



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
CLERK TO THE AUTHORITY

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

(see below)

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

Wednesday 10 July 2019

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

M. Pearson
Clerk to the Authority

A G E N D A

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

- 1 **Apologies**
- 2 **Minutes (Pages 1 - 4)**
of the previous meeting held on 18 March 2019 attached.
- 3 **Items Requiring Urgent Attention**
Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

- 4 **Absence Management Performance Report (Pages 5 - 12)**
Report of the Director of Service Improvement (HRMDC/19/6) attached.

- 5** **Workforce Culture, Diversity & Inclusion (Pages 13 - 16)**
Report of the Director of Service Improvement (HRMDC/19/7) attached.
- 6** **Request for Retirement & Re-employment (Pages 17 - 20)**
Report of the Director of Service Improvement (HRMDC/19/8) attached.
- 7** **Appointments to the Internal Disputes Resolution Panel (Pages 21 - 22)**
Report of the Director of Corporate Services (Clerk to the Authority) (HRMDC/19/9) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

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

NOTES

1.	<u>Access to Information</u> Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the “Please ask for” section at the top of this agenda.
2.	<u>Reporting of Meetings</u> Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the 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.
3.	<u>Declarations of Interests at meetings (Authority Members only)</u> 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">(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(ii) withdraw from the room or chamber during consideration of the item in which you have the relevant interest. If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have 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.
4.	<u>Part 2 Reports</u> Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.
5.	<u>Substitute Members (Committee Meetings only)</u> Members are reminded that, in accordance with Standing Order 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)

18 March 2019

Present:-

Councillors Bown (Chair), Clayton, Peart, Thomas, Vijeh (Vice-Chair) and Randall Johnson (vice Hannaford)

Apologies:-

Councillors Best and Hannaford

* **HRMDC/17** **Minutes**

RESOLVED that the Minutes of the meeting held on 10 December 2018 be signed as a correct record, subject to amendment under the apologies given to include Councillor Bown.

* **HRMDC/18** **Gender Pay Gap**

The Committee received for information a report of the Director of Service Improvement (HRMDC/19/1) that set out the latest iteration of the Service's Gender Pay Gap Report for 2018 which had to be published in accordance with the provisions in the Equalities Act 2010 by 31 March 2019.

It was noted that the Service data for 2018 indicated a mean gender pay gap in favour of male staff of 13% against a gap across the UK of male workers earning 17.9% more than female workers. The Director of Service Improvement elaborated upon the reasons behind the pay gap and also referred to the short, medium and long term actions that were being taken to achieve a more diverse workforce and to improve the position in the 2019 report.

* **HRMDC/19** **Workforce Culture, Diversity & Inclusion - Quarterly Update**

The Committee received for information a report of the Director of Service Improvement (HRMDC/19/2) that set out the progress made in the last quarter of 2018-19 towards achieving a more diverse workforce and a more inclusive working environment.

The Committee noted the following points in particular:-

- The new appraisal process had reached the stage where staff had been informed of the format of the meeting and general principles. The accompanying IT system was still in development but the first stage to support appraisal conversations was expected to be commenced with trials before the end of April 2019;
- The cultural audit had been completed in line with Public Service Internal Audit Standards. Additionally, a survey from the National Centre for Diversity was undertaken by senior leaders and Authority Members which would assist with understanding on FREDIE (Fairness, Respect, Equality, Diversity, Inclusion and Engagement), which was to be an area of interest for forthcoming HMICFRS inspections;

- The People Strategy had been produced and consulted upon with publication of the final draft due in April 2019;
- The People Impact Assessment trial was ongoing and consideration was to be given to an implementation plan and guidance;
- The national report on recruitment and diversity in the workplace had been published and the key findings were set out at paragraph 3.8 of the report circulated.

* **HRMDC/20** **Absence Management Performance Report**

The Committee received for information a report (HRMD/19/3) that set out the Service performance on absence management for the period April 2018 to January 2019.

It was noted that the Service had continued to see an overall reduction in sickness absence during this period. Average employee sickness absence was 6.44 days compared with 7.20 days (a 10% reduction) on the same period in 2017/18. Sickness absence for On Call staff had also reduced by 6.1% to 9.58 days as compared with 10.21 days in 2017/18. The main causes of sickness absence across all staff categories remained as musculoskeletal and mental health issues, which reflected the national position.

Reference was made to the management actions that had been taken to reduce sickness absence across the Service. These included, amongst others, the issuing of 272 vouchers for flu jabs and a task to finish group looking in depth at mental health issues, the recommendations for which were set out within the report circulated.

The Committee enquired as to whether benchmarking information was available. The Director of Service Improvement advised that he would be reporting to the next meeting of the Committee with the up to date benchmarking statistics on sickness absence.

* **HRMDC/21** **Request for Retirement & Re-employment**

The Committee considered a report of the Director of Service Improvement (HRMDC/19/4) that set out a request for retirement and/or re-employment in accordance with the approved Pay Policy Statement for 2018/19.

RESOLVED that the application set out at paragraph 2.4 of the report be approved.

* **HRMDC/22** **Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Tranche One Reviews: People**

The Committee received for information a report of the Director of Service Improvement (HRMDC/19/5) that gave an overview of the preparations for the forthcoming inspection of the Service by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services in 2019. The report also set out learning from the findings from inspections of other fire services undertaken in tranche one.

It was noted that the inspection would focus on three key themes, namely:

- Effectiveness – how well the community was served in terms of prevention, protection, resilience and response;
- Efficiency – how well each service provided value for money, allocated resources to match risk and collaborated with other emergency services;
- People – how well each service promoted its values and culture, trained its staff and ensured they had the necessary skills, ensured fairness and diversity within its workforce and developed leadership and service capability.

The Service was in the third tranche of inspections and thus, had been able to review the reports published so far from the first tranche. The report examined the key themes emerging from the People theme in tranche one and indicated an assessment of the current Service position in relation to the identified issues.

The Committee made reference to the need to highlight the differences between Wholetime and On Call duty systems and the impact this had on day to day operations.

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

The Meeting started at 2.00 pm and finished at 3.30 pm

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Agenda Item 4

REPORT REFERENCE NO.	HRMDC/19/6
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	10 JULY 2019
SUBJECT OF REPORT	ABSENCE MANAGEMENT PERFORMANCE REPORT
LEAD OFFICER	DIRECTOR OF SERVICE IMPROVEMENT
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>Devon and Somerset Fire and Rescue Service takes the health, safety and wellbeing of employees seriously and as such it provides a wide range of initiatives, interventions and policies to ensure that employees enjoy a safe and supportive working environment.</p> <p>The Service performance for Absence Management has been included as a standing item on the Human Resources Management and Development Committee (the Committee) agenda since the formation of the Service and absence levels remain a key measure as they affect the efficiency and the effectiveness of the Service.</p> <p>The Service set a specific target for sickness from 2018/19 with an average measure of 8 days/shifts of sickness per person for the Wholetime, Control and Support Staff. This target was achieved and exceeded and the year end results are included in this report. In 2018/19, for the fourth consecutive year, we saw an improvement in our sickness levels and this was our second lowest over the last 11 years which is a really good performance.</p>
RESOURCE IMPLICATIONS	Staff and financial resources associated with absence management.
EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)	The Absence Management policy has an equality impact assessment.
APPENDICES	None
LIST OF BACKGROUND PAPERS	None

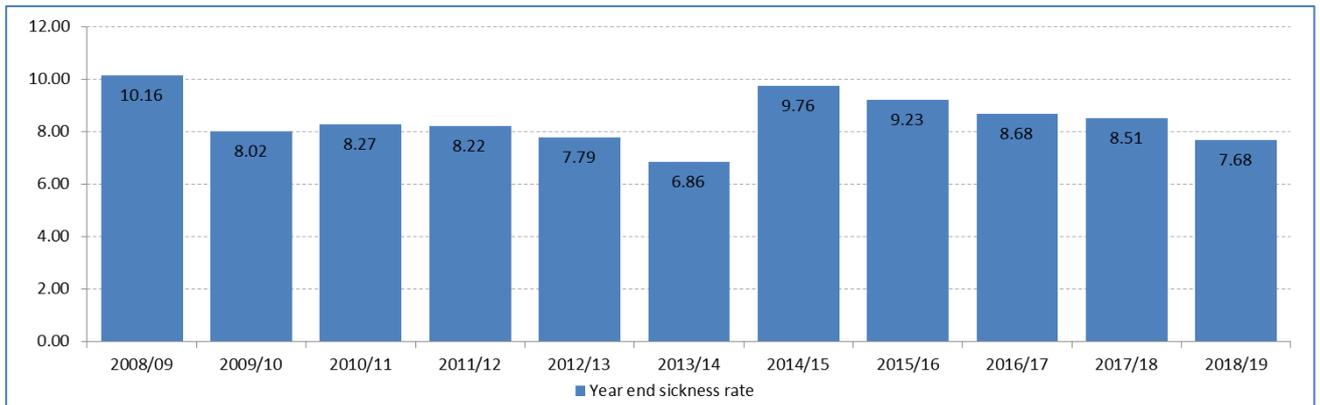
1. **INTRODUCTION**

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

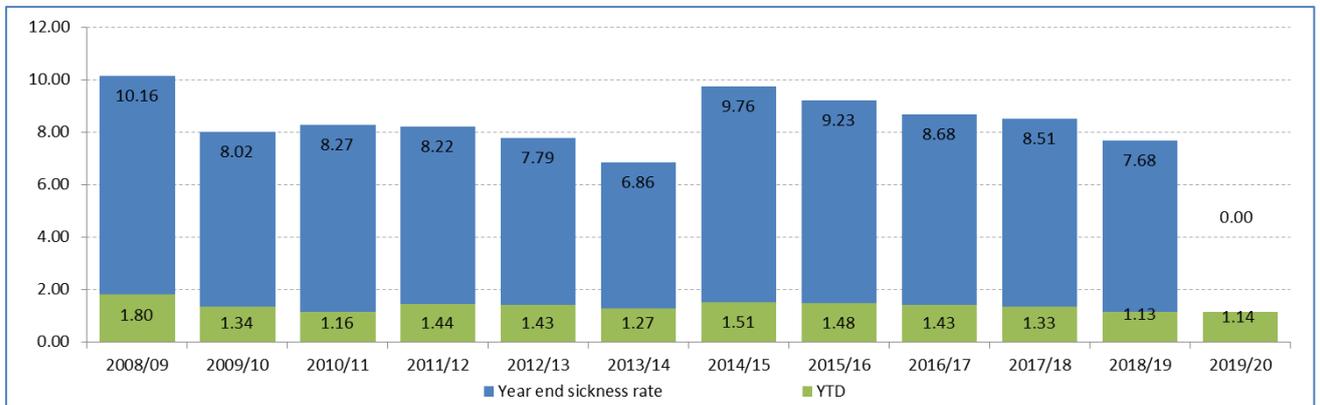
1.2 Absence levels are a key measure as they affect the efficiency and the effectiveness of the Service and for the first time the Service has a specific target for sickness in 2018/19 with an average measure of 8 days/shifts of sickness per person for the Wholetime, Control and Support Staff. This target was achieved and exceeded for 2018/19 and the year end results are included in this report. We also have the performance level for April and May of this financial year. At this point, we are slightly worse than this time last year but our aim will be to once again achieve our target.

2. **2018/19 APRIL - MARCH AND 2019/20 APRIL & MAY ABSENCE PERFORMANCE**

2.1 For the full 2018/19 year, the comparisons with the previous full years are shown below for the average lost days per person per year. In 2018/19, for the fourth consecutive year, the Service saw an improvement in sickness levels and the second lowest over the last 11 years which is a really good performance.

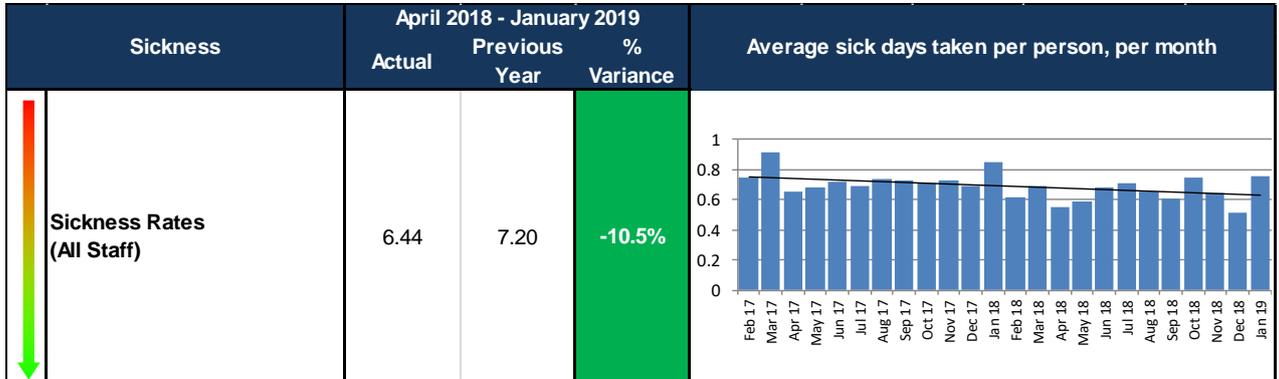


2.2 In 2019/20, The Service can once again consider the year to date comparisons with previous years and we are maintaining our performance but just a fraction up on the previous year.

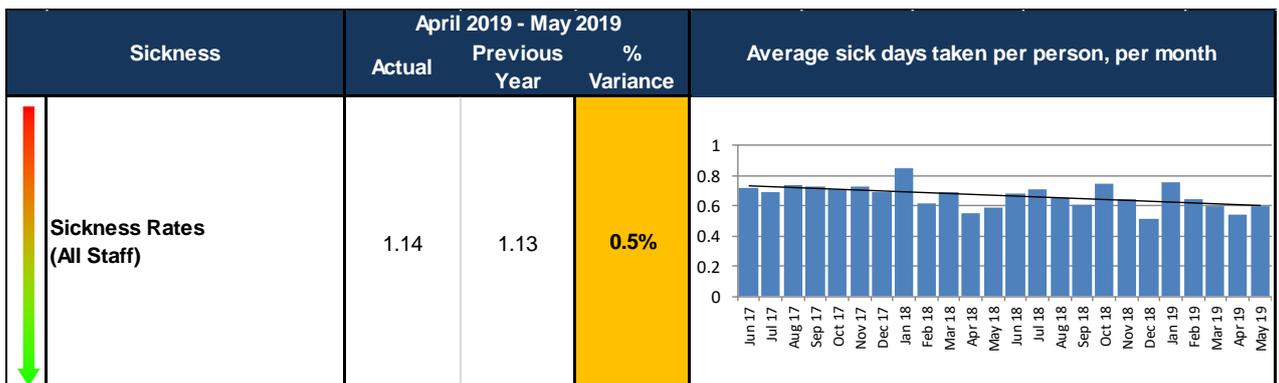


2.3 The graph below shows the monthly sickness rates for the last 2 years. On average, employees have taken 7.61 days sickness for the full year compared with 8.51 for the previous year. This represents a 9.7% improvement compared with last year.

Sickness Direction of Travel

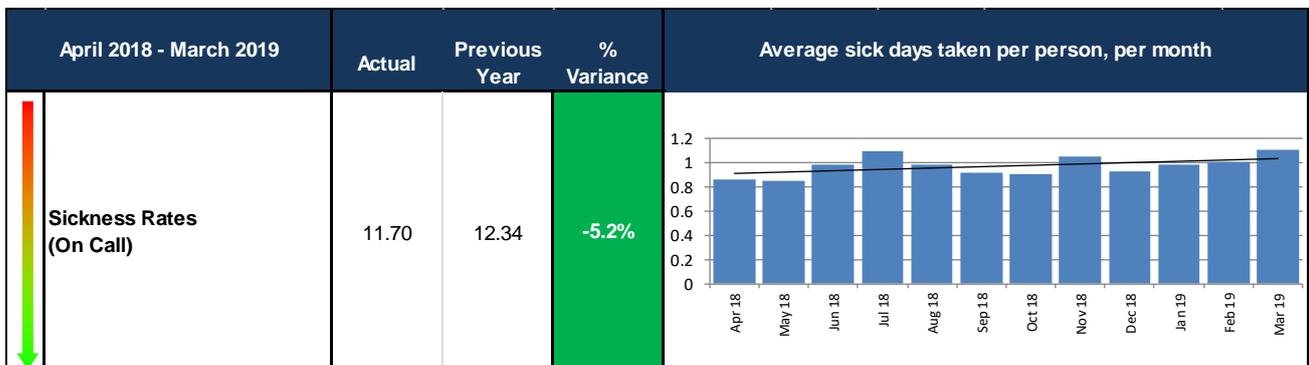


2.4 The April and May performance are also shown below. We are 0.5% down on this time last year, however, we know that we will get variation from one year to another which is why we are focusing on an overall year target of an average of 8 days per person.

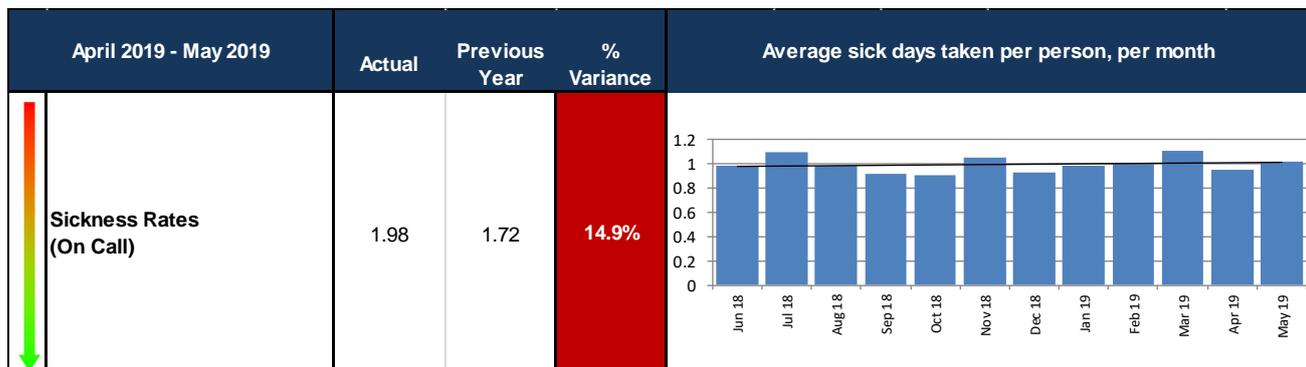


2.5 The On-call rates are also shown below. The level of sickness is higher than for other staff categories, however, for On-call Firefighters we will record sickness over 7 days per week rather than lost shift or working days. For On-call Firefighters this reflects the method of payment for sickness absence for which we calculate a daily rate based on the previous 12 weeks of work activity. We have only measured On-call sickness since April 2018 and at this point do not have a set target for this staff category.

On-call Staff



2.6 For April and May 2019/20 we have seen a slight worsening in the sickness levels and we will continue to monitor this and focus on supporting our staff.

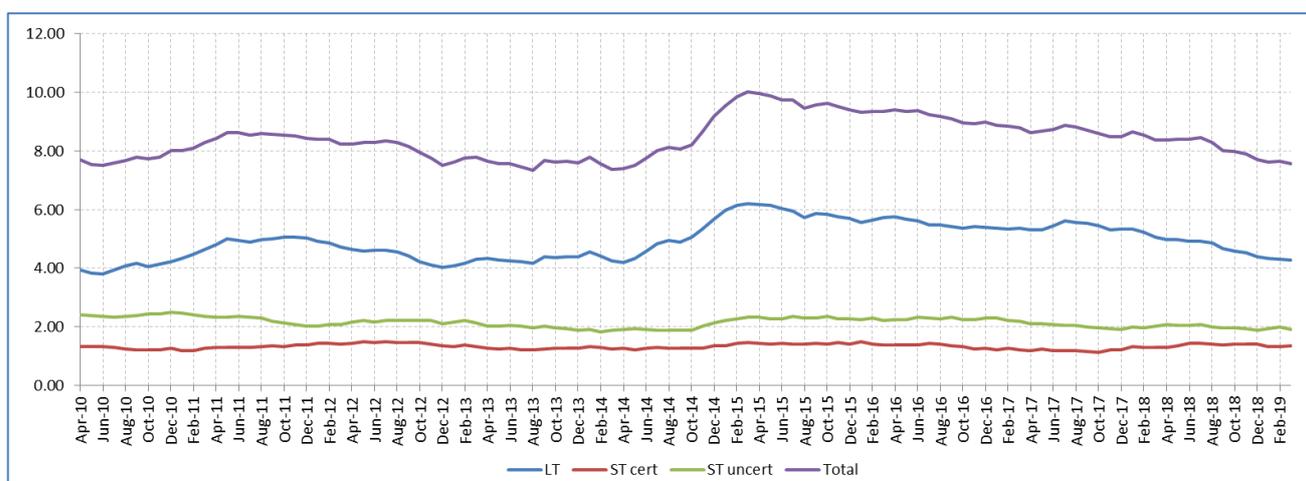


2.7 With monthly peaks and troughs in sickness, it is difficult to see the on-going longer term change in the rates over this time and so we show the sickness levels over a 12 month rolling sickness rate as measured at the end of each month. As this is a rolling rate it removes any monthly peaks and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

2.8 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



2.9 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 - March 2019		Wholetime Station based staff			Wholetime Non Station staff <i>(inc SHQ, STC, group support teams etc)</i>			Wholetime All staff		
		Actual	Previous Year	% Variance	Actual	Previous Year	% Variance	Actual	Previous Year	% Variance
	Overall Sickness Rate	9.53	8.95	6.4%	4.84	6.33	-23.6%	7.97	7.98	-0.1%
	Total # Days/shifts lost	3581	3190.5	12.2%	908.5	1337.5	-32.1%	4489.5	4528	-0.9%
	Sickness Rates - Long Term (over 28 calendar days)	5.79	5.11	13.2%	2.73	4.07	-33.0%	4.77	4.72	0.9%
	# Days/shifts lost LT	2175	1821.5	19.4%	512	860	-40.5%	2687	2681.5	0.2%
	Sickness Rates - ST Cert (8 - 28 calendar days)	1.45	1.48	-2.3%	1.05	0.96	10.3%	1.05	1.29	-18.1%
	# Days/shifts lost STcert	545	529	3.0%	198	202	-2.0%	743	731	1.6%
	Sickness Rates - ST Uncert (up to 7 calendar days)	2.29	2.36	-2.8%	1.06	1.30	-19.0%	1.06	1.97	-46.2%
# Days/shifts lost STuncert	861	840	2.5%	198.5	275.5	-27.9%	1059.5	1115.5	-5.0%	

Sickness Rates by post type April 2018 - March 2019		Control			Support staff		
		Actual	Previous Year	% Variance	Actual	Previous Year	% Variance
	Overall Sickness Rate	7.39	10.80	-31.6%	7.10	9.42	-24.6%
	Total # Days/shifts lost	250.67	384.52	-34.8%	1851.72	2286.62	-19.0%
	Sickness Rates - Long Term (over 28 calendar days)	2.64	6.95	-62.0%	3.65	5.84	-37.5%
	# Days/shifts lost LT	89.67	247.52	-63.8%	952.8	1418.43	-32.8%
	Sickness Rates - ST Cert (8 - 28 calendar days)	2.59	2.30	12.6%	1.39	1.24	11.9%
	# Days/shifts lost STcert	88	82	7.3%	362.12	301.2	20.2%
	Sickness Rates - ST Uncert (up to 7 calendar days)	2.15	1.55	39.3%	2.06	2.34	-11.9%
# Days/shifts lost STuncert	73	55	32.7%	536.8	566.99	-5.3%	

Sickness Rates April 2018 - March 2019		On Call staff		
		Actual	Previous Year	% Variance
	Overall Sickness Rate	11.68	12.33	-5.3%
	Total # Days/shifts lost	11146	11905	-6.4%
	Sickness Rates - Long Term (over 28 calendar days)	8.30	8.90	-6.7%
	# Days/shifts lost LT	7924	8593	-7.8%
	Sickness Rates - ST Cert (8 - 28 calendar days)	1.84	1.90	-3.3%
	# Days/shifts lost STcert	1757	1837	-4.4%
	Sickness Rates - ST Uncert (up to 7 calendar days)	1.55	1.53	1.5%
# Days/shifts lost STuncert	1480.25	1475	0.4%	

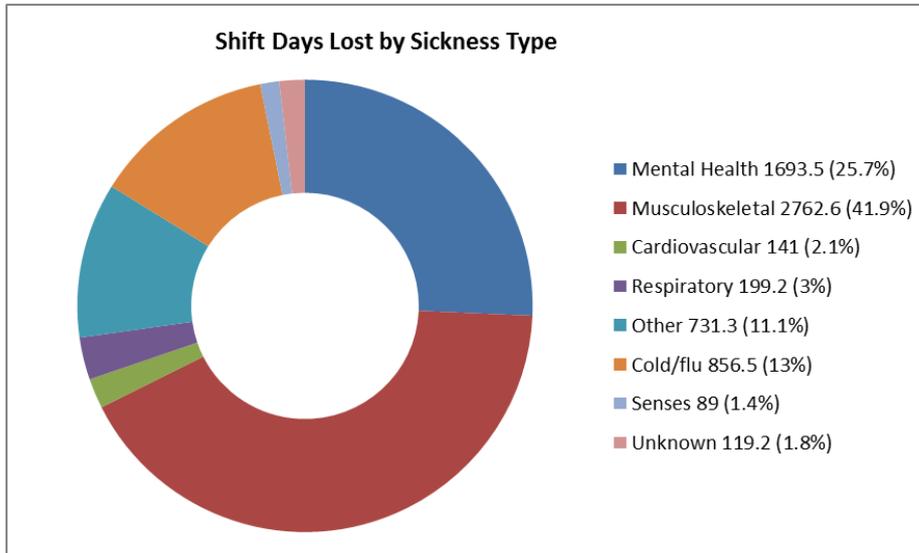
2.10 For 2018/19, the Service has seen a reduction in sickness across all categories except Wholetime Station based staff and this category had improved during the last quarter of the year.

2.11

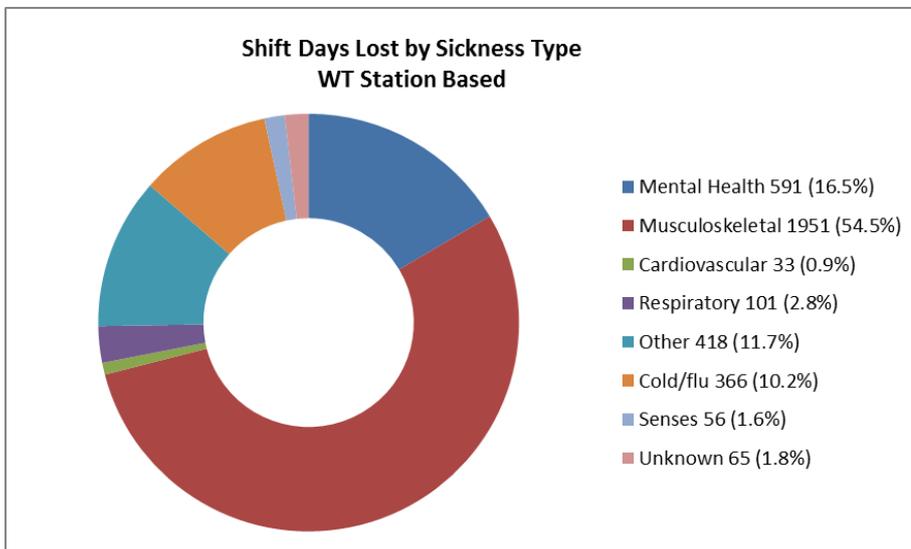
The two most common reasons for sickness across all staff are mental health and musculoskeletal problems and this reflects the national position. These charts have not changed significantly since the last HRMD Committee meeting.

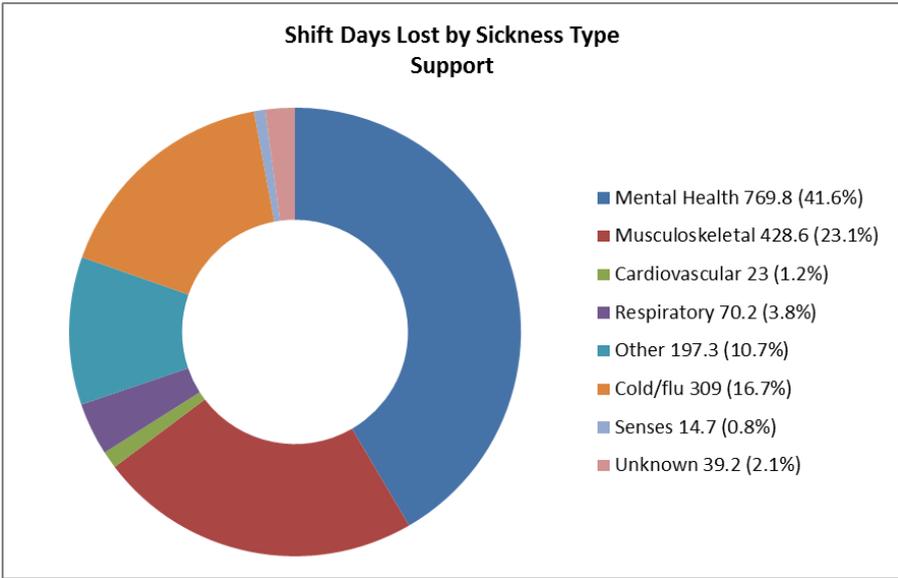
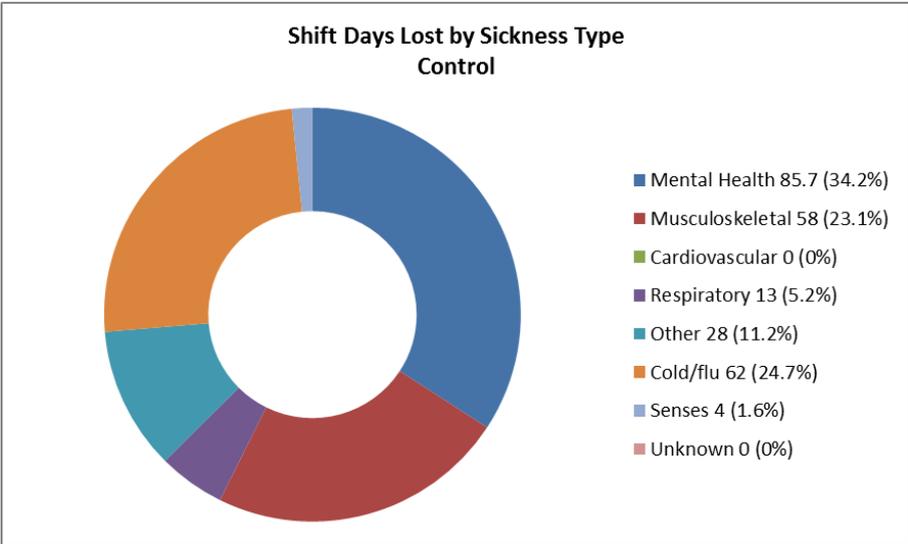
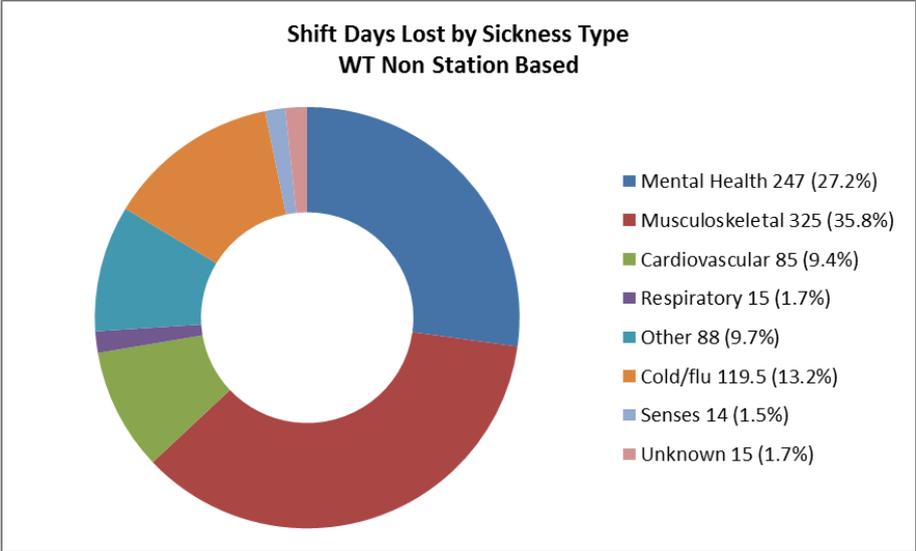
2018/19 Year to Date Reasons for sickness for each staff category

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

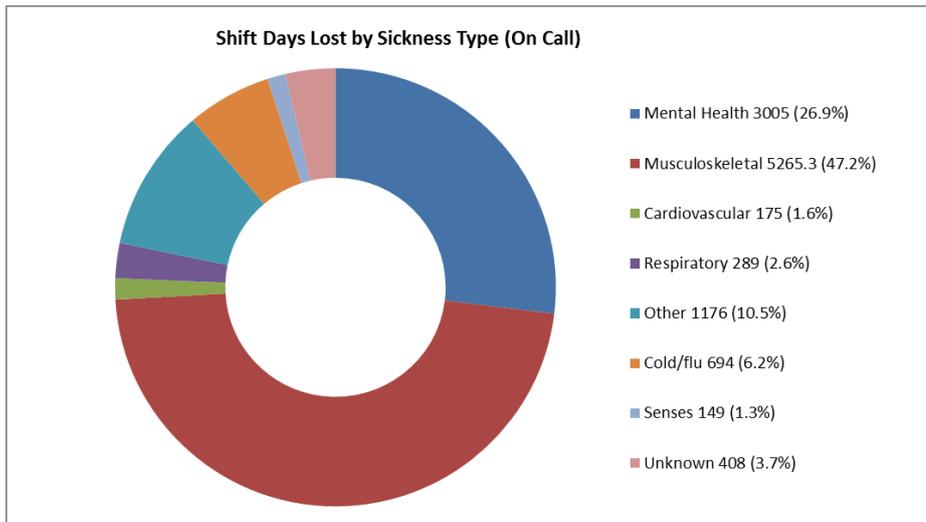


Shift days lost by sickness type (split by post type):





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



3. **ABSENCE MANAGEMENT ACTIONS**

- 3.1 Since the last meeting of the Committee, the Service has continued to support individual cases where staff have been absent. More work activity will commence in 2019/20 in working towards the recommendations from the Mental Health Task and Finish group as reported at the March 2019 meeting of the Committee. The Service is also working with our Occupational Health provider to ensure that where an employee is unable to return to duties within the Service then the Ill-health retirement process is effective and efficient in supporting the employee through to retirement.
- 3.3 Work on the method of fitness testing for operational staff has now been concluded and the Service is preparing an implementation plan.

4. **CONCLUSION**

- 4.1 This paper contains the standard measures of performance for the last financial year 2018/19 in which the Service had an impressive performance. It is early in the current financial year but the Service will continue to support staff through sickness and achieve our performance target.

ACFO PETE BOND
Director of Service Improvement

Agenda Item 5

REPORT REFERENCE NO.	HRMDC/19/7
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	10 JULY 2019
SUBJECT OF REPORT	WORKFORCE CULTURE, DIVERSITY AND INCLUSION – QUARTERLY UPDATE
LEAD OFFICER	DIRECTOR OF SERVICE IMPROVEMENT
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<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 Inclusion Think Tank has been exploring the timeline of national recommendations and findings around diversity and inclusion in the sector and this has resulted in a draft strategy being put forward to the NFCC board of the people strand.</p> <p>Internally, the People Strategy has been published in April together with the new Fairness & Respect policy and 'Living our values' manager guidance.</p> <p>Extensive people and community impact assessments have been undertaken in relation to the Service Delivery Operating Model project.</p> <p>In addition, an action plan to address outcomes from the cultural audit has been agreed.</p>
RESOURCE IMPLICATIONS	None at this time
EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)	Where required, ERBAs will be carried out on particular projects or areas of work.
APPENDICES	N/A
LIST OF BACKGROUND PAPERS	N/A

1. INTRODUCTION

- 1.1 This report details progress in the period March to June 2019 towards achieving a more diverse workforce and a more inclusive working environment.
- 1.2 Many pieces of work, undertaken with an aim to achieving a more diverse workforce and a more inclusive working environment, are captured within the People Development project within the Safer Together change programme. Progress on that work is also reported through the programme.

2. INCLUSIVE CULTURE/LEADERSHIP

- 2.1. The project scope for the People Development project has been agreed and the resource plan is in development. Personnel resource to assist the work in relation to staff development has been released and reviewing current arrangements has started.
- 2.2. The development of the new appraisal process has reached the stage where the accompanying IT system covering 'conversations' is being trialled within a selected group of staff. The 'objectives' part is still in build. Full implementation expected by end of July.
- 2.3. In line with Home Office guidance, national best practice and the Fire and Rescue Plan, a People Strategy has been published. The accompanying Diversity & Inclusion Plan 2019-2020, is being drafted.
- 2.4. The People Impact Assessment project has seen extensive trials of the concept in the Service Delivery Operating Model project and learning points will be used to amend the original process before consideration is given to an implementation plan and providing guidance.
- 2.5. Linked to the publication of the People Strategy and the Fairness & Respect policy, a 'Living the values' guidance for managers has been published. The communication plan is being discussed to ensure it reaches all managers.
- 2.6. A cultural audit has been completed in line with the Public Service Internal Audit Standards with a desk top review of policies and procedures and interviews with staff and a survey. The audit outcomes give an indication on the level of 'inclusion' and provide a gap analysis to assist in determining what actions need to be considered to ensure the Service's objectives around diversity and inclusion are achieved. The Executive Board have been presented with the Service's response to the audit outcomes and have agreed to the forming of Task & Finish Groups to address any issues raised in the report.
- 2.7. Other ongoing initiatives to ensure an inclusive working environment include:
- The Inclusion Think Tank has been exploring the timeline of national recommendations and findings around diversity and inclusion in the sector and this has resulted in a draft strategy being put forward to the NFCC board of the people strand;
 - The Service joined Employers Network for Equality & Inclusion and undertaken their Inclusion, Diversity & Equality assessment with an extensive report available on where the Service could make improvements;
 - Conversations have started to review the way diversity and inclusion topics are integrated within staff development;

- The Service have received Disability Confident Level 1 status and are now working towards level 2;
- This year the Service will be marking World Youth Skills Day by facilitating a Cadet Challenge between Fire Service and Police Cadets;
- Planning has started to update the Diversity & Inclusion E-Learning package to ensure it links to our values and objectives

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. These initiatives are covered within both Human Resources and Organisational Development departmental plans.
- 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. Early June changes have been made in the way Service Delivery engages with applicants and the effect of these changes will be measured later this year.
- 3.3. A further workshop in relation to recruitment processes for operational positions has taken place mid-June to look at details of the process and identify positive action initiatives to ensure potential applicants are reached and supported. Outcomes from this workshop and two previous ones will be combined in a report to the Executive Board with recommendations on implementation of the process.
- 3.4. At its last meeting on 6 June 2019, amongst other matters, the Service Diversity & Inclusion Strategic Steering Group discussed the quarterly diversity report for January to March 2019.
- 3.5. The key issues identified in this set of data, which haven't been previously identified, are:
1. There was a significant increase in the number of women starting in On-Call positions, 24% which is far higher than in the previous 12 months;
 2. Nine out of the 28 leavers for On-Call staff (32.14%) left because of work-life balance.
- 3.6. Good progress was made with increasing numbers of female new starters in On Call positions. In the period January to March 2019, 11 women joined the On Call staff group, compared to a total of 12 in the whole of 2018. Evaluation of engagement activity with female (potential) applicants will need to identify the success criteria.
- 3.7. In relation to key finding 2; the Service is currently reviewing contracts and ways of working as part of the Safer Together programme. A quarter of the on-call leavers left due to work life balance, which forms part of considerations in developing new contracts and duty systems aiming to reverse the trend.
- 3.8. The Government Equality Office has released guidance what works to reduce the gender pay gap, again highlighting the importance of creating an inclusive culture and supporting women's careers and progression for part time workers.

- 3.9. Within the above guidance recommendations are made to facilitate a sponsorship programme for women. The Service has initiated a collaboration with Devon & Cornwall Constabulary, Dorset Constabulary, Cornwall FRS, Dorset & Wiltshire FRS and Devon County Council to consider implementation of a sponsorship programme 'Our Time' originating from Greater London Authority with the aim to remove barriers to increasing diversity and inclusivity in our workforce particularly in relation to progression for female staff.
- 3.10. Other (ongoing) initiatives in relation to progression include Action Learning Sets in collaboration with various regional emergency service partners and collaboration with Exeter University's sociology department to research women's career progression in the Service with a report expected around September.

4. COMMUNITY INCLUSION

- 4.1. In relation to the current consultation process around the Service Delivery Operational Model, a whole range of engagements have been scheduled in the community. These community events will ensure that members of the community are appropriately informed of the impact the changes have on them and their community, and getting feedback on options.
- 4.2. An internal Consultation & Engagement Task & Finish Group has formed in relation to Community Consultation & Engagement to increase efficiency, consistency of campaign messages and prevent consultation overload. Initial conversations have been held with representatives from Devon & Cornwall Constabulary's Diverse Communities Team to identify ways to collaborate and reach all groups in the community.
- 4.3. The Service has attended Exeter Respect Festival in June with the aim, for the first time, to communicate a recruitment message around Support careers as employment opportunities as well as a community safety messages.
- 4.4. Devon Blue Light Day took place on 18 June 2019, and provided a great opportunity for people to meet with the emergency services and to find out about being Active, Safe and Healthy. DSFRS were one of the main contributors and used the opportunity to engage with our disabled community.

ASSISTANT CHIEF FIRE OFFICER PETE BOND
Director of Service Improvement

Agenda Item 6

REPORT REFERENCE NO.	HRMDC/19/8
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	10 JULY 2019
SUBJECT OF REPORT	REQUESTS FOR RETIREMENT & RE-EMPLOYMENT
LEAD OFFICER	DIRECTOR OF SERVICE IMPROVEMENT
RECOMMENDATIONS	<i>That the requests for retirement & re-employment as identified in paragraph 2.3 of this report be approved.</i>
EXECUTIVE SUMMARY	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.
RESOURCE IMPLICATIONS	Retirement and re-employment provides the Service with certainty for the leaving date for eligible employees, which assists with workforce planning and the implementation of the Authority's Safer Together change programme.
EQUALITY RISK & BENEFITS ASSESSMENT	The Retirement & Re-Employment Policy has had an equalities impact assessment.
APPENDICES	Nil.
LIST OF BACKGROUND PAPERS	DSFRA 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 and Development Committee (the Committee).
- 1.2 The Pay Policy Statement provides 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 Statement also makes reference to the Fire and Rescue National Framework for England ("the Framework"), published by the Home Office in May 2018. The Framework 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 Officers refers to those officers at Area Manager and above, or those with comparable responsibilities to those roles. The Framework also states that fire and rescue authorities will "have regard to this principle when appointing at any level".
- 1.4 The Service's Executive Board has considered the requests for retirement and re-employment set out in this report and would support their approval as being necessary in the interests of public safety.

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 considered expressions of interest from two employees for retirement and re-employment and these are now recommended to the Committee for approval. From the perspective of maintaining qualified Specialist Rescue staff at Bridgwater the Service would wish to retain the existing Watch Manager since there is an extended qualification time for these specialist skills and from a workforce planning perspective this will enable the Service to have a successor in place. For the Firefighter at Greenbank, the application is based on the Firefighter undertaking a job-share position which will create a full-time vacancy.

Role	Position	Station/Dept	Interested in Job Share	Decision
Watch Manager	Watch Manager	Bridgwater	No	FTC for 1 year, with the option to extend for a maximum of a further twelve months
Firefighter	Firefighter	Greenbank	Yes Job Share partner available	FTC for up to 1 year

FTC – Fixed Term Contract

- 2.4 There are no additional financial costs for the organisation since this employee has reached the point at which they can retire and is 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.

ACFO PETE BOND
Director of Service Improvement

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Agenda Item 7

REPORT REFERENCE NO.	HRMDC/19/9
MEETING	HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE
DATE OF MEETING	10 JULY 2019
SUBJECT OF REPORT	APPOINTMENTS TO THE INTERNAL DISPUTES RESOLUTION PANEL
LEAD OFFICER	Director of Corporate Services (Clerk to the Authority)
RECOMMENDATIONS	<i>The Committee is asked to review or confirm the appointments made to the IDRP Panel by the Authority on 7 June 2019 (Councillors Clayton, Hannaford and Vijeh).</i>
EXECUTIVE SUMMARY	<p>The Firefighters' Pension Scheme Internal Dispute Resolution Procedure (IDRP) enables complaints related to a pension to be considered by the Service and Authority under a two stage process as follows:</p> <ul style="list-style-type: none"> • Stage One: the matters should be considered by the Chief Fire Officer, or a senior manager specified by him, who will give a decision in the matters; and • Stage Two: the decision should be confirmed or replaced by the decision of elected Members of the Fire and Rescue Authority which may in turn delegate this function to a smaller grouping. <p>The Service procedures for grievances, discipline or dismissals now align with ACAS practice and guidance (which replaced the statutory discipline regulations) and do not provide for any ultimate recourse to the Authority. The Service has no intention to change this arrangement but, given the revised Internal Disputes Resolution Procedure are linked to statutory pensions schemes, it is necessary in the case of pensions complaints to provide an ultimate recourse to the Authority.</p> <p>This matter has been delegated by the Authority to this Committee for determination. The Service had received an application under Stage Two of the process on 25 April 2019, however, with a period of two months within which to hear and determine the appeal. In view of this, the Authority made initial appointments to the Panel at its meeting on 7 June 2019 (Minute DSFRA/5 refers) to facilitate the setting up of a Panel to hear this appeal. The appointments made on 7 June 2019 to the Panel were:</p> <p>Councillors Clayton, Hannaford and Vijeh.</p> <p>Ongoing membership of this ad hoc panel was, however, subject to consideration by the Human Resources Management & Development Committee.</p> <p>The Committee is asked to review or confirm the appointments made to the IDRP Panel by the Authority on 7 June 2019.</p>
RESOURCE IMPLICATIONS	An initial assessment has revealed no equality issues in this matter sufficient to warrant a full equality impact assessment.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Nil.

APPENDICES	None.
LIST OF BACKGROUND PAPERS	Firefighters' Pensions Scheme Circular 1/2009 – Firefighters' Pension Scheme: Internal Dispute Resolution Procedure (IDRP).