



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
CLERK TO THE AUTHORITY

To: The Chair and Members of the Human
Resources Management & Development
Committee

(see below)

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HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE (Devon & Somerset Fire & Rescue Authority)

Tuesday 12 December 2017

A meeting of the Human Resources Management & Development Committee will be held on the above date, **commencing at 2.00 pm in Conference Room B, Somerset House, Service Headquarters** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING SHEETS

- 1 **Apologies**
- 2 **Minutes (Pages 1 - 4)**
of the previous meeting held on 18 September 2017 attached.
- 3 **Items Requiring Urgent Attention**
Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

- 4 **Absence Management & Health of the Organisation (Pages 5 - 14)**
Report of the Director of Service Improvement (HRMDC/17/14) attached.

5 Retirement and Re-employment (Pages 15 - 18)

Report of the Director of Service Improvement (HRMDC/17/15) attached.

6 Localism Act 2011 - Pay Policy Statement 2018-19 (Pages 19 - 30)

Report of the Director of Corporate Services (HRMDC/17/16) attached.

7 Workforce Culture, Diversity and Inclusion:

a Quarterly update (Pages 31 - 42)

Report of the Director of Service Improvement (HRMDC/17/17) attached.

b Positive Action (Pages 43 - 52)

Report of the Director of Service Improvement (HRMDC/17/18) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Bown (Chair), Best, Burridge-Clayton, Chugg (Vice-Chair), Hannaford, Peart and Thomas

NOTES

1.	<u>Access to Information</u> Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the “Please ask for” section at the top of this agenda.
2.	<u>Reporting of Meetings</u> Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chairman - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority. Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.
3.	<u>Declarations of Interests (Authority Members only)</u>
	(a). <u>Disclosable Pecuniary Interests</u> If you have any disclosable pecuniary interests (as defined by Regulations) in any item(s) to be considered at this meeting then, unless you have previously obtained a dispensation from the Authority’s Monitoring Officer, you must: <ul style="list-style-type: none">(i). disclose any such interest at the time of commencement of consideration of the item in which you have the interest or, if later, as soon as it becomes apparent to you that you have such an interest;(ii). leave the meeting room during consideration of the item in which you have such an interest, taking no part in any discussion or decision thereon; and(iii). not seek to influence improperly any decision on the matter in which you have such an interest. If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have a disclosable pecuniary interest of a sensitive nature. You must still follow (ii) and (iii) above.
	(b). <u>Other (Personal) Interests</u> Where you have a personal (i.e. other than a disclosable pecuniary) interest in any matter to be considered at this meeting then you must declare that interest no later than the commencement of the consideration of the matter in which you have that interest, or (if later) the time at which the interest becomes apparent to you. If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the precise nature of the interest but merely declare that you have a personal interest of a sensitive nature. If the interest is such that it might reasonably be perceived as causing a conflict with discharging your duties as an Authority Member then, unless you have previously obtained a dispensation from the Authority’s Monitoring Officer, you must not seek to improperly influence any decision on the matter and as such may wish to leave the meeting while it is being considered. In any event, you must comply with any reasonable restrictions the Authority may place on your involvement with the matter in which you have the personal interest.
4.	<u>Part 2 Reports</u> Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.
5.	<u>Substitute Members (Committee Meetings only)</u> Members are reminded that, in accordance with Standing Order 35, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.

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HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE (Devon & Somerset Fire & Rescue Authority)

18 September 2017

Present:-

Councillors Bown (Chair), Best, Chugg (Vice-Chair), Hannaford, Thomas and Randall Johnson

Apologies:-

Councillors Burrige-Clayton

* HRMDC/9 Minutes

RESOLVED that the Minutes of the meeting held on 23 June 2017 be signed as a correct record.

* HRMDC/10 Absence Management & Health of the Organisation

The Committee received for information a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/9) that set out the Service's performance in respect of absence management within the organisation for the first quarter of 2017/18.

The report highlighted the sickness absence performance levels for the first quarter of 2017/18 which across all staff was 2.00 days per person as opposed to 2.07 days in 2016/17. This represented an improvement on the previous year although the Service was not complacent with this performance and was continuing to take steps to improve this. The report to the Committee also included additional measures discussed at the previous meeting associated with the Health of the Organisation. These measures including the levels of discipline and grievance cases and specifically those associated with bullying and harassment, the turnover of staff and the number of cases with welfare support.

The Sickness Dashboard was displayed at the meeting which showed the number of staff who were off at any one time rather than average sickness rates and which also distinguished any lost time as a result of workplace injuries.

Reference was made to the level of turnover of On Call staff which was high (there had been 132 On Call staff leavers in 2016/17) and that the Service needed to seek to reduce turnover levels in order to maintain a skilled workforce and reduce the cost of recruitment and training.

In terms of the Action Plan included as Appendix A of the report circulated, it was requested that predicted end dates for the actions be added to the document and the Human Resources Manager undertook to look into this.

RESOLVED

- (a) That the Service continues to progress with developing a working environment that is conducive to a high performing, motivated and healthy workforce; and

- (b) That, as part of the Service's performance measures for People and Resources, the report be noted.

□

* **HRMDC/11 Workforce Culture, Diversity & Inclusion - Quarterly update**

The Committee received for information a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/10) that gave an overview of the progress made to date towards achieving a more diverse and inclusive workforce and which also highlighted any support that was needed from the Service to facilitate organisational improvement.

The key areas highlighted with in the report were:

- The increased political expectations for the Fire & Rescue Service nationally in terms of workforce reform, increasing the diversity of employees and improved culture of inclusion;
- external drivers in documents such as the Thomas Review and the National Fire Chiefs Council – “An inclusive Fire Service – the twenty first century fire and rescue service”;
- the success of the recent campaign for new firefighters which resulted in the recruitment of 25% female firefighters against a national average of 10% and that a total of 337 females had applied for the vacancies;
- the latest staff survey which was to be published on 18 September 2017 , providing the Service with information on the progress made since 2015 in relation to employee engagement and inclusive leadership/culture;
- The successful outcome in July 2017 when the Service was reviewed against the European Foundation for Quality Management (EFQM) standards at “recognised for excellence” level.

* **HRMDC/12 Workforce Planning - Apprenticeships**

The Committee considered a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/11) that set out the Service's proposed approach to the delivery of apprenticeships in the future and which made recommendations for consideration by the Committee.

RESOLVED

- (a) That Apprenticeships becomes an integral part of our People Strategies;
- (b) That the Service works with partner organisations including Skills for Justice, other Fire & Rescue Services and local colleges to ensure that it maximise the training and development opportunities that use the Apprentice Levy funding;
- (c) That the Service appoints a partner to provide a managed service for Firefighter apprenticeships to support the Service;
- (d) That the Wholetime Firefighter recruits training will be in accordance with the new national apprenticeship standards for an Operational Firefighter;

- (e) That the Service continues to progress with Support Staff apprenticeships in areas that it has already identified as where it will have either future skills shortages or staffing needs and that this will include ICT, Fleet Workshops and Business Administration;
- (f) That the Service identifies other new entry apprenticeship opportunities including Community Safety Advocates and On-call staff where these meet the apprenticeship requirements; and
- (g) That, where possible, in-career training is in accordance with the apprenticeship standards.

* **HRMDC/13 Requests for Retirement and Re-employment**

The Committee considered a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/12) that set out details of two applications that had been received for retirement and/or re-employment for approval in accordance with the Authority’s Pay Policy Statement in 2017/18.

The Human Resources Manager advised that there had been an application for retirement and re-employment from an on call firefighter for the first time. It was noted that this would be on the same basis as for wholetime firefighters but there was no end date for the contract as there was no reason to apply this in this instance.

RESOLVED that the requests for retirement and re-employment as identified in paragraph 2.5 of report HRMDC/17/12 be approved.

HRMDC/14 Redundancy Compensation Rates

The Committee considered a report of the Assistant Chief Fire Officer – Service Improvement (HRMDC/17/13) that gave an overview of the position in respect of the current redundancy compensation rate which was set at a multiplier of 1 based on the actual week’s pay.

The Human Resources Manager informed the Committee that the current rate had been reduced from a multiplier of 2.5 at combination to 2 and then to 1 in September 2015 and that the only other reduction that could be made was to move to a multiplier of 1 based on the actual week’s pay which is the statutory minimum. This would however, be below the level within existing collective agreements and in any event, the Service had no existing plans to further reduce staffing levels at this time as it had reached the requisite establishment level already through voluntary redundancies. It was therefore proposed that the redundancy compensation rate was no longer reviewed annually by the HRMD committee, however if the Service in future sought any further adjustment then this would be brought back to the committee.

The Clerk advised that the recommendation in the report needed to be amended to take out the words in brackets (.....- the statutory minimum) as this was incorrect. Councillor Thomas **MOVED** (and Councillor Chugg seconded):

“that, subject to the amendment of the recommendation in the report as printed to take out the words- the statutory minimum, the recommendation be approved”.

Upon a vote, the motion was **CARRIED**.

RESOLVED that the Committee recommends to the Fire & Rescue Authority that it retains its current compensation rate (a multiplier of 1 using actual week's pay) for all uniformed and support staff and that, in light of this, the compensation rates are no longer reviewed on an annual basis.

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

The meeting started at 10.00 am and finished at 11.15 am

Agenda Item 4

REPORT REFERENCE NO.	HRMDC/17/14
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	12 DECEMBER 2017
SUBJECT OF REPORT	ABSENCE MANAGEMENT & HEALTH OF THE ORGANISATION
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<p><i>(a) That the Service continues to progress with developing a working environment that is conducive to a high-performing, motivated and healthy workforce; and</i></p> <p><i>(b) That, as part of the Service's performance measures for People and Resources, this report should be considered and any additional actions agreed.</i></p>
EXECUTIVE SUMMARY	<p>Devon and Somerset Fire and Rescue Service takes the health, safety and wellbeing of employees seriously and as such it provides a wide range of initiatives, interventions and policies to ensure that employees enjoy a safe and supportive working environment.</p> <p>The Service performance for Absence Management has been included as a standing item on the Human Resources Management and Development Committee (the Committee) agenda since the formation of the Service. Absence levels are a key measure as they affect the efficiency and the effectiveness of the Service.</p> <p>The key aspects for consideration in this report are the 2017/18, Absence performance and the progress with the Vocational Fitness Test. For the first time, we have incorporated the absence statistics for the On-call Firefighters.</p>
RESOURCE IMPLICATIONS	Staff and financial resources associated with absence management.
EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)	The Absence Management policy has an equality impact assessment.
APPENDICES	None
LIST OF BACKGROUND PAPERS	None

1. **INTRODUCTION**

1.1 Devon and Somerset Fire and Rescue Service takes the health, safety and wellbeing of employees seriously and provides a wide range of initiatives, interventions and policies to ensure that employees enjoy a safe and supportive working environment. However, the Service recognises that employee absence has a significant cost to the organisation and is therefore something that needs to be measured, understood and addressed. A reasonable balance needs to be struck between the genuine needs of employees to take occasional periods of time off work because of ill-health and the Service’s ability to fulfil its role in serving local communities.

1.2 The Service performance for Absence Management has been included as a standing item on the Committee agenda since the formation of the combined Service in 2007. Absence levels are a key measure as they affect the efficiency and the effectiveness of the Service.

1.3 The Service also considers other internal measures, which relate to the ‘Health of the Organisation’. These measures encompass the wider health, fitness and wellbeing within the organisation and provide a means of monitoring people aspects which could be inextricably linked and ultimately impact upon the absence performance levels.

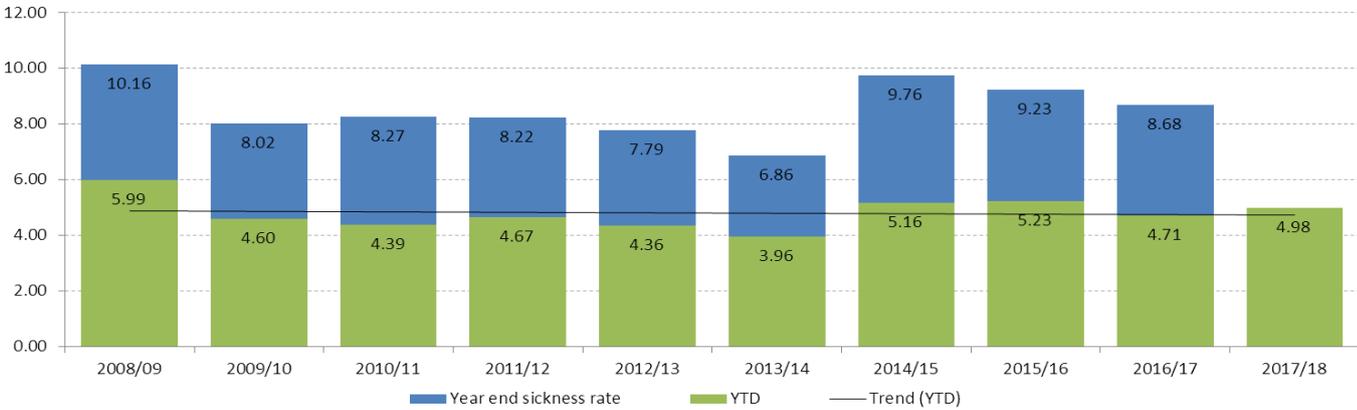
1.4 The key aspects for consideration in this report are the 2017/18 year to date, absence performance and an update on the corporate flu vaccinations. For the first time we are able to report on sickness levels within the On-call Firefighters. There is also an update on the progress with the trial of the vocational fitness test and there will be a presentation on this aspect at the HRMD committee meeting.

1.5 As well as the point-in-time absence data within this report there is also the Sickness Dashboard with real time data that reports on the number of staff who are off at any one time and distinguishes any lost time as a result of workplace injuries. There are further enhancements that could be made to this system but this work will need to be prioritised within our digitalisation plans.

2. **2017/18 APRIL-OCTOBER ABSENCE PERFORMANCE**

2.1 Absence levels since 2008/9 are shown below in terms of average lost days per person per year. Although, we have seen some variations over this period the overall trend line remains virtually horizontal and for the year to date, we are slightly up on last year.

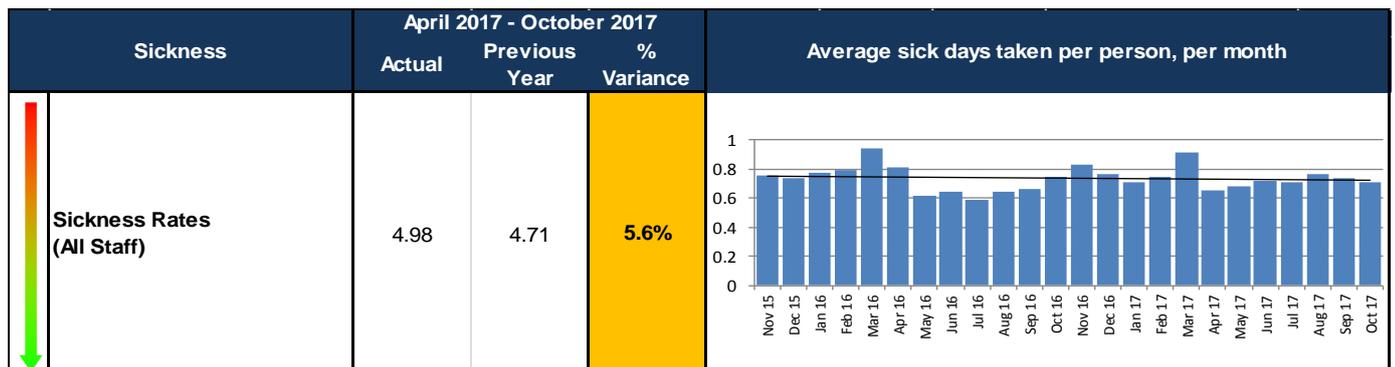
October 2017 and Yearend Sickness Levels



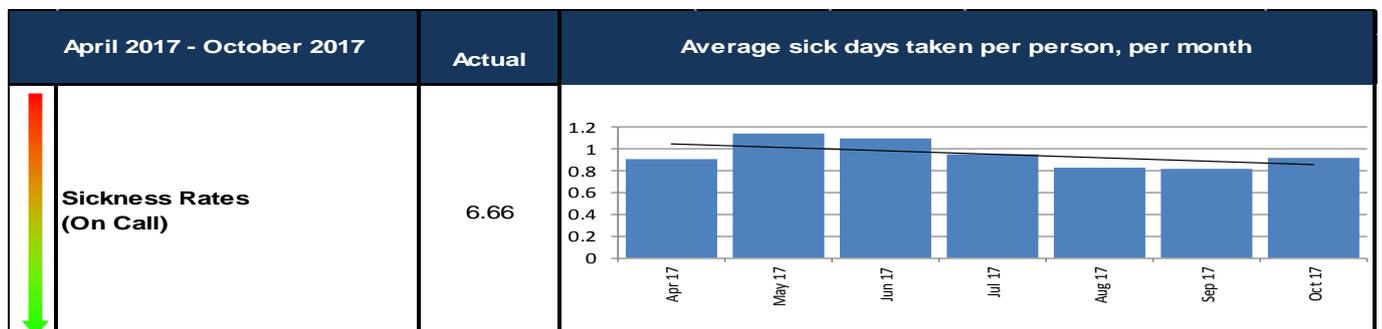
2.2 The graph below shows the monthly sickness rates for the last 2 years. On average, employees have taken 4.98 days of sick leave from April to October compared with 4.71 for the previous year.

2.3 The On-call is also shown below but at this stage, we are unable to compare with the previous year as at this stage we do not have retrospective performance data. This level of sickness is higher than for other staff categories, however, for On-call Firefighters we will record sickness over 7 days per week rather than lost shift or working days. For On-call Firefighters this reflects the method of payment for sickness absence for which we calculate a daily rate based on the previous 12 weeks of work activity.

Sickness Direction of Travel



On-call Staff

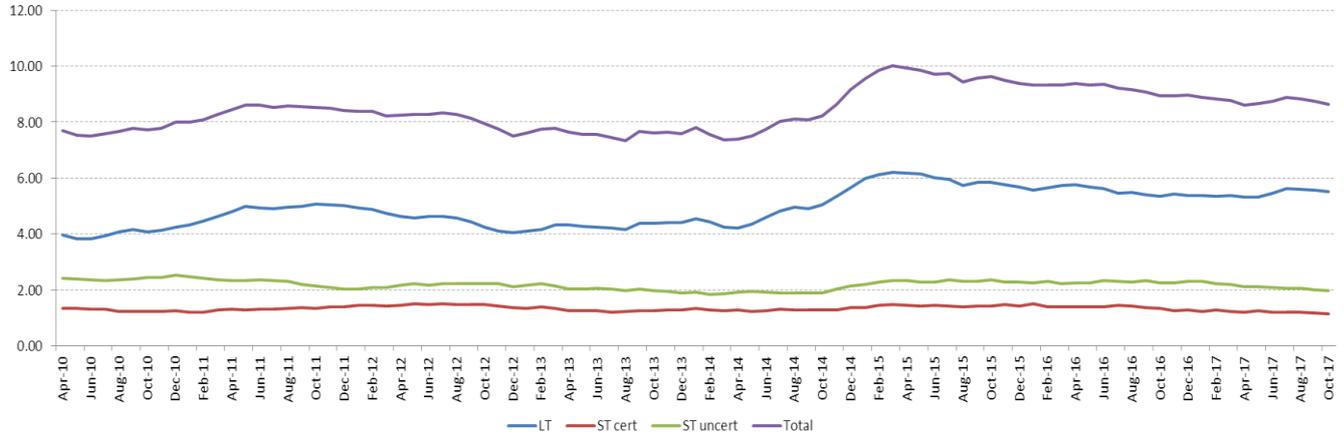


2.4 With monthly peaks and troughs in sickness, it is difficult to see the on-going longer term change in the rates over this time and so we show the sickness levels over a 12 month rolling sickness rate as measured at the end of each month. As this is a rolling rate it removes any monthly peaks and troughs and enables us to see performance trends more clearly. It can be seen from the chart that short-term certified and uncertified sickness have remained fairly static since 2010 but the variation that we have experienced has been in Long-term sickness. An overall total has been added to this chart and it can be seen that this typically follows the level of the Long-term sickness.

2.5 The 3 categories of sickness shown in the chart are:

- Self-certified sickness – periods of sickness up to 7 days which do not require a GP medical certificate
- Short-term sickness – periods of sickness between 8 and 28 days for which a GP certificate is required
- Long-term sickness – periods of over 28 days

Average sick days taken per person, per year on a rolling 12 month basis



2.6 Sickiness rates are broken down between different contract types as well as the length of sickness. There were 4 contract types that we considered but we have now added the On-call Firefighters:

- Wholtime Station based staff
- Wholtime non-Station based staff
- Control Staff
- Support Staff
- On-call Firefighters

Sickness Rates by Post Type

Sickness Rates by post type April 2017 - October 2017	Wholtime Station based staff			Wholtime Non Station staff <i>(inc SHQ, STC, group support teams etc)</i>		
	Actual	Previous Year	% Variance	Actual	Previous Year	% Variance
Overall Sickness Rate	4.57	4.24	7.7%	4.10	6.00	-31.7%
Total # Days/shifts lost	1640.5	1603	2.3%	842	1141	-26.2%
Sickness Rates - Long Term (over 28 calendar days)	2.69	2.36	13.9%	3.55	5.14	-30.9%
# Days/shifts lost LT	966.5	893	8.2%	730	977	-25.3%
Sickness Rates - ST Cert (8 - 28 calendar days)	0.68	0.66	1.9%	0.42	0.39	7.3%
# Days/shifts lost STcert	243	251	-3.2%	87	75	16.0%
Sickness Rates - ST Uncert (up to 7 calendar days)	1.20	1.22	-1.2%	0.57	0.47	21.6%
# Days/shifts lost STUncert	431	459	-6.1%	117	89	31.5%

Sickness Rates by post type April 2017 - October 2017	Control			Support staff		
	Actual	Previous Year	% Variance	Actual	Previous Year	% Variance
Overall Sickness Rate	8.78	6.50	35.2%	5.43	4.17	30.2%
Total # Days/shifts lost	301.02	240	25.4%	1280.46	983.17	30.2%
Sickness Rates - Long Term (over 28 calendar days)	6.21	3.60	72.6%	3.88	2.16	79.8%
# Days/shifts lost LT	213.02	133	60.2%	914.23	508.4	79.8%
Sickness Rates - ST Cert (8 - 28 calendar days)	1.75	0.41	331.0%	0.45	0.75	-40.3%
# Days/shifts lost STcert	60	15	300.0%	106	177.64	-40.3%
Sickness Rates - ST Uncert (up to 7 calendar days)	0.82	2.49	-67.2%	1.10	1.26	-12.4%
# Days/shifts lost STUncert	28	92	-69.6%	260.23	297.13	-12.4%

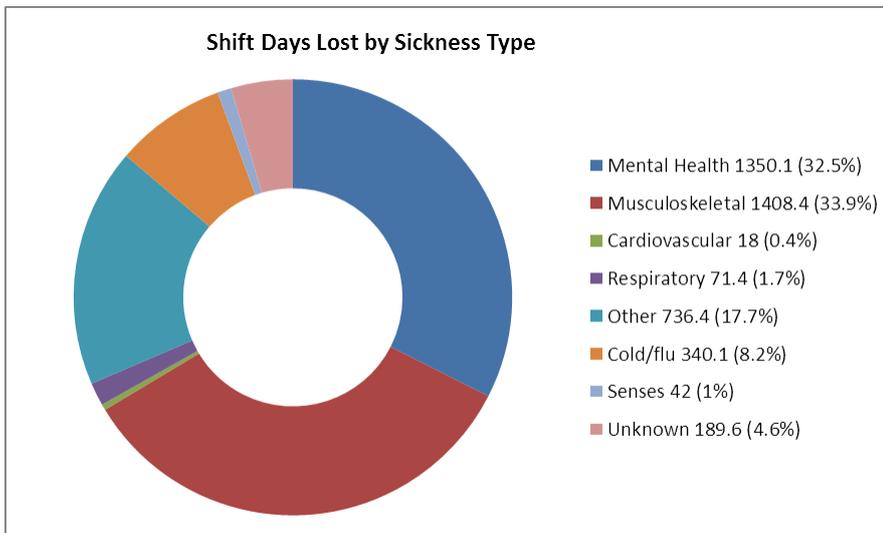
- 2.7 Within Wholetime, overall sickness levels are slightly higher than last year with a slight increase in long-term sickness.
- 2.8 Since Q1 we have seen a reducing performance within Control where we have seen a significant increase in long-term sickness levels and also short-term certified.
- 2.9 Support staff have seen an overall reduction in short term certified and uncertified sickness but long term sickness remains worse than 2016/17.
- 2.10 Wholetime Non-station based staff remain as per Q1 with an overall improvement in long-term sickness but with an increase in short-term sickness.
- 2.11 The Service also now has the sickness rates by category of sickness ie Self-certified sickness, Short-term sickness or Long-term sickness. The actual overall sickness rates are higher than Wholetime but we are measuring this on a seven day week basis rather than lost shift/working days.

Sickness Rates April 2017 - October 2017		On Call staff
		Actual
	Overall Sickness Rate	6.67
	Total # Days/shifts lost	6481
	Sickness Rates - Long Term (over 28 calendar days)	4.94
	# Days/shifts lost LT	4802
	Sickness Rates - ST Cert (8 - 28 calendar days)	1.03
	# Days/shifts lost STcert	1001
	Sickness Rates - ST Uncert (up to 7 calendar days)	0.70
	# Days/shifts lost STuncert	678

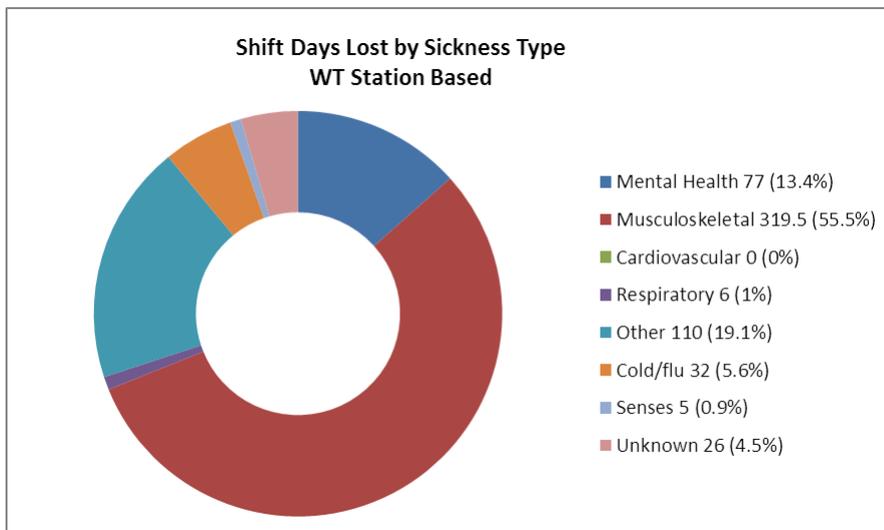
- 2.12 Information on the reasons for sickness are taken directly from the dashboard and are presented in the same format, but are analysed by the five categories of staff referred to in paragraph 2.6 above.
- 2.13 The two most common reasons for sickness across all staff are mental health and musculoskeletal problems and this reflects the national position. Since the last report in September 2017, the biggest change has been the increase within Control as a result of mental health where we have also seen an increase in long-term sickness.

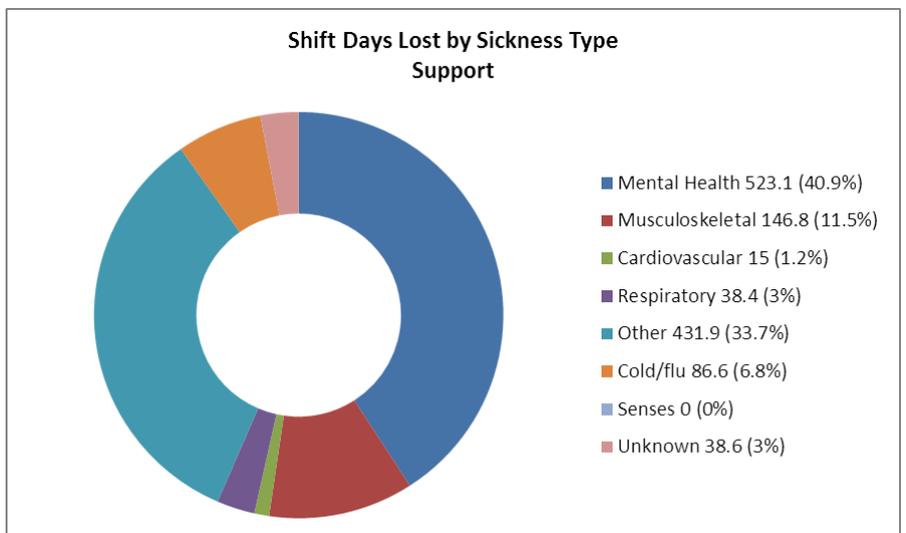
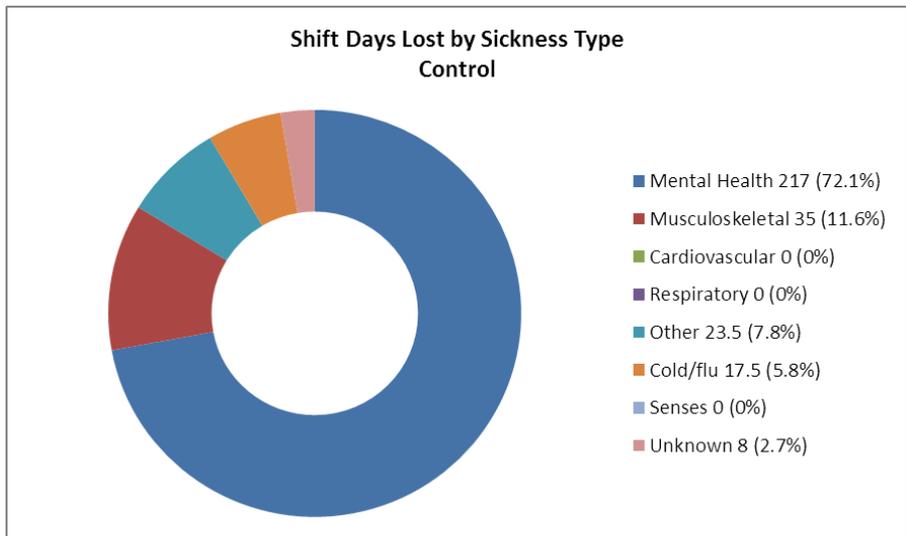
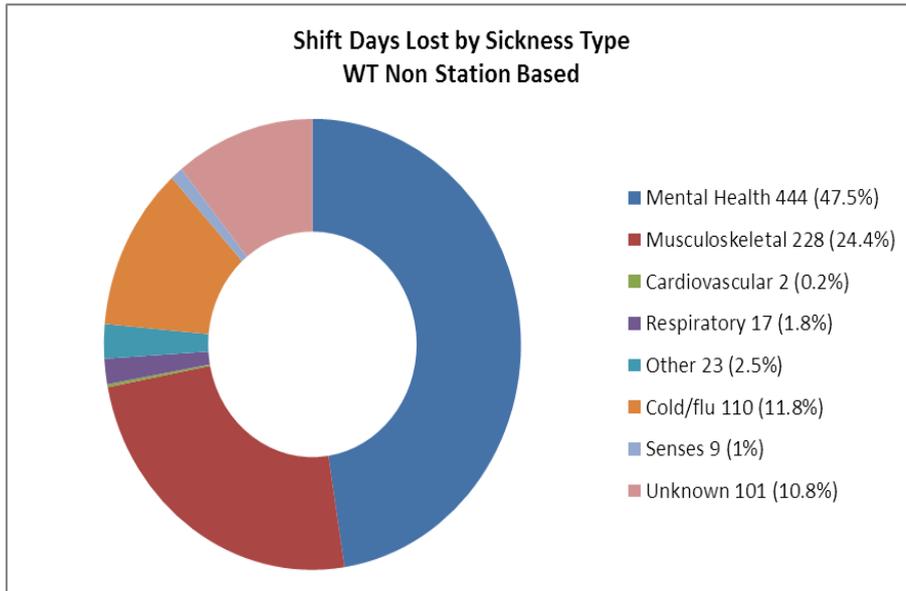
2017/18 Q1 Reasons for sickness for each staff category

Shift days lost by sickness type (Wholetime – Station & Non-Station based, Support Staff & Control):

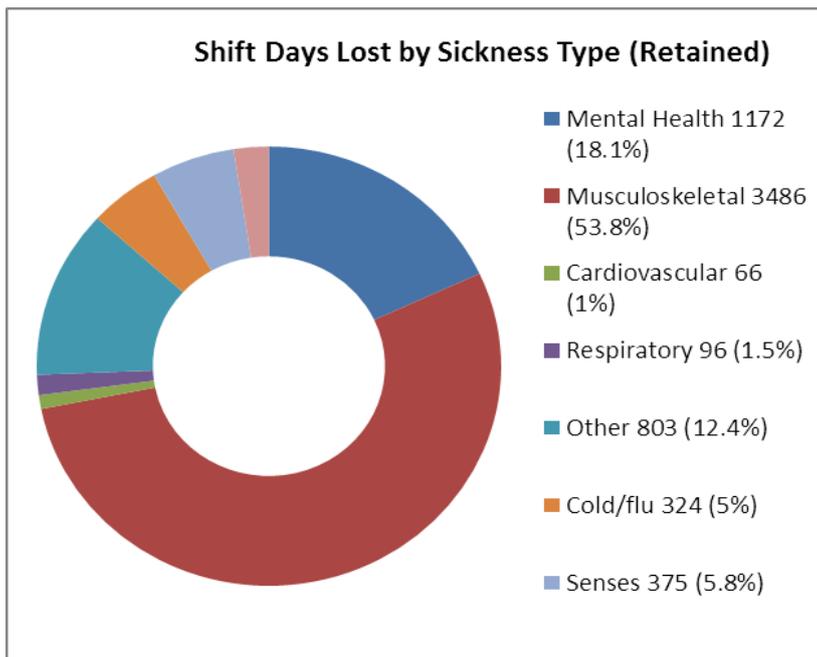


Shift days lost by sickness type (split by post type):





Shift days lost by sickness type – On-Call Staff:



3. **ACTION PLAN ACTIVITY**

- 3.1 The Service has an action plan which is being progressed but needs to be refreshed as work on a revised absence guidance and procedures document has not progressed as quickly as anticipated. Within the HR Department, a temporary HR Officer is being appointed in January 2018 to focus on policy and wellbeing.

4. **FLU VACCINATIONS**

- 4.1 As part of our support to promoting a healthy workplace, the Service did offer corporate flu vaccinations to our staff. The vaccination is a simple and cost-effective way to help our employees keep well and thereby reduce sickness. The supplier, provided an e-voucher system that was easy to administrate and staff were able to book vaccinations at local pharmacists in their own time. The Service has provided 345 e-vouchers to staff which represents 18% of our 1861 employees.

5. **VOCATIONAL FITNESS TEST**

- 5.1 The Service is currently undertaking a 12 month trial using a vocational fitness tests and the Physical Fitness Team Leader has recently presented at the National FireFit Conference organised through the National Fire Chiefs Council (NFCC) on our progress to date. FireFit are a national working party who have developed recommendations for Fire & Rescue Services in the UK.
- 5.2 Previously, prior to 2013 the Service utilised a step test, bleep test and treadmill walk test. At this time, the Service was aiming for operational staff to have an annual fitness assessment however we were only able to complete approximately 66% of the workforce each year. From January 2013 the Service adopted fitness assessment using gas analysers as part of a Treadmill Test. Fitness assessments were then conducted on a three yearly basis in conjunction with a three yearly Occupation Health medical.

- 5.3 NFCC FireFit have previously provided operational fitness standards and fitness testing recommendations following a 2-year research programme investigating the physical demands of firefighting and lifestyles of fire service staff. The FireFit recommendations included measurement of aerobic capacity through a range of possible test methods or the use of a vocational fitness test. In late 2016, FireFit announced recommended times for the Vocational Fitness Test and these have been used by the Service for the trial which commenced in April 2017 on a 'no pass, no fail' basis.
- 5.4 During the trial, data is being collated and analysed to monitor any impacts related to gender or age. The Service is also undertaking a Female Study Group, so that we can further establish whether there is a potential impact on workforce diversity as a result of this method of testing. During the 12 month trial period, the Service has used Group Fitness Advocates to assist with the testing of staff.
- 5.5 So far 483 drill ground tests have been completed and there is a preference from staff to use this test rather than the gas analyser measurement of aerobic capacity. Staff can see the relevance to the job, it is easier to train for and is good for team building. However, we need to undertake more testing and analyse the results before making final recommendations to the Executive Board. Further details of this work will be presented at the HRMD Committee meeting.

6. **CONCLUSION**

- 6.1 This report provides the current absence performance management data including On-call Firefighters, an update on the corporate flu vaccinations and also an update on the progress with the trial of the vocational fitness test.

PETE BOND
Director of Service Improvement

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Agenda Item 5

REPORT REFERENCE NO.	HRMDC/17/15
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	12 DECEMBER 2017
SUBJECT OF REPORT	RETIREMENT & RE-EMPLOYMENT
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<i>That the requests for retirement & re-employment as identified in paragraph 2.5 of this report be approved.</i>
EXECUTIVE SUMMARY	<p>The full Authority has approved a Pay Policy Statement in accordance with the requirements of the Localism Act 2011.</p> <p>The Pay Policy Statement requires, amongst other things, for all requests for re-employment following retirement for employees up to Executive Board posts, to be approved by the Human Resources Management & Development Committee (the Committee).</p> <p>This report provides more information on the Authority's position in relation to retirement and re-employment and sets out specific requests for approval. Since this is a recurring approval process the report provides the same background each time but sections 2.2, 2.3 and 2.5 contain information specific to this request.</p>
RESOURCE IMPLICATIONS	<p>The Service has achieved the planned reduction in uniformed Wholetime staff as a result of the Corporate Plan decisions in 2013/14. The Service is currently slightly above the existing establishment levels following the Wholetime recruitment in 2017, however retirement and re-employment provides us with certainty for the leave date for these employees whilst at the same time providing a suitable rate of staff turnover. It also provides a transition for the employee from full employment into retirement and this is particularly beneficial where the Firefighter moves to a job share position.</p>
EQUALITY RISK & BENEFITS ASSESSMENT	The Retirement & Re-Employment Policy has had an equalities assessment.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	Nil.

1. **INTRODUCTION**

1.1 The 2016/17 Pay Policy Statement includes the following stated position on the retirement and re-employment of employees:

“8. RE-EMPLOYMENT OF EMPLOYEES

8.3 The Authority will, in principle, allow the re-employment of employees who have retired, subject to a break in service of at least one month, because it is recognised that this often represents an effective way of retaining specialist knowledge and skills without any increase in cost to the Authority (and noting that costs to the Pension Scheme are no more than would be the case for normal retirement). The re-employment of any employee who has retired will, however, be subject to:

- the approval of the Human Resources Management and Development Committee for all employees up to Executive Board posts; or*
- the approval of the full Authority for any Executive Board post-holder.*

8.4 Where retired uniformed staff are re-employed, then the Fire-Fighters’ Pension shall be abated such that the income from the gross annual rate of pay whilst re-employed together with the gross annual pension (after commutation) will not exceed the gross annual rate of pay immediately prior to retirement. For staff within the Local Government Pension Scheme, where an individual is re-employed on the same terms and conditions [salary] as previously, the same abatement rules as apply to those within the Fire Fighters Pension Scheme will be applied. However, the Authority’s policy on Pension Discretions refers to flexible retirement and states that this “may be subject to abatement during such time as the individual remains employed by the Service”. This allows the Authority to use flexible retirement opportunities where key employees may wish to continue working as they get older but step down in grade or reduce their working hours. This can be beneficial to the Authority in retaining key skills, knowledge and experience whilst also reducing costs. The authorisation of any such flexible retirement arrangements will be subject to the approval mechanism detailed above.

8.5 The appointment, or re-employment, of any members of the Executive Board (the Chief Fire Officer, Assistant Chief Fire Officer, Director of Corporate Services and Director of People and Commercial Services) will always be subject to approval of the full Authority and any re-employment following redundancy or retirement will be subject to consideration of a robust business case and fully scrutinised against the above criteria.”

1.2 This paper includes details of applications for retirement/re-employment in accordance with the approved policy.

2. **RETIREMENT AND RE-EMPLOYMENT**

2.1 The Service policy on retirement & re-employment is linked to workforce planning arrangements. Approval by the Authority of the 2013/14 – 2014/15 Corporate Plan at its meeting on 10 July 2013 (Minute DSFRA/20 refers) required a reduction of 149 Wholetime posts. The Service achieved this reduction in staffing levels and so is no longer using retirement & re-employment as a means of encouraging turnover of staff.

2.2 The Service has forecast the potential Wholetime turnover in the next few years and has completed a recruitment campaign in 2017 for 15 new recruits plus 11 transfers from the On-call staff. There will also be further work undertaken related to the Integrated Risk Management Plan (IRMP). This work may identify longer term options which may modify the approach to staff resourcing in the future but at present, the Service has an over-establishment of 18.72 (down from 21 in September 2017). By the end of 2017/18, the Service expects to be at the correct establishment level as there is a further 20 potential retirees in this financial year.

2.3 Looking ahead to the next 2 years, the Service could have a further 17 retirees in 2018/19 and 31 in 2019/20. Retirement and re-employment provides the Service with certainty for the leave date for these employees whilst at the same time providing a suitable rate of staff turnover. It also provides a transition for the employee from full employment into retirement and this is particularly beneficial where the Firefighter moves to a job share position.

2.4 The Firefighter Pension Scheme provides for employees to receive their maximum pension benefits after 30 years' service. However, as there is no longer a fixed age for retirement it is difficult to predict precisely when individuals are likely to leave the Service. The use of retirement and re-employment opportunities encourages individuals to commit to an end retirement date, giving the Service more control over actual retirement and natural turnover. Through this process, employees have a one month break in service before returning on a fixed-term contract either on a full-time basis or as a job share. In either case, the maximum contract term that has previously been set is 12 months because of the need to reduce wholetime Firefighter numbers. However, having achieved the required reduction in numbers, consideration can be given on a case by case basis to longer periods for fixed-term contracts (for operational roles) or, in exceptional cases, permanent contracts where uniformed staff transfer to Green Book jobs. It should be noted that where employees return on a job share basis, we see an immediate reduction in the workforce staffing levels.

2.5 The Service has received an expression of interest from the following uniformed employees:

Role	Position	Station/Dept	Interested in Job Share	Notes	Duration
Station Manager	Ops Licence	Academy	Yes	O.5 FTE for 6 months and then job-share at SM	12 months
Crew Manager	Group Support Team	West Somerset Group	No	Re-employment will be at CM	12 months

2.6 There are no additional financial costs for the organisation since these employees have reached the point at which they can retire and are therefore entitled to receive their pension lump sum on retirement. The pension payments would normally be abated if re-employed. In addition to giving certainty as to a leaving date, the retirement and re-employments represent a saving to both the Service and employee as pension contributions are either:

- removed as the employee opts out of future pension contributions, or;
- they are reduced since staff from Firefighter to Watch Manager, who decide to join a pension scheme, will be in the 2015 Firefighters' Pension Scheme for which the employer contributions are lower than the previous 1992 Firefighters' Pension Scheme.

- 2.7 For positions at Station Manager or above, the employee would be eligible to join the Local Government Pension Scheme which also has lower employer contribution levels. Where uniformed staff move from uniformed positions to support staff positions, they will again be eligible to join the Local Government Pension Scheme.

PETE BOND
Director of Service Improvement

Agenda Item 6

REPORT REFERENCE NO.	HRMDC/17/16
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	12 DECEMBER 2017
SUBJECT OF REPORT	LOCALISM ACT 2011 – PAY POLICY STATEMENT 2018-19
LEAD OFFICER	Director of Corporate Services
RECOMMENDATIONS	<i>That, subject to any amendments that may be agreed at the meeting, the Committee recommends the Pay Policy Statement to the Devon & Somerset Fire & Rescue Authority for approval.</i>
EXECUTIVE SUMMARY	<p>The Authority is required under the Localism Act 2011 to approve and publish a Pay Policy Statement, by 31 March of each year, to operate for the forthcoming financial year. This Statement sets out the Authority's policy towards a range of issues relating to the pay of its workforce and in particular the senior staff and the lowest paid employees.</p> <p>This paper provides further background information in relation to the requirements of the Localism Act and includes a draft Pay Policy Statement for the forthcoming (2018-19) financial year.</p> <p>The principal differences between this iteration and previous versions relates to the stated salaries of senior officers on the Service Executive Board and the changes in the Executive Board structure. Also the salaries of other staff have been reviewed to reflect nationally agreed pay increases. Other than this, the Pay Policy Statement for 2018-19 is as approved by the Authority in previous years.</p>
RESOURCE IMPLICATIONS	There are no resource implications associated with production of the Pay Policy Statement. Funding for staffing costs etc. are contained within the approved Authority revenue budget.
EQUALITY RISK & BENEFITS ANALYSIS (ERBA)	The contents of this report are considered compatible with existing equalities and human rights legislation.
APPENDICES	A. Draft Pay Policy Statement 2018-19
LIST OF BACKGROUND PAPERS	<ol style="list-style-type: none"> 1. Localism Act 2011 Sections 38 to 43. 2. "Pay Policy and Practice in Local Authorities: A Guide for Councillors" produced by the Local Government Association, published January 2013. 3. Code of Recommended Practice for Local Authorities on Data Transparency.

1. INTRODUCTION

1.1 The Localism Act 2011 (“the Act”) introduced a new requirement for all public authorities, including combined fire and rescue authorities, to approve and publish annually a Pay Policy Statement. The reasons for the introduction of this new duty, included:

- the estimation that, between 2001 and 2008 median top salaries in local government grew at faster rate than entry salaries and that, in that context, around 800 local government employees were in the top 1% of all earners;
- the commitment of the [then] Coalition Government to strengthen councillors powers to vote on large salary packages for council officers;
- the outcome of the Hutton review into fair pay in the public sector which made several recommendations for promoting pay fairness in the public sector by increasing transparency over pay and tackling disparities between the lowest and the highest paid in public sector organisations.

1.2 The provisions on pay in the Act are designed to bring together the strands of Government thinking to address pay issues in local government as outlined above.

1.3 Pay Policy Statements must articulate an authority’s policy towards a range of issues relating to the pay of its workforce, particularly its senior staff (or “chief officers”) and its lowest paid employees. Pay Policy Statements must be prepared and approved by the full Authority by 31 March in each year and be published as soon as reasonably practicable thereafter. Publication can be in such a manner as the Authority considers appropriate, but must include publication on the Authority’s website. A Pay Policy Statement may be amended “in year” but, should it be amended, the revised Statement must again be published.

1.4 In essence, the purpose of the Pay Policy Statement is to ensure that there is the appropriate accountability and transparency of top salaries in local government. Under the Act, elected Members have the ability to take a greater role in determining the pay for top earners and therefore ensuring that these decisions are taken by those who are directly accountable to the local people. In addition, communities should have access to the information they need to determine whether remuneration, particularly senior remuneration, is appropriate and commensurate with responsibility.

2. CONTENT OF THE PAY POLICY STATEMENT

2.1 The Act requires that each authority’s Pay Policy Statement must include its policies on:

- the level and elements of remuneration for each chief officer;
- the remuneration of its lowest paid employees (together with its definition of “lowest paid employees” and its reasons for adopting that definition);
- the relationship between the remuneration of its chief officers and other employees;
- other specific aspects of chief officers’ remuneration namely:
 - remuneration on recruitment;
 - increases and additions to remuneration;
 - use of performance-related pay and bonuses; termination payments; and
 - transparency (i.e. the publication and access to information on the remuneration of chief officers).

2.2 The term remuneration is defined as the chief officer's salary, any bonuses payable, any charges, fees or allowances payable, any benefits in kind to which the chief officer is entitled as a result of their office or employment, any increase in or enhancement of the chief officer's pension entitlement where the increase or enhancement is as a result of the resolution of the Authority and any amounts payable by the Authority to the chief officer on the chief officer ceasing to hold office under or be employed by the Authority other than amounts that may be payable by virtue of any enactment.

2.3 The term "chief officers" in a fire and rescue service context will refer to the Chief Fire Officer but "chief officers" are defined in Section 43 of the Act to include a Head of Paid Service, a Monitoring Officer, any other statutory chief officer, or a deputy chief officer or other non-statutory chief officer as defined in the Local Government and Housing Act 1989 (these include officers reporting directly either to the Head of Paid Service or the Authority).

3. SENIOR EMPLOYEES AND PAY RATIOS

3.1. Whilst the Localism Act 2011 does not require details on salary levels to be published in the Pay Policy Statement, the Accounts and Audit Regulations require the published Statement of Accounts for an authority to include information on senior employees who are identified by job title and paid over £50,000, in bands of £5,000. Any senior employee earning in excess of £150,000 must be identified by name.

3.2. "Senior employees" are defined as per the Local Government and Housing Act 1989 (see para. 2.3 above) but also include "a person who has responsibility for the management of the relevant body to the extent that the person has power to direct or control the major activities of the body (in particular activities involving the expenditure of money), whether solely or collectively with other persons".

3.3. The Localism Act requires authorities to explain what they think the relationship should be between the remuneration of its chief officers and its employees who are not chief officers. The Hutton Review of Fair Pay recommended the publication of the ratio between the highest paid employee and the median pay-point of the organisation's whole workforce as a way of illustrating that relationship. Guidance produced by the Department for Communities and Local Government (DCLG) on openness and accountability in local pay provides that:

"While authorities are not required to publish data such as a pay multiple within their pay policy statement, they may consider it helpful to do so, for example, to illustrate their broader policy on how pay and reward should be fairly dispersed across their workforce. In addition, while they are not required to develop local policies on reaching or maintaining a specific pay multiple by the Act they may wish to include any existing policy".

3.4. Section 5 of the proposed Pay Policy Statement shows two pay multiples, comparison with the median earnings of the whole workforce (as recommended by Hutton), using the basic pay for full-time equivalents. The second multiple is for the lowest pay point, which has previously been used as a benchmark in the media following suggestions by the Government that a ratio of 20:1 should be regarded as a maximum level which public sector organisations should not exceed.

4. RE-EMPLOYMENT OF OFFICERS

- 4.1 In 2013 the Local Government Association (LGA) published guidance titled “Pay Policy in Practice in Local Authorities – A Guide for Councillors”. However, unlike other guidance published by DCLG, it does not constitute statutory guidance and is perhaps best viewed as “best practice”. In November 2013 the LGA specifically issued the guidance to all fire and rescue authorities in England and Wales. Within the covering letter the LGA highlighted that the practice of re-employment of individuals who have been made redundant or have retired and are in receipt of a pension should be used only in exceptional and justifiable circumstances (such as business continuity). Within the guide is an LGA model Pay Policy Statement which suggests the following paragraph:

“It is not the council’s policy to re-employ or to contract with senior managers who have been made redundant from the council unless there are exceptional circumstances where their specialist knowledge and expertise is required for a defined period of time or unless a defined period of (define number of years) has elapsed since the redundancy and circumstances have changed”

- 4.2 The covering letter to this LGA guidance suggests that this paragraph should be widened to incorporate retirements in addition to redundancies. These modifications were incorporated into the 2014-15 Pay Policy Statement and remain unchanged in the draft now attached for 2018-19.

5. THE TRANSPARENCY CODE

- 5.1 The introduction of the The Local Government (Transparency Requirements) (England) Regulations 2014 also resulted in further additional requirements in terms of publishing data relating to the Authority. The requirements are set out in a Local Government Transparency Code. The LGA has produced a set of revised practical guidance documents to support local authorities in understanding and implementing the Transparency Code 2014 and to help them publish the data in a meaningful and consistent way. The Code covers information on spending and procurement, organisational information and asset and parking information.
- 5.2 The Transparency Code requirements overlap to a degree with certain staffing information required to be published both as part of the annual Statement of Accounts and the Pay Policy Statement. There are, however, some additions including requirements for further details of Senior Manager organisational structures, grading and responsibilities where salary levels are in excess of £50,000 and also Trade Union Facility time.

6. PAY POLICY STATEMENT 2018-19

- 6.1 This is now the seventh iteration of the Pay Policy Statement, the Authority having approved and published a Statement for each of the last six consecutive years following introduction of the requirement by the Localism Act 2011.
- 6.2 The draft Pay Policy Statement to operate for the 2018-19 financial year is now attached at Appendix A to this report. The only significant difference between this iteration and the previous version relates to the salaries of senior officers that have been reviewed to reflect nationally agreed pay increases. Other than this, there are no substantial changes to the Pay Policy Statement as approved by the Authority in 2016 and 2017.

7. CONCLUSION

- 7.1 The Localism Act requires the Authority to adopt, prior to the commencement of each financial year, a Pay Policy Statement to operate for the forthcoming financial year. This Statement sets out, amongst other things, the Authority's policy towards a range of issues relating to the pay of its workforce and in particular the senior staff and the lowest paid employees.
- 7.2 The Authority is invited to consider this draft Statement with a view to recommending it to the full authority (subject to any further amendments that may be indicated at the meeting).

MIKE PEARSON
Director of Corporate Services

DEVON & SOMERSET FIRE & RESCUE AUTHORITY

LOCALISM ACT 2011 – PAY POLICY STATEMENT 2018-19

1. INTRODUCTION

1.1 Under section 38(1) of the Localism Act 2011, Devon & Somerset Fire & Rescue Authority (the Authority) is required to prepare a Pay Policy Statement. The Authority is responsible for ensuring that the pay policy will set out the issues relating to the pay of the workforce and in particular the senior officers and the lowest paid employees. This will ensure that there is the appropriate accountability and transparency of the salaries of the Authority's senior staff. The Authority will also publish the statement on its website and update it on an annual basis or at such times as it is amended. The purpose of the statement is to provide greater transparency on how taxpayer's money is used in relation to the pay and rewards for public sector staff.

1.2 This is the seventh such Pay Policy Statement that the Authority has produced and it will continue to be reviewed and refined by the Authority as part of its rewards & recognition strategies.

1.3 It should be noted that Regulation 4 of the Accounts and Audit (Amendment number 2) Regulations 2009 also provides a legal requirement to increase transparency and accountability within local authorities. The amended Regulations require authorities to disclose individual remuneration details for senior employees and these can be viewed here:

[Senior Management Salaries](#)

In addition, the rates of pay for all other categories of staff can be found at:

[Rates of Pay](#)

1.4 The introduction of the Local Government (Transparency Requirements) (England) Regulations 2014 has also resulted in additional requirements in terms of publishing data relating to the Authority. The requirements are set out in a Local Government Transparency Code. The Local Government Association has produced a set of revised practical guidance documents to support local authorities in understanding and implementing the Transparency Code 2014 and to help them publish the data in a meaningful and consistent way. The Code covers information on spending and procurement, organisational information and asset and parking information and this open data is accessible via the following link:

[DSFRS Transparency Data](#)

1.5 There is some overlap within the Transparency Code with certain staffing information that is already required as part of the annual Statement of Accounts and the Pay Policy Statement but there are also some additions including further details of organisational structures relating to Senior Managers, including grading and responsibilities, where salary levels are in excess of £50,000 and also Trade Union Facility time.

2. CATEGORIES OF STAFF

2.1 As part of the Pay Policy Statement, it is necessary to define the categories of staff within the Service and by which set of Terms and Conditions they are governed:

2.2 **Executive Board Officers (including Chief Fire Officer):** The Executive Board is a mix of uniformed Brigade Managers and non-uniformed Officers who are the Directors of the Service. The salary structure for Brigade Managers and other Executive Board members has previously been determined by the Authority and is subject to annual reviews in accordance with the Constitution and Scheme of Conditions of Service of the National Joint Council for Brigade Managers of Local Authorities' Fire Brigades (the "Gold Book"). The two non-uniformed Executive Board Officers are conditioned to the Gold Book for pay purposes only. The minimum remuneration levels for Chief Fire Officers are set nationally in relation to population bands and in accordance with the Gold Book. At a national level, the National Joint Council for Brigade Managers of Fire and Rescue Services reviews annually any cost of living increase applicable to all those covered by the national agreement and determines any pay settlement. All other decisions about pay levels and remuneration over and above the minimum levels for Chief Fire Officers are taken locally by the full Authority, arrangements for which are set out in paragraph 3.5.

2.3 **Uniformed Staff:** This includes Whole-time and On-call staff and also the Control Room uniformed staff. The remuneration levels for these staff are subject to national negotiation as contained in the Scheme of Conditions of Service of the National Joint Council for Local Authority Fire & Rescue Services which is known as the "Grey Book". Any other remuneration is subject to local agreement.

2.4 **Support Staff:** This category is the non-uniformed employees who support our Operational Service. The Scheme of Conditions of Service for these employees is set out within the National Joint Council for Local Government Services known as the "Green Book". The 2004 national pay agreement included an Implementation Agreement requiring local pay reviews to be completed and implemented by all authorities by 31 March 2007. The local pay review required the introduction of a Job Evaluation Scheme and this, together with a Grading Structure, was negotiated and agreed with the recognised trade union for this staff category which is UNISON. The Job Evaluation Scheme and Grading Structure were approved by the Authority. The National Joint Council negotiates the level of any annual pay increases applicable to the nationally recognised local government pay spine and these increases are applied across the Authority's "Green Book" staff grading structure.

3. REMUNERATION OF THE CHIEF FIRE OFFICER AND EXECUTIVE BOARD

3.1. The position of Chief Fire Officer is subject to minimum remuneration levels as set out in the "Gold Book" and according to population bands. The Authority is in Population Band 4 (1.5m people and above). The minimum salary level for this position is currently £120,865 per annum. The Authority is the largest non-metropolitan fire and rescue authority in the UK.

3.2. In 2006, prior to the combination of Devon Fire & Rescue Service and Somerset Fire & Rescue Service, the [then] Shadow Devon and Somerset Fire and Rescue Authority reviewed the remuneration of the Chief Fire Officer and undertook a salary survey of other fire & rescue services within the same population band. The average salary, based on 2005 data, was found to be £124,184 and the salary level for the Chief Fire Officer for the new, combined service, was set at a notional level of £124,800 per annum for 2007. Since then, national annual pay awards, and the review of Executive Board Officers' pay conducted by the Authority in 2015, have increased the salary to £150,456.

3.3. The other positions within the Executive Board are as follows:

Assistant Chief Fire Officer – Director of Operations

Assistant Chief Fire Officer – Service Improvement

Director of Corporate Services

Director of Finance and Treasurer to the Authority

Further details of their responsibilities can be found at [Devon and Somerset Fire and Rescue Service - Organisational Structure](#)

3.4. The Assistant Chief Fire Officer salary has previously been set locally at 75% of the Chief Fire Officer salary, which reflected the previous minimum salary level set by the National Joint Council. However, following the review of Executive Board Officers' pay conducted by the Authority in 2015, the percentage link to the Chief Fire Officer salary has been removed by mutual agreement. The current Assistant Chief Fire Officer salary is £112,841. Uniformed Brigade Managers (Chief Fire Officer and Assistant Chief Fire Officer) also provide "stand-by" hours outside of the normal working day within a Brigade Manager rota.

The remaining two "non-uniformed" Executive Board positions are the Director of Corporate Services on Grade 3 and Director of Finance and Treasurer to the Authority on Grade 2 within a four point grading structure which was determined by an external, independent Job Evaluation process. The Director of Finance and Treasurer to the Authority is a 0.8 full time equivalent. The salary levels for these grades were set as a percentage of the Chief Fire Officer's salary but, as with the Assistant Chief Fire Officer, following the review of Executive Board Officers' pay conducted by the Authority in 2015, the percentage link to the Chief Fire Officer salary has been removed by mutual agreement. The current salary levels for the four grades are:

Grade	Salary
4	£94,037
3	£86,198
2	£78,362
1	£70,527

3.5. The Gold Book NJC recommended minimum increases are with effect from the 1st January of each year and as yet have not been determined by the NJC for 2018.

- 3.6. The relevant sections 9 – 11 from the Gold book in relation to salary increases are set out below:

Salaries

The NJC will publish annually recommended minimum levels of salary applicable to chief fire officers/chief executives employed by local authority fire and rescue authorities.

There is a two-track approach for determining levels of pay for Brigade Manager roles. At national level, the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so, the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to fire authorities by circular.

All other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the local Fire and Rescue Authority, who will annually review these salary levels.

- 3.7. Any locally determined increases in the Executive Board Officers' remuneration are subject to approval by the full Authority. In accordance with the conditions within the Gold Book, the Authority is required to conduct an annual review of the remuneration afforded to members of the Executive Board. Any such reviews will be conducted by way of an expert, independent report to a full Authority meeting which will contain such relevant data as to enable the Authority to reach a determination on levels of appropriate remuneration. As a minimum, comparative benchmark data will be provided on chief executive and other senior officer salary levels in other relevant public bodies as may be determined, e.g. other fire and rescue authorities, constituent authorities, neighbouring police forces etc. The annual review will also consider the level of pay awards made for other groups of employees and the relationship between the remuneration of the Chief Fire Officer and the median basic pay of the Authority's whole workforce.
- 3.8. In 2015 the Authority conducted a review of Executive Board Officers' pay. Following that review, it was agreed with the Executive Board Officers that:
- i) the percentage link to the Chief Fire Officer salary for other Executive Board Officers would be removed;
 - ii) the annual review process will be considered on an individual basis;
 - iii) in conducting the annual review, any pay rise above the annual cost of living increases agreed nationally by the NJC for Brigade Managers, will be no greater than the percentage pay rise received by a Firefighter, unless such a pay rise is as a result of good performance, a reorganisation, restructure or other substantial reason.

4. REMUNERATION OF THE LOWEST PAID EMPLOYEES

- 4.1 The lowest grade in the Service is within the Support Staff category which has a grading structure from Grade 1 to 11. The lowest paid worker is at Grade 2 (following the outsourcing of cleaning, there are no employees on Grade 1). Each grade has five levels referred to as spinal column points and a new joiner will progress through these with increasing service. Since the lowest paid employees are part-time the actual salary levels are pro-rata. The salary range at Grade 2 is currently £16,123 to £17,419 for a 37 hour week and is subject to review from the 1 April 2018. For contextual purposes the salary level for a full-time firefighter is £29,638 per annum and is subject to review from the 1 July 2017 which has not yet been agreed nationally.

5. THE RELATIONSHIP BETWEEN THE REMUNERATION OF CHIEF OFFICERS AND THE REMUNERATION OF THOSE EMPLOYEES WHO ARE NOT CHIEF OFFICERS.

5.1 In terms of pay multiples, in line with recommendations contained within the Hutton Review of Fair Pay, the Authority will use two ratios to explain the relationship between the remuneration of the Chief Fire Officer and the remuneration of those employees who are not chief officers. The first is a comparison with the median earnings of the whole workforce using the basic pay for full-time equivalents. The second multiple is for the lowest pay point, which has previously been used as a benchmark following suggestions by the Government that a ratio of 20:1 should be regarded as a level which public sector organisations should not exceed.

- the median basic pay of the Authority's whole workforce is £29,638 and
- the lowest pay point is £16,123.

The current pay multiple ratios are:

median basic pay	5.0:1
lowest pay point	9.3:1

5.2 In terms of the pay multiple between the Chief Fire Officer and other staff across the organisation, the Authority's Pay Policy is that this will be 5.0:1 when compared with the median basic pay across the organisation, subject to the national pay settlements and any review by the Authority. The Pay Policy Statement for future years will continue to be determined by the full Authority.

6. ADDITIONAL ELEMENTS OF THE REMUNERATION FOR THE CHIEF OFFICER

6.1 These additional elements relate to the following elements:

- Bonuses or Performance Related Pay
- Charges, Fees or Allowances
- Benefits in Kind
- Any increase or enhancement to the pension entitlement as a result of the resolution of the Authority
- Any amounts payable by the Authority to the Chief Fire Officer on the Chief Fire Officer ceasing to hold office other than amounts that may be payable by virtue of any enactment.

6.2 The Chief Fire Officer does not receive any additional bonuses, performance related pay, charges, fees or allowances. As a Brigade Manager, the Chief Fire Officer has an operational requirement for a vehicle and this is in accordance with the Authority's Contract Car Hire Scheme. The benefit-in-kind attributable to the Chief Fire Officer for the private usage of this Service car was £5,001 for 2016/17. The figure for 2017/18 will not be available until after 31 March 2018.

6.3 In relation to the pension entitlement, the Chief Fire Officer is eligible to be a member of the Firefighters' Pension Scheme. All members of this pension scheme (which is closed to new members) can retire on reaching age 50, provided they have at least 25 years' service. The maximum pension entitlement that a member of the pension scheme can accrue is 30 years' service. Chief Fire Officers appointed before 2006 are required to seek approval to retire at age 50 whilst those appointed after 2006 do not. All other members of the pension scheme are not required to obtain such approval. This requirement for Chief Fire Officers to have to seek approval has been recognised nationally as being potentially discriminatory on the grounds of age but can be overcome by agreement with the Authority to permit retirement from age 50. The Authority has previously given approval for the Chief Fire Officer to retire at age 50 and there are no additional financial implications to the Authority associated with this decision.

6.4 Should the Chief Fire Officer cease to hold his post then the notice period from either the employee or employer is three months. There are no additional elements relating to the Chief Fire Officer ceasing to hold this post other than those covered under any other enactments.

7. REMUNERATION OF CHIEF OFFICERS ON RECRUITMENT

7.1 Within the Localism Act there is a requirement to state the remuneration of Chief Officers on recruitment. The pay level for the Chief Fire Officer was determined by the Authority in 2006, based on 2005 data, in preparation for the new combined Devon & Somerset Fire & Rescue Service commencing on 1 April 2007. The appointment of the Chief Fire Officer is subject to approval by the full Authority. The current rate of remuneration would apply to any Chief Fire Officer on recruitment, subject to any review that may take place in accordance with the arrangements set out within this Pay Policy Statement.

8. RE-EMPLOYMENT OF EMPLOYEES

8.1 The Authority will not normally re-employ or contract with employees who have been made redundant by the Authority unless:

- there are exceptional circumstances where their specialist knowledge and expertise is required for a defined period of time **and** there has been a break in service of at least one month; or
- a defined period of 12 months has elapsed since the redundancy and circumstances have changed; or
- the re-employment is in a different role **and** there has been a break in service of at least six months; or
- the re-employment is in the same role but at a lower cost and is within the context of an approved business case at the time of the redundancy **and** there has been a break in service of at least one month.

8.2 For each of the above scenarios:

- the approval of the Human Resources Management and Development Committee will be required for the re-employment, following redundancy, of any former employee up to Executive Board posts; or
- the approval of the full Authority will be required for the re-employment, following redundancy, of any Executive Board post-holder; and

For both of the above two approval processes, the Authority may require the repayment of one 24th part of any redundancy payment made by the Authority for every month less than 24 months between the date of redundancy and the date of re-employment.

8.3 The Authority will, in principle, allow the re-employment of employees who have retired, subject to a break in service of at least one month, because it is recognised that this often represents an effective way of retaining specialist knowledge and skills without any increase in cost to the Authority (and noting that costs to the Pension Scheme are no more than would be the case for normal retirement). The re-employment of any employee who has retired will, however, be subject to:

- the approval of the Human Resources Management and Development Committee for all employees up to Executive Board posts; or
- the approval of the full Authority for any Executive Board post-holder.

8.4 Where retired uniformed staff are re-employed, then the Fire-Fighters' Pension shall be abated such that the income from the gross annual rate of pay whilst re-employed together with the gross annual pension (after commutation) will not exceed the gross annual rate of pay immediately prior to retirement. For staff within the Local Government Pension Scheme, where an individual is re-employed on the same terms and conditions [salary] as previously, the same abatement rules as apply to those within the Fire Fighters Pension Scheme will be applied. However, the Authority's policy on Pension Discretions refers to flexible retirement and states that this "may be subject to abatement during such time as the individual remains employed by the Service". This allows the Authority to use flexible retirement opportunities where key employees may wish to continue working as they get older but step down in grade or reduce their working hours. This can be beneficial to the Authority in retaining key skills, knowledge and experience whilst also reducing costs. The authorisation of any such flexible retirement arrangements will be subject to the approval mechanism detailed above.

8.5 The appointment, or re-employment, of any members of the Executive Board (the Chief Fire Officer, Assistant Chief Fire Officers, Director of Corporate Services and Director of Finance and Treasurer to the Authority) will always be subject to approval of the full Authority and any re-employment following redundancy or retirement will be subject to consideration of a robust business case and fully scrutinised against the above criteria.

9. THE PUBLICATION OF AND ACCESS TO INFORMATION RELATING TO REMUNERATION OF CHIEF OFFICERS

9.1 In order to make this information in relation to the Pay Policy Statement accessible to members of the public, the statement will be published on the Authority website.

10. REVIEW OF THE PAY POLICY STATEMENT

10.1 This document will be reviewed at least annually by the full Authority.

REPORT REFERENCE NO.	HRMDC/17/17
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	12 DECEMBER 2017
SUBJECT OF REPORT	WORKFORCE CULTURE, DIVERSITY AND INCLUSION – QUARTERLY UPDATE
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	This report sets out the current progress in work the Service is undertaking in planning and delivering cultural change, including a new Diversity & Inclusion Strategy, driven by the requirements of the new IRMP, Target Operating Model and national guidance.
RESOURCE IMPLICATIONS	None at this time
EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)	Where required, ERBAs will be carried out on particular projects or areas of work.
APPENDICES	A - Quarterly Performance report B - Initial (limited) Staff Survey results
LIST OF BACKGROUND PAPERS	None

1. INTRODUCTION

- 1.1 This report details the progress made by the Devon & Somerset Fire & Rescue Service (the Service) in the third quarter of 2017/18 towards achieving a more diverse workforce and improved inclusion, highlighting any support that is needed from the Executive Board to facilitate organisational improvement.
- 1.2 The National Fire Chiefs Council published 'An Inclusive Fire Service – The twenty-first century fire and rescue service', which details the need for improved diversity and inclusion within the modern fire service.
- 1.3 Key themes: **1.** Requirement to change the culture of the service to become more inclusive one which values individuals for the abilities they bring. **2.** Requirement to alter the perception of the service so the public can see the profession in its modern form. **3.** Requirement to learn from other sectors and other Fire Services. **4.** The political leadership of the fire service must fully support the change required and ensure the service delivers on diversity and exemplify inclusive leadership in the way staff treat each other and they portray themselves in public.
- 1.4 The Inclusive Fire Service Group identified improvement strategies within key theme one, which were published 5th June 2017. The four areas include promoting an inclusive culture, recruitment, progression and retention. The progress made in each of these areas is set out at sections 2 and 3 of this report respectively. The report also covers the work to be undertaken on the Gender Pay Gap and the progress made with the Staff Survey in 2017. A presentation in respect of some of the excellent work that has already been undertaken within the Service in respect of diversity and inclusion will be given at the meeting.

2. INCLUSIVE CULTURE/LEADERSHIP

- 2.1 Earlier this year, the Service commissioned a culture review which was undertaken by external consultants. This has resulted in a programme to redesign new values and leadership behaviours, introduced an interim appraisal process 2017/18, designed a new appraisal process from 2018, develop a transparent promotion process, and upskill leaders and managers including unconscious bias training.
- 2.2 During July and August 2017, sixteen engagement sessions were held with circa 250 colleagues to explore what the Service's values meant to them. These sessions also provided an insight into how staff were feeling about the Service and their roles.
- 2.3 Common themes coming out of the workshops were collated and compressed to construct statements. Value titles were created and together with the statements, they were evaluated for the first time by a group of managers on 3 November 2017. Information was also obtained from the initial discussions with line managers which have taken place around the new appraisal framework.
- 2.4 Further evaluation of the values will be undertaken by contacting individuals who originally took part in the engagement sessions. The new values framework will be rolled out early in the New Year.

- 2.5 The initial outcomes of this year's staff satisfaction survey, which is done on a bi-annual basis, are now available and were presented to staff on 21 November. The initial results, without narrative or in depth analysis, are shown in Appendix D of this report. Although most staff understand how their role contributes to the work of the Service and are generally satisfied with their overall experience of working for the Service, reoccurring themes of communication, responding to ideas and work/life balance are evident.
- 2.6 The Diversity & Inclusion Strategic Steering Group had its first meeting on 17 October 2017 at which the Terms of Reference and the reviewed National Equality Framework were discussed. It was decided that the group would meet on a bi-monthly basis. Representative Bodies and Fire Authority members have been encouraged to attend future meetings to ensure that various perspectives can be offered up when considering matters relating to the Diversity & Inclusion agenda.
- 2.7 Outcomes of the 'One Team' discussions held on 22 September and 13 October 2017 with the Chief Fire Officer will be considered at the Steering Group as well. Future suggestions and initiative will be viewed in the light of creating 'One Team'.
- 2.8 For new Watch and Group Managers, development days have been facilitated which included sessions on the meaning of Inclusive Leadership and how it impacts on Service Delivery which received positive feedback.

3 RECRUITMENT, PROMOTION & RETENTION

- 3.1 The Home Office has made increasing the diversity of the firefighter workforce a key priority in their fire reform programme, suggesting that the ageing workforce would present opportunities to fulfil this ambition.
- 3.2 In August 2017, the Service carried out the first Wholetime Recruitment exercise in 8 years, culminating in started with 25% of the 27 firefighters appointed being female and with 14% from the lesbian, Gay, Bi-Sexual and Transgender (LGBT) community. Fifteen recruits attended a "passing out" event on 6 October 2017 at the end of their initial course at Severn Park, with a female recruit achieving the award for best 'Breathing Apparatus Wearer'. The 12 recruits who have transferred from On Call to Wholetime will be attending a 'passing out' event at Fire Service Headquarters on 4 December 2017.
- 3.3 In 217/18 to date, 25 Apprenticeships have started with 7 'in career' apprenticeships and 18 new entrants. All Wholetime recruits will be doing their development as part of an Apprenticeship, which means that some of the new entrants' apprenticeships are a result of those. It is worth noting that 4 of the 18 (22%) new entrants' apprenticeships are not 'white British' and 33% are female.
- 3.4 An evaluation of recruitment process is ongoing to ensure that future Wholetime and On Call processes are fair, transparent and make full use of the talent pool within our community. Discussions have taken place to increase the use of Positive Action initiatives especially relating to Fitness standards and testing.

- 3.5 Changes are already in progress for On Call recruitment, where the labour intense Written Tests are being replaced by online tests as used in the Wholetime recruitment process in February 2017. It is expected that this will relieve the burden on Human Resources staff in relation to administering these tests once a month on a Saturday and reduces travel and inconvenience for candidates. Verification tests will be undertaken at a later stage to ensure candidates complete their own tests. The structure of interviews and panels is under review in view of the time it takes to organise them.
- 3.6 Positive Action as set out in the Equality Act 2010 section 159, is used for purposes of achieving a more diverse workforce and improved inclusion, particularly within Recruitment and Promotion processes. A full report on Positive Action has been submitted separately and can be found on the agenda for this meeting at item x.
- 3.7 To monitor progress against any targets, on a quarterly basis, at least the following performance data will be considered:
- a. New Staff intake – women, Black, Asian and Minority Ethnic (BAME), LGBT, disability;
 - b. Promotion and temporary promotion - women, BAME;
 - c. Gender/BAME/LGBT ratio.
- 3.8 A report has been included at Appendix A. Flexible Working/Unpaid Leave and discipline/grievance processes have been included for this quarter, but will together with other data e.g. exit interviews, be considered on an annual basis hereafter.

4 THE GENDER PAY GAP

- 4.1 New legislation, in force since April 2017 in relation to the Equality Act 2010 (Gender Pay Gap Information, Specific Duties and Public Authorities) requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The first report is due 31 March 2018 and is required to be on the employer's website for 3 years.
- 4.2 The pay gap is the percentage difference between average hourly earnings for men and women. There are six calculations to carry out, and the results must be published on the employer's website and a government website within 12 months. Where applicable, they must be confirmed by an appropriate person, such as a chief executive.
- 4.3 Gender pay reporting is a different requirement to carrying out an equal pay audit. Equal pay - that men and women doing the same job should be paid the same - has been a legal requirement for 47 years.
- 4.4 Employers have the option to provide a narrative with their calculations. This should generally explain the reasons for the results and give details about actions that are being taken to reduce or eliminate the gender pay gap.
- 4.5 Across the UK, men earned 18.1% more than women in April 2016 according to the Office for National Statistics (ONS). This figure is calculated on a 1% sample of employees' jobs. It takes the median for men and women, which is the level of pay that half of people earn more than and half earn less than.

4.6 The preparations for the Gender Pay Gap report have started and it has been decided that an Equal Pay Analysis will be done at the same time. This is to ensure that the raw figures published on the government website can be backed up with a linked narrative which will be published on our own website to explain the reasons for the Gender Pay Gap, actions the Service is taking and to provide assurance that men and women are being paid equally for similar roles.

4.7 The Equal Pay report will be worked up and consulted on with Councillors Bown and Redman. It will subsequently be submitted and discussed by the Diversity & Inclusion Steering Group to determine any actions the Service needs to take to address any arising issues and to consider options to reduce the Gender Pay Gap. This will be reported back to the Committee in due course.

5. COMMUNITY INCLUSION

5.1 In the process of gathering data and drafting a new Integrated Risk Management Plan, workshops have reached many staff providing more opportunities for employee involvement to ensure the Service has the right plans and resources in place to reduce the risks faced by our communities.

5.2 Consultation has now started externally with a short animation explaining the risks that the communities of Devon and Somerset face and the prevention and response activities the Service can put in place to mitigate those risks. The public is asked to get involved with how the fire and rescue service will look in the future by giving feedback on the plan either online or on hardcopy.

6. STAFF SURVEY 2017

6.1 A Staff Survey has been undertaken in 2017 and the interim results are set out at Appendix B of this report for information. A more detailed analysis will be undertaken and this will be reported back to the Committee in due course.

6. CONCLUSION

6.1. There are now significantly increased political expectations and socio-economic pressures for the Fire & Rescue Service nationally in terms of workforce reform, increasing diversity of employees and a culture of inclusion. The Service is undertaking activities in line with this with some promising results.

6.2. The Diversity & Inclusion Strategic Steering Group has met for the first time and will monitor activities and consider data/results to identify required changes, take forward any national guidance on diversity and inclusion, and take a broad perspective on how this affects planning of Service delivery and the workforce.

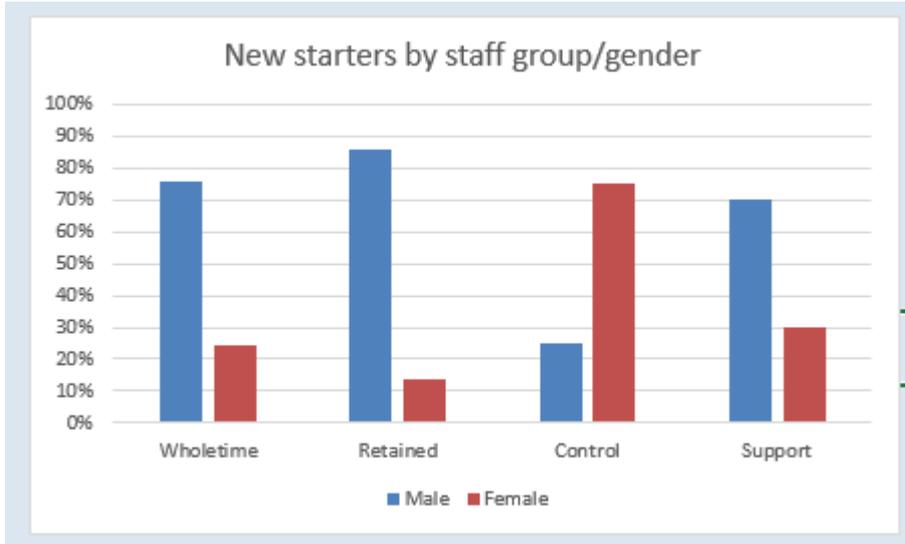
6.3. For the Gender Pay Gap data, a statistical return is required by law to be published by 31 March 2018. There is a slight concern in that publishing the data in isolation, may not necessarily provide a full and accurate picture. To address this, an Equal Pay Audit will be undertaken at the same time, which will provide a narrative around the data. The Fire & Rescue Authority will be sighted on the narrative prior to publication.

PETE BOND
Director of Service Improvement

Performance figures

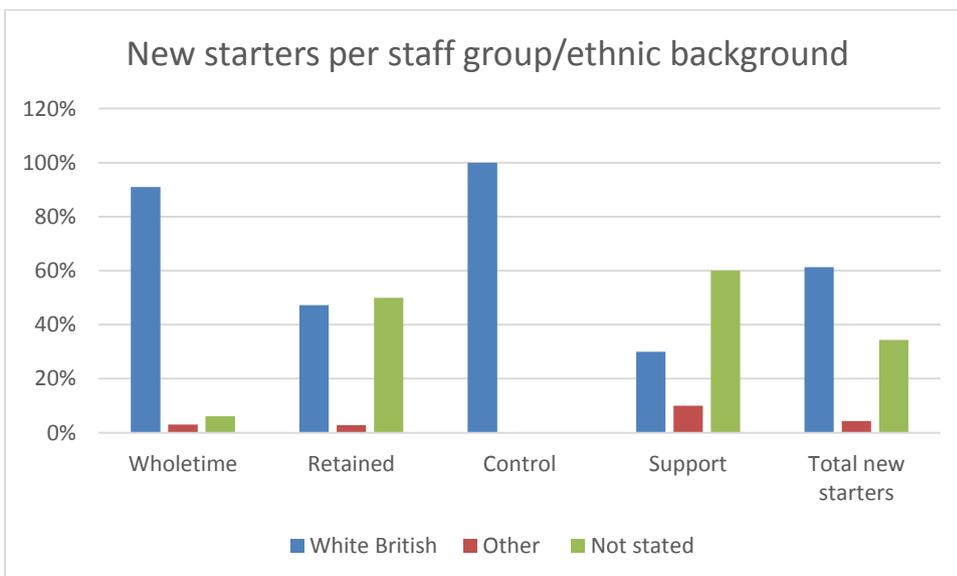
New Starters

This quarter there were 93 new starters, of which 22 females. With 24% and 14% of employees starting in Wholetime and On Call positions being female, Positive Action activities seems to have resulted in a higher than usual intake of female operational staff.



Proportionally, most females started in Control (75%), with 100% of the starters of White British ethnic background. This influx of new staff has reduced the total percentage of BAME from 3% to 2% for that staff group.

61% of new entrants was White British and 4% from another ethnic background. However, with 34% not stating their ethnic origin it is difficult to determine the actual intake of BAME or the Workforce diversity in that respect. Similar issues arise when considering LGBT and disabled intake with respectively 41% and 40% not recording their status.



In this period 36 individuals started employment as On Call staff. None of them identified as disabled, 3% as an ethnic minority (5.1-5.4% of local population is of ethnic minority) and 3% as LGBT. The latter being slightly higher than the population data indicates on sexual identity in the southwest of 2.5% LGBT.

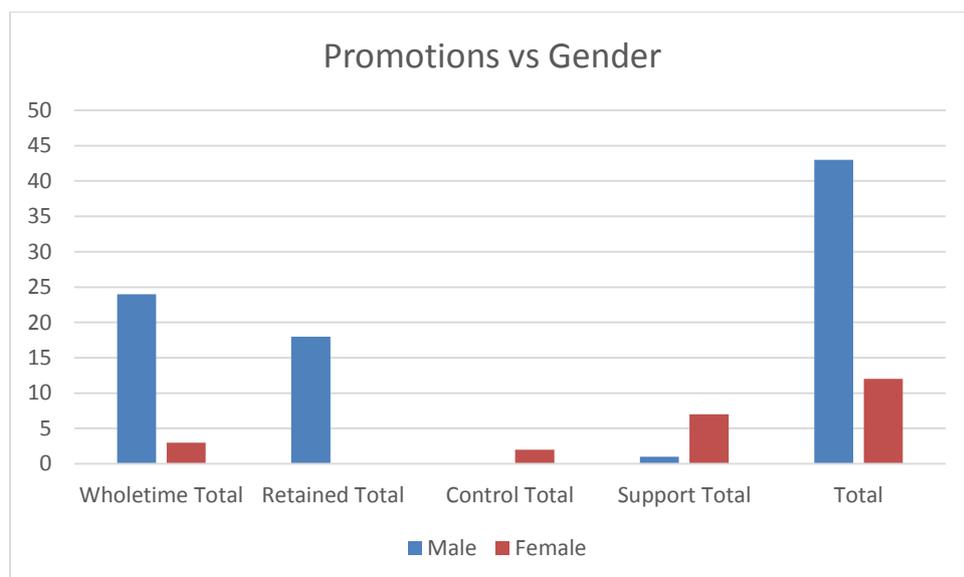
Apprenticeships (Year to date)

Ethnic Origin	Asian - Other	Not stated	White - British	White - Irish	White - Other	Total
In Career			7			7
New Entrant	1	1	13	1	2	18
Total	1	1	20	1	2	25

Promotion/Transfer

Compared to the size of the group, the amount of staff gaining promotion within a staff group is between 2% and 5% with the lowest percentage in the On Call staff group.

Both Wholetime and Control have a promotion percentage for women of 5%. The figure is 3% for Non-uniformed staff in this quarter.



All promotions in Control were females, only 1 (temporary) promotion (Support Staff) concerned BAME staff.

Considering the percentage of women in the Wholetime staff group (5%), the percentage of women gaining promotion is higher than expected with 11%. The opposite is true for On Call women, where the percentages are respectively 5% with 0% gaining promotion in this quarter.

Total Staff

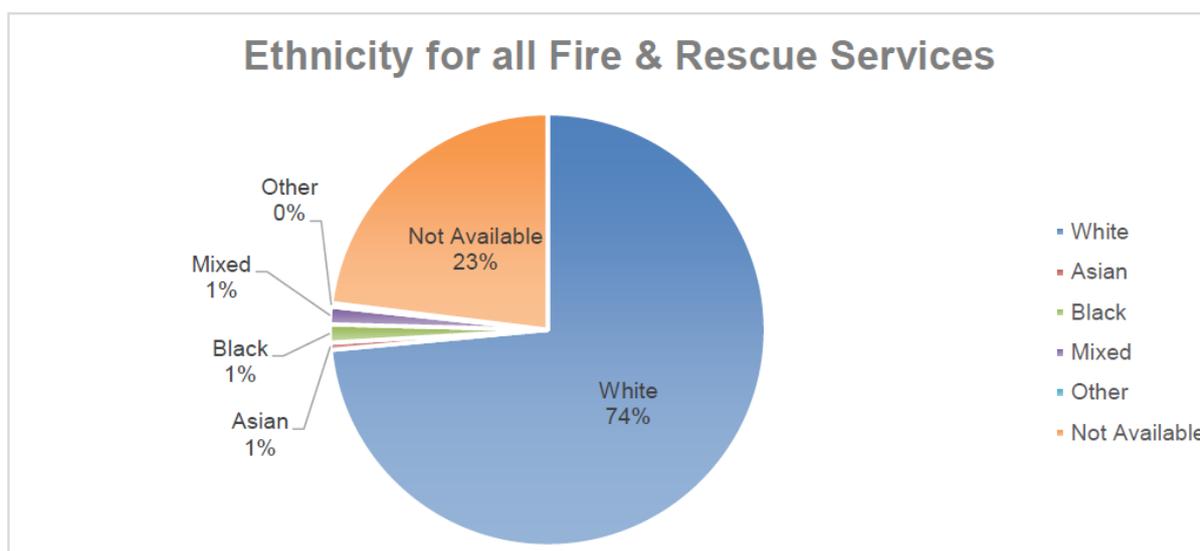
Overall in DSFRS women make up 12% of the workforce at the end of the quartile, up from 11%. Within the operational categories this proportion was around 4% at the beginning of the period (Wholetime 3.5%, On Call 4.5%). Due to significant amounts of new female starters as Wholetime recruits, who started on 10 August (7 women), and On Call (6 women), the figure rose to 4.7% which is near the average of 4.8% for Fire Services nationally.

78% of Control staff are women, as are 46% of Support ('non-uniformed') staff. Support staff lost more women than recruited in this period leading to 1% reduction.

Not taking into account the 8% of individuals who have chosen not to state their ethnic background, currently the Service's workforce consists of 2% BAME minority staff, with the Support Staff group having the highest diversity in that respect with 4.5%.

Compared to other Fire & Rescue Services in a survey completed in 2016, DSFRS has a much lower rate of 'not stated' (23% vs 8%), and a slightly lower diversity on ethnic background (3.2% vs 2%)

BME employees: 3.2%



The identification as LGBT (anything else than Heterosexual) is low, with 1% identifying as gay/lesbian and none in any other category, but with 21% 'not stated'. With such a high non-disclosure, it will be difficult to give any reasoned conclusions about the actual composition of the workforce.

Leavers

In this period there were 50 Leavers, resulting in a turnover rate of 2.5% over all staff categories. The On Call and Support Staff turnover rates, 3.0% and 3.4%, were both about 2% higher than the Wholetime turnover.

The biggest group (nearly 20) of On Call staff left for one of four reasons; to go on a Career Break, for reasons to do with their primary work, relocation or work/life balance. Five staff left without informing the Service of their reasons.

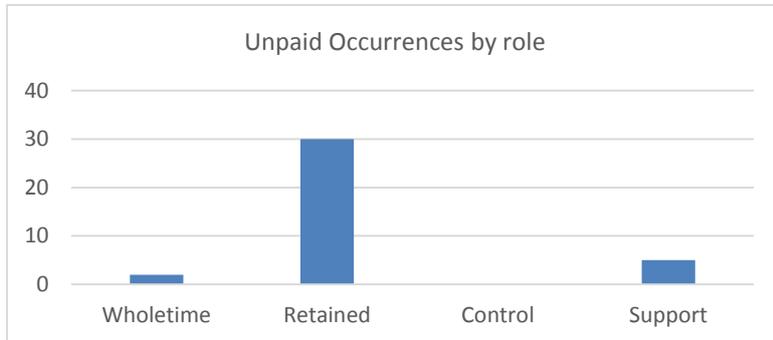
More than 50% of the Wholetime Leavers retired, so did 33% of the Support Leavers. 44% of the latter leavers group voluntarily resigned with 1 stating no reason for the resignation.

Discipline and Grievance cases

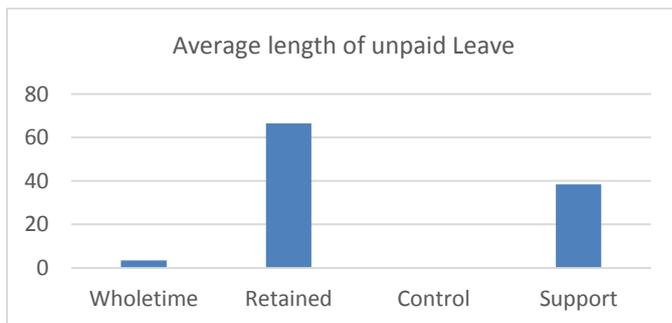
In this period 2 disciplinary cases were started and 2 Grievances were submitted and all concerned White men.

Unpaid Leave and Career Breaks

On Call staff account for 30 occurrences of unpaid leave, compared to 7 in total by the other staff groups, and 6 periods of career break. No other staff group left for reasons of a career break.



The amount of Unpaid Leave taken by Wholetime staff is significantly less both in occurrence and duration. The uptake of Unpaid Leave among male and female Support Staff is fairly equal.



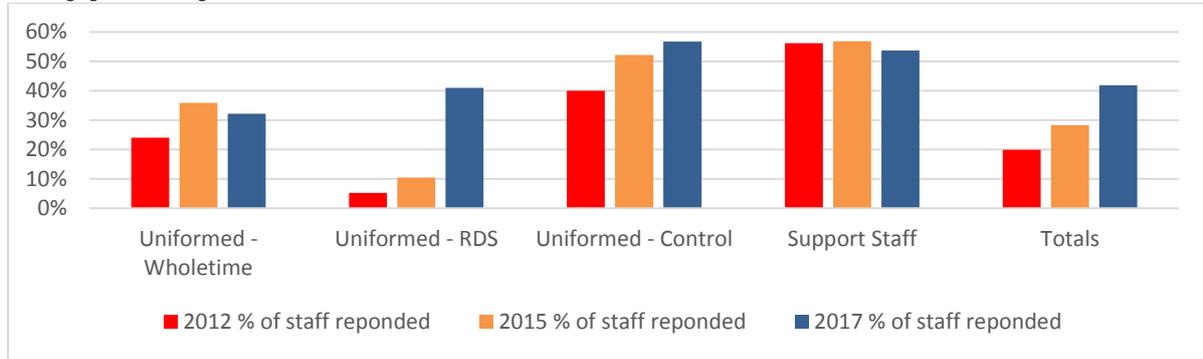
Initial Staff Survey results

Staff Survey 2017 - Interim Results

The survey opened on 18 September and was due to close on 31 October 2017. The data was extracted on 10 November 2017 and some initial analysis undertaken.

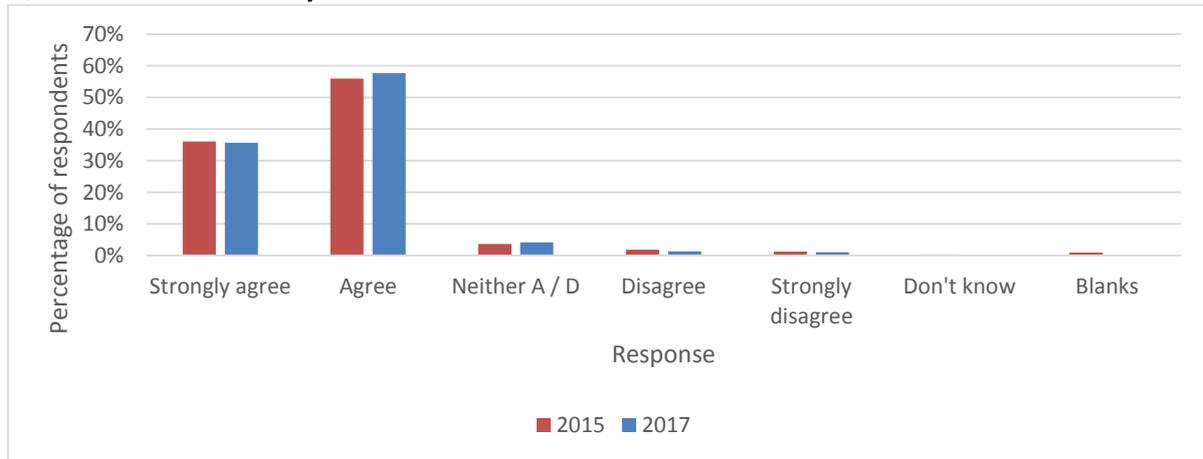
Level of response

*Staffing figures from August 2017

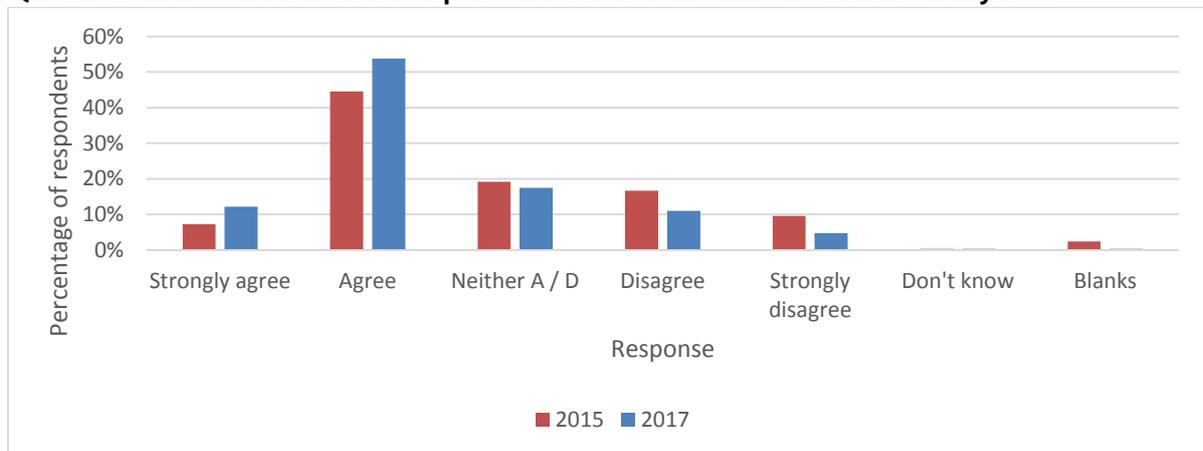


Responses to questions

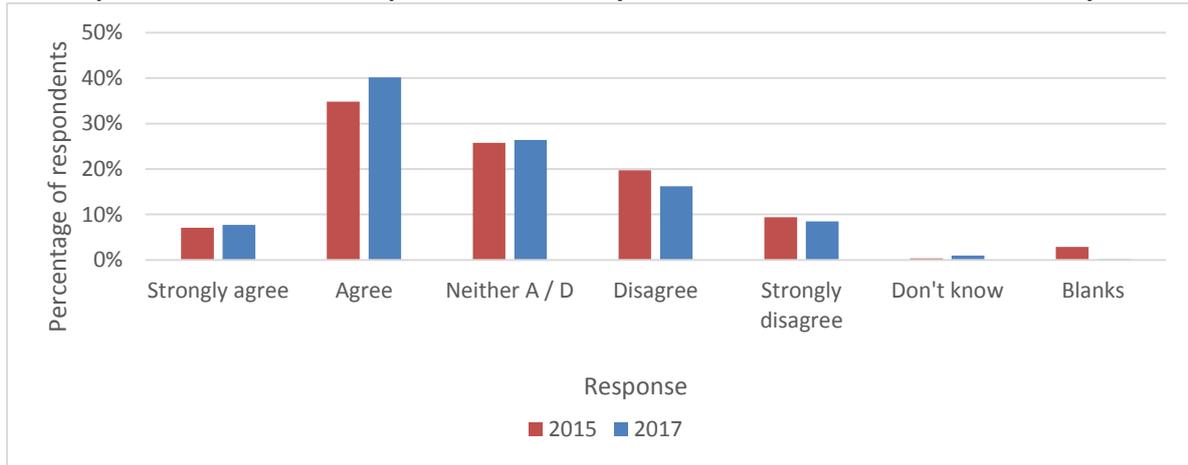
Q1. I understand how my role contributes to the work of the Service.



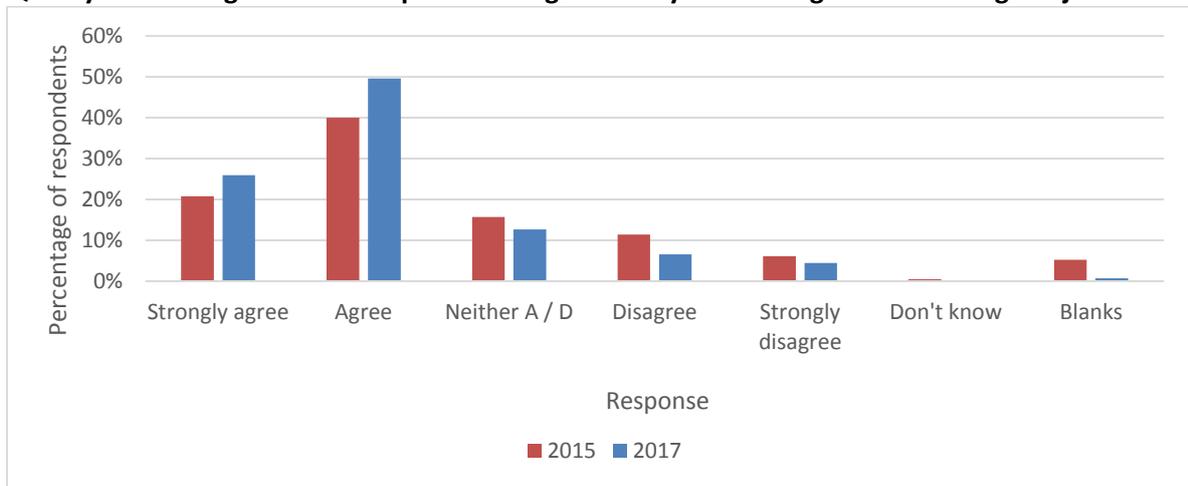
Q2. I am satisfied with the level of personal control and influence I have in my role.



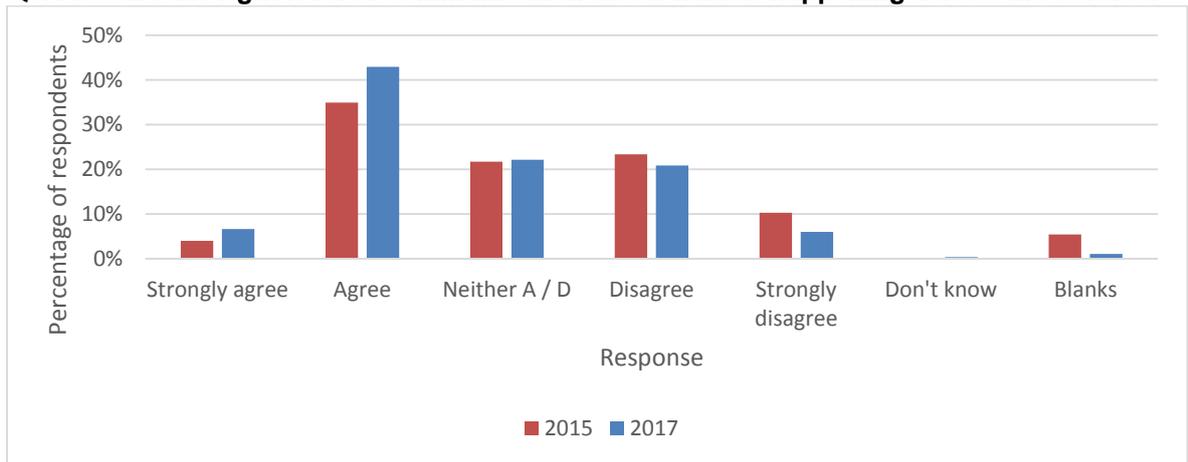
Q3. If I put forward ideas and opinions I know they will be listened to and taken seriously.



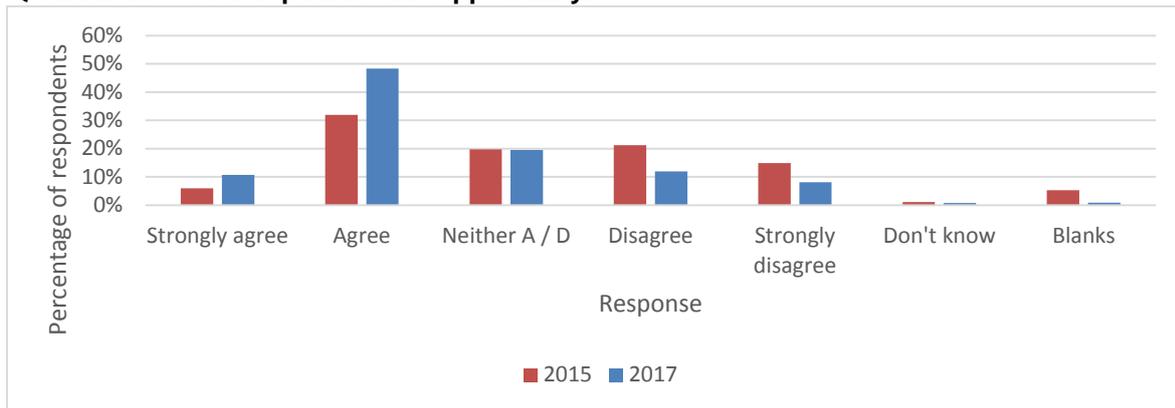
Q4. My line manager's leadership and management style encourages me to do a good job.



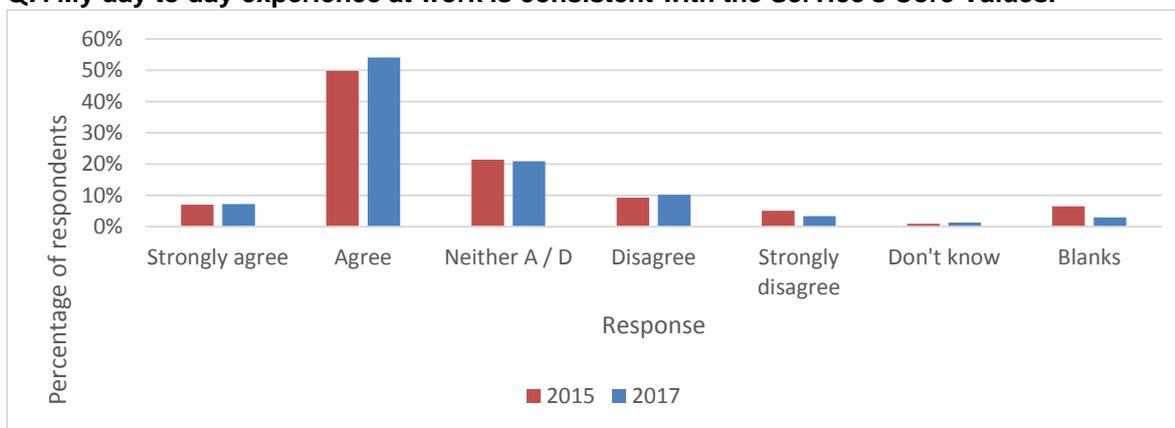
Q5. I receive the right level of communication about what is happening across the Service.



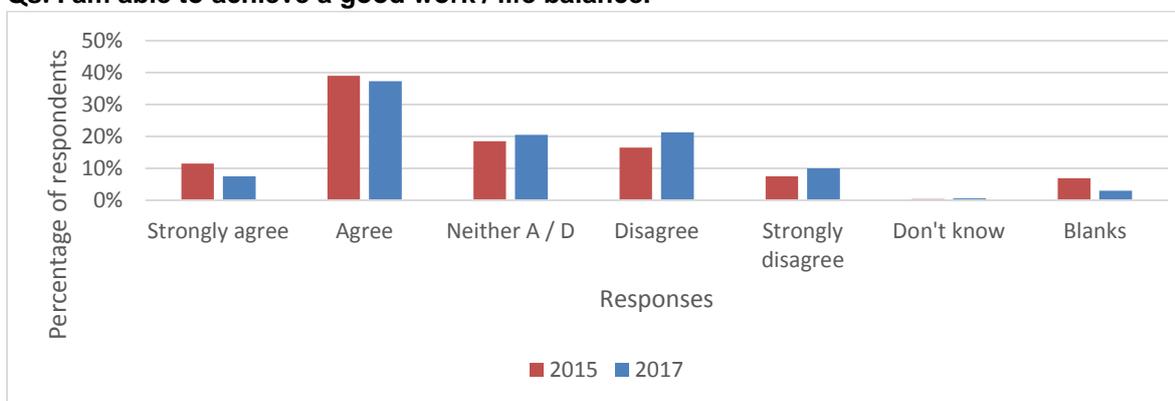
Q6. If I want to develop I have the opportunity.



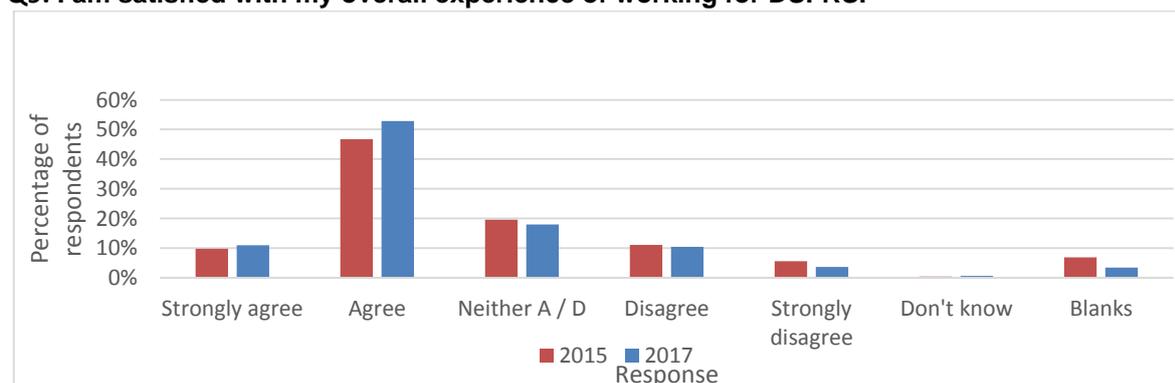
Q7. My day to day experience at work is consistent with the Service's Core Values.



Q8. I am able to achieve a good work / life balance.



Q9. I am satisfied with my overall experience of working for DSFRS.



REPORT REFERENCE NO.	HRMDC/17/18
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPEMTN COMMITTEE
DATE OF MEETING	12 DECEMBER 2017
SUBJECT OF REPORT	WORKFORCE CULTURE, DIVERSITY AND INCLUSION – POSITIVE ACTION
LEAD OFFICER	Director of Service Improvement
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	This report sets out Positive Action work which has been undertaken since November 2016 and results on staff diversity.
RESOURCE IMPLICATIONS	None at this time
EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)	Where required, ERBAs will be carried out on particular projects or areas of work.
APPENDICES	A - Wholetime recruitment process diversity data B - extract from email from Ann Millington in relation to national diversity data
LIST OF BACKGROUND PAPERS	Brandon Lewis's speech to the Asian Fire Service Association conference in November 2016.

1. INTRODUCTION RECRUITMENT & PROMOTION – POSITIVE ACTION

- 1.1 This is a report detailing progress towards achieving a more diverse workforce and improved inclusion, particularly through Recruitment and Promotion and the use of Positive Action as set out in the Equality Act 2010 section 159.
- 1.2 It sets out the actions undertaken in the various areas where diversity of our workforce can be influenced and diversity results of the Wholetime Recruitment campaign.

2. BACKGROUND

- 2.1 The speech Brandon Lewis, Policing and Fire Minister, gave on 24 November 2016 and the one given previously by the then Home Secretary, Theresa May, in May of 2016, gives a flavour of central Government's position for the urgency, for the right and understandable reasons as well as the significance to Fire Reform.
- 2.2 The Service is taking short, medium and long-term approaches to achieving a more diverse workforce in order to improve the way services are delivered to the community of Devon & Somerset. Whilst the Service has improved in this area, it is recognised that more can be achieved and recognise that patterns of under-representation and differences in outcomes can be challenged through positive action programmes.
- 2.3 The advantages, for the Service, and the community we serve in taking positive action is that we will have:
- a wider pool of talented, skilled and experienced people from which to recruit;
 - a diverse and adaptable workforce able to respond to changes;
 - a better understanding of the needs of our service users/community and partnerships.
- 2.4 These benefits of a diverse workforce will have result in:
- having a wider range of resources, skills and ideas among our employees to tap into;
 - ensuring that community safety initiatives are delivered in a professional manner that is sensitive and responsive to the diverse needs of our communities;
 - building a reputation as being a diverse organisation and hence an employer of choice;
 - building a competitive edge in recruitment as selection is taken from a larger more diverse pool of candidates;
 - to better meet diverse needs through increased understanding and engagement;
 - having improved community trust, confidence, understanding and co-operation;
 - promoting effective community engagement.

2.5 As an employer that is recognised as one that takes positive action we are more likely to be perceived externally as one that is progressive and prepared to contribute to the general wellbeing of society. This may be relevant when we make submissions for funding and commissioning opportunities.

3 POSITIVE ACTION

3.1 For all groups of people with characteristics protected under the Equality Act to benefit equally from the services provided by voluntary and community organisations, some groups may need more help or encouragement than others. In particular we are concerned with people who:

- are at a disadvantage because of a protected characteristic and/or;
- are under-represented in the organisation, or whose participation in the organisation is disproportionately low, because of a protected characteristic and/or;
- have specific needs connected to a protected characteristic.

3.2 The Equality Act allows service providers to take action that may involve treating one group more favourably where this is a proportionate way to help members of that group overcome a disadvantage or participate more fully, or in order to meet needs they have that are different from the population as a whole. This is called 'positive action'. Positive action is always voluntary – not compulsory.

3.3 The Service must be able to show evidence that any positive action is reasonably considered and will not discriminate against others through.

- respecting the rights of individuals, including the right to hold different views and beliefs;
- not allowing these differences to be manifested in a way that is hostile or degrading to others;
- expecting commitment and involvement from all our staff, partners and providers of goods and services in working towards the achievement of our vision and we equally make the same commitment;
- not tolerating bullying or unfairness in the workplace and will support staff that report bullying and investigate cases quickly and fairly;
- having an up to date and communicated whistleblowing policy;
- having a recruitment process that is fair and transparent;
- We will involve people internally and externally in the co-design of services to achieve excellence in service delivery.

3.4 In September 2016, the role of Workforce Diversity Project Officer was created with the intention of trying to improve and retain the diversity of our workforce. It has involved working with other departments to improve marketing and promotion of the Firefighter role to minority and underrepresented groups. The current post holder was recently presented with the Queens Fire Service Medal for distinguished service in road and community safety and diversity.

- 3.5 The Service has contributed to and considered Positive Action strategies shared through the National Fire Chiefs Council forum. Shared Positive Action initiatives and recruitment process steps with Dorset & Wiltshire Fire & Rescue Service. Devon & Cornwall Constabulary's Positive Action Strategy and Work Plan were also considered and actions, where appropriate, were implemented within Fire Service approach.
- 3.6 The Service is near to completing a positive action briefing paper and a toolkit for our recruiting managers in order to equip them with the skills and ability to plan appropriate activity. It will also give them a greater understanding of the need for a diverse workforce as a requirement to meet the needs of our community more efficiently and effectively, therefore, creating a safer community.
- 3.7 In order to raise the profile of females joining the Fire and Rescue Service we began attending large careers fairs. With a small team of both men and women, a very large interactive stand was set up where students, particularly girls, were encouraged to try on fire kit and get hands on with some of the equipment. There were various pieces of equipment available such as hydraulic cutting equipment, hose, thermal imaging camera etc. The stand was popular and interaction with young people very positive.
- 3.8 Subsequently schools have been visited to speak directly to students about choosing a career with the Fire Service and dispelling some of the myths. Having face to face engagement with the public seems to be a successful way to raise the idea of joining the Fire Service and in particular plant the seed with young women, many who say they had never considered the role

4 WHOLETIME RECRUITMENT- POSITIVE ACTION

- 4.1 To prepare for the Wholetime recruitment campaign which ran from January 2017 to July, Facebook links of sporting clubs that were specifically female, such as rowing clubs, football and rugby clubs, pole fitness, gymnastics, running, swimming, women's groups, LGBT and BAME groups were collated in order that these groups could be contacted giving advance information in relation to the recruitment campaign.
- 4.2 A list of those interested in attending taster sessions was collated. The sessions were facilitated at 2 locations, one in Devon and one in Somerset. All women who wanted to attend the sessions were given a place and the rest was made up of interested men on a first come first served basis.
- 4.3 The Taster days consisted of short activities on a rotational basis for the candidates which included a BA drill, an exercise to get familiar with equipment and the ladder lift. Candidates were shown around the appliances and offered the opportunity to ask questions about the role. The day was very successful, although the original figure of 36% female who had booked, only 25% ended up attending for a variety of reasons including child care. Senior Officers attended to show their support as did the local media to promote the day.
- 4.4 On a weekly basis Wholetime Recruitment Planning meetings took place to ensure monitoring of interest of under-represented groups and deal with ad-hoc issues coming up in relation to engagement with and involvement of those groups.

- 4.5 Information booklets were designed and website content amended to reflect the modern role of a Firefighter and give clear information about the requirements and expectations. Any visual content clearly showed the range of diversity of staff. Similar action has been undertaken in relation to On Call recruitment information.
- 4.6 After the written process 23 females, who had been successful, were contacted to offer general support and the opportunity for free fitness support with our fitness advisor. 9 females responded to the contact and only 4 took up the offer of any engagement with the Fitness Advisor – whether remotely or in attending sessions. This was mostly down to having to work, the distance to travel to attend or child care. All who failed the fitness test later on had not engaged with our fitness advisor, which would indicate that fitness support was worthwhile.
- 4.7 With those females who had not responded, information was forwarded in relation to our expectations with the bleep and swim tests and the practical tests, which included fitness documents and YouTube links which clearly showed the activities they would be taking part in.

5 ON CALL RECRUITMENT– POSITIVE ACTION

- 5.1 The Diversity Project Officer has put a map together of where operational females are located to see where the gaps are and provide a starting point in trying to develop a marketing strategy in those areas. Meetings were set up in the relevant areas offering support to managers and discuss a recruitment strategy.
- 5.2 An On-call Recruitment Facebook page was set up which has been populated with information about recruitment and in particular those stations who are recruiting.
- 5.3 A list of employers within a 5 minute response time of ten priority stations was drawn up and they have been messaged via the on-call recruitment Facebook page asking them to like and share our page as another means of contacting locals through social media.
- 5.3 As part of this support for recruitment campaigns, large superstores have been visited with operational crews to raise awareness of On Call recruitment. The Service is now looking into collaborating with a large superstore chain to encourage them to release their staff to respond to the nearby fire station.

6 RETENTION, PROGRESSION & PROMOTION

- 6.1 The Service has developed an extensive network of coaches and mentors both internally and externally which can now offer support for employees who wish to progress their career. Consideration is being given to Maternity coaching to increase retention of women returning from Maternity leave.
- 6.2 'Women in The Fire Service' is a national network to support women in the profession. Three Service employees cover the positions of Chair, Vice-Chair and Treasurer in the network and attend quarterly meetings of the National Executive Committee. The network facilitates a national annual Development Weekend and in 2017 the Service has supported 17 women to attend.

- 6.3 This year our own in house women's network WANDS has been reinvigorated and an event took place September 14th where attendees were able to choose from classroom based workshops or physical activities in the morning and with inspirational speakers in the afternoon. This event was open to women (and men) from all roles across the service and other Southwest Services.

7 FINANCIAL IMPLICATIONS

- 7.1 As Positive Action is business as usual for the Service in recruitment, progression and promotion and is part of everyday recruitment for management, the financial implications are generally wrapped up in their wages, apart from the Project Officer which supports and advises full time on the matter. Besides this officer there is a further team which has Positive Action as part of their duties, consisting of a Diversity & Inclusion Manager, Diversity & Inclusion Officer and the On Call Development Manager. Most materials required for Positive Action are produced in house without extra cost, but some is purchased externally from relevant budgets. It is likely that more resource will be required to engage with increasing amounts of face to face communication and building relationships as these appear to be the most successful forms of Positive Action.

8. LEGAL IMPLICATIONS

This work supports the Service equality and diversity objectives as required by the Public Sector Equality Duty under the Equality Act.

9. EQUALITY AND DIVERSITY IMPLICATIONS

- 9.1 Positive Action activities are directly promoting and supporting the equality and diversity objectives as stated in the Corporate Plan and the Equality and Diversity Plan. Notwithstanding external/national drivers, the diversity of skills, knowledge, perspectives and experiences within the workforce will ensure we will be better placed to identify and meet the needs of our community.

10. RISK IMPLICATIONS

- 10.1 There are several corporate risks for the Service to be mindful of including a Workforce that does not reflect the diversity of the area and an inability to meet legal duties. Work to mitigate the workforce profile not being representative of the wider community is restricted by a low level of recruitment, at least for Wholetime positions, and a low level of BAME communities within the counties of Devon & Somerset. These are not only risks to reputation and scrutiny under the Fire Reform agenda but importantly they impede the Service having an ability to attract the most suitable candidates to undertake the role in the 21st Century.
- 10.2 The National People Strategy 2017-2022 highlights the changing role of a firefighter which is significantly dominated in the practise of prevention, protection, community engagement and partnership working, plus the ability to undertake the operational response element of the role. As a result of these changes we need to maximise the pool of candidates we choose our employees from.

11. CONCLUSION

- 11.1 To ensure the Service is better able to identify and meet the needs of the increasingly diverse community, especially in relation to protection and prevention, more diversity is required within the workforce to get the knowledge, experience and perspectives required to engage with the community and partners.
- 11.2 For these reasons we aim to increase our intake of new female operational Firefighters and BAME, and encourage promotion and development of current staff, with targets to be determined in line with IRMP, Target Operating Model and workforce strategy/planning.
- 11.3 Positive Action has been successful considering the increase in female operational staff, both Wholetime and On Call. In comparison with other Fire Services our intake of female recruits (7 females, 25%) was, percentage wise, only surpassed by Cheshire (6 females, 30%) and, in actual headcount, by London (10 females). Appendix A
- 11.4 It is essential that both the Recruitment system and the Workforce system are able to record diversity data and that there is an option to extract that date to allow for analysis in order to identify trends. Increased data sharing with partnership organisations will allow for more in depth information about the community which can help in developing and targeting Positive Action. At least the following performance data will be considered:
- New Firefighter intake – women, BAME, LGBT, disability;
 - Promotion and temporary promotion - women, BAME; and
 - Gender/BAME/LGBT ratio – Uniformed, non-uniformed, Control and overall.
- 11.5 A Diversity & Inclusion Strategic Steering Group has been put in place. This Steering Group will consider data and trends to identify required changes, take forward any national guidance on diversity and inclusion, and take a broad perspective on how this affects planning of Service delivery and the workforce, including Positive Action.
- 11.6 Explicit Positive Action activity has taken place in the recruitment of On Call, Wholetime, Control and non-operational staff, by targeting on social media, advertising on specific recruitment agencies and our website. This activity will continue and where opportunities arise, expand.

PETE BOND

Director of Service Improvement

APPENDIX A TO REPORT HRMDC/17/18

Wholetime recruitment process diversity data

	Females in Application Process	After Shortlisting	After Written Tests	After Practicals	After interview	Recruits
DSFRS	337 (2888) 11.65%	N/A	222M 23F 9.4%	80M 7F 8.0%	21 M 7F	20M 7F
Cambridge	19 (186) 10.3%	90M 12F 13.3%	38M 6F 15.7%	36M 5F 13.88%	27M 3F 11%	27M 3F 11%
Cheshire	(2772) 7.6%	7.60%	10.70%		30%	14M 6F 30%
Derbyshire	21 (247) 10.94%			247M 21F (10.94%)	103M 3F 2.9%	17M 2F 10.5%
Cumbria	123 (927) 13.1%		123M 11F (8.1%)	49M 4F (7.5%)		10M 2F 16.7%
South Wales	324 (2978) 10.88%					
Hampshire	74 (812) 9.11%					
Durham and Darlington	3805M 441F (11.59%)		465M 28F 6%	71M 4F (5.6%)	47M 4F (8.5%)	8M 2F (25%)
South Wales	324 (2978) 10.87%	441M 56F (12.69%)	197M 13F 10.5%	133M 2F (1.5%)	108M 2F (1.85%)	
Hampshire	74 (812) (9.11%)	241M 35F (14.5%)	123M 15F 12.1%	69M 5F (7.2%)	53M 2F (3.77%)	26M 1F (3.8%)
West Midlands	15.4% (2193)		264M 45F (14.6%)	199 M (11 amber) 19F (10 amber) (9.54%)		16M 3F (15.8%)
Gloucester	48 (474) 10.1%			(223) 36F 16.1%	36M 19F (52%)	
London	73 10.4%	262M 34F 11.5%			49M 11F 18.3%	46M 10F (17.9%)

Extract of email from Ann Millington in relation to national diversity data

Sent on behalf of Ann Millington, Chair of the NFCC Workforce Coordination Committee

Dear Colleagues,

Below is a summary of the stats release that went out yesterday.

In addition, if you look at the data tables the new diversity data on new joiners (whole-time and on-call) is very encouraging with 8.7% being female and 5.1% being from ethnic minorities. During 2016/17 there were 1,480 new firefighters (by headcount) across 39 fire and rescue services (it was collected on a voluntary basis this year but will be mandatory next). This accounts for a total of 6% of the workforce in these services. There were 472 new whole-time staff and 1008 on call staff. For new whole-time staff the diversity figures show a greater improvement, with 12% of all new whole-time staff being female and 9% being from an ethnic minority.

Two publications were released yesterday by the Fire and Rescue Analysis Programme team:

1. The annual statistical release “Fire and rescue workforce and pensions statistics: England, April 2016 to March 2017” which gives information on workforce, leavers and new joiners (including diversity), and on-duty firefighter health and safety as well as information on firefighter pension income and expenditure and membership schemes.

Headline findings:

- 40,180 staff (FTE) were employed by FRSs on 31 March 2017. This was a 5% decrease compared with the previous year and a 22% decrease since 2010/11.
- 33,049 staff (FTE) were employed as firefighters on 31 March 2017. This was a 4% decrease compared with the previous year and a 21% decrease since 2010/11.
- 5.2% of firefighters were women in England in 2017. This compares with 5.0%. Since 2010 the main cause in the increase in the proportion of women firefighters has been a decrease in the number of men firefighters.
- 3.9% of firefighters were from an ethnic minority group in England in 2017. This compares with 3.8% in the previous year. This has been caused by the number of white firefighters decreasing by a greater rate than the number of firefighters from an ethnic minority group. This compares with 14.6% of the English population coming from an ethnic minority group according to the 2011 Census.

Main release: <https://www.gov.uk/government/statistics/fire-and-rescue-workforce-and-pensions-statistics-england-april-2016-to-march-2017>

Data tables: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables>

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