

REPORT REFERENCE NO.	HRMDC/19/7
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	10 JULY 2019
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>The Inclusion Think Tank has been exploring the timeline of national recommendations and findings around diversity and inclusion in the sector and this has resulted in a draft strategy being put forward to the NFCC board of the people strand.</p> <p>Internally, the People Strategy has been published in April together with the new Fairness & Respect policy and 'Living our values' manager guidance.</p> <p>Extensive people and community impact assessments have been undertaken in relation to the Service Delivery Operating Model project.</p> <p>In addition, an action plan to address outcomes from the cultural audit has been agreed.</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 period March to June 2019 towards achieving a more diverse workforce and a more inclusive working environment.
- 1.2 Many pieces of work, undertaken with an aim to achieving a more diverse workforce and a more inclusive working environment, are captured within the People Development project within the Safer Together change programme. Progress on that work is also reported through the programme.

2. INCLUSIVE CULTURE/LEADERSHIP

- 2.1. The project scope for the People Development project has been agreed and the resource plan is in development. Personnel resource to assist the work in relation to staff development has been released and reviewing current arrangements has started.
- 2.2. The development of the new appraisal process has reached the stage where the accompanying IT system covering 'conversations' is being trialled within a selected group of staff. The 'objectives' part is still in build. Full implementation expected by end of July.
- 2.3. In line with Home Office guidance, national best practice and the Fire and Rescue Plan, a People Strategy has been published. The accompanying Diversity & Inclusion Plan 2019-2020, is being drafted.
- 2.4. The People Impact Assessment project has seen extensive trials of the concept in the Service Delivery Operating Model project and learning points will be used to amend the original process before consideration is given to an implementation plan and providing guidance.
- 2.5. Linked to the publication of the People Strategy and the Fairness & Respect policy, a 'Living the values' guidance for managers has been published. The communication plan is being discussed to ensure it reaches all managers.
- 2.6. A cultural audit has been completed in line with the Public Service Internal Audit Standards with a desk top review of policies and procedures and interviews with staff and a survey. The audit outcomes give an indication on the level of 'inclusion' and provide a gap analysis to assist in determining what actions need to be considered to ensure the Service's objectives around diversity and inclusion are achieved. The Executive Board have been presented with the Service's response to the audit outcomes and have agreed to the forming of Task & Finish Groups to address any issues raised in the report.
- 2.7. Other ongoing initiatives to ensure an inclusive working environment include:
 - The Inclusion Think Tank has been exploring the timeline of national recommendations and findings around diversity and inclusion in the sector and this has resulted in a draft strategy being put forward to the NFCC board of the people strand;
 - The Service joined Employers Network for Equality & Inclusion and undertaken their Inclusion, Diversity & Equality assessment with an extensive report available on where the Service could make improvements;
 - Conversations have started to review the way diversity and inclusion topics are integrated within staff development;

- The Service have received Disability Confident Level 1 status and are now working towards level 2;
- This year the Service will be marking World Youth Skills Day by facilitating a Cadet Challenge between Fire Service and Police Cadets;
- Planning has started to update the Diversity & Inclusion E-Learning package to ensure it links to our values and objectives

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. These initiatives are covered within both Human Resources and Organisational Development departmental plans.
- 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. Early June changes have been made in the way Service Delivery engages with applicants and the effect of these changes will be measured later this year.
- 3.3. A further workshop in relation to recruitment processes for operational positions has taken place mid-June to look at details of the process and identify positive action initiatives to ensure potential applicants are reached and supported. Outcomes from this workshop and two previous ones will be combined in a report to the Executive Board with recommendations on implementation of the process.
- 3.4. At its last meeting on 6 June 2019, amongst other matters, the Service Diversity & Inclusion Strategic Steering Group discussed the quarterly diversity report for January to March 2019.
- 3.5. The key issues identified in this set of data, which haven't been previously identified, are:
1. There was a significant increase in the number of women starting in On-Call positions, 24% which is far higher than in the previous 12 months;
 2. Nine out of the 28 leavers for On-Call staff (32.14%) left because of work-life balance.
- 3.6. Good progress was made with increasing numbers of female new starters in On Call positions. In the period January to March 2019, 11 women joined the On Call staff group, compared to a total of 12 in the whole of 2018. Evaluation of engagement activity with female (potential) applicants will need to identify the success criteria.
- 3.7. In relation to key finding 2; the Service is currently reviewing contracts and ways of working as part of the Safer Together programme. A quarter of the on-call leavers left due to work life balance, which forms part of considerations in developing new contracts and duty systems aiming to reverse the trend.
- 3.8. The Government Equality Office has released guidance what works to reduce the gender pay gap, again highlighting the importance of creating an inclusive culture and supporting women's careers and progression for part time workers.

- 3.9. Within the above guidance recommendations are made to facilitate a sponsorship programme for women. The Service has initiated a collaboration with Devon & Cornwall Constabulary, Dorset Constabulary, Cornwall FRS, Dorset & Wiltshire FRS and Devon County Council to consider implementation of a sponsorship programme 'Our Time' originating from Greater London Authority with the aim to remove barriers to increasing diversity and inclusivity in our workforce particularly in relation to progression for female staff.
- 3.10. Other (ongoing) initiatives in relation to progression include Action Learning Sets in collaboration with various regional emergency service partners and collaboration with Exeter University's sociology department to research women's career progression in the Service with a report expected around September.

4. COMMUNITY INCLUSION

- 4.1. In relation to the current consultation process around the Service Delivery Operational Model, a whole range of engagements have been scheduled in the community. These community events will ensure that members of the community are appropriately informed of the impact the changes have on them and their community, and getting feedback on options.
- 4.2. An internal Consultation & Engagement Task & Finish Group has formed in relation to Community Consultation & Engagement to increase efficiency, consistency of campaign messages and prevent consultation overload. Initial conversations have been held with representatives from Devon & Cornwall Constabulary's Diverse Communities Team to identify ways to collaborate and reach all groups in the community.
- 4.3. The Service has attended Exeter Respect Festival in June with the aim, for the first time, to communicate a recruitment message around Support careers as employment opportunities as well as a community safety messages.
- 4.4. Devon Blue Light Day took place on 18 June 2019, and provided a great opportunity for people to meet with the emergency services and to find out about being Active, Safe and Healthy. DSFRS were one of the main contributors and used the opportunity to engage with our disabled community.

ASSISTANT CHIEF FIRE OFFICER PETE BOND
Director of Service Improvement