

**M. Pearson  
CLERK TO THE AUTHORITY**

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

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**HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE**  
(Devon and Somerset Fire and Rescue Authority)

**Tuesday 27 October 2009**

A meeting of the Human Resources Management and Development Committee will be held on the above date, **commencing at 14.15 hours in Conference Room B in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson  
Clerk to the Authority

**A G E N D A**

1. **Election of Chair**
2. **Apologies**
3. **Minutes** of the meeting held on 15 April 2009 attached (Page 1).
4. **Items Requiring Urgent Attention**

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

5. **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.*

6. **Election of Vice Chair**

**PART 1 – OPEN COMMITTEE**

**7. High Potential Leadership Programme**

Report of the Head of Human Resources Management and Development (HRMDC/09/10) attached (page 5)

**8. Eligibility for Retained Duty System (RDS) Staff to Apply for Wholetime**

Report of the Head of Human Resources Management and Development (HRMDC/09/11) attached (page 11)

**9. Staff Skills Bank**

Report of the Head of Human Resources Management and Development (HRMDC/09/12) attached (page 20)

**10. Absence Management**

Report of the Head of Human Resources Management and Development (HRMD/09/13) attached (page 25)

**11. Future Workshops for the Human Resources Management and Development Committee**

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

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

Nil

**MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER**

**Membership:-**

Councillors Boyd, Burrige-Clayton, Cann, Manning, Mrs. Nicholson, Turner and Wallace

**Substitute Members**

Members are reminded that, in accordance with Standing Order 36, 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)

15 April 2009

Present:-

Councillors Cann, Mrs. Parsons and Viney

Apologies:-

Councillors Manning and Shadrack.

**\*HRMDC/37. Minutes**

**RESOLVED** that the Minutes of the meeting held on 22 January 2009 be signed as a correct record.

**\*HRMDC/38. Declarations of Interest**

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

No interests were declared.

**HRMDC/39. "Making The Connections" - Devon & Somerset Fire & Rescue Authority Single Equality Scheme 2009/10 to 2011/12**

The Committee considered a final draft of "Making the Connections" – a single equality scheme for both the Authority and the Service. The Fire and Rescue Service National Framework required the Authority to implement the requirements of the Fire and Rescue Service Equality and Diversity Strategy and production of a single Equality Scheme was fundamental to this. Additionally, guidelines produced by the Equality and Human Rights Commission recommended the production of a single Equality Scheme encompassing all six strands of gender, race, disability, sexual orientation, age and religion/belief. These guidelines had been followed in developing the draft scheme – initially considered by the full Authority at its meeting on 23 October 2008 (Minute DSFRA/51 refers) - which would link to the Authority's Corporate Plan, Service Area and Departmental Plans and the corporate response and improvement plans from the recent staff survey.

The Head of Human Resources Management and Development also reported on:

- production by the Local Government Association (LGA) of a five-point Equality and Diversity Charter which complemented Authority and Service activities and commitment to equality and diversity and which the LGA was commending for signature by all fire and rescue authority Members nationally; and
- confirmation from the Department for Communities and Local Government of additional funding (a minimum of £42,000) to be used in ensuring delivery against "stretch" recruitment targets adopted by the Service for women and minority ethnic staff.

## **RESOLVED**

- (a) that the Devon & Somerset Fire & Rescue Authority be recommended:
  - (i) to approve the final draft of “Making the Connections” – Devon & Somerset Fire & Rescue Authority Single Equality Scheme 2009/10 to 2011/12 as considered at the meeting;
  - (ii) to encourage each Member individually to sign the LGA Equality and Diversity Charter for fire and rescue authority Members;
- (b) that confirmation of receipt of funding for use in achieving “stretch” recruitment targets for women and minority ethnic staff be welcomed;
- (c) that, subject to (a) and (b) above, the report be noted.

### **\*HRMDC/40. Absence Management**

The Committee received for information a report of the Head Of Human Resources Management And Development (HRMDC/09/6) on performance by the Service in relation to absence management. The Service had a corporate target to reduce levels of sickness absence to the regional average of 9 days/shifts lost per person per year by 2010/11; and to 11.6 days/shifts per person for 2008/09.

Although all sickness rates had increased to 9.1% above target in December 2008, this had subsequently reduced to 9.6% below target in January 2009 and overall – to January 2009 – there had been a 16% decrease in absence when compared to the same period last year.

The report provided a statistical breakdown of absences in terms of short- and long-term absences; and absences for uniformed and non-uniformed staff. Control Staff sickness rates had been considerably improved, with both a reduction in long-term sickness and successful management intervention to address short-term sickness issues.

The Committee also received, for information, a copy of the revised Absence Management Policy. This had been subject to consultation with representative bodies and was in the process of being implemented by the Service, with managers receiving briefings on its implementation and use. The revised policy contained a number of more robust measures designed to enhance absence management and secure improvements in sickness levels.

Members expressed concern that the cost of absence, as indicated in the report, was increasing. This was, in part, explained by the increased absences recorded in December 2009. It was hoped, however, that progressive implementation of the new Absence Management Policy would secure reductions in levels of sickness absence and, correspondingly, reductions in costs associated with this.

### **\*HRMDC/41. Staff Survey - Update**

The Head of Human Resources Management and Development reported on progress to date addressing those issues highlighted in the recently undertaken staff survey. A second staff survey newsletter had been produced and widely circulated, a copy of which was provided to the Committee.

The newsletter contained information on the Staff Survey Steering Group which comprised representation from the Service, representative bodies and Councillor Pat Parker, the Authority's Equality and Diversity Member Champion and which was focussing on initiatives to address the following themes as identified in the survey:

- communications;
- fair treatment and values;
- work-life balance and managing pressure and stress at work;
- recruitment, selection and promotion; and
- training, development and leadership.

**\*HRMDC/42. Reduction in the Number of Area Manager Positions**

The Committee received for information a report of the Assistant Chief Fire Officer (Operations) And Assistant Chief Fire Officer (Community Safety) (HRMDC/09/7) on a reduction of Area Manager posts from nine to six providing for a redistribution of existing resources to enhance service delivery for community safety, operations and resilience and service planning and review. The six Area Managers would also be subject to a new rota to maximise their ability to promote the strategic objectives of the organisation.

**\*HRMDC/43. The Working Time Directive and Proposed Changes to Legislation**

The Committee considered a report of the Head of Human Resources Management and Development (HRMDC/09/8) on proposed legislative changes – largely relating to the proposed removal of the opt-out clause from a maximum 48 hour working week and the proposed definitions of “working time” and “compensatory rest” – that, if implemented, could have impact significantly on the availability of employees on the Retained Duty System (RDS), wholetime employees with secondary RDS contracts and other employees with secondary contracts supporting service delivery (e.g. the Community Safety Action Team).

The report highlighted the stance being taken by the Local Government Association (LGA) in relation to these issues (retention of the opt-out; that inactive on-call time should not be classified as working time; and that a more flexible approach should be adopted for resting periods to allow for operational factors and staffing levels) and lobbying action already taken and to be taken by the LGA to support its stance.

Appended to the report was a schedule of further changes to employment law (e.g. increase in minimum statutory holiday entitlement; right to request flexible working; revised ACAS Discipline and Grievance Code of Practice) with indicative implementation dates and a brief commentary on the implications of each for the Service.

**RESOLVED**

- (a) That the potential impact on the Devon & Somerset Fire & Rescue Service of changes in the opt out clause, as set out in report HRMD/09/8, be noted;

- (b) that the stance taken by the LGA in relation to the proposed revisions to the Working Time Directive, as detailed in the report and indicated above, be supported and that the constituent authorities to the Devon & Somerset Fire & Rescue Authority together with other south west fire and rescue authorities, Members of Parliament and Members of European Parliament be lobbied to support this stance;
- (c) that the areas of forthcoming legislation as set out within Appendix A to the report be noted.

**\*HRMDC/44. European Union Directive 561/2006: Driving Time Regulations and Their Effect on Fire and Rescue Services Personnel**

The Committee received for information a report of the Assistant Chief Fire Officer (Community Safety) (HRMDC/09/9) on the implications for the Service of the introduction – on 11 April 2007 – of the EU Drivers hours and Tacograph Rules for Goods Vehicles. The regulations applied to anyone driving an “in scope” vehicle and were designed to promote a reduction in road traffic collisions by ensuring that proper rest periods were taken.

The report identified that there were some 62 existing personnel caught by the regulations and detailed measures currently implemented by the Service to minimise the impact of this. The Chief Fire Officers Association, Retained Firefighters Union and the Department for Communities and Local Government (CLG) were currently undertaking work to assess, nationally, the impact of this issue with a view ultimately to CLG issuing guidance to affected authorities. The current Service position would be further reviewed in light of any guidance so received.

**\*HRMDC/45. Pay Settlement for Non-Uniform Staff - Update**

The Head of Human Resources Management and Development reported for information that, following arbitration, the non-uniformed pay settlement for 2008/09 had been agreed at a level of 2.75%. This was 0.25% greater than budgeted for but would be contained from within existing resources.

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

The meeting started at 10.00hours and finished at 11.25hours.



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY



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|-----------------------------------|--|
| <b>REPORT REFERENCE NO.</b>       | <b>HRMDC/09/10</b>   |
| <b>MEETING</b>                    | <b>HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE</b>  |
| <b>DATE OF MEETING</b>            | <b>27 OCTOBER 2009</b>   |
| <b>SUBJECT OF REPORT</b>          | <b>HIGH POTENTIAL LEADERSHIP PROGRAMME</b>   |
| <b>LEAD OFFICER</b>               | <b>Head of Human Resources Management and Development</b>  |
| <b>RECOMMENDATIONS</b>            | That the report be noted.  |
| <b>EXECUTIVE SUMMARY</b>          | <p>The High Potential Leadership Programme is the new national 'fast track' development programme which provides intensive progression for high potential staff and also seeks to attract further high potential individuals into the FRS by offering them an opportunity to have challenging and rewarding middle/strategic management careers.</p> <p>The national High Potential Leadership Programme pilot for <b>existing operational staff</b> is due to commence in the autumn of 2009 and DSFRS has joined the pilot programme, with the intention of supporting 3 places.</p> <p>The advertising and attraction activities will begin shortly with a view to candidates being ready to begin the programme in March 2010. Therefore this paper is to provide Members with additional background information on the programme.</p> |
| <b>RESOURCE IMPLICATIONS</b>      | None (see Section 11.0 below) – CLG funding available for additional development costs, DSFRS only responsible for funding salary and normal related costs for staff accepted onto the programme.  |
| <b>EQUALITY IMPACT ASSESSMENT</b> | The attraction of applications from target groups is a priority of the scheme and further guidance on approaching this has been provided by CLG.   |
| <b>APPENDICES</b>                 | Appendix A – (Draft) High Potential Leadership Programme Framework   |
| <b>LIST OF BACKGROUND PAPERS</b>  | None   |

## 1. **BACKGROUND**

- 1.1 A number of research and feasibility studies have been carried out in recent years by the Chief Fire Officers' Association (CFOA), the Local Government Association (LGA) and the Fire Research and Training Trust into the value of high potential development programmes within the Fire and Rescue Service.
- 1.2 The Fire and Rescue Service (FRS) Equality and Diversity Strategy 2008-2018 also sets out a vision for the FRS and a commitment to ensuring that equality and diversity are fully integrated into all aspects of the FRS, and recognises the part that a High Potential programme can play in achieving that.
- 1.3 As a result of these, the Fire Minister agreed funding and support for a High Potential Leadership Programme to be piloted in partnership with Fire and Rescue Authorities (FRAs). This will seek to provide intensive progression for existing high potential staff and also seek to attract further high potential individuals into the FRS by offering them an opportunity to have challenging and rewarding middle/strategic management careers.
- 1.4 The proposed High Potential Leadership Programme (HPLP) will have three entry routes for different groups of staff, these being:
- Existing operational staff at Firefighter and Crew Manager level (including RDS);
  - Existing non-operational staff;
  - New entrants.

A more detailed framework model for the programme is attached in Appendix A.

- 1.5 The 2009 pilot is for existing operational staff, and pilots for the other two entry routes will take place in 2010.

## 2. **GOVERNANCE**

- 2.1 The pilot Project Board has representation from Communities and Local Government (CLG), CFOA, Fire Brigades' Union (FBU), Chief Fire and Rescue Advisers' Unit (CFRAU), Unison, Local Government Association (LGA) and the Centre for Leadership. Each FRA is expected to have at least one co-ordinator to support the development and implementation of the programme and ongoing development support to their candidates. For Devon and Somerset Fire and Rescue Service (DSFRS), it is proposed that this is managed through the Workforce Development section within Training & Development.

## 3. **2009 PILOT (EXISTING OPERATIONAL STAFF)**

- 3.1 The aims of the pilot are around promoting the FRS as a modern employer of choice, contributing to the progress of Equality and Diversity strategy and building leadership capacity within FRSs. It is intended that the HPLP will be developed and agreed with FRAs with the aim of having the first candidates in place during the financial year 2009/10.
- 3.2 Nationally Fire and Rescue Services have been invited to volunteer to join the 2009 pilot, and to date 13 FRS will be taking part, offering a total of around 30 places on the scheme. Within the South West region, the only other Service who has joined the pilot is Wiltshire FRS.

3.3 DSFRS has agreed to provide 3 places for staff on the scheme, with the idea being that they are stationed one per command Area within the Service.

#### 4. **ELIGIBILITY**

4.1 The pilot programme will be open to all existing operational staff at Firefighter (FF) and Crew Manager (CM) levels, including those on the retained duty system. FFs still in development will have to demonstrate competence at FF level before proceeding to CM (development). Specific background experience, academic or vocational qualifications will not be required for eligibility, but will be credited as part of the selection process.

4.2 Applicants will be applying for a programme place within DSFRS and, if successful, will continue to be employed by DSFRS throughout the programme.

#### 5. **MARKETING AND ATTRACTION**

5.1 Advertising material produced centrally by CLG has been developed and agreed with participating FRS and has been distributed to FRS.

5.2 The communications strategy to support the pilot within DSFRS will include the use of:

- DSFRS intranet
- Information leaflets
- Service Update articles
- Applicant briefing packs
- Briefing sessions

5.3 The attraction of applications from target groups is a priority and further guidance on approaching this has been provided by CLG and further guidance and supporting materials are anticipated (to include case studies).

#### 6. **APPLICATION AND SELECTION PROCESS**

6.1 The details of the application and selection process are currently in development, but will broadly comprise the following elements:

Stage 1: Application Form – this will be assessed and be used as a sifting tool

Stage 2: High Potential ADC Process – it is likely that the exercises and tools will be based on those used for Middle Manager ADCs in order to test potential among applicants for operating at that level

6.2 The Assessment and Development Centre (ADC) process will be run nationally in a central location. Scores from the application form, performance at the ADC and interview will determine which applicants are successful in gaining places on the programme.

#### 7. **DEVELOPMENT PROGRAMMES FOR CANDIDATES**

7.1 The scheme will enable candidates to undergo intensive development in a managed way and progress more rapidly into higher roles, particularly if they have previous managerial experience, knowledge and skills on which they can build.

- 7.2 The programme will align with core values and the FRS Aspire leadership model where appropriate.
- 7.3 The individuals on the High Potential scheme will have an individual agreed development programme established locally. Each programme will include periods of intensive development in a variety of work placements across a number of stations and departments. All candidates will attend relevant training in core skills and managerial roles as required.
- 7.4 There may also be opportunities for individuals to be placed in external organisations that provide the experience and development required, and it is likely that candidates will also spend some time in other participating FRS on an exchange basis in order to broaden and enhance their experience outside of DSFRS. It is anticipated that geographical cohorts will be adopted where possible to build consistency in approach and provide opportunities for the candidates to network and share experiences. For DSFRS, this is likely to be predominantly with Wiltshire FRS.
- 7.5 There will be a focus on evidence gathering/assessment in various roles and candidates will need to commit to self development through study and placements or project work in their own time.
8. **PLACEMENT OF CANDIDATES WITHIN DSFRS**
- 8.1 As previously mentioned (paragraph 3.3 above refers), it is anticipated that DSFRS will support 3 staff on the HPLP, with a view to locating one in each Command Area.
- 8.2 Placements in core roles on stations will need to be carefully considered to ensure that they will provide the best opportunities for support and development, and consideration will need to be given to both the quality of existing management teams at different locations, as well as the workload and range of activity at a particular station or watch. Guidance has been provided on some criteria that can be used in selecting a location which will provide candidates with the best opportunity to succeed on the programme.
9. **SUPPORTING PROGRESSION OF CANDIDATES**
- 9.1 Candidates on the HPLP will be required to demonstrate competence in all roles as they progress using DSFRS existing systems and processes. Candidates' personal and interpersonal skills will also be assessed using the Service's current PDR/appraisal process.
- 9.2 Candidates will not be required to undertake the supervisory ADC processes as the HPLP selection process will have already identified their potential for the same or higher levels.
- 9.3 Candidates will be supported by mentors/coaches within the workplace. External mentors with experience of supporting career progression for candidates may be provided as an additional line of support to both candidates and DSFRS managers.
10. **TERMS & CONDITIONS FOR CANDIDATES**
- 10.1 Candidates on the HPLP will continue to be employed by DSFRS and will work within the existing local terms and conditions applicable to the roles that they will undertake at Firefighter, Crew Manager, Watch Manager and Station Manager levels.

- 10.2 Successful Retained Duty System (RDS) candidates will need to transfer onto the Wholetime duty system in order to take their place on the programme.
- 10.3 Candidates will be 'in development' at CM and WM levels until they have been verified as competent, at which point they will move onto development within the next role. Candidates will undertake Station Manager development when applicable but will have to be successful at a Middle Manager ADC and selection process before moving formally and substantively into a post at that level.
- 10.4 Candidates will undertake a variety of duties on operational shifts, day related and flexible duty systems as applicable. In addition to the standard local terms and conditions, there will be a need for candidates to commit some of their own time to self development through study, courses and placements/project work when they are on operational shift patterns. This level of commitment will generally be set at one full day per week (this will not apply when candidates are on day related or FDS duty systems).

## 11. **FUNDING**

- 11.1 Central funding will be made available by CLG for the financial years 2009/10 and 2010/11, and a bid will be made for funding to provide continued support to the programme.
- 11.2 The partnership approach to the design and development of the processes and frameworks is intended to ensure that the programme is as cost neutral as possible to participating FRS to ensure sustainability
- 11.3 CLG will fund costs associated with attraction, selection, training of mentors and development activity for candidates that is unique to the programme (e.g. induction module, additional leadership modules, possibly some qualification programmes etc.).
- 11.4 DSFRS will employ and fund the salary and associated costs of candidates, including the cost of the standard training and development that would normally be incurred for staff (e.g. Firefighter development, role development programmes etc.).

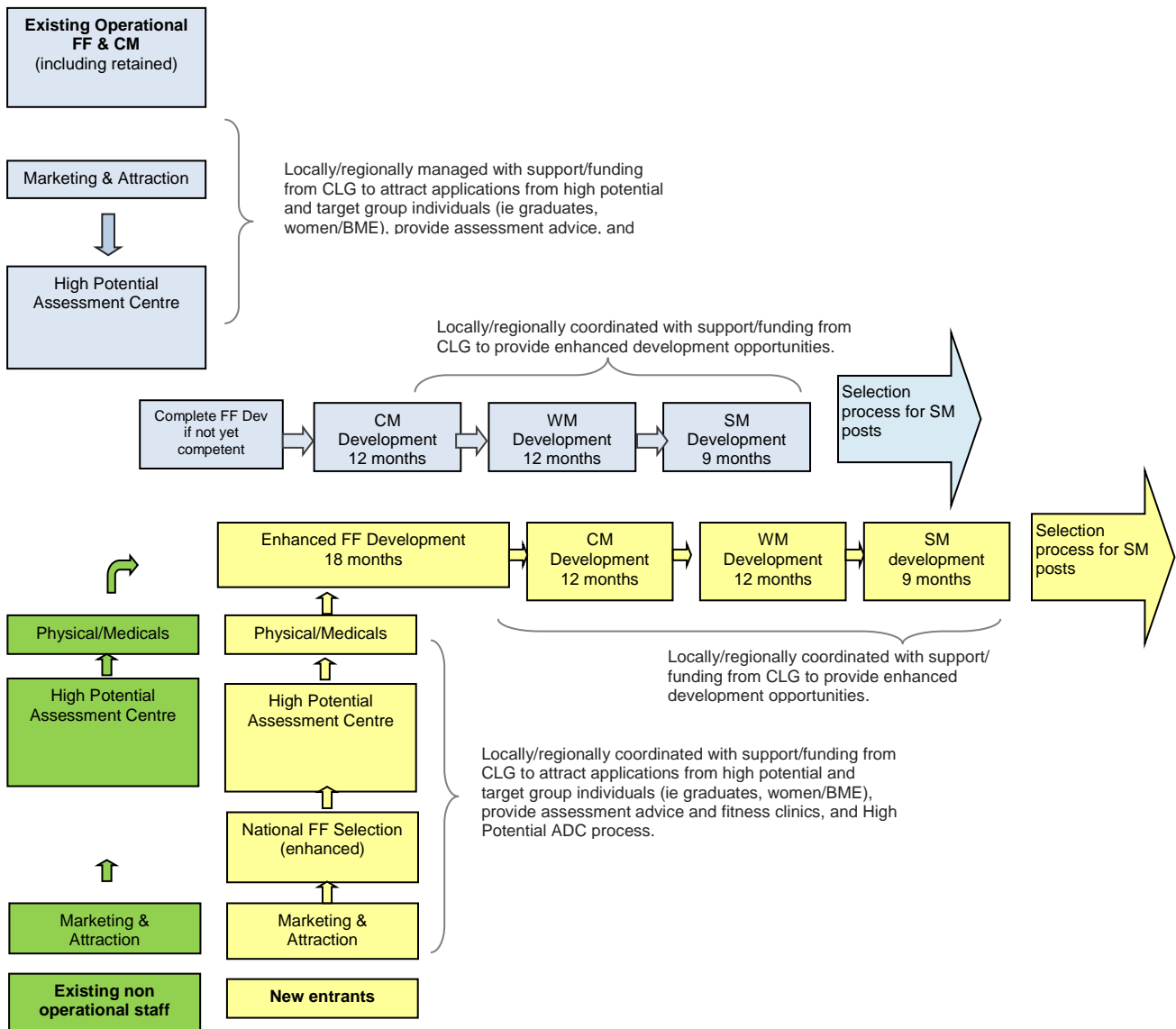
## 12. **TIMESCALES**

- 12.1 It is anticipated that the marketing and attraction phase of the pilot will take place between September – November 2009, with application forms will being available for a fixed period in November, with a view to the deadline for receiving applications being in early-mid November and successful candidates notified in early December. On this basis it is likely that the ADC process will take place in January/February 2010 with a view to candidates beginning on the programme in March 2010.
- 12.2 As DSFRS joined the pilot late, plans are currently in hand to arrange briefing sessions over the coming weeks, and an article has recently been placed in the Service Update to begin the communication process internally. A more detailed communications plan to support the scheme is currently being developed.

**JANE SHERLOCK**

**Head of Human Resources Management and Development**

(DRAFT) HIGH POTENTIAL LEADERSHIP PROGRAMME FRAMEWORK



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY



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| <b>REPORT REFERENCE NO.</b>       | <b>HRMDC/09/11</b>   |
| <b>MEETING</b>                    | <b>HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE</b>  |
| <b>DATE OF MEETING</b>            | <b>27 OCTOBER 2009</b>   |
| <b>SUBJECT OF REPORT</b>          | <b>ELIGIBILITY FOR RETAINED DUTY SYSTEM (RDS) STAFF TO APPLY FOR WHOLETIME</b>   |
| <b>LEAD OFFICER</b>               | <b>Head of Human Resources Management and Development</b>  |
| <b>RECOMMENDATIONS</b>            | That the report be noted.  |
| <b>EXECUTIVE SUMMARY</b>          | <p>On 11<sup>th</sup> March 2008, an Employment Tribunal ruled that all Fire Authorities should effectively treat RDS Firefighters as part-time Firefighters under the Part-Time Workers (Prevention of Less Favourable Treatment) Regulations. Fire and Rescue Services are therefore required to have processes in place to enable their 'part time' (RDS) staff to be considered for 'full time' (wholetime) roles.</p> <p>This issue has been considered by a working group, alongside the requirement to implement Assessment and Development Centres (ADCs) within the RDS, and proposals to make role specific selection processes more robust and consistent as all of these issues are inextricably linked.</p> <p>Having considered the relevant national and regional context, this paper therefore sets out some key principles and a model which incorporates all of these issues into existing systems and processes, identifying the key impacts and implications on Service policy and budget.</p> |
| <b>RESOURCE IMPLICATIONS</b>      | Approximately £50-60,000 annually, plus one-off costs of approximately £5,000. Possibly additional resources (yet to be ascertained) subject to outcomes and recommendations of a fundamental review of support services.  |
| <b>EQUALITY IMPACT ASSESSMENT</b> | The proposal will ensure favourable treatment across all sectors of staff  |

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| <b>APPENDICES</b>                | Appendix A – Transferability Process Flowchart: Proposals |
| <b>LIST OF BACKGROUND PAPERS</b> | FSC EMP/04/08   |



## 1. **BACKGROUND**

- 1.1 In early 2008, a Working Group was established within DSFRS to consider four key areas in respect of their implementation or impact on staff working within the RDS. These were:
- Point of entry selection tests (National Firefighter Selection Tests)
  - Implementation of ADCs within the RDS
  - Eligibility to transfer between duty systems
  - Initial (recruit) training
- 1.2 The group consisted of a range of Human Resources, Training & Development, RDS and Service Delivery practitioners, each with considerable experience and expertise within these areas. Having completed work on point of entry selection tests, the Group was asked to focus on the issue of eligibility issues in order to support the Service need to facilitate transfers at Firefighter level from the RDS to the wholetime duty system. As such, this was prioritised and the framework developed by the Group was largely used to support the process which ran in autumn 2008.
- 1.3 Following this process and a review of the Group's original terms of reference, it was then considered a priority to focus on the issue of transferability between duty systems at levels above Firefighter in light of the Employment Tribunal ruling on the part time workers regulations, and as a natural follow on from the work to date on transfers at Firefighter level. It was felt that the issue of ADCs within the RDS could not be considered in isolation as it was integral to transferability processes and there was a strong will to look at the issue holistically in order to fully consider the impacts and outcomes.
- 1.4 In light of regional work which was already looking at regional models and collaboration on Firefighter initial training, it was agreed that this would be removed from the terms of reference.

## 2. **LEGISLATIVE CONTEXT**

- 2.1 On 11<sup>th</sup> March 2008, an Employment Tribunal ruled that all Fire Authorities should effectively treat RDS Firefighters as part-time Firefighters under the Part-Time Workers (Prevention of Less Favourable Treatment) Regulations.
- 2.2 This ruling has key implications on a number of issues including remuneration and benefits (sick pay, annual leave, pensions) and transferability between RDS and wholetime duty systems (initial recruitment, transfers between duty systems, development and promotion). Essentially this means that, whilst RDS staff do not have an automatic entitlement to wholetime vacancies, in order to comply with the law Fire and Rescue Services must ensure that they have processes in place to enable their 'part time' (RDS) staff to be considered for 'full time' (wholetime) roles on an equivalent basis to any Wholetime colleagues.

- 2.3 Nationally some Fire and Rescue Services (FRS) have received legal notification that employment tribunal cases will be raised soon if they fail to implement appropriate transfer policies, and to date, Devon and Somerset FRS (DSFRS) has received one such claim which was heard on the 1<sup>st</sup> July 2009. The decision was in favour of the Service since the particular vacancy was initially ring-fenced to existing Wholetime Watch Manager A's. There are two other FRS who have cases that are not as far advanced as the DSFRS case and as yet we do not have a decision. However, it is clear that the Service needs to resolve this matter as a high priority ensuring that there is acceptance of the general principle for transfers from both management and the Representative Bodies.

### 3. **NATIONAL CONTEXT**

- 3.1 Nationally there are a number of FRS's who have developed and implemented processes and policies to support staff moving from the RDS to wholetime at Firefighter level, although there does not appear to be much consistency in the processes being used and very few have fully implemented ADCs within the RDS. Research undertaken in late 2008/early 2009 identified 6 FRS who had systems in place for facilitating transfers at Firefighter level but not at levels above this.

### 4. **CURRENT SITUATION IN DSFRS**

- 4.1 In order to assess the impact of the proposals that follow, it is important to understand the current processes and practices in place within DSFRS.

#### RDS Transfers to Wholetime – Firefighter Level

- 4.2 Historically the only way for RDS staff to join the wholetime duty system was for them to apply when the Service is recruiting for wholetime posts. Therefore this has meant they have had to compete with large numbers of members of the public and go through a selection process designed to identify those with potential to become a competent Firefighter, a role which they were already undertaking. In some cases, historically, successful candidates were required to complete a full 12 week recruit training programme.
- 4.3 In Autumn 2008, DSFRS invited applications from RDS staff wishing to transfer into the wholetime duty system at Firefighter level which resulted in 13 RDS staff being offered wholetime Firefighter posts. Successful transferees undertook an induction and integration programme prior to joining their allocated station and underwent a skills gap analysis to identify gaps in their competence in relation to the risk profile of their new Station.

#### Wholetime Firefighter Recruitment

- 4.4 In 2009/10 as a result of the current recruitment campaign, 31 people were recruited into wholetime Firefighter posts. Of these, 20 are new to the Fire Service, 9 are transferring from the RDS and 2 are from other Fire and Rescue Services. Successful non-FRS applicants will undertake a full recruits training course, whilst those who are either RDS or wholetime within another FRS will go through a shorter induction and integration programme as detailed above.

#### Wholetime Transfer Register (Firefighter Level only)

- 4.5 Currently this system does not involve any competitive selection process as it is managed on a 'first come first served' basis. Essentially this means that Firefighters can register a request to move watch or station on the list, and as vacancies arise, the register will be considered first in order to facilitate transfers which ultimately leaves a vacancy elsewhere within the Service. Inclusion on the register does not infer any guaranteed right to transfer, however custom and practice has meant that few transfer requests are not facilitated at the appropriate time.
- 4.6 The advantage of this system is that it reduces the recruitment activity and administration which would be involved in advertising every Firefighter vacancy, and whilst some Service Delivery managers would like a similar system introduced for Crew and Watch Manager posts, it is felt by HR that the system could be discriminatory and does not enable the 'best' person for a role to be identified.

#### Job Specific Selection Processes

- 4.7 Currently, vacant wholetime posts (for roles other than Firefighter) are advertised to those at the same substantive role level, and to those at the level below who hold a current and valid ADC 'pass'. It is accepted that the ADC process identifies those who have demonstrated the potential to undertake a role at a particular managerial level. Therefore, those who apply are then put through a selection process which is specific to the role, and not the role level, in order to identify the 'best person for the job' in terms of knowledge, skills, experience and aptitude.
- 4.8 For example, a selection process for a role of Trainer within the Training & Development department is likely to include the use of a presentation as this is a key requirement of the role, and questions will be related to that role and the local, regional and national issues relating to training and development. However, currently there is little use of the range of selection tools available to recruiting managers and inconsistencies in processes for similar level roles across the Service.

#### Firefighter Recruit (Phase 1) Training

- 4.9 Currently, wholetime recruits attend a 12 week training course at one of the Service's training centres. RDS recruits attend a modular phase 1 programme which runs over a period of 8 months made up of 7 modules (total of 20 days training input). At different stages in this 8 month period, they are able to operate with different levels of restriction following completion of some of the modules (eg. able to wear BA defensively, competent BA wearer etc.) On completion of their phase 1 training, they will complete a phase 2 logbook which is verified through station-based assessors and verifiers, and through the formal Stage Review process. This process is the same regardless of duty system.
- 4.10 Where existing Firefighters have transferred either into the wholetime duty system, or been recruited through the wholetime recruitment process, they will not attend a full recruits course, but will go through a skills gap analysis on an individual basis, and will attend an integration/induction process prior to taking up their post on their allocated station. Thereafter staff will complete an induction logbook which covers the areas identified within their skills gap analysis and may be different depending on the risk profile of the station they are based at.

## Role Development Programmes

- 4.11 Role development programmes for staff progressing into the next role levels is the same for staff on both the wholetime and RDS duty systems. The programme is modular with identified risk critical modules which are required to be completed first and before individuals can 'act up' or be temporarily promoted to the next level.
- 4.12 It is worth noting, however, that this has only been the case for DSFRS since combination, as previously there were different systems in place in the two former FRS's, and these were not consistent between duty systems in both FRS's.
- 4.13 Staff in development are not currently able to apply for other roles until they have completed their development programme and are signed off as competent.

### Restrictions on Moving Role

## 5. **PRINCIPLES**

- 5.1 In developing the proposals that follow for addressing these issues, it was necessary to identify a number of principles which applied to the range of processes and policies which need to be in place to support the issue of eligibility to transfer between duty systems. These have been challenged within the Working Group and now form the basis upon which the proposed model should operate. They are:

- That processes are the same for transfer between duty systems in either direction (regional policy);
- That processes will be consistent across duty systems and geographical locations within DSFRS;
- That progression through roles will use the national ADC toolkit;
- That all processes will use recognised/validated tools and appropriately trained assessors;
- That National Fire Service tests are not used other than for non-FRS applicants entering DSFRS at Firefighter level (national Chief Fire Officers' Association (CFOA) guidance);
- That selection for role is a competitive process designed to select the best candidate(s) for posts;
- That movement between duty systems at the same role does not include any test of 'competence' (already deemed competent in role – 'firefighter is a firefighter' principle) and that the processes apply to all staff regardless of whether or not they are in receipt of Continuous Professional Development (CPD) payments;
- That any movement between roles or duty system will include a skills gap analysis post-selection in order to identify the relevant development needs;
- That internal and external applicants applying for promotion to posts above Firefighter within DSFRS must have completed the relevant national ADC;
- That Fire Control staff are not included within this model;
- That eligibility for movement between duty systems requires individuals to be in date with their core skills.

## 6. **ASSESSMENT AND DEVELOPMENT CENTRES (ADCs) FOR RDS STAFF**

- 6.1 It is proposed to invite RDS staff to apply for the ADC processes alongside wholetime staff as and when they are run at the different levels in accordance with workforce planning needs. Arrangements will be made to enable RDS staff to access the ADCs taking into account their availability.
- 6.2 There may be an issue if there are no staff on a particular RDS station who apply for/pass the ADC and therefore nobody eligible to fill a higher level vacancy on that station, however it is felt that the opportunity to apply for higher level posts within the wholetime duty system would encourage more staff to go through the ADC process, as opposed to simply implementing it for career progression within the same duty system.
- 6.3 There are a number of options for dealing with the potential issues this may raise which will be detailed within the resulting policy, but include:
- Possible temporary promotion with risk critical development and limitations on transfer 'rights';
  - Use of Wholetime resources to support station;
  - Additional FDS support for the station at operational incidents;
  - Targeted development;
  - Flexibility in practical and scheduling arrangements for ADCs;
  - Briefings and support for ADC preparation.
- 6.4 There will be need to improve succession planning as far as possible to support this. It is anticipated that the impact on RDS vacancies would be mitigated by the expectation that most staff would opt to retain their RDS contract under the Secondary Contract policy.

## 7. **JOB SPECIFIC SELECTION PROCESSES**

- 7.1 A cornerstone of these proposals is the introduction of a robust and thorough job specific selection process (JSSP). This will act as both the method for identifying the 'best' candidate for a particular role, and as a 'safety net' to address any underlying concerns stemming from the fact that candidates for a role will have arrived there through a variety of different routes, having been through different initial selection/promotion processes, and having undergone different types and duration of training and development. A robust role specific selection process will ensure that the best person for the job can be identified.

## 8. **STAFF IN DEVELOPMENT**

- 8.1 There has been much debate about whether staff should be able to apply to move sideways whilst in their development phase, but it is recommended that to provide more stability for the Service, competence in all existing roles is a pre-requisite for applying for posts at the same level. It will be necessary to ensure that the audit and verification systems to support this are working as intended and are given the appropriate level of importance by the workplace assessor and verifier network.

9. **BUDGETARY IMPLICATIONS**

9.1 Implementation of these proposals will inevitably have a significant impact on budgetary requirements. Whilst not exact, these are very approximately estimated to be in the region of:

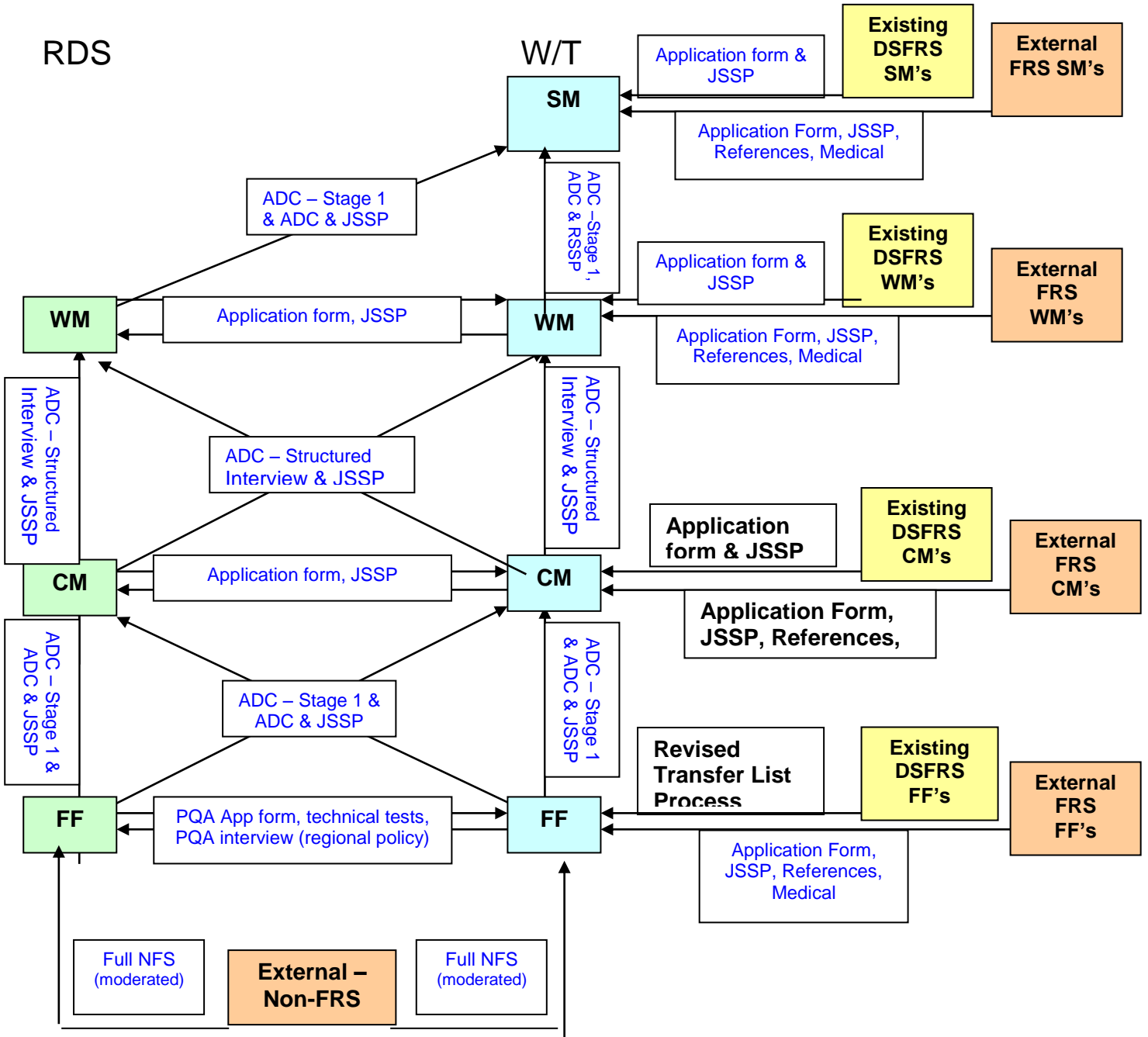
- Implementation of ADC's for RDS – approx £50-60,000 per year, plus a cost in terms of Severn Park training points (used as a venue for ADCs)
- JSSP proposal – approx £1,000 for the purchase of additional hardware/software to support CPS, possibly an additional £2-3,000 for purchase/upgrade of ICS software which are likely to be one-off costs
- Budgetary implications will be minimised through robust management of Workforce Planning.

9.2 In addition there will be additional resource implications for the ADC team, Assessors and a number of HR and T&D staff to implement the proposals.

**JANE SHERLOCK**

**Head of Human Resources Management and Development**

TRANSFERABILITY PROCESS FLOWCHART: PROPOSALS





# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

|                              |  |
|------------------------------|--|
| <b>REPORT REFERENCE NO.</b>  | <b>HRMDC/09/12</b>   |
| <b>MEETING</b>               | <b>HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE</b>  |
| <b>DATE OF MEETING</b>       | <b>27 OCTOBER 2009</b>   |
| <b>SUBJECT OF REPORT</b>     | <b>STAFF SKILLS BANK</b>   |
| <b>LEAD OFFICER</b>          | <b>Head of Human Resources Management and Development</b>  |
| <b>RECOMMENDATIONS</b>       | <b>That the report be noted.</b>   |
| <b>EXECUTIVE SUMMARY</b>     | <p>As a result of feedback received from the first round of staff seminars and the Staff Survey, the Service has recognised an opportunity exists to identify and utilise further the skills and qualities of its' workforce. The aim of this work is to promote greater inclusion, communication &amp; efficient use of resources, specifically addressing priorities in Goals 2 &amp; 3 within the Corporate Plan.</p> <p>The skills bank will capture the additional skills that our staff possess, including hobbies, voluntary work, vocational qualifications, Public and charitable appointments, languages, Retained Duty System (RDS) primary employment and any other skills staff may have. It is intended to be a voluntary scheme with the aim of using these skills for small projects and to enhance Areas' performance and community plans where appropriate.</p> <p>The Skills Bank proposal will be included within the review of the new Performance and Development Review (PDR) process which is planned to be completed by April/May 2010.</p> |
| <b>RESOURCE IMPLICATIONS</b> | <p>None for project, absorbed within current capacity</p> <p>Future cashable and non cashable savings may well be gained pending the range and usability of skills found.</p>  |



|                                   |   |
|-----------------------------------|---|
| <b>EQUALITY IMPACT ASSESSMENT</b> | Fully inclusive of Wholetime/Retained Duty System (WT/RDS), support staff, non operational staff and control staff. |
| <b>APPENDICES</b>                 | None  |
| <b>LIST OF BACKGROUND PAPERS</b>  | None  |

## 1. **OVERVIEW**

- 1.1 As a result of feedback received from the first round of staff seminars, the Head of Human Resources Management & Development has identified an opportunity to further utilise the skills and qualities of DSFRS workforce with the aim to promote greater inclusion, communication & efficient use of resources, specifically addressing priorities in service Goals 2 & 3. It is particularly supportive of many themes within our single equality scheme "Making the Connections".
- 1.2 The skills bank would capture the additional skills that our staff possess, to include, hobbies, voluntary work, vocational qualifications, languages, RDS primary employment, charitable and public appointments and any other skills people may have, this would be a voluntary scheme with the aim of potentially using these skills for small projects to increase organisational capacity and to enhance Area performance and community plans.
- 1.3 This is supported by the communications plan to engage staff and to celebrate the diversity of skills they possess.
- 1.4 The Skills Bank will provide good evidence for the Comprehensive Area Assessment (CAA) under workforce planning and innovation and use of resources.

## 2. **KEY STAKEHOLDERS & PROGRESS TO DATE**

- 2.1 Following a briefing from the Head of Human Resources Management and Development, an initial meeting was held on 23 July 2009 which brought together key departments these being,
- Workforce Development
  - Training Policy
  - Human Resources
  - Information Technology
  - Service Planning and Review
  - Corporate Support Communications
- 2.2 Representative departments were asked to consider the outline proposal and return any additional comment by the end of September 2009.
- 2.3 Workforce Development and Training Policy met on 3 September 2009 and it was agreed that the Skills Bank proposal will be included within the review of the new PDR process, planned to be completed by April/May 2010.
- 2.4 The form of capture of these skills is agreed as being via the PDR process.
- 2.5 Analysis is being undertaken as to how best to capture and store this information using current HR systems (Workforce), Training and Development systems (RTIX/Role Model) so that management reporting can be undertaken against this database for skills search.

### 3. **PROJECT PLAN & MILESTONES**

3.1 The Project Plan and Milestones for this are as follows:

| <b>Project Plan</b>  | <b>Timescale</b> |
|--|------------------|
| Insurance Risk Manager to be consulted on proposal   | September 2009   |
| Service planning & Workforce development to create PCT for project   | October 2009     |
| Area Commanders and Department Heads to be consulted on idea & how they might utilise skills bank skills.  | October 2009     |
| HR to plan contractual process for Skills Bank staff & engage with representative bodies, during regular quarterly IR Committee framework.                 |                  |
| Training Policy to write Policy on how these additional skills will be used by service, the process, employment and selection criteria. Sept               | November 2009    |
| HR to investigate capacity to record Skills bank information in "Workforce IT system" – possible will need to identify officer to input data as required   |                  |
| Articles for Service update & Dec issue of Your Shout to be created by communication corporate support with assistance from Workforce Planning Department. |                  |
| Provide information at PDR as to why service is requesting the Skills Bank info and how the service plans to use it – PDR review group.                    |                  |

### 4. **COMMUNICATION**

4.1 The findings of this work will be communicated through the following mechanisms:

- Service update
- Your Shout
- PDRs
- Station Visits

- Service/Area / Department Plans
- Policy
- Champion examples, “Your Shout”.

5. **CONCLUSION**

- 5.1 The skills bank will capture the additional skills that our staff possess, including, hobbies, voluntary work, vocational qualifications, languages, RDS primary employment and any other skills staff may have. It is intended to be a voluntary scheme with the aim of using these skills for small projects and to enhance Areas’ performance and community plans where appropriate.

**JANE SHERLOCK**

**Head of Human Resources Management and Development**



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

|                                   |   |
|-----------------------------------|---|
| <b>REPORT REFERENCE NO.</b>       | <b>HRMD/09/13</b>   |
| <b>MEETING</b>                    | <b>HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE</b>   |
| <b>DATE OF MEETING</b>            | <b>27 OCTOBER 2009</b>  |
| <b>SUBJECT OF REPORT</b>          | <b>ABSENCE MANAGEMENT</b>   |
| <b>LEAD OFFICER</b>               | <b>Head of Human Resources Management and Development</b>   |
| <b>RECOMMENDATIONS</b>            | <i><b>That the report be noted</b></i>  |
| <b>EXECUTIVE SUMMARY</b>          | The progress with Absence Management has been included as a standing item on the agenda for each meeting of this Committee. This report provides the most recent information available on Service performance in relation to monitoring and controlling both short- and long-term absence levels. |
| <b>RESOURCE IMPLICATIONS</b>      | The resource implications associated with sickness absence are as indicated in this report  |
| <b>EQUALITY IMPACT ASSESSMENT</b> | An initial assessment has revealed that there are no equality issues arising from this report.  |
| <b>APPENDICES</b>                 | None  |
| <b>LIST OF BACKGROUND PAPERS</b>  | None  |

**1. INTRODUCTION**

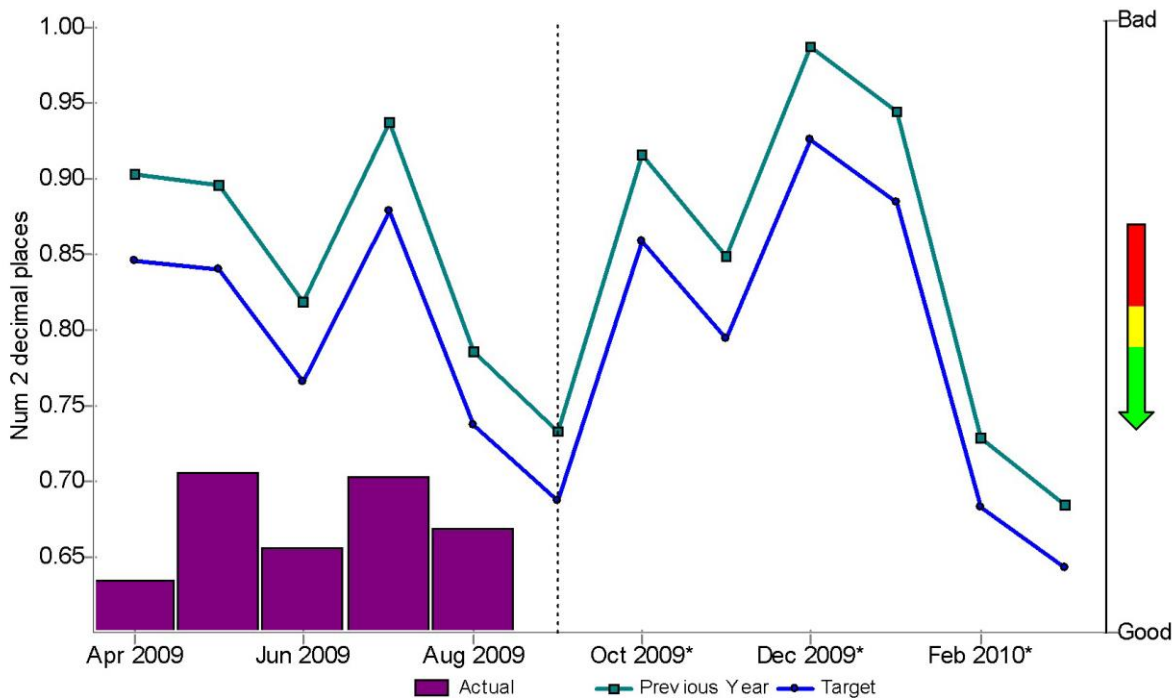
1.1 Absence levels have previously been identified as a key measure for this Committee to monitor and review as a standing item. Progress towards our target remains good and on line.

**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 for 2009/10 is 9.6 days per person.

2.2 The absence levels for 2008/9 were lower than the target level and this overall good performance has been continued into 2009/10. The Service has seen a 22% decrease in absence when compared with the same period last year. At this point in time, the previous year was at an average of 4.34 days absence per person compared with the actual level for 2009/10 of 3.37 days. This is 17% better than the target level.

*All Staff Sickness Rates by Month 2009/10*



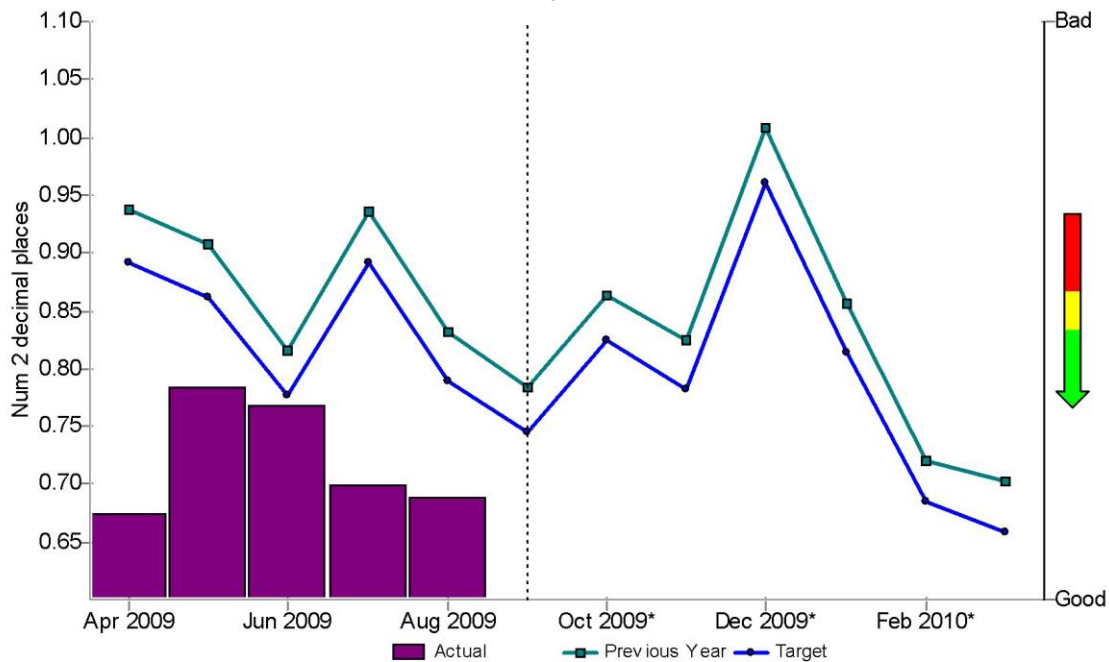
*All Staff – Sickness Rates per Person – by Month*

|              | Actual 09/10 | Previous Year 08/09 | % variance on previous year | % variance on target |
|--------------|--------------|---------------------|-----------------------------|----------------------|
| Apr-09       | 0.64         | 0.90                | -29.6%                      | -24.9%               |
| May-09       | 0.71         | 0.90                | -21.2%                      | -16.0%               |
| Jun-09       | 0.66         | 0.82                | -19.8%                      | -14.4%               |
| Jul-09       | 0.70         | 0.94                | -25.0%                      | -20.0%               |
| Aug-09       | 0.67         | 0.79                | -15.0%                      | -9.4%                |
| Year to Date | 3.37         | 4.34                | -22.4%                      | -17.4%               |

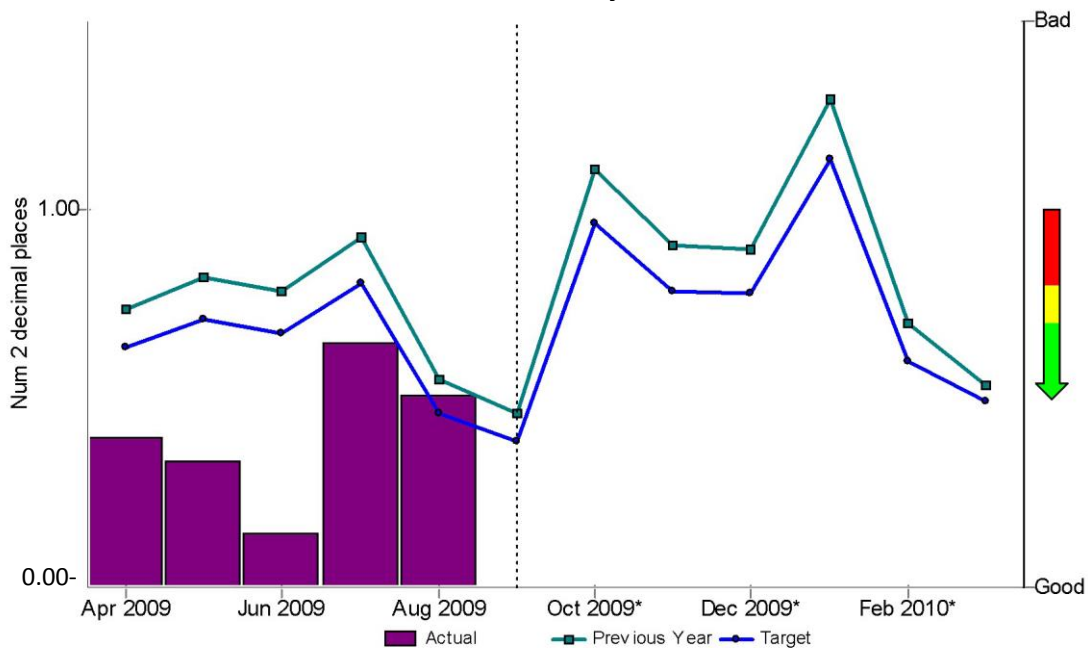
2.3 The figures can be broken down by staff category and the rates for uniformed, control and non-uniformed are shown below. The uniformed levels have remained below the previous year and below the target level.

2.4 For non-uniformed staff and Control the August sickness levels have seen deterioration in the absence levels. Non-uniformed had a 5.4% lower rate than the previous year but was 6.4% higher than the target level, whilst in Control the levels were 4.3% higher than the previous year and 8.3% higher than the target level. The sickness levels in Control appear to be on a general increase having previously seen a marked improvement in the latter part of 2008/9 and more information will be sought from this area.

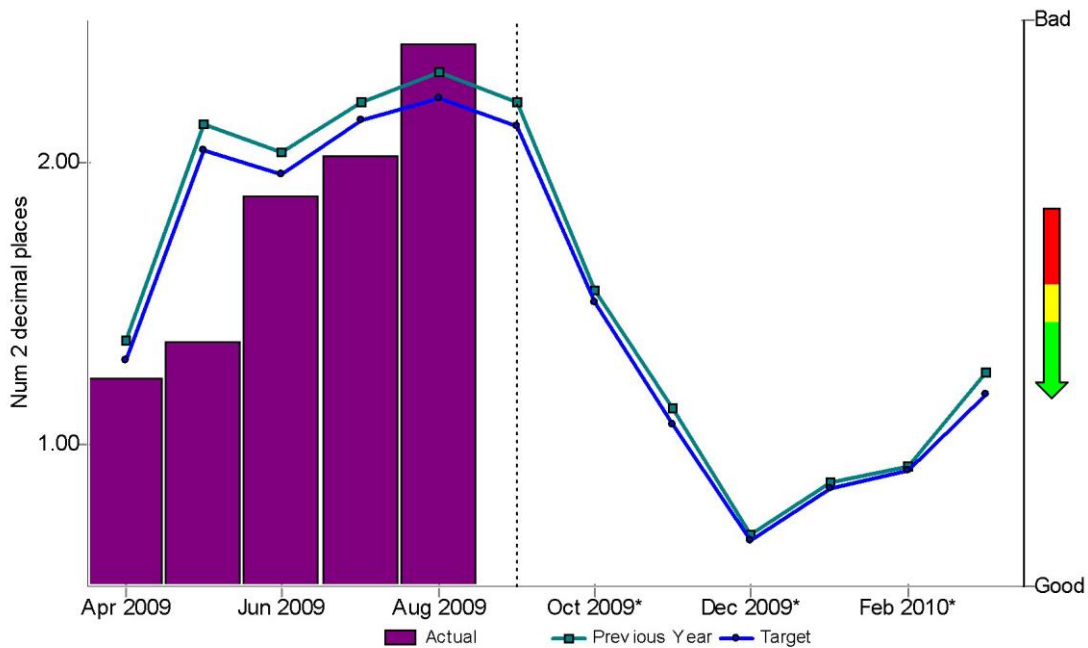
*Uniformed Staff Sickness Rates by Month 2009/10*



*Non-uniformed Staff Sickness Rates by Month 2009/10*



Control Staff Sickness Rates by Month 2009/10



2.5 The number of days lost due to sickness can also be considered by location and these are shown in Appendix A. This is the total lost days and further analysis would be beneficial in terms of league tables and a breakdown between short-term and long-term sickness to assist in targeting the support given to managers in absence management.

3. **COST OF ABSENCE**

3.1 The Service already has a ridership factor applied at station level to account for absences including annual leave, training and sickness. So, when a member of station based staff is absent, it does not necessarily mean that a further cost has been incurred.

3.2 The costs that have been calculated relate to direct salary costs only and do not take into account any indirect costs or allowances e.g. flexi-duty.

| Period | Salary Cost |
|--------|-------------|
| Apr    | £86,969     |
| May    | £99,935     |
| Jun    | £95,389     |
| Jul    | £95,304     |
| Aug    | £91,422     |

Of the total:

- 57% of this cost is due to long-term sickness
- 18% of this cost is due to certified sickness
- 25% of this cost is due to uncertified sickness



#### 4. **DETAILED BREAKDOWN OF LONG TERM SICKNESS**

The monitoring of long term sickness i.e. those over 28 days is reported on a monthly basis and includes those who are long term sick and those on restricted duties. The number of long term sickness absence since 2008 is shown below. The new Absence Management policy has introduced some new aspects to give support to staff in returning to work including home visits after 3 months and the use of the sickness review panel.

| 2008            |     |     |     |     |     |     |     |     |      |     |     |     |
|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| Number of staff | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Uniformed       | 31  | 27  | 28  | 23  | 23  | 19  | 19  | 20  | 23   | 17  | 20  | 18  |
| Retained        | 16  | 14  | 17  | 10  | 10  | 8   | 10  | 8   | 9    | 12  | 14  | 20  |
| Non-uniformed   | 6   | 3   | 6   | 6   | 7   | 6   | 2   | 4   | 2    | 3   | 6   | 5   |
| Total           | 53  | 44  | 51  | 39  | 40  | 33  | 31  | 32  | 34   | 32  | 40  | 43  |

| 2009            |     |     |     |     |     |     |     |     |      |     |     |     |
|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| Number of staff | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Uniformed       | 16  | 18  | 18  | 18  | 22  | 18  | 15  | 14  | 16   |     |     |     |
| Retained        | 20  | 20  | 21  | 25  | 18  | 20  | 13  | 17  | 21   |     |     |     |
| Non-uniformed   | 3   | 5   | 1   | 1   | 0   | 2   | 2   | 2   | 3    |     |     |     |
| Total           | 39  | 43  | 40  | 44  | 40  | 40  | 30  | 33  | 40   |     |     |     |

#### 5. **PANDEMIC FLU**

- 5.1 There have been a small number of suspected and reported swine flu cases and the Service is monitoring this situation. The Service has Business Continuity plans in place to ensure that the Service is able to continue to operate in the event of a more widespread outbreak.

#### 6. **CONCLUSION**

- 6.1 The Service has seen an overall improvement over the previous year at a level better than targeted for 2009/10.

**JANE SHERLOCK**  
**Head of Human Resources Management and Development**