

Report of the Head of Human Resources & Development

Organisational Development and Challenge Group Update and People Strategy 2017 – 2020 - Progress Update

Purpose of report

1. To provide an update on the Organisational Development and Challenge Group, including People Strategy progress in relation to equality and diversity.

Recommendations

It is recommended the following areas of progress are noted:

- i) The Organisational Development Working Group now incorporates a critical friend role with regards to cultural change and has been re-named the Organisational Development and Challenge Group (ODCG);*
- ii) Following the appointment of the Head of HR & Development, year three People Strategy actions to be undertaken by the HR&D team have been mapped into a People Delivery Plan;*
- iii) The People Delivery Plan also encompasses actions in relation to the HMICFRS feedback; and*
- iv) The People Strategy 2020 – 2023 will be drafted during the autumn of 2019.*

Background

2. The Audit and Standards Committee has a role in the approval, monitoring and review in relation to the development and implementation of equality and fairness policies.
3. The purpose of the Organisational Development and Challenge Group (ODCG) is to act as a critical friend in challenging our plans and processes in order to improve equality, diversity, consistency, transparency and outcomes.
4. The ODCG meets quarterly and is represented by each department across the Service. Representatives of the trade unions also attend group meetings and undertake work that assists in the implementation of the People Strategy. The current three year People Strategy was created in 2017 and is due to be reviewed in 2020.

Progress Update

5. Since the last update, there has been progress in a number of important areas, as noted below.

Organisational Development and Challenge Group Terms of Reference

6. New Terms of Reference has been written to summarise the purpose of the Organisational Development and Challenge Group. These summarise how the group can add benefit and includes where the group can help support some of the people/culture related recommendations from the HMICFRS inspection as well as supporting implementation of the People Strategy. A copy of the Terms of Reference is attached.

Asian Fire Service Association National Conference

7. The Service was represented at the Asian Fire Service Association National Conference on 13 and 14 June 2019. Feedback and next steps will be discussed at the next Organisational Development and Challenge Group.

Values

8. The group led on the recent work engaging with staff to formulate our updated values. The work around the values was reported to the FRA separately on 12 June 2019 and endorsed. The new values will be rolled out across the service during July 2019.

Pride

9. The Service is keen to support an inclusive workforce. The Organisational Development and Challenge Group have led on co-ordinating our representation at local Pride events during 2019. In addition a Service wide Community and Equality and Diversity Allies programme is being supported by the group.

Collaboration

10. The Organisational Development and Challenge Group work collaboratively with Human Resources and the wider service to act as a critical friend for promoting equality, diversity and inclusion.

People Strategy 2017 – 2020

11. The People Strategy 2017 – 2020 is in its final year of implementation. Since appointment in February 2019 the Head of HR & Development has collated actions for 2019/2020 into a People Delivery Plan to encompass actions being taken to address our commitments to the People Strategy and actions relating to our workforce as outlined in the HMICFRS Improvement Plan.
12. The People Strategy outlined our clear commitment to developing and maintaining a diverse workforce. Our commitment to equality and diversity summarised a number of targets which are key priorities. These were:

- To embed the principles and values of the Ethical Framework and Code of Conduct throughout the Service
- To undertake positive action programmes to improve our workforce diversity
- To embed people-centred equality impact assessments to help drive improvements in services
- To undertake an Equal Pay and Gender Pay Audit and publish the results
- Improved data monitoring and collection
- Organisational Development Working Group to act as a critical friend for promoting equality and diversity

People Strategy – Our Commitment to Equality & Diversity

13. All employees are required to undertake regular training on the Ethical Framework and Code of Conduct. In light of the fact our Service values have been updated, the Ethical Framework and Code of Conduct, and associated training, is being updated.
14. A positive action programme has been drafted to support on-call recruitment. A working group of female employees has been arranged to support development of our positive action programme and will feed into a wider piece of work to set our Equality, Diversity and Inclusion Strategy to commence in April 2020.
15. People-centred equality impact assessments are used to help drive improvements in services.
16. Gender pay gap reporting is conducted annually. A report is being prepared for SMB outlining options with regard to conducting an Equal Pay Audit.
17. An annual Employment Monitoring Report is produced, and this data is published.
18. A number of policies have been prioritised for review or creation, including 'Transitioning at Work - A Guide for Employees and Managers'. The purpose of this guide is to assist Trans employees and managers in HWFRS with practical information on workplace support.
19. Our approach to equality, diversity and inclusion will be audited in 2019, via Internal Audit.
20. The Service has recently reviewed its promotion processes and has established a framework of overarching promotion principles in order to promote fairness and transparency and to ensure opportunities are equally accessible. All eligible employees are encouraged to apply and going forward the Service is identifying barriers faced by specific groups in order to take targeted action.
21. We are exploring ways to work collaboratively with Shropshire Fire and Rescue Service.
22. The People Strategy 2020 – 2023 will be drafted in quarter three 2019/2020 in order that it can be ratified in preparation for April 2020.

Conclusion

23. The Service continues to make good progress in embedding its equality, diversity and inclusion agenda and will continue to provide updates to this Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	A core function of the Organisational Development and Challenge Group is to act as a critical friend in challenging our plans and processes in order to improve equality and diversity, consistency, transparency and outcomes. The group works collaboratively with HR and the wider service to promote equality, diversity and inclusion. This supports the Authority to meet its Public Sector Equality Duty obligations as set out in s.149 of the Equality Act 2010
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The work of the Organisational Development and Challenge Group links to our values and the commitments set out in the People Strategy.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	Newly created or amended policies are consulted on.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Not necessary, this report provides an update of current work and does not require a decision to be made.

Supporting Information

Appendix 1 Organisational Development & Challenge Group Terms of Reference

Contact Officer(s)

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