



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson  
CLERK TO THE AUTHORITY

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

(see below)

SERVICE HEADQUARTERS  
THE KNOWLE  
CLYST ST GEORGE  
EXETER  
DEVON  
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Our ref : DSFRA/MP/SS  
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Date : 28 October 2019  
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## **HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE** **(Devon & Somerset Fire & Rescue Authority)**

**Tuesday, 5th November, 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 10 July 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/19/10) attached.

- 5 **Health, Safety & Welfare Report (Pages 13 - 20)**  
Report of the Director of Governance & Digital Services (HRMDC/19/11) attached.
- 6 **People Strategy & People Development Project (Pages 21 - 26)**  
Report of the Director of Service Improvement (HRMDC/19/12) attached.
- 7 **Workforce Culture, Diversity & Inclusion - Quarterly Update (Pages 27 - 32)**  
Report of the Director of Service Improvement (HRMDC/19/13) attached.
- 8 **Requests for Retirement and Re-employment (Pages 33 - 36)**  
Report of the Director of Service Improvement (HRMDC/19/14) attached.

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

Membership:-

Councillors Best, Clayton, Hannaford (Chair), Peart, Thomas, Wheeler 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 July 2019

### Present:-

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

### In attendance (in accordance with Standing Order 38(1))

Councillor Randall Johnson

#### \* **HRMDC/1     Minutes**

**RESOLVED** that the Minutes of the meeting held on 18 March 2019 be signed as a correct record.

#### \* **HRMDC/2     Absence Management Performance Report**

The Committee received for information a report of the Director of Service Improvement (APRC/19/6) that set out the Service's performance in relation to absence management for both the year 2018/19 and also for the months of April and May 2019.

It was noted that, in 2018/19 and for the fourth consecutive year, the Service's performance on absence management had improved to 7.68 days/shift lost as compared to the target of 8 days/shifts lost. This also compared well to the public sector average target which was 8.4 days/shifts lost. In April and May 2019, the performance was 1.14 days/shifts lost per person which was slightly worse than the same period in 2018/19 although it was recognised that this was a very early point in the year.

Reference was made to the point that absence for On Call staff seemed to be higher than in other staff categories. The Head of Human Resources replied that this was largely because On Call staff worked 7 days and therefore the chance of days being lost due to sickness was higher. It was noted at this point that long term sickness was the area of focus for the Service and that the highest reason for absence was still musculoskeletal at 42% for all categories of staff.

Councillor Hannaford stated that, for corporate responsibility, the Committee needed to understand all of the issues to be assured that the right processes were in place for the organisation. The Head of Human Resources advised that there was a Health and Safety Steering Committee in place with representatives from both the Service and Representative Bodies that looked in detail at sickness absence and the reasons behind this. He added that it would be feasible to submit a report on health and safety to the Committee which would assist in bringing the wider statistics forward. Councillor Vijeh referred to the cost of absence and suggested that there should be measures in place to ensure that information presented was useful. The Head of Human Resources replied that there was insufficient information available currently to put a target into place.

The Director of Service Improvement advised that there was a need to consider in more depth what was required for On Call staff in future. He added that, in terms of sickness absence, it may be that staff would continue with their primary employment but book off sick with the Service.

Councillor Hannafod requested more detailed information to be submitted to the Committee in respect of On Call sickness absence and he asked that a briefing be submitted to the next meeting covering this, together with the reasons behind musculoskeletal and mental health absence in greater depth.

\* **HRMDC/3 Workforce Culture, Diversity & Inclusion**

The Committee received for information a report of the Director of Service Improvement (HRMDC/19/7) that set out the progress made in the first quarter of 2019-20 towards achieving a more diverse workforce and a more inclusive working environment.

The Committee noted the following points in terms of:

Inclusive culture/leadership:

- The new appraisals process was being trialled within selected groups of staff with the accompanying IT system covering “conversations”. Full implementation was expected by the end of July 2019;
- A People Strategy had been published and there was a need to have a communications plan in place now;
- An Inclusion Think Tank had been exploring national recommendations around diversity and inclusion in the sector and a draft strategy had been put forward to the National Fire Chiefs Council (NFCC) for consideration under its people strand;
- The Service had achieved Disability Confidence Level 1 status and was working towards Level 2;

Recruitment, Promotion & Retention:

- There had been good progress with increasing numbers of female new starters with 11 women joining the Service in On Call positions between January to March 2019 compared to 21 in the whole of 2018;
- In terms of On Call, the Service was reviewing contracts as part of the Safer Together Programme as there had been issues raised by staff leaving in terms of work/life balance;
- The Government Equality Office had released guidance in respect of how to reduce the gender pay gap, highlighting the importance of creating an inclusive culture and supporting women’s careers and progress for part time workers

Community Inclusion:

- An internal Consultation & Engagement Task to Finish Group had been formed to increase efficiency, consistency of campaign messages and to prevent consultation overload.

The Committee enquired as to the percentage take up of staff for On Call roles. The Head of Human Resources replied that the Service had recruited 150 On Call staff in 2018/19 but he did not have the figures to hand in terms of numbers applying. Reference was also made to the cultural audit that had been undertaken and it was requested that further information be included in the report in future in terms of the issues being raised and considered. It was also requested that further information be included within the section in the paper on community inclusion in future.

It was agreed that there should be a briefing at the Members' Forum in due course in respect of On Call issues including capability, recruitment and training.

\* **HRMDC/4 Requests for Retirement & Re-employment**

The Committee considered a report of the Director of Service Improvement (HRMDC/19/8) that set out requests for retirement and/or re-employment in accordance with the approved Pay Policy Statement for 2019/20.

**RESOLVED** that the requests for retirement and/or re-employment set out at paragraph 2.3 of the report be approved.

\* **HRMDC/5 Appointments to the Internal Disputes Resolution Panel**

The Committee considered a report of the Director of Corporate Services (Clerk) (HRMDC/19/9) seeking confirmation of the appointments made by the Fire & Rescue Authority on 7 June 2019 to the Internal Disputes Resolution Panel (set up to consider and determine complaints made by individuals under stage 2 of the Firefighters' Pension Scheme Internal Disputes Resolution Procedure).

It was noted that the appointments made were Councillors Clayton, Hannaford and Vijeh but this was subject to confirmation by the Committee.

**RESOLVED** that the appointments of Councillors Clayton, Hannaford and Vijeh as members of the Internal Disputes Resolution Procedure (IDRP) Panel be confirmed until the first meeting after the Annual Meeting of the Authority in June 2020.

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

The Meeting started at 10.00hours and finished at 11.12hours

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# Agenda Item 4

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/10</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 NOVEMBER 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>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 in 2018/19 and the Service has made a good start to 2019/20. This report covers the period up until August 2019.</p>
<b>RESOURCE IMPLICATIONS</b>	Staff and financial resources associated with absence management.
<b>EQUALITY RISK AND BENEFITS ANALYSIS (ERBA)</b>	The Absence Management policy has an equality impact assessment.
<b>APPENDICES</b>	None
<b>LIST OF BACKGROUND PAPERS</b>	None

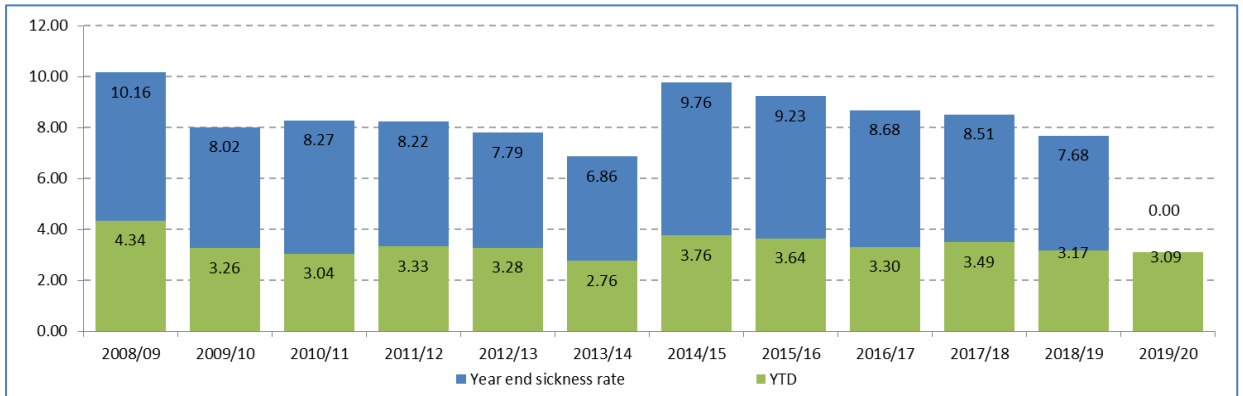
1. **INTRODUCTION**

1.1 Devon and Somerset Fire and Rescue Service (the 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 it 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 effectiveness of the Service. 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. In 2018/19 the sickness rate was 7.68 days/shifts of sickness per person. When performance against the target was reported in July 2019, there was a slight dip in performance but the Service is now showing a slight improvement on the position in 2018/19.

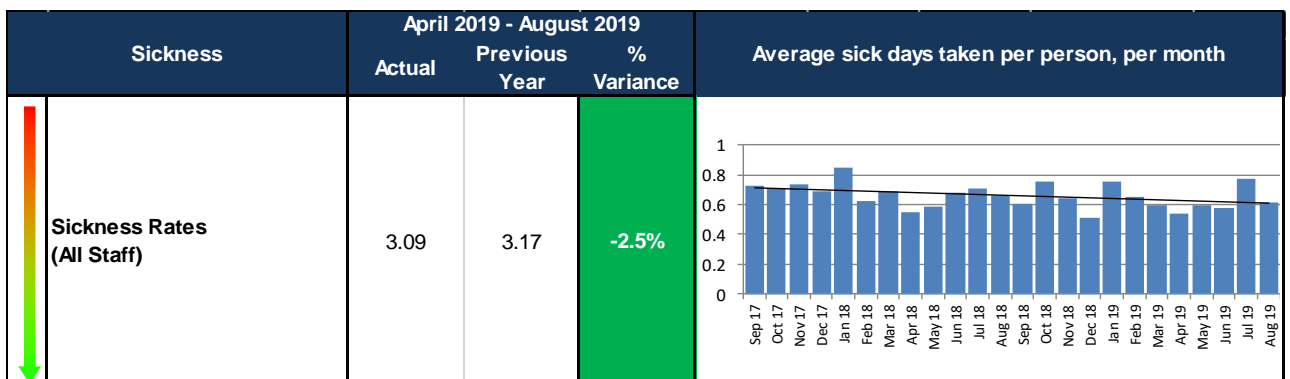
2. **APRIL - AUGUST 2019/20 ABSENCE PERFORMANCE**

2.1 For April to August 2019, the Service has compared the current level of absence with previous years as set out in the graph below. The absence level for April to August 2019 (3.09 days) is the lowest level achieved since 2013/14 (2.76 days) and the third lowest since 2010/11 (3.04 days) which is a good start to the year.



2.2 The graph below shows the monthly sickness rates for April to August 2019 as compared with the same period in 2018/19. On average, employees have taken 3.09 days sickness compared with 3.17 for the same period in 2018/19. This represents a 2.5% improvement compared with last year. When the Service reported on performance in July 2019, the improvement was at 0.5% compared with 2018/19.

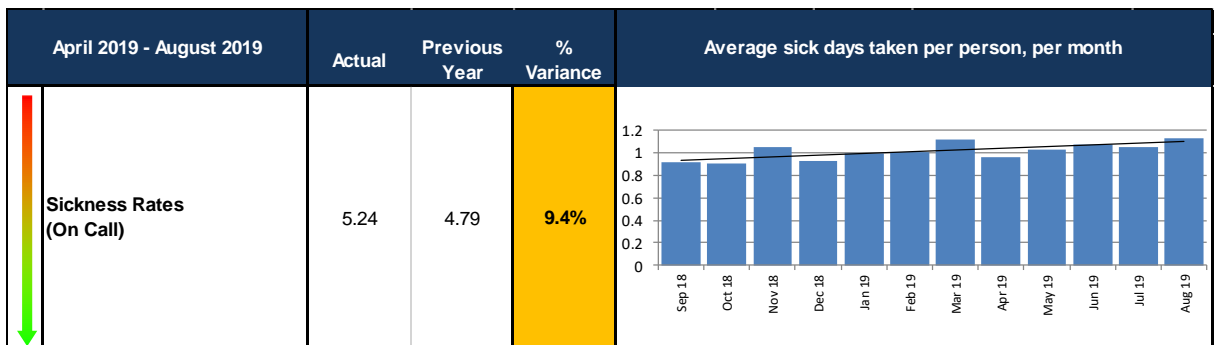
**Sickness Direction of Travel**



2.3

The On-call rates for April to August 2019 as compared with the same period in 2018/19 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 which is calculated on a daily rate based on the previous 12 weeks of work activity. The Service has only measured On-Call sickness since April 2018 and at this point, does not have a set target for this staff category. In July 2019 when On-Call sickness was previously reported, it was 14.9% worse than the previous year and was RAG rated as red. It has now improved and is down to 9.4% worse than last year.

**On-Call Staff**



2.4

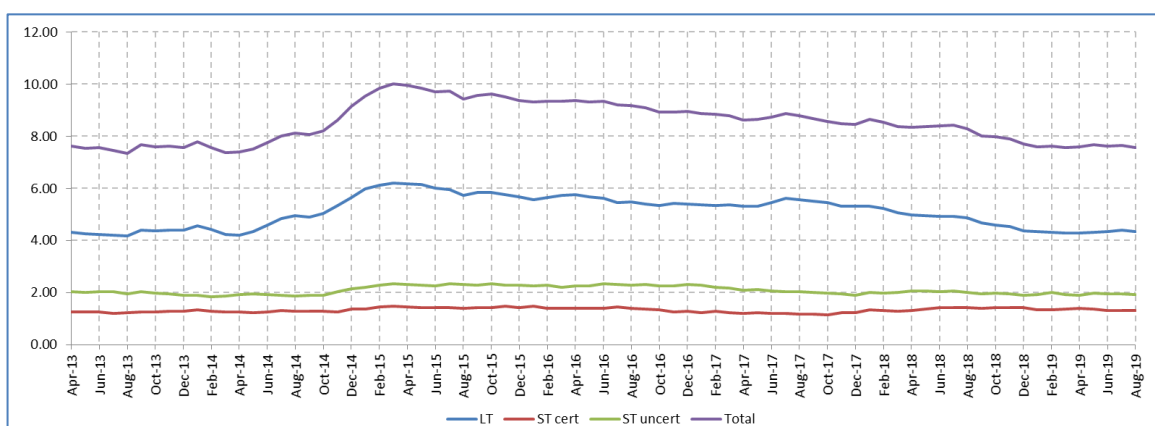
With monthly peaks and troughs in sickness, it is difficult to see the on-going longer term change in the rates over this time and so we show the sickness levels over a 12 month rolling sickness rate as measured at the end of each month. As this is a rolling rate it removes any monthly peaks and troughs 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 2013 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.

2.5

The 3 categories of sickness shown in the chart below 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; and
- 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 2019 - August 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
	<b>Overall Sickness Rate</b>	3.83	3.76	1.8%	2.74	1.71	60.4%	3.47	3.05	13.5%
	Total # Days/shifts lost	1420.5	1373	3.5%	509	328	55.2%	1929.5	1701	13.4%
	<b>Sickness Rates - Long Term (over 28 calendar days)</b>	2.62	2.51	4.4%	1.83	1.06	72.3%	2.36	2.01	17.2%
	# Days/shifts lost LT	971.5	915	6.2%	340	204	66.7%	1311.5	1119	17.2%
	<b>Sickness Rates - ST Cert (8 - 28 calendar days)</b>	0.48	0.53	-9.2%	0.61	0.29	110.5%	0.61	0.45	36.6%
	# Days/shifts lost STcert	179	194	-7.7%	114	56	103.6%	293	250	17.2%
	<b>Sickness Rates - ST Uncert (up to 7 calendar days)</b>	0.73	0.72	0.6%	0.30	0.35	-16.4%	0.30	0.60	-50.4%
	# Days/shifts lost STuncert	270	264	2.3%	55	68	-19.1%	325	332	-2.1%

Sickness Rates by post type April 2019 - August 2019		Control			Support staff		
		Actual	Previous Year	% Variance	Actual	Previous Year	% Variance
	<b>Overall Sickness Rate</b>	3.39	3.94	-14.1%	2.30	3.32	-30.8%
	Total # Days/shifts lost	115	134.67	-14.6%	629.32	835.53	-24.7%
	<b>Sickness Rates - Long Term (over 28 calendar days)</b>	2.12	1.78	19.4%	1.41	2.17	-35.2%
	# Days/shifts lost LT	72	60.67	18.7%	385.8	546.71	-29.4%
	<b>Sickness Rates - ST Cert (8 - 28 calendar days)</b>	0.65	1.35	-51.9%	0.23	0.52	-55.3%
	# Days/shifts lost STcert	22	46	-52.2%	63.45	130.46	-51.4%
	<b>Sickness Rates - ST Uncert (up to 7 calendar days)</b>	0.62	0.82	-24.5%	0.66	0.63	4.4%
	# Days/shifts lost STuncert	21	28	-25.0%	180.07	158.36	13.7%

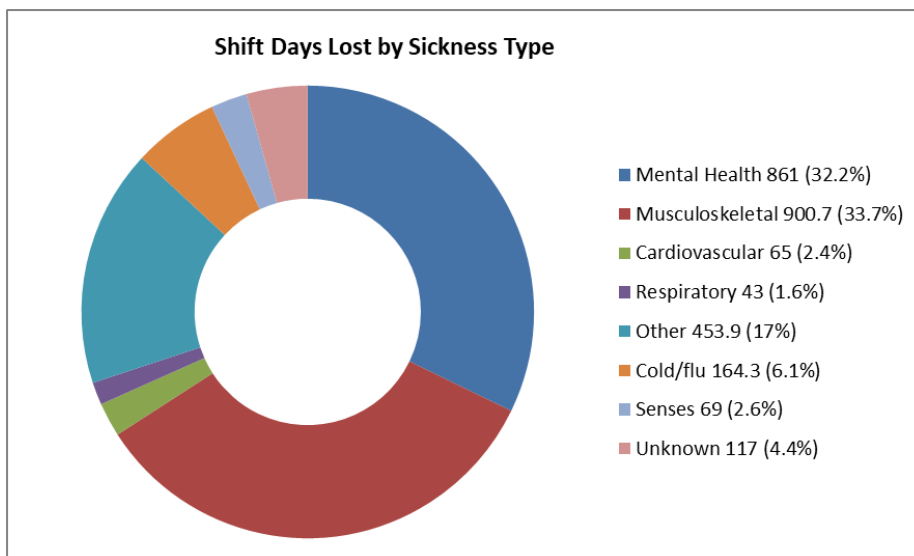
Sickness Rates April 2019 - August 2019		On Call staff		
		Actual	Previous Year	% Variance
	<b>Overall Sickness Rate</b>	5.22	4.78	9.2%
	Total # Days/shifts lost	5047	4583	10.1%
	<b>Sickness Rates - Long Term (over 28 calendar days)</b>	3.85	3.51	9.6%
	# Days/shifts lost LT	3724	3371	10.5%
	<b>Sickness Rates - ST Cert (8 - 28 calendar days)</b>	0.69	0.83	-16.6%
	# Days/shifts lost STcert	672	799	-15.9%
	<b>Sickness Rates - ST Uncert (up to 7 calendar days)</b>	0.62	0.44	41.3%
	# Days/shifts lost STuncert	600	421	42.5%

2.7 From these figures, the Service has seen a slight increase in sickness levels at Wholetime Stations and the position is significantly worse for non-station based staff. Control and Support Staff are both showing good results. For On Call staff, the Service has seen a bigger increase in short-term sickness.

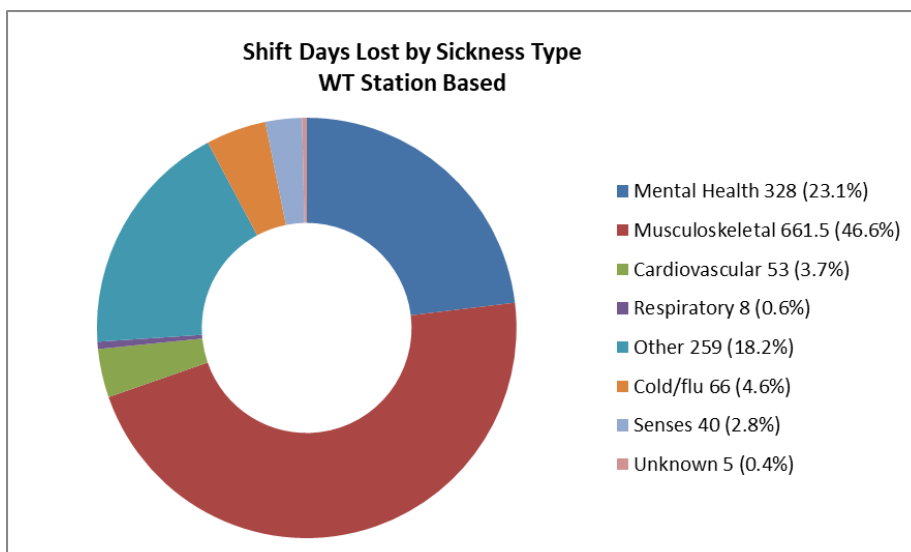
2.8 The two most common reasons for sickness across all staff are mental health and musculoskeletal problems and this reflects the national position. The most significant change is the number of lost days due to Mental Health issues within the Wholetime Non-Station based staff but this is impacted by a small number of cases.

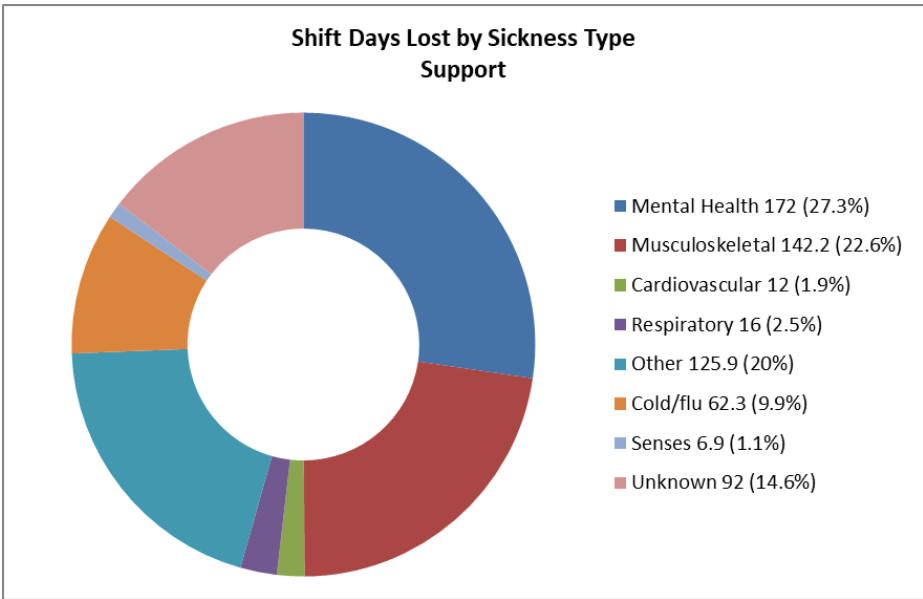
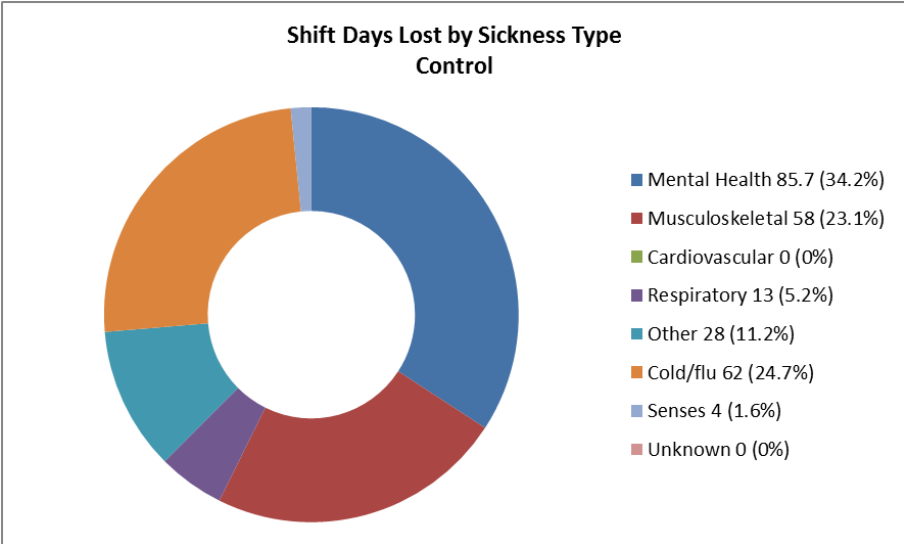
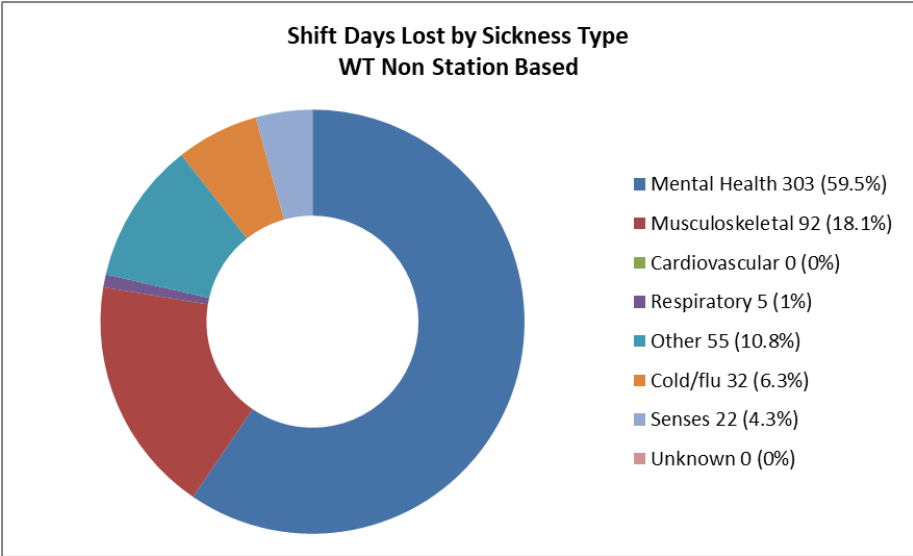
**2019/20 YEAR TO DATE REASONS FOR SICKNESS FOR EACH STAFF CATEGORY**

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

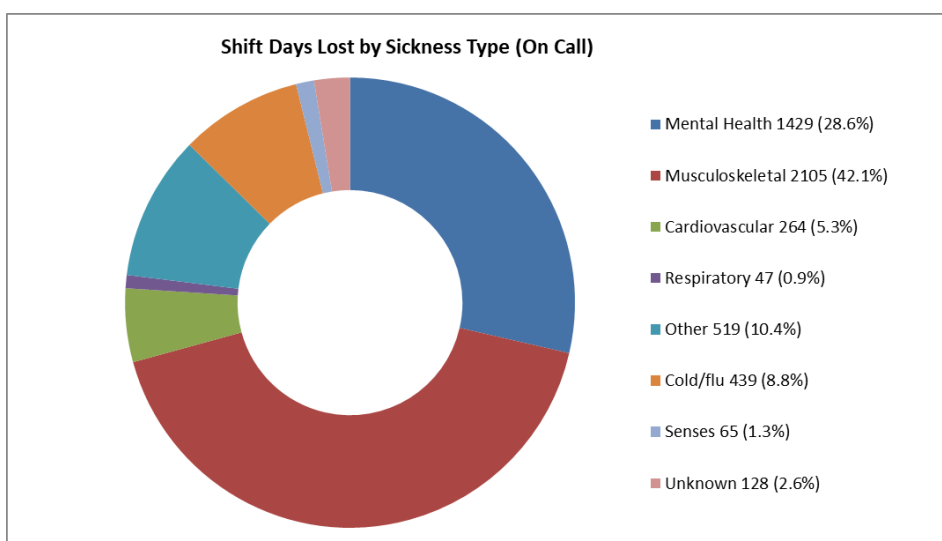


**Shift days lost by sickness type (split by post type):**





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



- 2.9 In terms of the support that the Service will give to musculoskeletal injuries, one of the most effective interventions are the free physio sessions that staff can use. Staff can have direct access to a physio in from a provider in their local area. The number of sessions held to date for Q1/Q2 this year are shown below and each is categorised as to what type of injury they relate to.

Sessions held Apr 2019 - Mar 2020		
Clinic	Apr-Jun	July - Sep
Exeter	97	96
N. Devon	14	30
Somerset	17	24
Plymouth	41	21

- 2.10 In terms of mental health and the impact of stress on sickness absence, these are reported through to the Service's Health & Safety Steering Committee. The number of employees with stress related sickness for Q1/Q2 has been follows:

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Work Related	8	6	8	5	8	9
Non Work Related	12	13	12	9	8	14
<b>Total</b>	<b>20</b>	<b>19</b>	<b>20</b>	<b>14</b>	<b>16</b>	<b>23</b>

## 3. ABSENCE MANAGEMENT ACTIONS

- 3.1 Since the previous Committee meeting in July 2019, the Service has continued to support individual cases where staff have been absent and the Human Resources team is working closely with Service Delivery.
- 3.2 The Service has been working on a new Fitness Policy which will incorporate an Annual Fitness Assessment and a 3 yearly Fitness Test alongside the Occupational Health Medical. This will enable us to assess fitness on a regular basis and the 3 yearly test with the medical will provide a detailed health and fitness assessment, so that the Service is able to provide tailored information to support its staff. The combination of these approaches will ensure that any issues with health and fitness are identified at the earliest opportunity and that a development plan can be initiated before any issues affect operational effectiveness.

3.3 Since the Service stopped the previous regime for fitness testing whilst trials were undertaken with a Drill Ground test, an Interim Annual Fitness Assessment has been used across all station based staff. This was implemented to enable the Service to be assured that operational staff are fit for their role. The results are still being finalised but overall staff have performed very well with these tests.

4. **CONCLUSION**

4.1 This paper contains the standard measures of performance for the performance to date this year.

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



# Agenda Item 5

<b>REPORT REFERENCE NO.</b>	<b>RMDC/19/11</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 NOVEMBER 2019</b>
<b>SUBJECT OF REPORT</b>	<b>HEALTH, SAFETY AND WELFARE REPORT</b>
<b>LEAD OFFICER</b>	<b>Director of Governance &amp; Digital Services</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>Devon and Somerset Fire and Rescue Service (the 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>This Health, Safety and Welfare report is a new report presented to the Human Resources Management and Development Committee (the Committee), the inclusion of this report reflecting the importance with which the Service views the Health, Safety and Welfare of its staff. This year's annual Health, Safety and Welfare policy statement, is now signed by both the Chief Fire Officer and Chair of the Fire Authority. This new approach aligns to the framework detailed in the [then] Department for Communities and Local Government paper "Health, safety and welfare framework for the operational environment". The framework requiring clear and positive safety leadership at Fire and Rescue Authority and Principal Officer level. Through jointly signing the policy statement, it is intended to demonstrate the Authority's commitment and acknowledge responsibility with regards Health, Safety and Welfare.</p> <p>The detail of the report will evolve to provide greater information regarding performance in this area, this initial report aimed at informing the committee.</p>
<b>RESOURCE IMPLICATIONS</b>	Staff and financial resources associated with absence management
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b>	The Health and Safety policy has an equality impact assessment.
<b>APPENDICES</b>	None
<b>LIST OF BACKGROUND PAPERS</b>	None

1. **INTRODUCTION**

1.1 Devon and Somerset Fire and Rescue Authority (the Authority) recognises and accepts ultimate responsibility for the health, safety and welfare of its employees and others who may be affected by the work activities of Devon and Somerset Fire and Rescue Service (the Service). The Service’s aim is to ensure that it will, so far as is reasonably practicable, comply with the requirements of the Health and Safety at Work Act 1974 and all statutory provisions associated with it and support staff in meeting their obligations under the Act. Ultimate responsibility for Health and Safety rests with the Chief Fire Officer. The Principal Officer with strategic responsibility for health and safety performance is the Director of Governance & Digital Services, who must be supported with a high degree of commitment from managers and supervisors at every level for the effective management of health, safety and welfare. It is only by demonstrating this commitment that the Service can secure the well-being of its greatest asset, its employees, and reduce the rate of avoidable accidents, injuries and work related sickness to a tolerable level.

1.2 The management of Health, Safety and Welfare is supported through underpinning policies, procedures, training and monitoring activities. Monitoring activities are a key element of measuring performance and ensuring safe systems are functioning as intended. These can be achieved through Proactive or Reactive monitoring. Proactive measures help the Service to mitigate a safety event where as reactive measures allow us to learn from the safety event in order to prevent / reduce the likelihood of a recurrence.

2. **PROACTIVE/ REACTIVEMONITORING**

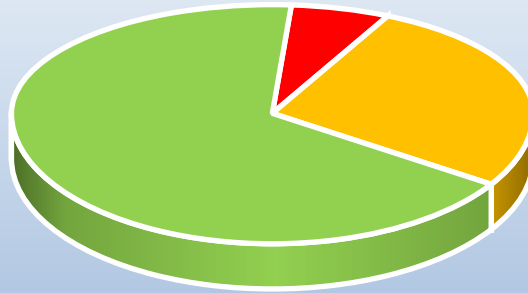
***PROACTIVE:***

2.1 **Safety Management System Audit.** In 2018 an audit of the Service Safety Management System was completed, using an audit model developed by the National Fire Chiefs Council (NFCC) and endorsed by the Health and Safety Executive. It was anticipated the NFCC audit model, being new to the Service, would identify areas for improvement. However, the Service performance was reasonable with 67% of areas reviewed identified as compliant and 26% as working towards. The Service continues to push forwards recommendations in order to achieve compliance in all areas. Progress is compared quarterly in the charts below. It should be noted that the increase in the number of ‘working towards’ recommendations is as a result of progressing the ‘non-compliant’ recommendations.

**Initial 2018 Audit Results:**

<b>,Audit Area</b>	<b>Not Compliant</b>	<b>Working Towards</b>	<b>Compliant</b>
<b>Plan</b>	5	6	16
<b>Do</b>	8	94	272
<b>Check</b>	17	44	113
<b>Act</b>	15	18	24
<b>Total</b>	<b>45</b>	<b>162</b>	<b>425</b>

### Overall Status by All Audit Areas

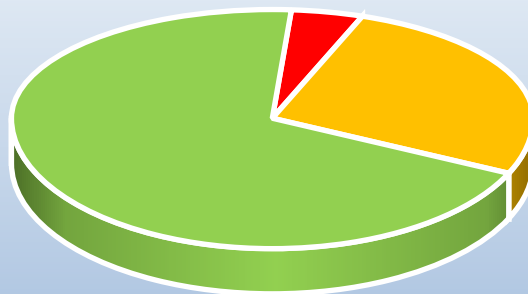


■ Not Compliant     
 ■ Working Towards     
 ■ Compliant

#### 2019/20 Quarter 1 Results:

Audit Area	Not Compliant	Working Towards	Compliant
Plan	0	6	21
Do	4	94	277
Check	15	44	114
Act	14	16	27
<b>Total</b>	<b>33</b>	<b>160</b>	<b>439</b>

### Overall Status by All Audit Areas

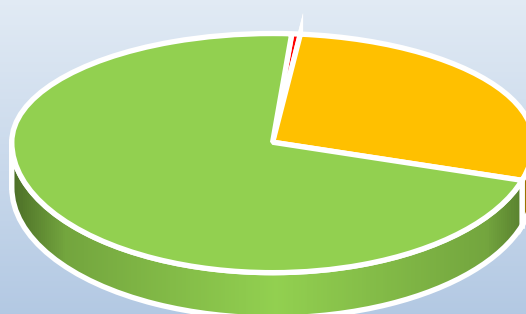


■ Not Compliant     
 ■ Working Towards     
 ■ Compliant

**2019/20 Quarter 2 Results:**

Audit Area	Not Compliant	Working Towards	Compliant
Plan	0	6	21
Do	1	94	283
Check	2	49	120
Act	1	26	29
<b>Total</b>	<b>4</b>	<b>175</b>	<b>453</b>

**Overall Status by All Audit Areas**



■ Not Compliant     
 ■ Working Towards     
 ■ Compliant

2.2 Consideration is being given by the Service to the future Safety Management System audit model the Service will align to. There is benefit in aligning to the ISO45001 methodology in that our regional partners are either already aligned to this or moving to it. Key benefits of aligning would be improved ability to benchmark with regional partners and ability to share learning from the audit leading to improved policies and procedures.

2.3 **Workplace (Health and Safety) Inspection & Assessment.** Annually, fire stations within the Service conduct a workplace inspection and assessment, which is aimed at ensuring they conform to legal and policy requirements. There has been an improvement in the completion of these assessments over Quarter 2 2019/20. The Health & Safety Manager is reviewing processes to aid the management of this area through increased visibility for those responsible for ensuring the assessments are completed.

Performance Indicator	Previous	Current	Overall Performance
	Q1 2019/20	Q2 2019/20	
PI 2a: Percentage of Workplace Inspection & Assessments overdue review Target: 0%	43%	11%	Improving

**REACTIVE:**

2.4

**Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013**

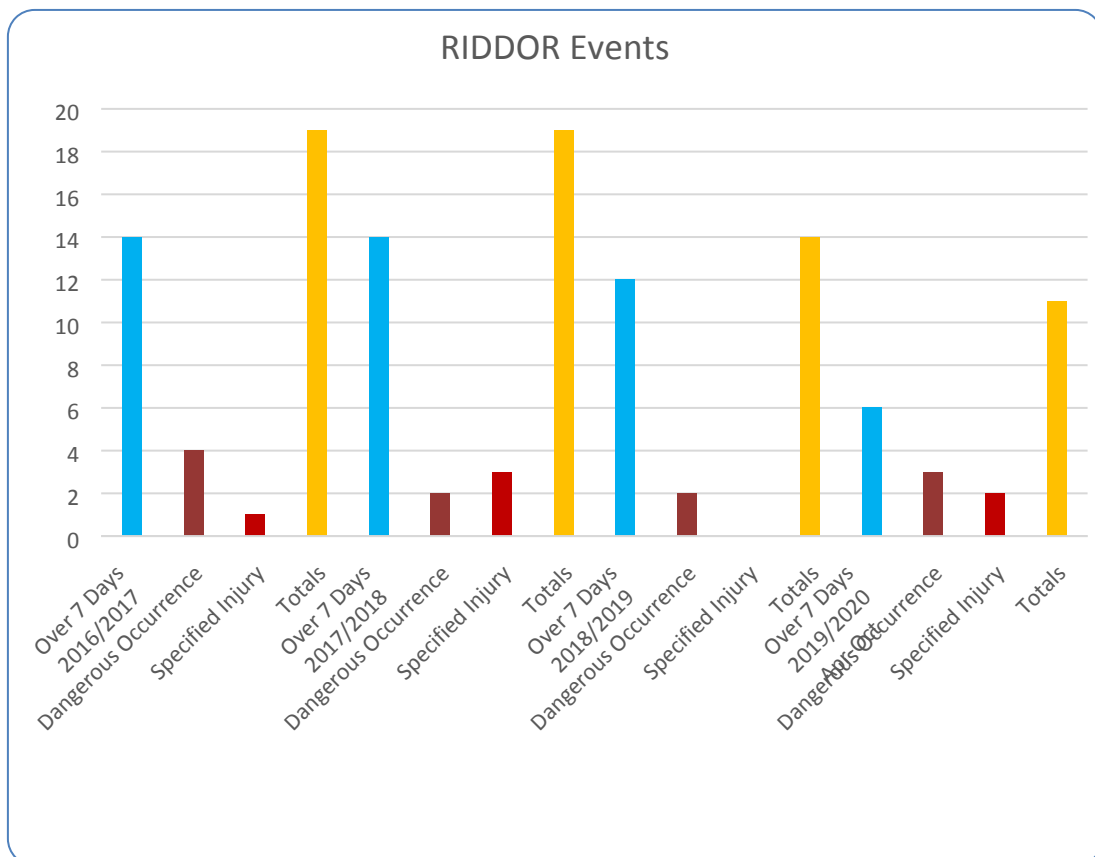
**(RIDDOR).** The Service is required to report certain types of work related safety event outcomes to the Health and Safety Executive (HSE) as required under the RIDDOR.

Types of RIDDOR reportable events include:-

- death to a worker and non-worker if they arise from a work related accident;
- specified injuries to workers (for example includes fracture other than fingers and toes, amputation, permanent loss or reduction of sight and unconsciousness caused by head injury or asphyxia);
- over seven day injuries to workers (where a worker is away from work or unable to perform their normal work duties for more than 7 consecutive days);
- injuries to non-workers (work related accident involving a non-worker who is taken from the scene to hospital for treatment);
- reportable occupational disease (examples include, carpal tunnel syndrome, hand-arm vibration syndrome and occupational asthma);
- dangerous occurrences are certain, specified near miss events (there are 27 categories of dangerous occurrence, an example being the collapse, overturning or failure of load-bearing parts of lifts and lifting equipment); and
- gas incidents (this is relevant to distributors, fillers and importers or suppliers of flammable gas).

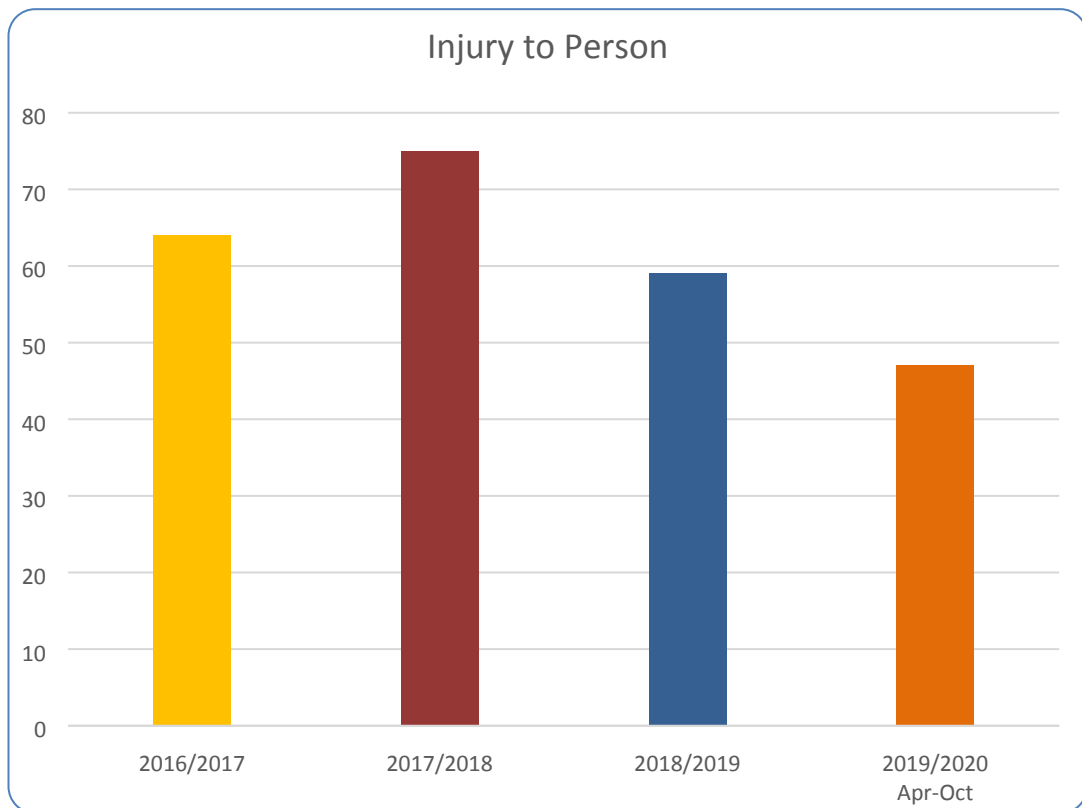
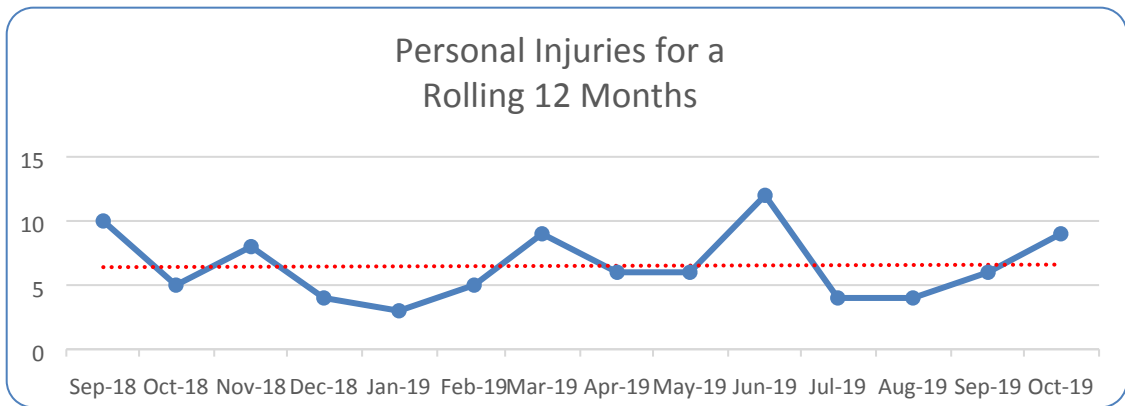
2.5

It is the responsibility of the Health & Safety Team to file these reports with the HSE, the chart below compares RIDDOR reporting over the last 3+ years (NB: 2019-20 figures are not full year). The rates of RIDDORs have fluctuated little over this reporting period, the dangerous occurrences have primarily been Breathing Apparatus (BA) related. With the rollout of a new BA sets into the Service this is an area we are monitoring closely.



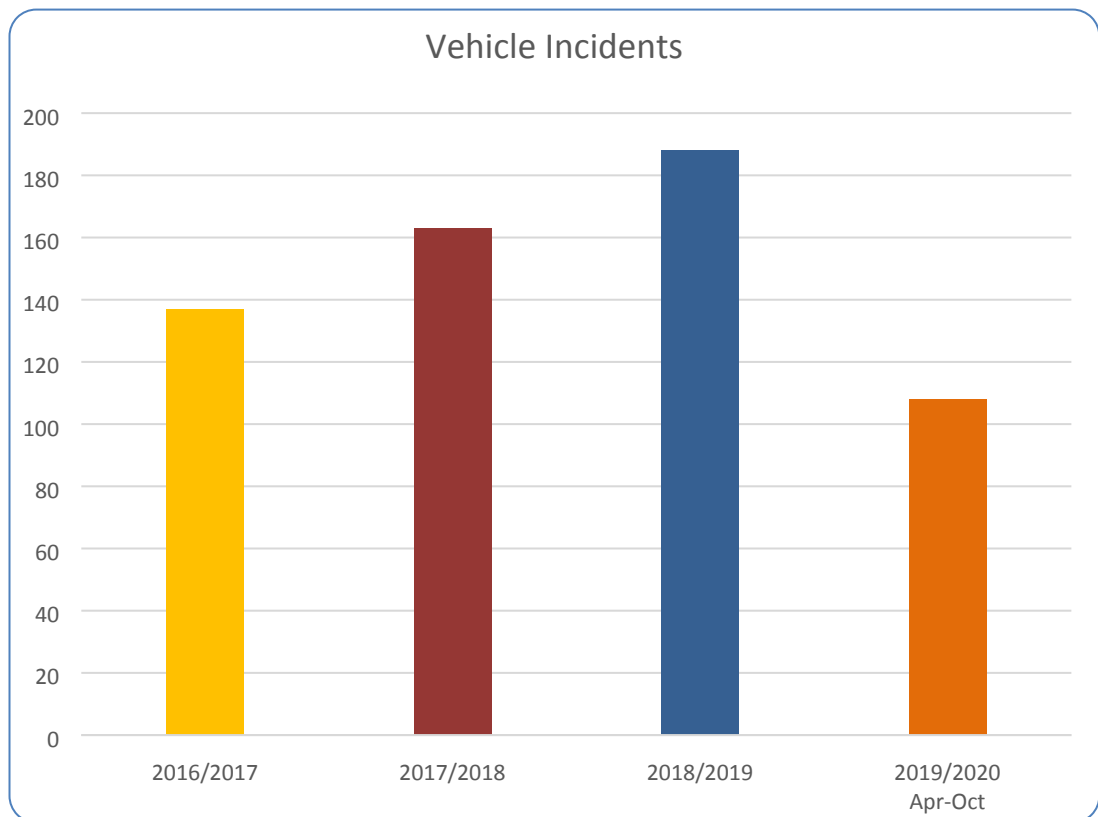
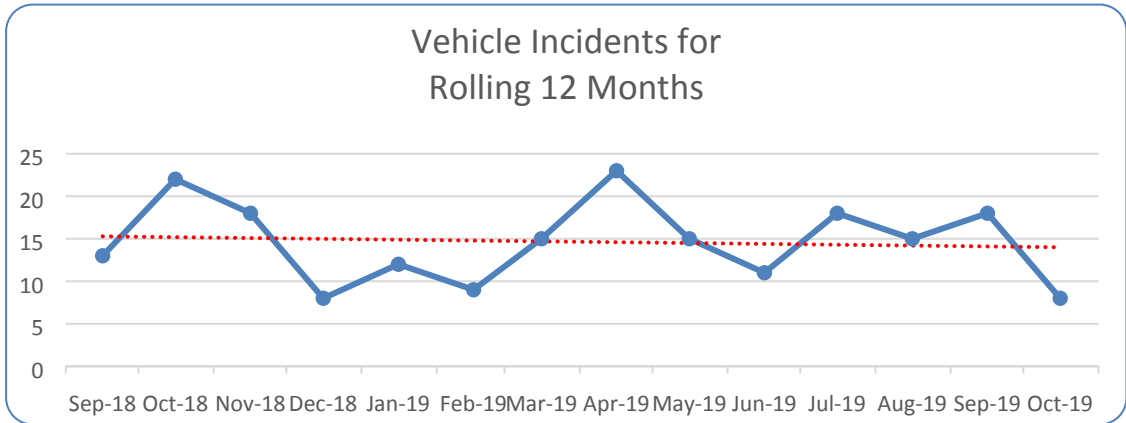
2.6

**Personal Injuries.** The charts below compares our injury rates over the last 3+ years, these continuing to reduce year on year (NB: 2019-20 figures are not full year). The Service takes the approach of reporting injuries as an investigable incident, which has aided in learning from the incidents, thus reducing the occurrences. Sprains, strains and musculoskeletal injuries are the primary injuries received and is reflected within other fire & rescue services, the HSE identifying musculoskeletal injuries as a target area for improvements across UK businesses. The Service has established the Musculoskeletal Group (a sub group of the Strategic Safety Committee) to review ways reduce incidents of musculoskeletal injuries.



2.7

**Vehicle Incidents.** The chart below compares our vehicle related safety events over 3+ years, these incidents seeing an increase over the reporting period (NB: 2019-20 figures are not full year). Vehicle related incidents are primarily during non-blue light activity, which of the Fire Appliances (Red Fleet) & Cars / Vans (Light Fleet) - the Light Fleet having the majority. To help reduce the number of incidents & improve our road risk the Service has signed up to the Governments Driving for Better Business initiative, an assessment has already been completed which helps organisations identify areas for improvement. The Service will now develop plans to address any areas identified.



### 3. **HEALTH, SAFETY AND WELFARE ACTIONS**

- 3.1 Work is ongoing with enhancing the Service's Safety Event Reporting Tool, which will allow staff to report swiftly any safety events, allocate an investigator and assign actions in order to mitigate or reduce the risk of a recurrence. This is an end to end safety management tool that will also allow the Service to monitor incidents so that trends can be identified and remediation activities be established as appropriate.
- 3.2 A cultural survey has been commissioned through the Audit and Review Manager in order to ascertain the Health and Safety Culture of the Service, which once complete will aid in identifying any necessary work required to improve or enhance the safety culture.
- 3.3 Completion of the Safety Management System Audit continues, liaison with stakeholders is planned in order to address aspects of the audit within their areas of responsibility

### 4 **CONCLUSION**

- 4.1 This paper contains proactive and reactive measures. As the report to the Committee evolves it is intended that there will be more detail provided within the measures. At the same time, it is anticipated that improvements in the Service's recording mechanisms will have been implemented. The present recording system has restricted the ability to report detailed information regarding the reactive measures, this will be improved with the new system. The cultural survey and proactive measures will form a key part of the Service drive to improve the Health, Safety and Welfare Culture.

**MIKE PEARSON**  
**Director of Governance and Digital Service**



# Agenda Item 6

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/12</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 NOVEMBER 2019</b>
<b>SUBJECT OF REPORT</b>	<b>PEOPLE STRATEGY &amp; PEOPLE DEVELOPMENT PROJECT</b>
<b>LEAD OFFICER</b>	<b>Director of Service Improvement</b>
<b>RECOMMENDATIONS</b>	<p><i>That the Committee:</i></p> <p><i>(a) notes the report; and</i></p> <p><i>(b) uses the People Strategy to monitor the Service's progress against the areas identified for improvement.</i></p>
<b>EXECUTIVE SUMMARY</b>	<p>This paper introduces the People Strategy. A People Strategy can be described as a strategic document that outlines the organisation's approach and relationship with its staff and how they will achieve the business aims of the organisation. Within Devon &amp; Somerset Fire &amp; Rescue Service, the People Strategy enables the definition of how things should be in the future.</p> <p>The Service is aware that staff want a sense of belonging, to know that they can make a difference and to know that they are growing within the organisation. The strategy helps to make sure that people are at the heart of change and improvement and ensures that where there are difficult changes to be made, staff experience this in a fair and considerate process. This strategy allows the Service to tell its story in terms of where it wants to be, how it can get there, what people will see, how they will feel and the behaviours they will exhibit and promote. The Strategy sets out the workplace the Service wants to create to help meet its vision and purpose and how, together, this can happen.</p> <p>This paper briefly outlines how the Strategy was created with considerable engagement and involvement of staff. It also refers to a Monitoring and Review Group who will help to ensure the Service keeps on track. A People Development Project has also been instigated under the Safer Together Programme and this will address specific aspects related to the People Strategy.</p>
<b>RESOURCE IMPLICATIONS</b>	These will be managed through the project and Safer Together Programme.
<b>EQUALITY RISK &amp; BENEFITS ASSESSMENT</b>	The People strategy supports our requirements under the Public Sector Equality Duty.
<b>APPENDICES</b>	People Strategy
<b>LIST OF BACKGROUND PAPERS</b>	<p>Home Office, Fire and Rescue National Framework for England, May 2018</p> <p>National Fire Chiefs Council, Fire and Rescue People Strategy</p>



## **1. INTRODUCTION**

- 1.1 This paper introduces the People Strategy to the Committee. The Authority has an Integrated Risk Management Plan that describes the risks in our community with a Fire & Rescue Plan that describes the challenges faced and which sets out our strategic intent. From these plans the Service has created the Safer Together Change & Improvement Programme.
- 1.2 Within the Fire & Rescue Plan, there are strategic themes and within the People strategic theme, there is an objective to develop a People Strategy for the Service. A People Strategy can be described as a strategic document that outlines the organisation's approach and relationship with its staff and how they will achieve the business aims of the organisation.
- 1.3 Within Devon & Somerset Fire & Rescue Service (the Service), the People Strategy enables the definition of how things should be in the future. The strategy enables the Service to set out what it will be like to work here and how staff will treat one another. It gives an overall direction in defining how the Service will ensure that its staff are able to perform at their best, to deliver on its objectives and achieve its vision. The Service knows that staff want a sense of belonging, to know that they can make a difference and to know that they are growing within the organisation. The Service needs to make sure that it puts people at the heart of change and improvement, and ensure that where there are difficult changes to be made that staff experience a fair and considerate process. This strategy will allow the Service to tell its story in terms of where it wants to be, how it can get there, what people will see, how they will feel and the behaviours they will exhibit and promote.
- 1.4 The strategy was built on evidence of how the Service needs to improve its workplace and the aspirations and ideas of its staff. It sets out the workplace the Service wants to create to help to meet its vision and purpose and how, together with staff, it plans to make this happen.
- 1.5 Externally, the Fire and Rescue National Framework for England sets out the Government's priorities and objectives for fire and rescue authorities. The National Framework provides an overall strategic direction to fire and rescue authorities, which includes driving forward an ambitious programme for workforce reform. The National Framework states that each fire and rescue authority should have in place a people strategy that has been designed in collaboration with the workforce. The national framework goes on to say that the People Strategy should take into account the principles set out in the National Fire Chiefs Council's (NFCC) Fire & Rescue People Strategy.
- 1.6 This paper also briefly introduces the People Development Project which is part of the Service's Safer Together Change & Improvement Project.

## **2. DEVELOPMENT OF THE PEOPLE STRATEGY**

- 2.1 The Service's Organisational Development team was commissioned by the Human Resources department to develop the People Strategy and to start the conversation about what a People Strategy should look like. A large workshop meeting was held in September 2018 with a wide cross-section of staff in attendance. A gardening analogy was used to help staff to think creatively and the green fingered approach helped us to consider how we would like to grow as an organisation and as individuals.

The workshop was arranged around five themes, namely:

- Leadership
- Inclusion
- Ways of Working
- Learning and Development
- Wellbeing

- 2.2 Evidence of challenges faced by the Service from a range of review sources were provided as background for the day and the Workshop discussions were recorded by an illustrator who created a real-time visual record of the event as it progressed. The associated representation of the discussions is displayed within the Hub at SHQ and was used as part of the staff consultation process.
- 2.3 Based on the outcomes of the workshop a draft strategy was produced which went out to all staff in November 2018 for further consultation. The first version of this strategy drew directly on the words and language used by participants at the Workshop. Following the Workshop, the details of the Safer Together Change and Improvement Programme were developed further and along with feedback from staff, this was used to produce a final version of the People Strategy which has been endorsed by the Extended Leadership Team.
- 2.4 The Strategy was initially made available online but it has now been published and hard copies have been distributed across the Service.

### **3. PEOPLE STRATEGY – MONITORING AND REVIEW GROUP**

- 3.1 In order to assess the Service's progress with the People Strategy, a Monitoring and Review Group has been established. The Group will ensure that the aims in the strategy become the day to day experiences of staff. One of the key purposes of the group is to promote and encourage active and meaningful staff involvement in both developing each piece of work and in letting the Service know how it is making a difference.
- 3.2 The group will provide clarity on the work that needs to be done and ensure everything in the strategy is contained in a plan – either in the People Development Project or a Service Plan. The group will also ensure that the Service understands the links and interdependencies between the themes and that staff are involved in developing each piece of work. This group will also ensure that the Service reviews and reports on the progress to the workforce, leadership team and the Authority through update reports to this Committee.
- 3.3 The Monitoring and Review Group will include a broad cross-section of the Service as well as Trade Union representatives. The Group will define key measures to assess our progress which will be used in a refreshed and wider annual Health of the Organisation report.

#### 4. **PEOPLE DEVELOPMENT PROJECT**

- 4.1 The People Development project is part of the Safer Together Change & Improvement Programme and aims to transform the way that the Service works. Over the past couple of years, the Service has conducted staff surveys, cultural audits, peer reviews and other diagnostics enabling an evidence based approach to improvements that it needs to make. In order to best achieve this, the Service is currently in the process of completing a business case to introduce a single mandated capability to capture and manage learning, development and leadership. Within this project the Service will have three key workstreams:

**Inspiring Leadership** - the Service wants leaders who can communicate a clear vision, take decisions and empower people to make improvement happen. It will do this by creating a leadership strategy aligned to the NFCC Framework and by creating a range of tools that will inspire people to grow and learn. It will also create a mechanism for succession planning that puts the Service on the front foot. It will develop tools to ensure talent is identified, sponsored and mentored.

**Building Career Pathways** – the Service will create visible pathways to make best use of potential within the organisation by making everything transparent. This will bring clarity to the role requirements and create clear expectations for performance. This will be the basis for a learning curriculum to achieve development and equality of opportunity.

**Developing our People** - the Service will create a learning culture which provides equality of opportunity and allows everyone to achieve their full potential. It will do this by continuing to encourage and evolve constructive conversations, establishing a coaching and mentoring community of practice. It will curate a host of tools to enable greater self-awareness and growth and support our progression processes.

#### 5. **CONCLUSION**

- 5.1 This paper introduces the People Strategy and briefly outlines how it was produced with considerable engagement and involvement of our staff. It also refers to a Monitoring and Review Group which will help ensure the Service keeps on track and a People Development Project which will address specific aspects related to the People Strategy.

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

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# Agenda Item 7

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/13</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 NOVEMBER 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>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<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>Internally, the new Fairness &amp; Respect policy and ‘Living our values’ manager guidance has been published. A Dignity at Work review has been initiated to assess dignity provisions at our stations.</p> <p>Extensive people and community impact assessments have been undertaken in relation to the Service Delivery Operating Model project. Specific focus groups have provided additional information for the community impact assessment and forms the basis for identifying mitigating actions.</p> <p>In addition, Task &amp; Finish Groups to address outcomes from the cultural audit have been set up.</p>
<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>	N/A
<b>LIST OF BACKGROUND PAPERS</b>	N/A

## **1. INTRODUCTION**

- 1.1 This report details progress in the period July to October 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 reported through the programme and in an additional item on the agenda of this meeting.

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

- 2.1. Linked to the publication of the People Strategy, the Diversity & Inclusion Plan 2019-2020 has been published. With the planning cycle 2020-2021 starting now, particular focus will be given to diversity and inclusion objectives for future years to reflect the aims and objectives in the People Strategy.
- 2.2. In addition, the Fairness & Respect policy and a 'Living the values' guidance for managers has been published. These documents provide guidance around our culture and how we want people to treat each other. The communication plan for both documents is being drafted to ensure it reaches all managers.
- 2.3. The People Impact Assessment project has seen extensive trials of the concept in the Service Delivery Operating Model project and feedback has identified learning points to amend the original process. Wider implementation of the assessment will commence shortly, including providing guidance to those most likely to undertake these assessments.
- 2.4. Work is commencing on the Gender Pay Gap report with a completion date before the end of the year. This report is likely, for the first time, to include figures on ethnic pay gap as well to reflect national conversations on the subject.
- 2.5. A cultural audit was completed earlier this year in line with the Public Service Internal Audit Standards. 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 agreed to the forming of Task & Finish Groups to address any issues raised in the report. These groups, consisting of a variety of staff, have met a couple of times and aim to produce initial action plans in December.
- 2.6. An updated Diversity & Inclusion E-Learning package has been acquired and work will start to implement this for roll out to the workforce.
- 2.7. The Estates team have started a Dignity at Work review of all locations to identify whether they comply with legal requirements and provide dignity for those working at those locations.
- 2.8. Other ongoing initiatives to ensure an inclusive working environment include:
- The Service continues Disability Confident Level 1 status and are now working towards level 2;
  - In 2019-20, the Service has marked Black History Month online; and



- The Service now has a presence on the Ethics Committee for Devon & Cornwall Constabulary.

### **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 2019 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 Recruitment working Group, which is working with the outcomes three recruitment process workshops earlier this year, are planning positive action initiatives, new recruitment process implementation and preparing a communications plan in preparation for any future recruitment processes. Aims of the process are that it will identify the right people at the right time, but not necessarily first time. It will be inclusive, transparent, fair and sustainable.
- 3.4. At its previous 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. The overall percentage of Black and Minority Ethnic (BAME) employees is low compared to the Southwest (2011 census). The figure has not changed over the past two years despite ongoing recruitment in Support and On-Call roles. Over the past 3 quarters, the figures for British White have risen by 1-2%;
  2. All uniformed promotions, permanent and temporary, were male, white British and either heterosexual or preferred not to say/didn't state.
- 3.6. The Service attended Exeter Respect Festival and Plymouth Respect Festival and used the opportunity to communicate a recruitment message showing all the employment opportunities the Service offers as well as a community safety initiative. The Service is also looking at communication and engagement opportunities with the BAME communities to try to rebuild relationships with these groups and is working with the Consultation and Engagement team to establish this.
- 3.7. The Government Equality Office has released guidance on 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.

- 3.8. 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 and Devon County Council to facilitate 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.
- 3.9. Other (ongoing) initiatives in relation to progression include the training of Action Learning Set facilitators 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. A report, which sets out the results of the research, has been finalised and the researcher will present the findings to management for consideration.
- 3.10. The ongoing PPE project has raised, during a sizing exercise, that many women were not provided with or been offered female size PPE. An accompanying policy, engagement with female operational staff and communication messages will address this.
- 3.11. Opportunities have been advertised for operational members of staff to enhance the Crewing Pool. The crewing pool is a bank of staff who have volunteered to be contacted to provide operational cover at stations when required and perform other work activities whilst there. The purpose is to support both the Wholetime and On-Call Service and provides opportunities for staff to utilise their current skills whilst gaining experience of working within different parts of the service thus supporting additional development in Response, Prevention and Protection.

#### **4. COMMUNITY INCLUSION**

- 4.1. In relation to the recent consultation process around the Service Delivery Operational Model, a whole range of engagements have been undertaken in the community. These community events ensured that members of the community are appropriately informed of the impact the changes have on them and their community, and getting feedback on options.
- 4.1. Particular engagements events were scheduled with groups of people who could be impacted by the proposed changes to the Service Delivery Model. These events focussed on understanding the impact and how likely it is to occur. Focus groups particularly involved members from Devon Disability Network, Devon Senior Voice, Taunton Together, Exeter Respect, Down's Syndrome Association, Gypsy & Traveller community and Crediton International Social Cultural Organisation. The groups provided additional information for the community impact assessment and this forms the basis for identifying mitigating actions. Besides assessing potential impact, specific needs of these groups were identified where possible and disseminated to relevant departments.
- 4.2. Internally, the Diversity & Inclusion Strategic Steering Group will be informed of the results of the impact assessment and consulted on mitigating actions in relation to community impact. The group includes representatives from Fire Pride, the lesbian, gay, bisexual and transgender network, the women's action network and our Dyslexia Support Group.

- 4.3. 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. This team will also discuss a community engagement strategy and explore options to build on the connections which have been made during the consultation period. Collaboration with emergency sector partners, who similarly need to comply with Public Sector Equality Duties, will be pursued.
- 4.4. The Service has also attended several Pride events across the counties.

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

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# Agenda Item 8

<b>REPORT REFERENCE NO.</b>	<b>HRMDC/19/14</b>
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 NOVEMBER 2019</b>
<b>SUBJECT OF REPORT</b>	<b>REQUESTS FOR RETIREMENT &amp; RE-EMPLOYMENT</b>
<b>LEAD OFFICER</b>	<b>Director of Service Improvement</b>
<b>RECOMMENDATIONS</b>	<i>That the requests 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 requests for approval.
<b>RESOURCE IMPLICATIONS</b>	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.
<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>	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 Area Manager or non-uniformed equivalent) who has retired will be subject to approval by of the Human Resources Management and Development Committee (the Committee).
- 1.2 The Pay Policy Statement sets out 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 notes that the Fire and 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 Officers refers to those officers at Area Manager and above, or those with comparable responsibilities to those roles. The Fire and Rescue National 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 request within this report for retirement and re-employment and considers that the requests are ultimately in the interests of the 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 six employees for retirement and re-employment as set out in the table below and these are now recommended to the Committee for approval.

Role	Position	Station/Dept	Interested in Job Share	Decision
Temp Crew Manager	Temp Crew Manager	Taunton		FTC for up to 1 year
Firefighter	Firefighter	Paignton	Yes Job Share partner available	FTC for up to 1 year
Firefighter	Firefighter	Paignton	Yes Job Share partner available	FTC for up to 1 year
Firefighter	Firefighter	Paignton	Yes Job Share partner available	FTC for up to 1 year
Group Manager	Networked Fire Services Partnership - Business Relationship Manager	SHQ	Yes FF Job Share partner available	FTC for up to 1 year
Firefighter	Firefighter	Taunton		FTC for up to 1 year

- 2.4 There are no additional financial costs for the organisation since these employees have reached the point at which they can retire and are therefore entitled to receive their pension lump sum on retirement. If re-employed, the pension payments are abated in accordance with the pension regulations. 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.

**PETE BOND**  
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