



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson  
CLERK TO THE AUTHORITY

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

(see below)

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## **HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE**

**Monday, 18 March, 2019**

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

M. Pearson  
Clerk to the Authority

## **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 10 December 2018 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 **Gender Pay Gap (Pages 5 - 22)**  
Report of the Director of Service Improvement (HRMDC/19/1) attached.
- 5 **Workforce Culture, Diversity & Inclusion - Quarterly Update (Pages 23 - 46)**  
Report of the Director of Service Improvement (HRMDC/19/2) attached.

- 6 **Absence Management Performance Report (Pages 47 - 54)**  
Report of the Director of Service Improvement (HRMDC/19/3) attached.
- 7 **Request for Retirement & Re-employment (Pages 55 - 58)**  
Report of the Director of Service Improvement (HRMDC/19/4) attached.
- 8 **Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Tranche One Reviews: People (Pages 59 - 70)**  
Report of the Director of Service Improvement (HRMDC/19/5) attached.

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

Membership:-

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

**NOTES**

<b>1.</b>	<b><u>Access to Information</u></b> 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> 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 Chair - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority.  Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair 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 at meetings (Authority Members only)</u></b> If you are present at a meeting and you are aware that you have either a disclosable pecuniary interest, personal interest or non-registerable interest in any matter being considered or to be considered at the meeting then, unless you have a current and relevant dispensation in relation to the matter, you must: <ul style="list-style-type: none"><li>(i) disclose at that meeting, by no later than commencement of consideration of the item in which you have the interest or, if later, the time at which the interest becomes apparent to you, the existence of and – for anything other than a “sensitive” interest – the nature of that interest; and then</li><li>(ii) withdraw from the room or chamber during consideration of the item in which you have the relevant 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 an interest of a sensitive nature. You must still follow (i) and (ii) above. Where a dispensation has been granted to you either by the Authority or its Monitoring Officer in relation to any relevant interest, then you must act in accordance with any terms and conditions associated with that dispensation. Where you declare at a meeting a disclosable pecuniary or personal interest that you have not previously included in your Register of Interests then you must, within 28 days of the date of the meeting at which the declaration was made, ensure that your Register is updated to include details of the interest so declared.
<b>4.</b>	<b><u>Part 2 Reports</u></b> 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> Members are reminded that, in accordance with Standing Order 37, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.

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## **HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE**

(Devon & Somerset Fire & Rescue Authority)

10 December 2018

### Present:-

Councillors Best, Clayton, Coles (vice Bown), Peart, Thomas, and Vijeh (Vice-Chair - in the Chair)

### Apologies:-

Councillor Hannaford

### Also in attendance (in accordance with Standing Order 38):-

Councillor Randall Johnson

#### \* **HRMDC/13 Minutes**

**RESOLVED** that the Minutes of the meeting held on 21 September 2018 be signed as a correct record, subject to amendment of the attendance list to record "(Vice Thomas)" after Councillor Randall Johnson (who was substituting at the meeting for Councillor Thomas).

#### \* **HRMDC/14 Absence Management Performance Report**

The Committee received for information a report of the Director of Service Improvement (HRMDC/18/33) that set out the Service's performance in relation to absence management for the period April to October 2018.

The report highlighted that absence for all employees for the period April to October 2018 was an average of 4.53 days compared with 4.92 days for the same period in 2017/18 which represented an 8% improvement. This was broken down in the report into more detail for the following staff categories:

- Wholetime station based staff – 5.57 days lost compared to 4.55 in 2017/18;
- Wholetime non-station based staff – 2.71 days lost compared with 4.35 in 2017/18;
- Control staff – 5.13 days lost compared with 8.78 days in 2017/18;
- Support staff – 4.29 days lost compared with 5.42 in 2017/18; and
- On Call - this could be compared with the previous year now the data was held which showed an absence of 6.61 days lost as compared with 6.65 days for the same period in 2017/18.

Reference was made to the ongoing work being undertaken by the Service to improve sickness absence. It was noted that a new Sickness Absence Policy had been finalised now. This included the provision of quick step guides for both staff and line managers. The policy also recognised that early intervention was often most effective.

As part of its support for a healthier workforce, the Committee noted that the Service had offered corporate flu vaccinations but the take up to date had been only 250 e-vouchers issued. Councillor Vjeh commented that the Service needed to understand why the flu jab was not being taken up. Councillor Vjeh also commented on the importance of early intervention in managing sickness absence and asked for information on this matter to be submitted to a future meeting.

Following a discussion in respect of the Service's proposals for fitness testing in the future, the Committee enquired if this would be undertaken in accordance with national procedures. The Head of Human Resources replied that the Service had been at the forefront of national research that had been undertaken into fitness. The 12 month pilot that the Service had undertaken in respect of the Drill Ground Test had provided far more extensive data than the original national research undertaken by Bath University. The Committee further enquired if the Service was adhering to national standards in respect of the VO<sup>2</sup> level set for fitness testing. The Human Resources Manager replied that the level set nationally was 42 VO<sup>2</sup> max which the Service had adopted, although there was also national guidance which indicated that staff could remain operational if they reached a level of 36 VO<sup>2</sup> max.

\* **HRMDC/15**     **Workforce Culture, Diversity & Inclusion Quarterly Update**

The Committee received for information a report of the Director of Service Improvement (HRMDC/18/34) that set out the progress made in respect of work being undertaken by the Service in planning and delivering cultural change in support of the requirements of the new Integrated Risk Management Plan, the Fire and Rescue Plan and national guidance.

The Committee noted the following points in particular:

- That the Chief Fire Officer had taken up the lead role within the National Fire Chiefs Council (NFCC) for Diversity & Inclusion and he would be progressing this agenda both nationally and locally;
- A new People Strategy had been prepared and was out for consultation with staff currently and a Diversity & inclusion Plan had been implemented;
- A cultural survey had been commenced which was intended to provide a gap analysis to assist the Service in determining what actions should be considered to ensure the Service's culture was inclusive and relevant to achieve its objectives;
- A diagnosis of recruitment practices had been started to allow identification of interventions which should lead to good practice being shared and implemented more consistently across the Service.

Reference was made in particular to the recruitment of Firefighters and the point that the Service had commenced using the Apprenticeship Scheme for the Wholetime new recruits who joined the Service in 2017 and also that the Scheme was being trialled with 5 On-call Firefighters. The Director of Service Improvement advised the Committee that the establishment of the apprenticeships within Devon & Somerset had been a significant piece of work which should be commended, particularly in view of this point that the Service was leading the way with On-call apprenticeships. It was hoped that the On-call apprenticeships could be extended within the Service in due course.

**HRMDC/16 Localism Act 2011 - Pay Policy Statement 2019/20**

The Committee considered a report of the Director of Corporate Services (HRMDC/18/35) to which was attached the proposed Pay Policy Statement to operate for the Authority for the forthcoming (2019-20) 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 the relationship between the pay of 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 the previous version of the Pay Policy Statement related to the application of nationally agreed cost of living pay awards and a minor revision to the controls relating to the re-employment of employees who had retired, which reflected the provisions within the Fire & Rescue Service National Framework for England.

**RESOLVED** that the Pay Policy Statement for 2019-20 be recommended to the Devon & Somerset Fire & Rescue Authority for approval.

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

The Meeting started at 10.00 am and finished at 10.57 am

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# Agenda Item 4

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/1</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>18 MARCH 2019</b>
<b>SUBJECT OF REPORT</b>	<b>GENDER PAY GAP</b>
<b>LEAD OFFICER</b>	<b>Director of Service Improvement</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require local authority employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between male and female employees.</p> <p>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.</p> <p>The latest iteration of the Service's gender pay gap indicates that certain issues may need to be addressed on recruitment and retention. The Service will develop an action plan which makes diversity &amp; inclusion issues integral to its business plan and is committed to taking all appropriate actions to address gender pay gap issues.</p>
<b>RESOURCE IMPLICATIONS</b>	None
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b>	N/A
<b>APPENDICES</b>	A. Gender Pay Gap Report 2018
<b>LIST OF BACKGROUND PAPERS</b>	<p>Equality Act 2010</p> <p>Public Service Equality Duty 2011</p> <p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017</p> <p>ACAS – Managing Gender Pay Gap reporting</p>

## 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. 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, 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; and
  - constrained individual choice, unconscious bias or discrimination.
- 1.3. The Service is taking short, medium and long-term approaches to achieving a more diverse workforce to improve the way it delivers services to the community of Devon & Somerset. Whilst the Service has improved in this area, particularly in relation to women in senior managerial roles (with an increase from 0 to 2 Area Managers and 0 to 1 Group Managers in the wholetime service; and 0 to 1 Watch Manager in the on-call service), this is not yet reflected in the gender pay gap figures.
- 1.4. To seek to address gender pay gap issues, the Service, amongst other things:
- now gives careful considers to the make-up of interview panels for every recruitment and promotion process;
  - has reviewed and redeveloped its approach to promotion processes;
  - has commissioned research from the University of Exeter on barriers to progression for women;
  - has considered barriers to flexible working in its work on duty systems;
  - has undertaken a people impact assessment on its fitness testing procedure, informed by national research on the physiological differences between men and women at different stages in life; and
  - has implemented unconscious bias training to raise awareness around bias affecting recruitment and progression decisions
- 1.5. The Service is aware that more can be done and recognises 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 the Service is better placed to identify and meet community needs.

- 1.7. Through positive action, the Service is raising the profile of females joining the fire and rescue service. Explicit Positive Action activity been utilised in the recruitment of On Call and non-operational staff, using targeted social media, advertising on specific recruitment agencies and via the website. An increase in the number of women expressing interest in becoming an On Call Firefighter indicates that this approach is proving successful. Positive Action activities will continue and expand for On Call recruitment and potentially wholetime recruitment in the future.
- 1.8. While seeing to secure the best way of meeting community needs, the Service will continue to explore new ways of working. This will involve, amongst other things, examining the impact of employment terms & conditions on underrepresented groups to ensure these do not create barriers for either joining the Service or progression.
- 1.9. Further actions to address gender pay gap issues and increase diversity within the workforce will be developed through the Service's Diversity & Inclusion Strategic Steering Group and captured in a plan aligned to the new People strategy currently in development. The next gender pay gap data point is set for 31 March 2019.

**ASSISTANT CHIEF FIRE OFFICER PETE BOND**  
**Director of Service Improvement**

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# **Gender Pay Gap Report**

## **2018**

Diversity & Inclusion and HR Services

Devon & Somerset  
Fire & Rescue Service

March 2019



# 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. However, more work remains to be done to ensure equality for all, to increase the number of uniformed female staff from the current 5% 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

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 male staff and female staff. 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. male and female staff are paid equally for the work they do within the scales and within national conditions of service.

Through undertaking a regular Equal Pay Audit, we are confident that male and female staff 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 male and female staff 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 included 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 **31/03/2018**.

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 2018 preceding the snapshot date. Any On-call staff who were not employed for the whole of January-March 2018 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 male staff of 13%, against a gap across the UK of male workers earning 17.9% more than female workers in 2018 - Office for National Statistics (ONS) 25/10/18. The median pay gap indicates there is a pay disparity in typical rates of pay between male workers and female workers of 13.6%.

All Staff	Male staff	Female staff	Gap £	Gap %
Mean hourly rate	£15.83	£13.77	£2.06	13.0%
Median hourly rate	£15.30	£13.22	£2.08	13.6%

### 3.2 Pay by quartiles: hourly pay quartiles

29% of people in the lower pay quartile are female with the percentage declining going up the quartiles with 6% in the upper middle quartile and 10% in the upper quartile.

2018 Quartile	Male staff	Female Staff
Lower	71%	29%
Lower Middle	92%	8%
Upper Middle	94%	6%
Upper	90%	10%

2017 Quartile	Male staff	Female staff
Lower	75.8%	24.2%
Lower Middle	93.0%	7.0%
Upper Middle	92.6%	7.4%
Upper	90.5%	9.5%

In summary, female representation has increased in the lower quartiles and reduced in the upper middle quartile. This has widened the pay gap.

### 3.3 Key issues

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

- Female representation has increased in the lower quartiles and reduced in the upper middle quartile.
- Female staff are under-represented in senior operational roles;
- Female staff are under-represented in all uniformed roles other than in Control;



- Female staff in the On Call staff group are disproportionately excluded from the calculations
- the majority of Green Book posts in the lowest two grades are held by female staff;
- Female staff 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 (scale point 6-49). 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 scale points associated with their role until they reach the maximum scale point for the role. Consequently, the longer someone has been in a role the more they will earn (subject to the maximum scale point) 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 regular Equal Pay Audits, the most recent one based on data from 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 95% of roles. Of the 5% female Wholetime staff, 2 occupied higher paid roles i.e. Group Manager and above, compared to 41 male staff.



Wholetime	Male staff	Female staff	Gap £	2018 Gap %	2017 Gap %
Mean hourly rate	£17.15	£15.67	£1.48	8.6%	11.7%
Median hourly rate	£15.39	£13.96	£1.43	9.3%	7.7%

The national gender pay gap for Full Time workers in 2018 is also 8.6% - Office for National Statistics (ONS) 25/10/18.

As a result of recruitment of Wholetime Firefighters in 2017, the percentage of female staff who were at Firefighter level increased from 55% to 61%, compared to 49% of male staff. There were fewer female than male staff, proportionately to the gender group, at Station Manager and Watch Manager level, but the same percentage of 14% at Crew Manager level (4 of the 28 Wholetime women and 77 of the 547 men).

As many allowances are linked to roles of Watch Manager and above, many female staff 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 staff	Female staff	Gap £	2018 Gap %	2017 Gap %
Mean hourly rate	£15.31	£13.59	£1.72	11.2%	3.2%
Median hourly rate	£15.36	£14.38	£0.98	6.4%	0.6%

Within the On Call male staff group (1,080), 8% were Watch Managers, 17% were Crew Managers and 75% were Firefighters. Of the 56 female staff, none were Watch Managers, 14% were Crew Managers and 86% were Firefighters. The female representation in the On Call workforce increased from 48 to 56.

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 Median Gender Pay Gap within the On Call staff group is less than within the Wholetime Group.

It should be noted that the methodology to calculate the Pay Gap has resulted in some female and male staff being excluded for one of 3 reasons; the first being that they are staff from one of 10 stations that are paid a salary based on historic levels of emergency incidents. The second that they are staff who were not employed for the whole of January-March 2018 or were on unpaid leave or maternity leave in the reference period and the third that they are staff whose derived "annualised" hours were less than 104, i.e. minimum annual hours for On-call staff.

Female staff were disproportionately affected as only 66% were included in the calculations compared to 81% of the male staff.

Although the female contingent increased by 8, only 3 of those were included and, at Firefighter level, would have ended up in the Lower Quartile. This issue of not including staff in the calculation does not arise in any of the other staff groups. The low percentage of female staff 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 staff	Female staff	Gap £	Gap %
Mean hourly rate	£14.06	£14.38	-£0.32	-2.3%
Median hourly rate	£14.51	£13.81	£0.70	4.9%

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 male and female staff in those roles, i.e. 45% of Green Book and 74% of Control staff were female.

There were no male staff in the highest grade in Control with 3 female Station Managers. Compared to the overall ratio of female to male staff in control, there were proportionately fewer female (10%) than male (40%) Watch Managers, but nearly the same percentage Crew Managers. 55% of the 29 female Control staff are at Firefighter level, compared to 40% of the 10 male staff. This means that, although there are not many male staff in Control, proportionally a lot of them are in the Watch Manager role.

The higher roles in Control (Station and Group Manager), as with the Wholetime staff group, also attract flexibility allowances. As there were no male staff in those roles, the pay gap in this staff group is in favour of female staff.

### Green Book staff

Green Book	Male staff	Female staff	Gap £	2018 Gap %	2017 Gap %
Mean hourly rate	£15.69	£13.90	£1.79	11.4%	13.1%
Median hourly rate	£14.33	£12.12	£2.21	15.4%	16.1%

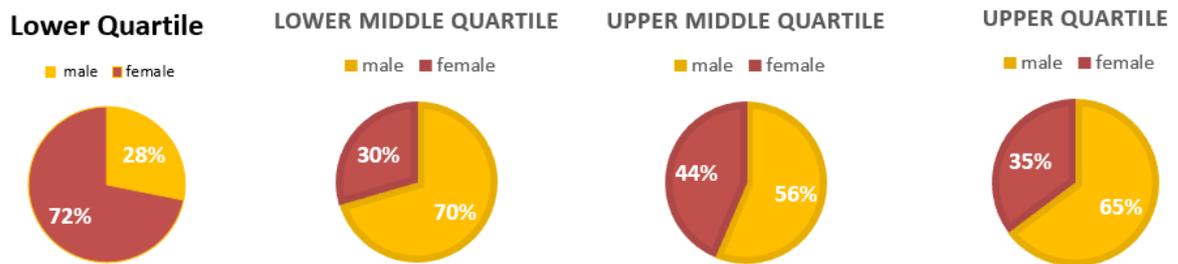
Overall there were 128 female staff in Green Book (Support, non-uniformed) roles and 156 male staff. Whilst female staff were well represented amongst this staff group, there were many more female than male staff in the most junior posts, grades 2 and 3, with most of the female staff in clerical or administrative posts and most of the male staff in caretaking or technician roles. Only around 8% of male staff are in grades 2 and 3, whilst this percentage is around 37% for female staff.

There were significantly more male than female staff in most of the middle grades (grades 4, 5, 6 and 8, though not 7), and also at grades 10 and 11. The numbers at grade 9 were equal and at grade 7 nearly equal.

It is encouraging that even though the increase of female staff (7) was a lot less than the increase in male staff (19 men), the pay gap decreased.

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 staff	Female staff	Gap £	2018 Gap %	2017 Gap %
Mean hourly rate	£12.66	£11.12	£1.54	12.2%	10.7%
Median hourly rate	£13.45	£9.88	£3.57	26.5%	27.8%

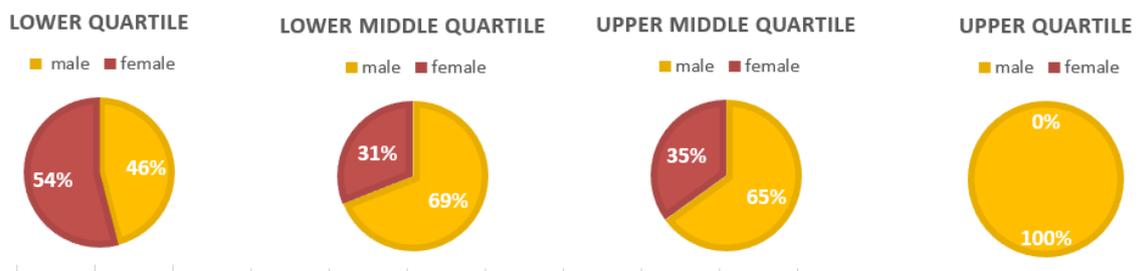
The majority of our group of Casual workers is involved in Community Fire Safety work, which includes general community activities (Advocates) and working with Children and Young Persons (CYP worker). A smaller group consists of individuals who support the training function of the Service’s Training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

**Male/female distribution within the casual worker’s roles**

	female %	male %
Advocate	40%	60%
CYP	31%	69%
Support Casual	38%	62%
Training academy	0%	100%

The Advocates have the lowest average hourly pay and the Academy Casuals the highest. This results in the lower 2 quartiles virtually all Advocates on the lowest hourly rate, the Upper Middle quartile mainly consisting of CYP individuals with an average pay 41% higher. The Upper quartile consists entirely of male staff and they mainly undertake Academy Casual work with an average pay 15% higher than CYP casuals. This difference of pay between the lower 2 quartiles and the upper 2, explains the resulting gender pay gap.

**Figure 2 Distribution of male/female casual workers in pay quartiles**





Although the Gender Pay Gap 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, 29% of male staff were part-time (most being On Call firefighters providing part cover) and 36% of female staff (most in Green Book roles). The proportion of part-time workers was fairly equal between male and female staff in the Wholetime (male 3%,female 7%) and On Call (male 45%,female 54%) categories, but there were no part-time male staff in Control, and substantially more female part time workers in Green Book roles (38% versus 13%).

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

Although the Gender Pay Gap within Control and On Call staff groups are relatively small, when all the staff groups are combined the pay gap widens to 13%.

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, 88% are male, and 84% 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 male, 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, female workers earn on average 18% less than male workers. The gender pay gap exists because female workers tend to have lower-paid occupations and sectors, and occupy less senior roles. This is reflected in the Service's data. Many female workers 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 Service has a Diversity & Inclusion Plan which includes annual objectives for all departments and support the aims the Service has set in the Fire and Rescue Plan:

- develop and implement a new service delivery model to improve response availability, matched to risk, and facilitate greater diversity within our workforce
- develop a People Strategy to define who we aim to be and a Workforce Plan to show how we resource our new ways of working
- deliver an improved approach to leadership and management development
- develop a recruitment process that focuses on recruiting the skills we need for the future and remove barriers to increasing diversity and inclusivity in our workforce
- introduce schemes for alternative career paths
- introduce apprenticeship opportunities for new and existing staff to develop their careers.

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 staff and promotion processes for Wholetime staff. The Service has used a targeting approach on social media, advertising on specific recruitment agencies and our website. This has been successful considering the increase in interest shown by female applicants to become an On Call Firefighter (15.5% of applications in 2018) and intake of female On Call staff (8.6%).

Positive Action activities will continue and expand now the Service has implemented 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 and recruitment processes are revisited to ensure they are fully inclusive.

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 female staff
3. Ensure that female staff are well represented and have a voice at any staff engagement events



4. Through national collaboration, research and develop Service understanding of the physiological differences between male and female staff 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 are being explored. In doing so, particularly the effects of terms & conditions on underrepresented groups will be considered in detail through a People Impact Assessment 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 the annual plan which will aligns to the new People strategy.

# Agenda Item 5

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/2</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>18 MARCH 2019</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>EXECUTIVE SUMMARY</b>	<p>This report identifies progress in work being undertaken by the Service in planning and delivering cultural change in support of the requirements of the new Integrated Risk Management Plan (IRMP), the Fire and Rescue Plan and national guidance.</p> <p>The National Fire Chief's Council has published the Leadership Framework which will give direction to the Service's work within the People Development project.</p> <p>Internally, the final draft of the People Strategy is being developed further from the staff engagement and will be published in April and workshops have taken place to determine the approach towards recruitment practices.</p> <p>In addition, a cultural audit has been done with a report due at the end of March. Also, a survey has taken place of senior leaders and Fire Authority members reference Diversity &amp; Inclusion.</p> <p>An annual report around Recruitment and Workforce Diversity has highlighted some issues about progress towards creating a more diverse workforce.</p>
<b>RECOMMENDATIONS</b>	<b><i>That the report be noted.</i></b>
<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>	A. Recruitment and Workforce Diversity Annual Report January to December 2018.
<b>LIST OF BACKGROUND PAPERS</b>	N/A

## **1. INTRODUCTION**

- 1.1 This report details progress in the last quarter of the 2018-2019 financial year towards achieving a more diverse workforce and a more inclusive working environment.
- 1.2 Since the start of the year the National Fire Chief's Council has published the Leadership Framework which will give direction to the Service's work within the People Development project.

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

- 2.1. Early in 2017 a culture review was undertaken for the Devon & Somerset Fire & Rescue Service ("the Service") by external consultants – Innovation Central. This resulted in a programme to:
- redesign new Values and Leadership Behaviours;
  - design a new Appraisal process;
  - develop a transparent promotion process; and
  - upskill leaders and managers.
- 2.2. The development of the new appraisal process has reached the stage where the format of the meeting and general principles have been rolled out to the workforce. The accompanying IT system is still in development and it is expected to be trialled informally from mid-March with a full launch (phase 1) before the end of April.
- 2.3. The People Development project is currently at the stage of identifying the organisational requirements along with the budget necessary to deliver the outcomes. Collaboration within and externally to the emergency services sector is being considered.
- 2.4. A cultural audit has been undertaken in line with Public Service Internal Audit Standards. This involved a desk top review of policies and procedures, interviews with staff and a survey. The audit was designed to examine progress made since the culture review and provide a gap analysis to assist in determining what actions need to be considered to ensure the Service's culture is inclusive and relevant to achieving the Service's objectives. It will also inform any work required to replace the current Bullying & Harassment Policy. A report is expected to be presented by the end of March.
- 2.5. In addition to the above, a survey from the National Centre for Diversity was undertaken by the 18 most senior leaders and, separately, the Fire & Rescue Authority. It will be very beneficial in helping the Service and Authority understanding their position on FREDIE (Fairness, Respect, Equality, Diversity, Inclusion and Engagement), a big area of interest for HMICFRS. The results, which will be provided towards the end of March, will also give comparative data against others within the fire and other sectors which will help inform the Service's next steps in moving forward.
- 2.6. In line with Home Office guidance, national best practice and the Fire and Rescue Plan, a People Strategy has been produced and consulted on. The final draft is now being developed to be published in April.

- 2.7. The People Impact Assessment project has seen several successful trials of the concept and consideration will be given to an implementation plan and providing guidance.
- 2.8. Other ongoing initiatives to ensure an inclusive working environment include:
- The Inclusion Think Tank has been meeting monthly since the start of 2019 and is considering its contribution to the national and local agenda in relation to Diversity & Inclusion
  - Fire Pride has marked LGBT History Month and is exploring collaboration with the police LGBT support group
  - International Female's Day has seen a day of workshops and sessions for Police & Fire Service personnel.
  - A 'Living the values' guidance has been produced and a communication plan is being discussed to ensure it reaches all managers.

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

- 3.1. In support of both the Integrated Risk Management Plan and the Fire and Rescue Plan, multiple initiatives are either underway or planned to increase diversity in the workforce.
- 3.2. An analysis of the relative levels of success of On Call recruitment practices in different Service groups has been completed and the findings have been used to review and refine the On Call recruitment process and the role of Service Delivery in this. Changes made to the process will ensure that good practice is shared and implemented more consistently across the Service. This analysis has also informed some aspects of the discussions around a future recruitment process for Wholetime positions.
- 3.3. Two workshops have taken place to consider both the requirements for the role of Firefighter and a recruitment process to identify these requirements in applicants. A generic process was agreed and the intention is that both On Call and Wholetime processes will generally follow the same format. Further work has been scheduled to look at details and identify positive action initiatives to ensure potential applicants are reached and supported.
- 3.4. Outcomes of an analysis of the training provided to Wholetime Firefighters with different operational backgrounds will be taken into account when considering how new recruits will be developed within the relevant duty systems.
- 3.5. At its last meeting on 30 January 2019, the Service Diversity & Inclusion Strategic Steering Group discussed progress against the Diversity & Inclusion plan and the terms & conditions of the Group.
- 3.6. An Annual report on recruitment and diversity in the workforce has been published and is now attached as appendix 1. It includes information on:
- (a). Applicants – female, black and minority ethnic (BAME), lesbian, gay, bisexual and transgender (LGBT), disability
  - (b). New Staff intake - Gender/BAME/LGBT/disability
  - (c). Promotion and temporary promotion - female, BAME
  - (d). Gender/BAME/LGBT/disability ratio within workforce

- (e). Leavers
- (f). Disciplinary and Grievance cases

3.7. In summary, the key findings from the report are:

1. Females are under-represented in all uniformed roles other than in Control;
2. There is a significant amount of 'undisclosed' diversity data for On Call applicants;
3. There is a distinct lack of diversity in relation to protected characteristics in the new starters Wholetime group;
4. The application rate for Support vacancies from females has dropped significantly;
5. The ethnic minority application rate for Professional/Support vacancies is slightly higher than the percentage of ethnic minorities in the community;
6. Grade 6,7,8 ICT vacancies only attracted male applicants; and
7. At the current rate of recruitment, the representation of females in the operational workforce will not reach significant levels (e.g. 20-30%) until the next century.

3.8. Key findings 1 to 5 are explored in more detail below:

***Key finding 1***

Overall in the Service, females made up 12.3% of the workforce at the end of the period covered, up from 11.9% at the start. Within the operational categories this proportion started at 4.9% increasing slightly to 5.1% for the On Call group and 5.0% for the Wholetime staff at the end of the period. Nationally, the relevant percentages are 6.1% and 4.9% respectively. The proportion of females in the Support/Professional staff group increased from 44.9% to 46.1% and in the Control staff group it decreased slightly from 75.0% to 73.7% as a result of 2 females leaving.

***Key finding 2***

More than 40% of On Call applicants have not got recorded data in relation to diversity characteristics, including gender. All cases of missing diversity data are before 1 July 2018, which indicates that changes in the process have resolved any issues from re-occurring.

***Key finding 3***

Ninety five male On Call staff and 1 female applied for the 29 Wholetime fixed term contract positions. No external Wholetime recruitment processes were run in 2018, though 48 On Call individuals gained a position within the Wholetime staff group of whom 1 was female. None of the new starters in this group identified as belonging to a minority ethnic group, LGBT or as disabled.

One hundred thirty eight individuals started an On Call position of which 12 were female (8.7%). This is a higher percentage than females currently in the On Call staff group (5%). However, only 1 female joined in the last quarter of 2018. In the Support/Professional staff group 49 positions were filled with new starters, of which 22 (45%) were female.

Ethnic minority, LGBT and disability percentages in the new starters group are 2.1%, 2.1% and 1.3%. With around 26-29% 'not stated' is difficult to determine how much this reflects the true group profile.

***Key finding 4***

The application rate for Support vacancies from females (36%) is lower than 2017 when the application rate for females in this staff group was 56%. This is likely to be the result of the types of vacancies advertised and job segregation in that sector i.e. ICT and property management.

***Key finding 7***

Since 2002, the Service has seen on average increase of 2.1 females a year for On Call and 1 for Wholetime. Assuming the current trend and current staffing levels we will reach a 20% female representation in the workforce around 2100 and 30% around 2150.

- 3.9. Other initiatives in relation to progression include a Women's Springboard Development Programme, Action Learning Sets in collaboration with various regional emergency service partners and collaboration with Exeter University's sociology department to initiate research into female career progression in the Service.

**4. COMMUNITY INCLUSION**

- 4.1. An internal Consultation & Engagement Task & Finish Group has been established to work alongside Community Consultation & Engagement to increase efficiency, consistency of campaign messages and prevent consultation overload.
- 4.2. A Community Impact Assessment process has commenced to ensure all aspects are considered of proposed duty systems.

**ASSISTANT CHIEF FIRE OFFICER PETE BOND**  
**Director of Service Improvement**

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**DEVON &  
SOMERSET**  
FIRE & RESCUE SERVICE

# **Recruitment & Workforce Diversity Annual Report January – December 2018**

Diversity & Inclusion Section

Devon & Somerset  
Fire & Rescue Service

March 2019



## **DSFRS Staff Diversity Data**

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## Document Control

### Amendment History

Version	Date	Author:	Remarks/Reason to Change
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### Sign-Off List

Name	Position
ACFO Bond	Director of Service Improvement
AM Hassell	Head of Transformational Change

### Distribution List

Diversity & Inclusion Strategic Steering Group  
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## DSFRS Staff Diversity Data

### 1. Introduction

Section 149 of the Equality Act 2010 provides for the general public sector equality duty. This requires public authorities to have due regard to the need to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity between people who share a protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not.

The duty requires Public bodies to publish equality information pertaining to the makeup of its workforce on an annual basis and covers all the protected characteristics including gender, disability, ethnic group and sexual orientation.

The analysis within this report covers Gender, Disability, Ethnicity, Sexual Orientation and Religion) for the following:

- Applicants in relation to Gender, Ethnicity, Sexual Orientation and Disability
- Jobs advertised (including uniformed, non-uniformed, Professional/Support, Control)

For guidance on the Equality Act 2010 please see [www.gov.uk/equality-act-2010-guidance](http://www.gov.uk/equality-act-2010-guidance) and [www.equalityhumanrights.com](http://www.equalityhumanrights.com).

DSFRS procurement guidance sets out expectations to our potential providers and publishes this report to adhere to these requirements and provide an example.

DEVON AND SOMERSET FIRE & RESCUE SERVICE  
GUIDANCE FOR EVALUATING SERVICE PROVIDERS ACTIONS ON DIVERSITY AND EQUALITY  
(Age, sex, race, disability, religion or belief, gender reassignment, pregnancy & maternity, sexual orientation, marriage & civil partnership)

LEVEL 1 – MINIMUM STANDARDS Firms of 5 or more employees Must achieve criteria 1 - 4		LEVEL 2 – MINIMUM STANDARDS Firms of 50 or more employees Must achieve criteria 1 - 8		LEVEL 3 – MINIMUM STANDARDS Firms of 150 or more employees Must achieve criteria 1 - 8 AND Encouraged to achieve 9 – 12 also	
1	Provide a written equality policy which covers at least: recruitment, selection, training, promotion, discipline & dismissal, and (a) victimisation, discrimination & harassment, making it clear that these are disciplinary offences within the firm; (b) identification of the senior position with responsibility for the policy and its effective implementation; (c) communication of the policy to staff.	5	Written instructions to managers and supervisors on equality in recruitment selection, training, promotion, discipline & dismissal of staff and other relevant HR policies such as Pregnancy & maternity, work-life balance policies etc. These can be instructions for general opportunities in employment.	9	Regular consultation on equality issues within the workforce
2	Effective implementation of the policy in the firm's recruitment practice, to include open recruitment methods such as the use of job centres, careers service or press advertisements	6	Training in equality for managers and staff.	10	Regular diversity monitoring of selection transfer, training, promotion, discipline and dismissal – and bullying and harassment
3	Regular Reviews of the policy	7	Monitoring of: - <ul style="list-style-type: none"> <li>• The numbers of job applicants for employment from different groups.</li> <li>• The numbers of employees from different groups, by grade and section.</li> </ul>	11	Mention in the firms recruitment advertisements and publicity literature of its arrangements for offering equal opportunities  Publish Equality monitoring information
4	Regular monitoring of the number of job applicants from different ethnic groups, gender and disability	8	If monitoring reveals under-representation of particular groups, action to check that criteria 1-3, & 6-7 are being used effectively in the organisation and to make changes if necessary	12	If monitoring (as in criteria 7 and 10) indicates under-representation of any group take action to check the criteria 1-3, 5, 6, 9 and 11 are being used effectively within the firm and if not, take appropriate advice. Take appropriate action (including positive action as a result of that advice)



## 2. Methodology

Diversity data for applicants is captured in the Talentlink Recruitment system and data for new starters and leavers is recorded in Workforce personnel system. Data is extracted for the purposes of regular monitoring and scrutiny. Reports can only be created by certain members of the HR team who are cleared for access to this confidential data. Written reports are always in anonymous format and where it is possible to identify an individual, data will be generalised to a format where this is no longer possible.

Diversity monitoring in order to monitor progress of under-represented groups through the various stages is only undertaken for On Call recruitment in relation to female applicants. This is not mandatory. No other recruitment workflows currently are actively monitored in relation to protected characteristics until individuals enter employment. This report has the purpose to identify any potential issues with vacancies.

Gathering Diversity information from staff is done at the start of employment by extracting data from the Service's Recruitment system and recording those details on the Workforce system. Throughout employment with the Service staff can change or add data by using an "app". which allows all employees to check and amend their details very easily, with reminders sent every 6 months.

Benchmark figures for 2017/18 are taken from the data used to support the Communities and Local Government Associations returns which were last updated October 2018. <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#workforce-and-workforce-diversity>

Note: Where information has been benchmarked, references are recorded as appropriate.

Data is correct as of 10/1/2018. Only valid data has been analysed, no gaps in the data have been identified. Some vacancies were still open for applications at the time of data extraction.

In places the word 'Retained' has been used within the data tables. This is our group of 'On Call' staff who respond to a station when incidents occur. They are usually self-employed or have a primary employer who releases them for the time it takes to resolve the incident. BME & BAME has the same meaning i.e. Black, Asian & Minority Ethnic. For the purpose of this report it includes all non-white and non-UK/Ireland individuals.

The recruitment system uses 4 classifications for vacancies;

- 1 On Call
- 2 Wholetime
- 3 Promotion/Transfer
- 4 Professional/Support



### 3. Summary of key issues identified

The key findings identified in this set of data are:

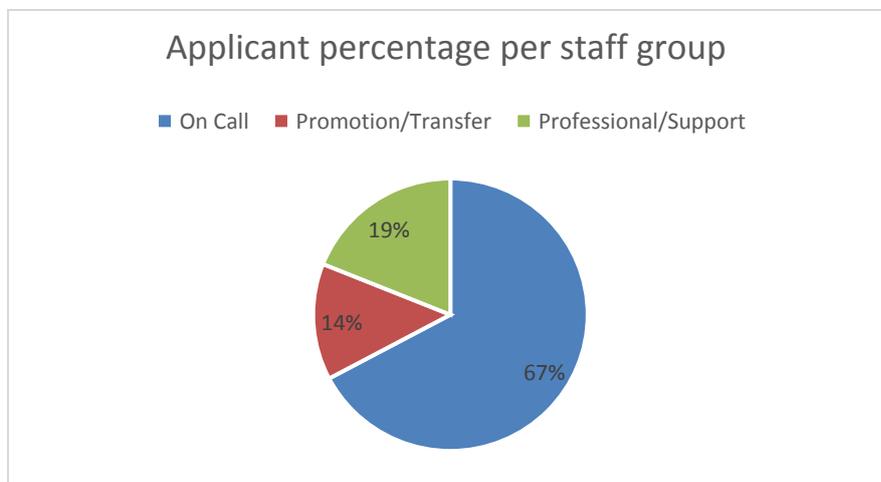
- There is an underrepresentation of female staff in all uniformed roles other than in Control;
- Significant amount of 'undisclosed' diversity data for On Call applicants
- There is a distinct lack of diversity in relation to protected characteristics in the new starters Wholetime group
- The attraction rate for Support vacancies from female applicants has significantly dropped
- The ethnic minority application rate for Professional/Support vacancies is slightly higher than the percentage of ethnic minorities in the community
- Grade 6,7,8 ICT vacancies only attracted male applicants
- At the current rate of recruitment, the representation of female staff in the operational workforce will not reach significant levels until the next century.

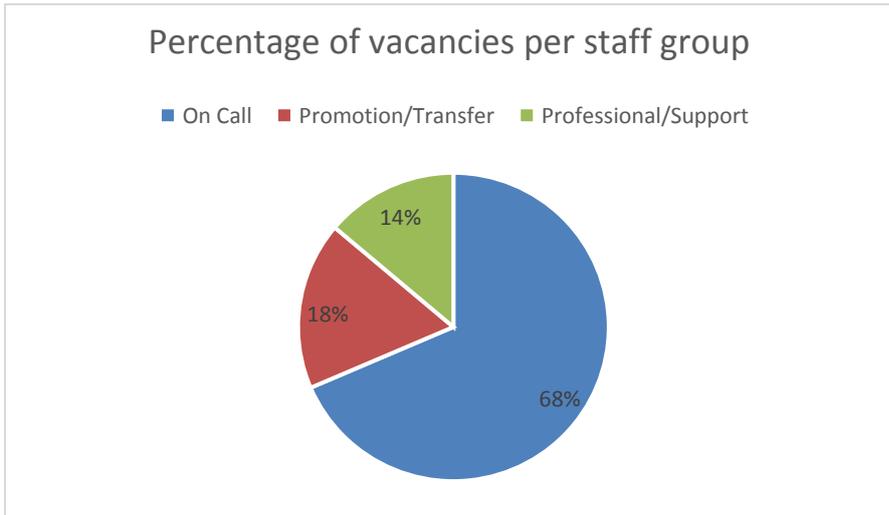
#### Recommendations

In line with the DSFRS Plan, a People strategy is being drafted. The accompanying Diversity & Inclusion Plan, to address issues identified, has been published. Various initiatives are under way and planned to increase the diversity of the workforce in line with the DSFRS plan and good practice within recruitment will be shared and implemented across the Service. LGBT inclusion needs to become more visible to ensure staff feel their sexual orientation will be accepted and accommodated. In working towards this a transgender policy has been implemented and, in February, the Fire Pride & Allies staff support group will support LGBT History month. Professional/Support and ICT vacancy adverts need to be checked and monitored on gender biased wording.

### 4. Recruitment

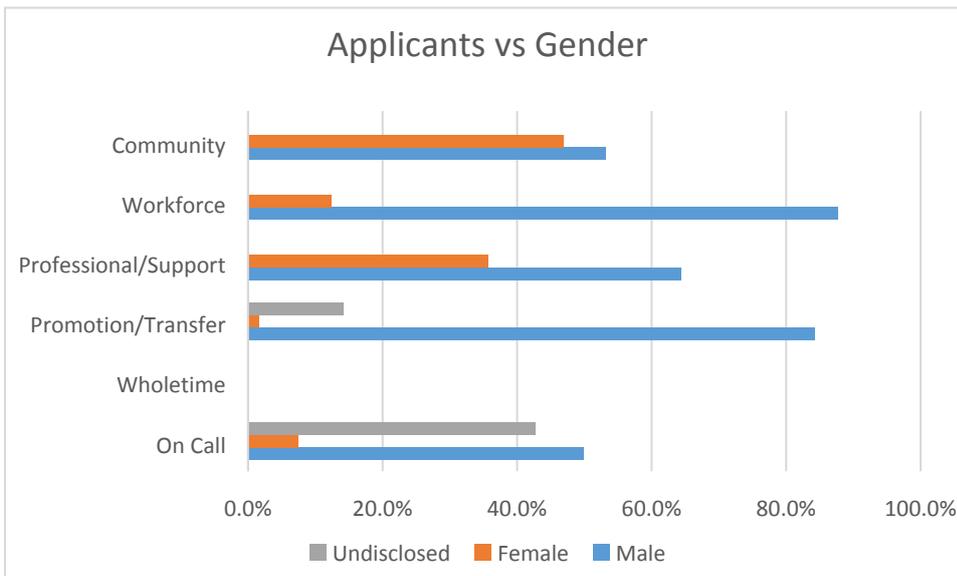
In 2018 793 (619 On Call + 174 Support) external individuals applied through the recruitment system for 23 jobs (109 On Call FF and 22 Support roles). The Promotion/transfer process saw another 190 (internal) individuals apply. No Wholetime recruitment processes were run in 2018.





The above charts show that the amount of people applying for the jobs available per staff group are proportionate i.e. there are no extraordinary amount of people applying for certain jobs.

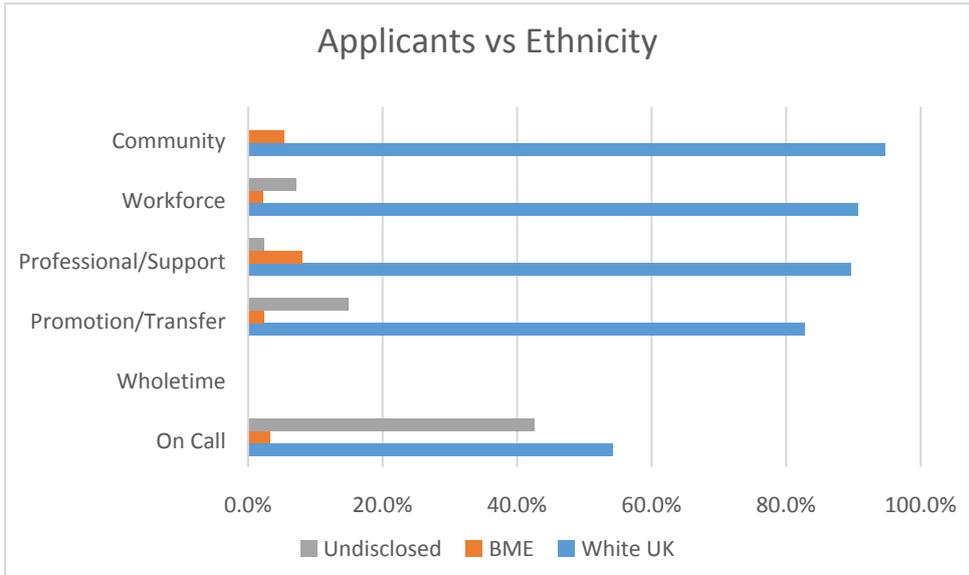
The graph below shows the vacancy type against applicant gender and the gender percentages for the workforce and the Community.



The attraction rate for Support vacancies from female applicants (36%) is below the percentage of women of working age in employment<sup>1</sup> (47%).

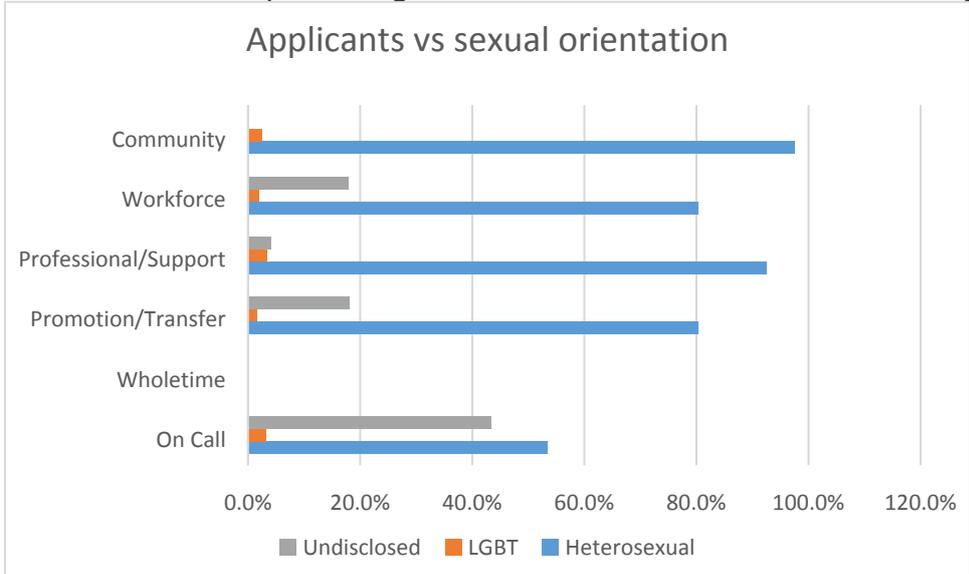
The On Call vacancies female application percentage is 7.4%, which is lower than in 2017.

The next 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 with 8%. This is higher than the percentage of BME in the Devon community (5.3%), higher than the BAME population percentage in Exeter (7%)<sup>2</sup>, and as high as the percentage in the Southwest<sup>3</sup> (8%).

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



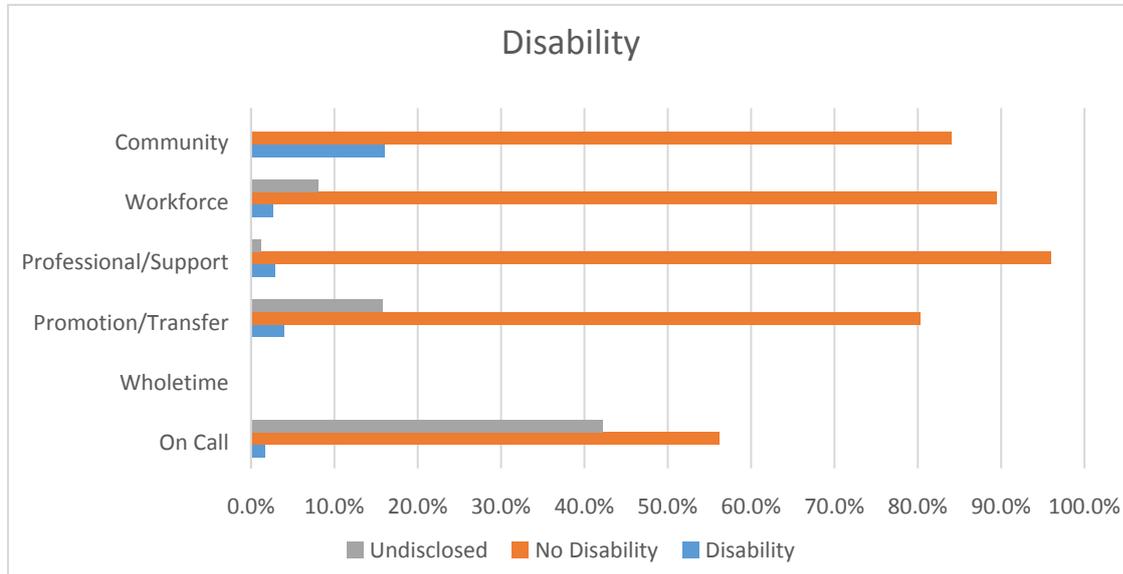
From the graph it is apparent that the application rates from LGBT for Professional/Support (3.4%) is higher than the community (2.5% in 2011). Even though the 'non-disclosure' rate is high within the On Call applicant group, the percentage of LGBT is still 3.2%.

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 graph below 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>4</sup>. This means that only 7.4% of the working age population is disabled and working.

Considering the workforce consists of 2.6% people with recorded disabilities, the percentage in Promotion/Transfer applicants, which are all internal, was 3.9%. This may indicate that those with a disability are slightly more inclined to seek promotion.

- 1 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
- 2 Devon County Council data, 2011 census <https://new.devon.gov.uk/factsandfigures/data-table/?postId=ethnicity&geography=464>
- 3 Nomisweb data, census 2011 <https://www.nomisweb.co.uk/census/2011>
- 4 Papworth Trust - Disability in the United Kingdom 2016 Facts & Figures

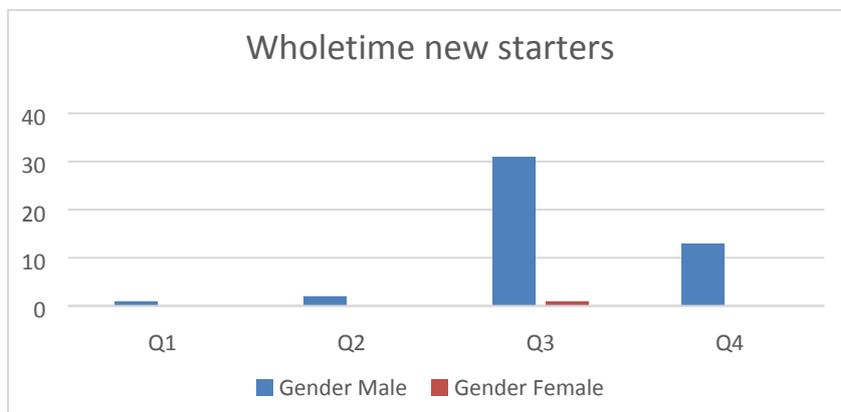


### 4.1 Wholetime recruitment

No Wholetime Firefighter recruitment processes were undertaken in the traditional sense in that there were no Firefighter roles advertised for external candidates to apply for.

However, in August On Call staff have been given the opportunity to apply for 29 6-month Fixed Term Contract Wholetime positions or gain promotion to a Wholetime Crew Manager or Watch Manager post. All the applicants for the Crew and Watch positions are captured in the section 6 Promotion/transfer. Ninety five male On Call staff and 1 female applied for the fixed term contract opportunity.

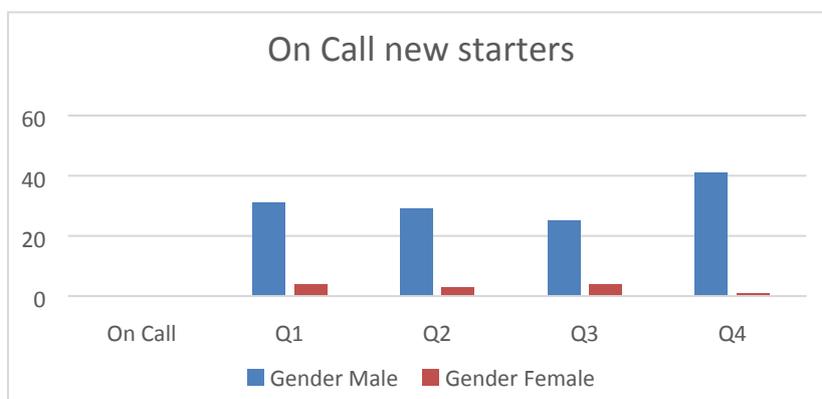
As a result of the above, 48 individuals gained a position within the Wholetime staff group of whom 1 was female.



None of the new starters in this group identified as belonging to a minority ethnic group, LGBT or as disabled.

### 4.2 On Call recruitment

Forty six female applicants applied for On Call positions out of a total of 619 applicants (7.4%). However, more than 40% of applicants have not got recorded data in relation to diversity characteristics, including gender. This is likely to cause part of the decrease from last year when the figure was 13.8%. All cases of missing diversity data are before 1 July 2018, which indicates that changes in the process have resolved any existing issues.





One hundred thirty eight individuals started an On Call position of which 12 were female (8.7%). This is a higher female percentage than currently in the On Call staff group (5%). However, there was only 1 female joiner in the last quarter of 2018.

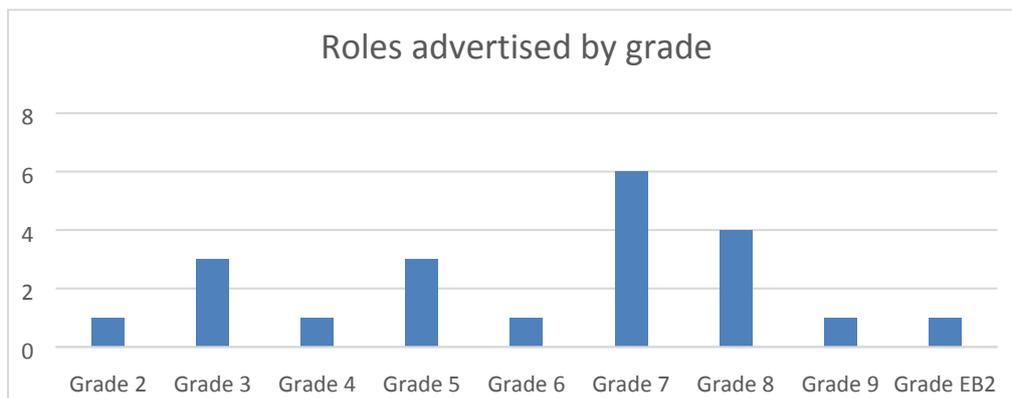
Four individuals (2.9%) identified as belonging to a minority ethnic group. This is slightly lower than the community in general (5.3%). A variety of factors could contribute to this including the population profile within the 5 minute response area of an On Call station.

Of the newly appointed staff, 2 identified as LGBT (1.4%) and 1 as disabled. There were low rates, around 3%, of 'not stated', which indicates that these figures are close to reality.

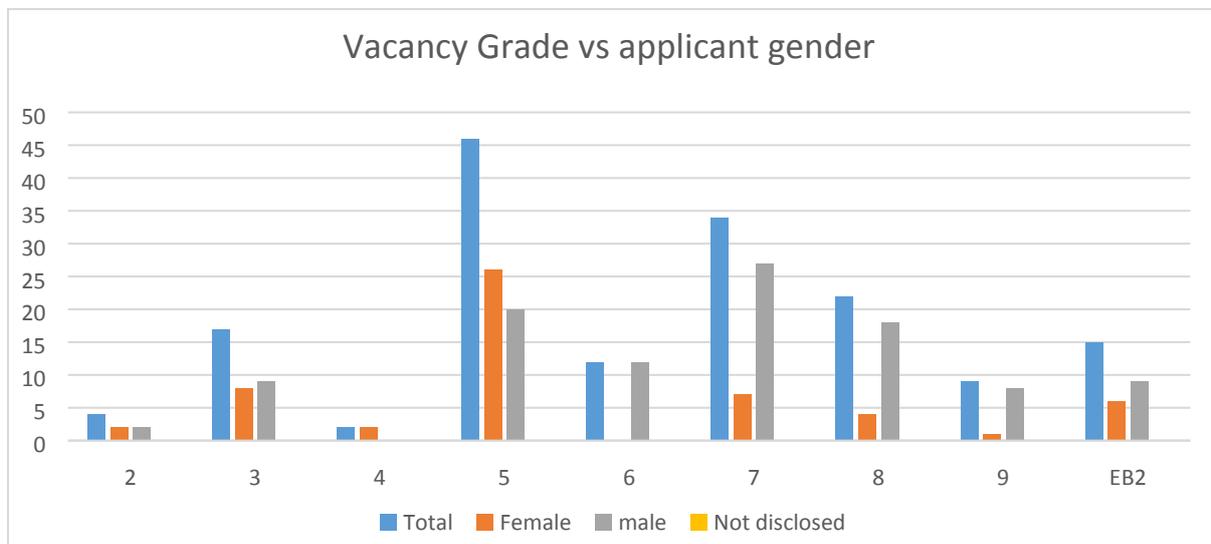
### 4.3 Professional & Support Staff recruitment

In 2018 160 people applied for 21 jobs, one job was a temporary Control Room post and 2 were (uniformed) secondments for internal candidates only.

The graph below shows the amount of jobs advertised per grade.



Grades 2-3 are of a more administrative nature, with grades 4-9 being more subject specific and requiring specific knowledge and/or experience.

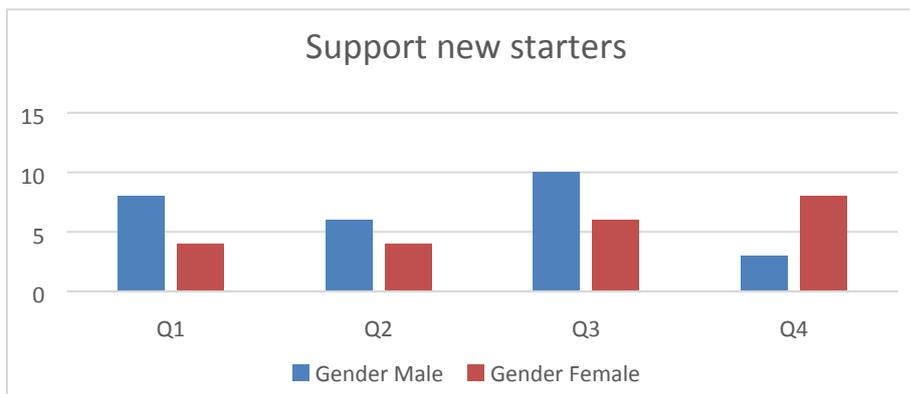


Most applications were for the Grade 5, 7 and 8 jobs. For the grade 7 and 8 this was as a result of the amount of vacancies at that level i.e. 6 and 4 respectively. Grade 5 vacancies (3) attracted on average more applicants than any other job i.e. 15 applicants per job and attracted more female applicants than male. Grade 2 and 3 jobs, attracted similar amounts of male and female applicants, but only on average 5 applicants per vacancy.

It is clear that although grades 7 and 8 attract a fair amount of applicants (on average 5-6 applicants per vacancy), these are mainly male. The grade 6 ICT vacancy attracted only male applicants and so did 2 other ICT positions and a Property Manager vacancy.

For 2 secondment jobs both non-uniformed and uniformed staff were able to apply, three individuals applied. All these were uniformed and male.

The attraction rate for Support vacancies from female applicants (36%), is lower than 2017 when the application rate in this staff group was 56%. This is likely to be the result of the types of vacancies advertised and job segregation in that sector i.e. ICT and property management. However, for a sector which has 17% female staff, it could be expected to have at least one female applicant between the 3 vacancies. Considering advert text, job description wording and information may be advisable.



In the Support/Professional staff group 49 positions were filled with new starters, of which 22 (45%) were female. This reflects the community.

Ethnic minority, LGBT and disability percentages in the new starters group are 2.0%, 6.1% and 4.1%. With around 20% 'not stated' is difficult to determine how much this reflects the true group profile.

#### **4.4 Control recruitment**

The only Control vacancy in 2018 was a Temporary Operational Resource Centre (Control Room) role. This role was advertised externally and as such was treated statistically and for contract purposes as Professional/Support. However, looking specifically at this position, data could be extracted to indicate that of the 14 applicants 6 were female.

One applicant identified as BAME, one as disabled and none identified as LGBT.

There were no new starters in Control.

## 5 Workforce diversity profile

Overall in DSFRS the female representation is 12.3% of the workforce at the end of the period, up from 11.9% at the start. Within the operational categories this proportion was at the start 4.9% increasing slightly to 5.1% for the On Call group and 5.0% for the Wholetime staff at the end of the period. Nationally, these percentages are 6.1% and 4.9% respectively.

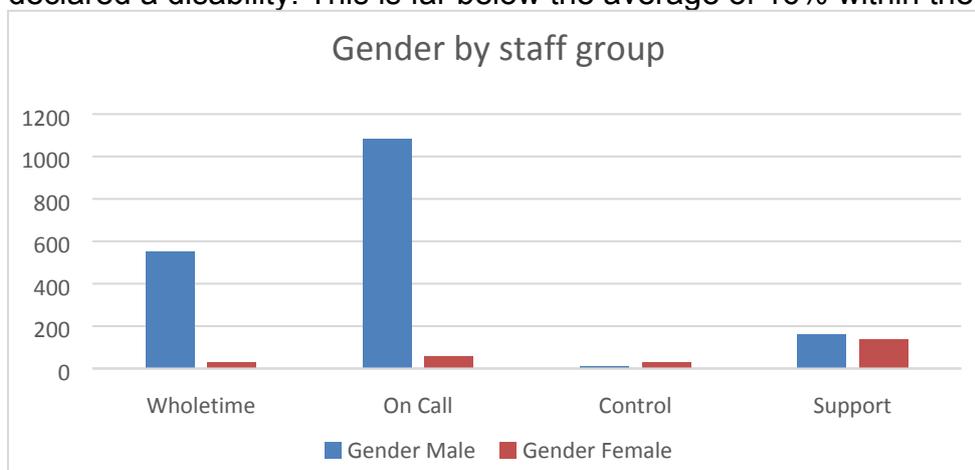
The proportion of female staff in the Support/Professional staff group increased from 44.9% to 46.1% and in the Control staff group it decreased slightly from 75.0% to 73.7% as a result of 2 female staff leaving.

Not taking into account the 7% of individuals who have chosen not to state their ethnic background, currently the Service's workforce consists of 2.3% BAME minority staff, slightly up from the beginning of the period when it was 2.2%. The Support Staff group has the highest diversity in that respect with 4.9%, but also the highest 'not stated' of 9.9%. This 'not stated' percentage has reduced significantly in the measuring period from 13.9% at the start.

Compared to the national average, DSFRS has a slightly lower diversity on ethnic background (4.6% vs 2.3%), with 9.6% 'not stated'.

The identification as LGBT (anything else than Heterosexual), with 1.8% identifying within this category, has increased from 1.2%, but still below the community average of 2.5% in 2011. However, with 17.9% 'not stated', which has also reduced, it will be difficult to give any reasoned conclusions about the actual composition of the workforce.

Besides the 8% of individuals who have chosen not to state whether they have a disability (visible or invisible), currently only 2.6% of the Service's workforce has declared a disability. This is far below the average of 16% within the community.

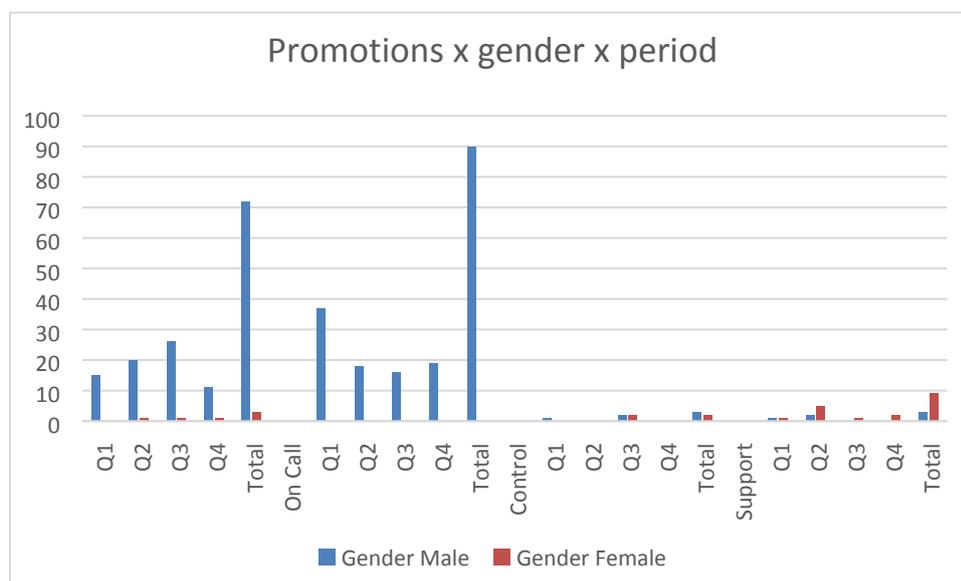


All staff groups, except for Control, have increased in numbers from the start of 2018, with the biggest increase in the Support/Professional staff group i.e. 17.

## 6 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.

Twenty nine vacancies were advertised as ‘Promotion/Transfer’. These are opportunities for staff to gain a promotion or to change job role and/or location. It should, therefore, be expected that the diversity data will at least reflect the staff composition data. There were 189 applicants.

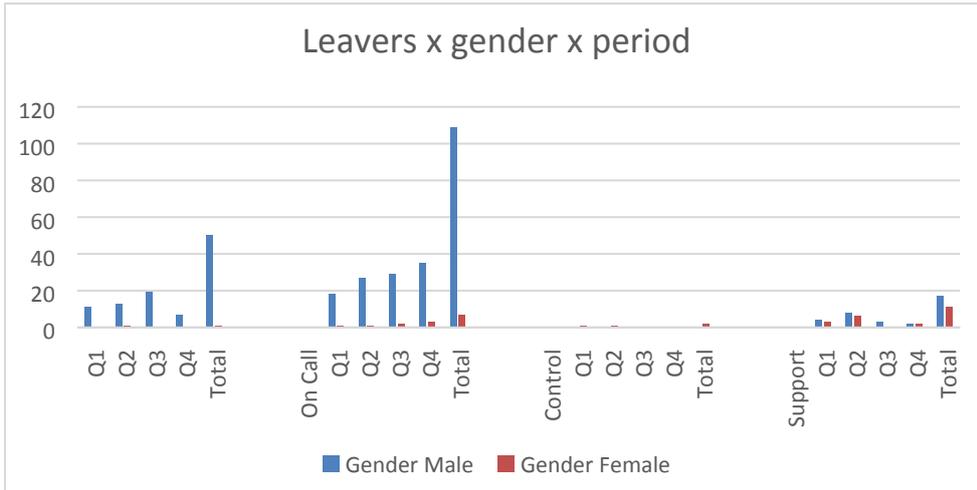


It is very clear that almost all promotions in the Wholetime and all promotion in the On Call groups were male and this reflects the general build-up of those groups with 95% male. In the Support/Professional group the picture is different with only 3 promotions out of 12 concerning male staff.

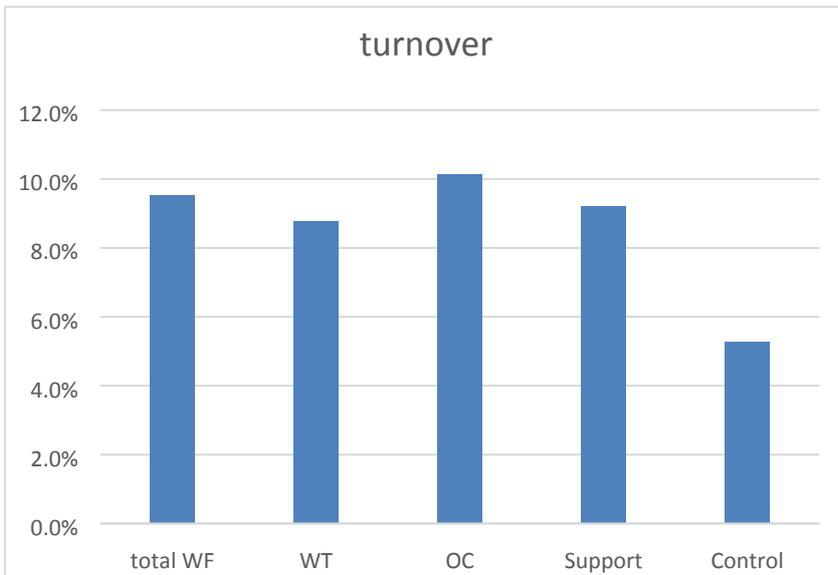
Of the total of 182 temporary and permanent promotions only 3 (1.6%) concerned an individual who identified as BAME (10 did ‘not state’), 5 (2.7%) LGBT staff (33 did ‘not state’) and 3 (1.6%) staff with a disability.

## 7 Leavers

In this period there were 197 Leavers, with an inclining trend in the On Call staff group throughout the period.



The resulting turnover rate is 9.5% over all staff categories, with On Call and Wholetime Staff turnover rates 10.1% and 8.8% respectively. Support Staff and Control were 9.2% and 5.3% with the staff groups being smaller and a few individuals leaving has a relatively big impact.



In On Call, female staff leaving as a percentage of the female staff group is 12.1% whilst the same percentage for male staff is 10%. In all other staff groups these percentages are higher for male staff than female staff.

## 8 Discipline and Grievance cases

In this 12 month period 24 disciplinary cases started. All, but one, were white British or male. Twelve cases were completed and 12 remain ongoing at the end of the measuring period. Five individuals were dismissed, all White British male staff.

In this period 10 grievance cases started. All concerned individuals were white British males.

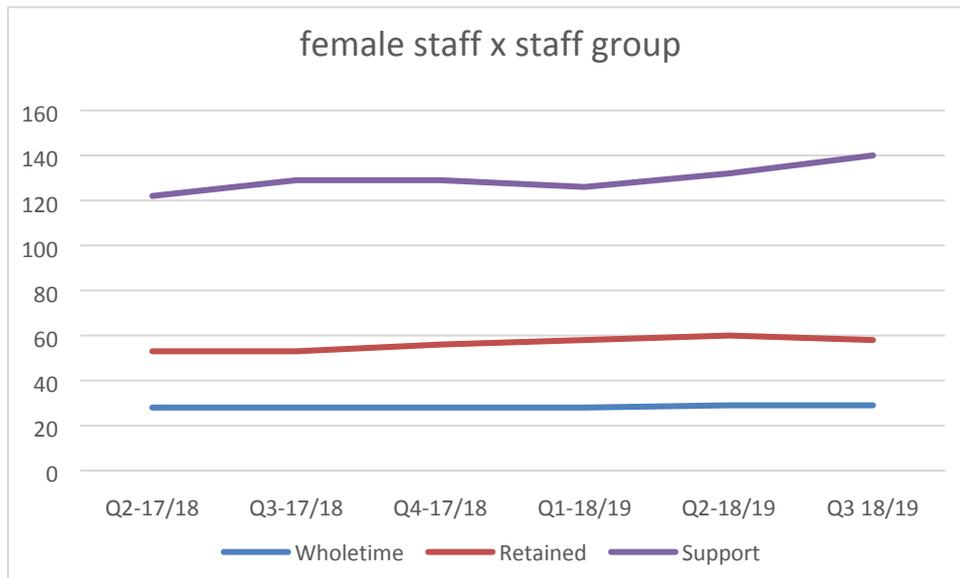


## 9 Long term trend of female representation in the operational staff group

The first female staff members joined DSFRS in 1993 and national records of the amount female staff in operational roles in the fire service in England are available from 2002.

Since 2002 DSFRS have seen on average increase of 2.1 female staff members a year for On Call. Assuming the current trend and current staffing levels (around 1135) we will reach a 20% female representation (227 women) in the workforce by 2097 and 30% (340 women) by 2151.

However, in the last 18 months the On Call female contingent increased by 5. If we continue with that trend, 20% would be achieved in 2068 and 30% in 2102.



For the Wholetime staff group the increase in amount of female members since 2002 has been at a rate of 1 a year. However, the increase has only been 1 female member in the last 18 months.

Assuming the current trend and current staffing levels (around 562) we will reach a 20% female representation (116 women) in the workforce by 2105 and 30% (174 women) by 2163.



## **Appendix A      Equality duty**

The equality duty consists of a general equality duty, supported by specific duties which are imposed by secondary legislation. In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

### **General Duties**

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
2. Advance equality of opportunity between people who share a protected characteristic and those who do not.
3. Foster good relations between people who share a protected characteristic and those who do not.

These are sometimes referred to as the three aims or arms of the general equality duty.

### **Specific Duties (England)**

1. Public authorities to publish information **annually** to demonstrate compliance with the general equality duty.
2. Public authorities to prepare and publish one or more equality objectives it thinks it should achieve to meet the general equality duty. To be done at least every four years.

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# Agenda Item 6

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/3</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>18 MARCH 2019</b>
<b>SUBJECT OF REPORT</b>	<b>ABSENCE MANAGEMENT PERFORMANCE REPORT</b>
<b>LEAD OFFICER</b>	<b>Director of Service Improvement</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>The Devon &amp; Somerset Fire &amp; Rescue Service (the Service) takes the health, safety and wellbeing of its employees seriously and as such 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 &amp; Development Committee (the Committee) agenda since the formation of the Service and absence levels remain a key measure as it affects 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.</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. The Devon & Somerset Fire & Rescue Service (the Service) takes the health, safety and wellbeing of its 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. Absence levels are a key measure as they affect the efficiency and the effectiveness of the Service and for the first time the service has 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. At present, we are on-target to achieve this level.

**2. 2018/19 APRIL-JANUARY ABSENCE PERFORMANCE**

2.1. The year to date comparisons with the full year are shown below for the average lost days per person per year. Since the last financial year the Service has continued to see an overall improvement in sickness absence.



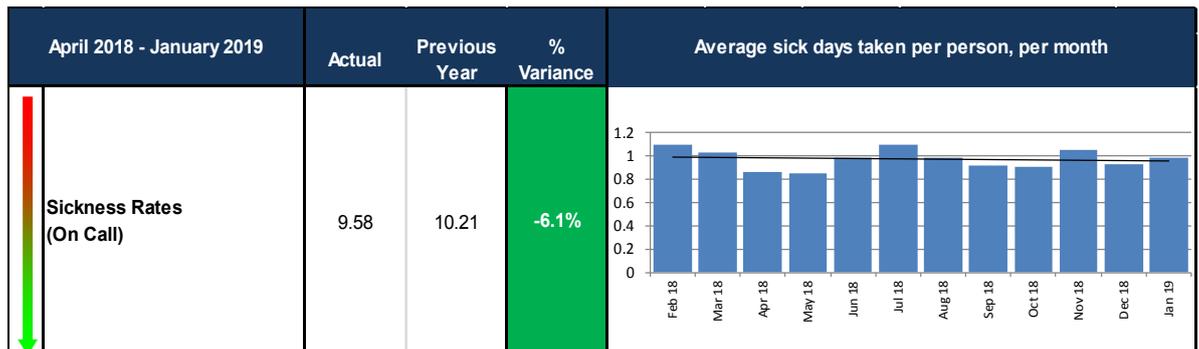
2.2. The graph below shows the monthly sickness rates for the last 2 years. On average, employees have taken 6.44 days sickness year to date compared with 7.20 for the same period over the previous year. This represents a 10.5% improvement compared with last year. In December when we last reported to the HRMD committee we were showing an 8% reduction compared with the previous year so our direction of travel has improved over the course of the year.

**Sickness Direction of Travel**

Sickness	April 2018 - January 2019			Average sick days taken per person, per month
	Actual	Previous Year	% Variance	
<p>Sickness Rates (All Staff)</p>	6.44	7.20	-10.5%	

2.3. The On-call rates are also shown below. The 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 for which is calculated on a daily rate based on the previous 12 weeks of work activity. In December when this Committee last considered an absence management report, the Service was showing a 0.9% reduction compared with the previous year whereas the Service is now showing 6.1% reduction so the direction of travel has improved over the course of the year.

### On-call Staff

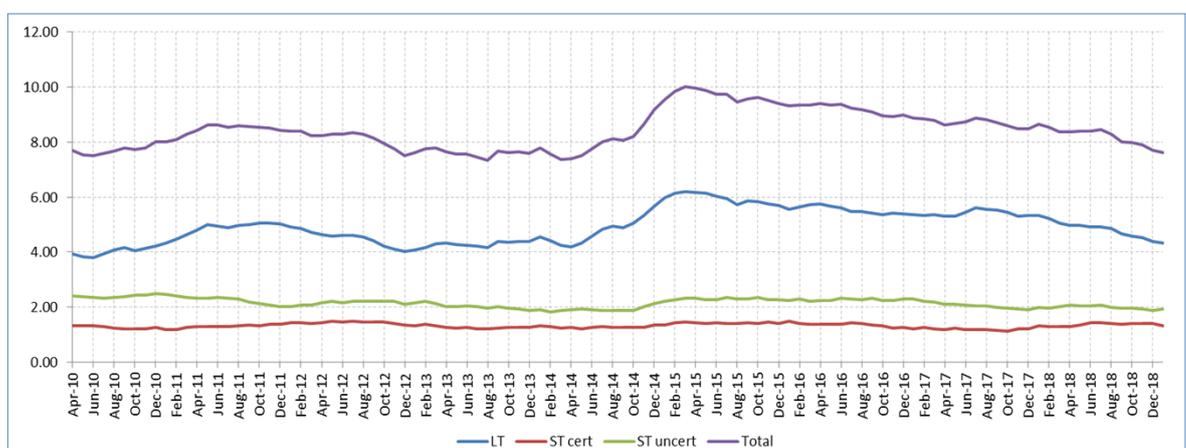


2.4. With monthly peaks and troughs in sickness, it is difficult to see the on-going longer term change in the rates over this time, so sickness levels over a 12 month rolling sickness rate as measured at the end of each month. As this is a rolling rate it removes any monthly peaks and troughs and enables performance trends to be seen more clearly. It can be seen from the chart that short-term certified and uncertified sickness have remained fairly static since 2010 but that there has been variation in Long-term sickness. The overall level of sickness typically follows the level of the Long-term sickness. The 12 month rolling average has been steadily falling since a peak in March 2015.

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:

- 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 April 2018 - January 2019		Wholetime Station based staff			Wholetime Non Station staff (inc SHQ, STC, group support teams etc)			Wholetime All staff		
		Actual	Previous Year	% Variance	Actual	Previous Year	% Variance	Actual	Previous Year	% Variance
	Overall Sickness Rate	7.97	7.19	10.9%	3.98	5.67	-29.8%	6.64	6.63	0.1%
	Total # Days/shifts lost	2990	2570.5	16.3%	748.5	1191	-37.2%	3738.5	3761.5	-0.6%
	Sickness Rates - Long Term (over 28 calendar days)	4.89	4.07	20.3%	2.36	3.83	-38.4%	4.05	3.98	1.7%
	# Days/shifts lost LT	1835	1453.5	26.2%	443	803	-44.8%	2278	2256.5	1.0%
	Sickness Rates - ST Cert (8 - 28 calendar days)	1.26	1.14	10.0%	0.71	0.86	-16.9%	0.71	1.04	-31.4%
	# Days/shifts lost STcert	472	409	15.4%	134	180	-25.6%	606	589	2.9%
	Sickness Rates - ST Uncert (up to 7 calendar days)	1.82	1.98	-8.1%	0.91	0.99	-8.0%	0.91	1.61	-43.5%
	# Days/shifts lost STuncert	683	708	-3.5%	171.5	208	-17.5%	854.5	916	-6.7%

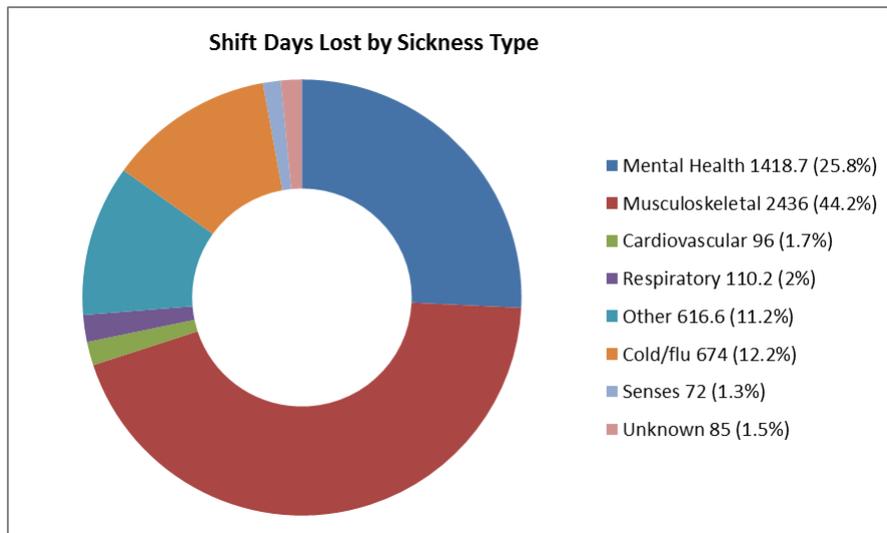
Sickness Rates by post type April 2018 - January 2019		Control			Support staff		
		Actual	Previous Year	% Variance	Actual	Previous Year	% Variance
	Overall Sickness Rate	6.64	10.37	-36.0%	5.97	8.08	-26.1%
	Total # Days/shifts lost	225.17	366.52	-38.6%	1544.78	1941.09	-20.4%
	Sickness Rates - Long Term (over 28 calendar days)	2.64	6.86	-61.5%	3.15	5.21	-39.5%
	# Days/shifts lost LT	89.67	242.52	-63.0%	815.22	1250.63	-34.8%
	Sickness Rates - ST Cert (8 - 28 calendar days)	2.29	2.15	6.3%	1.07	0.99	8.6%
	# Days/shifts lost STcert	77.5	76	2.0%	277.01	237	16.9%
	Sickness Rates - ST Uncert (up to 7 calendar days)	1.71	1.36	26.0%	1.75	1.89	-7.3%
	# Days/shifts lost STuncert	58	48	20.8%	452.55	453.46	-0.2%

Sickness Rates April 2018 - January 2019		On Call staff		
		Actual	Previous Year	% Variance
	Overall Sickness Rate	9.56	10.20	-6.3%
	Total # Days/shifts lost	9134	9859	-7.4%
	Sickness Rates - Long Term (over 28 calendar days)	6.88	7.43	-7.4%
	# Days/shifts lost LT	6572	7183	-8.5%
	Sickness Rates - ST Cert (8 - 28 calendar days)	1.50	1.58	-5.0%
	# Days/shifts lost STcert	1436	1529	-6.1%
	Sickness Rates - ST Uncert (up to 7 calendar days)	1.19	1.19	0.5%
	# Days/shifts lost STuncert	1139	1147	-0.7%

- 2.7. The Service has seen a reduction in sickness across all categories except Wholetime Station based staff. In this category, however, the position shows an improvement with the rate now being 10.9% worse than the previous year as against 19.6% when previously reported to this Committee.
- 2.8. The two most common reasons for sickness across all staff are mental health and musculoskeletal problems and this reflects the national position. These charts have not changed significantly since the last Committee meeting.

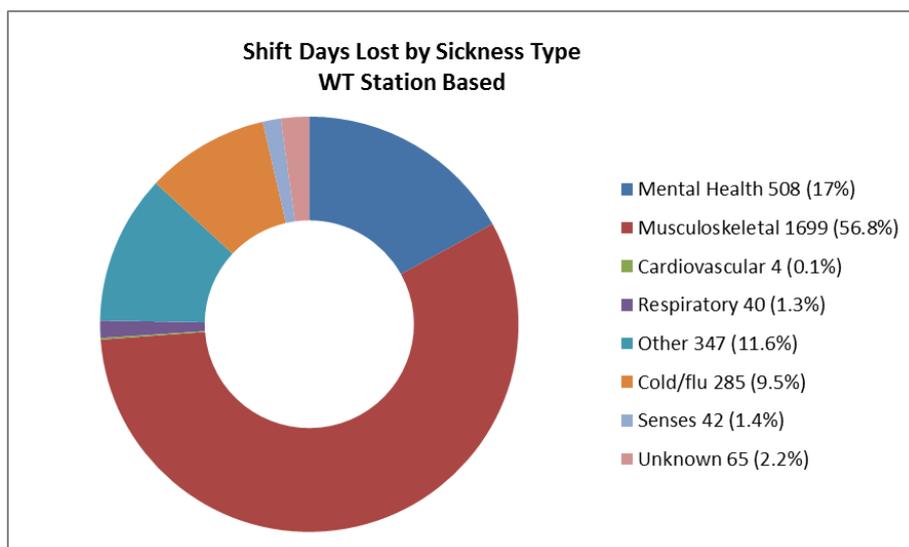
**2018/19 Year to Date Reasons for sickness for each staff category**

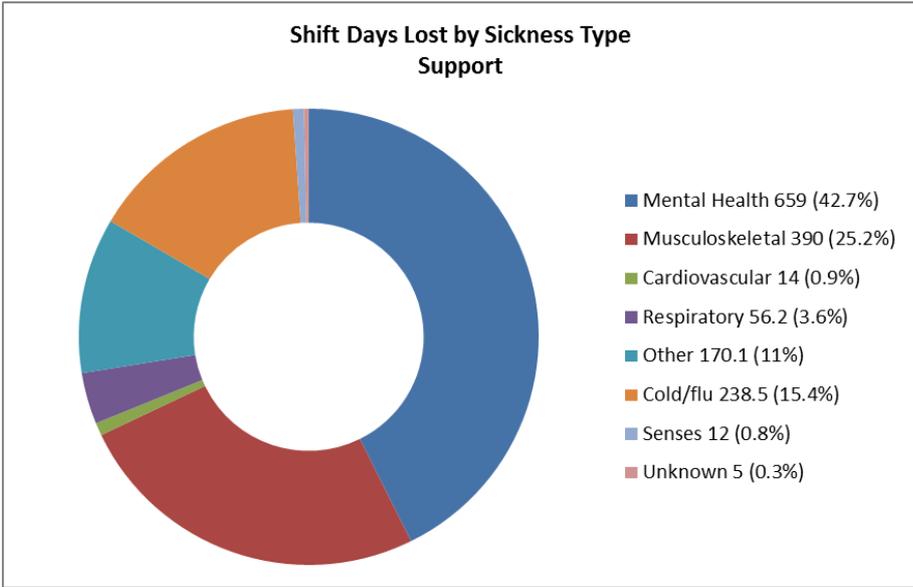
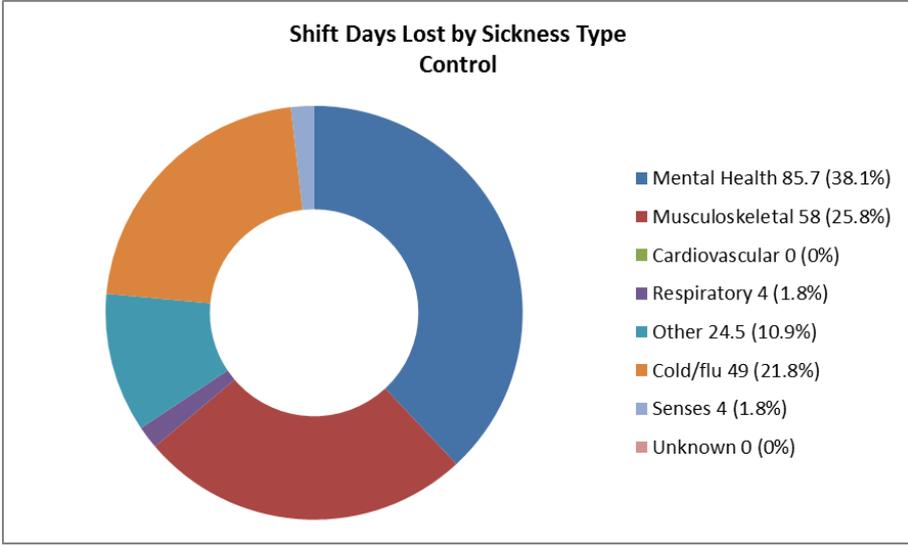
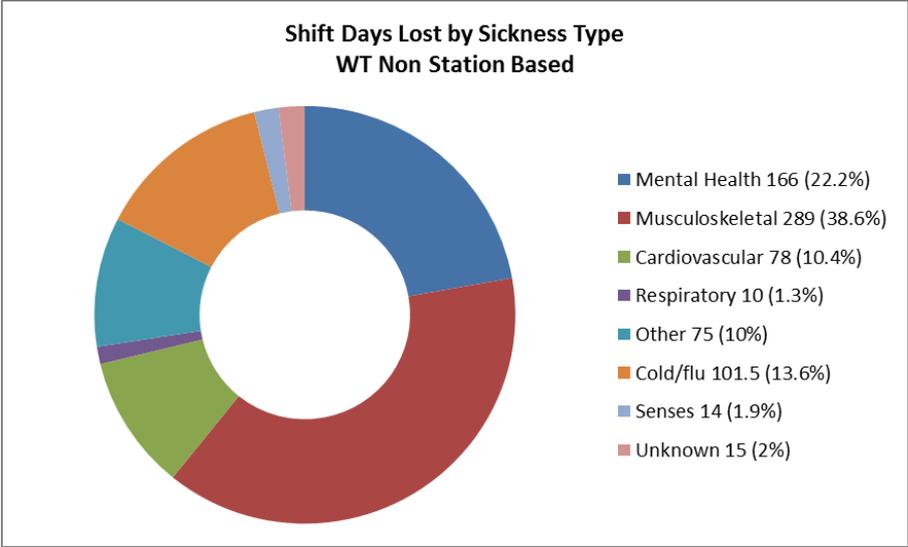
**Shift days lost by sickness type (Wholetime – Station & Non-Station based, Support Staff & Control):**



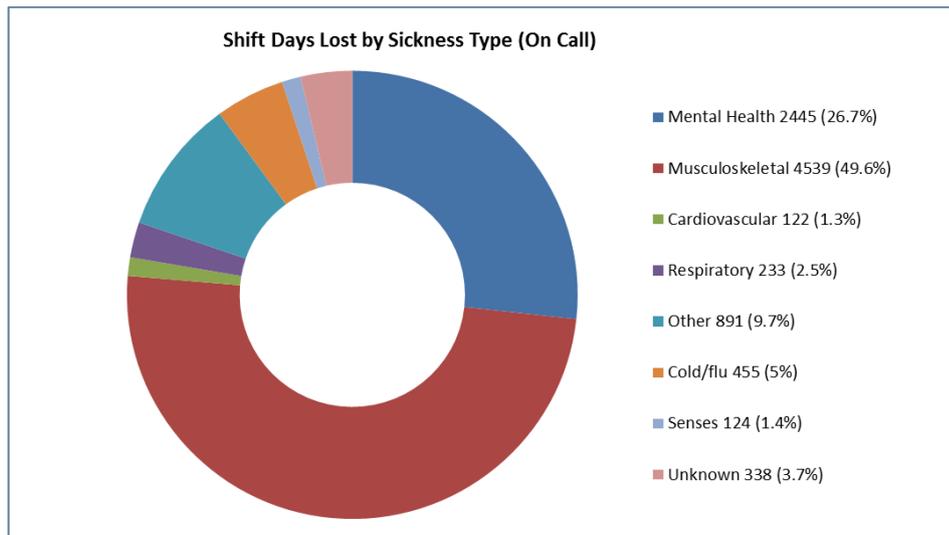
Mental Health and Musculoskeletal have reduced as a percentage from December whilst colds/flu have increased.

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





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



### 3. ABSENCE MANAGEMENT ACTIONS

3.1. Since the last Committee meeting, the Service continued to offer flu jabs using an e-voucher system and 272 e-vouchers were requested by staff. At the last Committee meeting there was discussion on whether staff could be further encouraged to take up the scheme. The scheme was promoted by the Service but is ultimately a voluntary arrangement. The offer of a free flu jab for staff is the equivalent to that provided for frontline health and social care workers who are eligible for an NHS flu vaccine.

3.2. The Service Task and Finish working group for mental health has now completed its findings and made the following recommendations:

- **Culture** - To embed mental health wellbeing into the culture of the organisation. The Service has a duty of care to support employees to be safe and well at work and to stay in work. Good practice, openness to recognise and de-stigmatise mental health issues will encourage a positive culture that supports good mental health. This has to be applied within day to day practice rather than piecemeal intervention.
- **Training** - that employees as well as managers are given the appropriate training and tools needed to raise awareness, confidence and capability in managing mental health issues which will support the organisational message that mental health is as important as physical health and empower employees to normalise conversations around mental wellbeing.
- **Access of Support** - Increase visibility of the support and information available, ensuring every employee has access to and can locate appropriate support and resources to stay well and to help manage mental ill health. This will require a review of how information is communicated with the promotion of mental wellbeing from induction onwards, the provision of specialist support functions and sharing of information, made easily accessible and within a managed 'suite of resources' to promote positive messaging about mental health.
- **Multi Skill current Staff Supporters** with the newly trained Mental Health First Aiders to form a combined role.

3.3. Work on the method of fitness testing has continued with an Impact Assessment Workshop which encouraged a broader range of solutions to this issue and which are being prepared into a report for the Executive Board.

**4. CONCLUSION**

- 4.1. This paper contains the standard measures of performance that are provided as part of this standing item and also an update on other aspects related to sickness absence.

**ASSISTANT CHIEF FIRE OFFICER PETE BOND**  
**Director of Service Improvement**

# Agenda Item 7

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/4</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>18 MARCH 2019</b>
<b>SUBJECT OF REPORT</b>	<b>REQUEST FOR RETIREMENT &amp; RE-EMPLOYMENT</b>
<b>LEAD OFFICER</b>	<b>Director of Service Improvement</b>
<b>RECOMMENDATIONS</b>	<i>That the request for retirement &amp; re-employment as identified in paragraph 2.3 of this report be approved.</i>
<b>EXECUTIVE SUMMARY</b>	The Authority has an approved Pay Policy Statement for 2019/20 in accordance with the requirements of the Localism Act 2011 and which sets out the arrangements for consideration of any requests for re-employment of employees following retirement. This report sets out a specific request for approval.
<b>RESOURCE IMPLICATIONS</b>	As indicated in the report – see paragraph 2.4.
<b>EQUALITY RISK &amp; BENEFITS ASSESSMENT</b>	The Retirement & Re-Employment Policy has had an equalities impact assessment.
<b>APPENDICES</b>	Nil.
<b>LIST OF BACKGROUND PAPERS</b>	Authority approved Pay Policy Statement for 2019-20

## **1. INTRODUCTION**

- 1.1 The Authority's Pay Policy Statement for 2019-20 sets out the arrangements for consideration of any requests for re-employment of employees following retirement. The re-employment of any employee (up to up to Area Manager or non-uniformed equivalent) who has retired will be subject to approval by the Human Resources Management & Development Committee (the Committee).
- 1.2 The Pay Policy states that The Authority will, in principle, allow the re-employment of employees who have retired, subject to a break in service of at least one month, because it is recognised that this often represents an effective way of retaining specialist knowledge and skills without any increase in cost to the Authority (and noting that costs to the Pension Scheme are no more than would be the case for normal retirement).
- 1.3 The Pay Policy also notes that the Fire & Rescue National Framework for England, published by the Home Office in May 2018, sets out that "fire and rescue authorities must not re-appoint principal fire officers after retirement to their previous, or a similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety". In this context, "principal fire officers" refers to those officers at Area Manager and above, or those with comparable responsibilities to those roles. The Fire & Rescue National Framework also states that fire and rescue authorities should "have regard to this principle when appointing at any level".
- 1.4 The Service Executive Board has considered the request for retirement and re-employment set out in this report and considers that this case is in the interests of public safety from the perspective of maintaining stability in leadership within the Plymouth area in delivering the Fire & Rescue Plan, with particular attention required for key external partnerships including HM Naval Base Devonport, the Port of Plymouth and Plymouth City Council. Furthermore, this approval of this request will enable succession planning following the next Group Manager promotion process in 2019.

## **2. RETIREMENT AND RE-EMPLOYMENT**

- 2.1 The Service policy on retirement & re-employment is linked to workforce planning arrangements. Retirement and re-employment provides us with certainty for the leave date for these employees whilst at the same time providing a suitable rate of staff turnover. It also provides a transition for the employee from full employment into retirement and this can be particularly beneficial where the Firefighter moves to a job share position.
- 2.2 The 1992 Firefighters Pension Scheme provides for employees to receive their maximum pension benefits after 30 years' service. However, as there is no longer a fixed age for retirement it is difficult to predict precisely when individuals are likely to leave the Service. The use of retirement and re-employment opportunities encourages individuals to commit to an end retirement date, giving the Service more control over actual retirement and natural turnover. Through this process, employees have a one month break in service before returning on a fixed-term contract either on a full-time basis or as a job share.
- 2.3 The Service has received expressions of interest from several employees for retirement and re-employment but at present this is the only request that is being recommended to this Committee for approval:

Role	Position	Station/Dept	Interested in Job Share	Decision
Group Manager	Group Commander	Service Delivery	No	FTC for up to 2 years

2.4 There are no additional financial costs for the organisation since this employee has reached the point at which they can retire and are therefore entitled to receive their pension lump sum on retirement. If re-employed, the pension payments are abated. This gives the Service certainty as to a leaving date, supports the natural turnover of staff and in the case of the Firefighters' Pension Scheme 1992 enables employees to cease contributing to the scheme when they have reached their maximum accrual of pension benefits i.e. 30 years' Service.

2.5 It should be noted that the Treasury regards the cessation of pension contributions as a net loss to the public purse because they put a strain on the cost of pensions; the argument being that any new employee in these positions would most likely be paying pension contributions and the employer likewise.

**ASSISTANT CHIEF FIRE OFFICER PETE BOND**  
**Director of Service Improvement**

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# Agenda Item 8

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/5</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>18 MARCH 2019</b>
<b>SUBJECT OF REPORT</b>	<b>HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE &amp; RESCUE SERVICES TRANCHE ONE REVIEWS: PEOPLE</b>
<b>LEAD OFFICER</b>	<b>Director of Service Improvement (ACFO Pete Bond)</b>
<b>RECOMMENDATIONS</b>	<b><i>That the report be noted</i></b>
<b>EXECUTIVE SUMMARY</b>	<p>The Authority has previously been advised that, in July 2017, Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services (HMICFRS) extended its remit to include – for the first time - inspections of England's fire and rescue services. The inspections focus on the following three themes (or "pillars"):</p> <ol style="list-style-type: none"> <li>1. Effectiveness – how well the community is served in terms of prevention, protection, resilience and response;</li> <li>2. Efficiency - how well each service provides value for money, allocates resources to match risk and collaborates with other emergency services; and</li> <li>3. People – how well each service promotes its values and culture, trains its staff and ensures they have the necessary skills, ensures fairness and diversity for the workforce and develops leadership and service capability.</li> </ol> <p>The inspections commenced in the summer of 2018, with the 45 fire and rescue services being divided into three tranches. The Devon &amp; Somerset Fire &amp; Rescue Service ("the Service") is in the third tranche and is scheduled to be inspected later this year.</p> <p>The Service is currently preparing for the inspection and as part of this has reviewed the reports published so far on those services inspected in the first tranche.</p> <p>The People pillar has emerged as a particular area of concern highlighted in publication of the results from the first tranche of inspections, with 10 of the 14 services graded as "Requiring Improvement" and one as "Inadequate".</p> <p>The document now attached to this paper examines the key themes emerging from the People pillar of the tranche one inspections and indicates the current position of the Service in relation to the identified issues.</p>
<b>RESOURCE IMPLICATIONS</b>	Nil.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	The contents of this report are considered compatible with existing human rights and equalities legislation.

<b>(ERBA)</b>	
<b>APPENDICES</b>	A. HMICFRS Tranche One Review: People – Benchmarking the Devon & Somerset Fire & Rescue Service position.
<b>LIST OF BACKGROUND PAPERS</b>	<p>HMICFRS Summary of and individual Tranche 1 Inspection Reports. These can be found by following the link below:</p> <p><a href="https://www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/">https://www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/</a></p>



DEVON &  
SOMERSET  
FIRE & RESCUE SERVICE

# HMICFRS Tranche One Review: People

Benchmarking the Devon & Somerset  
Fire & Rescue Service position

Organisational Assurance: Strategic Analysis

Devon & Somerset  
Fire & Rescue Service

08/02/2018

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*“We have concerns about how some fire and rescue services support their staff. Our inspectors found some disappointing practices in this respect. We also found a striking lack of diversity in fire and rescue workforces. Too often services do not have the networks or structures to give people who are different a voice in the organisation. This needs to get better.”*

*Zoë Billingham HM Inspector of Fire and Rescue Services*

## 1. Introduction

1.1 “People” is one of the three pillars against which the Service will be inspected by the HMICFRS. This has emerged as a particular area of concern from HMI as highlighted through the publication of the results from the first tranche of inspections, with 10 of the 14 services graded as “Requiring Improvement” and one as “Inadequate”.

1.2 This report looks at the key themes emerging from the tranche one inspections and provides an indication of the current DSFRS position.

## 2. Review and benchmark

### 2.1 Section: How well does the FRS promote its values and culture?

Outstanding	Good	Require Improvement	Inadequate
1	3	9	1

*“Too few of the services we inspected have achieved a positive culture” - HMICFRS*

Themes – Good or Outstanding:

- 1) Clear statement of values and culture of the organisation to guide behaviour and decisions
- 2) Staff understand expectations, with leaders acting as visible role models of behaviours
- 3) Staff respect leaders

Themes – Require Improvement or Inadequate:

- 1) Leadership knew values and behaviours but didn’t communicate them effectively
- 2) Staff did not understand values and behaviours well enough
- 3) Poor or inappropriate behaviour and language witnessed by inspection teams
- 4) Anecdotal evidence of autocratic and domineering behaviour by middle and senior management
- 5) Lack of visibility of senior management leading to limited opportunities to role model organisational values to staff

The most prevalent theme within this section of the HMICFRS reports related to the communication of the organisational values and how staff demonstrated those values in the workplace.

Lancashire FRS received "outstanding" and was given exceptional feedback, including:

*"The service's values of 'service, trust, respect, integrity, valued and empowered' are clearly linked to the vision of making Lancashire safer"*

*"The service communicates its values clearly by a variety of methods, and its values form part of individual staff appraisals. Each value has also been broken down with practical examples of what it should look like for staff and managers."*

*"We spoke to a variety of the service's partners and they unanimously described their interactions with the service in ways that reflected these values"*

*"We were impressed to find that the staff we spoke to across the service were, without exception, welcoming, motivated and positive."*

### **DSFRS Position**

- In 2018 more than 250 members of staff contributed to revising the organisational values. The values are reinforced through regular communication and form a key part of the new appraisal process.
- The new People Strategy will set out the organisational culture and how the service will support people to perform at their best.
- We carry out cultural reviews and staff surveys to identify and develop improvements.
- A trial using the new Fire Fit drill ground test has been completed, with the Service introducing a more flexible approach to fitness testing.
- The Service has introduced fitness advocates, fitness testing vans, an on-call physical activity fund, invested in fitness equipment on stations and support is available from our physical education team.

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*"Staff don't always understand what wellbeing services are available" - HMICFRS*

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Themes - Good or Outstanding:

- 1) Good support structures are in place
- 2) Staff understand how to access welfare services and are confident to do so
- 3) Information on welfare services available is easy to access

Themes – Require Improvement or Inadequate:

- 1) Staff do not understand what is available for them to access
- 2) Staff lack confidence to access the services available
- 3) Lack of dedicated welfare support following traumatic incidents

Cornwall received "good" and was given positive feedback including:

*"The service prioritises wellbeing and fitness of staff"*

*"Works hard to promote mental health awareness and support"*

*"Staff appreciate the support the occupational health team gives"*

*"Effective help for staff handling traumatic incidents"*

## DSFRS Position

- DSFRS supports wellbeing through a number of services including:
  - A dedicated welfare officer
  - Staff supporters
  - suicide awareness training
  - mediation services
  - two external counselling services
  - physiotherapy
  - defusing after critical incidents with a trained defusing dog
  - Support groups for under-represented staff
  - A network of fitness champions
  
- Our most recent staff survey showed a positive upwards trend around health and wellbeing.
  
- The level of sickness absence seen in 2017/18 is above the average for English fire services. Overall DSFRS has the 13th highest rate of sickness out of 45 services.
  
- DSFRS is one of nine services that did not submit data for physical fitness testing. Across the sector the average pass rate for Station Managers or below is 95% and for Group Managers or above is 96%.
  
- DSFRS has one of the lowest rates of injuries sustained to firefighter per 100 FTE. In 2017/18 the service reported 58 personnel injured which is 3.3 per 100 FTE, the average for all English fire services is 4.9. The 58 personnel injured consists of 36 (62%) occurring at operational incidents, 18 (31%) at training activities, the remaining 4 (7%) occurred during routine activities. DSFRS investigates all occupational injuries and where appropriate provides feedback and learning outcomes to the organisation.

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*"There is a lack of trust in the grievance process" - HMICFRS*

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Themes – Good or Outstanding:

- 1) Policy in place

Themes – Require Improvement or Inadequate:

- 1) Insufficient records of resolution
- 2) Lack of confidence from staff in raising concerns about treatment
- 3) Inconsistency in approach and lack of managerial training
- 4) Concern from staff regarding bullying and harassment

There was little positive feedback in this area across the reports, with many highlighting that staff did not have confidence in the grievance process.

## DSFRS Position - Data

DSFRS has a rate of 0.5 formal grievances per 100 full time equivalents (FTE). The average across all English fire services is 0.6 per FTE.

DSFRS has a slightly higher than average rate of misconducts or gross misconducts. In 2017/18 the service had 1.1 per 100 FTE, the average for all English fire services is 1.0 per 100 FTE.

## 2.2 Section: How well trained and skilled are FRS staff?

Outstanding	Good	Require Improvement	Inadequate
0	10	4	0

*Staff are appropriately trained in risk-critical safety skills – HMICFRS*

Themes - Good or Outstanding:

- 1) FRS show how they make sure staff are appropriately trained in risk-critical safety skills
- 2) Training and learning opportunities are provided
- 3) Combination of practical and e-learning or online training to help workforces learn
- 4) Records of planned training exercises
- 5) Strong culture of learning and improvement

Themes – Require Improvement or Inadequate:

- 1) Inefficient ICT solutions lead to poor access competency records
- 2) Lack of up-to-date understanding of risk-critical safety skills

The inspected FRS generally saw a more positive outcome in this area, with HMICFRS recognising that most services have a good understanding of the skills within their operational workforce and the training requirements.

The main criticisms were levelled at poor ICT systems that made accessing information on competency difficult and inefficient.

### DSFRS Position

- The Service is in the process of redesigning training delivery to improve overall assurance regarding competency, safety and governance.
- A new training delivery operating model was commissioned in 2018, including the development of a new ICT system.
- The Service has commissioned an external company to develop a risk-based algorithm to identify bespoke training requirements, improving efficiency of delivery and focusing on what is relevant to specific locations and individuals.

*"Fire and rescue services need to improve their workforce planning" - HMICFRS*

Themes - Good or Outstanding:

- 1) Detailed workforce planning, identifying future requirements and potential skills gaps.

Themes – Require Improvement or Inadequate:

- 1) Ineffective workforce planning; leaders need to anticipate future recruitment needs resulting from an aging workforce.
- 2) Reliance on overtime to overcome shortages
- 3) Difficulty with recruitment and retention of On-Call personnel

Workforce planning has been highlighted as an area for improvement in a number of the HMICFRS reports. Four of the inspected services received notably positive feedback.

### DSFRS Position

DSFRS has the 5th lowest percentage of Wholetime staff (31.3%) as a proportion of total FTE. The percentage of Retained Duty System staff is 54.2%, with Support Staff at 12.8% and Fire Control at 1.7%.

The service has a high proportion of leavers when compared to other services. For DSFRS the largest proportion of leavers were On-Call Duty System personnel. In number terms, 189 people left in 2017/18 and this is the 3rd highest of English fire services. As a proportion of the total FTE, the percentage of leavers is 11% and is the 9th highest.

### 2.3 Section: How well does the FRS ensure fairness and diversity?

Outstanding	Good	Require Improvement	Inadequate
0	9	4	1

*"Too few services are good at promoting fairness and diversity" - HMICFRS*

Themes - Good or Outstanding:

- 1) Staff networks are in place
- 2) Inclusion strategies are in place

Themes – Require Improvement or Inadequate:

- 1) Staff do not understand the value of diversity or for taking positive action
- 2) Services' diversity do not match that of the communities they serve
- 3) Staff from underrepresented groups do not feel that they have a voice

None of the FRS inspected had a workforce representative of the diversity of the communities they served. Significantly a number of the reports identified a lack of understanding about the value of diversity.

### DSFRS Position

- DSFRS has seconded two trade union representatives to work with the Organisational Development team on the Safer Together Programme.
- The Service regularly used workshops to engage with people across the organisation on key issues including our culture and values, People Strategy and duty systems.
- An internal communications review was completed in 2018
- We are using technology to support two-way conversations, such as live question and answer sessions on our Facebook Workplace site and video updates.
- Senior leaders have monthly meetings with representative bodies to seek challenge and feedback.
- DSFRS proactively supports and promotes networking groups including LGBT with Fire Pride, WANDS, and dyslexia support.

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*"Fire and rescue services are taking steps to recruit a more diverse workforce" - HMICFRS*

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Themes - Good or Outstanding:

- 1) Working to improve diversity
- 2) Trying to recruit more staff from diverse backgrounds

Themes – Require Improvement or Inadequate:

- 1) No clear policy for the recruitment of a more diverse mix of staff
- 2) Lack of understanding of the value of diversity in the workplace
- 3) Lack of engagement with underrepresented groups

Many of the services acknowledged the need for improvement in this area and had strategies in place.

### DSFRS Position

- DSFRS Diversity and Inclusion Steering Committee and dedicated staff to ensure we are following the right protocols and influencing strategic decisions.
- The recent DSFRS wholetime recruitment campaign resulted in 33% more women joining than in the previous recruitment.
- Positive action to target sporting clubs with large female memberships in advance of recruitment campaigns.
- Tackling barriers to equality of opportunity, making progress in improving fairness and diversity at across the organisation. More than 1,100 staff have completed unconscious bias training so far.
- Springboard development programme to women.
- The service makeup is 89% male across all role types which is above the 84% average for fire services in England. Breaking down the data into specific role types follows a similar pattern.
  - 95% of the Wholetime workforce is male, the English average is 94%
  - 95% of the Retained workforce is male, the English average is 95%
  - 24% of the Fire Control workforce is male, the English average is 25%
  - 55% of the Support workforce is male, the English average is 47%.
- The ethnicity makeup of the service is 1% BAME, the average across English fire services is 5% BAME. The proportion of BAME in Devon population is around 5% and Somerset is around 2%, nationally the proportion of BAME is over just under 14%.

#### 2.4 Section: How well does the FRS develop leadership and capability?

Outstanding	Good	Require Improvement	Inadequate
0	3	11	0

*"Most services need to be better at performance management" - HMICFRS*

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Themes – Good or Outstanding

- 1) Well-developed performance management process is in place
- 2) Staff view the appraisal process positively and recognise the benefits
- 3) Links to organisational values

Themes - Require Improvement or Inadequate:

- 1) Ineffective appraisal system in place
- 2) Lack of engagement and confidence in appraisal process from staff
- 3) No link to identification of high potential or talented staff

### DSFRS Position

- Leadership development is a key part of Safer Together, the Service has a dedicated Leadership Manager
- A new leadership strategy, policy, framework and guiding principles are in development
- The Service has invested in accredited training for 30 coaches and mentors at middle and strategic level.
- A new in-house Appraisal solution is being developed and is due to launch in April.
- DSFRS is one of nine services that did not submit data for completion of performance development reviews (PDRs) as part of the HMICFRS Data Return.

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*"Promotions and selections are often deemed unfair by staff" - HMICFRS*

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Themes – Good or Outstanding:

- 1) Career management process in place

Themes – Require Improvement or Inadequate:

- 1) No formal talent management process in place to identify high potential personnel
- 2) Staff in more than half the fire and rescue services inspected saw the promotion and selection processes as unfair or not clear and open enough
- 3) Staff often feel the process and selection criteria are poorly communicated.
- 4) Lack of coaching or mentoring in place to develop leadership skills

Many of the FRS inspected saw staff that felt the promotion process was not fair or transparent enough. There was also a lack of formal processes for the identification of high potential personnel and a lack of opportunities available for development of these individuals.

### DSFRS Position

- New promotion process incorporates future leadership requirements. Focus on leadership behaviours, positive management of people and ability to add value and energy to the work environment
- The People Development Project will refresh development programmes across all levels of the organisation.

- The Service has used the Middle Manager Talent Programme to identify potential leaders within the workforce. High potential identification and development is included in the People Development Project.