



# 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)**

**SERVICE HEADQUARTERS**  
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## **HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE** **(Devon & Somerset Fire & Rescue Authority)**

**Friday 23 March 2018**

A meeting of the Human Resources Management & Development Committee will be held on the above date, **commencing at 10.00 am in Conference Room B, Somerset House, Service Headquarters** to consider the following matters.

**M. Pearson**  
Clerk to the Authority

## **A G E N D A**

***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 12 December 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      Workforce Culture, Diversity and Inclusion - Quarterly Update (Pages 5 - 26)**

Report of the Director of Service Improvement (HRMDC/18/19) attached.

**5      Gender Pay Gap (Pages 27 - 42)**

Report of the Director of Service Improvement (HRMDC/18/20) attached.

**6      Provision of Vehicles to Employees (Pages 43 - 50)**

Report of the Director of Finance (Treasurer) (HRMDC/18/21) attached.

**7      Absence Management and the Health of the Organisation (Pages 51 - 58)**

Report of the Director of Service Improvement (HRMDC/18/22) attached.

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

**Membership:-**

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

| <b>NOTES</b> |  |
|--------------|--|
| <b>1.</b>    | <b><u>Access to Information</u></b><br>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.  |
| <b>2.</b>    | <b><u>Reporting of Meetings</u></b><br>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.<br>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. |
| <b>3.</b>    | <b><u>Declarations of Interests (Authority Members only)</u></b><br><b>(a). <u>Disclosable Pecuniary Interests</u></b><br>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:<br><ul style="list-style-type: none"> <li>(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;</li> <li>(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</li> <li>(iii). not seek to influence improperly any decision on the matter in which you have such an interest.</li> </ul> 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>4.</b>    | <b><u>Part 2 Reports</u></b><br>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.  |
| <b>5.</b>    | <b><u>Substitute Members (Committee Meetings only)</u></b><br>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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# Agenda Item 2

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

12 December 2017

### Present:-

Councillors Bown (Chair), Chugg (Vice-Chair), Peart and Thomas.

### Apologies:-

Councillors Best, Burridge-Clayton and Hannaford.

#### \* **HRMDC/15 Minutes**

**RESOLVED** that the Minutes of the meeting held on 18 September 2017 be signed as a correct record.

#### \* **HRMDC/16 Absence Management & Health of the Organisation**

The Committee received for information a report of the Director of Service Improvement (HRMDC/17/14) on absence performance of the Devon & Somerset Fire & Rescue Service during the first two quarters (i.e. April to October) of the current (2017-18) financial year. The report identified sickness levels and direction of travel by reference to three categories (self-certified sickness; short-term sickness; and long-term sickness) for wholetime staff (both station based and non-station based), Control staff, support staff and on-call firefighters.

On average, employees had taken 4.98 days of sick leave between April to October 2017 compared to 4.71 days for the previous year. For wholetime staff, overall sickness levels were slightly higher than last year with a slight increase in long-term sickness. There had been a significant increase in both short-term certified and long-term sickness for Control staff. There had been an overall reduction in short-term certified and uncertified sickness for support staff but long-term sickness remained worse than for the same period in the previous year. There had been a decrease in long-term sickness for wholetime non-station based staff but an increase in short-term sickness. The most common reasons for sickness for all staff were mental health issues and musculoskeletal problems. This reflected the national position.

The Service action plan aimed at improving absence management would be refreshed and this work would be supported by a temporary Human Resources officer, to be appointed in January 2018 and with a focus on absence management policy and well-being. As part of its initiatives to promote a healthier workforce, the Service had this year offered free flu vaccinations to all its staff and was currently undertaking a twelve-month trial using vocational fitness tests for operational staff.

#### \* **HRMDC/17 Retirement and Re-employment**

The Committee considered a report of the Director of Service Improvement (HRMDC/17/15) on requests received for retirement and re-employment. The Authority's approved Pay Policy Statement for the current (2017-18) financial year required such requests to be approved by this Committee.

The Human Resources Manager reported that, following publication of the agenda for this meeting, a further request for retirement and re-employment had been received along with clarification on one of the two of the initial requests for retirement and re-employment. To this end, a revised table setting detailing all three requests for retirement and re-employment was circulated at the meeting.

**RESOLVED** that the requests for retirement and re-employment as identified in the revised table circulated at the meeting by the Human Resources Manager be approved.

**HRMDC/18 Localism Act 2011 - Pay Policy Statement 2018-19**

The Committee considered a report of the Director of Corporate Services (HRMDC/17/16) to which was attached the proposed Pay Policy Statement to operate for the Authority for the forthcoming (2018-19) financial year. The Localism Act 2011 required such a Statement, setting out the Authority's policy towards a range of issues relating to the pay of its workforce (particularly senior staff and the lowest paid employees), to be approved prior to the commencement of each financial year and published, as a minimum, on the Authority's website.

The report identified that the principal differences between the proposed iteration and previous versions of the Pay Policy Statement related to the stated salaries of senior officers on the Service Executive Board and changes in the structure of this Board. Salaries of other staff had been reviewed and amended to reflect nationally agreed pay increases.

In debating the proposed Pay Policy Statement for 2018-19, Members questioned whether it was necessary for requests for retirement and re-employment of employees up to Executive Board posts to be approved by this Committee or whether scope existed to delegate this in some way. It was felt that this could be explored at a future meeting.

**RESOLVED**

- (a). that the Authority be recommended to approve the Pay Policy Statement to operate for the forthcoming (2018-19) financial year, as appended to report HRMDC/17/16;
- (b). that a report be submitted to a future meeting on the scope for delegating approval for the retirement and re-employment of employees up to Executive Board posts and pending this either:
  - (i) a recommendation be made to the Authority to effect in in-year variation to the 2018-19 Pay Policy Statement; or
  - (ii) amendments be incorporated into the Pay Policy Statement to operate for 2019-20,as necessary.

\* **HRMDC/19 Workforce Culture, Diversity and Inclusion**

\* a **Quarterly update**

The Committee received for information a report of the Director of Service Improvement (HRMDC/17/17) on progress in planning and delivering cultural change in the Devon & Somerset Fire & Rescue Service ("the Service"). This included development of a new Diversity and Inclusion Strategy informed by national guidance and aligned to the Service Integrated Risk Management Plan (IRMP) and work being undertaken to develop a Service Target Operating Model (TOM).

The report featured, amongst other things:

- information on workshops undertaken in the Service during July and August on Service values;

- interim results from the 2017 staff survey;
- appointment statistics from the 2017 whotetime recruitment process and information on apprenticeships within the Service; and
- the proposed Service response to the new legislative requirement to publish, from April 2018, information on the pay gap between male and female employees.

\* b

**Positive Action**

The Committee received, for information, a report of the Director of Service Improvement (HRMDC/17/18) on positive action initiatives, in terms of whotetime recruitment, on-call recruitment, retention, progression and promotion, aimed at securing a more diverse and inclusive workforce for the Devon & Somerset Fire & Rescue Service (“the Service”).

Securing a more diverse and inclusive workforce, with relevant knowledge, experience and perspectives, would assist the Service in identifying and meeting the needs of increasingly diverse communities, especially in relation to prevention and protection initiatives.

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

The meeting started at 2.00 pm and finished at 4.07 pm

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# Agenda Item 4

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|---|---|
| <b>REPORT REFERENCE NO.</b>                       | <b>HRMDC/18/19</b>  |
| <b>MEETING</b>                                    | <b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>   |
| <b>DATE OF MEETING</b>                            | <b>23 MARCH 2018</b>  |
| <b>SUBJECT OF REPORT</b>                          | <b>WORKFORCE CULTURE, DIVERSITY AND INCLUSION – QUARTERLY UPDATE</b>  |
| <b>LEAD OFFICER</b>                               | <b>Director of Service Improvement</b>  |
| <b>RECOMMENDATIONS</b>                            | <b><i>That the report be noted.</i></b>   |
| <b>EXECUTIVE SUMMARY</b>                          | This report sets out the current progress in work the Service is undertaking in planning and delivering cultural change driven by the requirements of the new IRMP, FRS Plan and national guidance. |
| <b>RESOURCE IMPLICATIONS</b>                      | None at this time   |
| <b>EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)</b> | Where required, ERBAs will be carried out on particular projects or areas of work.  |
| <b>APPENDICES</b>                                 | <b>A.</b> Extract of Quarterly Performance report<br><b>B.</b> Actions in Quarter Four<br><b>C.</b> Extract of annual 'Diversity in Recruitment' report   |
| <b>LIST OF BACKGROUND PAPERS</b>                  | None  |

## **1. INTRODUCTION**

- 1.1 This is the report detailing progress in the fourth quarter of the 2017-2018 financial year 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 On 27 December 2017, the Home Office started the Fire and Rescue National Framework for England Government consultation and the Service responded on 16 February 2018. The Framework under consultation is part of an ambitious programme of reform which Home Office is delivering within the fire and rescue sector. This revised National Framework seeks to embed these reforms, which includes driving forward workforce reform by enhancing professionalism; management and leadership; training and development; equality and diversity; improved culture; and options for flexible working.
- 1.3 Although all priorities and objectives for fire and rescue services, as suggested within the Framework proposed by the Home Office, impact on the local Diversity & Inclusion agenda, the most obvious ones are:
- be accountable to communities for the service they provide; and
  - develop and maintain a workforce that is resilient, skilled, flexible and diverse.

- 1.4 The Inclusive Fire Service Group identified improvement strategies within key theme one, which were published 5th June 2017 and Services were requested to complete a questionnaire. The four areas include promoting an **inclusive culture** (section 2), **recruitment, progression and retention** (section 3). NJC/1/18 was released on 25<sup>th</sup> January in relation to the outcomes of the survey and the results still need to be analysed to assess the implications on the Diversity & Inclusion agenda within the Service.

## **2. INCLUSIVE CULTURE/LEADERSHIP**

- 2.1 Early in 2017, a culture review was undertaken by external consultants. This has resulted in a programme to redesign new Values and Leadership Behaviours, introduce an interim Appraisal process 2017/18, design a new Appraisal process from 2018, develop a transparent promotion process, and upskill leaders and managers including unconscious bias training.
- 2.2 Further evaluation of the Values has been carried out by contacting individuals who originally took part in the engagement sessions and the design work around them has been completed in time for start of implementation. The implementation plan has been drafted.
- 2.3 The work in relation to the development of a transparent promotion process has continued to gather pace with a workshop being held including representatives from all the relevant departments and individuals who have been directly impacted by the process currently in use. Methods were explored to allow those processes to be more dependent on information about performance of individuals in role rather than a snapshot in time on the selection day.
- 2.4 Work on development of the new appraisal process continues with determining objectives for the a few remaining roles. When this work is complete, the Information, Communications and Technology department (ICT) can start their work on building a suitable system to accommodate the process.

- 2.5 Unconscious bias training is ready for roll out in the next couple of months and the Equality & Diversity Training strategy has been updated accordingly. This updated strategy will remain in place until the people strategy has been developed and a leadership framework has been adopted, which will set out the skills and knowledge required from managers and staff in relation to an inclusive culture and inclusive leadership.
- 2.6 Although initial outcomes of this year's staff satisfaction survey have been available and have been presented to staff on 21 November 2017, in depth analysis and narrative have not been published yet. They will be available for discussion at the next Diversity & Inclusion Strategic Steering Group on 26 April 2018.
- 2.7 The Diversity & Inclusion Strategic Steering Group met on 18 December 2017 and 23 February 2018 when priorities were identified in relation to the National Equality Framework. Fire Authority members and trade union representatives have attended which ensured that various perspectives were offered up when considering matters relating to the Diversity & Inclusion agenda.
- 2.8 In relation to the development of the Service's Planning Framework, engagement with managers and departments is ongoing with the aim to put the framework out for consultation after editorial work. A communication plan in relation to the development of 'Our Plan' is being drafted.
- 2.9 An internal communications review has now been completed and the structure and resourcing of the communications team will be reviewed, including the introduction of the new role of Head of Corporate Communication, Engagement & Consultation.
- 2.10 Following discussions with representatives of the Retained Firefighters' Union (RFU), work commenced on implementing a more consistent approach to induction of On Call staff. Ideas in relation to introducing induction days for both and On Call Green Book staff are being explored.
- 2.11 Collaboration with Devon & Cornwall Constabulary's women's support network and Positive Action Team was progressed to the next level by attendance at a menopause conference at Middlemoor Police HQ by Service staff and police staff attending International Women's Day celebrations at Service HQ. Further meetings with the Police Positive Action team are due to take place in relation to community safety activity.

### **3 RECRUITMENT, PROMOTION & RETENTION**

- 3.1 With the Fire & Rescue Service National Framework consultation, the Home Office has again emphasised that increasing the diversity of the firefighter workforce is a key priority in their fire reform programme.
- 3.2 The Home Office indicates they expect each Fire and Rescue Authority could achieve this by having in place a people strategy that has been designed in collaboration with the workforce. This strategy should take into account the principles set out in the NFCC's people strategy and at a minimum cover:
- improving the diversity of the workforce to ensure that it represents the community it serves;
  - equality, cultural values and behaviours;

- recruitment, retention and progression;
- flexible working;
- professionalism, skills and leadership;
- training opportunities;
- health, wellbeing and support; and
- a policy to tackle bullying and harassment.

The development of this strategy has been identified by the Diversity & Inclusion Strategic Steering Group as being one of the priorities.

- 3.3 An evaluation of the 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.
- 3.4 Positive Action, as set out in the Equality Act 2010 (S.159), is used for purposes of achieving a more diverse workforce and improved inclusion, particularly within Recruitment and Promotion processes. A toolkit has been made available to recruiting managers to assist them to reach underrepresented groups in the community.
- 3.5 On 8 March 2018, Area Manager Joe Hassell attended the London conference ‘Modernising the Fire and Rescue Service Workforce: Creating a 21st Century Service’, to speak about practical steps towards recruiting and retaining a more diverse workforce, changing the image of a modern-day firefighter and effective recruitment strategies to create a workforce fit for purpose.
- 3.6 At the conference, it became clear that, with the application rate of women for On Call positions on the rise (below 10% in 2016, 14% in 2017 and in 2018 so far 20%), our recruitment campaign approach and results were well advanced of all other fire and rescue services present.
- 3.7 The Diversity & Inclusion Strategic Steering Group has been monitoring the following information:
- a. New Staff intake – women, Black and Minority Ethnic (BAME), Lesbian, Gay, Bisexual and Transgender (LGBT), disability;
  - b. Promotion and temporary promotion - women, BAME;
  - c. Gender/BAME/LGBT ratio.
- An extract of the Quarterly report October-December 2017 has been included in Appendix A.
- 3.8 In addition, the D&I Steering Group have considered the annual diversity in recruitment report (extract in Appendix C) and noted the following:
- Improved percentage of female and LGBT applicants
  - The ethnic minority application rate is higher than the percentage of ethnic minorities in the community
  - The percentage of women applying for a Wholetime promotion position is higher than the percentage of women in the workforce

- The total percentage of women applying for a position in the Service is higher than the total percentage of women in the workforce
  - The application rate for Support vacancies from women is higher than the percentage of women of working age in employment
  - Female application rate for operational roles is similar to female employment rates in jobs which could be considered to be of a similar nature
  - Grade 2 and 3 jobs attracted more female applicants than male
  - The amount of disabled people applying for positions within the Service is well below the percentage of disabled people in the community or disabled working people in the community
- 3.9 Considering the need to change the approach to fitness and health of staff throughout their entire career, and discussions with union representatives, initiatives are to be discussed to raise awareness and provide for arrangements in relation to the impact of health issues like menopause.

#### **4      LEGAL REQUIREMENTS**

- 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 Gender Pay Gap report has been considered and agreed by the Diversity & Inclusion Steering Group and the Executive Board. They have determined the actions the Service needs to take to address any arising issues to reduce the Gender Pay Gap. The full report will be presented to the member's forum.

#### **5.      COMMUNITY INCLUSION**

- 5.1 External consultation on the new Integrated Risk Management Plan has been completed. 209 responses to the online survey were received in total of which 25% was from staff. We also received 18 written responses either by letter or email. The breakdown of written responses is as follows:
- 6 - staff
  - 4 – member of public
  - 5 – town or parish council
  - 3 – unions

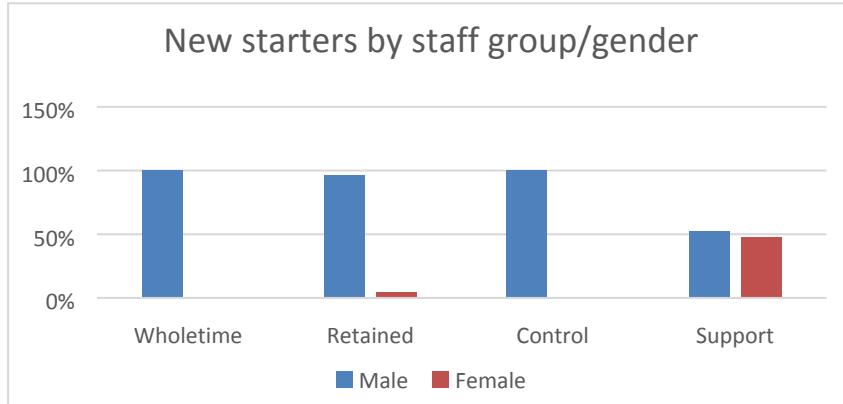
## **6. CONCLUSION**

- 6.1 The Home Office started the Fire and Rescue National Framework for England. The framework under consultation is part of an ambitious programme of reform which Home Office is delivering with the fire and rescue sector. This revised National Framework seeks to embed workforce reform by enhancing professionalism; management and leadership; training and development; equality and diversity; improved culture; and options for flexible working. The Service is already undertaking activities in all these areas with some good results, most evident within recruitment.

**PETE BOND**  
**Director of Service Improvement**

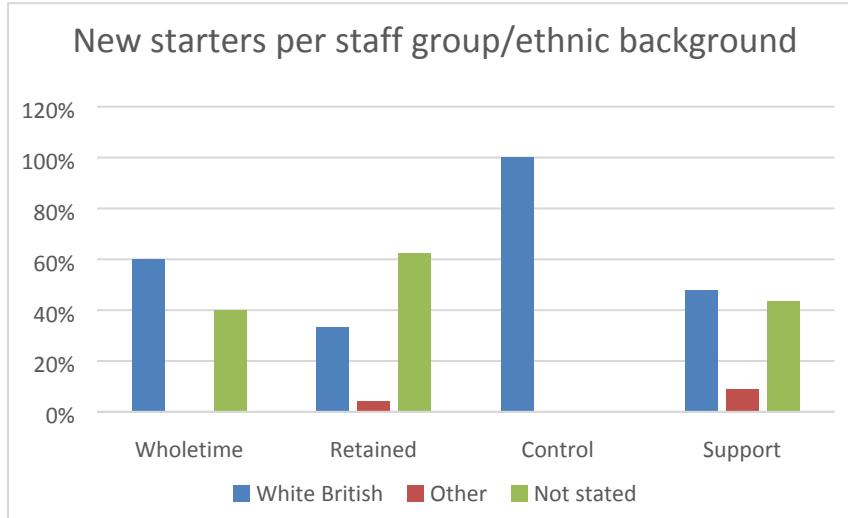
## 4. New Starters

This quarter there were 55 new starters, of which 12 females. With 48% of employees starting in Support positions being female. No women started in Wholetime & Control positions and only 1 in On Call (4%).



Proportionally, most males started in Wholetime (5), which is already a male dominated staff group. Although the new starters were 100% male, as the Wholetime leavers (13) were also all male, the proportion of women in the Wholetime staff group increased from 4.7 to 4.8%. It is also notable that in Control, 100% of the starters were male and of White British ethnic background. This is likely to have been the result of recruiting internally only.

46% of new entrants was White British and 6% from another ethnic background. However, with 49% 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 49% and 53% not recording their status. This high percentage of 'not stated' is due to a backlog of recording diversity information for new starters.



The Retained Duty System provides the clearest opportunity to recruit more women and BAME into the operational service due to the high numbers of employees in this staff group and relative high turnover compared to other staff groups. In this period 24 individuals started employment in this staff group. None of them identified as disabled, 4.2% as an ethnic minority (5.1-5.4% of local population is of ethnic minority) and none as LGBT.

## **5. Promotion/Transfer**

Promotion, whether temporary or permanent, is a regular occurrence within the uniformed roles and part of a career in an organisation with a rank/role structure like the Fire Service. This is much less so within Control and Support roles where the diversity and amount of available roles is limiting.

Compared to the size of the group, the amount of staff gaining promotion within a staff group is between 1% and 5% with the lowest percentage in the On Call & Support staff groups. The Wholetime and Control staff groups had a promotion percentage of 3 and 5% respectively.

All promotions in Control and Support were females, no BAME staff was promoted this quarter.

## **6. Total Staff**

Overall in DSFRS women make up 11.9% of the workforce at the end of the quartile. Within the operational categories this proportion was around 4.7% at the beginning of the period. Due to more male Wholetime staff leaving than joining, the Wholetime figure rose to 4.8% which is the same as the average of 4.8% for Fire Services nationally.

At the start of the period 78% of Control staff were women, due to 3 men starting in this staff group, the percentage has decreased to 73.8%. In the Support staff group the percentage of women increased slightly from 45.3% to 45.7%, this is close to the percentage of women of working age in employment of 47%.

Not taking into account the 8.8% of individuals who have chosen not to state their ethnic background, currently the Service's workforce consists of 2.1% BAME minority staff, with the Support Staff group having the highest diversity in that respect with 5.0% up from 4.5% as a result of new staff joining.

The main location for Support Staff is Service Headquarters and, although many staff travel from other parts of the counties, the main catchment area would be Exeter which has 7% of its population of an ethnic background other than White (Census 2011 data).

Compared to other Fire & Rescue Services in a survey completed in 2016, DSFRS has a much lower rate of 'not stated' (23% vs 8.8%), and a slightly lower diversity on ethnic background (3.2% vs 2.1%)

The identification as LGBT (anything else than Heterosexual) is low, with 1.7% identifying within this category, but with 20.8% 'not stated'. With such a high non-disclosure, it will be difficult to give any reasoned conclusions about the actual composition of the workforce. The percentage of this group in the community was 2.5% in 2011.

Considering that the non-disclosure on Ethnicity is only 8% it may be that staff still feel uncomfortable stating their sexual orientation or it could be that besides the options 'gay/lesbian' and Bisexual' there is only the option 'other' with no further explanation.

Besides the 9% of individuals who have chosen not to state whether they have a disability (visible or invisible), currently only 2% of the Service's workforce has declared a disability. This is far off the average of 16% within the community i.e. individuals of working age (Papworth Trust - Disability in the United Kingdom 2016 Facts & Figures)

## **7 Leavers**

In this period there were 51 Leavers, resulting in a turnover rate of 2.5% over all staff categories. The On Call and Wholetime Staff turnover rates were both 2.2%, Support Staff 3.5% and Control 7.1%. The latter is due to the fact that this is a small staff group where a few individuals leaving has a relatively big impact.

A group of 10 On Call staff (out of 25) left for one of three reasons; relocation, work/life balance or for reasons to do with their primary work. Ten staff left without informing the Service of their reasons or for 'other' reasons.

More than 46% of the Wholetime Leavers retired and so did 12% of On Call Staff. No Support or Control Staff retired. All leavers voluntarily left the organisation with 2 Wholetime leavers transferring to another service through a job swap.

## **8 Discipline and Grievance cases**

In this period 10 disciplinary cases were ongoing of which 3 were new. All cases concerned men of White British background.

Five grievance cases were ongoing, including 3 new ones. Of the 5, 4 were White British men and 1 was submitted by a White British woman.

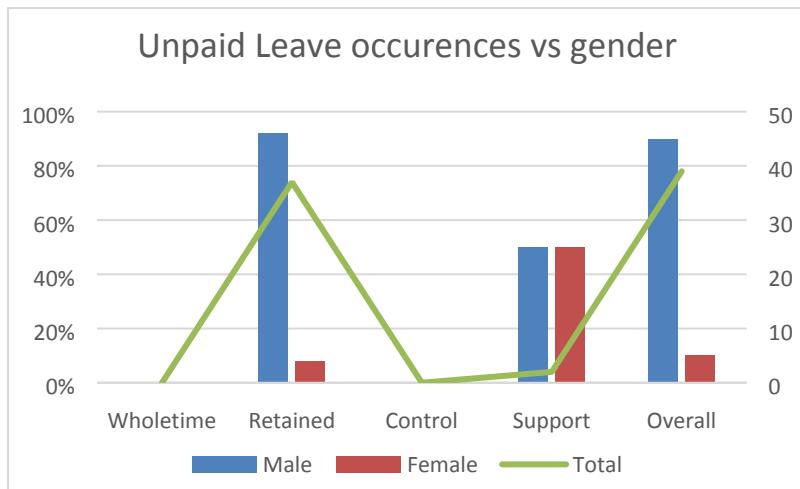
## **9 Unpaid Leave and Career Breaks**

The purpose of the Career Break Scheme is to allow employees to request an opportunity to leave their employment on a medium to long-term basis (normally between six months and 2 years), with the intention of returning to the same or a similar post afterwards. Longer periods may be approved in exceptional circumstances. Shorter periods may be considered as Special Leave. The employee will be considered to have resigned from their post during the career break which means that these figures will appear in the Leavers data table.

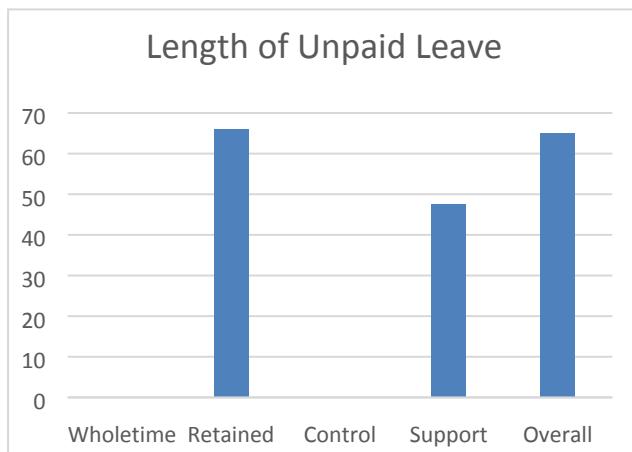
DSFRS will consider requests for special leave in any circumstances not covered by policies. This might include extending the entitlements for maternity, adoption, paternity, parental or compassionate leave; leave to cover periods of care; leave to cover attendance at rehabilitation centres, or unpaid leave of less than 6 months for the purposes of a career break. The individual normally returns to their previous post/role.

Unpaid Leave and Career Breaks are a regularly used option by the On Call staff Group when they experience periods when they are not able to provide the availability required within their contract due to a (temporary) change in primary employment or personal circumstances. The length of the periods is usually longer in nature. The difference in uptake between men and women could be explained by the fact there are overall more men than women in this staff group.

On Call staff account for 37 occurrences of unpaid leave, compared to 2 in total by the other staff groups (both by Support Staff). Only 1 Wholetime member of staff started a Career Break in this period.



The length/amount of Unpaid Leave taken by staff other than On Call is significantly less both in occurrence and duration as it impacts on the primary income of the individual involved, unlike with On Call staff. The uptake of Unpaid Leave among male and female Support Staff is fairly equal.



## APPENDIX B TO REPORT HRMDC/18/19

National Fire Chiefs Council's 'An Inclusive Fire Service – The twenty-first century fire and rescue service' 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. Requirement to change the culture of the service to become more inclusive one which values individuals for the abilities they bring.**

- Marking of International Women's Day on 8 March 2018



Proud ladies from 1916 showing how women have been played an important role in the fire and rescue service throughout history #internationalwomensday #fireandrescue #iwd2018



...

Devon & Somerset Fire & Rescue Service shared Devon

North Community Fire Safety's post.

Yesterday at 6:57pm ·

Supporting International Women's Day at Barnstaple Library

...



North Community Fire Safety's post.

Yesterday at 4:30pm ·

Supporting International Women's Day Event at Barnstaple library today



## 2. Requirement to alter the perception of the service so the public can see the profession in its modern form.

- Attendance at various career fairs with some female operational staff crewing the stands
- Videos and photos of recruits on social media

supportive messages of thanks from our communities for fire crews' tireless work through the weather. We'd like to thank all our #999family Devon & Cornwall Police Avon and... [More](#)



the bedroom and once enough information and checks had been made crews were able to lift the patient back onto the bed for more comfort for... [More](#)

Devon & Somerset Fire & Rescue ...  
Service shared Ivybridge Fire Station's post.  
January 16 at 9:00am ·



Ivybridge Fire Station January 15 at 5:47pm ·

WE ARE RECRUITING.

Ivybridge Fire Station is currently recruiting for On-call Firefighters. Men and women can apply who are aged 18 or older. There is no upper age limit!

You must live or work within 5 minutes...

... of our stations. We're looking for people who are passionate about saving lives and helping others. If you're interested in joining our team, please apply online or speak to us directly. We offer competitive salaries and excellent training opportunities. If you have any questions, please don't hesitate to get in touch.

A huge thanks from all at the hospital to the many organisations and volunteers who are helping us keep our patients and staff safe in this severe weather. Here are members of Devon & Somerset Fire & Rescue... [More](#)



Devon & Somerset Fire & Rescue ...  
Service shared Exmouth Fire Station's post.  
January 9 at 12:30pm ·

Our Specialist Rescue Team and his handler Paul, are in Exmouth, Devon training Mickey, our live scent search dog.

Mickey is able to detect live human scent in a variety of environments, from collapsed...

More



Devon & Somerset Fire & Rescue ...  
Service  
Yesterday at 11:38am ·

Councillor Redman supporting #internationalwomensday #beinspired



## 3. Requirement to learn from other sectors and other Fire Services.

- Conference 8/3/18 Modernising the FRS Workforce: Creating a 21st Century Service

## 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.

### 3. Summary of key issues identified

The key findings identified in this set of data are:

- women are under-represented in all uniformed roles other than in Control;
- The percentage of women applying for a Wholetime promotion position is higher than the percentage of women in the workforce
- The application rate for Support vacancies from women is higher than the percentage of women of working age in employment
- Female application rate for operational roles is similar to female employment rates in jobs which could be considered to be of a similar nature
- The ethnic minority application rate is higher than the percentage of ethnic minorities in the community
- Grade 2 and 3 jobs attracted more female applicants than male

### 4. Total number of job applicants from different groups

In 2017 1871 Applicants applied through the recruitment system for 239 jobs. This does not include the 2607 candidates of the WT recruitment campaign who completed the online tests, but weren't invited to apply through the online system. Total of 4657 candidates<sup>1</sup>

**Vacancies advertised** - Internal 96 adverts/ External 143 adverts

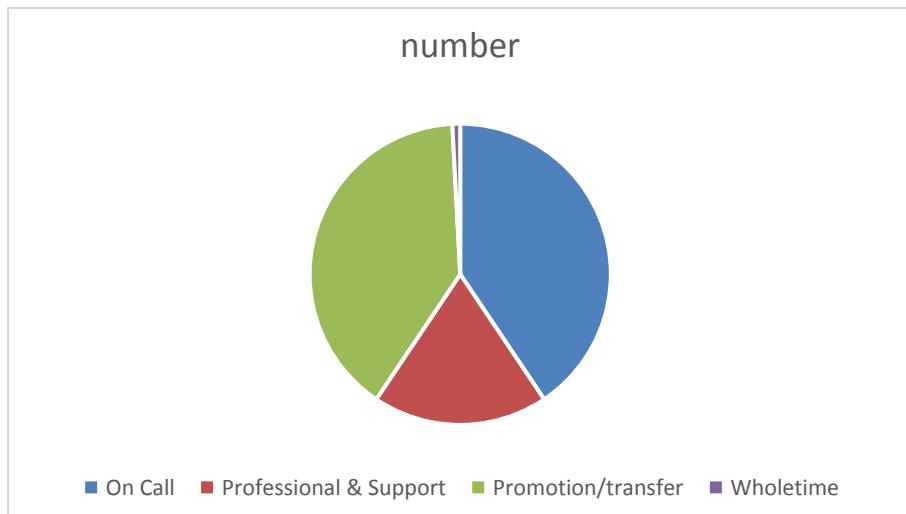
|               |   |
|---------------|---|
| Contract type | 13 casual jobs<br>1 contract not applicable (mentor)<br>189 permanent jobs (both internal & external)<br>2 secondments<br>33 temporary/fixed term<br>1 volunteer (staff supporter)  |
| Vacancy type  | 97 On Call (all external) <sup>2</sup><br>45 Professional & Support (all external <sup>3</sup> )<br>95 Promotion/transfer (all internal, 70 uniformed (1 FFC, 41 CM, 23 WM, 2 SM, 1 GM), 27 Professional & Support)<br>2 Wholetime (external <sup>4</sup> ) |

1 not including any other recruitment which was done without support from the Talentink system

2 all vacancies for On Call have been combined to 1 advert in November 2017

3 all internal Support vacancies are 'Promotion/transfer'

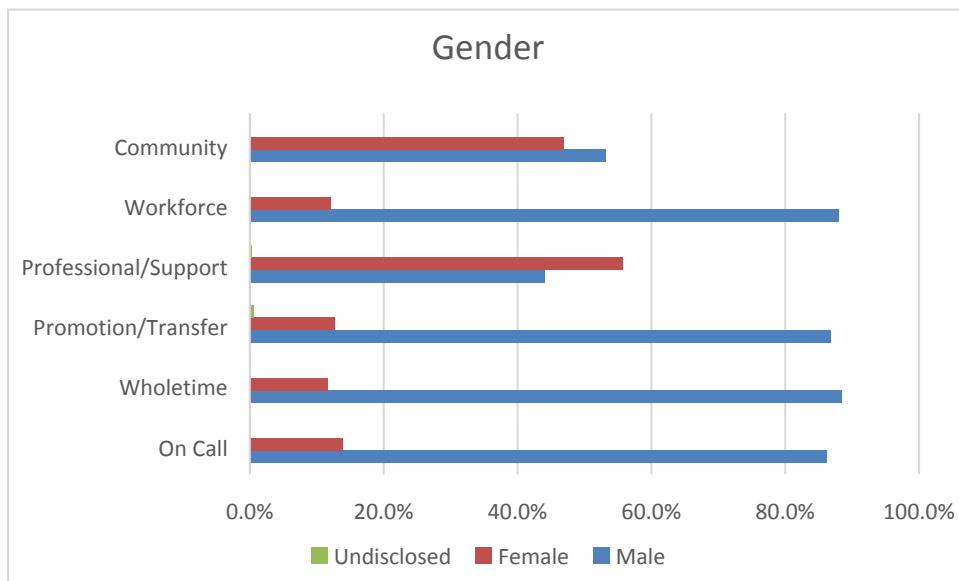
4 all external Promotion/transfer vacancies are 'Wholetime'



The below table shows the vacancy type against applicant gender.

|                      | Male | Female | Undisclosed | Total |
|----------------------|------|--------|-------------|-------|
| On Call              | 842  | 135    | 0           | 977   |
| Wholetime            | 2599 | 342    | 0           | 2941  |
| Promotion/Transfer   | 356  | 52     | 2           | 410   |
| Professional/Support | 168  | 213    | 1           | 382   |

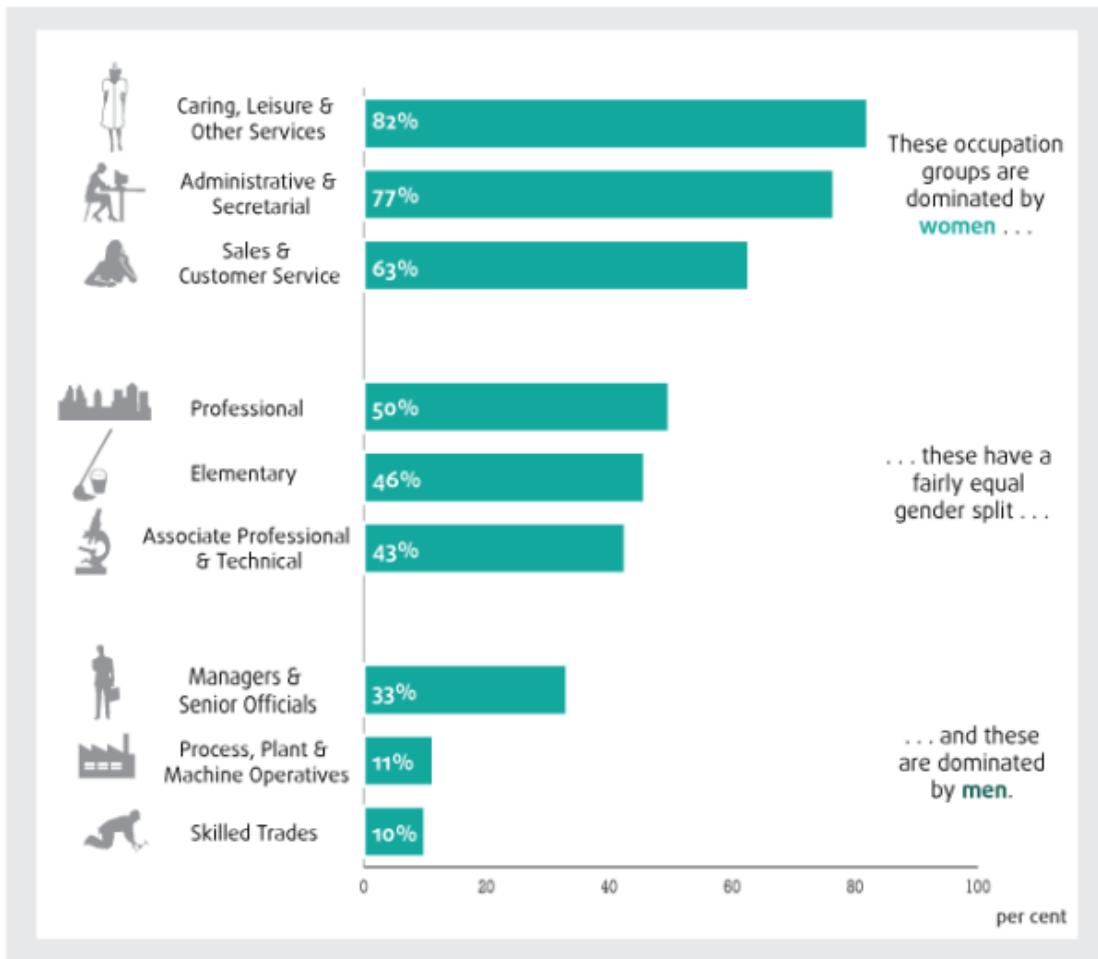
The graph shows the vacancy type against applicant gender and the gender percentages for the workforce and the Community.



The graph shows that the application rate for Support vacancies from women is higher than the percentage of women of working age in employment<sup>5</sup>. None of the other categories come close with Wholetime vacancies a percentage of 11.6% and On Call 13.8%. Although, the percentage of women of working age in employment is 47%, it needs to be noted that not all of those women would be interested in an operational role with the Fire & Rescue Service. This is for various reasons including the fact that it is a male dominated environment, which can be perceived as too physical/too dangerous, and personal aspiration<sup>8</sup>. In other manual roles like 'skilled

trades', 'process, plant & machine operatives' and armed forces (11.3%)<sup>9</sup> in general, some of these reasons apply as well and a (low) level of female employment is recorded in those professions.

#### The percentage of workers in each occupation group that are women, April to June 2013, UK



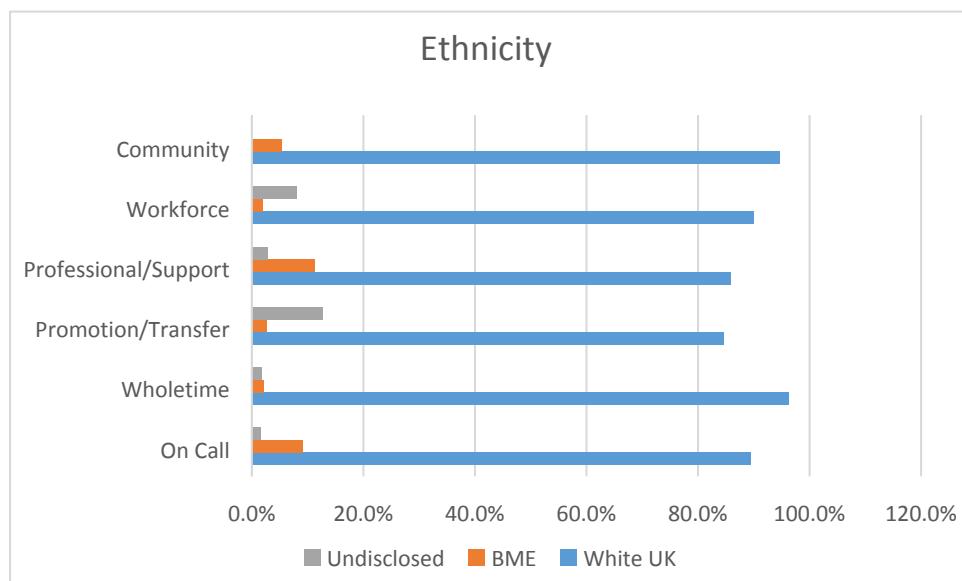
Source: Labour Force Survey - Office for National Statistics

- 5 In 2013 about 76% of working age men were employed and 67% of working age women – ONS report Women in the Labour Market Sept 2013
- 6 Devon County Council data, 2011 census <https://new.devon.gov.uk/factsandfigures/data-table/?postId=ethnicity&geography=464>
- 7 Nomisweb data, census 2011 <https://www.nomisweb.co.uk/census/2011>
- 8 Future Thinking report on why women are reluctant to apply to join the London Fire Brigade see: <http://moderngov.london-fire.gov.uk/mgconvert2pdf.aspx?id=5777>
- 9 UK Armed Forces Biannual Diversity Statistics 1 April 2016 – UK regular forces 10.2%, Volunteer reserve 13.6%

The below table shows the vacancy type against applicant ethnicity.

|                      | White UK | BME | Undisclosed | Total |
|----------------------|----------|-----|-------------|-------|
| On Call              | 873      | 89  | 15          | 977   |
| Whotetime            | 2828     | 60  | 53          | 2941  |
| Promotion/Transfer   | 347      | 11  | 52          | 410   |
| Professional/Support | 328      | 43  | 11          | 382   |

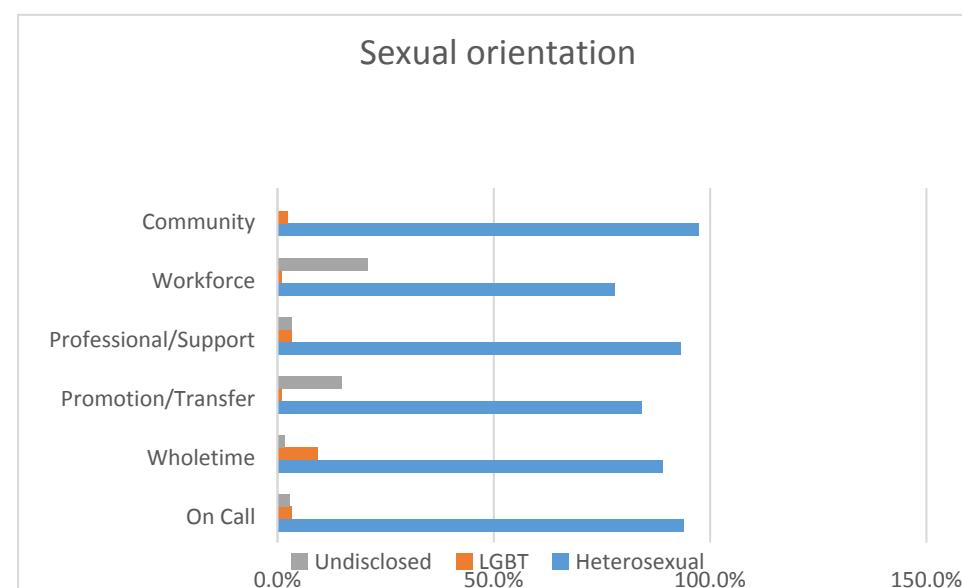
The graph shows the vacancy type against applicant ethnicity and the ethnicity percentages for the workforce and the Community.



The graph shows that the application percentage from BAME is highest for Support vacancies (11.3%) closely followed by On Call applications (9.1%). This is about 2 times the percentage of BME in the Devon community (5.3%), higher than the BAME population percentage in Exeter (7%)<sup>6</sup>, and higher than the percentage in the Southwest<sup>7</sup> (8%).

The below table shows the vacancy type against applicant sexual orientation.

|                      | Heterosexual | LGBT | Undisclosed | Total |
|----------------------|--------------|------|-------------|-------|
| On Call              | 918          | 32   | 27          | 977   |
| Wholetime            | 2615         | 273  | 53          | 2941  |
| Promotion/Transfer   | 345          | 4    | 61          | 410   |
| Professional/Support | 356          | 13   | 13          | 382   |



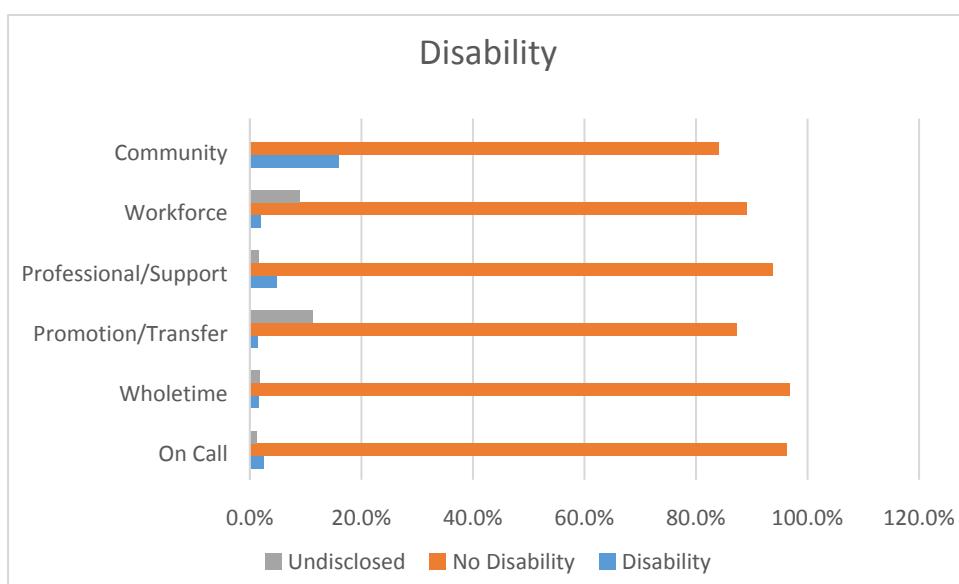
The graph shows the vacancy type against applicant sexual orientation and the sexual orientation percentages for the workforce and the Community.

From the graph it is apparent that the application rates from LGBT for Professional/Support (3.4%), Whotime (9.3%) and On Call 3.3% are higher than the community (2.5% in 2011). The application rate from LGBT staff within promotion/transfer vacancies reflects the workforce composition as those vacancies are internal to the organisation. It should be noted that a fair percentage of staff have not disclosed their sexual orientation, and as such affecting the Promotion/transfer applicants' percentage.

The below table shows the vacancy type against applicant disability.

|                      | Disability | No Disability | Undisclosed | Total |
|----------------------|------------|---------------|-------------|-------|
| On Call              | 24         | 941           | 12          | 977   |
| Whotime              | 47         | 2841          | 53          | 2941  |
| Promotion/Transfer   | 6          | 358           | 46          | 410   |
| Professional/Support | 18         | 358           | 6           | 382   |

The graph shows the vacancy type against applicant disability and the disability percentages for the workforce and the Community.



In the community 16% of people of working age live with some sort of disability. There are more disabled women than men in the UK. People from white ethnic groups are almost twice as likely as those from non-white ethnic groups to have a limiting long-standing illness or disability (20% compared with 11%). Disabled people are less likely to be in employment. In January 2016, the UK employment rate among working age disabled people was 46.5%, compared to 84% of non-disabled people<sup>8</sup>. This means that only 7.4% of the working age population is disabled and working.

8 Papworth Trust - Disability in the United Kingdom 2016 Facts & Figures

## 5. Number of job applicants Wholetime recruitment

### Wholetime Firefighter

2888 individuals applied for the Wholetime Firefighter positions via an external system linked to the online tests. After completion of the tests a shortlist was drawn up and 245 candidates were invited to apply in the recruitment system and their process was managed with the support of this system. Twenty three of those applicants were women and 7 of those were employed.

|            | Applied % | Behaviour tests | Numeracy Literacy | Physical |           | Interviews | Successful % |
|------------|-----------|-----------------|-------------------|----------|-----------|------------|--------------|
|            |           |                 |                   | Fitness  | Practical |            |              |
| BME        | 2.10%     | 2.50%           | 2.50%             | 4.50%    | 0.60%     | 0.00%      | 0.00%        |
| Female     | 11.70%    | 17.40%          | 11.20%            | 9.40%    | 7.10%     | 8.00%      | 25.00%       |
| Disability | 1.60%     | 1.60%           | 1.50%             | 1.20%    | 1.20%     | 0.00%      | 0.00%        |
| LGBT       | 9.50%     | 6.90%           | 6.90%             | 6.50%    | 6.50%     | 8.00%      | 14.30%       |

BME/BAME = all ethnic backgrounds other than White British

LGBT = Gay/Lesbian/Bisexual/Other

### Wholetime applicant statistics:

|   |   |
|---|---|
| 337 Female (11.7%)                      | 2828 White UK + undisclosed                                 |
| <u>2551 Male</u>                        | <u>60 Other ethnic background</u> (incl Other White) (2.1%) |
| 2888 total                              | 2888 total  |
| 47 Disability (1.6%)                    | 273 LGBT (9.5%)   |
| <u>2841 No disability + Undisclosed</u> | <u>2615 Heterosexual + undisclosed</u>                      |
| 2888 total                              | 2888 total  |

### Station Managers

53 individuals applied for the Station Managers positions, both internal and external applicants. 5 Females applied (1 internal in process, 2 external (1 rejected due to qualifications, 1 withdrawn) 6.1%)

5 Female (9.4%)

48 Male

53 total

This percentage is higher than the percentage of women in the workforce (4.7%).

No other diversity data recorded.

## 6. Number of job applicants On Call

135 women applied for On Call positions out of a total of 977 applicants (13.8%). This is a better percentage than for the Wholetime position and in line with the percentage of women starting in On Call positions of 14% in the third quarter of 2017. Positive Action activities seems to have resulted in a higher than usual intake of female operational staff in the third quarter of 2017, as in the 4<sup>th</sup> quarter the On Call female intake has dropped to 4%.

On Call applicant statistics:

|  |  |
|--|--|
| 135 Female<br><u>842 Male</u><br>977 total   | 952 White<br>2 Irish applicants<br>32 Other White<br>873 White UK<br>45 undisclosed<br>1 Asian<br>4 Black African<br>4 Mixed<br>1 Other ethnic group<br><u>15 undisclosed</u><br>977 total |
| 10 bisexual<br>18 Gay/Lesbian<br>4 other<br>27 undisclosed<br><u>918 Heterosexual</u><br>977 total | 24 Disability<br>941 No disability<br><u>12 Undisclosed</u><br>977 total   |

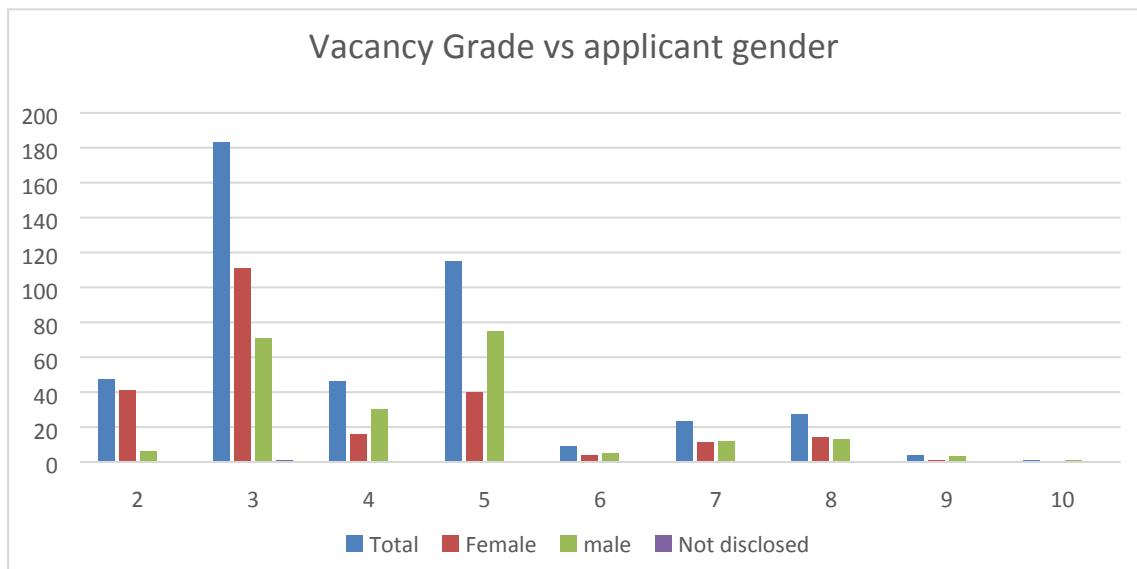
## 7 Number of job applicants Professional & Support Staff

In 2017 382 people applied for 45 jobs which were all externally advertised. Most applications were for the Grade 3 and Grade 5 jobs, which is as a result of the amount of vacancies at that level. Grade 2 and 3 jobs, which are of an administrative nature, attracted more female applicants than male. Grade 6-9 vacancies saw fairly equal amounts of women and men apply. The Grade 10 vacancy had not reached its closing date and the data has therefore been disregarded due to it being incomplete.

Applicant statistics:

|   |  |
|---|--|
| 1 undisclosed<br>213 Female<br><u>168 Male</u><br>382 total | 354 White<br>6 Irish applicants<br>20 Other White<br>304 White UK<br>24 undisclosed<br>7 Asian<br>4 Black African<br>6 Mixed |
|---|--|

|  |   |
|--|---|
|  | <u>11 undisclosed</u><br>382 total                                      |
| 5 bisexual<br>7 Gay/Lesbian<br>1 other<br>13 undisclosed<br><u>356 Heterosexual</u><br>382 total | 18 Disability<br>358 No disability<br><u>6 Undisclosed</u><br>382 total |



## 8 Number of job applicants Control

In 2017 the vacancies for Control were advertised internally only and as such are treated statistically as Promotion/Transfer. However, looking specifically at the position for Control Operator, data could be extracted to give the below information.

7 Female  
13 Male  
20 total

No ethnic background, sexual orientation and disability data available.

Proportionally, most females (3) started in Control (75%), which is already a female dominated staff group. It is also notable that in Control, 100% of the starters were of White British ethnic background. This is likely to have been the result of recruiting internally only. This influx of new staff has reduced the total percentage of BAME from 3% to 2% for that staff group. Numbers of applicants for promotions within Control have not been extracted for this report.

## 9 Number of job applicants Promotion/Transfer

Vacancies advertised under 'Promotion/Transfer' are opportunities for staff to gain a promotion or to change job role and/or location. It is, therefore, expected that the diversity data will at least reflect the staff composition data.

|  |  |
|--|--|
| <p>2 undisclosed</p> <p>52 Female</p> <p><u>356 Male</u></p> <p>410 total</p>                                | <p>356 White</p> <p>1 Irish applicants</p> <p>8 Other White</p> <p>336 White UK</p> <p>11 undisclosed</p> <p>2 Mixed</p> <p><u>52 undisclosed</u></p> <p>410 total</p> |
| <p>3 bisexual</p> <p>1 Gay/Lesbian</p> <p>61 undisclosed</p> <p><u>345 Heterosexual</u></p> <p>410 total</p> | <p>6 Disability</p> <p>358 No disability</p> <p><u>46 Undisclosed</u></p> <p>410 total</p>   |

Overall in DSFRS women make up 12% of the workforce and the percentage of female applicants was 12.7%, 2% of staff is of an ethnic background other than White UK and so is 2.7% of applicants, 1% of staff are in the LGBT group and so is 1% of applicants and 1% of staff have disclosed a disability and so has 1% of applicants.

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# Agenda Item 5

|  |   |
|--|---|
| <b>REPORT REFERENCE NO.</b>                        | HRMDC/18/20   |
| <b>MEETING</b>                                     | <b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>   |
| <b>DATE OF MEETING</b>                             | <b>23 MARCH 2018</b>  |
| <b>SUBJECT OF REPORT</b>                           | <b>GENDER PAY GAP</b>   |
| <b>LEAD OFFICER</b>                                | <b>Director of Service Improvement</b>  |
| <b>RECOMMENDATIONS</b>                             | <b><i>That the report be noted.</i></b>   |
| <b>EXECUTIVE SUMMARY</b>                           | 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.<br><br>All employers should add a supporting narrative - a gender pay gap does not necessarily mean they have acted inappropriately or discriminatorily but this will need explaining. A narrative helps anyone reading the statement to understand the organisation's view of why a gender pay gap is present and what the organisation intends to do to close it.<br><br>Considering the Service's Gender Pay Gap, some reputational issues may arise, possibly affecting recruitment and retention, and the Service will need to commit to developing an action plan which makes addressing diversity & inclusion issues integral to its business plan. |
| <b>RESOURCE IMPLICATIONS</b>                       | None  |
| <b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b> | N/A   |
| <b>APPENDICES</b>                                  | Gender Pay Gap Report 2017  |
| <b>LIST OF BACKGROUND PAPERS</b>                   | Equality Act 2010<br>Public Service Equality Duty 2011<br>ACAS – Managing Gender Pay Gap reporting  |

## **1. INTRODUCTION**

- 1.1 The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.
- 1.2 Whilst both public and private sectors need to take action to eliminate the gender pay gap, the gap tends to be higher in industry sectors such as finance, energy and construction sectors and lower in sectors such as public administration, support services and health and social work. Occupations where women are underrepresented typically produce higher pay gaps; these can be significant for senior level occupations.
- 1.3 Causes of the gender pay gap are varied and overlapping. Some causes originate outside of the workplace, such as stereotypical representations of men and women and standards in careers advice and guidance for girls. Factors involving the workplace include:
- fewer women working in certain more highly-paid professions or areas of an organisation such as those involving science, technology, engineering and maths [STEM]
  - unsupportive and rigid corporate cultures
  - lack of well-paid part-time/flexible work
  - women remaining less likely to progress to senior levels in an organisation
  - constrained individual choice, unconscious bias or discrimination.
- 1.4 The Service is taking short, medium and long-term approaches to achieving a more diverse workforce in order to improve the way we deliver services to the community of Devon & Somerset. Whilst we have improved in this area, we know that we can do more and recognise that patterns of under-representation and differences in outcomes can be challenged through positive action programmes. Notwithstanding 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.
- 1.5 Through positive action we are raising the profile of females joining the Fire and Rescue Service. 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 has been successful considering the increase in interest shown by women to become an On Call Firefighter and intake of female operational staff. Positive Action activities will continue and expand now the Service has completed 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.
- 1.6 Whilst ensuring the Service will be able to meet the needs of the community, new ways of working will be explored. In doing so, particularly the effects of terms & conditions on underrepresented groups will be considered in detail to ensure they don't cause barriers for either joining the Service or progression.
- 1.7 Further actions to reduce the Gender Pay Gap and increase diversity within the workforce will be developed through the Service's Diversity & Inclusion Strategic Steering Group and captured in a plan which will also align to the new People strategy.

- 1.8 Please note that the next Gender Pay Gap data point is in 1 week i.e. 31 March 2018. Due to the changes in the payroll provider, it is likely that the next calculations (and narrative) will be done before July 2018.

**PETE BOND**  
**Director of Service Improvement**

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# **Gender Pay Gap Report**

## **2017**

Diversity & Inclusion and HR Services

Devon & Somerset  
Fire & Rescue Service

March 2018



# DSFRS Gender Pay Gap Report

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**References**

**ACAS guidance**



## Document Control

### Purpose

The purpose of this report is to provide a narrative for the Gender Pay Gap results published by Devon & Somerset Fire & Rescue Service (DSFRS) on the [www.gender-pay-gap.service.gov.uk](http://www.gender-pay-gap.service.gov.uk) to meet the requirements of the Equality Act 2010, Public Sector Equality Duty. The results on the website will be linked to this report published on Devon & Somerset Fire & Rescue Service (DSFRS) intranet and internet site.

### Distribution List

Executive Board  
HRMD Members Committee  
Diversity & Inclusion Strategic Steering Group  
Public sharing for Government & DSFRS Website

Devon and Somerset Fire and Rescue Service (the Service) believe in equal treatment for all and this includes equal employment opportunities and equal treatment for all employees within the Service. The Service is an equal pay employer based upon recent measurement of men and women in the same employment, performing equal work, with equal responsibilities, receiving equal pay using nationally established pay scales ('Grey book', 'Gold book' and 'Green book') as identified within our Equal Pay Audit 2017.

The Service is working to actively reflect the communities we serve in all areas of inclusion and diversity and although a recent recruitment campaign of whole time firefighters resulted in 33% of Wholetime new entrants being female, more work remains to be done to ensure equality for all, to increase the number of uniformed female staff from the current 4% of roles and to ensure that the Service fully reflects the communities it serves. This report sets out a calculation of average difference in pay between male and female employees and sections 4 and 5 ('Where is the Gap coming from?' and 'Action Plan to Reduce Gender Pay Gap') demonstrate that the Service is committed to doing everything possible to understand, reduce and eradicate the Gender Pay Gap.

### Declaration

I can confirm that the data included within our Gender Pay Gap Report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Glenn Askew  
Chief Fire Officer



Sara Randall Johnson  
Chair of Fire Authority





# Devon & Somerset Fire & Rescue Service Gender Pay Report

## 1. Introduction

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. Reports are required to be on the employer's website for 3 years.

*“Gender pay gap reporting is an incredibly important step forward, because if companies are transparent about gender pay and the root causes behind any gap, they can find the solutions they need to build businesses that work for their employees and reflect the communities they serve.”*

Helen Rose, Chief Operating Officer, TSB

The pay gap is the percentage difference between average hourly earnings for men and women. There are six calculations and the results must be published on the Devon & Somerset Fire & Rescue Service (“the Service”) website and a government website within 12 months of the data point (31 March each year). The calculations are:

|                              |   |
|------------------------------|---|
| <b>Mean gender pay gap</b>   | The difference between the mean hourly rate of pay of male employees and that of female employees as a percentage of the male mean hourly rate.     |
| <b>Median gender pay gap</b> | The difference between the median hourly rate of pay of male employees and that of female employees as a percentage of the male median hourly rate. |
| <b>Mean bonus gap</b>        | The difference between the mean bonus pay paid to male employees and that paid to female employees as a percentage of the male mean bonus.          |
| <b>Median bonus gap</b>      | The difference between the median bonus pay paid to male employees and that paid to female employees as a percentage of the male median bonus.      |
| <b>Bonus proportions</b>     | The proportions of male and female relevant employees who were paid a bonus during the relevant period.   |
| <b>Quartile pay bands</b>    | The proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.                                 |

## 2. Methodology

### 2.1 Pay within the Service

In the UK, various nationally agreed schemes of pay and conditions apply to all Fire and Rescue Services. There are the following categories of staff terms and conditions within the Service:

**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.

**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".

**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 which is known as the "Gold Book".

Grey Book posts within the Service are classified according to national role maps, in line with guidance contained in various circulars published by the National Joint Council for Local Authority Fire & Rescue Services. Green Book posts are evaluated using the Greater London Provincial Council Job Evaluation Scheme which was specifically designed for local authorities.

The job evaluation scheme for Green Book employees and national role maps for Grey Book employees provide assurance within the pay scales, i.e. men and women are paid equally for the work they do within the scales and within national conditions of service.

Through undertaking an Equal Pay Audit, we are confident that men and women are paid equally for the work they do under the nationally approved (and union agreed) systems. Consequently, the emphasis in this report is on an analysis of the number of men and women in various categories who are in particular salary grades.

## 2.2 Employee's working hours

As part of the Grey Book, On-call Firefighters, i.e. those who respond from home or primary employment or from the local vicinity of the Fire Station, are paid an On-call fee or 'Retainer' fee which 10% of the full-time basic annual salary. This Retainer is for the staff to be available to attend emergency incidents occurring within agreed periods of the week. When attending emergency incidents or training then they are remunerated with an hourly rate of pay in accordance with the role they performed and at the same rate as Wholetime Firefighters who are full-time but have a shift working pattern.

Within The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, Schedule 1, Section 7, Employee's working hours in a week, paragraph (8) states:

(8) *In this paragraph, "working hours"-*

*(a) includes hours when an employee is available, and required to be available, at or near a place of work for the purposes of working unless the employee is at home, and (b) excludes any hours for which an employee is entitled to overtime pay.*

In considering this for our On-call staff who are available near to their station this will include hours when the employee is at home. However in Schedule 1, Section 2 Duty to publish annual information relating to pay, paragraph (3) states:

(3) *In compiling the information required by sub-paragraph (1), a relevant public authority is not required to include data relating to a relevant employee if-*

*(a) the employee is employed under a contract personally to do work, and*



(b) the public authority does not have, and it is not reasonably practicable for the public authority to obtain, the data.

In terms of On-call staff, the Service does not hold data on the location from where the employee is providing availability from ie whether it is in their home. For this reason, the Service has not including the Retainer as part of the calculation of On-call hourly pay. All other payments that On-call staff receive have been taken into account in the calculation of hourly pay.

The Service also has 10 out of 70 On-call stations that are paid a salary based on historic levels of emergency incidents. The salary includes an On-call Retainer fee but again, the Service does not hold data on the location from where the employee is providing availability and for this reason, these staff have not been included in the calculation of hourly pay.

The Service employs Flexi-duty Officers who are full-time employees but will respond to Emergency Incidents to provide Incident Command. This could be during normal business hours or during periods outside of the normal day ie evenings and weekends. For these staff, they receive a 20% allowance for providing positive working hours and standby cover. For the calculation of hourly pay, the 20% allowance has been included. The same principle has been used for other Support Staff who also provide standby cover.

The Service has a Training Allowance paid for required additional hours and these hours are incorporated into the working hours.

### 2.3 Hourly Pay

All data for the purpose of the Gender Pay Gap calculations has been extracted from the HR system 'Workforce', the availability system 'Gartan' (both used within the Service) and the payroll system 'Prism' (used by the external payroll provider). The data provided by the Service's Human Resources Department was anonymised and analysed using Microsoft Excel 2013. Data is correct as of **31/03/2017**.

Employees included in the calculations are Full Time workers, Part Time workers (with job sharers counting as two), Casual workers and Consultants if they personally perform the work. Pay covers all elements of normal remuneration (i.e. sick pay, annual leave pay, maternity pay, flexible shift pay) and car allowance. Not included are benefits in kind e.g. child care vouchers and other salary sacrifice schemes, expenses, overtime and redundancy payments.

The Service has used a reference period of March for staff with normal working hours and anyone who was not employed for the whole of March or were on unpaid leave or maternity leave in the reference period have been excluded.

For On-call staff, where weekly hours can be variable, the pay and working hours are based on the average of a three month period i.e. January-March 2017 preceding the snapshot date. Any On-call staff who were not employed for the whole of January-March 2017 or were on unpaid leave or maternity leave in the reference period have been excluded. Any On-call staff whose derived "annualised" hours were less than 104, i.e. minimum annual hours for On-call staff were also excluded.

### 2.4 Bonus pay

The Service does not offer a bonus scheme therefore this calculation has not been performed. Additional Responsibility Allowances (ARAs) and Continuous Professional Development (CPD) payments are included in ordinary pay.



### 3. Results and key issues

#### 3.1 Gender Pay Gap

Mean pay for the Service shows a gap in favour of men of 11%, against a gap across the UK of men earning 18.1% more than women in April 2016 - Office for National Statistics (ONS). The median pay gap indicates there is a pay disparity in typical rates of pay between males and females of 8.2%.

| All Staff          | Male   | Female | Gap £ | Gap % |
|--------------------|--------|--------|-------|-------|
| Mean hourly rate   | £15.60 | £13.89 | £1.71 | 11%   |
| Median hourly rate | £15.00 | £13.77 | £1.23 | 8.2%  |

#### 3.2 Pay by quartiles: hourly pay quartiles

24.5% of people in the lower pay quartile are female with the percentage declining going up the quartiles to only 3% in the upper quartile.

| Quartile     | Male  | Female |
|--------------|-------|--------|
| Lower        | 75.8% | 24.2%  |
| Lower Middle | 93.0% | 7.0%   |
| Upper Middle | 92.6% | 7.4%   |
| Upper        | 90.5% | 9.5%   |

Also see Figure 3 in section 4.5.

#### 3.2 Key issues

The key issues identified as contributors to the current Gender Pay Gap are:

- women are under-represented in senior operational roles;
- women are under-represented in all uniformed roles other than in Control;
- the majority of Green Book posts in the lowest two grades are women;
- Women are under-represented in all quartiles due to the low percentage of females in the overall workforce.
- Occupational segregation remains a feature of the Fire and Rescue labour market:

### 4. Where is the Gap coming from?

#### 4.1 General factors influencing an organisational Gender Pay Gap

Various factors, including occupational segregation, flexible working and discrimination (Equal Pay), impact on the Gender Pay Gap within organisations nationwide and the impact of each factor depends on the nature of the organisation.

#### 4.2 Equal Pay

The Service is committed to achieving a diverse workforce. Providing equal pay for equal work is central to the concept of rewarding people fairly for what they do. The Service is confident that it is paying the same salary for equivalent roles. Determining the pay of Service employees is done through national collective bargaining for all staff.

The Service's pay system covers Green Book, Grey Book and Gold Book grades/roles and pay scales. The Green Book grades range from administrative to managerial level (2-11). Grey Book roles include Firefighter to Area Manager. Gold Book covers the roles above Area Manager. The level of responsibility varies between different roles and all roles have been evaluated to determine the appropriate pay grade.



Each Green Book grade has a set pay range with pay increments in between grades. Staff are expected to move through the pay range for their grade until they reach the top of the grade. Consequently, the longer someone has been in a grade the more they will earn (subject to the maximum of the grade) irrespective of their gender.

The Service is therefore confident that the identified gender pay gap does not stem from paying males and females differently for the same or equivalent work (i.e. discrimination). Rather, it is a result of the roles in which males and females work within the Service and the salaries these roles attract. This is known as occupational segregation (see paragraph 4.3).

The Service carries out Equal Pay Audits. A report has been published on data extracted at the same time as the data required of the Gender Pay Gap report (31 March 2017).

#### 4.3 Occupational Segregation in the Service

Occupational segregation is defined as the distribution of workers across and within occupations, based upon demographic characteristics, most often gender. The nature of occupations in the Service, and as a result the male/female distribution, varies between staff groups and this is explained below.

##### Wholetime

The uniformed element of the workforce of the Service consisted mainly of male staff who occupy 96% of roles. Of the 4% women in the On Call and Wholetime staff groups, none occupied any of the higher paid roles i.e. Group Manager and above.

| Wholetime          | Male   | Female | Gap £ | Gap % |
|--------------------|--------|--------|-------|-------|
| Mean hourly rate   | £17.12 | £15.12 | £2.00 | 11.7% |
| Median hourly rate | £15.24 | £14.07 | £1.17 | 7.7%  |

There were no Wholetime women in the highest grades, with none above Station Manager and slightly fewer, proportionately, than men at Watch Manager (20% of the 20 Wholetime women compared to 22% of the 547 men). 55% of the women were at Firefighter level, compared to 46% of the men.

As many allowances are linked to roles of Watch Manager and above, many women did not receive them as part of their terms & conditions, which reduced their average hourly rate in comparison to their male colleagues.

##### On Call

| On Call            | Male   | Female | Gap £ | Gap % |
|--------------------|--------|--------|-------|-------|
| Mean hourly rate   | £14.99 | £14.51 | £0.48 | 3.2%  |
| Median hourly rate | £15.04 | £14.96 | £0.08 | 0.6%  |

Within the On Call staff group, of the 1,091 men, 8% were Watch Managers, 18% were Crew Managers and 74% were Firefighters. Of the 48 women, none were Watch Managers, 17% were Crew Managers and 83% were Firefighters.

There are 3 role levels within the On Call staff group (Wholetime has 8 role levels), which limits the difference between pay for the highest role and the lowest role. Allowances paid in this duty system often relate to additional responsibilities and are available to all roles.



As a result of these differences in relation to the Wholetime terms & conditions, the Gender Pay Gap within the On Call staff group is 3.2% (mean) and 0.6% (median).

The low percentage of women in the uniformed part of the workforce is a matter of national attention. Research shows that many women in the community don't consider joining the uniformed fire & rescue service for various reasons, including that it is a male-dominated environment and a perception that the work is too physical or too dangerous.

## Control

| Control            | Male   | Female | Gap £  | Gap % |
|--------------------|--------|--------|--------|-------|
| Mean hourly rate   | £14.68 | £14.83 | -£0.15 | -1.0% |
| Median hourly rate | £14.49 | £14.24 | £0.25  | 1.7%  |

There is less segregation in what is generally perceived as “men’s work versus women’s work” within the Green Book and Control staff groups where the roles are, in the main, more office based. This is reflected in the percentages of men and women in those roles, i.e. 46% of Green Book and 76% of Control staff were female.

There were no men in the highest grades in Control, with 1 female Group Manager and 3 female Station Managers. Compared to the overall ratio of women to men in control, there were proportionately fewer women than men at Watch Manager and Crew Manager. 48% of the 29 Control women are at Firefighter level, compared to 22% of the 9 men.

The higher roles in Control (Station and Group Manager), as with the Wholetime staff group, also attract flexibility allowances. As there were no men in those roles, the pay gap in this staff group is in favour of women, i.e. -1.0% (mean) and 1.7% (median).

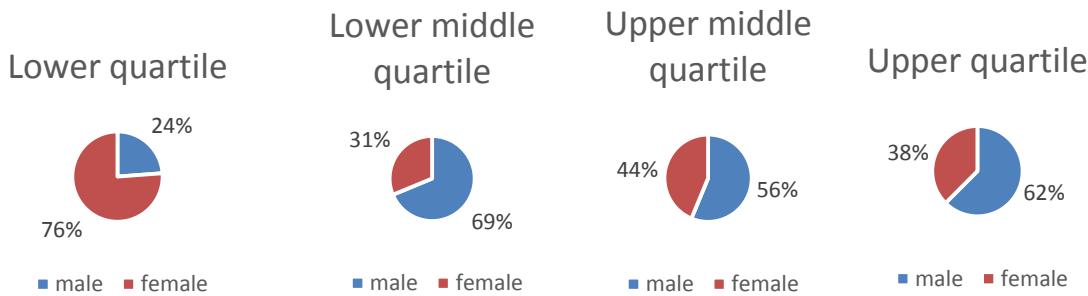
## Green Book staff

| Green Book         | Male   | Female | Gap £ | Gap % |
|--------------------|--------|--------|-------|-------|
| Mean hourly rate   | £16.00 | £13.91 | £2.09 | 13.1% |
| Median hourly rate | £14.30 | £12.00 | £2.30 | 16.1% |

Overall there were 121 women in Green Book (Support, non-uniformed) roles and 137 men. Whilst women were well represented amongst this staff group, there were many more women than men in the most junior posts, grades 2 and 3, with most of the women in clerical or administrative posts and most of the men in caretaking or technician roles. There were significantly more men than women in most of the middle grades (grades 4, 5, 7 and 8, though not 6), and also at grades 10 and 11. The numbers at grade 9 were equal.

The above can also be seen in the male/female distribution in the pay quartiles of Green Book staff.

**Figure 1 Male/female distribution in the pay quartiles of Green Book staff**



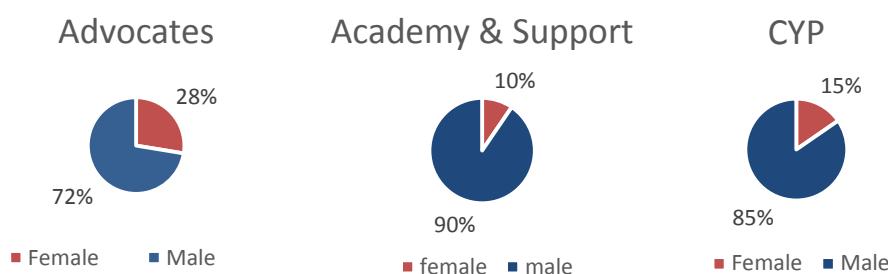


## Casual Workers

| Casual             | Male   | Female | Gap £ | Gap % |
|--------------------|--------|--------|-------|-------|
| Mean hourly rate   | £12.10 | £10.80 | £1.30 | 10.7% |
| Median hourly rate | £13.32 | £9.62  | £3.70 | 27.8% |

The majority of our group of Casual workers is involved in Community Fire Safety work, which includes general community activities (Advocates) and working with Children and Young Persons (CYP worker). A smaller group consists of individuals who support the training function of the Service's Training Academy or provide general administrative support.

**Figure 2 Distribution of male/female casual workers in three groups**



The Advocates have the lowest average hourly pay and the Academy Casuals the highest. This results in the lower 2 quartiles all by Advocates on the lowest hourly rate, the Upper Middle quartile mainly consisting of CYP individuals with an average pay 37% higher. This difference of pay between the lower 2 quartiles and the upper 2, explains the resulting gender pay gap of 10.7% (mean) and 27.8% (median).

Although the Gender Pay Gap and Equal Pay calculations demonstrate occupational segregation, they are not able to identify whether there is a 'glass ceiling' (a metaphor used to represent an invisible barrier that keeps a given demographic from rising beyond a certain level in a hierarchy) within any organisation or within any individual staff group.

As with most companies in Britain, the number of women holding the most senior jobs in the boardroom of the Service (1 of 5 positions in the Executive Board) has barely changed in the past 10 years, despite a series of government-backed initiatives to boost gender diversity.

### 4.4 Flexible working in the Service

The Service is committed to ensuring that every employee, each with their own family commitments and personal aspirations, is facilitated in achieving a work life balance, and recognises that employees perform best and achieve the highest standards when this is so. Solutions to improve or maintain employees' work-life balance should be achieved through discussion and agreement between employees and managers and will often have benefits to both individuals and the Service.

The Service has a Flexible Working policy and a Family Leave policies which outline a number of options in relation to flexible working. It is recognised, however, that one size does not fit all and managers and employees are asked to look at creative solutions to



balance Service requirements with those of the individual, taking account of fairness and consistency in approach.

Across the Service, 28% of men were part-time (most being On Call firefighters providing part cover) and 34% of women (most in Green Book roles). The proportion of part-time to full-time workers was consistent across men and women in the Wholetime and On Call categories, but there were more part-time women in Control (where 21% of women and 11% of men are part-time), and substantially more in Green Book roles (36% of women and only 9% of men).

The average full-time equivalent salary for part-time people is 7% less than the Service average. It has been established through analysis as part of the Equal Pay Audit that this is partly due to the fact that only 2% of part-time employees are at senior level, compared to 6% across the service.

#### **4.5 Total workforce Gender Pay Gap**

Although the Gender Pay Gap within Control and On Call staff groups are small, when all the staff groups are combined the pay gap widens to 11%.

This is partly because the Service employs more Grey Book employees and they are generally paid more than Green Book employees in otherwise similar posts. Of all Service employees, 89% are male, and 92% (1,638) of these are Wholetime or On Call, so their generally higher pay will affect the overall difference in hourly pay. This results in Wholetime staff, mostly men, being included in the upper pay quartiles.

### **5 Action Plan to reduce the Gender Pay Gap**

Reducing the gender pay gap in the Service is beneficial for employees and the community we serve. Research shows that a more diverse and inclusive workforce helps organisations develop by bringing new skills, creativity and innovation, better decision-making and higher staff satisfaction and retention. These benefits will apply to Devon and Somerset Fire and Rescue Service.

In the UK today, women earn on average 18% less than men. The gender pay gap exists because women tend to work in lower-paid occupations and sectors, and occupy less senior roles. This is reflected in the Service's data. Many women take time out of the labour market and work part-time because of unequal sharing of care responsibilities. Unconscious bias, including stereotypes, barriers due to policies/processes and workplace culture are also factors which the Service acknowledges and aims to address.

The Service is taking short, medium and long-term approaches to achieving a more diverse workforce in order to improve the way we deliver services to the community of Devon & Somerset. Whilst we have improved in this area, we know that we can do more and recognise that patterns of under-representation and differences in outcomes can be challenged through positive action programmes. Notwithstanding 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.

The 2014 Equal Pay Audit included an action plan with some actions which remain relevant in view of the current Gender Pay Gap data. These actions are focussing on:

1. increasing the number of women applying for senior roles in the operational and non-operational workforce
2. increasing the attraction and recruitment of women into the operational workforce



3. retaining women by identifying and addressing barriers to continue and progress their careers throughout their working life

Through positive action we are raising the profile of females joining the Fire and Rescue Service. 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 has been successful considering the increase in interest shown by women to become an On Call Firefighter (14% of applications in 2017) and intake of female operational staff, both Wholetime (25%) and On Call.

Positive Action activities will continue and expand now the Service has completed 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.

In addition, we will

1. Carefully consider the make-up of interview panels for every recruitment and promotion process
2. Engage with research to identify barriers to progression for women
3. Implement unconscious bias training to raise awareness around bias affecting recruitment and progression decisions
4. Identify and remove barriers to flexible working
5. Through national collaboration, research and develop Service understanding of the physiological differences between men and women and at different stages in life in relation to operational roles.

In order to ensure the Service will be able to meet the needs of the community, new ways of working will be explored. In doing so, particularly the effects of terms & conditions on underrepresented groups will be considered in detail to ensure they don't cause barriers for either joining the Service or progression.

Further actions to reduce the Gender Pay Gap and increase diversity within the workforce will be developed through the Service's Diversity & Inclusion Strategic Steering Group and captured in a plan which will also align to the new People strategy.

# Agenda Item 6

|                             |   |
|-----------------------------|---|
| <b>REPORT REFERENCE NO.</b> | HRMDC/17/21   |
| <b>MEETING</b>              | <b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>   |
| <b>DATE OF MEETING</b>      | <b>23 MARCH 2018</b>  |
| <b>SUBJECT OF REPORT</b>    | <b>PROVISION OF VEHICLES TO EMPLOYEES</b>   |
| <b>LEAD OFFICER</b>         | <b>Director of Finance (Treasurer)</b>  |
| <b>RECOMMENDATIONS</b>      | <p><b><i>That the Committee recommends to the Devon &amp; Somerset Fire &amp; Rescue Authority that:</i></b></p> <ul style="list-style-type: none"> <li>(a) <b><i>the Contract Car Hire Schemes for both uniformed and non-uniformed employees are discontinued;</i></b></li> <li>(b) <b><i>a Car Allowance option is introduced for eligible officers (as defined in the report) who wish to have a vehicle for both business and private use;</i></b></li> <li>(c) <b><i>subject to (b) above, the levels of Car Allowance payments and mileage rates as set out in Appendix A are approved for consultation with employees and subsequent implementation;</i></b></li> <li>(d) <b><i>other employees not covered by (b) above but who are required to provide a vehicle for business use receive an Essential User Allowance, the options for which are outlined in Appendix A;</i></b></li> </ul>   |
| <b>EXECUTIVE SUMMARY</b>    | <p>The Service currently operates Contract Car Hire Schemes for both uniformed and non-uniformed employees. The schemes have been under review to ensure that they remain cost neutral to the Service and that they are compliant with HMRC requirements whilst remaining an attractive benefit to employees.</p> <p>As a result of a review by officers it is proposed that the Contract Car Hire Schemes offered by the service be closed and replaced by a Car Allowance payment as outlined in this report.</p> <p>As the proposed payment of a Car Allowance for senior employees includes the Chief Fire Officer and the other Executive Board Officers, this will be a matter for the Authority to determine based on a recommendation from the Human Resources Management &amp; Development Committee.</p> <p>The Service also operates Casual User arrangements for employees who infrequently use their own vehicle and an Essential User arrangement for employees who need to have immediate access to a vehicle whilst at work or on a duty rota. There are no proposed changes to that scheme contained within this report.</p> |

|  |  |
|--|--|
| <b>RESOURCE IMPLICATIONS</b>                   | <p>As outlined in the report, annual savings of up to £5,000 are anticipated as a result of moving from the provision of vehicles under the Contract Car Hire Scheme to payments of Car Allowances.</p> <p>Additional costs of between £18,500 and £26,600 are anticipated if all non-uniformed members of the Service Leadership Team were to opt to receive a Car Allowance.</p> <p>There is a net cost to the Authority of implementing these changes of between £13,400 (Option A) and £24,800 (Option B).</p> <p>The simplification of schemes will result in efficiency savings for both Fleet and Finance department employees.</p> |
| <b>EQUALITY RISK &amp; BENEFITS ASSESSMENT</b> | This will provide parity for the provision of vehicles between uniformed and non-uniformed colleagues.   |
| <b>APPENDICES</b>                              | Appendix A – proposed Car Allowances   |
| <b>LIST OF BACKGROUND PAPERS</b>               | Nil.   |

## **1. INTRODUCTION**

- 1.1 The Service currently operates Contract Car Hire Schemes for both uniformed and non-uniformed employees. The schemes have been under review to ensure that they remain cost neutral to the Service and that they are compliant with HMRC requirements. The two schemes differ in that for uniformed employees the Service is providing a vehicle for emergency response whereas for non-uniformed employees the vehicle is for normal business use. Private use is permitted under both schemes.
- 1.2 The Service also operates Casual User arrangement for employees who infrequently use their own vehicle and an Essential User arrangement for employees who are required to provide a vehicle for work as part of their contract, e.g. those on a duty rota. Uniformed employees who need a vehicle to respond to incidents under blue light conditions and who do not use that vehicle for private use are provided with vehicles which are classed as a business asset. No changes to either the Casual User scheme or Provided Vehicle Scheme are suggested in this report.
- 1.3 The Contract Car Hire Scheme was originally established to offer employees a choice over the vehicle that they use for business purposes (within a Service Specification) and to allow for private use of that vehicle. One of the benefits of maintaining flexibility for our staff is that the vehicle can also be used for family journeys (such as dropping off children to school/nursery) without having to return home to collect a provided vehicle (which cannot be used for private use).
- 1.4 The Service currently administers and maintains a leased vehicle on behalf of the employee and contributes a fixed amount to the cost based on the employees anticipated business usage. Employees then make up any difference in those costs and any benefit in kind is calculated on an annual basis and submitted to HMRC. The employee pays income tax on the declared benefit in kind and the Service pays employers National Insurance Contributions. There is considerable administrative effort by both the Fleet and the Finance Department in administering and accounting for the scheme and the associated benefits.
- 1.5 In 2017 HMRC introduced new legislation which prevents business assets which are provided for private use from being pro-rated/split between business and private use, which has significantly pushed up the cost of providing the Contract Car Hire scheme to uniformed employees and has also adversely impacted employee's personal tax liability. Consequently, because the uniformed Contract Car Hire scheme is no longer as attractive to employees and carries a significant administrative burden, it is proposed that the uniformed Contract Car Hire scheme is closed and replaced by a Car Allowance to be paid to employees through their salary – meaning that any tax due is calculated on a monthly basis rather than annually in arrears. Having a better idea of their monthly tax liability will support our employees in financial planning and budgeting and enable them to make clear decisions on the type of vehicle or scheme that they opt for. There are currently eight employees who use the Uniformed Contract Car Hire Scheme.
- 1.6 The non-uniformed Contract Car Hire Scheme was established to provide similar benefits (albeit on a different taxation basis) to non-uniformed employees and so it is recommended that this scheme is also closed and replaced by a Car Allowance to be paid through salary. There are currently eight employees who use the non-uniformed Contract Car Hire Scheme.

- 1.7 To ensure parity with uniformed colleagues and improve recruitment and retention of senior professional employees, it is proposed that an equivalent Car Allowance is paid to senior non-uniformed employees on Grade 11 (Area Manager equivalent). The payment would only apply where employees choose to use their own vehicle for business use and would be £500 lower than that paid to uniformed colleagues in recognition that insurance and fuel costs will be lower due to lack of blue light use.
- 1.8 Similarly, it is proposed to alter the Executive Board Contract Car Hire Scheme so that it reflects the proposed change to schemes outlined above, in that a Car Allowance would be paid via salary for those Officers who wish to use their vehicle privately, to replace the provision of vehicles via the Contract Car Hire scheme.
- 1.9 The underlying principle of the Contract Car Hire Schemes has always been to ensure that the cost to the Service of providing vehicles for both business and private use is contained within the cost of a vehicle under the Provided Car scheme. The proposed changes to payment of a Car Allowance and the Essential User Scheme will maintain this principle for both Options.
- 1.10 If the Authority approves the principles contained within this report, the next step is to consult with staff regarding the payment of the allowance and which Option, A or B, is to be developed into policy for the management of future schemes.

## **2. IMPACT OF CHANGES FROM A CONTRACT CAR HIRE SCHEME TO PAYMENT OF A CAR ALLOWANCE**

### Taxation

- 2.1 Any benefits provided to an employee for their personal use of a vehicle attract personal Income Tax and National Insurance together with Employer's National Insurance Contributions. Car Allowances paid via salaries would be taxed at source and subject to the same tax and national insurance rules. Under the current Contract Car Hire Schemes mileage is paid at the HMRC "fuel only rate" which is typically £0.11 per mile. Where an employee provides their own vehicle they can be reimbursed for mileage up to a maximum of £0.45 per mile without attracting any personal Income Tax or Employer's National Insurance Contributions.

The proposed changes to mileage rates and allowances contained in Option A of this report mean that employees could receive a higher level of tax free reimbursement for their business mileage (43p per mile) whilst the underlying contribution towards the cost of vehicle would reduce. Every employee's mileage and tax circumstances are different so assumptions have been made when calculating the average impact of these proposed changes on employees. These assumptions are based on the 2016/17 declared Benefit in Kind figures.

Any car allowance paid would be subject to tax at source through the PAYE system and an Option is also included (Option B) to increase the level of car allowance payment whilst maintaining current fuel only mileage rates.

### Flexi Duty Officers

- 2.2 Flexi Duty Officers are required to respond under blue light conditions to operational incidents and therefore, were the Committee be minded to endorse the recommendations contained within this report and at Appendix A, they will be required to provide a vehicle which is fitted out with blue lights, meets Service specified standards and is insured appropriately.

It is estimated that a move from the Contract Car Hire Scheme to payment of a Car Allowance for Flexi Duty Officers as outlined in this report would produce savings of between £1,000 (Option B) and £4,800 (Option A) per year for the Service and provide an average additional benefit after tax to each Officer of £328 (Option B) and £440 (Option A) per year.

Under the Car Allowance Scheme and as a result of HMRC guidance, Flexi-Duty Officers Home to Work mileage cannot be treated as business mileage (for taxation purposes) and under the proposed new arrangements such mileage would cease to be reimbursed.

#### Non-uniformed Contract Car Hire and Essential Users

- 2.3 Non-uniformed employees designated to have Essential User status currently receive payments from the Service in two parts, an annual lump sum of £1,239, and a mileage rate based upon the HMRC rate advisory rate, currently 45p per mile.
- 2.4 It is proposed under Option A that the mileage rate be reduced to 43p per mile (reducing to 25p for business miles in excess of 10,000) to provide consistency across all groups of employees and provide value for money to the Authority.
- 2.5 Non-uniformed employees who are currently eligible for the Contract Car Hire scheme (those that travel in excess of 2,000 business miles per year) would be considered for eligibility to be moved on to the Essential Users Scheme and receive a lump sum payment of £1,239 and a mileage rate of £0.43 per mile. It is estimated that this will save the Authority circa £1,000 per year when compared with the current costs of the Contract Car Hire Scheme and provide an average additional benefit after tax to the employee of £1,061 per year.
- 2.6 Option B is based upon paying an increased allowance for Essential Users of £3,300 and switching to fuel only mileage rates (typically 11p per mile) and is expected to save the Service £300 per year. This option is likely to slightly increase the amount of tax paid by employees by £89 per year.

#### Non Uniformed Service Leadership Team

- 2.7 Should the Committee agree to the option for senior non-uniformed employees within the Service Leadership Team receiving an equivalent Car Allowance to their uniformed equivalents, then this would result in six employees receiving a payment of between £4,000 (Option A) and £5,350 (Option B) per annum (as outlined in Appendix A) which is equivalent to a maximum additional cost to the Authority of £26,600 per year. It should be noted that some of these employees already benefit from either the Contract Car Hire Scheme or the Essential User Allowance.
- 2.8 Consultation has indicated that the payment of a Car Allowance will assist in attracting and retaining high calibre professional employees to operate at a senior level within the organisation.

#### Executive Board

- 2.9 It is recommended that the Executive Board car scheme reflect that of the rest of the organisation and therefore proposed Car Allowances payments to replace the current Contract Car Hire Scheme are outlined in Appendix A.

### **3. ADMINISTRATION OF A CAR ALLOWANCE PAYMENT**

- 3.1 The introduction of a Car Allowance payment as outlined in this report will simplify the existing arrangements available to both uniformed and non-uniformed employees and assist with consistency across the organisation. Significantly less administrative effort will be required in sourcing and administering vehicles and their maintenance as employees will become responsible for their own vehicle. There will also be efficiency savings made to the year-end calculation of benefits in kind and employees will better understand their personal taxation liability given that payments will be made through monthly salaries.
- 3.2 Given that employees will be required to source and maintain their own vehicles there will be a new requirement – to ensure legal compliance and the safety and wellbeing of our employees – for the Service to have effective systems in place to keep records of the MOT, Servicing and Insurance status of employees' vehicles. The Service currently uses a data base for driving licence checks which could be utilised for wider record keeping.

### **4. OTHER FINDINGS**

- 4.1 Discussions have been held with other Fire and Rescue Services in researching the introduction of a Car Allowance scheme, amongst other options, and there are several other Services which successfully operate such schemes for their uniformed and non-uniformed employees. Given that specialist insurance is required for driving under blue light conditions, it has been confirmed that such insurance is available to individuals.

### **5 CONCLUSIONS**

- 5.1 A move away from current Contract Car Hire Schemes and the introduction of a Car Allowance payment would:

- Generate efficiency and financial savings for the Service;
- maintain a flexible solution to those employees who wish to use vehicles for both business and private use;
- provide comparable employee benefit in terms of costs for the individual

**AMY WEBB  
Director of Finance (Treasurer)**

## APPENDIX A TO REPORT HRMDC/18/21

### Proposed Car Allowances

| Option A - Maximise Mileage rate        |                        |                                |                               |                               |                       |                       |
|---|------------------------|--------------------------------|-------------------------------|-------------------------------|-----------------------|-----------------------|
| Role                                    | 2016 Calculated Values | Multiplier of response vehicle | 2018 Car Allowance - response | 2018 Essential User Allowance | Typical Mileage Rate* | Proposed Mileage rate |
| <b>Provided vehicle - car only cost</b> | <b>£2,850</b>          | <b>1</b>                       | <b>£3,000</b>                 | -                             |                       |                       |
| Non-uniformed staff                     | £1650- £3250~          | -                              | -                             | £1,239                        | £0.11                 | £0.43                 |
| Flexi Duty Officer                      | £2,850                 | 1                              | £3,000                        | -                             | £0.11                 | £0.43                 |
| Service Leadership Team                 | £4,125                 | 1.5                            | £4,500                        | £4,000                        | £0.11                 | £0.43                 |
| EB Grade 1                              | £5,063                 | 1.84                           | £5,520                        | £5,020                        | £0.11                 | £0.43                 |
| EB Grade 2                              | £5,625                 | 2.05                           | £6,150                        | £5,650                        | £0.11                 | £0.43                 |
| EB Grade 3                              | £6,188                 | 2.25                           | £6,750                        | £6,250                        | £0.11                 | £0.43                 |
| ACFO                                    | £6,750                 | 2.45                           | £7,350                        | £6,850                        | ^                     | £0.43                 |
| CFO                                     | £9,000                 | 3.27                           | £9,810                        | £9,310                        | ^                     | £0.43                 |

| Option B - Maximise Allowance paid      |                        |                                |                               |                               |                       |                        |
|---|------------------------|--------------------------------|-------------------------------|-------------------------------|-----------------------|------------------------|
| Role                                    | 2016 Calculated Values | Multiplier of response vehicle | 2018 Car Allowance - response | 2018 Essential User Allowance | Typical Mileage Rate* | Proposed Mileage rate* |
| <b>Provided vehicle - car only cost</b> | <b>£2,850</b>          | <b>1</b>                       | <b>£3,000</b>                 | -                             |                       |                        |
| Non-uniformed staff                     | £1650- £3250~          | -                              | -                             | £3,300                        | £0.11                 | £0.11                  |
| Flexi Duty Officer                      | £2,850                 | 1                              | £3,900                        | -                             | £0.11                 | £0.11                  |
| Service Leadership Team                 | £4,125                 | 1.5                            | £5,850                        | £5,350                        | £0.11                 | £0.11                  |
| EB Grade 1                              | £5,063                 | 1.84                           | £7,176                        | £6,676                        | £0.11                 | £0.11                  |
| EB Grade 2                              | £5,625                 | 2.05                           | £7,995                        | £7,495                        | £0.11                 | £0.11                  |
| EB Grade 3                              | £6,188                 | 2.25                           | £8,775                        | £8,275                        | £0.11                 | £0.11                  |
| ACFO                                    | £6,750                 | 2.45                           | £9,555                        | £9,055                        | ^                     | £0.11                  |
| CFO                                     | £9,000                 | 3.27                           | £12,753                       | £12,253                       | ^                     | £0.11                  |

\* HMRC Approved mileage rates are based upon engine size and therefore are dependent upon the vehicle specification chosen by the employee

~ Current vehicle contribution rates are determined by the number of business miles completed by an employee

^ Uniformed members of the Executive Board operate under the provided car scheme and are therefore provided with a fuel card

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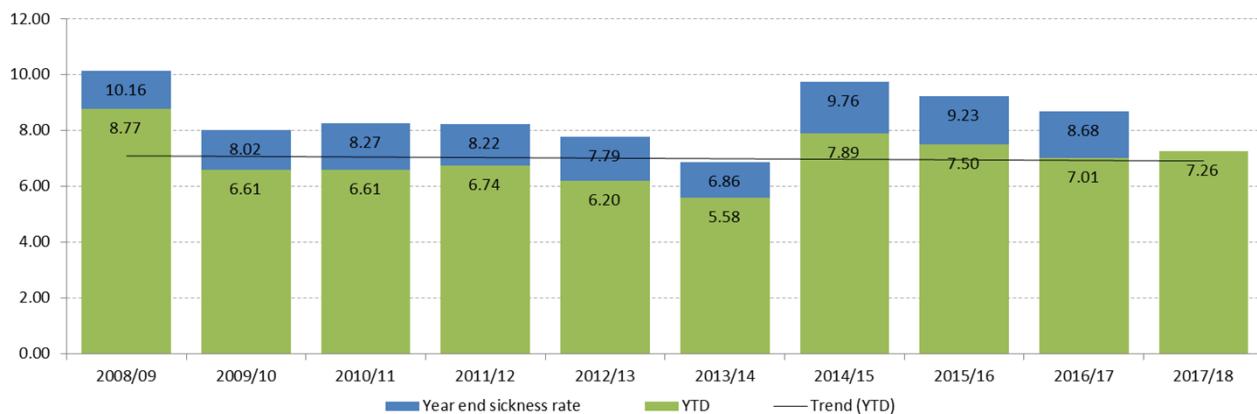
# Agenda Item 7

|   |  |
|---|--|
| <b>REPORT REFERENCE NO.</b>                       | HRMDC/18/22  |
| <b>MEETING</b>                                    | <b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>  |
| <b>DATE OF MEETING</b>                            | <b>23 MARCH 2018</b>   |
| <b>SUBJECT OF REPORT</b>                          | <b>ABSENCE MANAGEMENT AND THE HEALTH OF THE ORGANISATION</b>   |
| <b>LEAD OFFICER</b>                               | <b>Director of Service Improvement</b>   |
| <b>RECOMMENDATIONS</b>                            | <b><i>That the report be noted.</i></b>  |
| <b>EXECUTIVE SUMMARY</b>                          | <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 combined Service in 2007 and absence levels remain a key measure as they affect the efficiency and the effectiveness of the Service.</p> <p>This paper contains the standard measures of performance that are provided as part of this standing item, however, the Service is undertaking a top-level review into sickness absence and will report on this review at the next meeting of the Committee. The Service also needs to ensure that the Committee is able to contribute to the strategic scrutiny and direction on Absence Management and that it is providing the appropriate information to facilitate such strategic level discussions.</p> |
| <b>RESOURCE IMPLICATIONS</b>                      | Staff and financial resources associated with absence management.  |
| <b>EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)</b> | The Absence Management policy has an equality impact assessment.   |
| <b>APPENDICES</b>                                 | None   |
| <b>LIST OF BACKGROUND PAPERS</b>                  | 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, when in 2007/08 the average sickness rates were 13.01 days/shifts of sickness and in 2008/09 10.16 days/shifts of sickness. However, having improved the performance in the first three years of combination, over the last 10 year period the trend-line remains horizontal. There has been variation in sickness levels with further improvements in absence levels but this has not been sustained. The Service has made improvements to the support given to staff and also into performance management but there remains further work to do.
- 1.3 The Service is undertaking a top-level review into sickness absence and will report on this review at the next Committee meeting. Absence levels are a key measure as they affect the efficiency and the effectiveness of the Service and for the first time the Service is developing a specific target for sickness in 2018/19 with an average measure of 8 days/shifts of sickness per person for the Wholetime, Control and Support Staff.
- 1.4 The key aspects for consideration in this report are the 2017/18 year to date performance up to and including January 2018.

**2. APRIL 2017 - JANUARY 2018 ABSENCE PERFORMANCE**

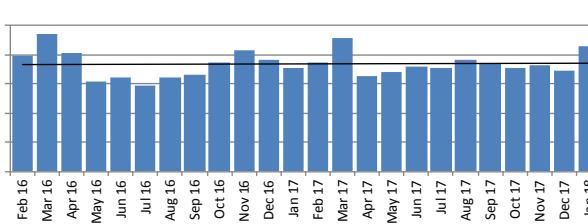
- 2.1 Absence levels since 2008/9 are shown below in terms of average lost days per person per year. Although, the Service has seen some variations over this period the overall trend line remains virtually horizontal and for the year to date, performance is slightly better than last year.



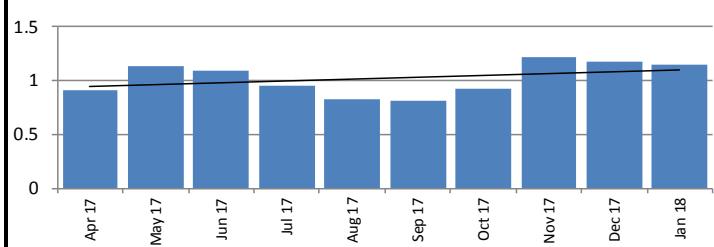
2.2 The graph below shows the monthly sickness rates for the last 2 years. On average, employees have taken 7.26 days of sick leave from April to January compared with 7.01 for the previous year. When the figures were reviewed at the Committee meeting in December 2017, the figures to October showed that performance was 5.6% worse than the previous year so there has been a modest improvement.

2.3 The On-call rates are also shown below but at this stage, the Service is unable to compare with the previous year as there is no retrospective performance data available. This level of sickness is higher than for other staff categories, however, for On-call Firefighters the Service records 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 which is calculated on a daily rate based on the previous 12 weeks of work activity.

#### Sickness Direction of Travel

| Sickness                   | April 2017 - January 2018 |               |  | % Variance | Average sick days taken per person, per month                                       |
|----------------------------|---------------------------|---------------|--|------------|---|
|                            | Actual                    | Previous Year |  |            |   |
| Sickness Rates (All Staff) | 7.26                      | 7.01          |  | 3.6%       |  |

#### On-call Staff

| Sickness                 | April 2017 - January 2018 |               | Actual | Average sick days taken per person, per month  |  |
|--------------------------|---------------------------|---------------|--------|--|--|
|                          | Actual                    | Previous Year |        |  |  |
| Sickness Rates (On Call) |                           |               | 10.21  |  |  |

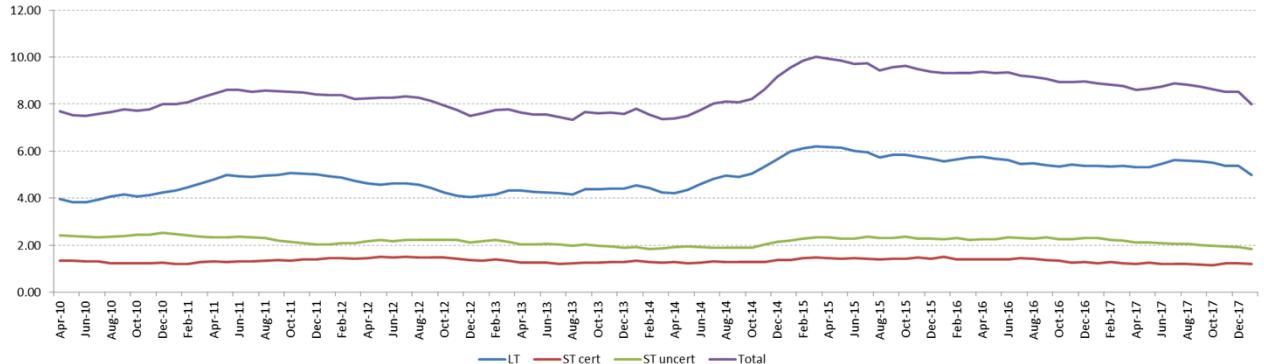
2.4 With monthly peaks and troughs in sickness, it is difficult to see the on-going longer term change in the rates over this time and so the sickness levels are shown over a 12 month rolling sickness rate as measured at the end of each month. As this is a rolling rate, it removes any monthly peaks and 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. The variation experienced has been in long-term sickness. An overall total has been added to the chart below and it can be seen that this line 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 Sickness rates are broken down between different contract types as well as the length of sickness. There were 4 contract types that are considered but the Service has now added the On-call Firefighters:

- Wholetime Station based staff;
- Wholetime non-Station based staff;
- Control Staff;
- Support Staff;
- On-call Firefighters.

### Sickness Rates by Post Type

| Sickness Rates by post type<br>April 2017 - January 2018 |        | Wholetime Station based staff |               |            | Wholetime Non Station staff<br>(inc SHQ, STC, group support teams etc) |               |            |
|--|--------|-------------------------------|---------------|------------|--|---------------|------------|
|  |        | Actual                        | Previous Year | % Variance | Actual   | Previous Year | % Variance |
| Overall Sickness Rate                                    | 7.24   | 6.17                          | 17.2%         |            | 5.44   | 8.20          | -33.7%     |
| Total # Days/shifts lost                                 | 2586.5 | 2315                          | 11.7%         |            | 1141   | 1557          | -26.7%     |
| Sickness Rates - Long Term<br>(over 28 calendar days)    | 4.11   | 3.21                          | 28.3%         |            | 4.00   | 6.78          | -41.0%     |
| # Days/shifts lost LT                                    | 1469.5 | 1202                          | 22.3%         |            | 840  | 1288          | -34.8%     |
| Sickness Rates - ST Cert (8 - 28 calendar days)          | 1.14   | 0.98                          | 17.2%         |            | 0.88   | 0.54          | 63.3%      |
| # Days/shifts lost STcert                                | 409    | 366                           | 11.7%         |            | 184  | 102           | 80.4%      |
| Sickness Rates - ST Uncert (up to 7 calendar days)       | 1.98   | 1.99                          | -0.6%         |            | 0.99   | 0.88          | 12.7%      |
| # Days/shifts lost STuncert                              | 708    | 747                           | -5.2%         |            | 208  | 167           | 24.6%      |

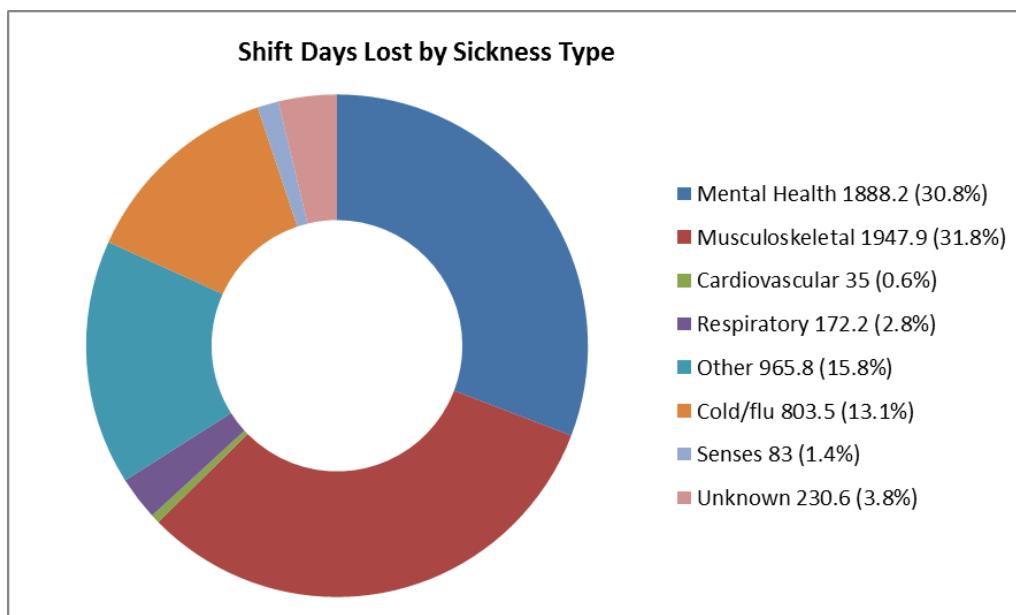
| Sickness Rates by post type<br>April 2017 - January 2018 |        | Control |               |            | Support staff |               |            |
|--|--------|---------|---------------|------------|---------------|---------------|------------|
|  |        | Actual  | Previous Year | % Variance | Actual        | Previous Year | % Variance |
| Overall Sickness Rate                                    | 10.37  | 8.69    | 19.4%         |            | 8.08          | 7.15          | 13.0%      |
| Total # Days/shifts lost                                 | 366.52 | 319.56  | 14.7%         |            | 1941.09       | 1688.76       | 14.9%      |
| Sickness Rates - Long Term<br>(over 28 calendar days)    | 6.86   | 4.12    | 66.5%         |            | 5.21          | 4.09          | 27.3%      |
| # Days/shifts lost LT                                    | 242.52 | 151.56  | 60.0%         |            | 1250.63       | 966.2         | 29.4%      |
| Sickness Rates - ST Cert (8 - 28 calendar days)          | 2.15   | 1.11    | 92.9%         |            | 0.99          | 1.12          | -11.6%     |
| # Days/shifts lost STcert                                | 76     | 41      | 85.4%         |            | 237           | 263.64        | -10.1%     |
| Sickness Rates - ST Uncert (up to 7 calendar days)       | 1.36   | 3.45    | -60.7%        |            | 1.89          | 1.94          | -2.8%      |
| # Days/shifts lost STuncert                              | 48     | 127     | -62.2%        |            | 453.46        | 458.92        | -1.2%      |

| Sickness Rates<br>April 2017 - January 2018           |  | On Call<br>staff |
|---|--|------------------|
|   |  | Actual           |
| Overall Sickness Rate                                 |  | 10.20            |
| Total # Days/shifts lost                              |  | 9859             |
| Sickness Rates - Long Term<br>(over 28 calendar days) |  | 7.43             |
| # Days/shifts lost LT                                 |  | 7183             |
| Sickness Rates - ST Cert (8 - 28<br>calendar days)    |  | 1.58             |
| # Days/shifts lost STcert                             |  | 1529             |
| Sickness Rates - ST Uncert (up<br>to 7 calendar days) |  | 1.19             |
| # Days/shifts lost STuncert                           |  | 1147             |

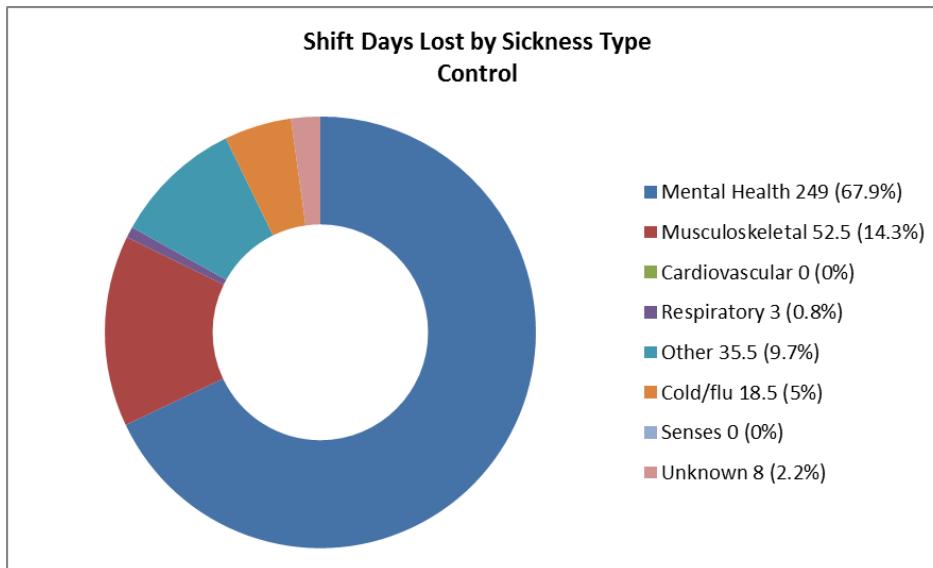
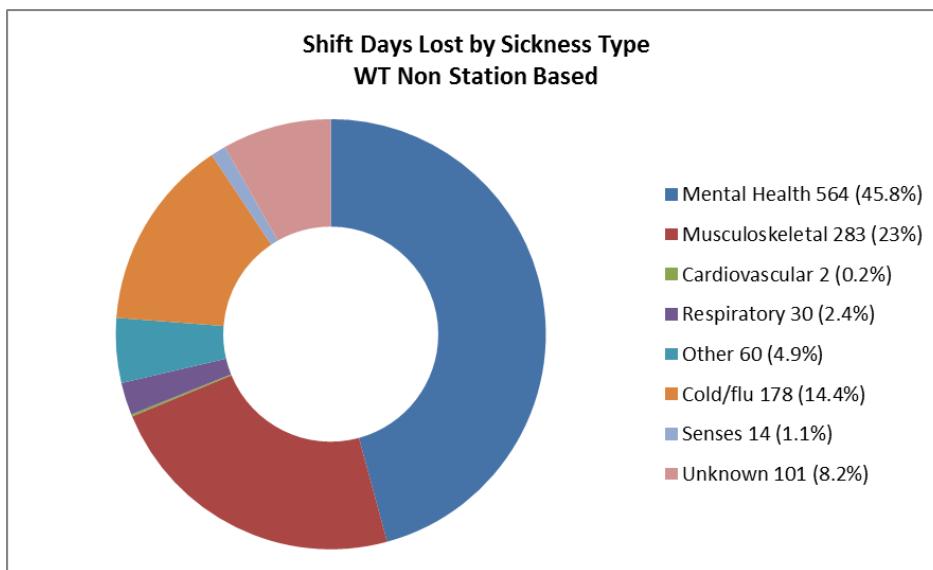
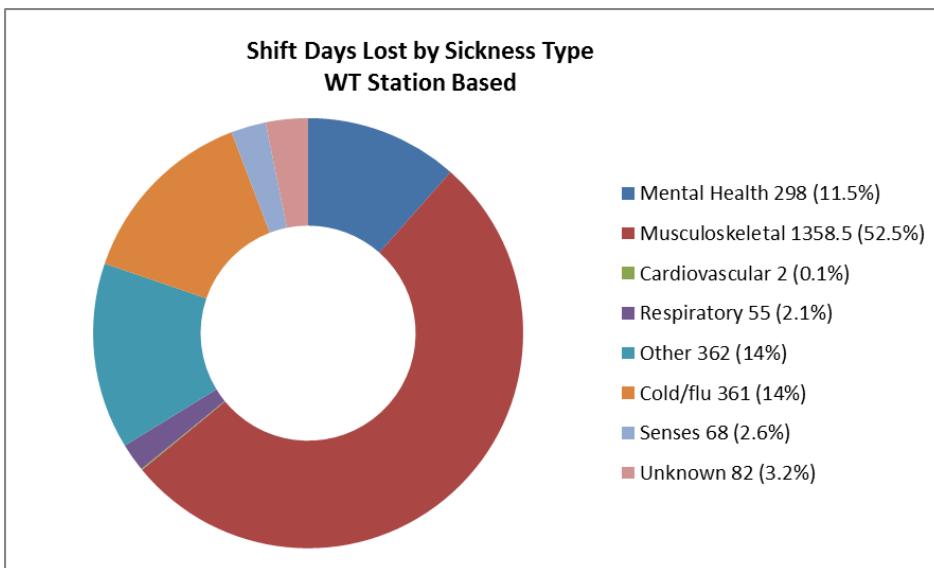
- 2.7 The Service collates information on the reasons for sickness which is taken directly from the Service dashboard. This information is presented in the same format, but is analysed by the five categories of staff referred to in paragraph 2.6 above.
- 2.8 The two most common reasons for sickness across 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 the Service has also seen an increase in long-term sickness.

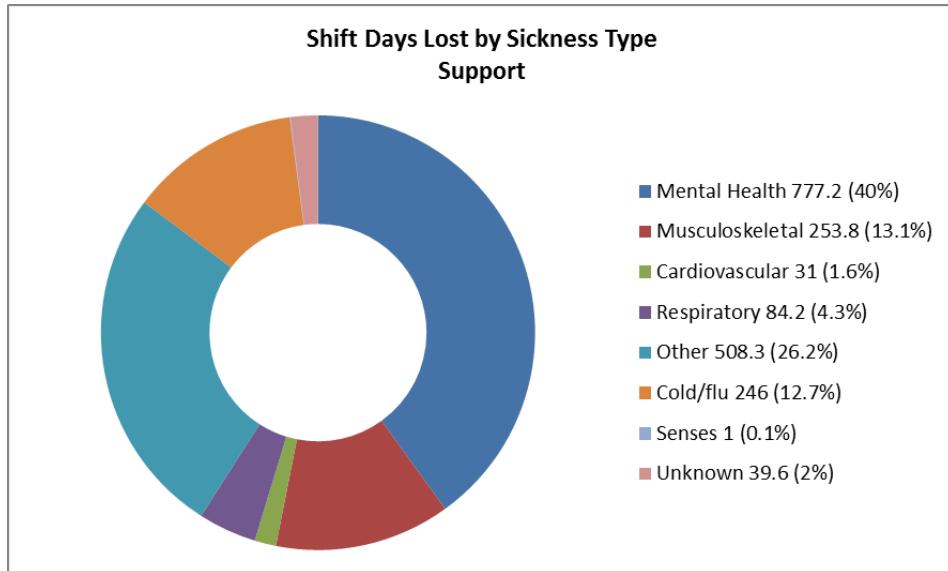
#### 2017/18 Year to Date Reasons for sickness for each staff category

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

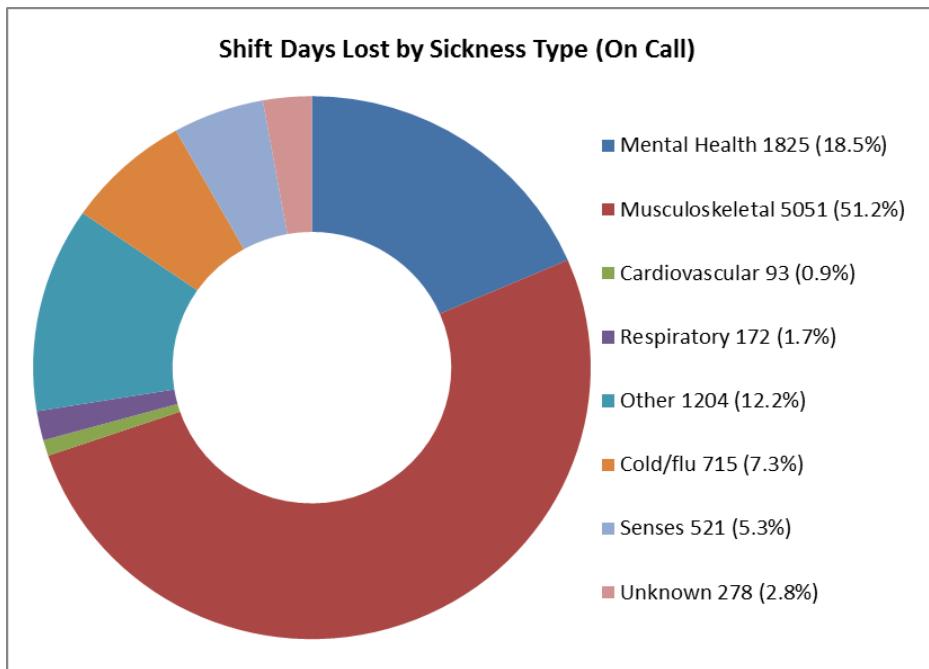


**Shift days lost by sickness type (split by post type):**





**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 there have been staffing capacity issues in terms of supporting this work e.g. preparing a revised sickness policy. Within the Human Resources (HR) Department, a temporary HR Officer has been appointed and one of the objectives is to get the revised absence management policy and guidance documents completed.

- 3.2 The Service is also undertaking a top-level review which will include:
- mapping the sickness absence reporting process and identifying areas that might offer opportunities for improvement,
  - analysing the sickness statistics and seeking underlying patterns and causation,
  - estimating the impact of sickness in terms of cost and staff availability,
  - understanding possible sick pay arrangements which are potential barriers to the Service's objective of enabling staff to return to work as quickly and safely as possible; and
  - to consider our overall performance and any cultural aspects.

3.3 A further report on the outcome of this review will be submitted to the Committee in due course.

4. **CONCLUSION**

4.1 This paper contains the standard measures of performance that are provided as part of this standing item, however, the Service is undertaking a top-level review as indicated above into sickness absence and will report to the Committee on the outcome of this review in due course. The Committee will also wish to consider how it would wish to receive the absence management performance data following the review.

4.2 The Committee is asked to note this report.

**PETE BOND**  
**Director of Service Improvement**