

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/13</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 NOVEMBER 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>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<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>Internally, the new Fairness &amp; Respect policy and ‘Living our values’ manager guidance has been published. A Dignity at Work review has been initiated to assess dignity provisions at our stations.</p> <p>Extensive people and community impact assessments have been undertaken in relation to the Service Delivery Operating Model project. Specific focus groups have provided additional information for the community impact assessment and forms the basis for identifying mitigating actions.</p> <p>In addition, Task &amp; Finish Groups to address outcomes from the cultural audit have been set up.</p>
<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>	N/A
<b>LIST OF BACKGROUND PAPERS</b>	N/A

## **1. INTRODUCTION**

- 1.1 This report details progress in the period July to October 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 reported through the programme and in an additional item on the agenda of this meeting.

## **2. INCLUSIVE CULTURE/LEADERSHIP**

- 2.1. Linked to the publication of the People Strategy, the Diversity & Inclusion Plan 2019-2020 has been published. With the planning cycle 2020-2021 starting now, particular focus will be given to diversity and inclusion objectives for future years to reflect the aims and objectives in the People Strategy.
- 2.2. In addition, the Fairness & Respect policy and a 'Living the values' guidance for managers has been published. These documents provide guidance around our culture and how we want people to treat each other. The communication plan for both documents is being drafted to ensure it reaches all managers.
- 2.3. The People Impact Assessment project has seen extensive trials of the concept in the Service Delivery Operating Model project and feedback has identified learning points to amend the original process. Wider implementation of the assessment will commence shortly, including providing guidance to those most likely to undertake these assessments.
- 2.4. Work is commencing on the Gender Pay Gap report with a completion date before the end of the year. This report is likely, for the first time, to include figures on ethnic pay gap as well to reflect national conversations on the subject.
- 2.5. A cultural audit was completed earlier this year in line with the Public Service Internal Audit Standards. 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 agreed to the forming of Task & Finish Groups to address any issues raised in the report. These groups, consisting of a variety of staff, have met a couple of times and aim to produce initial action plans in December.
- 2.6. An updated Diversity & Inclusion E-Learning package has been acquired and work will start to implement this for roll out to the workforce.
- 2.7. The Estates team have started a Dignity at Work review of all locations to identify whether they comply with legal requirements and provide dignity for those working at those locations.
- 2.8. Other ongoing initiatives to ensure an inclusive working environment include:
- The Service continues Disability Confident Level 1 status and are now working towards level 2;
  - In 2019-20, the Service has marked Black History Month online; and

- The Service now has a presence on the Ethics Committee for Devon & Cornwall Constabulary.

### **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 2019 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 Recruitment working Group, which is working with the outcomes three recruitment process workshops earlier this year, are planning positive action initiatives, new recruitment process implementation and preparing a communications plan in preparation for any future recruitment processes. Aims of the process are that it will identify the right people at the right time, but not necessarily first time. It will be inclusive, transparent, fair and sustainable.
- 3.4. At its previous 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. The overall percentage of Black and Minority Ethnic (BAME) employees is low compared to the Southwest (2011 census). The figure has not changed over the past two years despite ongoing recruitment in Support and On-Call roles. Over the past 3 quarters, the figures for British White have risen by 1-2%;
  2. All uniformed promotions, permanent and temporary, were male, white British and either heterosexual or preferred not to say/didn't state.
- 3.6. The Service attended Exeter Respect Festival and Plymouth Respect Festival and used the opportunity to communicate a recruitment message showing all the employment opportunities the Service offers as well as a community safety initiative. The Service is also looking at communication and engagement opportunities with the BAME communities to try to rebuild relationships with these groups and is working with the Consultation and Engagement team to establish this.
- 3.7. The Government Equality Office has released guidance on 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.

- 3.8. 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 and Devon County Council to facilitate 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.
- 3.9. Other (ongoing) initiatives in relation to progression include the training of Action Learning Set facilitators 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. A report, which sets out the results of the research, has been finalised and the researcher will present the findings to management for consideration.
- 3.10. The ongoing PPE project has raised, during a sizing exercise, that many women were not provided with or been offered female size PPE. An accompanying policy, engagement with female operational staff and communication messages will address this.
- 3.11. Opportunities have been advertised for operational members of staff to enhance the Crewing Pool. The crewing pool is a bank of staff who have volunteered to be contacted to provide operational cover at stations when required and perform other work activities whilst there. The purpose is to support both the Wholetime and On-Call Service and provides opportunities for staff to utilise their current skills whilst gaining experience of working within different parts of the service thus supporting additional development in Response, Prevention and Protection.

#### **4. COMMUNITY INCLUSION**

- 4.1. In relation to the recent consultation process around the Service Delivery Operational Model, a whole range of engagements have been undertaken in the community. These community events ensured that members of the community are appropriately informed of the impact the changes have on them and their community, and getting feedback on options.
- 4.1. Particular engagements events were scheduled with groups of people who could be impacted by the proposed changes to the Service Delivery Model. These events focussed on understanding the impact and how likely it is to occur. Focus groups particularly involved members from Devon Disability Network, Devon Senior Voice, Taunton Together, Exeter Respect, Down's Syndrome Association, Gypsy & Traveller community and Crediton International Social Cultural Organisation. The groups provided additional information for the community impact assessment and this forms the basis for identifying mitigating actions. Besides assessing potential impact, specific needs of these groups were identified where possible and disseminated to relevant departments.
- 4.2. Internally, the Diversity & Inclusion Strategic Steering Group will be informed of the results of the impact assessment and consulted on mitigating actions in relation to community impact. The group includes representatives from Fire Pride, the lesbian, gay, bisexual and transgender network, the women's action network and our Dyslexia Support Group.

- 4.3. 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. This team will also discuss a community engagement strategy and explore options to build on the connections which have been made during the consultation period. Collaboration with emergency sector partners, who similarly need to comply with Public Sector Equality Duties, will be pursued.
- 4.4. The Service has also attended several Pride events across the counties.

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