

IFSG Improvement Strategies 2017



County Durham and Darlington **Fire and Rescue Authority**

County Durham and Darlington Fire and Rescue Service
Inclusive Fire Service Group (IFSG) Improvement Strategies Gap Analysis and Action Plan

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Key	
Green	Compliant
Yellow	Working/making progress towards compliance
Red	Not compliant

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IN GENERAL				
	Resp	Key	Notes/existing capability	Lead
<p>Inclusivity should be embedded in every aspect of the fire and rescue service.</p>	WFD		<p>This commitment will be highlighted in the ED&I strategy/plan which will be reviewed by April 18 in line with the WFD strategy and IFSG recommendations. ED&I strategy and action plan developed, the action plan is progressed and monitored by the EDIWG, SLT and CFA.</p> <p>The ED&I group has membership from across the Service and includes a CFA Member Champion.</p> <p>A module on inclusivity is included in the leadership programme.</p> <p>ED&I learn pro module mandatory for all staff to complete once every 2 years. Additional mandatory ED&I learn pro module specific for line managers to complete once every 2 years.</p> <p>Consideration needs to be given on what needs to be delivered and by what means at induction/onboarding for new employees. Induction will be reviewed by the HR team in 18/19.</p> <p>Needs to form part of the initial recruitment process, ensuring we measure behaviours around inclusivity at an early stage. A behavioural styles questionnaire is used at point of entry recruitment for all operational employees. This also needs to be developed further for use in corporate recruitment.</p>	<p>ACFO Service Support</p>

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			<p>Behaviours are being measured in recruitment processes.</p> <p>Equality analysis is undertaken on all service documentation to ensure inclusivity of all groups.</p> <p>Managers seminars and station/section visits hosted by SLT allow staff to provide feedback in addition to having ideas/opinions on the future direction and culture of the Service.</p> <p>Fire Forums hosted by PO's introduced for middle managers to enhance engagement and inclusivity.</p>	
<p>There is a need for visible senior ownership and leadership - to lead by example and to ensure that local strategies and initiatives become reality on the ground, thereby embedding inclusion as the norm. Within a service this should be at chief officer level. Within a fire authority a specific member of the authority should hold the portfolio.</p>	<p>WFD</p>		<p>Endorsement of the ED&I strategy/plan by the CFO and CFA member champion in April 18.</p> <p>ED&I working group is led by the ACFO with a CFA member champion.</p> <p>ED&I is a standard agenda item on the SLT meeting.</p> <p>Messages are regularly delivered regarding ED&I issues via the comms brief.</p> <p>Unconscious bias and emotional intelligence training has been delivered to SLT by an external consultant.</p> <p>A workshop for SLT focussing on values, behaviours, impacts, perceptions and language has been delivered.</p>	<p>ACFO Service Support</p>

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<p>Union involvement should be recognised as an important factor in delivering improvement, particularly in respect of peer to peer involvement.</p>	<p>WFD</p>		<p>Rep body presence on ED&I group.</p> <p>FBU LGBT representation from the Service is active both locally and regionally.</p> <p>FBU actively involved in increasing staff awareness for underrepresented groups - LGBT and Durham Pride.</p> <p>Dyslexia training delivered in conjunction with FBU learning.</p> <p>Rep bodies formal meetings with SLT and ad-hoc meetings as necessary.</p> <p>FBU catch up meetings with CFO.</p> <p>Rep body consultation on service policy and procedures and in addition to specific issues e.g. maternity leave.</p> <p>Continue to seek opportunities for training via FBU lifelong learning around inclusivity issues (mental health, ED&I awareness, sign language).</p> <p>1 local and 1 regional FBU post supported by secondment to enhance communications and employee relations.</p>	<p>ACFO Service Support</p>
<p>Fire and Rescue Services should ensure the workplace is fit for purpose for all groups of employees including correct Personal Protective Equipment and gender specific station and fire ground facilities.</p>	<p>Assets / Corporate Resources</p>		<p>All buildings are fitted with male and female toilet facilities. Shower facilities in some are unisex however, separate cubicles are in place. All new premises are provided with accessible facilities, all premises renovated are provided with accessible facilities.</p>	<p>AM Training, Assets & Assurance / Corporate Resources Manager</p>

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			<p>Gender specific uniform and PPE is provided, a maternity wear provision is also provided.</p> <p>Welfare vehicle and welfare packs are available for use on the incident ground and off site training.</p>	
PROMOTING AN INCLUSIVE CULTURE				
Fire and Rescue Services should ensure that all managers are trained in people management including skills such as how to have difficult conversations and that all managers recognise their responsibilities in promoting an inclusive culture.	WFD		<p>Included in the WFD strategy, this training commenced in January and was delivered to all managers across the service by July 18 and will form part of the wider leadership programme for future management training.</p>	HO Workforce Development
Senior managers should lead by positive example. They should challenge bullying and harassment behaviours at every level, ensuring where necessary that management styles change in order to drive a different and improved culture.	WFD		<p>Introduction of service values and the behavioural framework which communicates the way the service expects its employees to conduct themselves at work.</p> <p>Introduction of meeting the CFO, DCFO or ACFO as part of induction programme for all new employees – set standards from start.</p> <p>Values and behaviours utilised as the measurement framework in new appraisal process which went live Jan 2018. Dignity at Work policy and procedure in place.</p> <p>Unconscious bias and emotional intelligence training as well as I3 profiling delivered to SLT.</p>	HO Workforce Development
Fire and Rescue Services should promote a culture where challenge is accepted and welcomed as a positive contribution. This should be in both directions.	WFD		<p>Measured via the cultural survey via 'voice behaviour', 'silence motives' 'positive culture' and 'making improvements' measures. Positive results were achieved in these areas however we will strive for continuous improvement.</p>	ACFO Service Support

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			<p>Second survey to be conducted in April 18 to assess progress. Second survey complete with improvements made in all areas remeasured and positive results received in new measures introduced.</p> <p>Values and behaviours framework developed by staff and not SLT.</p> <p>Development of a 'you said we listened' scheme – to be communicated via the bulletin.</p> <p>SLT station visits undertaken twice per year to communicate and seek feedback on service strategy and key work streams.</p> <p>SLT middle manager 121 discussions held annually to communicate and seek feedback on service strategy and key work streams.</p> <p>Delivery of middle manager and supervisory manager workshops to provide clarity and importance of role.</p> <p>Unconscious bias and emotional intelligence training as well as I3 profiling delivered to SLT. Inclusive leadership training which includes unconscious bias, emotional intelligence and having difficult conversations training to all supervisory and middle managers.</p> <p>Whistleblowing policy in place.</p> <p>Fire Forums hosted by PO's introduced for middle managers to enhance engagement and inclusivity.</p>	
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<p>Fire and Rescue Services should ensure that all employees are aware of, and understand, the relevant policies. Where an incident is reported and found to be accurate it is important that action is taken and is seen to be taken as a result. Everyone needs to be confident in the process.</p>	<p>WFD</p>	<p>Procedural justice (fairness) scored average in the cultural survey, this is an area of focus for improvement. Second survey to be conducted in April 18 to assess progress. Second survey complete with improvements made against this measure.</p> <p>A review of policies and procedures is being undertaken with changes already actioned, e.g. Driving Standards Panel and drug and alcohol testing.</p> <p>Consultation of new and reviewed policies and procedures is conducted by Section Heads and the trade unions which are then communicated to all staff via The Bulletin with any training delivered as necessary.</p> <p>Have delivered bullying, harassment and victimisation workshop to all watches. This is being redelivered through the inclusive leadership programme to all supervisory and middle managers and leadership programme for SLT.</p> <p>Trainees and apprentices have received this workshop however, this needs to form part of the wider induction process and will be included as part of the review.</p> <p>Consideration needs to be given to a wider measure for this regarding confidence in the process – cultural survey.</p>	<p>HO Workforce Development</p>
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<p>Fire and Rescue Services should monitor the use of discipline and grievance procedures in order to identify and correct any problematic trends. This should also include an element of monitoring at the informal level in order to pick up issues at an early stage.</p>	<p>WFD</p>		<p>We currently monitor all formal ER cases. This will be widened to informal cases via meetings between the HRBPs and line managers.</p> <p>HR have added additional space on register to monitor diversity information.</p>	<p>HO Workforce Development</p>
<p>Fire and Rescue Services should consider the creation of trained Equality and Diversity champions. These are voluntary roles based on enthusiasm and commitment and irrespective of seniority. Champions play a central role in actively supporting the mainstreaming of equality and diversity initiatives and disseminating equality and diversity good practice, whilst also supporting the strategic development of initiatives to create an inclusive culture. Consideration should also be given to the role Allies can play. In relation to LGBT for example, 'allies' is a term used to describe heterosexual people who believe that lesbian, gay and bisexual people should experience full equality in the workplace and use their role within the organisation to create a culture that is inclusive of everyone.</p>	<p>WFD</p>		<p>ED&I group is inclusive of a CFA member champion.</p> <p>Currently have D@W advisors in place – would benefit from having an SLT champion. Training for SLT member has been requested.</p> <p>Review of the ED&I membership undertaken to ensure those attending are actively interested and engaged in the work streams and act as champions.</p> <p>ED&I group members have achieved the level 2 qualification in ED&I, consideration to be given to the level 4 qualification to further enhance knowledge and understanding to enhance credibility.</p> <p>Allies training undertaken by LGBT champion of ED&I group, consider completion by all ED&I members.</p> <p>Members of the EDIWG and allies which included the Chief Fire Officer and senior managers attended the launch of the Rainbow Alliance in Durham to enhance CDDFRS image as an employer of choice.</p>	<p>ACFO Service Support</p>

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			SLT have completed a Level 2 qualification in Mental Health Awareness.	
Fire and Rescue Services should also consider the creation of mediators (and may wish to consider whether they should be provided externally as well as internally).	WFD		The service has a small number of trained mediators. Access to external mediators where required can be sought from DCC / ACAS.	HO Workforce Development
Recruitment				
<p>There should be a national media campaign covering the full range of the modern firefighter role (similar to the current Army campaign) and what the fire service does in order to inform perception. It should:</p> <ul style="list-style-type: none"> • be supported by a website which would also include information on recruitment and potentially divert the interested person to their 'home' fire and rescue service; • include information on selection (based on national guidance, not prescription) recognising that the skill set needs to be wider than operational i.e. people skills, and provide information on fitness requirements. <p>This suggestion was seen, by far, as the most influential way to alter perceptions and improve diversity. It would be useful in terms of recruitment and retention. Recruitment because it would dispel the myth that the job is just about fighting fires and retention to avoid the job not living up to expectations.</p>	Government / NFCC		Awaiting further information on national campaign, however we are designing our own recruitment video to share via social media channels.	HO Workforce Development /Comms and Governance Manager
Fire and Rescue Services should explore, and where appropriate utilise, recruitment opportunities such as apprenticeships and cadets in order to increase diversity in the workforce.	WFD		FF apprenticeship scheme developed, first cohort started in May 17, outcome of recruitment shows an increase in diversity with a 50/50	HO Workforce Development

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			<p>male/female split. Working in partnership with the NJC to promote and evaluate the scheme.</p> <p>Service wide RDS recruitment campaign undertaken in 2017 to fill vacancies across the establishment. A further 3 females were recruited through this campaign. We review and amend our campaigns as necessary to ensure continuous learning.</p> <p>YFA / cadet has both male/female members. However, positive action to increase BME in addition to female representation will continue.</p> <p>Career paths to be identified for YFA / cadets into roles across the full service. Apprenticeship & Recruitment Co-ordinator is to attend careers events (designing supporting materials).</p> <p>Employability and interview technique sessions were delivered to YFA/cadets throughout January 18 for those who are at school leavers age and would be eligible to apply for the apprenticeship scheme this year. Work experience week to be arranged twice per year.</p> <p>Second cohort of apprentices started in September. Diversity results were positive with again a 50/50 split. In comparison with WT recruitment, data suggests this method gives more positive outcomes for gender. Also 2 YFA members were successful as well as 3 RDS FFs showing the scheme gives a clear career path from other areas.</p>	
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<p>Fire and Rescue Services should undertake greater and early engagement with specific communities/schools/colleges and not just when recruitment is on the horizon. This would further reinforce understanding of the role as it is today. This should utilise employee role models whilst being careful to maintain a balance with their core work.</p>	<p>WFD</p>		<p>ED&I strategy includes an action to progress strategic positive action.</p> <p>A positive action plan is being developed in anticipation for the next WT recruitment process however, will continue beyond this to maintain a continuous focus and encourage applicants to the 'on call' duty system.</p> <p>Business ambassador scheme in development to enable wider engagement with schools and colleges regarding roles within the FRS.</p> <p>Role profiles to be developed and advertised on our website of personnel from underrepresented groups.</p> <p>As part of the apprenticeship network ambassador scheme a number of our first cohort deliver presentations out in businesses and schools raising awareness of the value apprenticeships can bring.</p>	<p>HO Workforce Development</p>
<p>Fire and Rescue Services should ensure they have visible family friendly working policies supported by a greater use of flexible working arrangements.</p>	<p>WFD</p>		<p>The service has several work-life balance procedures in place which provide flexible working options such as job share, other leave, flexible working, enhanced maternity / paternity / adoption and shared parental leave, career break, flexible retirement and union leave.</p> <p>The service is supporting the 'dying to work' campaign and considering developing a 'carers leave' procedure.</p>	<p>HO Workforce Development</p>

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<p>Fire and Rescue Services should develop an internal communications strategy to explain the difference between positive action and positive discrimination in order to counteract the view of some that an individual has only been employed/promoted because they are female/BME/LGBT. This would be supportive to such individuals and also be helpful in terms of encouraging progression.</p>	<p>WFD</p>		<p>Included in Workforce Development Strategy and will be delivered as part of the inclusive leadership training but is only being delivered to managers.</p> <p>WFD to work with the Comms team on a strategy to ensure the message around positive action and positive discrimination is received by all employees.</p>	<p>HO Workforce Development</p>
<p>Fire and Rescue Services should consider commissioning work in their own areas to identify any obstacles that local communities feel there are to applying to work with the service.</p>	<p>WFD</p>		<p>Work undertaken with students from Teesside University to identify obstacles to a career within the FRS, report received with recommendations considered and incorporated into the Workforce Development Strategy.</p> <p>To be considered as a dissertation project for a degree student.</p>	<p>HO Workforce Development</p>
<p>PROGRESSION</p>				
<p>Fire and Rescue Services should ensure that promotion processes which are fair and transparent are applied consistently and clearly explained to all employees.</p>	<p>WFD</p>		<p>Review of promotion process in place. Trade unions will be consulted as part of the review.</p> <p>Career progression model being developed covering both vertical and lateral development and opportunities to broaden the skills base.</p> <p>Feedback is offered to all personnel on conclusion of the process.</p> <p>Introduction of IFE examinations will add an element of transparency and ownership to the process.</p> <p>Middle managers who are utilised in the recruitment process are receiving an Inclusive</p>	<p>HO Workforce Development</p>

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			<p>recruitment course which includes inclusivity and unconscious bias.</p> <p>Staff from across the organisation have been utilised in the recruitment process which has included the ACFO, SM, WT FF and Apprentices.</p>	
<p>Fire and Rescue Services should develop support networks and meaningful mentor/coaching programmes. (Note - mentors/coaches do not need to come from the particular group e.g. a BME mentor for a BME crew manager).</p>	WFD		<p>Mentoring programme in development. Framework and templates being developed for use. This is a project set for WFD in 18/19 and had been allocated to a development project.</p> <p>Training delivered to a group of cross service volunteers. All apprentices now being mentored. Offer extended to trainees once initial training completed and to be part of the revised induction process. Further funding for training requested as part of the 18/19 TNA.</p> <p>The basics of mentoring is covered for 1 day of the inclusive leadership programme, designed to encourage all managers in the service to actively mentor others to share their knowledge or consider mentoring themselves.</p> <p>Mentoring will be mandatory through the revised career progression procedures.</p> <p>External mentors have been sourced for the new ACFOs.</p>	HO Workforce Development
<p>Fire and Rescue Services should encourage interest in promotion in general and through talent spotting by including leadership training, opportunities for development such as job swaps, taster weeks and acting-up/temporary promotion (so that an individual can experience the different role). This should be</p>	WFD		<p>Job shadowing in place and open to all staff, this can either be within the service or external with the Police.</p>	HO Workforce Development

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<p>underpinned by a fair and transparent policy which sets out clearly the criteria by which such opportunities will be offered.</p>			<p>Career progression model being developed covering both vertical and lateral development and opportunities to broaden the skills base.</p> <p>Secondment procedures have been reviewed and are ready for consultation. Looking to offer secondments into or from other FRS within our region, HR secondment already in place.</p> <p>Career progression procedures in development.</p>	
<p>Fire and Rescue Services should explore the greater use of flexible working arrangements which may also assist with improving e.g. the bottle neck at Station Manager level given the extent of on-call commitment which for some may conflict with caring responsibilities.</p>	WFD		<p>A Station Manager role with on call commitment is a national agreement as laid out in The Grey Book which would require discussion at a national level to change. However, locally we have a flexible working policy in place to allow discussions with individuals affected to be held if this were to hamper their progression.</p>	HO Workforce Development.
RETENTION				
<p>Introduction of a national media campaign as set out under 'recruitment' should ensure that recruits are fully aware of the work of the service and the part they will play in that. Therefore they should not become disappointed or disengaged as they progress in their career.</p>	Government / NFCC		<p>Awaiting further information on national campaign, however we are designing our own recruitment video to share via social media channels.</p>	HO Workforce Development /Comms and Governance Manager
<p>Fire and Rescue Services should ensure that expectations around fitness levels are clearly explained, and support provided, including the potential impact of female only issues such as maternity or the menopause.</p>	WFD		<p>Fitness policy and procedure embedded within the service with annual fitness testing in place. However, current policy and procedure is being reviewed to incorporate the use of the fire ground fitness test and a route to dismissal where standards are not met within a reasonable timeframe. Documents are out for consultation.</p>	HO Workforce Development

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			<p>Health and fitness advisor employed by the service to provide support, development and testing individually for staff.</p> <p>Gyms provided on all stations, HQ and training centre. Functional fitness equipment purchased to increase the diversity of training available to operational personnel.</p> <p>Occupational Health provision in place as a support mechanism.</p> <p>The service has an enhanced maternity provision and a suite of procedures in place to support new parents.</p> <p>The review of the attendance management procedures includes information around menopause. In partnership with the FBU, the service is looking to develop an awareness session which can be delivered to watches.</p>	
<p>As with recruitment and progression, Fire and Rescue Services should explore greater use of flexible working arrangements.</p>	<p>WFD</p>		<p>The service has several work-life balance procedures in place which provide flexible working options such as job share, other leave, flexible working, enhanced maternity / paternity / adoption and shared parental leave, career break, flexible retirement and union leave.</p> <p>The service is supporting the 'dying to work' campaign and considering developing a 'carers leave' procedure.</p>	<p>HO Workforce Development</p>
<p>Where Fire and Rescue Services do not already conduct exit interviews they should now do so. The outcomes from such interviews should be recorded</p>	<p>WFD</p>		<p>Exit procedures developed with HR BPs undertaking independent exit interviews. Data to be collated on smart survey and fed back</p>	<p>HO Workforce Development</p>

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<p>and monitored to ensure early identification of any themes which can then be resolved for the future.</p>			<p>through Corporate Wellbeing Group. Documents ready for further consultation.</p> <p>Employees also offered exit discussion with CFO which are recorded with any notable items fed back to Workforce Development.</p>	
<p>Fire and Rescue Services should consider how best to maintain the interest and commitment of employees through the variety of the work undertaken within the role.</p>	<p>WFD</p>		<p>Career progression model being developed covering both vertical and lateral development and opportunities to broaden the skills base.</p> <p>Job shadowing in place and open to all staff.</p> <p>Recognition and reward procedure in place.</p> <p>RDS to WT detachments and RDS to WT recruitment process utilised.</p> <p>Opportunity for staff to volunteer to assist the YFA/Cadet schemes in operation across the organisation.</p> <p>Regular engagement through station / section visits to understand any issues and concerns.</p>	<p>HO Workforce Development</p>