

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/2</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>18 MARCH 2019</b>
<b>SUBJECT OF REPORT</b>	<b>WORKFORCE CULTURE, DIVERSITY AND INCLUSION – QUARTERLY UPDATE</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF SERVICE IMPROVEMENT</b>
<b>EXECUTIVE SUMMARY</b>	<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>The National Fire Chief's Council has published the Leadership Framework which will give direction to the Service's work within the People Development project.</p> <p>Internally, the final draft of the People Strategy is being developed further from the staff engagement and will be published in April and workshops have taken place to determine the approach towards recruitment practices.</p> <p>In addition, a cultural audit has been done with a report due at the end of March. Also, a survey has taken place of senior leaders and Fire Authority members reference Diversity &amp; Inclusion.</p> <p>An annual report around Recruitment and Workforce Diversity has highlighted some issues about progress towards creating a more diverse workforce.</p>
<b>RECOMMENDATIONS</b>	<b><i>That the report be noted.</i></b>
<b>RESOURCE IMPLICATIONS</b>	None at this time
<b>EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)</b>	Where required, ERBAs will be carried out on particular projects or areas of work.
<b>APPENDICES</b>	A. Recruitment and Workforce Diversity Annual Report January to December 2018.
<b>LIST OF BACKGROUND PAPERS</b>	N/A

## **1. INTRODUCTION**

- 1.1 This report details progress in the last quarter of the 2018-2019 financial year towards achieving a more diverse workforce and a more inclusive working environment.
- 1.2 Since the start of the year the National Fire Chief's Council has published the Leadership Framework which will give direction to the Service's work within the People Development project.

## **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 development of the new appraisal process has reached the stage where the format of the meeting and general principles have been rolled out to the workforce. The accompanying IT system is still in development and it is expected to be trialled informally from mid-March with a full launch (phase 1) before the end of April.
- 2.3. The People Development project is currently at the stage of identifying the organisational requirements along with the budget necessary to deliver the outcomes. Collaboration within and externally to the emergency services sector is being considered.
- 2.4. A cultural audit has been undertaken in line with Public Service Internal Audit Standards. This involved a desk top review of policies and procedures, interviews with staff and a survey. The audit was designed to examine progress made since the 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 replace the current Bullying & Harassment Policy. A report is expected to be presented by the end of March.
- 2.5. In addition to the above, a survey from the National Centre for Diversity was undertaken by the 18 most senior leaders and, separately, the Fire & Rescue Authority. It will be very beneficial in helping the Service and Authority understanding their position on FREDIE (Fairness, Respect, Equality, Diversity, Inclusion and Engagement), a big area of interest for HMICFRS. The results, which will be provided towards the end of March, will also give comparative data against others within the fire and other sectors which will help inform the Service's next steps in moving forward.
- 2.6. In line with Home Office guidance, national best practice and the Fire and Rescue Plan, a People Strategy has been produced and consulted on. The final draft is now being developed to be published in April.

- 2.7. The People Impact Assessment project has seen several successful trials of the concept and consideration will be given to an implementation plan and providing guidance.
- 2.8. Other ongoing initiatives to ensure an inclusive working environment include:
- The Inclusion Think Tank has been meeting monthly since the start of 2019 and is considering its contribution to the national and local agenda in relation to Diversity & Inclusion
  - Fire Pride has marked LGBT History Month and is exploring collaboration with the police LGBT support group
  - International Female's Day has seen a day of workshops and sessions for Police & Fire Service personnel.
  - A 'Living the values' guidance has been produced and a communication plan is being discussed to ensure it reaches all managers.

### **3. RECRUITMENT, PROMOTION & RETENTION**

- 3.1. 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.
- 3.2. An analysis of the relative levels of success of On Call recruitment practices in different Service groups has been completed and the findings have been used to review and refine the On Call recruitment process and the role of Service Delivery in this. Changes made to the process will ensure that good practice is shared and implemented more consistently across the Service. This analysis has also informed some aspects of the discussions around a future recruitment process for Wholetime positions.
- 3.3. Two workshops have taken place to consider both the requirements for the role of Firefighter and a recruitment process to identify these requirements in applicants. A generic process was agreed and the intention is that both On Call and Wholetime processes will generally follow the same format. Further work has been scheduled to look at details and identify positive action initiatives to ensure potential applicants are reached and supported.
- 3.4. Outcomes of an analysis of the training provided to Wholetime Firefighters with different operational backgrounds will be taken into account when considering how new recruits will be developed within the relevant duty systems.
- 3.5. At its last meeting on 30 January 2019, the Service Diversity & Inclusion Strategic Steering Group discussed progress against the Diversity & Inclusion plan and the terms & conditions of the Group.
- 3.6. An Annual report on recruitment and diversity in the workforce has been published and is now attached as appendix 1. It includes information on:
- (a). Applicants – female, black and minority ethnic (BAME), lesbian, gay, bisexual and transgender (LGBT), disability
  - (b). New Staff intake - Gender/BAME/LGBT/disability
  - (c). Promotion and temporary promotion - female, BAME
  - (d). Gender/BAME/LGBT/disability ratio within workforce

- (e). Leavers
- (f). Disciplinary and Grievance cases

3.7. In summary, the key findings from the report are:

1. Females are under-represented in all uniformed roles other than in Control;
2. There is a significant amount of 'undisclosed' diversity data for On Call applicants;
3. There is a distinct lack of diversity in relation to protected characteristics in the new starters Wholetime group;
4. The application rate for Support vacancies from females has dropped significantly;
5. The ethnic minority application rate for Professional/Support vacancies is slightly higher than the percentage of ethnic minorities in the community;
6. Grade 6,7,8 ICT vacancies only attracted male applicants; and
7. At the current rate of recruitment, the representation of females in the operational workforce will not reach significant levels (e.g. 20-30%) until the next century.

3.8. Key findings 1 to 5 are explored in more detail below:

***Key finding 1***

Overall in the Service, females made up 12.3% of the workforce at the end of the period covered, up from 11.9% at the start. Within the operational categories this proportion started at 4.9% increasing slightly to 5.1% for the On Call group and 5.0% for the Wholetime staff at the end of the period. Nationally, the relevant percentages are 6.1% and 4.9% respectively. The proportion of females in the Support/Professional staff group increased from 44.9% to 46.1% and in the Control staff group it decreased slightly from 75.0% to 73.7% as a result of 2 females leaving.

***Key finding 2***

More than 40% of On Call applicants have not got recorded data in relation to diversity characteristics, including gender. All cases of missing diversity data are before 1 July 2018, which indicates that changes in the process have resolved any issues from re-occurring.

***Key finding 3***

Ninety five male On Call staff and 1 female applied for the 29 Wholetime fixed term contract positions. No external Wholetime recruitment processes were run in 2018, though 48 On Call individuals gained a position within the Wholetime staff group of whom 1 was female. None of the new starters in this group identified as belonging to a minority ethnic group, LGBT or as disabled.

One hundred thirty eight individuals started an On Call position of which 12 were female (8.7%). This is a higher percentage than females currently in the On Call staff group (5%). However, only 1 female joined in the last quarter of 2018. In the Support/Professional staff group 49 positions were filled with new starters, of which 22 (45%) were female.

Ethnic minority, LGBT and disability percentages in the new starters group are 2.1%, 2.1% and 1.3%. With around 26-29% 'not stated' is difficult to determine how much this reflects the true group profile.

***Key finding 4***

The application rate for Support vacancies from females (36%) is lower than 2017 when the application rate for females in this staff group was 56%. This is likely to be the result of the types of vacancies advertised and job segregation in that sector i.e. ICT and property management.

***Key finding 7***

Since 2002, the Service has seen on average increase of 2.1 females a year for On Call and 1 for Wholetime. Assuming the current trend and current staffing levels we will reach a 20% female representation in the workforce around 2100 and 30% around 2150.

- 3.9. Other initiatives in relation to progression include a Women's Springboard Development Programme, Action Learning Sets in collaboration with various regional emergency service partners and collaboration with Exeter University's sociology department to initiate research into female career progression in the Service.

**4. COMMUNITY INCLUSION**

- 4.1. An internal Consultation & Engagement Task & Finish Group has been established to work alongside Community Consultation & Engagement to increase efficiency, consistency of campaign messages and prevent consultation overload.
- 4.2. A Community Impact Assessment process has commenced to ensure all aspects are considered of proposed duty systems.

**ASSISTANT CHIEF FIRE OFFICER PETE BOND**  
**Director of Service Improvement**