

REPORT REFERENCE NO.	HRMDC/18/32
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	21 SEPTEMBER 2018
SUBJECT OF REPORT	WORKFORCE CULTURE, DIVERSITY AND INCLUSION – QUARTERLY UPDATE
LEAD OFFICER	DIRECTOR OF SERVICE IMPROVEMENT
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>This report identifies progress in work being undertaken by the Service in planning and delivering cultural change in support of the requirements of the new Integrated Risk Management Plan (IRMP), the Fire and Rescue Plan and national guidance.</p> <p>During this quarter the Home Office launched a new campaign ‘Join the Team: Become a Firefighter’ to support fire and rescue services to attract a more diverse range applicants.</p> <p>Internally, preliminary work (including an initial “discovery” stage and planning meetings) has commenced on developing a People Strategy for the organisation. The People Strategy will be accompanied by a Diversity & Inclusion Plan.</p> <p>In addition, detailed outcomes of the 2017 staff satisfaction survey have been analysed against other organisational assessments and departmental plans and the report has been published. This analysis concluded that current Service and departmental plans contain measures to address the majority concerns identified in the staff satisfaction survey.</p> <p>Recruitment practices in different Service groups have met with varying levels of success. This will be considered further to ensure good practice is shared and implemented more consistently across the Service.</p>
RESOURCE IMPLICATIONS	None at this time
EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)	Where required, ERBAs will be carried out on particular projects or areas of work.
APPENDICES	N/A
LIST OF BACKGROUND PAPERS	N/A

1. INTRODUCTION

- 1.1 This report details progress in the second quarter of the 2018-2019 financial year towards achieving a more diverse workforce and a more inclusive working environment.
- 1.2 As part of the government's ambitious fire reform programme (which impacts on local Diversity & Inclusion agendas) the Home Office launched a new campaign on 24 August. 'Join the Team: Become a Firefighter', developed with support from the National Fire Chiefs Council (NFCC), the Local Government Association and the Inclusive Fire Service Group, is designed to support fire and rescue services to attract a more diverse range applicants in their upcoming recruitment drives.

2. INCLUSIVE CULTURE/LEADERSHIP

- 2.1. Early in 2017 a culture review was undertaken for the Devon & Somerset Fire & Rescue Service ("the Service") by external consultants – Innovation Central. This resulted in a programme to:
- redesign new Values and Leadership Behaviours;
 - design a new Appraisal process;
 - develop a transparent promotion process; and
 - upskill leaders and managers.
- 2.2. The only outstanding work from this programme relates to the development of the new appraisal process, which requires objectives for a few remaining roles to be determined followed by alignment of the new appraisal objectives/system with Service and departmental plans and objectives.
- 2.3. A cultural audit will be undertaken in the last quarter of 2018 in line with the Public Service Internal Audit Standards. This audit will examine progress made since the 2017 culture review and provide a gap analysis to assist in determining what actions need to be considered to ensure the Service's culture is inclusive and relevant to achieving the Service's objectives. It will also inform any work required to either amend or replace the current Bullying & Harassment Policy.
- 2.4. In line with Home Office guidance, national best practice and the Fire and Rescue Plan, preliminary work to develop an organisational People Strategy has commenced. Following an initial discovery stage and planning meetings, a full consultation workshop with a diverse group of internal and external stakeholders was held on 4 September. A report on progress with developing the Strategy will be submitted to the next Committee meeting.
- 2.5. Accompanying the People Strategy is a Diversity & Inclusion Plan agreed by the Diversity & Inclusion Strategic Steering Group. The Group will report progress against this plan to the Executive Board on a bi-monthly basis.

- 2.6. The Head of Corporate Communication, Engagement & Consultation has followed up points raised in the internal communications review by publishing Communications Team objectives to ensure better communication and engagement with both staff and community. The Service will be recruiting a Consultation & Engagement Officer who will be able to focus on the relevant work in more detail.
- 2.7. Detailed outcomes from the 2017 staff satisfaction survey have been assessed against other Service and departmental plans. This analysis identified that current plans addressed the majority of concerns as identified from the staff survey. The Executive Board has agreed a short list of recommendations to address any outstanding concerns. The full staff survey report has been published on the Service Intranet and a one page staff summary developed for ease of reference.
- 2.8. Other ongoing initiatives to ensure an inclusive working environment include:
- collaboration with the Devon & Cornwall Constabulary and the Royal Navy in organising Menopause conferences;
 - the upcoming Awards Ceremony which, amongst other things, provides an opportunity to recognise the commitment, dedication and support of Service staff, their families and the wider community; and
 - development of and staff consultation on a draft Transgender policy.

3. RECRUITMENT, PROMOTION & RETENTION

- 3.1. With the launch of the new campaign on 24 August 'Join the Team: Become a Firefighter', the Home Office continues to emphasise that increasing the diversity of the firefighter workforce is a key priority of the fire reform programme.
- 3.2. In support of both the Integrated Risk Management Plan and the Fire and Rescue Plan, multiple initiatives are either underway or planned to increase diversity in the workforce. These include an analysis of the relative levels of success of recruitment practices in different Service groups to ensure that good practice is shared and implemented more consistently across the Service.
- 3.3. On 10 July 2018, the Service attended a national meeting at the Fire Service College on the use and impact of online testing within recruitment processes which afforded the opportunity to share best practice.
- 3.4. A new Leadership & Development Manager has started in post and amongst other things will look to develop a comprehensive Leadership Framework, linking the requirements of inclusive practices and operational standards.
- 3.5. At its last meeting on 18 July 2018, the Service Diversity & Inclusion Strategic Steering Group considered monitoring information on:
- (a). New Staff intake – women, black and minority ethnic (BAME), lesbian, gay, bisexual and transgender (LGBT), disability
 - (b). Promotion and temporary promotion - women, BAME
 - (c). Gender/BAME/LGBT ratio

- 3.6. The key findings from the information considered were:
1. Women are under-represented in all uniformed roles other than in Control;
 2. There remains a lower level of LGBT employees' self-identification in the Service compared to other protected characteristics;
 3. The amount of staff with a declared disability is low compared to the percentage of working age disabled individuals in the community
 4. Female application rates vary strongly between areas
 5. The amount of recorded data for new employees has significantly increased and the Group agreed that LGBT inclusion needs to become more visible to ensure staff feel their sexual orientation will be accepted and accommodated. In working towards this, staff support groups will be reinvigorated.
- 3.7. Other initiatives in relation to progression include Stonewall leadership training, a Women's Springboard Development Programme and an initial meeting with Exeter University to explore and streamline collaboration.

4. COMMUNITY INCLUSION

- 4.1. Collaboration with Devon & Cornwall Constabulary will be explored in relation to a Community Engagement/Consultation strategy. An initial meeting is scheduled in October.

ASSISTANT CHIEF FIRE OFFICER PETE BOND
Director of Service Improvement