment and is working with the on call development manager and communications team to develop improved marketing materials. More focus will be given to this area in the new equalities strategy and performance targets are being developed.
10	How will apprenticeships contribute to the creation of a diverse workforce?	Though apprenticeships can be undertaken by a person of any age, there is potential to attract younger people into the service who may prefer that route into employment.	The opportunities provided by the apprenticeship levy in relation to attracting a more diverse workforce are being considered, also for non-operational roles. All Wholetime recruits have started on the apprenticeship scheme.
11	Can we use RDS recruitment or flexible working arrangements to offer family-friendly employment?	The time commitment and associated movement restriction (5 minutes from station) of current contracts is one of the greatest barriers to recruitment into the retained workforce for anyone, but in particular for people with caring responsibilities who are often women.	A number of pilots to test more flexible options have recently ended and the results from those pilots were positive on several points, but not financially viable. Other ideas, with the same considerations for flexibility and attraction for those with family commitments, are being put out for discussion.

12	Are we testing the right qualities?	With the changing role of the Firefighter, there is continues consideration what qualities are required and recruitment processes are updated with the information available at the time of the process taking place. From the results of the WT recruitment process it can be argues that the right qualities were tested in the presentation/interview stage.	Once the IRMP has been finalised a new people strategy will be developed. Part of this will be to consider the risks facing the service and the skills and qualities we need in our employees to respond to those risks. At this stage there will be further discussion to define the skills and qualities we need to factor into role descriptions and to assess against in recruitment.
13	Are we using legislative provisions supporting positive action?	It is available as and when required. The D&I manager is on the (wholetime) recruitment steering group to advise, encourage and support on this issue.	We need to raise awareness of the meaning and use of 'positive action'. Many other services have already made progress with that and we can certainly learn from them when developing guidance to explain the legislative powers we can and are using to achieve a more balanced workforce. This guidance will be made available for employees and to the public through the website and recruitment materials. We need to further explore how other services and organisations have used the powers and whether there have been any test cases.
14	How do we target our recruitment campaigns at diverse groups?	We target the relevant groups by specific social media intervention and approaching social networks by email or in person. There were also posters and personal intervention with individuals who had previously expressed an interest in the job.	Further online targeting and new social media needs to be researched and it may be necessary to approach a specialist organisation to assist with this.
15	How do we support recruits through the process? Should we do more to help some individuals pass, for example by retaking physical tests?	In the wholetime recruitment we offered and delivered fitness training sessions for women to help them prepare for the fitness and practical tests. This was based on the known gender balance gap that we want to address plus the evidence that the majority of women are at a natural disadvantage to men when it comes to upper body strength.	There will be an evaluation session with the WT recruits to get their opinion on what worked well in assisting them. We can consider changes to the practical tests in the future and assistance with the written tests. We also need to check what other services are doing and see if there have been any legal challenges or test cases. We need to balance our aim to improve workforce diversity with the need for fairness in recruitment with new recruits and colleagues being confident they got the job on merit.

16	What can we learn from business, the police and armed forces in devising appropriate recruitment strategies?	We are already in discussions with local police forces and collaboration will help further with this. Some online research has taken place and informal discussions at careers fairs. Various reports are available, including police and Navy.	Continuing to learn from other organisations and share our own successes.
17	Do we provide entry, exit and re-entry points to allow career flexibility?	The flexible working policy allows for career breaks up to 2 years and Unpaid Leave of up to 6 months	Consideration will need to be given to policies and procedures in relation to transferees from other Services, re-entry after longer breaks and horizontal entry at management level.
18	Should we advertise nationally or impose a residency requirement?	This was discussed for the latest wholetime campaign and agreed to be nationally in order to be able to target and attract the widest pool of candidates. Practically, this is easier now as online sifting makes the early stages less resource intensive. Also, including a postcode would have added yet another criteria to be checked and evidenced.	At the review of the most recent wholetime recruitment it was considered that advertising nationally was appropriate and this will be continued in the future, not only at FF level, but also for management levels when appropriate.
19	Could values-based recruitment increase applications from and appointments of under-represented groups?	The interview stage of uniformed recruitment is based on values and personal qualities. This was communicated in the recruitment information pack but is unlikely to attract diverse candidates on that element alone. Candidates perform well at interview, but, as the interviews and presentation are the last stage, they would already have needed to pass the online testing, fitness and practical tests.	There will be further discussion to define the skills and qualities we need in view of the IRMP to factor into role descriptions and to assess against in recruitment. When this is clear, suitable assessments to identify the skills in candidates, can be put in place.

20	Do we maintain contact with unsuccessful candidates, eg through a register of unsuccessful candidates so that contact can be maintained to monitor interest in further opportunities?	We have contacted unsuccessful female candidates from the Wholetime process to make them aware of and encourage them to apply for On Call opportunities in their area.	The purpose and mechanics of doing this need to be considered further.
21	Have we reviewed our recruitment programme to identify barriers?	Although we have been reviewing it as we progressed through the process during the wholetime recruitment, a more formal evaluation needs to be put in place which also takes into account On Call recruitment data.	Regular evaluation of data to identify barriers and trends with the recruitment process will be included in the new equality, diversity and inclusion strategy.
	<b>CULTURE</b>		
22	Do we know what our staff think about our workplace culture? Can we identify the views of women, black, Asian and ethnic minority (BAME) groups and lesbian, gay, bisexual and transgender (LGBT) employees as specific groups?	We have evidence on cultural elements from the staff survey which is carried out every two years. This includes views on leadership, management style, engagement, communications etc. We have other evidence from sources such as the recent innovation central focus groups on leadership and development. The staff survey includes equality monitoring so results can be analysed by diversity groups. The final report included an analysis of opinions by age and gender. Numbers identifying in other diversity groups were too few to report on.	We need to consider whether the staff survey and Innovation Central report are sufficient to help us understand employee views of workplace culture. However, there will be other sources of information like the EFQM report and HMICFRS audit which also include cultural, change and leadership elements. We still may wish to carry out a separate cultural audit, which together with all the other available data, could be the basis of a cultural framework that all policies and processes could be assessed against to ensure a cultural fit. Or we may choose to work with the information we have and focus on improving some of the elements that create our culture with a view to influencing those.

23	Do we have a sustainable long-term approach to inclusion?	The term 'inclusion' is relatively new in the context of workplace equality and diversity. Nationally Services are encouraged to implement an Inclusion Strategy as this is not in place for many.	We need to create a shared understanding of inclusion in this context and as it applies to our service. This conversation will form part of the context in which the D&I Strategic Steering Group will operate and be included in the development of the new equality, diversity and inclusion strategy.
24	Could we benefit from engagement with Stonewall's Diversity Champions Programme?	We have been Stonewall diversity champions for around six years and have benefited enormously, particularly in the early years. It has helped improve our understanding of LGBT issues and enabled us to put mechanisms in place to support our employees. We provided evidence for the Stonewall Top 100 list for several years and in two consecutive years achieved a place in the top 100 employers for LGBT equality, one of only a handful of fire services to do so.	Over the past two years, stretched resources has meant we were unable to enter the Index and the support provided for Fire Pride and wider service communications around LGBT issues has reduced considerably. Consideration will be given whether providing evidence for the Stonewall top 100 is essential in developing an inclusive workplace where everyone feels they are able to be fully themselves. However, we remain signed up for the Diversity Champion's programme and will draw on their resources to identify and implement good practice in relation to inclusion in the workplace and inclusive leadership.
25	What support and training do we offer to ensure inclusive leadership is a value understood at all levels of the service?	Equality and diversity training covers these aspects. There are two e-learning packages, one aimed at all employees the other at managers. Until recently there was also a one day classroom course for managers which included E&D together with core values, holding difficult conversations and sessions on managing bullying and harassment. Limited resources means the one day E&D training for managers can no longer be delivered so only the e-learning packages are available and it is down to individuals to know when it is time to	The approach to E&D training is ready for review as it was developed in 2012. Both the content and delivery methods need refreshing and consideration needs to be given to integrating the D&I matters into other management training to ensure that D&I is seen as part of everyday life rather than a separate subject. As part of the memorandum of Understanding signed in January 2017 we have committed to put Unconscious Bias training in place by the end of October. An E-learning package will be available to all employees, but mandatory only to those involved in recruitment processes. As part of the same MOU we will put in place inclusive leadership training for senior managers and a requirements document drafted by a management consultancy company is currently under consideration.

		do the three year refresh. Core values, B&H and people management best practice is also covered in role specific development, which is available to support staff as well.	
26	Do we understand our own unconscious bias? How are we overcoming that bias? How is our service addressing this issue?	Unconscious bias was part of ADC Assessor training which was a voluntary additional duty for managers of SM level (and support equivalent) and above. It was also touched upon in the one day classroom course for managers which is no longer running.	'Unconscious bias' training will be available for all staff before 31 October 2017 and will be mandatory for staff involved in recruitment. A refresh period of 5 years will be implemented. It will also form part of the Inclusive Leadership training for senior managers. Inclusion of the subject in general management/role development training or in future e&d training will need to be considered. We need to look for other opportunities to factor it into other relevant training opportunities, in particular for people involved in recruitment, development and progression.
27	How does our service demonstrate inclusive leadership; how do we as leaders exemplify it?	We take feedback from staff to heart and attempt to act on it. Policies are in place to encourage work-life balance and to discourage inappropriate behaviour. Most of our managers are personable, with the right balance between individual needs and business focus.	Review of how we communicate with our staff is currently in progress and a News App is being developed. Full evaluation of the review outcome and a communication strategy should allow for better engagement/inclusion of all staff. New ways of identifying and acting on improvement ideas needs to be considered as well as consultation on subjects which matter to people. Current policies need to be reviewed and new ones added (subjects like Menopause, Positive action etc).
28	Who has responsibility for Equality, Diversity and Inclusion policy in our service? Is this the appropriate person and what training have they received?	Transformational Change and Equalities Manager (Area Manager) has responsibility for the subject, but the responsibility for the policy is delegated to the Diversity & Inclusion Manager. The ACFO Service Improvement is an Equality & Diversity Champion and so is the Chair of the Authority and the D&I Committee Lead. The Diversity & Inclusion Manager is HR trained with full understanding of the Equality Act 2010.	AM Transformational Change new in post and will be developing knowledge and experience in this area. Authority members have been offered to attend training at the end of September through the LGA

29	How engaged are our current workforce on the diversity agenda?	There is a general understanding of the national drive to increase diversity, but for many individuals it is unclear how diversity would benefit the Service or them personally. ERBAs are undertaken and staff usually engage when a leader drives the diversity agenda.	Benefits to both the organisation, staff and the community of the diversity agenda and how it affects them is the main theme of the Diversity & Inclusion strategy to be drafted soon after the IRMP is finalised. Training plans and aligned policies will further drive the agenda in Business As Usual.
30	Do they have the ability, facility and structures to contribute ideas on this agenda?	The Improvement Framework allows ideas on all subject matters and there is no specific way to contribute on the diversity & inclusion agenda. Many ideas are raised during meetings, forums and person to person which can be taken forward through management.	The improvement Framework needs to be reviewed, at which time consideration needs to be given about different ways of contributing ideas on specific areas.
31	Does every employee know who they can report bullying and harassment to – and do they feel they will be heard?	The current B&H policy describes the process of reporting inappropriate behaviour and who you can speak to. Role of D&I Officer vacant at the moment. Many issues are discussed with the Welfare Officer who follows matters up where appropriate. There is no data whether staff feel they will be heard, but there is data that cases have been dealt with through disciplinary processes over many years.	New Respect & Fairness policy needs to have clear guidance on process.

32	What training are we providing on diversity? Does it cover handling reports of Bullying, specifically bullying related to protected characteristics?	Equality and diversity training covers these aspects. There are two e-learning packages, one aimed at all employees the other at managers. Until recently there was also a one day classroom course for managers which included E&D together with core values, holding difficult conversations and sessions on managing bullying and harassment. It also included input and discussion on protected characteristics and employee support networks. A new Unconscious Bias E-learning package is due to go online before 31/10/17	The approach to D&I training is ready for review as it was developed in 2012. Both the content and delivery methods need refreshing. Again, limited resources means the one day equality and diversity training for managers can no longer be delivered so only the e-learning packages are available and it is down to individuals to know when it is time to do the three year refresh. Inclusive Leadership training is being scoped at the moment to be delivered before the end of the financial year.
33	What staff support groups exist for female, BAME, LGBT staff? Is there a buddy scheme?	Fire Pride, the LGBT support network, WANDS, the women's action network and the dyslexia support network. All provide personal contacts and buddying. There is also support from mentors, coaches, Staff Supporters and counsellors.	All the support networks are difficult to sustain at present due to stretched resources. None of the groups is large enough to be self-sustaining so they need some degree of support and facilitation in order to be effective. This has historically been provided by the equality officer role, which is currently vacant. Therefore, it is essential that this role is filled again and that options are considered of linking in with support groups from other Blue Light Services to make the groups more sustainable.
34	Do staff know about the national support groups that they can join?	Information about National support groups is available on intranet.	Internet and intranet pages need to be updated
35	How can we work with other services to promote inclusion?	Closer collaboration with other Blue Light Services can ensure Best Practice is identified quicker and data can be shared.	Links to be made with individuals who are responsible for D&I matters in other (Blue Light) Services regionally and nationally through online forums, conferences, seminars and (regular) face to face meetings.
36	What do we do to identify and encourage minority group members interested in promotion opportunities?	On an ad-hoc basis minority group individuals, who have indicated in their PPD to their managers that they are interested in promotion, are supported through different means than the usual support mechanisms. Although the PPD/appraisal system captures	When developing the new appraisal process, consider a method to highlight/identify individuals who are interested in promotion and a process to follow this up. In addition, encouraging employees, whether or not from an ethnic minority, should be covered within leadership training.

		the interest in promotion, this is not used to flag individuals of a minority group .	
37	Are our practices in line with the NFCC People Strategy?	The draft strategy has only been released in April 2017 and due to the current process of finalising the IRMP, it has not yet been established within DSFRS what the people strategy needs to be in light of that.	When the IRMP has been finalised, an appropriate people strategy will need to be developed which is both relevant to the IRMP and the guidance contained within the NFCC People Strategy.
38	Is our inclusion strategy up to date and based on evidence in relation to recruitment and culture?	The 'Safer Lives, Brighter Futures' expired in 2016 and a new strategy will need to be developed. The MOU sets out an expected date of 1 January 2018 for this work to be completed.	Considering the IRMP is not likely to be finalised by 1 January 2018, it is expected that the Diversity & Inclusion strategy document will take at least to mid-2018 to finalise.
39	Do we understand the requirements of the inspection regime?	The newly formed HMICFRS has not yet provided the requirements for the inspection, but Services have done their own work on considering what areas it is likely to involve based on PEEL. The Equalities Framework is under review and requirements in relation to inspections/review will follow later.	The Service is currently doing some experiential research to find out the current position, before the inspection next year. Outcomes may be able to be used also for any review within the Equalities Framework.
40	Could we benefit from sector support?	Always, and collaboration already takes place between regional Blue Light Services.	–
	<b>PERCEPTION</b>		
41	What image do we present to the public? Does it deter some groups from applying to join us? How can we change that?	Although the individual FRS' give out the right messages, national media coverage still seems to present the 'white, muscly bloke' image which we are trying to get rid of.	Celebrate diversity messages and achievements in (social) media. Attend and support events which can assist us to get the message out there, like Gay Pride and International Women's day etc.
42	Are fire stations seen as part of the community?	Most of our On Call stations are Community Fire Station where the community can make use of the facilities. In light of recruitment local fairs are attended and in the many small communities, the FFs play a major role.	–

43	Do we encourage visitors? Do we run 'have a go days' etc.?	Drill nights are normally open to visitors and fire stations organise recruitment days, open days and charity events where the public attends often in big numbers. The recent SHQ open day (6/8/17) was a great success with people being able to try some activities and engaging not only with the Fire Service, but also with other Blue Light partners.	Events could be organised where people could try some of the practical/online tests which, if they pass, may not need to do again if they apply later. Similar fitness and 'have a go' events can be specifically targeted at schools and colleges for groups of an age where career choice becomes relevant. There could be some consideration about preparing cadets for tests and getting them to complete them with an aim to get people in from a young age and develop our own talent with the assistance of apprenticeships.
44	Does our community engagement lay the groundwork for diverse recruitment? Could it do more?	Considering our attendance at County Fairs, Pride parades, Home Fire Safety visits, School visits, partnership meetings, and career fairs by staff who present the diversity we desire in the Service, it is clear that groundwork is being done.	More can be done by influencing local media around the presentation of the role on television and in the news. Getting women/BAME into more senior roles will also lead to them answering to the media when incidents get reported in the media.
45	Can we use social media to engage with different communities?	Considering the groups we wish to target in relation to tapping into the talent which we are looking for and their use of social media, this is an area we should get more involved in. We have already used Facebook, Twitter and Instagram to specifically target certain groups in relation to our WT recruitment campaign	We need to look more closely at new methods of targeting through social media as it is a fast evolving way of communication. It may be worth getting external advice/guidance/support in to assist us in making the most out of this.
46	How do we portray firefighters in our publicity?	A major drive has taken place to refresh the photo data base we have to use for media and communications. We use photos and stories from employees who reflect the need for a diverse workforce, highlighting specific characteristics, and how we support diversity in general.	We will follow the entry and development of our new WT recruits closely from a media perspective, encouraging them to write blogs and use social media to share their experience in training and in the role. The WT recruitment pages have been reviewed in relation to the image of the role and the On Call pages are under construction.
47	Is inclusion hardwired into the way we talk about our service?	Inclusion in relation to working with the community we serve is widely practiced and considered in all we do. Inclusion of our staff, how we motivate them and engage them in improving the service, needs to become	We aim to set up an Diversity & Inclusion Steering Group which can consider when and how to ensure these considerations take place on a regular basis.

		regular part of structured considerations.	
48	Do we know why some groups do not see us as potential employers? How can we increase our knowledge?	Following the research LFB did we have an understanding about what attracts or doesn't attract women to the role.	DSFRS are currently in discussion with a company called Glass Lift about commissioning some research around BAME and their interest in the role.
49	What role can ambassadors and champions play in changing perceptions?	We need Firefighters and Fire Officers to shake off the identities, which have been portrayed in the media, and become ambassadors/ champions that talk proudly about the full range of work and the actual requirements of an individual to be successful	CFO Lee Howell and ACFO Glenn Askew are our management leads and Diversity & Inclusion Champions. Sara Randall-Johnson was our authority lead, she has recently been elected Chair of the Fire Authority and has appointed a new authority Diversity & Inclusion lead to continue her work.
50	Is a national campaign on the image of firefighting as a career required? Do you know how to raise these issues with NFCC and LGA? Do you feel you would be heard?	Yes. Issues can be raised and discussed in the national forums and conferences.	–