

**M. Pearson
CLERK TO THE AUTHORITY**

**To: The Chair and Members of the
Human Resources Management and
Development Committee
(see below)**

**SERVICE HEADQUARTERS
THE KNOWLE
CLYST ST GEORGE
EXETER
DEVON
EX3 0NW**

Your ref :
Our ref :
Website : www.dsfire.gov.uk

Date : 14 January 2009
Please ask for : Sam Sharman
Email : ssharman@dsfire.gov.uk

Telephone : 01392 872200
Fax : 01392 872300
Direct Telephone : 01392 872393

HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE

(Devon and Somerset Fire and Rescue Authority)

Thursday 22 January 2009

A meeting of the Human Resources Management and Development Committee will be held on the above date, **commencing at 14:00 hours in Conference Room A in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

1. **Apologies**
2. **Minutes** of the meeting held on 14 November 2008 attached (Page 1).
3. **Items Requiring Urgent Attention**

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

4. **Declarations of Interest**

Members are asked to consider whether they have any **personal/personal and prejudicial interests** in items as set out on the agenda for this meeting and declare any such interests at this time. *Please refer to the Note 2 at the end of this agenda for guidance on interests.*

PART 1 – OPEN COMMITTEE

5. Absence Management

Report of the Head of Human Resources Management and Development (HRMDC/09/1) attached (page 4)

6. Staff Survey

Head of Human Resources Management and Development to provide an update on the current position at the meeting.

7. Corporate Manslaughter Bill - Update

Presentation by the Head of Human Resources Management and Development at the meeting.

8. Community Safety Proactive Measures

Report of the Assistant Chief Fire Officer (Community Safety) (HRMDC/09/2) attached (page 9)

9. Target Setting for Goal 2 of the Devon and Somerset Fire and Rescue Authority Corporate Plan 2009/10 to 2011/12

Joint report of the Head of Human Resources Management and Development and the Head of Service Planning and Review (HRMDC/09/3) attached (page 13)

10. Update of Projects Relating to Retained Duty Systems

Report of the Assistant Chief Fire Officer (Community Safety) (HRMDC/09/4) attached (page 20)

11. Work Programme

Head of Human Resources Management and Development to provide an update on the current position at the meeting.

12. Exclusion of the Press and Public

RECOMMENDATION that, in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A (as amended) to the Act, namely Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

**PART 2 – ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PRESS
AND PUBLIC**

13. Job Evaluation For Non-Uniformed Staff

Report of the Head of Human Resources Management and Development (HRMDC/09/5) attached (page 23).

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Cann (Chair), Mrs. Parsons (Vice Chair), Ford, Manning, Parker, Shadrick and Viney

Substitute Members

Members are reminded that, in accordance with Standing Order 30, the Clerk (or his representative) MUST be advised of any substitution prior to the start of the meeting.

NOTES

1. ACCESS TO INFORMATION

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Sam Sharman on the telephone number shown at the top of this agenda.

2. DECLARATIONS OF INTERESTS BY MEMBERS

What Interests do I need to declare in a meeting?

As a first step you need to declare any personal interests you have in a matter. You will then need to decide if you have a prejudicial interest in a matter.

What is a personal interest?

You have a personal interest in a matter if it relates to any interests which you must register, as defined in Paragraph 8(1) of the Code.

You also have a personal interest in any matter likely to affect the well-being or financial position of:-

- (a) you, members of your family, or people with whom you have a close association;
- (b) any person/body who employs/has employed the persons referred to in (a) above, or any firm in which they are a partner or company of which they are a director;
- (c) any person/body in whom the persons referred to in (a) above have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of which you are a Member or in a position of general control or management and which:-
 - you have been appointed or nominated to by the Authority; or
 - exercises functions of a public nature (e.g. a constituent authority; a Police Authority); or
 - is directed to charitable purposes; or
 - one of the principal purposes includes the influence of public opinion or policy (including any political party or trade union)

more than it would affect **the majority** of other people in the Authority's area.

Anything that could affect the quality of your life (or that of those persons/bodies listed in (b) to (d) above) either positively or negatively, is likely to affect your/their "well being". If you (or any of those persons/bodies listed in (b) to (d) above) have the potential to gain or lose from a matter under consideration – to a **greater extent** than **the majority** of other people in the Authority's area - you should declare a personal interest.

What do I need to do if I have a personal interest in a matter?

Where you are aware of, **or ought reasonably to be aware of**, a personal interest in a matter you must declare it when you get to the item headed "Declarations of Interest" on the agenda, or otherwise as soon as the personal interest becomes apparent to you, **UNLESS** the matter relates to or is likely to affect:-

- (a) any other body to which you were appointed or nominated by the Authority; or
- (b) any other body exercising functions of a public nature (e.g. membership of a constituent authority; other Authority such as a Police Authority);

of which you are a Member or in a position of general control or management. In such cases, provided you do not have a prejudicial interest, you need only declare your personal interest if and when you speak on the matter.

Can I stay in a meeting if I have a personal interest?

You can still take part in the meeting and vote on the matter unless your personal interest is also a prejudicial interest.

What is a prejudicial interest?

Your personal interest will also be a **prejudicial** interest if **all** of the following conditions are met:-

- (a) the matter is not covered by one of the following exemptions to prejudicial interests in relation to the following functions of the Authority:-
 - statutory sick pay (if you are receiving or entitled to this);
 - an allowance, payment or indemnity for members;
 - any ceremonial honour given to members;

- setting council tax or a precept; **AND**
- (b) the matter affects your financial position (or that of any of the persons/bodies as described in Paragraph 8 of the Code) or concerns a regulatory/licensing matter relating to you or any of the persons/bodies as described in Paragraph 8 of the Code); **AND**
- (c) a member of the public who knows the relevant facts would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that you have a prejudicial interest (and the nature of that interest) as soon as it becomes apparent to you. You should then leave the room unless members of the public are allowed to make representations, give evidence or answer questions about the matter by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose.

You must, however, leave the room **immediately after you have finished speaking (or sooner if the meeting so decides)** and you cannot remain in the public gallery to observe the vote on the matter. Additionally, you must not seek to **improperly influence** a decision in which you have a prejudicial interest.

What do I do if I require further guidance or clarification on declarations of interest?

If you feel you may have an interest in a matter that will need to be declared but require further guidance on this, please contact the Clerk to the Authority – preferably before the date of the meeting at which you may need to declare the interest. Similarly, please contact the Clerk if you require guidance/advice on any other aspect of the Code of Conduct.

HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE

(Devon and Somerset Fire and Rescue Authority)

14 November 2008

Present:-

Councillors Cann (Chair), Ford, Manning, Parker, Mrs. Parsons and Viney

Apologies:-

Councillor Shadrick

***HRMDC/20. Minutes**

RESOLVED that the Minutes of the meeting held on 12 September 2008 be signed as a correct record.

***HRMDC/21. Appointment of New Member**

The Chair welcomed Councillor Manning as a newly-appointed Member of the Committee (in place of Councillor Phillips who had resigned from the Authority).

The Chair also welcomed back Jane Sherlock (Head of Human Resources Management and Development) following her recent illness.

***HRMDC/22. Declarations of Interest**

Members were invited to consider whether they had any **personal/personal and prejudicial interests** in items as set out on the agenda for this meeting and to declare any such interests at this time.

NO interests were declared.

***HRMDC/23. Staff Survey - Initial Results**

The Committee considered a report of DCFO Neil Gibbins (HRMDC/08/7) on the outcome of the preliminary analysis of the results of the staff survey undertaken earlier in the year. Operational Research Services (ORS) – an organisation with considerable experience nationally of the fire and rescue service – had been commissioned for assistance in compiling and undertaking the survey which had generated a 30% response rate. A summary of the survey results – identifying “high” spots and “hot” spots - had been issued to staff as a newsletter

A working group had been established to identify key issues arising from the survey results together with key areas for further work and action. It was proposed that a project team be established to work with representative bodies in progressing this matter.

Members commented in particular on the reported findings in relation to bullying and harassment. This was one of the issues that would be explored further in addressing the outcomes of the survey.

Additionally, the Head of Human Resources Management and Development commented that, since combination, several improved, more robust policies had been implemented (including a revised disciplinary policy). With issues such as bullying and harassment work was still necessary, however, to instil trust and confidence in the processes currently in place and in ensuring that the expectations of both parties to any allegation were managed in terms of what might be a reasonable and realistic outcome of the process.

Members were also informed that additional work was in progress to further analyse the outcome of the survey, by reference to responses to each individual question asked, and produce this in a readily-digestible form. This would be made available to Members and staff on completion.

RESOLVED

- (a) that this Committee assumes oversight of the programme of projects to be established to deliver agreed improvement activities arising from the outcomes of the staff survey;
- (b) that Councillor Pat Parker be nominated to work with the Project Team established to address issues arising from the survey results;
- (c) that, subject to (a) and (b) above, the report be noted.

(SEE ALSO MINUTE *HRMD/25 BELOW).

***HRMDC/24. Absence Management**

The Committee received for information a report of the Human Resources Manager (HRMDC/08/8) on performance of the service against its target to reduce the levels of sickness absence to the regional average rate of 9 says/shifts lost per person per year by 2010/11. Good performance had been secured as a result of successful management action over the first two quarters of the current financial year which had seen a 13.7% decrease in sickness absence when compared to the same period last year.

A revised sickness absence procedure was currently the subject of consultation with representative bodies and would be presented to a future meeting of the Committee.

Sickness absence was one of several performance measures contained within the current Corporate Plan 2008/09 to 2010/11 and which were reported on a quarterly basis to the Audit and Performance Review Committee.

This Committee would continue to receive information on sickness absence albeit with an emphasis more on management action to address the issue rather than statistical reporting.

Members asked that future reports contain comparative/benchmarking information – both regionally and nationally - on sickness absence recording.

***HRMDC/25. Work Programme for the Committee**

The Head of Human Resources Management and Development reported that, at its meeting on 14 September 2007, the Committee had agreed a work programme for future meetings linked to key objectives in the Corporate and Department Plans and including, amongst other things:-

- Workforce development
- The Health of the Organization
- The Equalities Framework
- the HRMD function and value for money.

Many of these themes had subsequently been progressed and new initiatives introduced as the Corporate and Department Plans have evolved.

Consequently, the Committee was invited to consider options for a future work programme. Items suggested included:-

- the outcomes of the recent staff survey, perhaps with a specific focus on bullying and harassment;
- the retained duty service (including retained to wholetime transfer procedures);
- the health of the organisation (sickness absence monitoring and management);
- training and development issues (including Urban Search and Rescue).

It was also suggested that alternative delivery mechanisms outside of the formal Committee structure might be considered to better facilitate the provision of information to Members.

RESOLVED that the Head of Human Resources Management and Development be asked to formulate a proposed work-programme for the Committee, including those issues identified above, for consideration at its next meeting.

(SEE ALSO MINUTE *HRMD/43 ABOVE)

*** DENOTES DELEGATED MATTER WITH POWER TO ACT**

The meeting started at 10.00hours and finished at 11.35hours.

DEVON & SOMERSET FIRE & RESCUE AUTHORITY



REPORT REFERENCE NO.	HRMDC/09/1
MEETING	HRMD COMMITTEE
DATE OF MEETING	22 JANUARY 2009
SUBJECT OF REPORT	ABSENCE MANAGEMENT
LEAD OFFICER	Head of Human Resources Management and Development
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	The progress with Absence Management has been included as a standing item within the HRMD agenda. This report includes an update of the Service performance for absence levels and also the long term absence levels.
RESOURCE IMPLICATIONS	
EQUALITY IMPACT ASSESSMENT	
APPENDICES	None
LIST OF BACKGROUND PAPERS	None

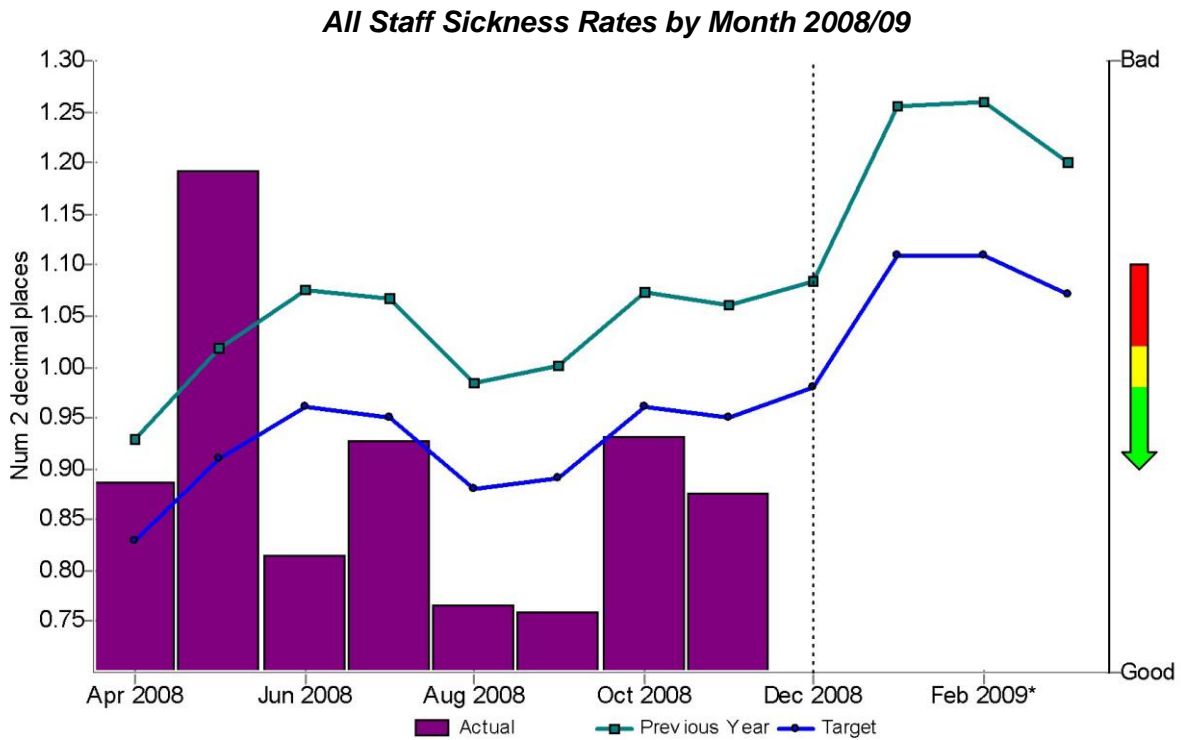
1. **INTRODUCTION**

1.1 Absence Management continues to be within target levels and is therefore coded 'green' within the Service Performance Report. Absence management therefore remains outside of the Service exception reporting but continues as an area of focus as the Service works to reduce levels of absence in accordance with our 3 year target level.

2. **CURRENT PERFORMANCE**

2.1 The Service has a corporate target to reduce the levels of sickness absence to the regional average rate of 9.0 days/shifts lost per person by 2010/11.

The target absence level was not achieved in 2007/8 but we continue to see a good improvement through Q1 to November of Q3 of 2008/9 in which we have seen a 12.9% decrease in absence for all staff compared with the same period last year. At this point the previous year was 8.21 days absence compared with a target of 7.33 for 2008/9 and the actual level being at 7.15 days.



All Staff – Sickness Rates per Person – by Month

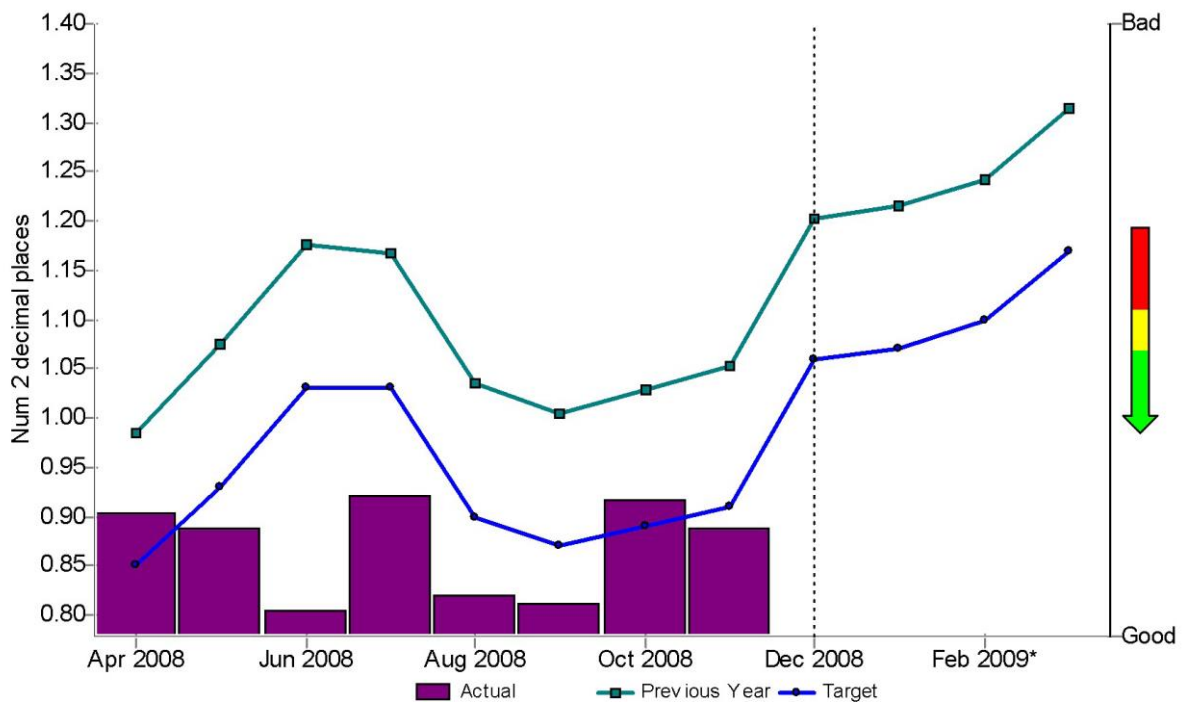
	YTD Actual 08/09	YTD Target	YTD Previous Year 07/08	YTD % variance on previous yr
Apr 2008	0.89	0.83	0.93	4.4%
May 2008	2.08	1.74	1.95	-6.8%
Jun 2008	2.89	2.7	3.02	4.3%
Jul 2008	3.82	3.65	4.09	6.6%
Aug 2008	4.59	4.53	5.07	9.6%
Sept 2008	5.34	5.42	6.07	12%
Oct 2008	6.28	6.38	7.15	12.2%
Nov 2008	7.15	7.33	8.21	12.9%

2.2

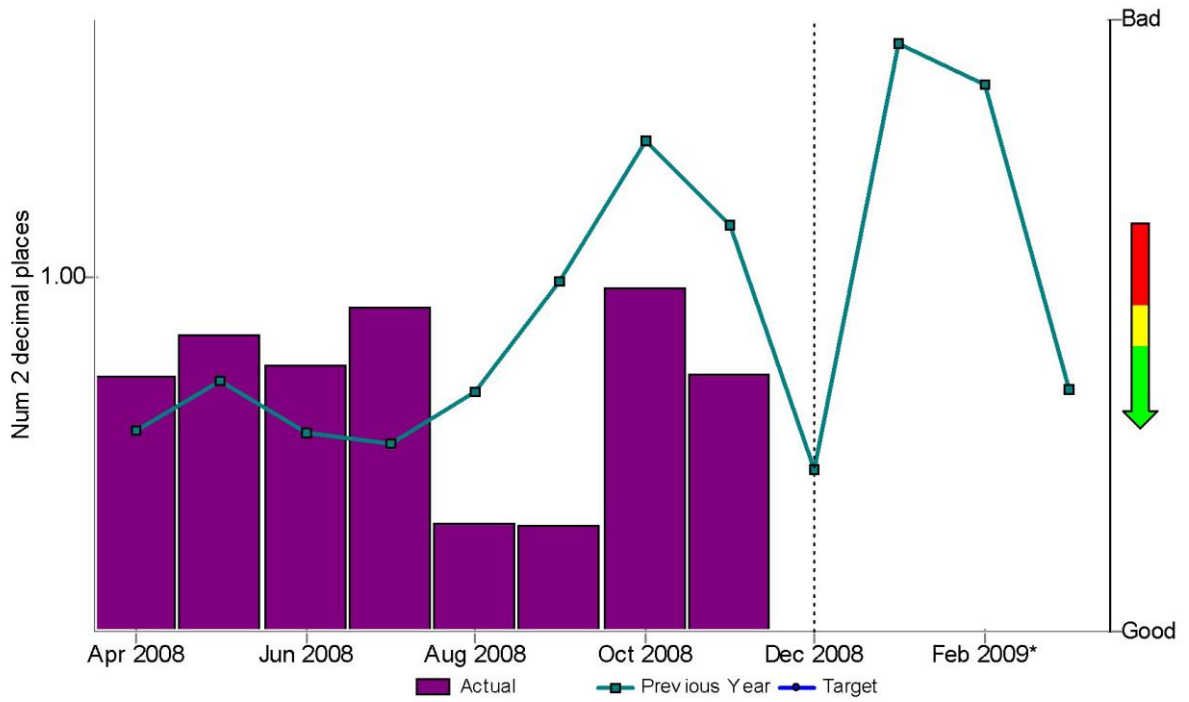
Although the overall level has improved, as previously when we analyse the results by staff category there are variations in performance. The breakdown for uniformed, control and non-uniformed are shown below. The uniformed levels remain below the previous year consistently within 2008/9 with a performance variance of 18.5% less than the previous year. For non-uniformed we have seen an improvement in Q2 over the previous year. There is not a target for non-uniformed alone, however, if we use the 'all staff' target level then it is below the target level of 7.33 days YTD. The Control Rooms continues to be over target and over the previous year.

	Working Days/shifts 2007/8	Working Days/Shifts 2008/9	% Variance on previous year.
All Staff	8.21	7.15	12.90%
Uniformed	8.52	6.95	18.50%
Non-uniformed	7.13	6.51	8.80%
Control	8.86	14.97	-69%

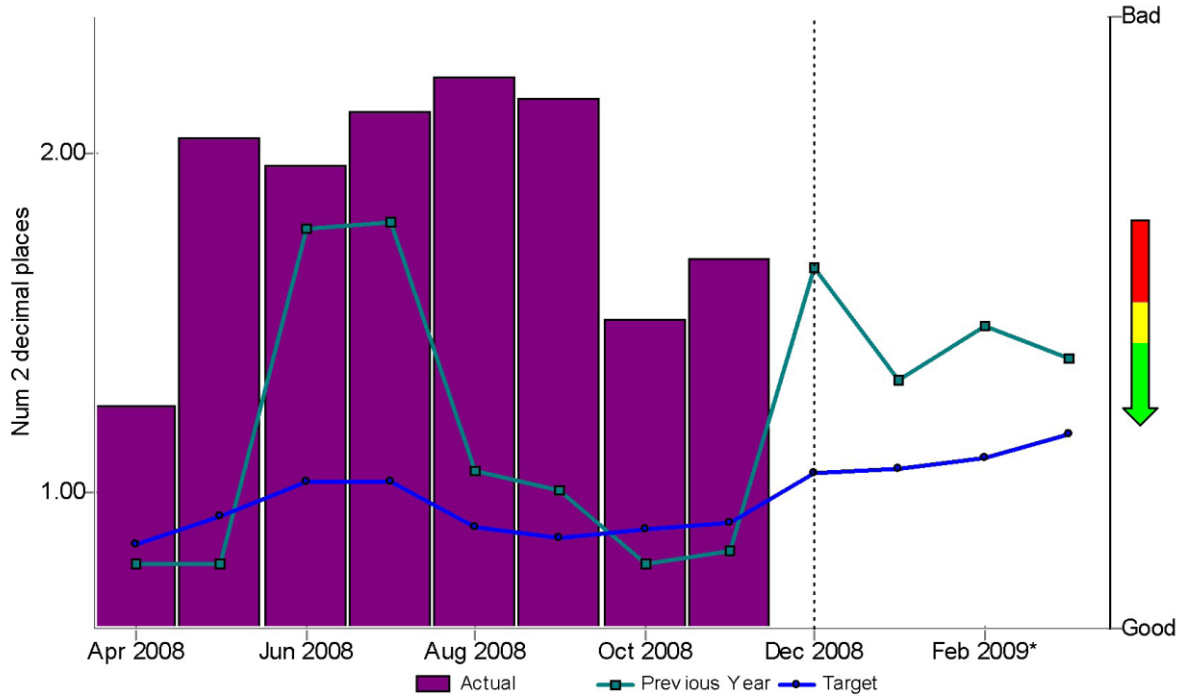
Uniformed Staff Sickness Rates by Month 2008/09



Non-uniformed Staff Sickness Rates by Month 2008/09



Control Staff Sickness Rates by Month 2008/09



3. **DETAILED BREAKDOWN OF LONG TERM SICKNESS**

3.1 The monitoring of long term sickness ie those over 28 days is reported on a monthly basis and includes those who are long term sick and those on restricted duties.

3.2 The number of long term sick over the last 10 months has been as follows:

Number of staff	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov
Uniformed	27	28	23	23	19	19	20	23	17	20
Retained	14	17	10	10	8	10	8	9	12	14
Non-uniformed	3	6	6	7	6	2	4	2	3	6
Total	44	51	39	40	33	31	32	34	32	40

3.3 **Progress with Absence Management Policy**

The first draft of the absence management policy went out for consultation but feedback was not received from the Representative Bodies. This policy will be a cornerstone to the continued successful reduction in absence levels and therefore the Service has sought to discuss this policy with the RBs. It has been raised at the IRC meetings and a further informal meeting has taken place with the FBU. These discussions will be continued on the 29 January 2009. On the 2 February 2009 the Policy working party will meet to update the policy following receipt of the feedback.

4. **CONCLUSION**

4.1 The Service has seen a significant improvement during 2008/9 on the previous year and is continuing to progress with a sustained reduction to meet our overall targets.

Jane Sherlock
HEAD OF HUMAN RESAOURCES MANAGEMENT AND DEVELOPMENT

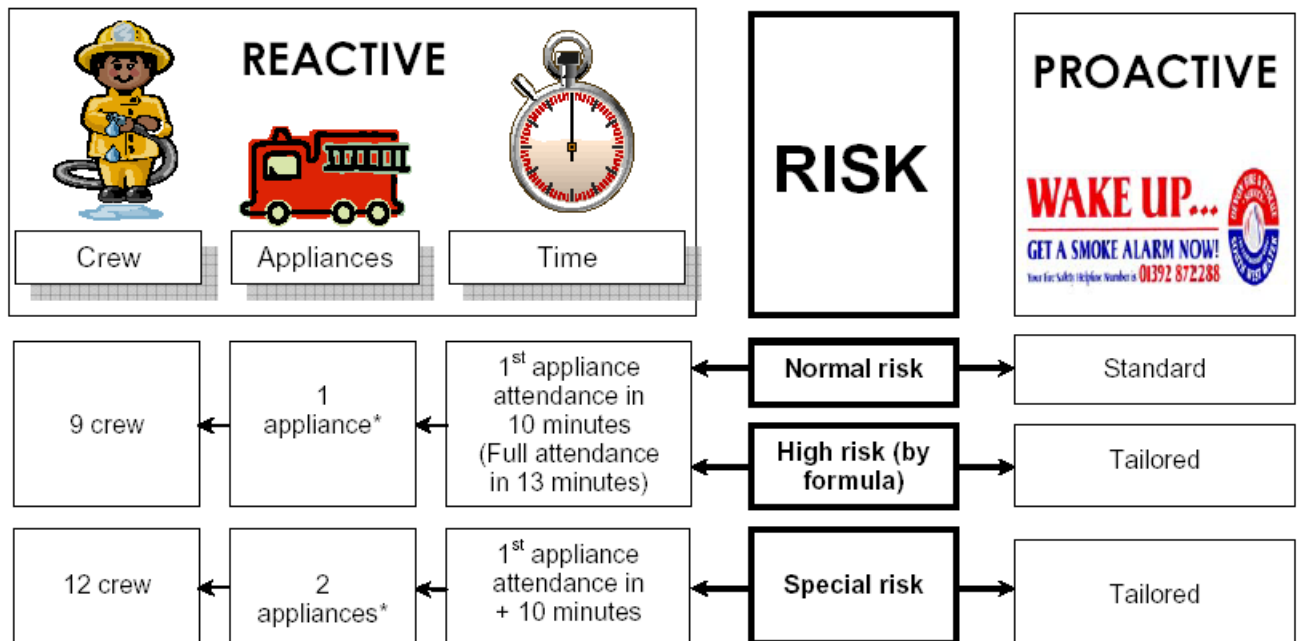
DEVON & SOMERSET FIRE & RESCUE AUTHORITY



REPORT REFERENCE NO.	HRMDC/09/2
MEETING	HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE
DATE OF MEETING	22 JANUARY 2009
SUBJECT OF REPORT	COMMUNITY SAFETY PROACTIVE MEASURES
LEAD OFFICER	Assistant Chief Fire Officer (Community Safety)
RECOMMENDATIONS	<i>That the Committee supports the proposal set out within paragraphs 4 and 5 of this report for different employment contracts and conditions.</i>
EXECUTIVE SUMMARY	<p>Following the introduction of enhanced response times for dwellings, there is an opportunity to implement a broader prevention strategy to provide targeted advice and visits for dwellings outside of the 10 minute response time. Additionally, the Service needs to continue to drive down risk amongst the highest risk communities who receive an emergency response within 10 minutes.</p> <p>This paper presents a proposal which supports this improvement to service delivery over the forthcoming planning year.</p> <p>If these proposals are implemented in their entirety they have the potential to improve the diversity of the Service's workforce.</p>
RESOURCE IMPLICATIONS	<p>The development of the advocate network can be met within existing CS budget codes for 09/10.</p> <p>The expansion of the CSAT model is an ongoing part of the Group planning process during 09/10.</p>
EQUALITY IMPACT ASSESSMENT	
APPENDICES	None
LIST OF BACKGROUND PAPERS	<ul style="list-style-type: none"> • Risk Assessment Methodology for Defining the Service's Risk Profile for Emergency Response and Proactive Work (CSCPC/37) • Draft Corporate Plan 2009/10 to 2011/12 (DSFRA/08/23).

1. **BACKGROUND**

- 1.1 The Service adopted new response time for fires in dwellings recently and this improvement to service delivery resulted in better response standards for many rural communities. The former long-standing ‘standards of fire cover’¹ included an intention to reach rural dwellings with a single appliance within 20 minutes – this description was formerly known as the ‘D risk’ category. There was also a ‘remote rural’ category for which there was no specific response time, and these properties relied on the ‘best efforts’ of the Service.
- 1.2 The introduction of integrated risk management planning resulted in each Fire & Rescue Service (FRS) identifying and analysing its own risks and to subsequently develop a plan to respond to those identified risks in the most efficient and effective way. Devon & Somerset FRS undertook research and worked in conjunction with Dorset FRS and the University of Exeter to develop response standards for all dwellings across the Service area.
- 1.3 This paper and the proposal set out within it was considered by the Community Safety and Corporate Planning Committee at its meeting on 14 January 2009 (Report CSCP/09/1 refers)



2. **ASSESSING THE RISKS**

- 2.1 Across Devon and Somerset there are approximately 124,000 known dwellings beyond the 10 minute response time areas, many of which are on the fringes of the main conurbations but there are some considered to be ‘remote rural’. The University research identified a range of risk types and categorised them into five groups. The first two groups are considered to be those presenting the highest risk of experiencing a fire and suffering as a consequence (e.g. the elderly living alone, disabled, etc). The Fire Standards of Emergency Cover (FSEC) tool-kit identifies that these two highest risk groups account for 150,761 residents (9.6% of the total population).

¹ Formulation of the national standards of fire cover was first laid down in 1936 and later implemented in 1947, following the Second World War They were subsequently reviewed in 1958 and 1985, but were never significantly changed. They were repealed on the introduction of the requirement for Service’s to undertake local Integrated Risk Management Planning in 2003.

- 2.2 Working on this basis, it is reasonable to assume that approximately 10% of the total dwellings (approx 12,400) outside the 10 minute response time are likely to contain at least one member of the two highest risk groups.
- 2.3 The location of these most vulnerable members of our population is not easily identifiable. However, there are data-sets available in the public and commercial domain which can be combined by using well-developed software solutions. Such systems are able to draw on information such as levels of deprivation, public health figures, economy and income related statistics, and other social demographic data.

3. **THE DELIVERY PROPOSAL**

- 3.1 Initially, the Service will need to improve its ability to access and analyse risk information in order to prioritise those wards with the greatest predominance of high risk groups and to then ensure that readily accessible information and advice is made available to those populations.
- 3.2 The Service will then need to improve its delivery provision by developing a delivery strategy which builds on the excellent work of our station-based employees and our Community Safety Action Teams. Further to this, the Service will introduce the concept of community fire safety advocates. Over the forthcoming 12 month period the Service will assemble a body of skilled employees and advocates to target these highest risk groups. Those falling within the same high risk groups within the 10 minute response time areas will continue to receive the attention of the station-based staff who will deliver a Home Safety Visit for each property, which will include the installation of a 10 year smoke alarm on each level of the property.
- 3.3 All such risk areas will be offered advice and those falling within the risk groups will receive a visit, whilst those deemed to fall within the normal or lower risk bands (three to five) will be offered suitable information which will enable them to assess the hazards within their home.

4. **COMMUNITY SAFETY ACTION TEAMS (CSAT)**

- 4.1 The CSAT is a concept that offers preventative work on a secondary contract for any employee of the Service. The individuals are selected on the basis of their capability to provide a sufficient number of hours and their ability to engage with members of the public through the delivery of a range of activities, such as Home Safety Visits, Hot Strikes, School Talks, etc.
- 4.2 The CSAT currently exists in West Somerset and North Devon. Further teams are being developed in West Devon and South Devon areas (these are presently at the stage of appointing new members). This delivery option provides a very efficient and reliable means of delivering preventative activities in more rural areas by Service employees.

5. **ADVOCATES**

- 5.1 Advocates are representative of the communities within which they serve and would typically work in partnership with community groups, external agencies and fire station personnel to identify vulnerable residents and subsequently deliver the most appropriate intervention. Experience from other Service's with similar schemes would suggest that advocates used in this way have a well-developed knowledge of their community and are capable of delivering a preventative message to minority groups in a way that is sensitive to the environment and the community's needs.

5.2 Advocates could also originate from within rural communities or from specific hard-to-reach minority groups. This would present unique opportunities which would advance the Service's capability to engage with the full spectrum of residents across Devon and Somerset.

6. **DEVELOPING AND EVALUATING THE DELIVERY METHODS**

6.1 The Community Safety Department at Service Headquarters will initiate a project to improve the targeting of the highest risk groups and subsequently, to develop the above mentioned delivery methods to advance the intervention to those priority groups. Within the first year (2009/10) the cost of these developments can be met from the existing CS delivery budget codes. The project will apply a staged review to evaluate the efficiency and effectiveness of the delivery methods.

6.2 The review process will seek to measure any added value in terms of the Service's mode of delivery and will assess the impact of the CSAT and the Advocates on the targeted communities of Devon and Somerset.

7. **RECOMMENDATIONS**

7.1 That the Committee supports the proposal set out within paragraphs 4 and 5 of this report for different employment contracts and conditions.

Pete Smith
ASSISTANT CHIEF FIRE OFFICER (COMMUNITY SAFETY)

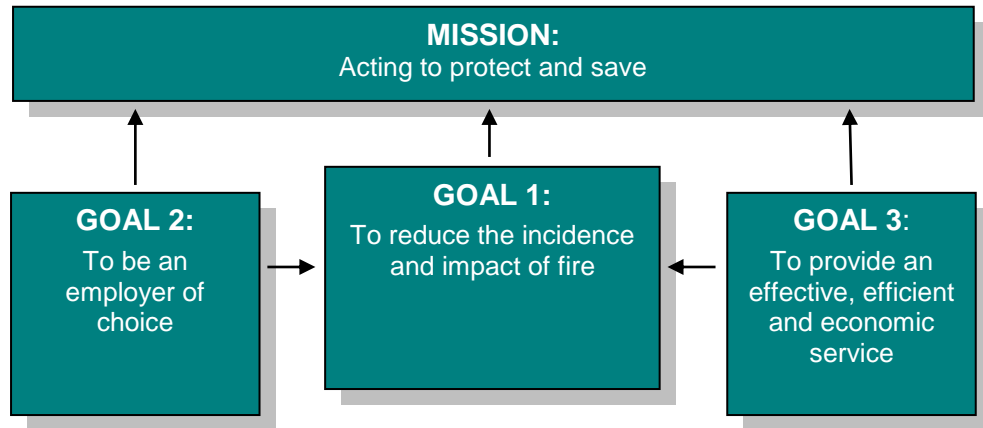
DEVON & SOMERSET FIRE & RESCUE AUTHORITY



REPORT REFERENCE NO.	HRMDC/09/3
MEETING	HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE
DATE OF MEETING	22 JANUARY 2009
SUBJECT OF REPORT	TARGET SETTING FOR GOAL 2 OF THE DEVON AND SOMERSET FIRE AND RESCUE AUTHORITY CORPORATE PLAN 2009/10 TO 2011/12
LEAD OFFICER	Head of Human Resources Management and Development and the Head of Service Planning and Review
RECOMMENDATIONS	<p>(a) <i>That the options and recommendations for targets contained within this report are considered, and;</i></p> <p>(b) <i>That the targets are included in the Devon and Somerset Fire and Rescue Authority Corporate Plan 2009/10 to 2011/12. The Corporate Plan will then be submitted to the Devon and Somerset Fire and Rescue Authority in February 2009 for final approval.</i></p>
EXECUTIVE SUMMARY	<p>A key part of any business plan is the setting of targets to demonstrate the level of ambition the organisation wishes to achieve.</p> <p>As in previous years, it is proposed that this Committee discuss and considers targets for relevant areas of the Corporate Plan before final endorsement by the full Authority in February. Therefore, this paper sets out recommendations for targets under Goal 2 'To be an employer of choice'.</p>
RESOURCE IMPLICATIONS	The Service is awaiting the outcome of an application to Communities and Local Government for grant funding in return for stretch targets relating to the recruitment of women into the operational roles and also the recruitment of ethnic minority employees across the whole organisation.
EQUALITY IMPACT ASSESSMENT	
APPENDICES	
LIST OF BACKGROUND PAPERS	<p>Devon and Somerset Fire and Rescue Authority Draft Corporate Plan 2009/10 to 2011/12</p> <p>Devon and Somerset Fire and Rescue Authority – Minutes DSFRA/51 (Authority Corporate Single Equality Scheme - "Making the Connections") and DSFRA 52 _National Equality & Diversity Strategy: Application for Additional Capital Grant Funding to Meet Higher Recruitment Targets refer.</p>

1. **INTRODUCTION**

1.1 The draft Devon and Somerset Fire and Rescue Authority Corporate Plan 2009/10 to 2011/12 set out the ambitions for the Authority for the next three years, as expressed through the following Mission and Goals:



1.2 A key part of any business plan is the setting of targets to demonstrate the level of ambition the organisation wishes to achieve.

1.3 Within the Fire and Rescue Service in previous years there has been the requirement to set targets for the next three years for each of the national Best Value Performance Indicators. However, this requirement no longer exists and therefore there is greater flexibility for the Authority in the setting of targets.

1.4 Nationally the former suite of Best Value Performance Indicators has been replaced with the National Indicator Set which consists of 198 performance indicators covering a wide range of areas in the public sector. The recently renewed Local Area Agreements were required to set targets against 35 of the performance indicators in the National Indicator Set. However, all of the 198 indicators will still need to be measured and monitored on a regular basis. Within the set there are 2 specific indicators where the fire and rescue service is the primary source of the data. They are:

NI 33: Arson Incidents. To be measured as:

- (i) Number of deliberate primary fires per 10,000 population;
- (ii) Number of deliberate secondary fires per 10,000 population

NI 49: Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks). To be measured as:

- (i) Total number of primary fires per 100,000 population;
- (ii) Total number of fatalities due to primary fires per 100,000 population;
- (iii) Total number of non-fatal casualties (excluding precautionary checks) per 100,000 population

1.5 Of course there are other indicators in the set where the work of the fire and rescue service contributes e.g. road traffic collisions, but are not the primary source of the data. Within the four Local Area Agreements within Devon and Somerset neither of the indicators above had targets set against them.

1.6 As members will be aware, central government outlines the direction of the Fire and Rescue Service by the publication of a National Framework. The latest edition of this, the Fire and Rescue Service National Framework 2008-11 contains the action that FRS' must implement the requirements of the Fire and Rescue Service Equality and Diversity Strategy 2008-2018. This strategy contains the requirement for each Authority to meet recruitment, retention and progression in its workforce diversity targets for women and minority ethnic staff by 2013. Every FRS Authority is responsible for setting its own local minority ethnic recruitment targets based upon the local Labour Force Survey (LFS) statistics rather than the census used previously. The LFS is considered much more accurate and provides current identification of the working age population. The details of these targets are contained later within this report.

2. **TARGET SETTING FOR GOAL 2**

2.1 Within the Draft Corporate Plan under Goal 2 there four priorities:

- 2.a) To improve the service's approach to equality and diversity
- 2.b) To provide effective training and development for staff
- 2.c) To improve the health and welfare of staff
- 2.d) To develop strategies to recruit and retain firefighters in rural communities

2.2 In order to achieve these priorities the Service will be measured against the targets listed below, supporting the relevant priority. Information is provided on current levels of performance, suggested targets to be adopted and activities to be undertaken to achieve the target. More detailed discussions on some of these activities will be covered earlier on the agenda of this committee meeting.

2.3 When setting targets it is important to consider:

- The priority and importance of delivering a specific issue
- Current performance and success of existing strategies to deliver the outcomes
- Resources available to undertake the activity required to achieve the target
- Benchmarking of current performance against other Fire and Rescue Services
- The possible impact of the current economic situation on performance. No-one can reliably predict what this impact might be and therefore setting targets in this climate provides a significant challenge in itself.

3. **PRIORITY 2A – TO IMPROVE THE SERVICE'S APPROACH TO EQUALITY AND DIVERSITY**

3.1 The main driver in improving the Service's approach to Equality and Diversity will be the implementation of 'Making the connections'. This is essentially a single equality scheme for Devon & Somerset covering all six equality strands. An early draft of the scheme was presented to members at the full Authority meeting on the 23 October 2008 (paper DSFRA/08/25 refers). The scheme will:

- be built on evidence provided by community/staff consultation;

- bring together and highlight in one document all the current and future activities in DSFRS that are relevant to the Local Government Equality Standard;
- have the 6 equality strands clearly identified within it;
- have DSFRS functions relating to each strand clearly identified;
- detail our priorities for Equality Impact Assessing policies;
- have a 3 year action plan setting out our direction of travel;
- have a person identified as being responsible for each action;
- contribute towards changing organisational culture (National framework document 2008 – 2011).

3.2 Existing work already being undertaken or proposed for the future that will assist in progressing the scheme are:

- On-line E-learning Equality & Diversity Training programme
- Engaging with Hard to Reach Groups
- Improved monitoring of Equality & Diversity performance data
- Undertaking Equality Impact Assessments of all training courses
- Positive Action Working Group to develop and implement a Positive Action Strategy
- Harmonisation of all Equality & Diversity Policies
- Reviewing the Equality Impact Assessment Procedures
- Promote Core Values

3.3 To monitor the success in improving the Service's approach to equality and diversity there are four measures, namely:

- The level of the Equality Standard for Local Government to which the authority conforms
- The duty to promote race equality
- The percentage of operational recruits that are women
- The percentage of all staff recruited from the local minority working age population.

3.4 The current Corporate Plan contains the Target 'Achieve Level 3 of the Equality Standard for Local Government in 2008/09 and 2009/10.' Work is still in progress to achieve this standard, a key component of which is a single equality scheme, as referred to above. There is also a South West Regional target for all FRA's to achieve the level of 'achieving authority' by March 2010. The wording is different in the regional plan as this reflects the new descriptive for the Standard and equates to Level 3. It is therefore proposed that the existing target stands, but is re-worded in line with the regional target.

3.5 BVPI 2b (The duty to promote race equality) has been removed from the reporting mechanisms. BVPIs ceased to exist as of 1st April 2008 as laid out in Fire Service Circular 9/2008 which states;

"The 2007 Act removes the requirement for best value authorities to compile and publish an annual best value performance plan (BVPP). The Department intends to commence this provision from 1 April 2008".

It is thus, that BVPI 2b (The Duty to Promote Race Equality) is to be removed as a specific measure from our own reporting mechanisms. The way that the Authority will measure and report on performance in relation to all equality & diversity matters, will be seen through the outcomes of the action plan in the Single Equality Scheme "Making the Connections" and the Corporate Plan. This will address not just our legal obligations and corporate issues for race, but also the other diversity strands of disability, gender, age, faith and sexual orientation. This will achieve alignment with the new local performance framework for the future measurement of our successes, achievements and areas that need further work and development.

- 3.6 The National Equality and Diversity Strategy contains the following two targets:
- By 2013, the percentage of recruits from minority ethnic groups across the whole organisation to reach the same percentage as in the local working age population
 - By 2013 recruitment of women into the operational sector to be at least 15%.

- 3.7 A paper was submitted to the Full Fire & Rescue Authority on the 23 October 2008 - National Equality & Diversity Strategy: Application for Additional Capital Grant Funding to Meet Higher Recruitment Targets (Minute DSFRA/52. refers) suggesting targets for Devon and Somerset that supported the National targets. As members will be aware, the Authority has submitted an application for funding to Communities and Local Government to support FRAs in their commitment to higher targets. Devon and Somerset FRS are requesting a share of the Capital Grant payment of £2million and we have therefore committed to achieve the higher targets as outlined below:

- The Labour Force Survey indicates that the local minority ethnic working age population across the Service area is 5.29%. We are increasing this target by 2% to achieve 7.29% of all staff recruited to be from minority ethnic groups by 2013.
- By 2013, 18% of firefighters recruited into the service to be women (this is 3% above the national target).

- 3.8 To date we have had acknowledgment of receipt of our request to CLG but have yet to hear if the higher targets and associated grant have been approved. As well as progressing the equalities scheme 'Making the connections' to achieve these targets the Service has also been actively working with representative bodies equalities teams and has more robust strategic and tactical workforce planning.

4. **PRIORITY 2B – TO PROVIDE EFFECTIVE TRAINING AND DEVELOPMENT FOR STAFF**

- 4.1 There are no specific numerical targets within the existing Corporate Plan for this priority. However, the draft plan does propose the following two targets to measure the success of this priority. They are:

- Ensure 100% staff promoted into new roles receive risk critical elements of their development programme prior to actively commencing the role
- Achieve and maintain 100% of station based staff trained in line with current breathing apparatus training policy.

- 4.2 To support achievement of these targets and priority, the Service has a five year training strategy to address the delivery of training across the two training centres with an increased emphasis on local delivery. The Service continues to undertake an annual training needs analysis so as to ensure awareness of training requirements plus there is an increased emphasis on the development and implementation of appraisal systems.

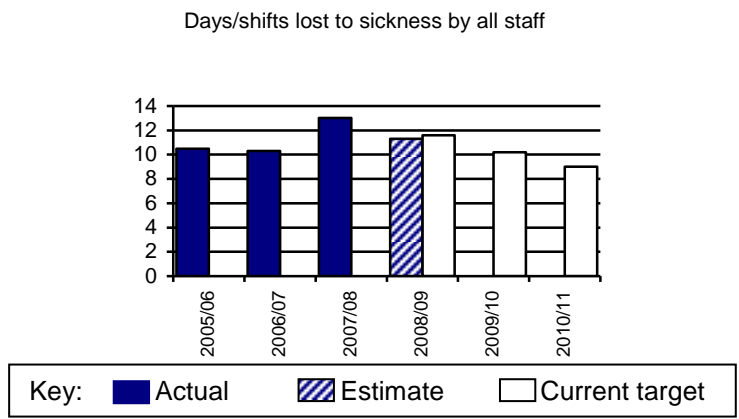
5 2C TO IMPROVE THE HEALTH AND WELFARE OF STAFF

5.1 Within the existing and proposed plan there is one target that measures the achievement of this priority which relates to the levels of sickness amongst staff.

5.2 To reduce the level of sickness, the Service has re-energised the use of the existing Service policy on sickness absence. This involves the closer monitoring of absence and greater support to staff and awareness of linked policies e.g. flexible working, carers leave etc. The Service has also developed a new pressure and stress at work policy and is currently consulting on a more robust attendance and absence management policy. As part of the overall health agenda the Service will also identify and implement positive health promotion and work closely with the new Occupational Health provider to identify further opportunities for improvement. Also the Health and Safety section will continue to undertake and oversee ROSPA and station audits and use the results of these to inform changes in policies and procedures in order to reduce work place injuries.

The proportion of working days/shifts lost to sickness absence

The current target set is to reduce the levels of sickness absence to the regional average rate of 9.0 days/shifts lost per person by 2010/11. Current performance is that sickness rates have started to decrease, down by 13% when compared to the same period last year. If this performance continues to the end of the year it is expected the rate will be 11.3 per person compared to a target of 11.6. This is a positive result for the Service due to the many factors that currently face staff such as the impact of combination, rank to role, job evaluation and the regional control centre.



The levels of sickness in Devon and Somerset are amongst the highest Nationally, with the best performing reporting rates as low as 6 days lost per person. When compared to the region, although rates are lower in other brigades, a couple have shown some increases so far in 2008/09 and may exceed sickness rates in Devon and Somerset by the end of the year.

Recommendation: To continue with the existing target for the next two years, i.e. to achieve a rate of 9.0 days by 2010/11.

6. **PRIORITY 2D – TO DEVELOP STRATEGIES TO RECRUIT AND RETAIN FIREFIGHTERS IN RURAL COMMUNITIES**

- 6.1 This is an existing priority within the Corporate Plan. Due to the rural nature of the Service, the employment of retained staff is essential for the Service to deliver both prevention and intervention activities.
- 6.2 A previous item on this agenda will have covered the work the Service is undertaking on the review of the retained duty system. In addition to this the Service has re-engineered the recruitment process to remove some of the blocks and barriers to speed up the recruitment process.
- 6.3 The current Corporate Plan does not contain any numerical targets to reflect the achievement of this priority. However, the draft plan contains a proposal to have a target 'To ensure 90% of retained posts are filled' as it is believed that this would be a good reflection on our achievement to recruit and retain staff. Current figures show that approximately 97% of posts are filled, based upon full time equivalents. The Service is unlikely to achieve 100% as the notice period for leaving is so much shorter than that required to recruit a new member of staff. However, it is believed that current levels are fairly good and should be maintained over the next few years.

Jane Sherlock
HEAD OF HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

Mary Bartlett
HEAD OF SERVICE PLANNING AND REVIEW

DEVON & SOMERSET FIRE & RESCUE AUTHORITY



REPORT REFERENCE NO.	HRMDC/09/4
MEETING	HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE
DATE OF MEETING	22 JANUARY 2009
SUBJECT OF REPORT	UPDATE OF PROJECTS RELATING TO RETAINED DUTY SYSTEMS
LEAD OFFICER	Assistant Chief Fire Officer (Community Safety)
RECOMMENDATIONS	<p>(a) <i>That the Committee endorses the involvement of all staff affected by the implementation of improvements to the Retained Duty System;</i></p> <p>(b) <i>That, subject to (a) above, the Committee notes the progress made to date.</i></p>
EXECUTIVE SUMMARY	<p>Following the review of the Retained Duty System (RDS) which was completed in March 2008, important areas of potential improvement have been identified that will significantly enhance the service's ability to attract and keep staff on the RDS including females and those from minority groups.</p> <p>This paper illustrates the planned and proposed projects that will be undertaken by working groups including RDS employees.</p>
RESOURCE IMPLICATIONS	The resource implications have not been quantified at this stage, however, it is intended that the implementation of new ways of working will be cost neutral at least or result in organisational efficiencies
EQUALITY IMPACT ASSESSMENT	An Equality Impact Assessment (EIA) will be carried out for the project as appropriate.
APPENDICES	None
LIST OF BACKGROUND PAPERS	Retained Review

1. **BACKGROUND**

- 1.1 A review of the Retained Duty System (RDS) arrangements in Devon and Somerset Fire and Rescue Service (DSFRS) was carried out which was reported to the Committee in March 2008. This involved extensive consultation with RDS employees, their partners and service managers. Following this process, the results have been analysed by relevant departments in order to inform future activities and plans.
- 1.2 As a result senior managers have identified areas of work that require immediate or longer term action. This paper provides an update of existing and planned activities.

2. **EXISTING PROJECTS**

Development of new RDS working arrangements

- 2.1 As part of the RDS review DSFRS employees were consulted regarding the performance of the existing “pay as you go” and former Devon Salary Scheme arrangements as well as their preferences for future RDS contracts, working arrangements and methods of payment. This consultation process and performance review has identified the positive and negative aspects of both of the existing systems.
- 2.2 In order to develop the most effective way forward, utilising the strengths of the existing arrangements as well as considering new ideas, a working group to include an RDS representative from each of the existing 6 areas has been established.
- 2.3 The intention of this is to improve working arrangements in order to assist with recruitment and retention issues as well as improving operational performance. This is an excellent opportunity to further develop the strengths of the existing RDS systems and to harmonise the arrangements across Devon and Somerset.
- 2.4 It is intended that this group will report during the spring of this year.

Availability monitoring systems and electronic pay roll

- 2.5 The review identified that the implementation of an availability monitoring tool and improvements to the paper based pay system were a priority. As a consequence the Service Management Board recently approved the procurement of such a system.
- 2.6 An electronic availability system will present real time information regarding the availability of appliances and RDS employees enhancing resilience, and will also provide service managers with effective systems to manage performance. Additionally it will provide options such as the use of text via mobile phones and use of the internet for RDS employees to update and record their weekly cover improving the flexibility of their working arrangements.
- 2.7 An electronic RDS pay system will enable pay claims to be processed electronically via the intranet or internet. This introduction could provide efficiency savings or improvements due to reduced workload for the Pay and Conditions department and service delivery managers, as well as increased morale due to enhanced effectiveness and accuracy. Additionally employees will be able to review their own pay claim history remotely reducing the number of queries to the pay department. This area was identified as a key issue within the RDS review.

2.8 A Working Group has been formed to manage the implementation of this project; however, it is expected that the procurement process will take until the end of April 2009 and therefore, the system will not be available for use for at least 6 months.

3. **PROJECTS IN DEVELOPMENT**

3.1 Once again feedback from the RDS review has identified issues that require further development or implementation. RDS employees will be used to form project teams in order to meet some of the objectives listed below:

- Introduce a Retained forum to improve communication and consultation with RDS employees.
- To review the provision of the existing recruitment process in order to improve access and availability of recruitment information.
- Develop improved RDS vacancy management arrangements to provide accurate work force planning information.
- Develop a strategy for positive action in order to promote recruitment from under - represented groups.
- Develop a strategy to raise awareness of the role of Retained firefighters within the community
- Develop a strategy to improve liaison with the primary employers of RDS employees
- Review the range of activities currently being carried out by RDS employees and identify opportunities to introduce specialist roles and skills.

4. **CONCLUSION**

4.1 The purpose of this update is to provide a summary of the existing and planned projects that have been generated following the RDS review. Working groups are formed or being formed for these tasks and will be managed using the service project control tool.

4.2 RDS employees have been extensively consulted during the review process and will be actively involved in the planning and implementation of the proposed projects. This approach will improve the level of involvement and contribution of RDS employees towards the service improvement programme.

**PETER SMITH
ACFO (COMMUNITY SAFETY)**