

**M. Pearson
CLERK TO THE AUTHORITY**

**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)

Friday 12 November 2010

A meeting of the Human Resources Management and Development Committee will be held on the above date, **commencing at 10:00 hours in Conference Room B in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

1. **Apologies**
2. **Minutes** of the meeting of the Committee held on 20 September 2010 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. **The Equality Act 2010 and Progress Report against the Single Equality Scheme "Making the Connections"**

Report of the Director of People and Organisational Development (HRMDC/10/16) attached (Page 3)

6. **Absence Management**

Report of the Director of People and Organisational Development (HRMDC/10/17) attached (Page 21)

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

7. Nil

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Cann (Chair), Bown, Boyd, Burridge-Clayton, Manning, Mrs. Nicholson and Turner

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)

20 September 2010

Present:-

Councillors Cann (Chair), Healey (vice Mrs Turner), Manning and Woodman (vice Burridge-Clayton).

Apologies:-

Councillors Bown, Boyd and Mrs Nicholson.

***HRMDC/12. Minutes**

RESOLVED that the Minutes of the meeting held on 17 June 2010 be signed as a correct record.

***HRMDC/13. Declarations of Interest**

Members of the Committee were asked to consider whether they had any personal or 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/14. Absence Management**

The Committee considered a report of the Director of People and Organisational Development (HRMDC/10/14) that set out the overall performance of the Service in relation to sickness absence management in 2010/11 and which highlighted the position in relation to long term absence levels in particular.

It was noted that there had been an 11.5% reduction in overall sickness absence to date, although there were some cases of long term sickness absence which had impacted upon this figure. A breakdown of the long term sickness absence by staff group and by length of time was set out within the report for information. Work was being undertaken with the individual involved to try to reduce the long term sickness absence levels.

Reference was made to the Service's performance in comparison to other services within the south west region as it was felt that the target set may not be sufficiently challenging. The Director of People and Organisational Development advised the Committee that the target of 9.0 days or shifts lost was set against the average but the regional performance had since improved to 7.8 days or shifts lost. This would be taken into account and a more ambitious target was likely to be set for 2011/12.

The Committee referred to the point that 38% of managers did not carry out the required return to work interviews following sickness absence. It was noted that these interviews were carried out where there were repeated incidences of sickness absence but that training was being provided together with amendments to the sickness absence policy to ensure that this message was understood.

***HRMDC/15. Restriction of Pensions Tax Relief**

The Committee considered a report of the Director of People and Organisational Development (HRMDC/10/15) that set out details of a consultation exercise that had been carried out by the Government in relation to the issue of pension's tax relief. The proposal put forward for consultation involved reducing the annual allowance for pension tax relief and the report explored the potential impact that this may have on staff, particularly the "middle earners".

***HRMDC/16. Royal Society for the Prevention of Accidents (RoSPA) Quality Safety Audit (QSA)**

Between 12 and 21 September 2010, a QSA of the total Service Health and Safety Management System (HSMS) was undertaken using "Issue 4" of the QSA system as developed by RoSPA. The QSA system was based primarily on the Health and Safety Executive (HSE) publication HSG 65 "Successful Health and Safety Management".

In the past, traditional monitoring systems within organisations focused on the reporting and investigation of accidents, together with detailed compliance inspections of workplaces. Research has shown, however, that in 70% of accidents, the underlying causes have been failures within the HSMS. The QSA therefore not only concentrated on HSMS but also included an examination of compliance with a number of key areas of legislation.

The Committee received for information a presentation given by the Health and Safety Manager at the meeting that informed the Committee of the results of the Audit and which indicated the action being taken to address the points raised within it.

***HRMDC/17. Staff Survey**

The Committee received for information an update given by the Director of People and Organisational Development that apprised the Committee of the results of the Staff Survey undertaken in 2010 which had now been analysed by ORS. The initial feedback received was that there had been an increase in the number of staff responding to 38% in 2010 as compared with 30% in 2008. Of the respondents, this mirrored the makeup of the workforce in terms of uniformed, non uniformed, retained duty and fire control staff. Reference was made to some initial highlights which included there had been an increase in the number of staff who agreed that the Service was an "employer of choice" from 32% in 2008 to 64% in 2010. In terms of the Service being a "provider of services", the response indicated an improvement in this area in addition from 50% in 2008 to 79% in 2010.

Councillor Cann commented that he felt that the Authority was much more open and transparent and that more information was being communicated across the Service. The Deputy Chief Fire Officer added that a lot of work had been undertaken in this area and that the results were now starting to show. It was noted that a report setting out the full findings of the survey would be submitted to the Committee in due course.

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

The meeting started at 14.00hours and finished at 15.05hours.



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

REPORT REFERENCE NO.	HRMDC/10/16
MEETING	HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE
DATE OF MEETING	12 NOVEMBER 2010
SUBJECT OF REPORT	THE EQUALITY ACT 2010 AND PROGRESS REPORT AGAINST THE SINGLE EQUALITY SCHEME, 'MAKING THE CONNECTIONS.'
LEAD OFFICER	Director of People and Organisational Development
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	The Equality Act was implemented on 1 October 2010. The Act creates a new Public Sector Equality Duty (PSED), to be implemented in April 2011. This paper gives a summary of the expected position (subject to consultation on the specific duties) in relation to the extended legal responsibilities. It also provides a progress report against the Single Equality Scheme, Making the Connections, which was approved by the Authority in May 2009.
RESOURCE IMPLICATIONS	Initial investment in transitional arrangements can be met with existing resources. Consequential resource implications for embedding Equalities in workplace and service delivery processes should be considered and met within the Change and Improvement Plan provisions.
EQUALITY IMPACT ASSESSMENT	As covered in this report.
APPENDICES	A. Making the Connections: Progress report.
LIST OF BACKGROUND PAPERS	Making the Connections DSFRS Single Equality Scheme The Equality Act 2010 The Public Sector Equality Duty consultation

1. INTRODUCTION

- 1.1 DSFRS Single Equality Scheme, Making the Connections, was approved by the Authority in May 2009.
- 1.2 The aim of the scheme is to comply with the legal requirements of the General and Specific Duties in relation to Race, Gender and Disability, and to embed Equality and Diversity across the service.
- 1.3 In preparation for the Equality Act and a new Public Sector Equality Duty, the scheme was developed to address needs relating to seven equality strands, now known as 'protected characteristics.' These are Age, Race, Religion, Gender and Transgender, Disability and Sexual Orientation.

2. THE EQUALITY ACT

- 2.1 On 1 October 2010, 90% of the Equality Act was enacted and became law. Some aspects have not yet been implemented by the Coalition Government, including a socio-economic duty. The Act brings nine pieces of legislation together and provides a cross-cutting legislative framework to protect the rights of individuals and advance equality of opportunity for all; to update, simplify and strengthen the previous legislation and to deliver a simple, accessible framework of discrimination law. The provisions in the Equality Act will come into force at different times to allow time for the people and organisations affected by the new laws to prepare for them.

- 2.2 The Act creates nine legally protected characteristics, namely:

Age - A person of a particular age or a range of ages. NB age is not currently protected under goods and services (unlikely until 2012).

Disability - A person has a disability if s/he has, or has had, a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. NB Carers are covered 'by association'.

Gender reassignment - A person who is proposing to undergo, is undergoing or has undergone gender reassignment (the process of changing physiological or other attributes of sex, therefore changing from male to female, or female to male).

Marriage and civil partnership – NB does not currently apply to the General Duty.

Pregnancy and maternity - Maternity refers to the period of 26 weeks after the birth (including still births), which reflects the period of a woman's Ordinary Maternity Leave entitlement in the employment context. In employment, it also covers (where eligible) the period up to the end of her Additional Maternity Leave.

Race - A person's colour, nationality, ethnic or national origin.

Religion and belief - Religious and philosophical beliefs including lack of belief. Generally, a belief should affect life choices and/or lifestyle for it to be included in the definition.

Sex - A man or a woman.

Sexual orientation - A person's sexual orientation towards the same sex (lesbian or gay), the opposite sex (heterosexual) or to both sexes (bisexual).

3. THE PUBLIC SECTOR EQUALITY DUTY (PSED)

3.1 The Equality Act creates new Public Sector Equality Duty (PSED), which will apply from April 2011.

3.2 The 149(1) (General) Duty from April 2011 is as follows:

A public authority must, in the exercise of its functions, give due regard to the need to (in relation to protected characteristics, with exception of Marriage and Civil Partnership in relation to 2 and 3):

- Eliminate discrimination, harassment, victimisation and any other prohibited conduct.
- Advance equality of opportunity (remove or minimise disadvantage; meet people's needs; take account of disabilities; encourage participation in public life); and
- Foster good relations between people (tackle prejudice and promote understanding).

3.3 The Specific Duties relating to this general duty are currently being consulted on. In summary, the consultation document describes the Specific Duties as:

Transparency

Transparency means public bodies being open about the information on which they base their decisions, about what they are seeking to achieve and about their results. Public bodies will be required to publish a range of equality data relating both to their work forces and to the services they provide. Different bodies will necessarily publish different data sets relating to their particular business, but there are some common principles that will guide them in how they publish their data.

Workforce transparency

Public bodies with 150 or more employees will be required to publish data on equality in their workforces. The Equality and Human Rights commission code of Practice and guidance will set out what workforce equality data should be published by different types of public bodies, and this will include data on important inequalities, such as the gender pay gap, the proportion of staff from ethnic minority communities and the distribution of employees living with disabilities throughout an organisation's structure.

Transparency in public service provision

Public bodies will be required to publish data that will enable people and communities to judge how effectively they are eliminating discrimination, advancing equality and fostering good relations through the services they provide commission and procure.

Engagement

The consultation proposes the public bodies be open about how they have engaged with people as part of their work towards fulfilling the aims of the Equality Duty.

Equality Impact Assessment

Transparency about the results of impact assessments and the data that underpins them is important, but the process will not be prescribed.

Setting equality objectives

Public Bodies should be transparent about the equality outcomes they are going to work towards. They will be required, as part of their normal business planning process, to set equality outcome objectives, informed by the evidence and data they publish. These objectives should be specific, relevant and measurable.

- 3.4 The aim of this transparency is to enable meaningful scrutiny by people and communities who should be able to tell from the published equality data whether a public body is achieving its objectives. This Government believe that this represents a shift from bureaucratic accountability to a democratic accountability. For this to work, public bodies will need to present the data in a meaningful way and encourage communities to challenge and to be involved.
- 3.5 Whilst the proposal is to remove national targets, the FRS National Equality and Diversity Strategy and The Equality Framework for Fire and Rescue Services remains in force. The Framework provides an outcome focussed evaluation tool to assess our equalities performance and progress, and is one mechanism for presenting meaningful outcomes and results to communities – demonstrating how we are making a difference. Following a mock assessment, we are now actively progressing areas for improvement ahead of a real assessment against the Achieving level in 2011.
- 3.6 Following the consultation on the new PSED, the Committee will be informed of the final position on the specific duties, the transitional arrangements and the subsequent guidance to be laid down by the Equality and Human Rights Commission.

4. THE SINGLE EQUALITY SCHEME: MAKING THE CONNECTIONS

- 4.1 The new PSED does not prescribe a specific equality scheme as is required under the current duties for Race, Gender and Disability. It does, however, demand equality objectives developed as part of business planning. The objectives in Making the Connections were developed by function, and have been integrated into department plans.
- 4.2 A progress report against each action is included in Appendix 1. Many of the actions have been incorporated into new projects, and where this is the case it is evidenced in the narrative. Significant progress has been made in relation to achieving the objectives set.

5. CONCLUSION

- 5.1 A decision is not yet required on the future of the Single Equality Scheme. Once the details of the PSED are finalised, transitional arrangements will need to be made regarding this approved scheme. As the scheme was created by function, the transition to equality objectives should be a smooth one. A new Equality and Diversity strategy, to be drafted for consultation and approval in March 2011, will address the new requirements.
- 5.2 What is clear is that the new Equality Act and duty provide an opportunity to re-affirm the legal, moral and business case for Equality and Diversity. A new equalities strategy which aligns with the Change and Improvement Programme will ensure that equalities are firmly embedded within our employment and service delivery processes.

JANE SHERLOCK
Director of People and Organisational Development

Appendix A Making the Connections Progress Report October 2010

Action Code	Department	Responsible Person	Due Date	Action	Action and Evidence
O01	Operations	Trevor Stratford	2010	Roll out guidelines for accessing instant translation services to all operation staff	There is now a service policy document named Interpreting Service – Language line Policy which aims to assist staff when confronted with situations where they are unable to communicate due to language barriers. It is a telephone interpreting service that goes through Control. Also, every appliance carries an interpreter pack consisting of a quick reference guide (Linguacard) and a language identification card. The MDT's have also quick reference language guides installed.
O02	Operations	Trevor Stratford	2010	Ensure the rescue of people living with disabilities are considered in scenario training	<p>In general there is no bespoke training carried out for people with disabilities, (it is not part of a fire-fighters key skills, maintenance of key skills or part of a general training course), however it does form part of the fire fighters role during training exercises and at operational incidents. In the case of the scenario based exercises, live casualties/dummies are used to simulate persons suffering injuries/trapped, which will require the live casualties/dummies to be treated, cared for and extricated/removed from a location with limitations in place (ie broken back/leg). In general any incident will be dealt with subject to any situation that is found on arrival.</p> <p>All fire fighters receive manual handling training All fire fighters receive training on handling immobilised casualties in training, in particular when wearing BA.</p> <p>In addition to the above, the Response and Resilience department are currently trialling a number of items which will assist the rescue/removal of persons from a premises/incident, these include a carrying sheet and a Bariatric rescue kit.</p>
O03	Operations	Trevor Stratford	2010	Investigate solutions for dignity and welfare during an incident for employees and the public.	<p>The department is currently reviewing all appliances and support vehicles that attend operational incidents. Part of this review includes welfare for fire fighters. (toilets, catering, clothing and rest facilities etc). Since combination (in 2007) the welfare facilities at operational incidents across the service have not been harmonised. Part of this review would be to look at standardising welfare facilities across the organisation.</p> <p>As a general overview, this is where the service is at present.</p> <ul style="list-style-type: none"> • Across the service there are 6 Incident support units which are mobilised to larger incidents, or on request. These units have facilities including toilets, refreshments and catering • Across the service there are 3 Salvation Army (SA) units available which are staffed by SA

					<p>personnel. These units are mobilised on request, and provide refreshments and hot food.</p> <ul style="list-style-type: none"> • All Somerset station appliances are provided with a catering box which includes 2lt water, a kettle and catering packs (for hot drinks and hot food) • A small number (7) of Devon station appliances are provided with a catering box which includes 2lt water, a kettle and catering packs (for hot drinks and hot food) • Bottled water (This was taken off appliances and replaced with individual drinking bottles but this has now been reversed) • Local catering arrangements. (Fish and Chip shops) • Rest facilities – All Command Units have a small air structure and a small number of chairs and tables <p><u>The future</u></p> <p>A proposal has been put forward by the Ops department to improve on the current welfare facilities. This includes revamping 3 of the current 'Pods' into dedicated welfare units. (1 in each command). The units would include,</p> <ul style="list-style-type: none"> • Better kitchen facilities • Improved food/catering • Dedicated rest/eating area, with facilities for washing • Portaloo's which can be detached from the Pod (Left at incident, to be picked up by a contractor)
CS01	Community Safety	Trevor Stratford	2010	Develop tailored home fire safety visit guidelines with consideration for suitability and accessibility for the audience.	<p>One of the key projects for the Service Review work recently undertaken by the Community Safety Department was that of the Home Safety Visit initiative. The scoping phase of this project is nearing completion but one of the key milestones identified is to evaluate the effectiveness of all aspects of the Home Safety visit from the information booklets we provide to the actual visits themselves.</p> <p>The recently published Activity Review and Evaluation Policy will aid in this process and a resource has now been assigned to begin the work required for this phase.</p>
CS02	Community Safety	Trevor Stratford	Ongoing	To assess all community safety initiatives at the planning stage to ensure projects are tailored for target groups at a central and local level.	<p>All Community Safety initiatives are now subject to an Activity Review and Evaluation process. The recently published Activity Review and Evaluation Policy will apply to all Protection and Prevention activities whether existing, being planned or concluding.</p> <p>During the planning stage an Activity Evaluation Plan must be completed and agreed with the relevant Group Commander 28 days prior to its commencement and then submitted to the Targeting and Evaluation Team at SHQ.</p> <p>The aim of this evaluation process is to ensure that activities are evaluated and that their effectiveness is measured, encouraging best practice across DSFRS (and external partners where applicable). This in turn will lead to increased effectiveness for future activities representing better value for money and providing better outcomes for our target groups/communities.</p>

CS03	Community Safety	Trevor Stratford	2011	To promote and expand the use of community fire stations amongst specific target groups.	<p>Compliance with DDA at DSFRS stations has been linked with the Community Use of Stations program prompted by the Quirk Review 2007.</p> <p>At present some 40% of our stations are DDA compliant and following completion of the 2010-11 station improvement program this will rise to 52%.</p> <p>Area Admin. Centres and SHQ have also been brought into line with DDA with the exception of some minor details in one or two cases.</p> <p>A draft SPD has been submitted to SMB for consideration relating to Community Use, and by implication DDA, and it does raise the question as to whether or not all of our premises actually need to meet community use standards. In a few cases due to physical limitations of the site or the building cannot practically be brought up to the required standard in their current form.</p> <p>The link below identifies which stations have been brought up to community use standard.</p> <p>http://intranet/Departments/Estates/Stations%20suitable%20for%20community%20use.xls</p>
CS04	Community Safety	Trevor Stratford	2010	To develop and embed cultural awareness around visiting homes and places of worship.	<p>A recent collation of Community Safety Activity summary sheets has identified some excellent and effective examples of raising cultural awareness at a local level.</p> <p>The next stage for this action will be to capture this best practice and roll out across the organisation. How this will be developed and embedded into the organisation is yet to be identified.</p>
CS05	Community Safety	Trevor Stratford	2011	Roll out guidelines and training for directly accessing translation, transcription and audio services to CSAT.	<p>This action has now formed part of the Service Review work currently being carried out within Community Safety. A project has been set-up to review our current CSAT Policy and its effectiveness within the organisation. A separate review is also being undertaken to scope out a training strategy for our Community Safety activities.</p> <p>This action will form part of the practical delivery mechanisms to be rolled out across the organisation upon completion of the review work.</p>
CS06	Community Safety	Trevor Stratford	2011	Work with service planning to develop a measure for the comprehension of messages at home safety visits.	<p>As with CS01, one of the key projects for the Service Review work recently undertaken by the Community Safety Department was that of the Home Safety Visit initiative. The scoping phase of this project is nearing completion but one of the key milestones identified is to evaluate the effectiveness of our Home Safety Visits.</p> <p>The recently published Activity Review and Evaluation Policy will aid in this process and a resource has now been assigned to begin the work required for this phase.</p>

CS07	Community Safety	Trevor Stratford	2011	To gather, map and develop partnership work/work with voluntary sector groups across the service.	<p>The collation of the Community Activity Summary sheets identified that there was much work being carried out at a local level involving partners/volunteers.</p> <p>In order to ensure that this was carried out Service wide, the Service review work currently being undertaken has involved evaluating our current resource arrangements for carrying out Community Safety activities. Consideration is being given to involving partners/volunteers across the service.</p> <p>A Community Risk Information team is also working on identifying data from partner agencies which can be used to effectively target our most vulnerable members of the community.</p>
CS08	Community Safety	Trevor Stratford	2011 and ongoing	To recognise specific community knowledge in relation to prevention within our own workforce and where staff wish to share this knowledge facilitate its transfer.	<p>Consideration is currently being given to the use of specialist advocates in the delivery of community safety. It has already been identified that many of our staff members have specialist knowledge (for example when dealing with young people or the gypsy and travellers communities) and one of the key areas within the Service Review work is to develop a practical and workable solution for the utilisation of these staff.</p>
CS09	Community Safety	Trevor Stratford	2011	Develop guidelines to ensure that targeted protection and enforcement work is evidence based and enforcement practices are tailored and sensitive to cultural and social difference.	<p>Protection and enforcement work has moved on from the prescriptive approach adopted a few years ago, when premises were inspected every year to a regime that is risk assessment based and buildings are inspected dependant on the perceived risk that they offer. In order to encourage and facilitate this the Groups base their inspections on National Guidance issued by the Government in the form of IRMP note number 4, to supplement this there is a DSFRS management guidance note number 2 available on the fire protection section of the Intranet. This work is being further refined with the development of local fire protection risk profiles for Groups.</p> <p>All enforcement practices are based on the national CFOA fire safety audit model. This process includes the use of the Enforcement Management Model that ensures a proportionate, consistent and fair approach in our enforcement activities. We take account of the Hampton principles while carrying out this function and will always try to assist business where we can. Recent examples are working with food retailers where they have accommodation above the restaurant and working with the Chinese business community.</p>
HR01	Human Resources	Jane Sherlock	2010	To develop a strategy to meet the National Equality and Diversity stretch target requirements for 2013	<p>A positive action strategy has been developed. The stretch targets are to be removed by the current government but the requirement under our Duties to build a diverse and representative workforce has not.</p>
HR02	Human Resources	Jane Sherlock	2011	Develop and implement a Performance	<p>No specific progress as yet although there are questions within the employee survey that relate to this.</p>

				Appraisal system to incorporate; Core Values, work/life balance, working with the impact of difference.	
HR03	Human Resources	Jane Sherlock	2009	Ensure all diversity monitoring forms for staff profiles and recruitment include sexual orientation and additional areas of religion and belief, eg humanism, agnosticism.	This has been completed for all staff groups and data updated on the Workforce System. Data is held securely with access restricted to E&D Advisor and system administrator staff.
HR04	Human Resources	Jane Sherlock	2010	Develop a recruitment and selection Code of Practice to include a review of application packs for evidence of age, race, gender, disability and bias and develop new packs in consultation with existing women employees, employees with disabilities and employees with ethnic minority heritage.	Application packs have been reviewed and new inserts developed by the E&D team which are now being used by the service. The application form has previously been reviewed to ensure it meets the Equality Act requirements. The Code of Practice project has been initiated and this work is ongoing
HR05	Human Resources	Jane Sherlock	2010	With expert advice, develop and publicise a specific welfare support system for gay, lesbian or bisexual, or transgender staff to offer support for situations in their home or work environment	Support has been signposted through the Service update. The welfare support available for LGBT employees was advertised in the Service Update and Shout magazine. A further article appeared in the July 2010 Service Update detailing support available for LGBT carers. Currently fourteen organisations (see below) who can assist LGBT employees are on the Useful Welfare Organisations lists that is held on the intranet and accessible by all staff. Work with Stonewall will inform development in this area in the future.

HR06	Human Resources	Jane Sherlock	2009	Ensure chronological education, work history and person specifications are removed from application forms for uniformed and non-uniformed applicants.	Application packs have been modified to meet the Age Regulations with the qualification date removed from the education information. Work history has been limited to 10 yrs and age related criteria have been removed from the person specifications and adverts.
HR07	Human Resources	Jane Sherlock	2010	Review the Maternity and Paternity, Carers and Dependent's leave policies.	These policies have been reviewed and a new policy created called Family Leave. The policy is currently out for consultation.
HR08	Human Resources	Jane Sherlock	2010	Develop a standard induction process for non-uniformed staff to include a Corporate induction for all staff, a Departmental induction and a Manager's induction.	A project plan has been written.
HR09	Human Resources	Jane Sherlock	2009/10	Develop and implement a Performance Appraisal system to incorporate; Core Values, work/life balance, working with the impact of difference.	This work has been led by Training and Development and has been completed. The new PPDs are currently being rolled out and include the use of the Personal Qualities and Attributes.
HR10	Human Resources	Jane Sherlock	2010	Investigate any gender pay gap.	An equal pay audit has been undertaken as part of the JE implementation. The Service is currently working on an audit of uniformed staff.
HR11	Human Resources	Jane Sherlock	2009	Establish a protocol to ensure reasonable adjustment is made for staff who live with or acquire disabilities.	This is incorporated into the sickness absence policy.

HR12	Human Resources	Jane Sherlock	2010	Review and implement the criteria for 'two ticks' disability status.	This work has been undertaken by Equality and Diversity. An assessment will be made by DWP as soon as possible.
HR13	Human Resources	Jane Sherlock	2010	Develop and roll out a new Bullying and Harassment policy, applying a human rights framework.	A Bullying and Harassment policy has been developed and is live. It is to be promoted via a project to raise awareness of the service's Core Values, by E and D to be launched in winter 2010/11.
HR14	Human Resources	Jane Sherlock	2010	Develop exit interviews policy.	An initial draft has been completed but was not accepted at SMB due to the considerable staffing implications. A modified version is therefore currently being piloted.
ED01	Equality and Diversity	Jane Sherlock	2011	Roll out 'e' learning E & D programme across the service.	The Equality and Diversity 'e learning' package has begun implementation. Some initial issues which stalled the roll-out have been resolved and an implementation plan developed. The package will be re-launched shortly. The e-learning package is to be undertaken by all staff. Supervisory roles are also required to undertake a classroom based learning session.
ED02	Equality and Diversity	Jane Sherlock	2011	Develop a campaign targeted at watch managers to ensure they are aware of their leadership role in matters of equality and diversity.	The Equality and Diversity training package is to be reviewed in 2011, when packages bespoke to roles are to be developed.
ED03	Equality and Diversity	Jane Sherlock	2010	Produce an annual report for Equality and Diversity in the organisation and to report on progress of Making the Connections.	A progress report against Making the Connections is currently being developed, to be reported to SMB and HRMD. A new Public Sector Equality Duty, due to be implemented in April 2011, will require the service to publish annually against equality and diversity objectives and related data.
ED04	Equality and Diversity	Jane Sherlock	2011	Review the Equality Impact Assessment process and	A regional workshop of equality and diversity practitioners is gathering on 30 th September to discuss the development and evolution of the Equality Impact Assessment process in the light of the new Equality Act and Public Sector Equality Duty. This workshop will inform the progress of this project.

				incorporate Human Rights considerations.	
ED05	Equality and Diversity	Jane Sherlock	2010	To support members and staff to take a lead in national and local events around equality and diversity issues.	A role description was developed for the Equality and Diversity Member Champions, to help guide and encourage members to take a lead on matters of equality and diversity, nationally and locally. Staff members have been supported recently in representing the service at local Respect and Pride events, hosting a Gypsy/Traveller awareness seminar and the national Pride event in Brighton. The service continues to support the National Disabled Fire Association, founded by three members of staff.
ED06	Equality and Diversity	Jane Sherlock	2011	Develop with service planning and human resources, new performance indicators for recruitment and retention.	The performance indicators for recruitment in the National Equality and Diversity Strategy have been withdrawn by the Coalition Government. Local indicators will be discussed in light of the new Public Sector Equality Duty data reporting requirements.
ED07	Equality and Diversity	Jane Sherlock	2009	Provide quarterly articles on aspects/progress of the scheme and E and D issues for Your Shout internal magazine, press release and website posting.	Many equality and diversity related articles have been placed in Your Shout including: Pride Festival attendance Gypsy Traveller awareness seminar Respect Festival attendance Deaf awareness De-contamination exercise with the Bangladeshi community
ED08	Equality and Diversity	Jane Sherlock	2009	Review and develop a Bullying and Harassment Policy and procedures to be launched with an internal PR campaign.	A Bullying and Harassment policy has been developed and is live. It is to be promoted via a project to raise awareness of the service's Core Values, to be launched in winter 2010/11.
ED09	Equality and Diversity	Jane Sherlock	2010	Develop an interview skills workshop with senior managers to be offered to all communities.	This project has been parked due to a lack of current recruitment.

ED10	Equality and Diversity	Jane Sherlock	2010	Coordinate and host a disability centred conference within the service to create awareness and establish the service as a leader on disability issues.	This project has been parked and will be discussed with NDFA.
ED11	Equality and Diversity	Jane Sherlock	2011	Develop single issue awareness sessions for managers to improve staff understanding and attitudes towards gender issues, people with disabilities and race issues.	Awareness sessions on bullying and harassment and a Gypsy/traveller awareness session have been delivered. A session on managing women is to be delivered at Middle manager's seminars in January 2011.
ED12	Equality and Diversity	Jane Sherlock	2009	Support a study of our women fire fighters to gather their views on attraction, recruitment, retention, progression and the culture within our service.	This study has been completed and its findings are being used to prepare a workshop for Middle Managers on managing women, and the formation of a women's network.
ED13	Equality and Diversity	Jane Sherlock	Ongoing	To recognise and support staff who wish to share specific community knowledge.	A gypsy/traveller awareness package and tailored Home Fire Safety Advice has been developed by a fire fighter, supported by the Equality and Diversity team.
ED14	Equality and Diversity	Jane Sherlock	2010	To coordinate a group with external and internal members from the Authority, Staff and agencies including the voluntary sector to discuss the progress of this scheme and raise contemporary issues, to meet every six months.	The project is currently being scoped. It is proposed that membership of this group is made up of process owners or managers in line with the new strategic direction of the service.

ED15	Equality and Diversity	Jane Sherlock	2010	To develop, with the Recruitment Unit, a strategy to meet the National Equality and Diversity stretch target requirements for 2013 (links to HR01).	<p>A positive action strategy has been developed and some of its milestones reached, for example. A recruitment pack with positive action messages has been developed, and a film produced, which can be viewed at www.dsfire.gov.uk.</p> <p>The targets within the National Equality and Diversity Strategy have been withdrawn, however the service's commitment to recruiting and retaining a diverse workforce remains. In times in little churn, positive action will be concentrated on the emerging generation and building an inclusive culture in which under-represented groups can flourish.</p>
ED16	Equality and Diversity	Jane Sherlock	2011	Develop, publish and roll out 'Stop and Think' guidelines relating to day to day practices with regard to assessing individual needs.	This project will form part of the Cultural and Social Guides for Engagement being developed by the team. The first guides will be published by December 2010. This work will link with Prevention profiles being developed by CS.
ED17	Equality and Diversity	Jane Sherlock	2010 and ongoing	Collect and share the progress of the single equality scheme and case studies with CLG for inclusion in its National Annual Report.	This action is complete in its current form – the CLG Equality and Diversity Questionnaire was returned in March 2010. In light of the new Public Sector Equality Duty, this action will become the annual publication of progress against equality and diversity objectives and related data, from April 2011.
ED18	Equality and Diversity	Jane Sherlock	2010	Develop a guide to cultural/religious awareness.	This project will form part of the Cultural and Social Guides for Engagement being developed by the team. The first guides will be published by December 2010.
ED19	Equality and Diversity	Jane Sherlock	2009	Roll out dyslexia support package.	Software to support individuals living with dyslexia has been purchased and the initial tranche of 'train the trainer' delivered. A support group has been promoted and the software will be promoted via service update during Autumn and form part of a project to raise awareness of the Core Values, due to commence in winter 2010/11.
SP01	Service Planning	Mike Pearson	2010	Ensure equality and diversity considerations are embedded into risk management planning.	<p>Equality and diversity is considered within the corporate risk register which is monitored monthly by SMB. The next stage of the embedding process is to develop department, station and project risk registers with a reference to equality and diversity being relevant to all within DSFRS, therefore a generic risk will be developed.</p> <p><u>Corporate Risk 12</u></p>

					<p>Because of - Projected low levels of recruitment There is a risk that - The level of diversity within the workforce will not change Resulting in - Inability to meet government targets for equality & diversity <u>Corporate Risk 19</u> Because of - Difficulties attracting and retaining recruits to retained duty system There is a risk that - Unable to recruit and retain fire-fighters Resulting in - Unable to provide service in rural areas and failure to build a diverse workforce <u>Risks mitigated by:</u></p> <ol style="list-style-type: none"> 1. National Equality and Diversity strategy and agenda 2. Making the Connections' Single Equality Scheme 3. Monitor progress against the Equality Framework for the Fire and Rescue services 4. Equality Impact Analysis policy consultation process <p><u>Controls in development</u></p> <ol style="list-style-type: none"> 1. Positive action strategy 2. Community engagement strategy
SP02	Service Planning	Mike Pearson	2010	Present home fire safety satisfaction results demographically and use the results to inform future practice.	This action is complete and will form part of ongoing survey reporting. The 2009/10 home fire safety visit quality of service survey results have been reported demographically, as have the after the incident surveys. (Report available for viewing if required.)
SP03	Service Planning	Mike Pearson	2011	Investigate with community safety a mechanism for measuring the comprehension of messages and assess demographically.	At present Corporate Planning has not initiated this work, however it could sit with Community Safety or Communications.
SP04	Service Planning	Neil Gibbons	2012	Integrate equality and diversity into the internal audit processes of the organisation as a part of thematic reviews.	<p>Equality & Diversity will be included in the 2011-12 Audit Planning process. Time will be allocated to complete a specific risk based review of the Equalities & Diversity service. The plan will need to be approved by SMB and APRC.</p> <p>Consideration is to also be given to including an equalities & diversities paragraph within each audit & review report. We would appreciate the input of the Equality and Diversity Team to agree the best approach and wording.</p> <p>Consideration is also to be given to include a specific equalities & diversity question in the Station Assessment question. We would appreciate the input of the Equality and Diversity Team to agree the best approach and wording.</p>

SP05	Service Planning	Mike Pearson	2010	Ensure reflective community groups are engaged and consulted on for Corporate Plans and policies.	The development of the 2010/11 to 2012/13 Corporate Plan invited comment from a range of different stakeholders. This approach is integrated within the Corporate Plan consultation process. See DSFRA consultation report
PA01	Physical Assets	Trevor Stratford	2009	Assist equality and diversity in the installation and roll-out of dyslexia software solution.	Software to support individuals living with dyslexia has been purchased and the initial tranche of 'train the trainer' delivered. A support group is being scoped and the software will be promoted via service update during October and a project to raise awareness of the Core Values, due to commence in winter 2010/11.
PA02	Physical Assets	Trevor Stratford	2009	Ensure station improvement plans include DDA considerations.	Compliance with DDA at DSFRS stations has been linked with the Community Use of Stations program prompted by the Quirk Review 2007. At present some 40% of our stations are DDA compliant and following completion of the 2010-11 station improvement program this will rise to 52%. Area Admin. Centres and SHQ have also been brought into line with DDA with the exception of some minor details in one or two cases. A draft SPD has been submitted to SMB for consideration relating to Community Use, and by implication DDA, and it does raise the question as to whether or not all of our premises actually need to meet community use standards. In a few cases due to physical limitations of the site or the building cannot practically be brought up to the required standard in their current form. The link below identifies which stations have been brought up to community use standard. http://intranet/Departments/Estates/Stations%20suitable%20for%20community%20use.xls
PA03	Physical Assets	Trevor Stratford	2010	Ensure station improvement plans and all buildings include consideration of adequate provision for somewhere to pray.	With the exception of Barnstaple and Torquay, all wholtime stations now provide individual rest cubicles where an individual can pray. These stations also have study areas which visiting personnel could use by local arrangement. Facilities at retained stations tend to be more limited, but again by local arrangement the station office or lecture room could be made available to the individual to use.
PA04	Physical Assets	Trevor Stratford	2010	Ensure station improvement plans and all buildings include appropriate showering facilities which protect	As with Community Use, Dignity at Work has been linked to the Station Improvement Program. In addition, the Authority made available additional funding in the last financial year to bring all stations up to an acceptable standard even if this meant installing temporary facilities until the improvement program provides a permanent solution.

				the dignity of both genders.	The only station that has not been subject to improvement is the volunteer station on Lundy.
CS01	Corporate Support	Mike Pearson	2009 and ongoing	Assist operations in promoting the instant translation service (Language Line).	This has yet to be promoted throughout the organisation. Work will commence with the Equality and Diversity team this year to complete an internal communications plan.
CS02	Corporate Support	Mike Pearson	2010 and ongoing	Develop key messages around equality and diversity in the service and regularly communicate internally and externally using stories gathered from areas.	<p>We have continually promoted through the Service Magazine 'Your Shout!', messages about good practice and ensuring in a subtle way the equality and diversity message is in everything we produce. Rather than be overt with our messages about equality and diversity we are threading them through our communications channels to become the 'norm'.</p> <p>For example the following articles featured in the Sept/Oct magazine: Watch engages with deaf community Engaging and entertaining in Exeter Respect 2010 Service participates in refugee week Promotion of the Glastonbury festival and work with the travelling community Celebration of gypsy, roma and travellers (promoting history month and awareness seminar held at SHQ)</p> <p>These articles feature alongside operational updates, general news and charity/sports information.</p> <p>We also promote the well at work scheme, ensuring there is a welfare section in each magazine and our weekly service update.</p> <p>More work needs to be completed on ensuring the key messages are developed in any communication campaign. We have ensured that equality and diversity is an integral part of our latest change programme communications plan.</p>
CS03	Corporate Support	Mike Pearson	2010 and ongoing	To ensure positive images of a diverse workforce are included in publications.	<p>We work to ensure that we show a true reflection of our workforce in the materials we produce.</p> <p>An example is a recent retained recruitment campaign where a series of images, posters and leaflets were used to attract all members of the community to a career in fire fighting. The images showed men and women working together and provided a more modern approach to our previously more traditional recruitment materials.</p> <p>We also produced a film / slideshow, which talks about a career in fire fighting from different perspectives. The film featured wholetime fire fighters as well as retained. The retained fire fighters were from different communities and we showed through the film how we work with all communities to ensure we are providing fire safety advice to those most vulnerable. The slideshow has been promoted through our website and social media channels.</p>

CS04	Corporate Support	Mike Pearson	2010	Develop positive message posters to be displayed in every fire station and multi lingual welcome posters for each station, Area HQ and SHQ.	This project has yet to be started.
CS05	Corporate Support	Mike Pearson	2011	Integrate equality and diversity into the risk assessment process e.g. assess specific risks around community tension and reputational risk factors associated with equality and diversity considerations.	<p>The action yet to be undertaken is to facilitate a risk workshop with appropriate attendees who own the risk, partially or fully, and record the risks and existing control measures.</p> <p>Due to existing capacity issues there has been a delay and insurance and risk manager hope to start this work before the end of 2010.</p> <p>Initially work with E&D to identify who should attend the risk workshop</p>
F01	Corporate Support - Procurement	Mike Pearson	2010	Develop an equality and diversity toolkit for DSFRS procurement practices.	<p>Currently we do not have a dedicated equality and diversity toolkit, although would be willing to look at this requirement.</p> <p>In all tender exercises applicants are asked about whether they have specific policies in place regarding Equality, Diversity, Sexual Orientation and Disability.</p> <p>It is intended the whole end to end process of procurement of goods and services will be reviewed and as part of this, the equality and diversity will be considered.</p> <p>Equality and diversity will be also be considered from the outset and included as part of the business case assessment.</p>
F02	Corporate Support – Procurement	Mike Pearson	2011	Develop guidelines for onsite visits of premises of businesses we procure from to seek demonstration their equality and diversity policies.	<p>This task forms part of the overall Contract Management requirement. At present our resource level and other priorities does not allow us to commit as much time as we would like or require to complete Contract Management to a sufficient level or produce guidelines on equality and diversity supplier visits.</p> <p>I would welcome input from the Equality and Diversity department on what elements should be considered/reviewed upon Supplier Visits.</p>



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

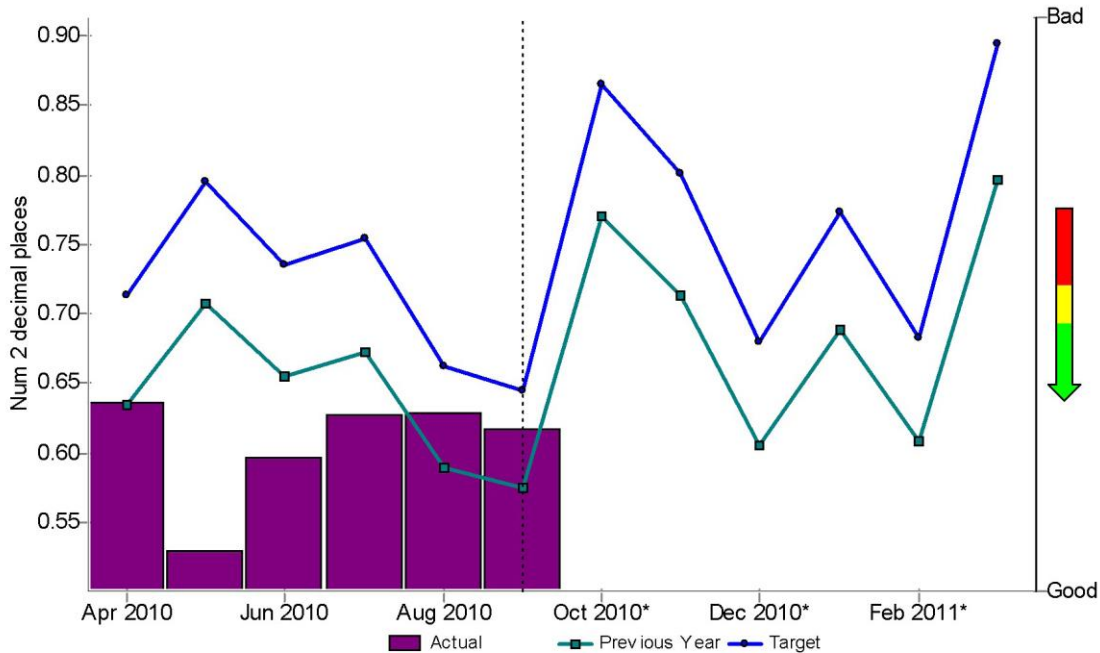
REPORT REFERENCE NO.	HRMDC/10/17
MEETING	HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE
DATE OF MEETING	12 NOVEMBER 2010
SUBJECT OF REPORT	ABSENCE MANAGEMENT
LEAD OFFICER	Director of People and Organisational Development
RECOMMENDATIONS	<i>that the report be noted</i>
EXECUTIVE SUMMARY	The progress 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	There are ongoing resource implications in relation to absence management in terms of providing cover when required.
EQUALITY IMPACT ASSESSMENT	The Absence Management policy has had an equality impact assessment.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	Nil.

1. INTRODUCTION

1.1 Absence levels have previously been identified as a key measure that the HRMD Committee will monitor and review as a standing item. The overall performance in 2009/10 was better than our target level of 9.55 days per person and an overall level of 8.02 days was achieved. The target for 2010/11 is an average rate of 9.0 days/shifts lost per person.

2. 2010/11 PERFORMANCE

2.1 At this point in time, the previous year was at an average of 3.83 days absence per person compared with our actual level for 2010/11 of 3.64 days. This is 15.4% better than our target level at this point in the year but only 5% less last year. Whilst we remain on track to be below the year end target of 9 days/shifts lost per person the last two months have shown levels above last year and as the graph shows, the second half of the year is when sickness rates increase with winter illnesses.



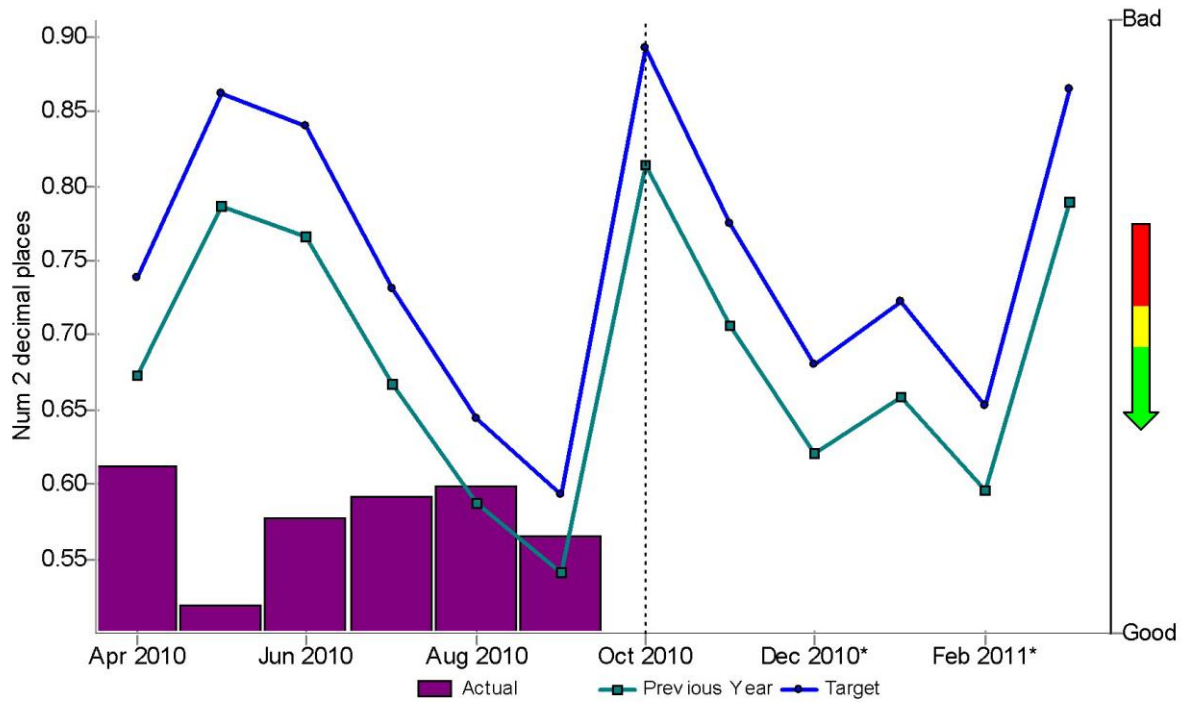
All Staff – Sickness Rates per Person – by Month

	Actual 10/11	Previous Year 09/10	% variance on previous year	% variance on target
Apr-10	0.64	0.64	0.0%	-10.9%
May-10	0.53	0.71	-25.5%	-33.6%
Jun-10	0.58	0.66	-9.2%	-19.2%
Jul-10	0.63	0.67	-5.9%	-16.2%
Aug-10	0.64	0.59	8.1%	-3.7%
Sep-10	0.62	0.57	7.6%	-4.2%
YTD	3.64	3.83	-5%	-15.4%

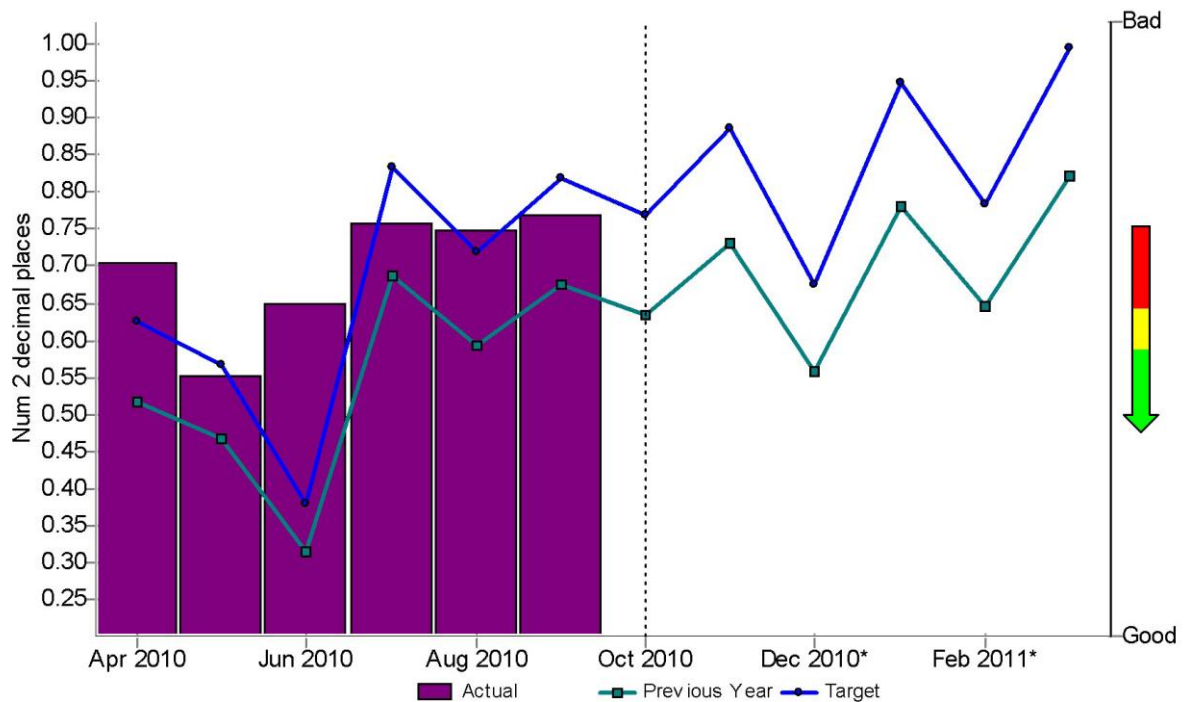
2.2

As usual, we can then break down the figures by staff category and the rates for uniformed, control and non-uniformed are shown below. The uniformed rates show an increase over the same period last year but remain below the target level. Non-uniformed staff have seen an increase over several months and Control have had a significant increase in September.

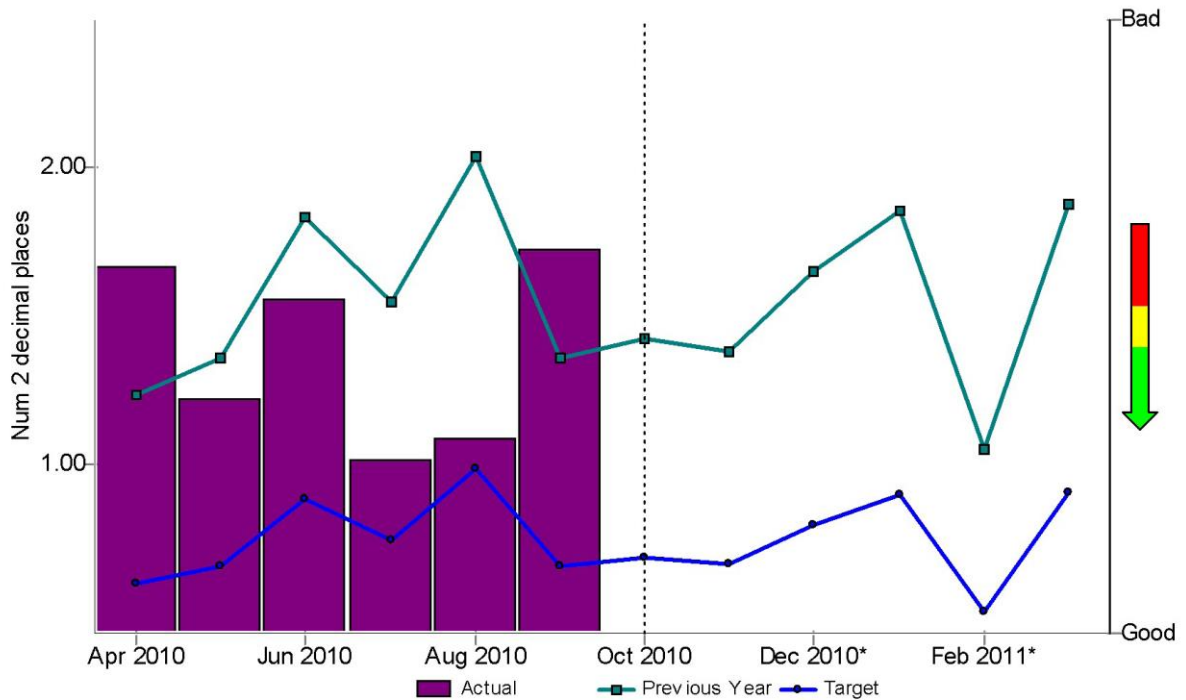
Uniformed Staff Sickness Rates by Month 2010/11



Non-uniformed Staff Sickness Rates by Month 2010/11

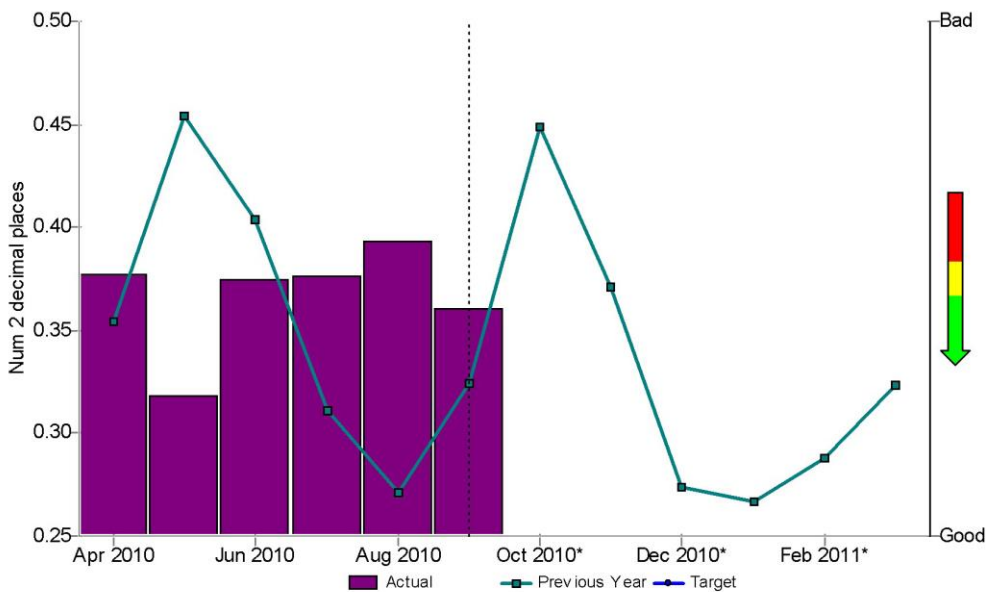


Control Staff Sickness Rates by Month 2010/11



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. Long term sickness has been fairly consistent so far this year.

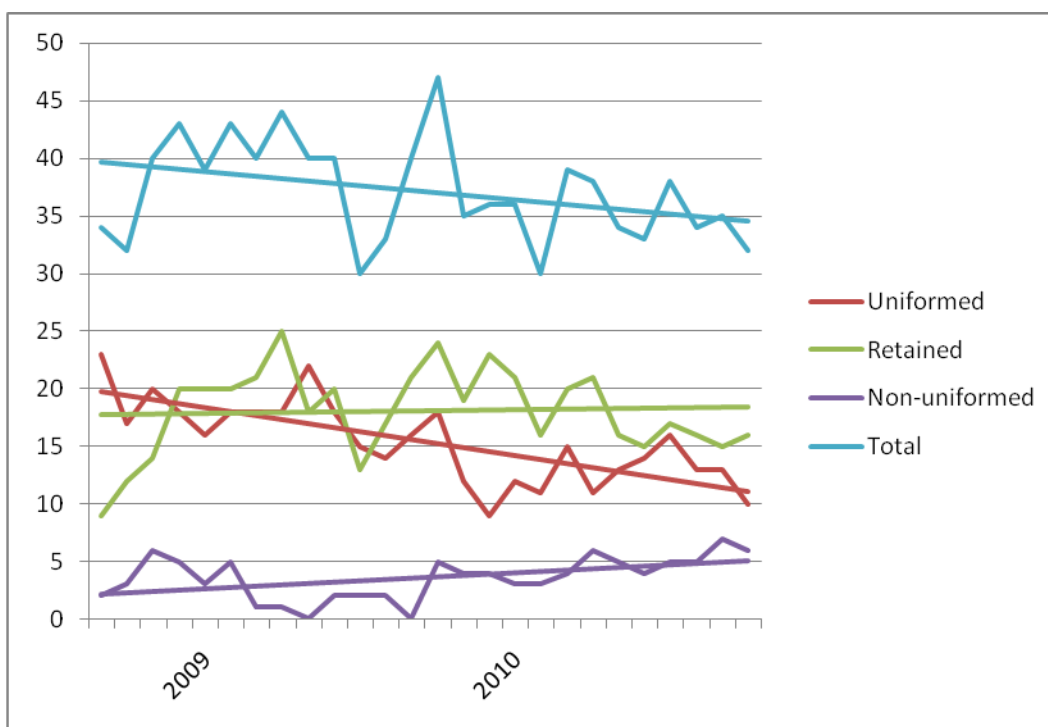


Long Term Sickness by month

3.2 The number of staff who have been long term sick in 2010 is shown below and the chart shows the overall trend lines since 2008. Uniformed (Wholetime and Control) show a downwards trend whilst the non-uniformed has been on the increase. The RDS shows a slight increase in the trend line.

2010 Long-term Sickness

Number of staff	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Uniformed	12	11	15	11	13	14	16	13	13	10
Retained	21	16	20	21	16	15	17	16	15	16
Non-uniformed	3	3	4	6	5	4	5	5	7	6
Total	36	30	39	38	34	33	38	34	35	32



Long-term Sickness 2008 to 2010 – Number of Staff

- 3.3 The Long term sickness is can then be further broken down for staff with absences that have been ongoing for a period longer than 6, 12, 18 and 24 months. For August and November these are shown below.

Aug-10

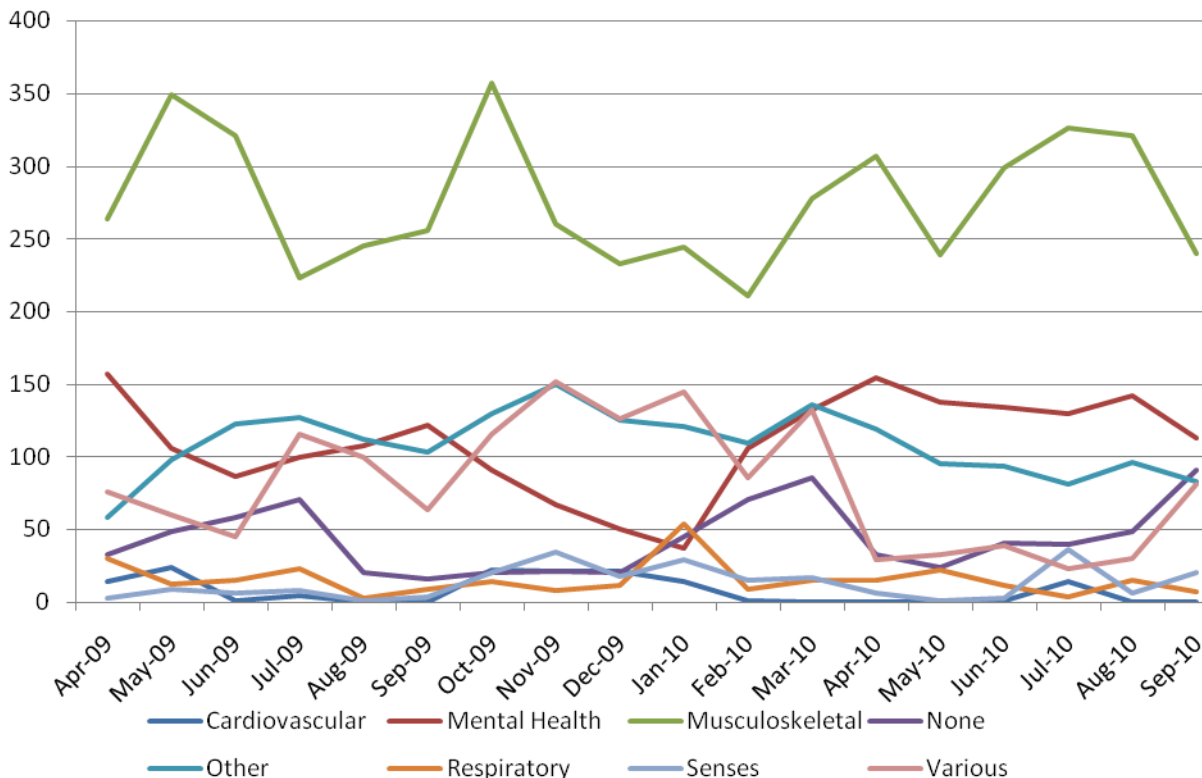
Number of staff	>6 mths	>12 mths	>18 mths	>24 mths
Uniformed	4	0	0	2
Retained	2	1	1	3
Non-uniformed	2	0	0	1
Total	8	1	1	6

Nov-10

Number of staff	>6 mths	>12 mths	>18 mths	>24 mths
Uniformed	2	1	0	2
Retained	1	1	2	1
Non-uniformed	2	0	0	0
Total	5	2	2	3

4. CAUSES OF ABSENCE

4.1 The main cause of absence is due to Musculoskeletal problems and include a variety of problems including back, knee, shoulder pain. Mental Health problems are showing a noticeable increase in the current year compared to the previous year.



4.2 The types of sickness can also be broken down by long-term and short-term sickness.

Long Term Sickness by type of Sickness

Group	Absence type	Apr	May	Jun	Jul	Aug	Sep	Total	%	Occurrences
Mental Health	Stress	108	108	124	115	123	108	686	29.92%	9
Musculoskeletal	Knee	62	61	56	64	61	33	337	14.70%	7
Musculoskeletal	Back	33	16	31	48	59	76	263	11.47%	6
Musculoskeletal	Shoulders	16	21	58	45	30	31	201	8.77%	5
None	None of These	20	19	22	26	43	53	183	7.98%	3
Other	Cancer	24	23	24	23	25	25	144	6.28%	2
Musculoskeletal	Other Musculoskeletal	2	0	13	42	47	33	137	5.97%	6
Musculoskeletal	Upper Limb	33	22	27	15	12	0	109	4.75%	3
Musculoskeletal	Lower Limb	45	24	15	15	3	0	102	4.45%	5
Other	Gastro-Intestinal	19	19	20	0	9	12	79	3.45%	2
Mental Health	Anxiety/Depression	20	19	1	0	0	0	40	1.74%	1
Other	Sickness/Diarrhoea	12	0	0	0	0	0	12	0.52%	1

Top 10 absence type for Short Term Uncertified sickness (up to 7 calendar days)

Group	Absence type	Apr	May	Jun	Jul	Aug	Sep	Total	%	Occurrences
Other	Sickness/Diarrhoea	24	21	13	32	34	20	144	14.57%	87
Musculoskeletal	Back	22	22	17	12	24	3	100	10.12%	36
Various	Flu	23	3	12	3	7	32	80	8.10%	32
Various	Cold	2	17	17	10	7	17	70	7.09%	34
None	None of These	12	1	10	14	6	23	66	6.68%	29
Other	Gastro-Intestinal	10	10	19	10	8	7	64	6.48%	32
Musculoskeletal	Lower Limb	12	0	11	5	18	6	52	5.26%	21
Other	Headache/Migraine	11	5	3	3	13	9	44	4.45%	25
Respiratory	Chest Infection	3	22	7	0	11	0	43	4.35%	16
Musculoskeletal	Other Musculoskeletal	10	2	5	2	13	10	42	4.25%	15

5. **CONCLUSION**

- 5.1 To date, the Service has seen an overall improvement in the absence levels in 2010/11, however, August and September saw an increase over the previous year and we therefore need to continue to monitor and take management action to ensure we remain below the target and previous year's performance.

Jane Sherlock
DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT