



MEETING: HUMAN RESOURCES COMMITTEE

SUBJECT: CULTURAL REVIEW PROGRESS UPDATE

JOINT REPORT OF THE CHIEF FIRE OFFICER/CHIEF EXECUTIVE (THE CLERK TO THE AUTHORITY) THE FINANCE DIRECTOR AND THE PERSONNEL ADVISOR TO THE AUTHORITY

1 INTRODUCTION

- 1.1 The purpose of this report is to provide HR Committee Members with a progress update on the Services Cultural Review which incorporates amongst other work, both an independent cultural audit that has been commissioned by the Service and the implementation of the recently procured staff engagement tool.
- 1.2 This report follows on from reports that have previously been submitted to Fire Authority due to the frequency of HR Committee which allows us to ensure that no delays are experienced in progressing this important piece of work.

2 BACKGROUND

- 2.1 In 2021 the Service launched the Services priorities within the *Strategy TWFRS 2025* which are centred on three key areas, one of which is Inclusion. The focus of the inclusion element is to further diversify the workforce to ensure we reflect our whole community, ensure that we have fair and transparent routes to both employment and progression and, to have a positive culture where everyone is valued and takes pride and ownership of their actions and behaviour.
- 2.2 In support of this priority, over the last twelve months the Service has been working towards undertaking a cultural audit to allow us to establish a 'baseline' in terms of our culture, allowing us to monitor improvement and progress over the period of TWFRS 2025 programme of work and beyond.
- 2.3 Due to the specific nature of the work to be undertaken and a requirement within service for an employee engagement tool, at the end of February 2023 a contract was awarded for a platform called Hive. The Hive contract also ensured that there is an independent way in which the Service can survey staff with the support of occupational psychologists, who will review and interpret staff feedback and produce reports and recommendations to support future improvement actions. We received our first report in August 2023, which was shared with Fire Authority in October 2023.

- 2.4 The Service was also keen to ensure that staff were offered the opportunity to provide verbal feedback to independent facilitators and as such, a contract was directly awarded to Jagtar Singh Associates (JSA) who have ensured that conversations also took place with staff. All feedback was gathered anonymously and the final report was shared with Fire Authority in December 2023.

3 CURRENT POSITION

- 3.1 As highlighted above, the final JSA Report was received into the Service in December and published to the workforce immediately after Fire Authority on the 11 December 2023. The staff survey report produced by HIVE was published in October 2023.
- 3.2 The Executive Leadership Team (ELT) and Senior Leadership Team (SLT) have taken part in follow up sessions with HIVE and ELT have also attended a briefing session with JSA.
- 3.3 A decision was taken to consider feedback from the staff survey in terms of 'quick wins' and progress has already been made in relation to some areas highlighted (uniform contracts, staff feedback platform – 'you said, we did', promotion process improvements), however the plan was always to consider both reports together, allowing us to identify common themes and consider what improvements needs to be prioritised.
- 3.4 A recent meeting took place to discuss the consolidation of all recommendations within the JSA report onto a single spreadsheet and work is currently ongoing to identify key themes that have been highlighted within the HIVE staff survey report, allowing these to also be added ensuring appropriate monitoring can be implemented.
- 3.5 A further meeting is programmed in to take place in February to enable a plan to be established to ensure key recommendations and themes are addressed, ensuring with a focus being that where appropriate, staff are fully involved in the process.

4 NEXT STEPS

- 4.1 A meeting is booked in for the 16 February 2024, whereby the consolidated recommendations will be agreed, progress on specific recommendations will be provided and captured, and a plan will be discussed related to next steps and more specifically the involvement of staff.

5 RISK MANAGEMENT

- 5.1 TWFRS have captured a risk within the Corporate Risk Register (CRR) relating to the culture of the service, namely risk number 02.23 *Risk that the culture and behaviours within TWFRS do not fully align with the Services commitment to its values and the employees Code of Conduct leading to reputational damage.*

5.2 The work associated with the services cultural review and the independent cultural audit will help to reduce and mitigate the risks associated with a number of areas that contribute towards the perceived culture of the organisation, including the above mentioned risk.

6 FINANCIAL IMPLICATIONS

6.1 There are no financial implications in respect of this report.

7 EQUALITY AND FAIRNESS IMPLICATIONS

7.1 There are no equality and fairness implications in respect of this report.

8 HEALTH AND SAFETY IMPLICATIONS

8.1 There are no health and safety implications in respect of this report.

9 RECOMMENDATIONS

9.1 Members are recommended to:

- a) Note the content of the report
- b) Receive further reports / updates as appropriate.

BACKGROUND PAPERS

Item 5. (Part 1) Members Cultural Update (FA Meeting 26 June 2023)

Item 2. (Part 2) Cultural Review Update and Staff Survey Results (FA Meeting 16 October 2023)

Item 1. (Part 2) Cultural Review Update and Jagtar Singh Associates (JSA) Report (FA Meeting 11 December 2023)

