



Report title

Inclusion Strategy 2016–26

Meeting

Date

Authority

30 June 2016

Report by

Document Number

Commissioner

FEP 2599

Public

Summary

The Commissioner presented a draft Inclusion Strategy to Members in March 2016, outlining the achievements made in the past 20 years, and his ambition for the next 10: to deliver a step change in our performance on diversity. Members unanimously approved the work, and commissioned a final strategy for the Authority's approval. This report presents the product of that work.

The draft strategy sets out to create an environment in which every member of staff is able to give of their best and to deliver a diverse workforce at all levels, and in all occupational groups, through recruitment, development and progression and to work with all our staff to create safer and more effective teams.

Recommendations

That:

1. The draft Inclusion Strategy 2016–26 is approved; and
2. The changes to the establishment detailed in paragraph 24 are approved.

Background

1. The London Fire Brigade introduced its first equality strategy in 1996, 14 years before the Equality Act (2010). That strategy addressed equalities legislation in effect at the time: the Race Relations Act (1976), the Sex Discrimination Act (1975) and the Disability Discrimination Act (1996). The 2010 Act unified equalities legislation into a single Act.
2. The past 20 years has seen the Brigade's first 'Transgender People in the Workplace' policy; the appointment of the Brigade's first operational woman as a director; the first Black and Minority Ethnic Deputy Assistant Commissioner; and the achievement of 'Excellent' against the Local Government Equality Framework.
3. In March 2016, Members reviewed the developing 10-year strategy, alongside its own legislative and regulatory duties, and research into best inclusion practice in the public, private and not-for-profit sectors.
4. The Inclusion Strategy report presented to Members in March 2016 (*FEP2590*) outlined the progress that has been made in diversifying the Brigade's workforce and senior management, whilst acknowledging that the progress has been incremental. Members supported the Commissioner's intention to introduce a step-change, with a renewed ambition for an inclusive and diverse organisation.
5. That best practice research uncovered a number of recurring themes where there is consensus across a wide range of organisations. The key themes were:
 - Addressing unconscious bias is a prerequisite for an inclusive organisation
 - Reflecting service users (or customers) is vital
 - Proactive recruitment strategies are a precondition to attracting diverse candidates
 - Mentoring supports individuals and educates senior managers
 - Effective communications is necessary to change cultures in dispersed workforces
 - Flexibility and openness to staff suggestions is a key enabler to engage teams
 - Workforces able to be their authentic selves are happier and more effective
6. The draft strategy before Members aims to deliver that step-change through six strategic objectives:
 - 1) Develop an inclusive culture
 - 2) Provide political and professional leadership to the inclusion agenda
 - 3) Support our colleagues
 - 4) Recruit, retain, develop and promote a diverse workforce
 - 5) Deliver services to diverse communities
 - 6) Use positive purchasing power

Changing our approach

7. The title of the strategy summarises the thinking behind it, which is that the more homogenous a team is, the harder it is for it to be truly effective and therefore safe. Diversity of experience, skill and thought creates stronger teams and the strongest are those where that diversity is valued and contributes to the success of the team. That means diversity in terms of protected characteristics, but extends beyond that: every one of our staff should expect to be treated with respect and feel able to contribute effectively to their role, and they should treat others in the same way.

8. As a result of this strategy, we will be taking action against behaviours that we have sometimes ignored in the past. The use of the term *fireman* is a case in point - it denies the reality of hundreds of our staff, it is outdated and offensive, but it is in common use. However, before we refresh our behavioural standards, we will ensure staff have an opportunity to understand what it means for them and we will provide guidance and training where appropriate.
9. We also know from recent staff engagement that there is a perception amongst some staff that having a protected characteristic confers an advantage on those seeking promotion. Whilst we are clear that this is not the case and that we only promote those who meet our assessment standards, it is equally important that our staff understand we will continue to take action to address a history of disadvantage experienced by those from under-represented groups.

Mediation

10. One key strand of the strategy is the new approach we will take to bullying and harassment. We have always encouraged our staff to report behaviours that they consider to be harassment, but we know that staff sometimes tolerate 'low level' harassment rather than report it. We want to encourage earlier reporting because we believe that it is easier to resolve problems before they become intractable and we do not want our staff to accept behaviour from others that is inappropriate.
11. The strategy proposes to introduce the use of mediation as the primary intervention in such cases (where all participants agree). Mediation is a flexible approach that allows all the parties to reach an agreed solution through the support of an independent third party. It is hoped that this approach is more likely to encourage early reporting, lead to more successful outcomes and a change to the culture within the affected team.
12. Early reporting and agreement to mediation will take courage on the part of those involved and they will need to have faith in the process from the start. We do not currently have sufficient staff with the necessary expertise and experience to be able to provide these services in house, so the intention is to procure these services. The level of demand is hard to predict, but Members should note that this will entail a significant financial commitment if it is to be successful. Mediation services typically cost between £100 - £200 per hour and disputes may require around 10 hours of services.
13. We will revise our harassment policy to reflect these changes. We will also ensure that the policy clarifies how we will deal with matters that may warrant a criminal investigation.

Inclusion excellence

14. There remains concern amongst some of our station based staff that there is an unstated desire amongst managers to "destroy the watch culture" as part of creating a more diverse workforce at stations. However, this strategy aims to achieve the opposite. It seeks to create strong, effective teams where all can give of their best.
15. While the strategy does not seek to impose moves on our station based staff, there are a number of measures in the strategy which it is hoped will encourage more movement between stations and facilitate staff transfers. This was raised as a concern by a number of staff during the staff engagement sessions last year and we will seek input from station based staff in the development of our proposals. We also know that some staff would

welcome greater flexibility in their working patterns and we will consider other ways of achieving this.

16. We will also introduce a status of Inclusion excellence that we hope all our teams, not just those at stations, will aspire to. The standards and assessment methodology will be developed as part of the action plan and tailored to different types of team.

Delivering the strategy

17. It is important to note that while there is greater diversity amongst FRS and Control staff, this strategy is as relevant to them as to our operational staff. These strategic objectives will affect every corner of the organisation. The changes we seek will be challenging to deliver in such a large and dispersed workforce, requiring the action plan to be owned by every department and every team.

Support groups

18. The strategy focuses on the importance of our support groups and they will be key to the delivery of the strategy. The strategy seeks to put our working arrangements on a more formal footing. We understand that this may change the relationship that we have with those groups and we will work closely with them to make sure that any changes are beneficial to the groups themselves and the individuals who lead them, as well as the Brigade.

Inclusion Board

19. The implementation of the action plan will be in stages, and through strategies owned by a number of departments. To ensure consistent delivery of such a cross-cutting plan, a new Inclusion Board will be established and chaired by the Commissioner and will meet quarterly in the first year. That board will include strategic managers, support group representatives, and representative bodies. The Members of the Equalities Working Group will also be welcome to attend.
20. The board will have three key roles: to oversee the delivery and periodic review of the action plan; to monitor the outcomes delivered by the strategy; and to be a forum for support groups and representative bodies to engage with strategic managers.
21. Members will continue to receive performance data about workforce composition and related matters in the HR Digest.

Behavioural Change

22. The cultural change we are seeking will be hard to deliver. We will be setting the bar higher than it is set in the world at large, where discrimination is widespread and often goes unremarked. We recognise that we will need to communicate our standards and new approach clearly and widely before we implement them and offer support and guidance to staff, especially managers. In doing so, we aim to bring our staff with us.
23. Once approved, work on the new strategy will begin immediately. In terms of the new approach to inappropriate behaviour and harassment, there will be an extensive communications campaign; support materials and information will be developed for staff and managers and mediation services procured. Later this year, once the necessary measures are in place, we will implement the new approach as part of a wider new behavioural framework which is currently in development.

Financial implications

24. A core objective of the strategy is to ensure that staff from under-represented groups have the support and networks that they need to thrive. The support groups run a wide variety of events for celebrations such as Pride and International Womens Day as well as development workshops for staff from under-represented groups. There is currently no dedicated support for support groups and the provision of financial support is ad hoc.
25. It is proposed to establish an annual fund of £25,000 for these support group activities. In addition, officers propose to increase the establishment within the Strategy and Inclusion Department by one FRS E post (£52,490) and one FRS C post (£40,357). The cost of these posts for the remainder of the current financial year would be approximately £45,000. In addition to providing administrative and logistical support to the support groups, they would undertake a number of other functions to ensure delivery of the strategy, including:
- Procuring and managing mediation services and delivering the new harassment policy, including the quality assurance of harassment investigations;
 - developing and signposting guidance and support for staff and managers and revising existing policies to bring them in line with the strategy;
 - commissioning research with blue light partners and engaging with local communities;
 - developing specific proposals in the strategy, such as the Safe Haven proposal; and
 - liaising with Communications department on all internal communications elements of the strategy, including the development of communication materials
 - providing secretariat support to the Inclusion Board.
26. Many of the actions within the strategy will have other cost implications. Some actions are yet to be fully scoped and the costs are not yet properly identified. However, it is hoped that many costs can be contained within existing budgets. As funding requirements become clearer, Member approval will be sought as necessary.
27. It is likely that additional expenditure will be needed in this financial year to fund such activities as mediation services, the recruitment review, events and communications. However, it is anticipated that there will be flexibility within the budget to fund these. It is assumed that the associated costs in future years will again fall within existing budgets of become part of revenue or capital bids.

Head of Legal and Democratic Services comments

28. The Head of Legal and Democratic Services has reviewed this report and has no comments.

Director of Finance and Contractual Services comments

29. This report recommends expenditure is approved for a number of key actions to support delivery of the Inclusion Strategy, including the establishment of two new posts at FRS E and FRS C level. The financial implications are set out in paragraphs 24 -27. Further work is required before the full costs of the strategy can be confirmed.
30. It is planned that the costs of implementing the Strategy in year 1 (2016/17) will be contained within existing budgets corporately, with future years' costs to be addressed as part of the budget process for 2017/18. Progress on monitoring expenditure in the current

year will be addressed through the quarterly financial position report to Resources Committee.

Sustainable Development implications

31. The Inclusion Strategy seeks to deliver a more equal, diverse and inclusive workforce, which correlates with the Authority's Sustainable Development Framework, which includes Equality and Inclusion as a theme.

Staff Side Consultations undertaken

32. Representatives of the Fire Brigades Union, as well as staff support groups, have been involved in the development of the draft strategy. A formal consultation will take place in the development of the final strategy for the June meeting of the Authority.

Equalities implications

33. The Equalities implications are considered throughout the report.

List of Appendices to this report:

1. Inclusion Strategy 2016–26
2. Action Plan

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
List of background documents
3. Equality Act 2010
4. FEP2590 Inclusion Strategy 2016-26
Proper officer Head of Strategy and Inclusion
Contact officer Steven Adams
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Safer Together

Inclusion Strategy 2016–26

Introduction



The London Fire Brigade developed its first equality strategy in 1996—twenty years ago, and fourteen years before the Equality Act 2010 was passed. In the intervening years, we have made substantial progress towards creating a fairer and more diverse workforce, and focusing our community engagement work on London's most at-risk communities. In recent years, we have focused on making equality and inclusion an everyday part of 'what we do'.

We know that we work most safely and effectively when we are a strong team. So it's not a coincidence that we have been at the forefront of delivering equality and inclusion in the fire service since that first strategy twenty years ago. Our progress was confirmed by the 'Excellent' status achieved in our self-assessment against the Local Government Equality Framework in 2009.

That was seven years ago, and now I believe it is time for a step change in our performance so I have commissioned a fresh look at equality, diversity and inclusion in the London Fire Brigade. This strategy is the product of that review, and it makes recommendations for a new ambition, commitment and approach for London's communities and for our colleagues. As with all of our strategies, this will ensure that the London Fire Brigade remains at the forefront of the national and international fire and rescue service.

Ron Dobson CBE, QFSM
Commissioner

Equality, Diversity and Inclusion in the London Fire Brigade

Our success in creating an inclusive and diverse organisation is determined by our values and principles, aspirations and commitments, and the quality of our leadership. We will embed equality, diversity and inclusion universally, to value and reflect the communities we serve.

Equality, diversity and inclusion within the London Fire Brigade is led by the Head of Strategy and Inclusion, who is the principal adviser to the Brigade's Inclusion Board, which is chaired by the Commissioner. The London Fire and Emergency Planning Authority and Corporate Management Board receive regular performance reports, and influence policy through the Equality Working Group.

Our values and principles

Our values of fairness, integrity, respect, service and trust (FIRST) reflect what we believe in as an organisation and underpin our strategic aims and objectives. They represent our standards of corporate behaviour, and the individual behaviour of our staff ensuring that there is a professional and supportive environment for staff and those who use our services.

These are woven through this strategy's aspirations and objectives, ensuring that we deliver and maintain the high standards that we set ourselves.

Our commitment and aspiration

We value the contribution that every community makes to London—one of the most diverse cities in the world. We celebrate and support that diversity, as an inclusive team that represents the city we serve.

We value every colleague, ensuring that we each have respect, opportunity and influence at work. Working together, we are safer together, and we ensure the London Fire Brigade remains the best fire and rescue service nationally and internationally.

Our Strategic Objectives

Strategic Objective 1: Develop an inclusive culture

To deliver a diverse workforce, we must have an inclusive culture—at our stations, in our offices and in the community. Our culture must celebrate and support diversity, promote trusting and accountable relationships, and applaud progression. The London Fire Brigade must be confident in setting its own high standards, and show leadership not only to the UK fire and rescue service, but to the community as a whole.

Teams are stronger, more effective and so safer together when everyone is afforded the opportunity to contribute their best, irrespective of their race, age, gender (including transgender individuals), sexual orientation, religion, marital status, pregnancy or maternity status or disability.

We will:

1. **Tackle all forms of discrimination** in the workplace, and challenge it in the community to create positive and happy environments where all staff are treated with honesty and respect.
 - Manage poor behaviour
 - Encourage early reporting of discrimination, bullying and harassment when there is a greater chance of resolution
 - Encourage use of mediation as first intervention
 - Provide extra management support and achieve resolution before seeking to move or redeploy either party to a conflict
 - Improve monitoring processes so that individuals who repeatedly offend are appropriately sanctioned
 - Quality assure investigations into complaints of bullying and harassment to ensure they are being done fairly and consistently
 - Clearly differentiate between treatment of intentional and unintentional discriminatory behaviour and language
 - Signpost help and support for staff
 - Review the various existing complaints processes with the aim of streamlining the arrangements and ensuring consistency of outcomes for staff
 - Develop online and printed staff guides and facilities, to help individuals to self-serve and access LFB's support and training opportunities—including station-based staff that may not have private and regular access to the LFB intranet
 - Identify any additional support that is needed for an ageing workforce, including operational fitness requirements, digital literacy and menopause support
 - Identify the additional mental health support needed for those of our staff who are exposed to traumatic situations, exploring initiatives such as TRiM, a trauma risk management approach
2. **Tackle unconscious bias** by providing targeted training and development to all colleagues, and improving the consistency and standard of assessors and hiring managers
 - Commission inclusion training for all staff—appropriate to the role—which addresses unconscious bias and articulates the high expectations about the behaviour of LFB staff
 - Ensure the Leadership Engagement Programme includes an enhanced understanding of inclusion and the impact of senior role models
 - Ensure the Organisational Development Strategy's coaching and mentoring elements include a clear focus on defeating unconscious bias
3. **Help managers to manage** through the development of a network of coaches and mentors; and by providing opportunities to develop coaching qualifications
 - Encourage all managers to take up coaching and mentoring opportunities provided by the Organisational Development Strategy
 - Encourage managers that are active Inclusion Allies to develop coaching qualifications
 - Develop a network of coaches and mentors to provide support for managers, especially when newly promoted

4. Foster **professionalism and accountability** in staff at all levels by recognising inclusive behaviour and personal responsibility
 - Recognise inclusion in the Behavioural Framework
 - Support managers with high-quality mediation services
 - Ensure individuals are aware of their own personal responsibility and the high behavioural expectations of the LFB through induction and training

5. **Develop strong and inclusive teams**
 - Provide facilities and opportunities for teams to train together
 - Regularly encourage all staff to act against intolerance, bullying, victimisation and harassment, wherever they see it

6. **Improve diversity and inclusion at all fire stations** by encouraging remote working at fire station 'hubs' by all staff groups, co-location opportunities with other public services, and the development of Inclusion Excellence fire stations
 - Develop working hubs at fire stations
 - Station selection and fit-out, including reviewing capacity (space, privacy and booking arrangements), access (security, permissions, health and safety), facilities (office equipment, toilets, kitchens)
 - Review remote working policies
 - Use the Bluelight Collaboration Programme to explore co-location opportunities with the MPS and LAS
 - Recognise teams with the best inclusion and diversity outcomes with a new Inclusion Excellence status
 - Develop assessment methodology for all team types, including watches
 - Develop team partnering between Inclusion Excellence teams and those seeking to achieve it
 - Target 100 per cent of teams achieving Inclusion Excellence status within the lifetime of the strategy
 - Develop proposals for different flexible working arrangements at stations
 - Assess our station accommodation for women and address under provision wherever possible

7. **Promote diversity** by showcasing personal stories; highlighting positive contributions by role models; and celebrating the progression of staff
 - Review internal communications arrangements to improve the organisation's ability to reach all staff in all locations, including access to SharePoint and the intranet
 - Review the contents and prominence of inclusion information on the intranet and public website
 - Regularly publish personal and inspiring stories and across internal and external communications channels
 - Consider developing a corporate brand for LFB Inclusion
 - Agree an annual programme of events that LFB Inclusion and support groups will support, such as Pride, Black History Month, MIND marathons and International Women's Day

Strategic Objective 2: Provide political and professional leadership to the inclusion agenda

The visible value that our professional and political leaders place upon equality, diversity and inclusion affects our ability to deliver a workforce that reflects London, and a culture that encourages merit and ambition over unconscious bias or discrimination.

We will:

8. Seek regular **opportunities for political and professional leaders to promote the brigade** as an equal opportunities employer and service provider
 - Proactively engage advertising agencies, journalists, publishers and broadcasters to improve the representation of firefighting as a diverse and inclusive industry in the media
9. Provide regular **forums for support groups to speak directly to professional and political leaders** about their experiences
 - Establish an Inclusion Board chaired by the Commissioner
 - Each management team member will become an Inclusion Ally for at least one under-represented group and will work with the relevant support group to promote and champion their work
 - Encourage attendance by political leaders at key inclusion governance forums, to advise and to shape our improvement
 - Develop a programme of upward mentoring, enabling individuals to share their experiences with senior managers
10. **Encourage all senior managers and political leaders to visit fire stations** and engage with staff about the culture and environment we create and work in
 - Review station access arrangements, ensuring that senior managers have appropriate access
11. Provide **regular, transparent information to support scrutiny** of our performance
 - Develop personal, corporate and community outcome measures
 - Deliver quarterly monitoring reports to the Inclusion Board
 - Improve the breadth of diversity-related data available about our workforce, through tools such as an annual staff survey
 - Enter the Stonewall Workplace Equality Index
 - Engage with GLA policy and committee teams, to inform and influence policy and scrutiny work

Strategic Objective 3: Support our colleagues

Our support groups are our staff volunteering their time and energy to provide professional and personal support to colleagues from under-represented groups, such as those with disabilities, women, black and minority ethnic (BME) and lesbian, gay, bisexual and transsexual (LGBT) colleagues.

They provide professional networks for workplaces dispersed through-out London and provide personal support for colleagues in times of need. Their contribution to our work is of enormous value.

We will:

12. **Work in partnership with support groups**

- Provide a dedicated administrator for support groups to help maintain membership details, manage budgets, provide advice on governance arrangements, and provide groups with marketing and materials for events and meetings
- Seek to increase membership of support groups by promoting their work, key contact details, events and opportunities to contribute to their work
- Revise our policies to make clear the extent to which we can provide financial support for their activities
- Offer training opportunities in relevant skills, such as coaching and mentoring, to the volunteers who staff the groups
- Develop a clear understanding of how much time, and what facilities are available to support groups and their members
- Help support groups to contribute to policy development by ensuring they are represented in key forums and circulation lists
- Establish an agreement with each support group which sets out what they hope to achieve by working with us

13. Ensure support groups have influence and are heard by decision-makers

- Invite support group representatives to attend at least one Corporate Management Team meeting each quarter
- Ensure that managers understand the importance of support groups, and the value they deliver by including regular updates and summaries in Early Bird Briefings and the annual top managers' conferences

14. Establish a network of Inclusion Allies throughout the Brigade acting as role models and advocates able to offer advice, guidance and support

- Provide active Allies with development opportunities, such as access to the Leadership Engagement Programme
- Support the growing network to develop into a formal group whose members provide and facilitate mentoring; represent the LFB at events and in marketing materials; and challenge the organisation to continually improve its inclusivity

Strategic Objective 4: Recruit, Retain, Develop and Promote a Diverse Workforce

Our staff are our most valuable resource, which is why we invest considerably in their recruitment and training. Ensuring that every colleague—in every occupational group—is properly inducted and developed must be a core requirement of a recruitment and retention strategy that prioritises achieving a diverse and inclusive workforce at every level of the organisation.

We must have fair and rigorous processes and unashamedly high standards that every candidate must reach. We see no reason for this to be a barrier to achieving a workforce that reflects the London it serves.

We will:

15. Invest in youth engagement work, such as cadet and apprentice schemes

- recruiting and developing young people from under-represented communities, and instilling our high standards into our next workforce at the earliest possible stage
- Develop proposals for enhanced cadet and apprenticeship programmes

- Develop a formal route for successful cadets to become trainee firefighters, including the potential development of a transition phase (such as a Junior Firefighter stage) if required in order to align entry standards
16. **Market recruitment campaigns in diverse communities** to encourage applications from under-represented groups
- Review the impact of 'social and search' targeted digital marketing in recent recruitment rounds, promoting greater use and investment where it has proven successful
 - Review our recruitment processes, seeking good practice from similar industries who are also seeking to attract greater diversity of applicants and identify what we could do differently
 - Ensure support groups are involved in recruitment planning, such as with the provision of marketing materials and the delivery of support sessions to staff from under-represented groups
17. **Improve our selection processes** for recruitment and promotion opportunities
- Develop a 'licensed assessors' programme, to ensure that assessment panels have a strong understanding of best practice
 - Develop enhanced unconscious bias training for assessors and hiring managers
 - Ensure our processes are as transparent as possible
 - Ensure that all applicants are assessed against the people related components of the behaviours framework
 - Ensure that all applicants are assessed against our values so that we only seek to recruit those who share our values and are committed to their delivery
18. **Improve staff inductions** ensuring that all staff and managers are prepared for new responsibilities and roles, and that staff returning to work after absence are re-integrated effectively
- Produce induction programmes and induction packs for new staff and for newly promoted staff, including key inclusion support information
 - Introduce measures to effectively re-integrate staff after long periods of absence (such as illness or parental leave), including remote working opportunities, training and induction
 - Map trainee firefighter deployments
 - Track the progression and deployment of trainee firefighters beyond probationary period
19. **Ensure our training courses are accessible to all staff** for whom they are provided
- Periodically analyse rejected requests for training, taking action where trends or patterns are identified
20. Introduce **effective development pathways for staff**, especially those seeking promotion
- Design career pathways which prepare our staff for promotion
 - Consider ways to create varied careers for those who do not seek promotion
 - Encourage more movement of station based staff between stations by introducing regular rotations/movements during probationary periods and reviewing the transfer scheme

- Encourage staff to identify their own Personal Development Plans, changing the perception that a PDP is a negative judgement

21. Encourage more staff that are leaving us to use exit interviews to understand why they have left and what more we can do to be a good employer

- Review the 'leavers pack' ensuring there is an emphasis on the opportunity for an exit interview
- Proactively target individuals leaving for reasons other than retirement, to encourage them to complete exit interviews
- Introduce process to ensure recurrent issues are identified and trigger interventions

Strategic Objective 5: Deliver services to diverse communities

We will ensure that equality and fairness are embedded in the delivery of our services to local communities. We will ensure our services are accessible to all and that they meet the needs of the people we serve.

We recognise that we cannot provide the best service possible unless we have the trust of our communities. We believe that practising equality in all that we do and having a workforce that is reflective of the people it serves will help build that trust.

We will:

22. Put fire stations at the heart of their community by encouraging an 'open' culture that builds on the public's trust of firefighters and makes fire stations available as resources for community groups, or as 'Safe Havens' for vulnerable people

- Promote community facilities at stations, developing marketing materials and online booking
- Hold station outreach days to promote career opportunities, cadets and apprenticeship schemes; offer fire safety advice and improve public understanding of risk
- Prioritise this engagement work in diverse communities by frontline staff by working with Area DACs and Borough Commanders to review Service Standards Measures
- Develop 'Safe Haven' proposals, considering scope, training, community engagement, health and safety and partnership considerations (e.g. police and social care)
- Explore other opportunities to support the community, for example, identifying which of our stations and offices could offer bathroom facilities for transgender Londoners

23. Better understand the relationship between diversity, risk and use of our services

- Commission research with our blue light partners so that we better understand how and why different communities use our services and can provide a better response to those needs as a result
- Consider ways to collect wider equality and diversity information from people who have incidents to better identify any links between protected characteristics and risk

24. **Regularly engage with under-represented communities** to seek their views on any proposals for change
- Map community groups for engagement targeting
 - Explore the use of existing forums through the GLA, emergency services and other partners

Strategic Objective 6: Use positive purchasing power

Ensuring that our values and principles are integrated into our procurement approach is a key part of fulfilling our duty to advance equality of opportunity. We do this through a number of key strategies and frameworks for sustainable development and responsible procurement.

We are aware of the direct contribution that procurement can make to achieve an inclusive Brigade. Our procurement principles include:

- All bidders for contracts must have an equality policy, and demonstrate that as a part of their tender
- We discourage the inappropriate use of zero-hours contracts
- Where the staff of a supplier will interact with us or the public on our behalf, then they must receive equality and diversity training.

We will:

25. **Include a minimum evaluation weighting of 10 per cent** for 'social value', where opportunities are provided by key contracts
- Deliver equality, diversity and inclusion guidance and programme awareness-raising sessions for procurement managers and key client partners
 - Review relevant procurement policies and guidance to ensure that equality, diversity and inclusion are appropriately considered as social values
26. **Use contract and relationship management processes** to ensure our key contractors and partners are adequately considering equality, diversity and inclusion
- Monitor existing contractors' compliance with their own equality and diversity policies and encourage them, where relevant, to adopt our own values and expectations
 - Take decisive action where poor behaviours are reported
 - Use our leadership position in London government and the emergency services sector to ensure that procurement partners place the same high value upon equality, diversity and inclusion outcomes when tendering and managing contracts

Inclusion Strategy Action Plan

01. Tackle all forms of discrimination in the workplace, and challenge it in the community to create positive and happy environments where all staff are treated with honesty and respect.

Code	Activity/Task Required	End Date	Owner
PSA01	Manage poor behaviour	31/03/2017	Susan Ellison-Bunce
» PSA01.1	Encourage early reporting of discrimination, bullying and harassment when there is a greater chance of resolution	31/03/2017	Susan Ellison-Bunce
» PSA01.2	Encourage use of mediation as first intervention	31/03/2017	Susan Ellison-Bunce
» PSA01.3	Provide extra management support and achieve resolution before seeking to move or redeploy either party to a conflict	31/03/2017	Susan Ellison-Bunce
» PSA01.4	Improve monitoring processes so that individuals who repeatedly offend are appropriately sanctioned	31/03/2017	Susan Ellison-Bunce
» PSA01.5	Quality assure investigations into complaints of bullying and harassment to ensure they are being done fairly and consistently	31/03/2017	Susan Ellison-Bunce
» PSA01.6	Clearly differentiate between treatment of intentional and unintentional discriminatory behaviour and language	31/03/2017	Susan Ellison-Bunce
PSA02	Signpost help and support for staff	31/03/2017	Susan Ellison-Bunce
» PSA02.1	Develop online and printed staff guides and facilities, to help individuals to self-serve and access LFB's support and training opportunities—including station-based staff that may not have private and regular access to the LFB intranet	31/03/2017	Susan Ellison-Bunce
PSA03	Identify any additional support that is needed for an ageing workforce, including operational fitness requirements, digital literacy and menopause support	31/03/2017	Susan Ellison-Bunce

02. Tackle unconscious bias by providing targeted training and development to all colleagues, and improving the consistency and standard of assessors and hiring managers

Code	Activity/Task Required	End Date	Owner
PSA04	Commission inclusion training for all staff—appropriate to the role—which addresses unconscious bias and articulates the high expectations about the behaviour of LFB staff	31/03/2020	Susan Ellison-Bunce
PSA05	Ensure the Leadership Engagement Programme includes an enhanced understanding of inclusion and the impact of senior role models	31/03/2017	Peter Groves
PSA06	Ensure the Organisational Development Strategy's coaching and mentoring elements include a clear focus on defeating unconscious bias	31/03/2017	Peter Groves

03. Help managers to manage through the development of a network of coaches and mentors; and by providing opportunities to develop coaching qualifications

Code	Activity/Task Required	End Date	Owner
PSA07	Encourage all managers to take up coaching and mentoring opportunities provided by the Organisational Development Strategy	31/03/2017	Peter Groves
PSA08	Encourage managers that are active Inclusion Allies to develop coaching qualifications	31/03/2017	Peter Groves
PSA09	Develop a network of coaches and mentors to provide support for managers, especially when newly promoted	31/03/2017	Peter Groves

04. Foster professionalism and accountability in staff at all levels by recognising inclusive behaviour and personal responsibility

Code	Activity/Task Required	End Date	Owner
PSA10	Recognise inclusion in the Behavioural Framework	31/03/2017	Peter Groves
PSA11	Support managers with high-quality mediation services	31/03/2017	Susan Ellison-Bunce
PSA12	Ensure individuals are aware of their own personal responsibility and the high behavioural expectations of the LFB through induction and training	31/03/2017	Peter Groves

05. Develop strong and inclusive teams

Code	Activity/Task Required	End Date	Owner
PSA13	Provide facilities and opportunities for teams to train together	31/03/2017	Peter Groves
PSA14	Regularly encourage all staff to act against intolerance, bullying, victimisation and harassment, wherever they see it	31/03/2020	Susan Ellison-Bunce

06. Improve diversity and inclusion at all fire stations by encouraging remote working at fire station 'hubs' by all staff groups, co-location opportunities with other public services, and the development of Inclusion Excellence fire stations

Code	Activity/Task Required	End Date	Owner
PSA15	Develop working hubs at fire stations	31/03/2020	Nicol Thornton
» PSA15.1	Station selection and fit-out, including reviewing capacity (space, privacy and booking arrangements), access (security, permissions, health and safety), facilities (office equipment, toilets, kitchens)	31/03/2020	Nicol Thornton
» PSA15.2	Review remote working policies	31/03/2020	Julian Martin
PSA16	Use the Bluelight Collaboration Programme to explore co-location opportunities with the MPS and LAS	31/03/2020	Susan Ellison-Bunce
PSA17	Recognise stations with the best inclusion and diversity outcomes with a new Inclusion Excellence status	31/03/2026	Susan Ellison-Bunce

» PSA17.1	Develop assessment methodology for all team types, including watches	30/06/2017	Susan Ellison-Bunce
» PSA17.2	Develop team partnering between Inclusion Excellence teams and those seeking to achieve it	31/12/2017	Susan Ellison-Bunce
» PSA17.3	Target 100 per cent of teams achieving Inclusion Excellence status within the lifetime of the strategy	31/03/2026	Susan Ellison-Bunce
PSA18	Develop proposals for different flexible working arrangements at stations	31/03/2018	Dominic Johnson
PSA19	Assess our station accommodation provisions for women and address under provision wherever possible	31/03/2020	Nicol Thornton

07. Promote diversity by showcasing personal stories; highlighting positive contributions by role models; and celebrating the progression of staff

Code	Activity/Task Required	End Date	Owner
PSA20	Review internal communications arrangements to improve the organisation's ability to reach all staff in all locations, including access to SharePoint and the intranet	28/02/2017	Glenn Sebright
PSA21	Review the contents and prominence of inclusion information on the intranet and public website	30/09/2016	Glenn Sebright
PSA22	Regularly publish personal and inspiring stories and across internal and external communications channels	31/03/2020	Glenn Sebright
PSA23	Consider developing a corporate brand for LFB Inclusion	11/08/2016	Glenn Sebright
PSA24	Agree an annual programme of events that LFB Inclusion and support groups will support, such as Pride, Black History Month, MIND marathons and International Women's Day	30/09/2016	Susan Ellison-Bunce

08. Seek regular opportunities for political and professional leaders to promote the brigade as an equal opportunities employer and service provider

Code	Activity/Task Required	End Date	Owner
PSA25	Proactively engage advertising agencies, journalists, publishers and broadcasters to improve the representation of firefighting as a diverse and inclusive industry in the media	31/03/2020	Glenn Sebright

09. Provide regular forums for support groups to speak directly to professional and political leaders about their experiences

Code	Activity/Task Required	End Date	Owner
PSA26	Establish an Inclusion Board chaired by the Commissioner	31/07/2016	Susan Ellison-Bunce
PSA27	Each management team member will become an Inclusion Ally for at least one under-represented group and will work with the relevant support group to promote and champion their work	31/08/2017	Susan Ellison-Bunce
PSA28	Encourage attendance by political leaders at key inclusion governance forums, to advise and to shape our improvement	31/03/2017	Susan Ellison-Bunce
PSA29	Develop a programme of upward mentoring, enabling individuals to share their experiences with senior managers	31/03/2017	Peter Groves

10. Encourage all senior managers and political leaders to visit fire stations and engage with staff about the culture and environment we create and work in

Code	Activity/Task Required	End Date	Owner
PSA30	Review station access arrangements, ensuring that senior managers have appropriate access	31/03/2020	Nicol Thornton

11. Provide regular, transparent information to support scrutiny of our performance

Code	Activity/Task Required	End Date	Owner
PSA31	Develop personal, corporate and community outcome measures	31/03/2017	Susan Ellison-Bunce
PSA32	Deliver quarterly monitoring reports to the Inclusion Board	31/07/2016	Susan Ellison-Bunce
PSA33	Improve the breadth of diversity-related data available about our workforce, through tools such as an annual staff survey	30/06/2017	Susan Ellison-Bunce
PSA34	Enter the Stonewall Workplace Equality Index	01/01/2017	Susan Ellison-Bunce
PSA35	Engage with GLA policy and committee teams, to inform and influence policy and scrutiny work	31/03/2017	Susan Ellison-Bunce

12. Work in partnership with support groups

Code	Activity/Task Required	End Date	Owner
PSA36	Provide a dedicated administrator for support groups to help maintain membership details, manage budgets, provide advice on governance arrangements, and provide groups with marketing and materials for events and meetings	30/09/2016	Susan Ellison-Bunce
PSA37	Seek to increase membership of support groups by promoting their work, key contact details, events and opportunities to contribute to their work	31/12/2016	Susan Ellison-Bunce
PSA38	Revise our policies to make clear the extent to which we can provide financial support for their activities	31/12/2016	Susan Ellison-Bunce
PSA39	Offer training opportunities in relevant skills, such as coaching and mentoring, to the volunteers who staff the groups	31/03/2017	Peter Groves
PSA40	Develop a clear understanding of how much time, and what facilities are available to support groups and their members	31/03/2017	Susan Ellison-Bunce
PSA41	Help support groups to contribute to policy development by ensuring they are represented in key forums and circulation lists	31/08/2016	Susan Ellison-Bunce
PSA42	Establish an agreement with each support group which sets out what they hope to achieve by working with us	31/12/2016	Susan Ellison-Bunce

13. Ensure support groups have influence and are heard by decision-makers

Code	Activity/Task Required	End Date	Owner
PSA43	Invite support group representatives to attend at least one Corporate Management Team meeting each quarter	31/07/2016	Susan Ellison-Bunce
PSA44	Ensure that managers understand the importance of support groups, and the value they deliver by including regular updates and summaries in Early Bird Briefings and the annual top managers' conferences	31/03/2017	Susan Ellison-Bunce

14. Establish a network of Inclusion Allies throughout the Brigade acting as role models and advocates able to offer advice, guidance and support

Code	Activity/Task Required	End Date	Owner
PSA45	Provide active Allies with development opportunities, such as access to the Leadership Engagement Programme	31/03/2020	Peter Groves

15. Invest in youth engagement work, such as cadet and apprentice schemes recruiting and developing young people from under-represented communities, and instilling our high standards into our next workforce at the earliest possible stage

Code	Activity/Task Required	End Date	Owner
PSA46	Develop proposals for enhanced cadet and apprenticeship programmes	31/03/2017	Peter Groves
PSA47	Develop a formal route for successful cadets to become trainee firefighters, including the potential development of a transition phase (such as a Junior Firefighter stage) if required in order to align entry standards	31/03/2018	Peter Groves

16. Market recruitment campaigns in diverse communities to encourage applications from under-represented groups

Code	Activity/Task Required	End Date	Owner
PSA48	Review the impact of 'social and search' targeted digital marketing in recent recruitment rounds, promoting greater use and investment where it has proven successful	31/03/2017	Dominic Johnson
PSA49	Review our recruitment processes, seeking good practice from similar industries who are also seeking to attract greater diversity of applicants and identify what we could do differently	31/03/2017	Dominic Johnson
PSA50	Ensure support groups are involved in recruitment planning, such as with the provision of marketing materials and the delivery of support sessions to staff from under-represented groups	31/03/2017	Dominic Johnson

17. Improve our selection processes for recruitment and promotion opportunities

Code	Activity/Task Required	End Date	Owner
PSA51	Develop a 'licensed assessors' programme, to ensure that assessment panels have a strong understanding of best practice	31/03/2018	Peter Groves
PSA52	Develop enhanced unconscious bias training for assessors and hiring managers	31/03/2020	Peter Groves
PSA53	Ensure our processes are as transparent as possible	31/03/2020	Dominic Johnson
PSA54	Ensure that all applicants are assessed against the people related components of the behaviours framework	31/03/2018	Peter Groves

18. Improve staff inductions ensuring that all staff and managers are prepared for new responsibilities and roles, and that staff returning to work after absence are re-integrated effectively

Code	Activity/Task Required	End Date	Owner
PSA55	Produce induction programmes and induction packs for new staff and for newly promoted staff, including key inclusion support information	31/03/2018	Peter Groves
PSA56	Introduce measures to effectively re-integrate staff after long periods of absence (such as illness or parental leave), including remote working opportunities, training and induction	31/03/2018	Peter Groves
PSA57	Map trainee firefighter deployments	31/03/2017	Adrian Fenton
PSA58	Track the progression and deployment of trainee firefighters beyond probationary period	31/03/2017	Peter Groves

19. Ensure our training courses are accessible to all staff for whom they are provided

Code	Activity/Task Required	End Date	Owner
PSA59	Periodically analyse rejected requests for training, taking action where trends or patterns are identified	31/03/2018	Peter Groves

20. Introduce effective development pathways for staff, especially those seeking promotion

Code	Activity/Task Required	End Date	Owner
PSA60	Design career pathways which prepare our staff for promotion	31/03/2017	Peter Groves
PSA61	Consider ways to create varied careers for those who do not seek promotion	31/03/2017	Peter Groves
PSA62	Encourage more movement of station based staff between stations by introducing regular rotations/movements during probationary periods and reviewing the transfer scheme	31/03/2018	Peter Groves
PSA63	Encourage staff to identify their own Personal Development Plans, changing the perception that a PDP is a negative judgement	31/03/2018	Peter Groves

22. Put fire stations at the heart of their community by encouraging an 'open' culture that builds on the public's trust of firefighters and makes fire stations available as resources for community groups, or as 'Safe Havens' for vulnerable people

Code	Activity/Task Required	End Date	Owner
PSA64	Promote community facilities at stations, developing marketing materials and online booking	31/03/2020	Dominic Ellis
PSA65	Hold station outreach days to promote career opportunities, cadets and apprenticeship schemes; offer fire safety advice and improve public understanding of risk	31/03/2020	Dominic Ellis
PSA66	Prioritise this engagement work in diverse communities by frontline staff by working with Area DACs and Borough Commanders to review Service Standards Measures	31/03/2020	Dominic Ellis
PSA67	Develop 'Safe Haven' proposals, considering scope, training, community engagement, health and safety and partnership considerations (e.g. police and social care)	31/03/2020	Dominic Ellis
PSA68	Explore other opportunities to support the community, for example, identifying which of our stations and offices could offer bathroom facilities for transgender Londoners	31/03/2020	Dominic Ellis

23. Better understand the relationship between diversity, risk and use of our services

Code	Activity/Task Required	End Date	Owner
PSA69	Commission research with our blue light partners so that we better understand how and why different communities use our services and can provide a better response to those needs as a result	30/09/2017	Susan Ellison-Bunce
PSA70	Consider ways to collect wider equality and diversity information from people who have incidents to better identify any links between protected characteristics and risk	30/09/2017	Susan Ellison-Bunce

24. Regularly engage with under-represented communities to seek their views on any proposals for change

Code	Activity/Task Required	End Date	Owner
PSA71	Map community groups for engagement targeting	30/09/2017	Susan Ellison-Bunce
PSA72	Explore the use of existing forums through the GLA, emergency services and other partners	31/12/2016	Susan Ellison-Bunce

25. Include a minimum evaluation weighting of 10 per cent for 'social value', where opportunities are provided by key contracts

Code	Activity/Task Required	End Date	Owner
PSA73	Deliver equality, diversity and inclusion guidance and programme awareness-raising sessions for procurement managers and key client partners	31/03/2020	Nicol Thornton
PSA74	Review relevant procurement policies and guidance to ensure that equality, diversity and inclusion are appropriately considered as social values	31/03/2020	Nicol Thornton

26. Use contract and relationship management processes to ensure our key contractors and partners are adequately considering equality, diversity and inclusion

Code	Activity/Task Required	End Date	Owner
<u>PSA75</u>	Monitor existing contractors' compliance with their own equality and diversity policies and encourage them, where relevant, to adopt our own values and expectations	31/03/2020	Nicol Thornton
<u>PSA76</u>	Take decisive action where poor behaviours are reported	31/03/2020	Nicol Thornton
<u>PSA77</u>	Use our leadership position in London government and the emergency services sector to ensure that procurement partners place the same high value upon equality, diversity and inclusion outcomes when tendering and managing contracts	31/03/2020	Nicol Thornton