



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

**M. Pearson
CLERK TO THE AUTHORITY**

**To: The Chair and Members of the People
Committee**

(see below)

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PEOPLE COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Thursday, 14th October, 2021

A meeting of the People Committee will be held on the above date, **commencing at 10.00 am in The Committee Rooms, Somerset House, Devon & Somerset Fire & Rescue Service Headquarters, Exeter** 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 - 6)**
Of the meeting held on 23 July 2021 (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 People Strategy Update (Pages 7 - 12)

Report of the Deputy Chief Fire Officer (PC/21/6) attached.

5 Performance Monitoring Report (Pages 13 - 34)

Report of the Deputy Chief Fire Officer (PC/21/7) attached.

6 Application for Retirement and/or Re-employment (Pages 35 - 38)

Report of the Deputy Chief Fire Officer (PC/21/8) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

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

NOTES

1. **Access to Information**

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. **Reporting of Meetings**

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. **Declarations of Interests at meetings (Authority Members only)**

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:

- (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.

	NOTES (Continued)
4.	<p><u>Part 2 Reports</u></p> <p>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.</p>
5.	<p><u>Substitute Members (Committee Meetings only)</u></p> <p>Members are reminded that, in accordance with Standing Orders, 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.</p>
6.	<p><u>Other Attendance at Committees)</u></p> <p>Any Authority Member wishing to attend, in accordance with Standing Orders, a meeting of a Committee of which they are not a Member should contact the Democratic Services Officer (see “please ask for” on the front page of this agenda) in advance of the meeting.</p>

PEOPLE COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

23 July 2021

Present:

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

Apologies:

Councillor Hannaford

* **PC/21/1** **Minutes**

RESOLVED that the Minutes of the Audit & Performance Review Committee (as replaced by the Audit & Governance Committee) held on 3 March 2021 be signed as a correct record.

* **PC/21/2** **Appointments to the Internal Disputes Resolution Panel**

The Committee considered a report of the Director of Governance & Digital Services (PC/21/1) that sought appointees from the membership the People Committee to serve on 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).

RESOLVED that Councillors Bown, Clayton and Hannaford be appointed as Members of the Internal Disputes Resolution Procedure (IDRP) Panel until the first meeting of the People Committee after the Annual Meeting of the Authority in June 2022.

* **PC/21/3** **People Committee Future Scrutiny Arrangements**

The Committee considered a report of the Deputy Chief Fire Officer (PC/21/2) that set out a proposal for a suite of measures to assist the Committee in its focus on monitoring performance against the Strategic Policy Objectives.

There were three Strategic Policy Objectives applicable to this Committee which were:

- 3(a) – ensure that the workforce was highly trained and had the capability and capacity to deliver services professionally, safely and effectively;
- 3(b) – increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and
- 3(c) – recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention

The Deputy Chief Fire Officer advised that the measures had been mapped across to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) strategic areas but if the Committee wished to scrutinise other areas, the Service could build this into the forward plan.

The Committee raised the following points in considering the proposed performance measures:

On strategic policy objective 3(a):

- whether the health and safety reporting on accidents at 25% was suitable as this seemed high and the Committee may benefit from seeing the raw data;
- if mental health associated with the Covid-19 pandemic was being looked at in the Service;
- on operational core competence, whether the Service would be able to respond and demonstrate compliance through the performance measures set out (monitor at 95%) if asked specific questions by HMICFRS. It was suggested that the Committee should see trends coming along so that it could ensure compliance perhaps to a higher level; and
- whether benchmarking of sickness absence against other fire and rescue authorities was undertaken and how the Service was performing currently compared to others especially in light of the Covid-19 pandemic.

The Deputy Chief Fire Officer replied that the Service could include the monitoring of near misses within the health and safety reporting but that this may increase numbers which was a positive step if there was a consequent reduction in accidents. He advised that 25% was the level set by HMICFRS as to when a report would be needed. The Service was happy to consider another figure though. He referred to the monitoring of health and safety issues through the Strategic Safety Committee which was chaired by the Chief Fire Officer. A full report would be submitted to the next meeting of the Committee.

In terms of core competence, the Deputy Chief Fire Officer clarified that the Service was not just reporting at 95% but, if performance fell below this, it would trigger a full report to the Committee as to why this had happened. The Service monitored core competence at 98% in practice.

In terms of the monitoring of sickness absence, the Deputy Chief Fire Officer suggested the submission of a report to the next meeting of the Committee. He confirmed that the Service was monitoring the position on sickness absence closely with the Covid-19 pandemic ongoing currently.

RESOLVED

- (a) that, with the inclusion of the monitoring of near misses within the Health and Safety reporting, the performance measures identified in Section 2 of report PC/21/2 be approved for monitoring progress against Strategic Priority 3 and its associated policy objectives; and

- (b) That the proposal at paragraph 2.2 and 2.3 of report PC/21/2 for presenting this information to future meetings be approved.

* PC/21/4

People Strategy: Progress Report

The Committee received for information a report of the Deputy Chief Fire Officer (PC/21/3) that set out the progress made to date with implementation of the Service's People Strategy.

At this point, the Chair expressed thanks to all operational and non-operational staff for their work undertaken during the Covid-19 pandemic and she asked the Deputy Chief Fire Officer to report this back.

It was noted that there had been good progress in many areas of the People Strategy which was due to be implemented by 2022. The report set out the progress made under each theme as statements of the "here and now" to shift thinking from aspirational to Service commitments in terms of a workplace environment and culture. The report, together with a presentation made at the meeting, set out some of the key actions taken under the 4 main areas of focus, including:

Leadership:

- A comprehensive, curated approach to how the Service developed its future leaders, underpinned by the National Fire Chief Councils (NFCCs) Leadership Framework, had been implemented;
- To support leadership accountability, a new approach to performance management with the Service's values and inclusion at its core had been developed. This included a suite of supporting policies and toolkits for performance conversations, capability and a new approach to investigations and discipline.

Learning & Development:

- There were new platforms available for self-awareness and development with a coaching culture in place;
- Ensuring people feel safe through the "Safe To" initiative, including learning from our experiences, successes and mistakes and sharing ideas to make things better.

Inclusion:

- The intervention programme "Safe To" provided the tools to make inclusion a reality through deliberate behaviours including the development of a toolkit to promote Fairness and Respect;

- To improve workforce diversity the Service had instigated a clear focus on positive action in Firefighter recruitment and development through paying attention to how communities view us as an employer, a new 'always open' approach to recruitment and accessible practical assessment facilities; and implemented the 'Our Time' sponsorship programme; and
- A new Fairness and Respect policy had been introduced.

Ways of Working:

- Flexible, On Call contracts had been introduced;
- More flexible and smarter working was being trialled and was being evaluated for longer term application;
- A new, robust strategic workforce planning approach was being developed.

Learning and Development:

- Work had been undertaken on Training for Competence and following national best practice to deliver quality assured, risk based training to ensure a professional, safe and high performing workforce;
- A range of new creative learning interventions had been curated and implemented for operational cohorts.

* PC/21/5

Annual Fitness Testing: Update

The Committee considered a report of the Deputy Chief Fire Officer (PC/21/4) that set out the background and progress made with the implementation of a new fitness testing regime within Devon & Somerset Fire & Rescue Service.

The Deputy Chief Fire Officer advised the Committee that the Service measured fitness in order to ensure cardio vascular health on the fireground. HMICFRS had raised four points during a revisit under a Cause for Concern on fitness testing in 2019 which the Deputy Chief Fire Officer referred to at the meeting. It was noted that HMICFRS was due to carry out its second inspection of the Service in September 2021 and that the Service would not have implemented all of the fitness tests described in the policy by then due to the safety measures required as a result of the ongoing Covid-19 pandemic. The Fitness team was now managed under the Academy. One of the main changes implemented to address the cause for concern in respect of the recording of data was that fitness was being reported and monitored as a core competence with data stored in a central repository.

The Committee acknowledged the improvements made to fitness testing and the point that the delays in implementation of all of the new regime had been due to the safety measures required as a result of the pandemic. A regular update on progress was requested by the Committee. The Deputy Chief Fire Officer responded that the Service could submit three monthly updates to this Committee on progress.

The Committee also suggested that there may be similar issues in respect of the storage of data elsewhere within the Service and that this should be reviewed. The Deputy Chief Fire Officer replied that the way in which the Service gathered and kept data historically was being reviewed and work was in progress on this matter within the Governance & Digital Services Department. The Director of Governance & Digital Services advised that this was an efficiency issues and that the Resources Committee was set to look at this matter. Microsoft 365 enabled tooling for data for fitness testing but he would now look at the wider issue and where this should be reported in.

The Committee also drew attention to the point that it was crucial for it to have accurate performance data so that it could challenge in a timely manner and avoid any cause for concern in the first instance. Issues should be flagged early on rather than the Service just confirming that all was fine. The Deputy Chief Fire Officer acknowledged these points and indicated that they would be picked up.

RESOLVED that the improvements in performance on Firefighter Fitness Testing as set out within report PC/21/4 together with the action being taken to address the HMICFRS cause for concern as identified in paragraph 1.5 be noted.

* PC/21/6

Annual Diversity and Recruitment Report 2020

The Committee received for information a report of the Deputy Chief Fire Officer (PC/21/5) that set out the Service's Annual Recruitment & Workforce Diversity Annual Report for January to December 2020.

The key findings identified in the paper circulated included (amongst others):

- The COVID-19 pandemic had impacted the recruitment of external people into operational roles as recruitment events and assessments were unable to take place or had significantly reduced capacity. On Call had 89 new starters, compared to 170 in 2019 and 138 in 2018;
- In line with the previous point, there was a reduction in female On Call new starters, which at 14, was 7 less than in 2019. Together with 2 new female Wholetime staff starting in the same period, the Service reached the highest ever female representation in operational roles with 106 roles occupied by women;
- The On Call vacancies female application percentage was 16.6%, which is 2.5% higher than in 2019;
- The number of applicants with a minority ethnic background was higher than our community (5-6%) with support staff at 9.7%, On Call at 7.7% and Wholetime 6.5%.
- Operational female representation had remained broadly the same, with 14 women joining as On Call Firefighters and 5 taking on a Wholetime position, and 13 women left On Call positions;
- For On Call, the female turnover was twice (18.1%) the level of male turnover (9.5%). This may indicate retention issues specific to this period during the pandemic;

- In comparison to female representation, the amount of women gaining promotion in the operational roles was disproportionately low and no women gained a permanent promotion. This may indicate the existence of some barriers to progression;
- The attraction rate from female applicants for Support vacancies near enough reflected the community;
- No applicants from ethnic minority groups were offered a Support role despite a 5.2% applications rate;
- The representation from ethnic minority groups in the service (0.8%) was 2-4 times less than in the community; and
- Application rates from Lesbian, Gay, Bisexual and Transgender (LGBT) for Support (4.9%), On Call (3.8%) and Wholetime (10.1%) were all higher than the community (2.2%).

The Committee made reference to the point that the Service had gained 14 operational staff but lost 13 and asked for an explanation. The Deputy Chief Fire Officer advised that exit interviews were voluntary so the Service did not have data on all cases. The ones that had been received showed issues in terms of work/life balance, however. The Service recognised that there was a need to improve the exit interview process. The turnover of operational staff may be related to staff being unable to continue with their roles due to additional pressures that may have arisen from the Covid-19 pandemic. It was noted that the Service would be monitoring the cost of training and loss of staff and would report back at the next meeting.

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

The meeting started at 10.00 am and finished at 11.50 am

Agenda Item 4

REPORT REFERENCE NO.	PC/21/6
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	14 OCTOBER 2021
SUBJECT OF REPORT	PEOPLE STRATEGY UPDATE
LEAD OFFICER	DEPUTY CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the report is noted.</i>
EXECUTIVE SUMMARY	<p>This update outlines progress since the previous report on the People Strategy 2019 - 2022. Out of fifty three initial areas of focus identified in the strategy, all but six are operating and progressing.</p> <p>The report lists the areas that are yet to be delivered and the rationale as well as progress since that last report.</p>
RESOURCE IMPLICATIONS	None
EQUALITY RISKS AND BENEFITS ANALYSIS	These are carried out for each workstream/project
APPENDICES	None
BACKGROUND PAPERS	People Strategy 2019-2022

1. **INTRODUCTION**

- 1.1. The People Strategy was published in 2019, following extensive evidence collection and engagement with staff. Staff described the workplace they wanted, through themed statements that form the aspirational objectives. Underpinning these objectives are identified 'areas of focus' which were then developed into service plan actions, and a People Development Project in the Safer Together Programme, recently closed and transitioned into a People Development function as business as usual.
- 1.2. This report outlines progress of interest against the areas of focus under each theme, since the previous report. Out of fifty three initial areas of focus identified in the strategy, all but six are operating and progressing. The areas that have not progressed are detailed below.
- 1.3. Whilst greater flexibility in On-call contracts has been achieved through Pay for Availability (P4A), flexible wholetime contracts have not progressed in Service due to the following reasons:
 - the limited capacity of the project team whilst implementing pay for availability on a station by station basis:
 - whole-time work activities have been reviewed to increase prevention, protection and risk activities by re-arranging day and night activities therefore realising one of the benefits of alternate duty systems; and;
 - a National Fire Chiefs Council (NFCC) 'Working Patterns' project has been established which includes whole-time duty systems of which the DCFO and Head of HR/OD are project board members.
- 1.4. The Service will review the outcomes of increased firefighter activity and the output from the NFCC Working Patterns project before making any final decisions.
- 1.5. There has been much progress in developing revised fair and transparent operational progression processes, however, the Service's ambition to address direct entry to support greater diversity in leadership roles has not progressed. This is because this area of work has emerged as an NFCC initiative, and the Service will take its lead from that work when complete. In addition, the Service needed to focus on supporting established career pathways rather than introducing alternative career pathways.
- 1.6. Due to the impact of Covid-19, the Service's ambition to support a range of cross sector secondments to improve learning and development, with the exception of the Her Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) and support for the South West Ambulance Services Trust (SWAST) has not progressed. This will be reviewed as new ways of working are progressed and the impacts of Covid 19 through the autumn and winter of 2021 are understood.

- 1.7. Whilst positive action continues alongside the open recruitment processes, the Service's ambition for braver, positive action practices was equally impacted by Covid-19. Plans for a refreshed approach that includes the use of an outreach practical assessment vehicle are currently being revived.
- 1.8. A 'Connecting to Communities' project planned before Covid-19 has been on pause. This is also being revisited, in particular linking with the renewed approach to prevention work being undertaken by wholetime crews.
- 1.9. The People Strategy is due to be implemented by 2022 and, to align with the planning framework, evidence collection to inform the 2022 – 2026 Strategy has begun. Results for the HMICFRS inspection and further evidence collection will also be used to inform the new Strategy, an initial draft of which will be presented to the next meeting of the People Committee on 17 January 2022.
- 1.10. Many of the areas in the current People Strategy will remain the focus of attention in the long term and will be subject to continuous improvement to make a measurable difference. In addition to the HMICFRS results, a Workplace Review, including a comprehensive staff survey, will be undertaken in the first quarter 2022/23 to support the evaluation of the impact of these interventions in achieving the People Strategy objectives.

2. LEADERSHIP

- 2.1. To support leadership visibility, open and honest communication and clarity of vision, face to face Leading Conversations events have been held for middle managers across operational and support teams. The events were an opportunity to thank managers across the organisation in person for the work they have done and are doing with their teams, to share progress and discuss strategic priorities. The sessions also involved a leadership learning session around inclusion and psychological safety. These sessions combine with other internal engagement mechanisms with staff groups that support two-way communications with our staff.
- 2.2. The People Development project has closed now, with work transitioning into the People Development function. High performing Station Managers who were successful recently at assessment centre will be eligible for posts and benefit from a comprehensive development plan to support them in their progression.

3. INCLUSION

- 3.1. Since the previous report to the Committee in July 2021, the communication, learning strategy and integration of the recently launched Core Code of Ethics for Fire and Rescue Services is underway.
- 3.2. Aspects of the new Fairness and Respect toolkit which support the Fairness and Respect policy have been published to support staff who may experience, witness or manage bullying and harassment and to provide more data for the Service on informal and unreported incidents. An interactive version of this content is to be published shortly.

- 3.3. The 'Safe to: learn, contribute and challenge' intervention continues. Following feedback through the 2019 HMICFRS staff survey, 42% of respondents felt that if they had ideas they would not be listened to. As a result, an audit was commissioned through Devon Audit Partnership as part of the Internal Audit Plan for 2020-21 and this was completed in December 2020. The audit was designed by the Organisational Development team using a recognised measure of psychological safety. This aimed to help assess, identify and address issues which may prevent staff from feeling they are: included, safe to learn and make mistakes, safe to contribute and safe to challenge the status quo.
- 3.4. As the response rate at 127 of 1,948 was fairly low overall, the audit providers advised that the Service must be cautious in specifying any potential trends or patterns. There were, however, a number of potential issues which may be indicative of trends due to them being raised by multiple individuals. As such 'Limited Assurance' was given. All of the issues raised related to negative experiences or perceptions that are being addressed through the 'Safe To' Initiative.
- 3.5. The 'Safe To' intervention is multi layered, supporting inclusive leadership, positive behaviours and effective teams, and also underpins our intervention on Engaged Safety Culture. Since the previous report to the Committee, an online leadership module has been developed to augment the ongoing face to face engagement through team sessions and interventions.
- 3.6. Following the 'Leading Conversations' events where inclusion safety was showcased in a development session, a survey using the same framework questions as the audit is being sent to participants to support ongoing monitoring.
- 3.7. The Service has seen improvement in this area however. In the 2020 HMICFRS staff survey asking the question that:
- "I am confident my ideas or suggestions will be listened to"
- The response rate increased from 42% to 72% of respondents agreeing, showing positive progress.
- 3.8. An Aging Workforce Group has been established to inform the actions needed in relation to the specific impacts relating to an aging workforce, to support retention, succession planning and sustainability in service delivery. This will inform actions for the People Strategy 2022-2026.

4. WAYS OF WORKING

- 4.1. Flexible on-call contracts have been introduced following extensive involvement and engagement with staff, beginning with asking them how they would like to work. The Pay for Availability (P4A) scheme was developed, and is operating on a voluntary basis in around 80% of on-call stations.

- 4.2. A new Workforce Planning Board has been formed and met in August 2021. This will enable regular review, monitoring and action planning across stakeholders to forecast and address vacancies and emerging needs in recruitment to aid succession planning and sustainability of service delivery.

5. LEARNING AND DEVELOPMENT

- 5.1 Leadership and Management Apprenticeships are underway. The wider Apprenticeship strategy has been developed and managed through the People Development Team, and this will support a cohesive and sustainable approach to utilising levy spend and using apprenticeships to develop both new starters and existing staff.

6. HEALTH, SAFETY AND WELLBEING

- 6.1. The intervention to develop psychological safety, 'Safe to: Learn, Contribute and Challenge', underpins the work being undertaken to develop an engaged safety culture. This is a complex intervention which involves both hardwiring change into processes and systems together with leadership and engagement to develop the required behavioural changes. A "Just Culture" approach has been embedded in Health and Safety policy and foundational learning and engagement with operational management teams is complete. Engagement with operational crews is underway.
- 6.2. Oscar Kilo is the home of the National Police Wellbeing Service. It has been designed to be used by emergency services across the whole of the UK. It provides a framework of clear statements to ensure all aspects of wellbeing are fully developed. The framework is used to ensure the Service has a robust and proactive wellbeing provision for its employees. Our internal assessment is now complete and, in addition to informing additional wellbeing actions, is being prepared for peer review.
- 6.3. A mental health and wellbeing intervention framework to support managers and staff has been developed, supporting self-referral and setting out interventions available for healthy, mildly affected, moderately affected and chronic mental health needs.

JOE HASSELL
Deputy Chief Fire Officer

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Agenda Item 5

REPORT REFERENCE NO.	PC/21/7
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	14 OCTOBER 2021
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT
LEAD OFFICER	DEPUTY CHIEF FIRE OFFICER
RECOMMENDATIONS	<p>(a). <i>That future reports include an annual measure on grievance, capability and disciplines;</i></p> <p>(b). <i>That Diversity statistics be reported on a separate annual report to avoid duplication; and</i></p> <p>(c). <i>That subject to (a). and (b). above, the report be noted.</i></p>
EXECUTIVE SUMMARY	<p>At the first People Committee meeting on 23 July 2021, it was agreed that performance measures for the three 'People' policy objectives would be monitored on a quarterly, six monthly and annual basis. The agreed reporting and supporting comments are detailed in this report at Appendix A for reference.</p> <p>The strategic priorities against which this Committee is measuring performance are:</p> <p style="padding-left: 40px;">3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;</p> <p style="padding-left: 40px;">3(b) - Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and</p> <p style="padding-left: 40px;">3(c) - Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.</p> <p>This report sets out the Service's performance against these strategic priorities for the period April to June 2021 in accordance with the agreed measures. A summary is also set out at Appendix A for ease of reference.</p>
RESOURCE IMPLICATIONS	N/a
EQUALITY RISKS AND BENEFITS ANALYSIS	N/a
APPENDICES	A. Summary of Performance against Agreed Measures.

**BACKGROUND
PAPERS**

People Committee minutes 23 July 2021 (Minute PC/21/3 refers).

1. **BACKGROUND AND INTRODUCTION**

1.1. At the annual meeting on 29 June 2021, the Authority approved the policy objectives and established this Committee (to replace the former Human Resources Management & Development Committee) with the following main objective:

‘To scrutinise and monitor the effectiveness of Service performance against the Authority approved People Strategic Policy Objectives.’

1.2. The strategic policy objectives are:

3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;

3(b) - Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and

3(c) - Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention

1.3. At the first People Committee meeting held on 23 July 2021 performance measures were agreed to be monitored on a quarterly, six monthly and annual basis (Minute PC/21/3 refers). The agreed reporting and supporting comments are presented below. It should be noted that as this is the first report it also includes some annual data as a benchmark and some of the reporting periods in different areas are not fully aligned. This will be improved once new performance management software is in place.

2. **PERFORMANCE MONITORING – STRATEGIC POLICY OBJECTIVE 3(a)**

Strategic Policy Objective 3(a) ‘Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively’.

Operational Core Competence Skills:

2.1. The Core Competence skills recognised by the Service are Breathing Apparatus (BA), Incident Command (ICS), Water Rescue, Working at Height (SHACS), Maritime, Driving and Casualty Care (CC). The People Committee agreed to monitor at 95% and to request more detail if competency fell below 95%. Current performance against competency is:

Skill	Breathing Apparatus	Incident Command Support	Water Rescue	Working at Height (SHACS)	Maritime	Driving	Casualty Care
Current %	98.7	95.3	90.9	95.9	96.6	97.3	97.3

2.2. Water Rescue is currently at 90.9%. The table below explains the rationale for performance dropping below 95% and the actions in progress to correct this.

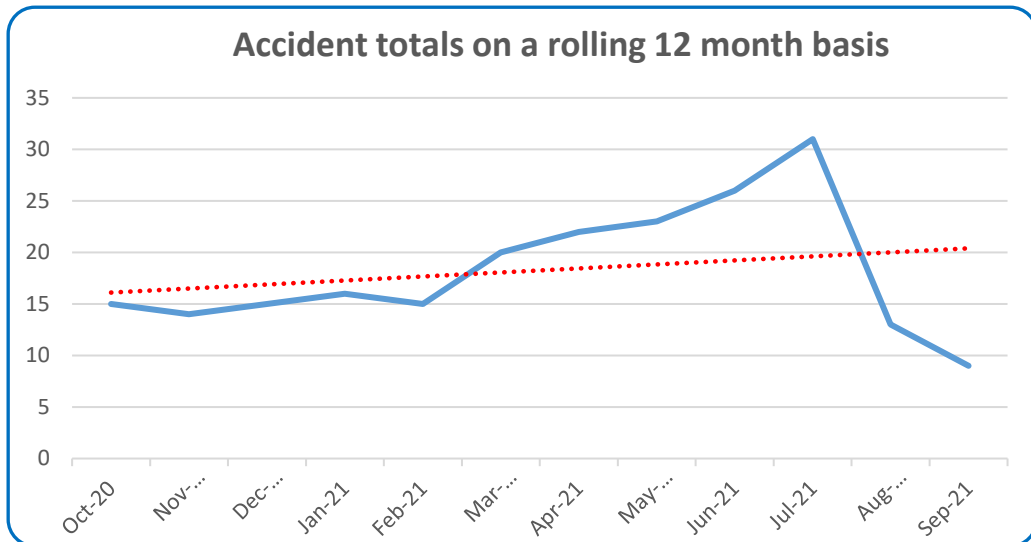
Skill	Current %	Rationale	Actions taken
Water Rescue At April 2021, performance was 98.2% competence.	90.9	<p>The Water Rescue training season runs from October – April due to availability of the facility (River Dart Country Park) and is dependent on river water levels.</p> <p>Due to Covid, access to training facilities was limited. Therefore, an extension of qualifications by water rescue accrediting body was given.</p> <p>However, this led to qualifications expiring during summer months.</p>	<p>Increase course capacity to normal levels will requalify expired staff.</p> <p>Expired staff have been prioritised to attend courses thus returning competence back to previous performance (98%) by the end of December 2021.</p> <p>Flood response exercises have been conducted for operational and strategic members of staff to maintain skills.</p> <p>Winter months to include additional water rescue training for all stations for maintenance of skills.</p>

Workforce planning:

- 2.3. This is a 6 monthly measure to evaluate if the Service has adequate plans in place to ensure vacancies are filled with the right candidates. The agreed measure is time to fill vacancies.
- 2.4. The Service is currently developing the capability to measure and benchmark this performance measure for each process including External Wholetime, On-Call, and Support roles and will report at the next People Committee and six monthly thereafter.
- 2.5. A Workforce Planning Board has been created to support strategic workforce planning and creative solutions have been applied to mitigate the current national (and global) recruitment challenges.

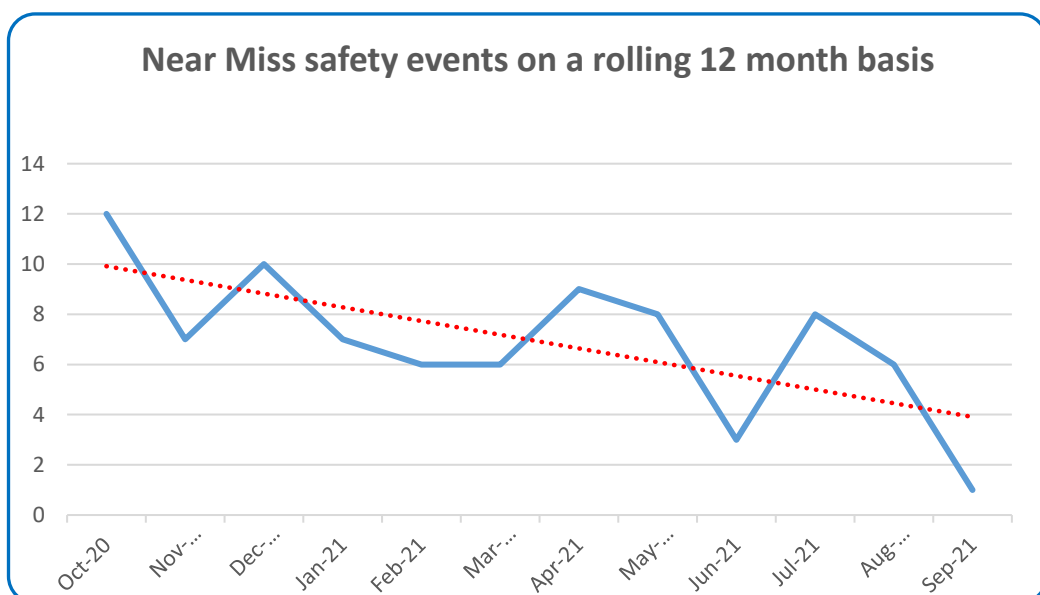
Health & Safety:

- 2.6. Accidents: There has been a slight increase in the overall trend for accidents over the last 12 months, a spike in incidents in July 2021 pulling the trend line in a less positive direction. Incidents in July 2021 were primarily vehicle related, though this area also saw an increase in injury related safety events. During 2020, there were fewer safety events, possibly as a result of COVID-19 restrictions, staff being more self-aware with regards to their safety and the controls around them resulting in fewer accidents.



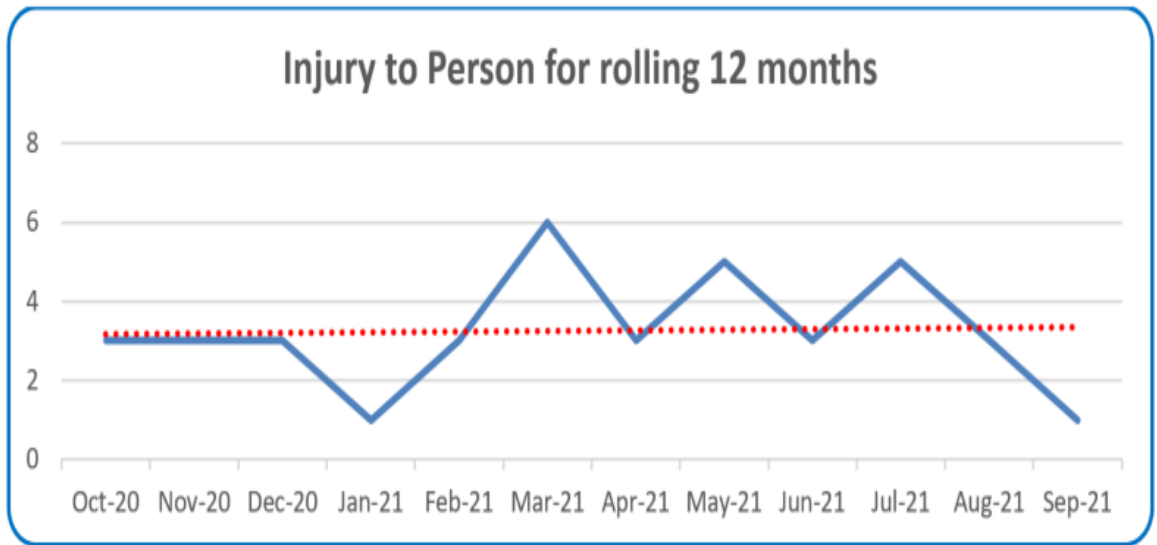
Near Miss:

- 2.7. Near miss reporting remains an area for improvement, though this has fluctuated over the years. The Health & Safety Team promote the benefits of near miss reporting during staff induction and Manager briefings, they will continue to promote the benefits of near miss reporting via available channels. Of the 16 near misses this quarter 9 were related to COVID-19 and the risk of exposure to the virus.

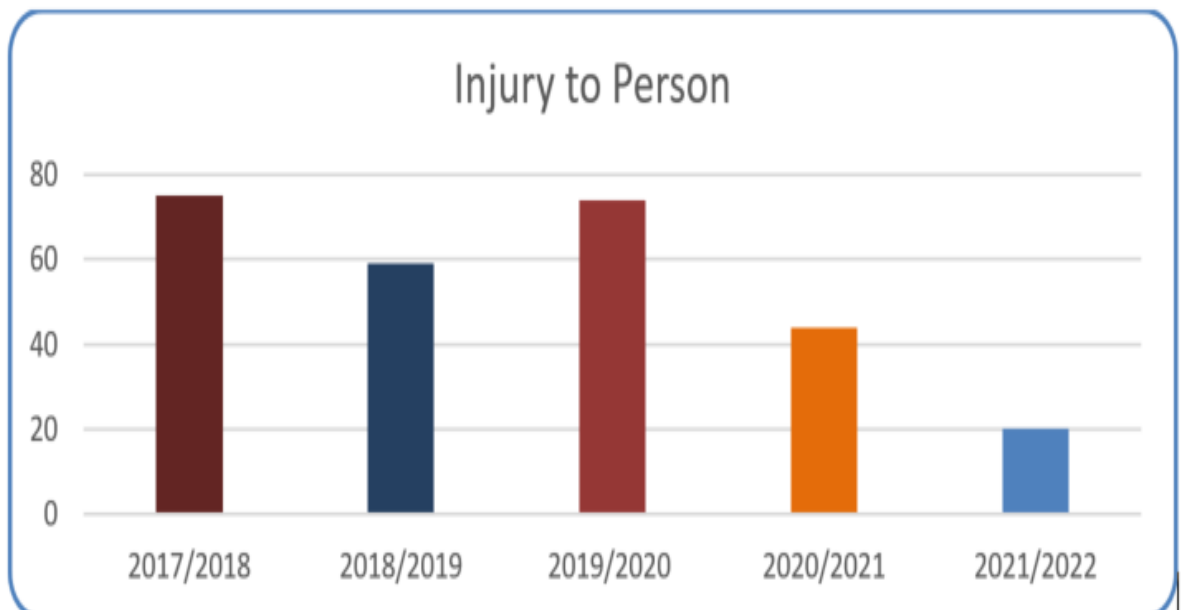


Personal Injuries:

2.8. The chart below compares the Service's injury rates over a rolling 12 month period showing no notable trend.



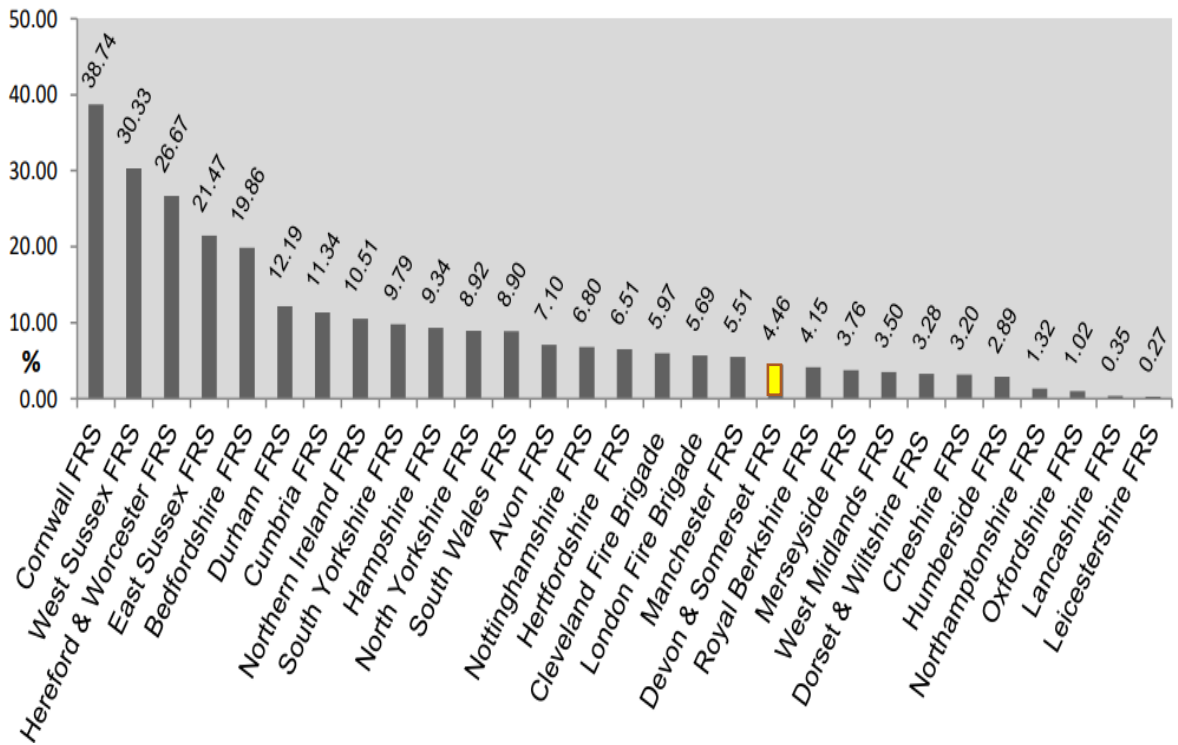
2.9. The annual trend over the last 4 years (2017/18 – 2021/22), however, is reducing:



National Benchmarking with other FRS (April-June 2021).

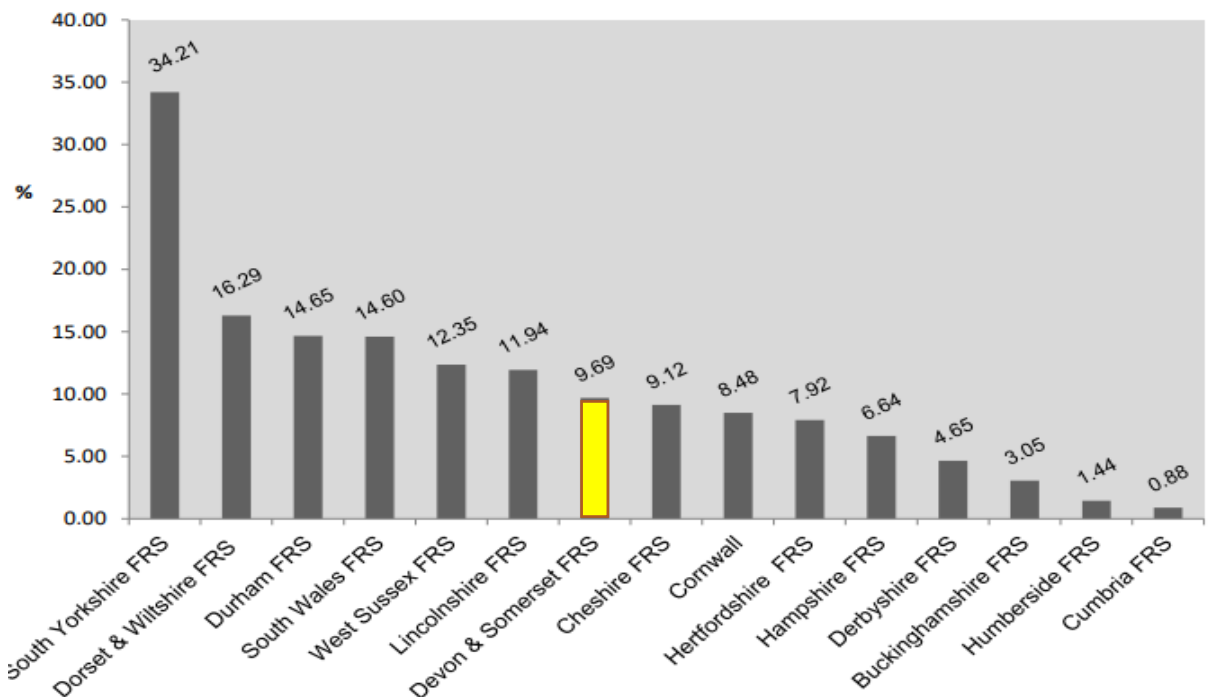
2.10. The national average percentage of sickness due to an accident at work for Wholtime Firefighters is 9.44%. The Service is below that average at 4.46% as set out in the table overleaf.

Percentage of sickness due to an Accident at Work Wholetime Firefighters



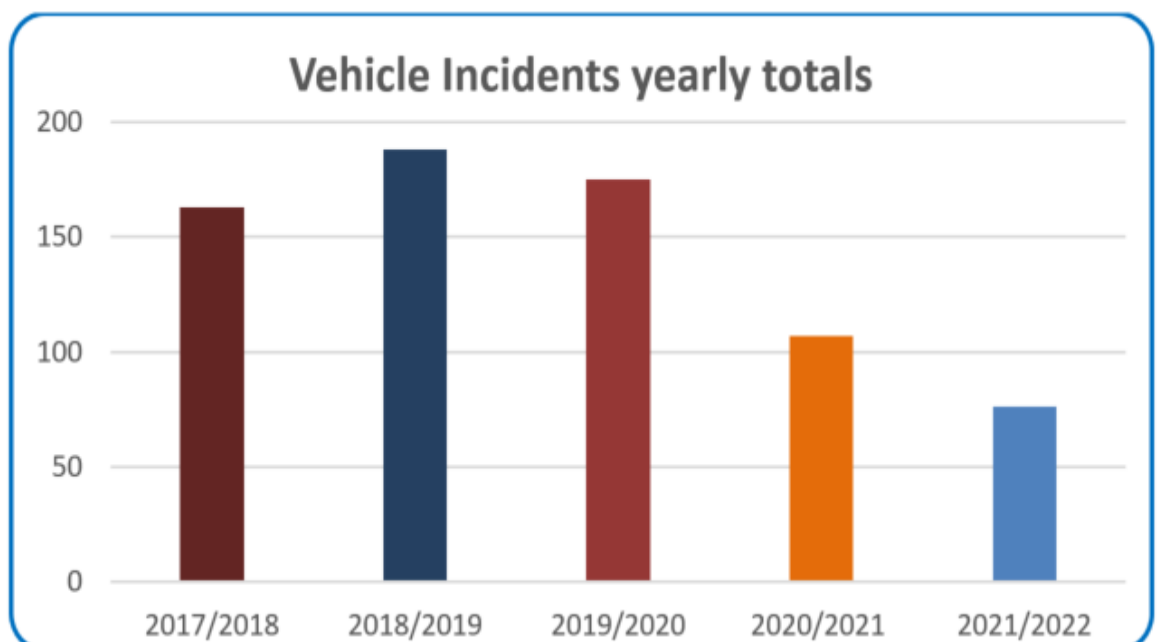
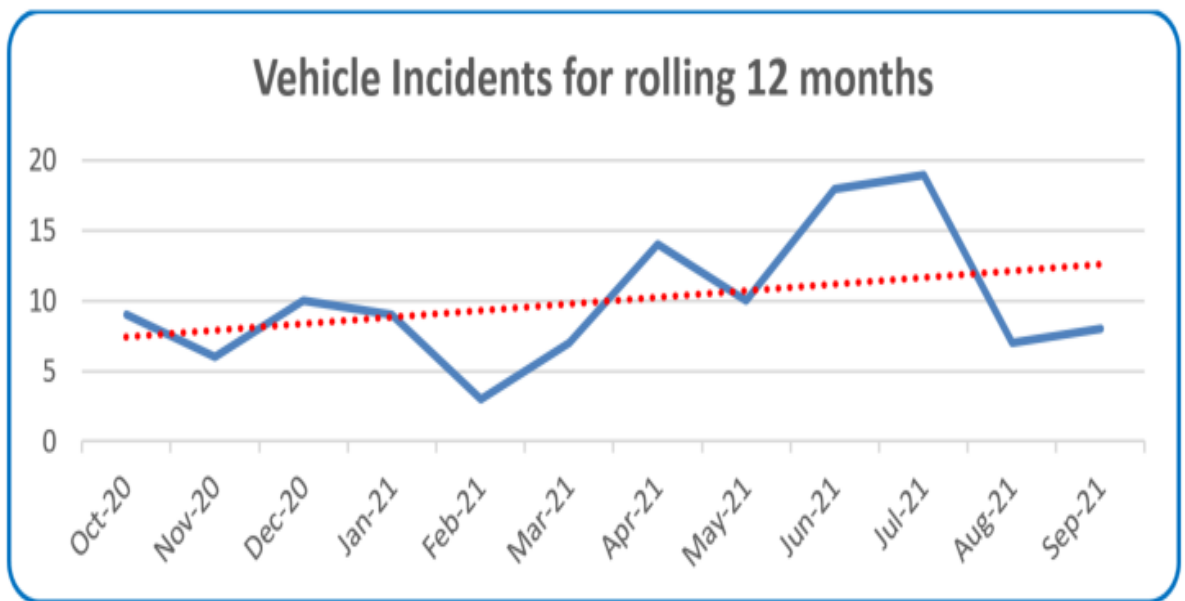
2.11. The national average percentage of sickness due to an accident at work for On-call Firefighters is 10.39%. The Service is below that average at 9.69 as shown in the table below.

Percentage of sickness due to an Accident at Work - Retained Firefighters



Vehicle Incidents:

- 2.12. Vehicle related incidents are primarily during non-blue light activity. The majority of these incidents occur in the Light Fleet (vans) as opposed to Fire Appliances (Red Fleet) & Cars.
- 2.13. To help reduce the number of incidents and improve road risk, the Service has signed up to the Government's Driving for Better Business initiative. An assessment has already been completed that helps organisations identify areas for improvement. Additionally, the Service is deploying front facing cameras and telematics within the vehicle fleet, which will improve the ability to learn from vehicle related safety events.
- 2.14. Over the last 12 months (October 2020 to September 2021) the Service has seen a slight increase in vehicle accidents although there is a reduction compared to previous years:



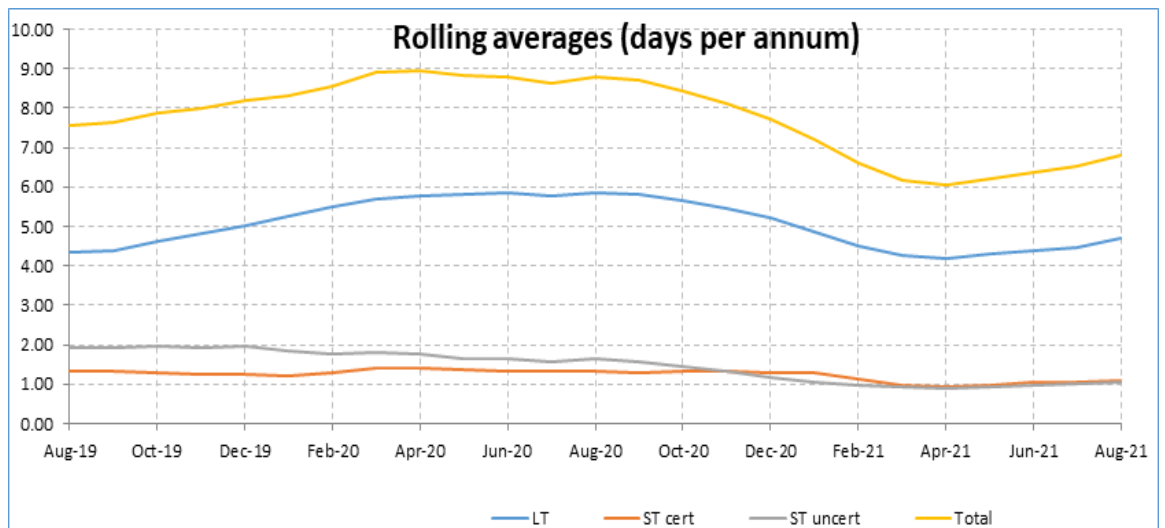
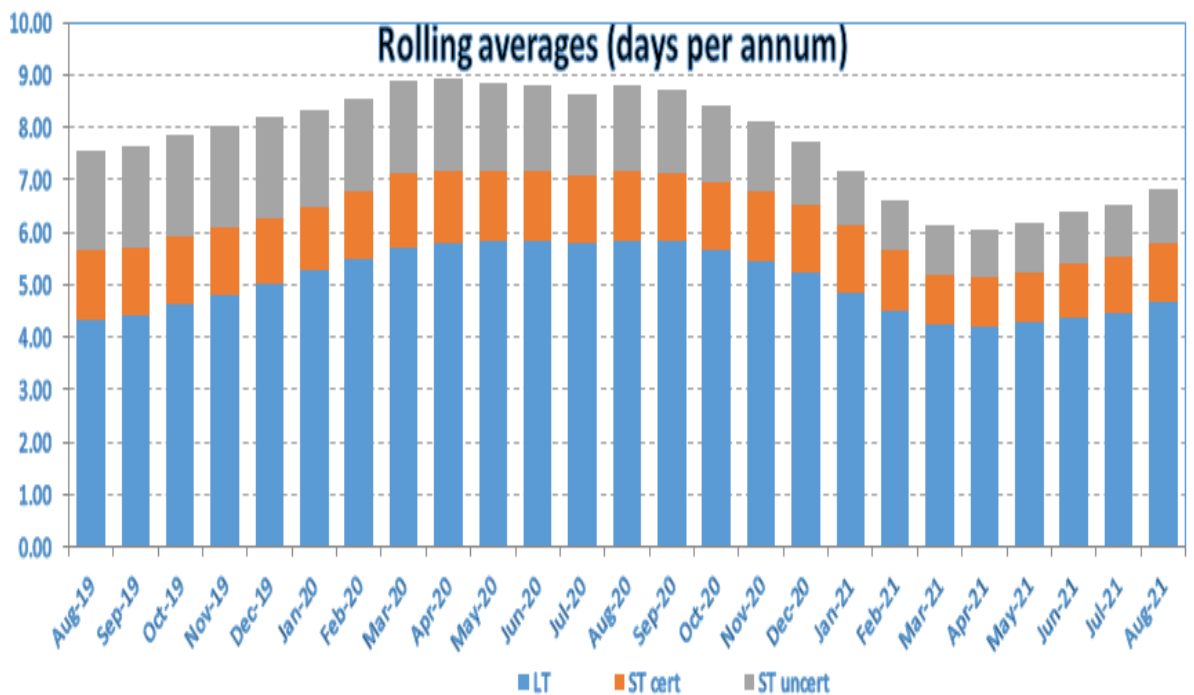
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR):

2.15. 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 regulations. This will be reported on an annual basis as a year by year comparison.

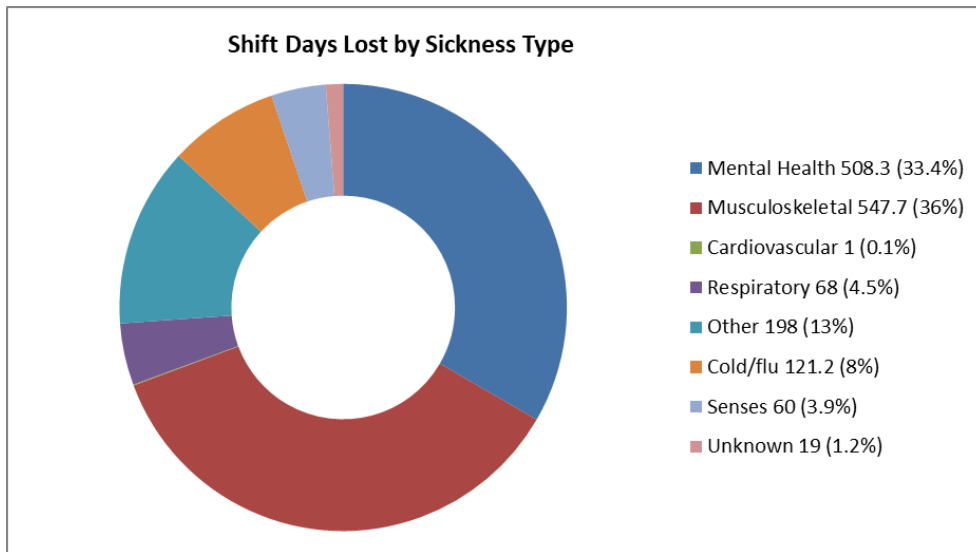
Sickness and Absence:

2.16. The agreed measure is aiming for a reduction in quarterly absence figures for short & long term sickness and to benchmark against other fire and rescue services.

2.17. In summary, there is an increase compared to the start of the financial year (2021-22) which is mainly attributable to long term absence (blue on both charts below), with little change to short term absence rates in the last six months (grey/orange).



Shifts days lost by sickness type for all staff:



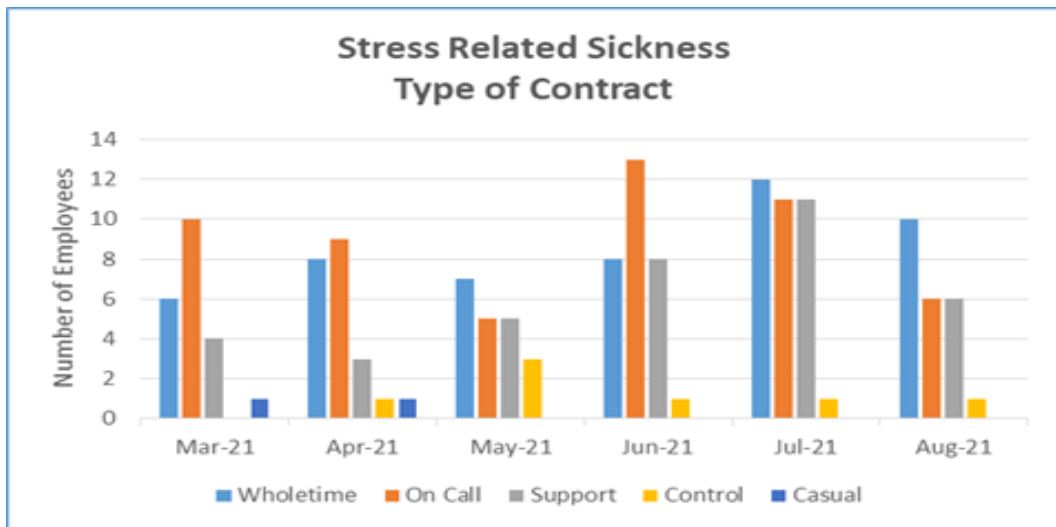
Mental Health:

2.18. At the previous meeting the Committee requested a report on any increase in mental health absence due to the Covid 19 pandemic. Whilst it is not possible to isolate mental health absence related to Covid 19, the charts below show that staff absent in particular from non-work related stress is increasing, although there is some signs of improvement for August.

	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Work Related	1	2	2	3	1	1
Non Work Related	13	15	15	25	32	21
Unknown	7	5	3	2	2	1



By contract type:



Stress interventions:

- 2.19. The Service has a number of interventions and support to help staff who are affected by mental health, including: critical incident defusing, manager training on stress awareness, health & wellbeing advisors, mental health first aiders, counselling services, new wellbeing policy and guidance, Ops Surfwell, Virtual Hope programme, Long-Covid recovery programme, team effectiveness sessions and a new pilot residential experience based on self-care.

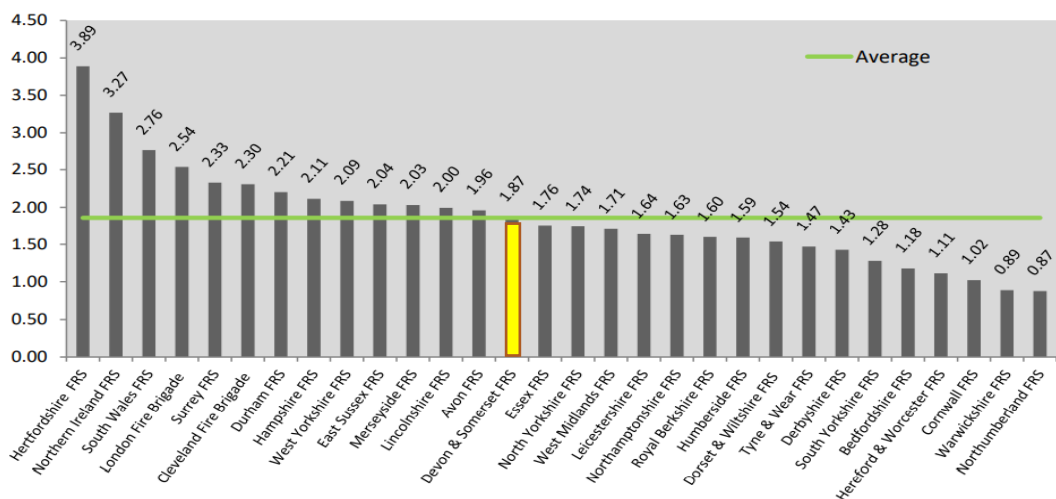
National Fire & Rescue Service benchmarking statistics April-June 2021:

- 2.20. The Committee requested that the Service absence figures are benchmarked against other fire & rescue services. The graphs below display national absence statistics and different staff groups (Wholetime, On-call, Control and Green book).

Overall:

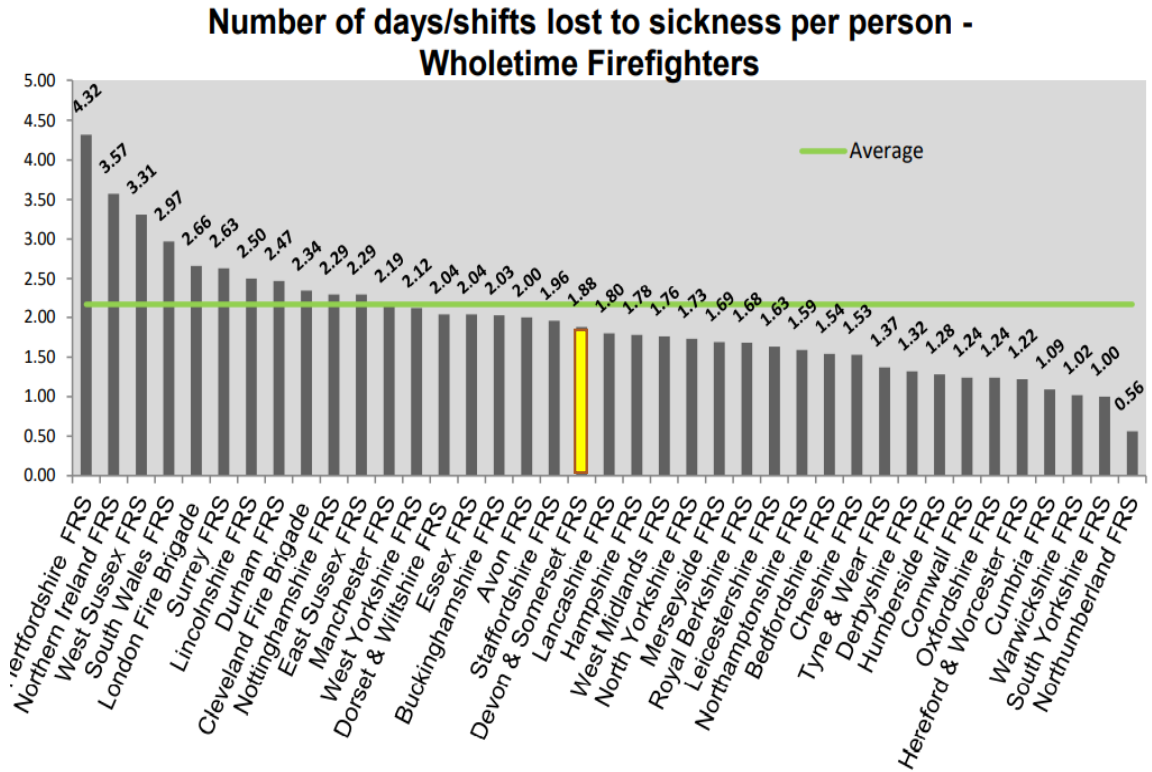
- 2.21. The average is 1.86 duty days sickness absence per staff member across all fire and rescue services that sent data. The Service is just above average (by 0.01) at 1.87 for this quarter.

Wholetime, Control and Green Book



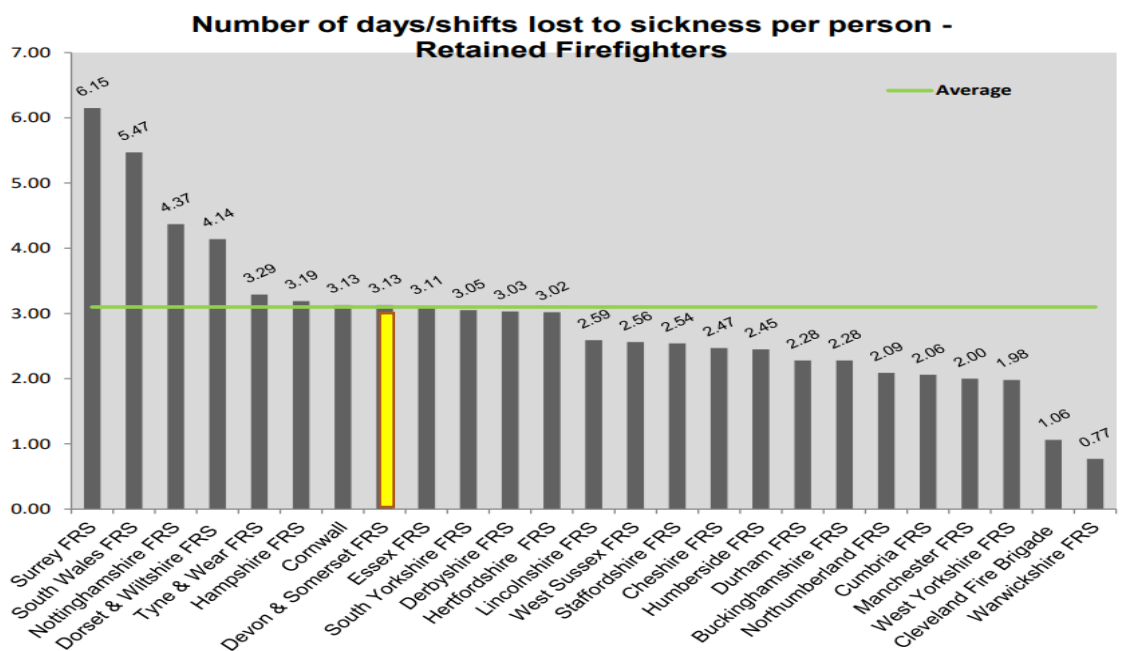
Wholetime Firefighters:

2.22. In comparing Wholetime Firefighter shifts lost to sickness per person, the average is 2.17 duty days. The Service is below average at 1.88 duty days.



On-call Staff:

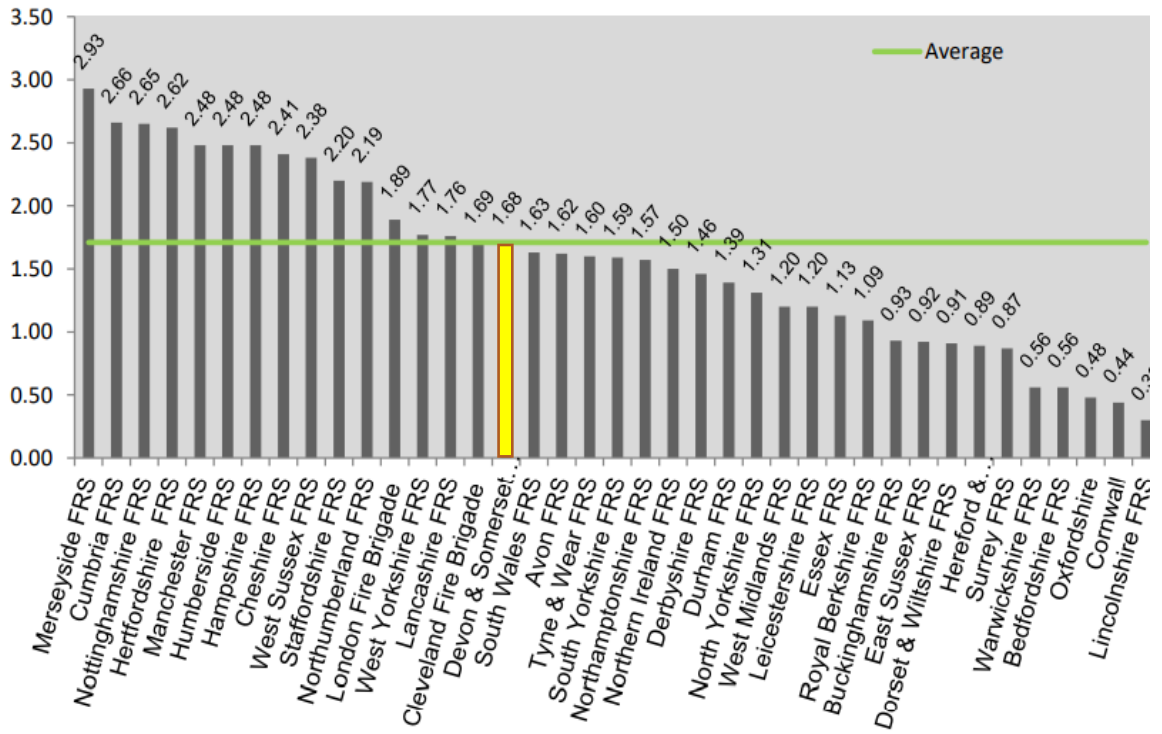
2.23. In comparing On-call Firefighter shifts lost to sickness per person the national average is 3.1. The Service is just above average (by 0.03) at 3.13.



Green book (non-operational) staff:

- 2.24. The average number of duty days lost for green-book staff is 1.71. The Service is below average with 1.63

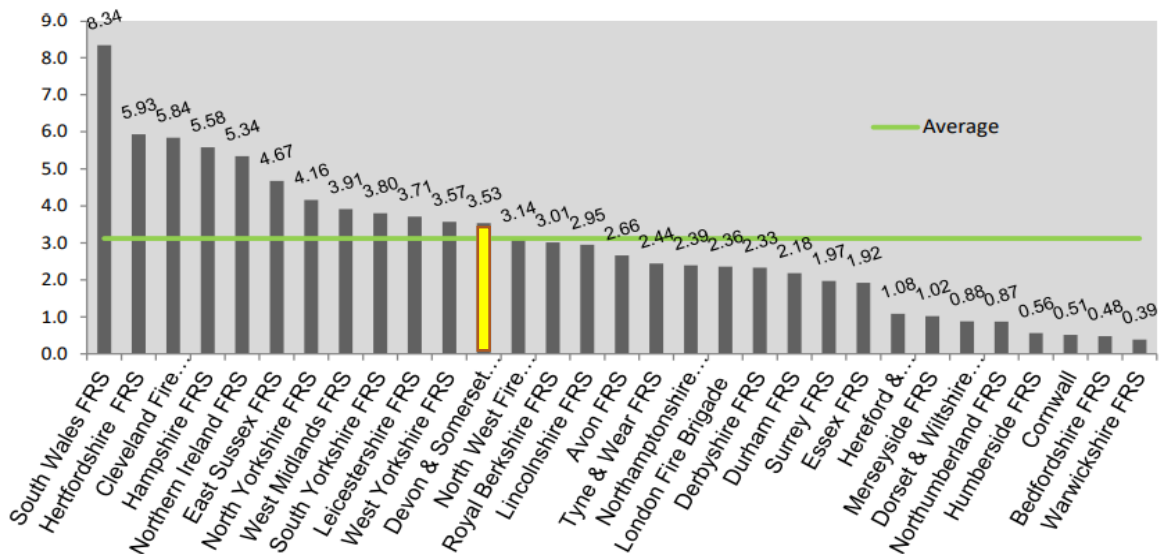
**Number of days/shifts lost to sickness per person
Green Book staff**



Control Staff:

- 2.25. The average for Control staff absence is 3.12 shifts per operator. The Service is above average at 3.53.

**Number of days/shifts lost to sickness per person - Fire
Control**



Fitness Testing:

- 2.26. The agreed measure is to monitor the percentage of operational staff who have passed the annual fitness test and three yearly medical. The fitness data is displayed below. However, due to the impacts of Covid 19 on the external supplier who manages the medicals, there is currently a backlog in medicals therefore the Service is not able to supply accurate data on three yearly medicals for this report. We anticipate that this issue will be resolved by the next Committee meeting.
- 2.27. The Committee also requested that the Service fitness rates are benchmarked against other FRS national statistics. As explained at the previous meeting, this is difficult to achieve as services all complete the tests slightly differently, which takes some time to cleanse before it can be reported. We aim to produce a benchmarking report when the annual reports are produced.
- 2.28. There has been significant work carried out to improve data collection and accuracy over the last year. This has been carried out retrospectively on the 2020 tests so they can be compared accurately which now includes an amalgamation of station based staff, unified non-operational staff and officers
- 2.29. With regards to improved accuracy, the data now includes fitness tests carried out during medicals, ad hoc tests (such as return to works), and fitness retests. The previously reported data was just annual fitness tests. This change will improve trend analysis but does slightly alter numbers from previous reports.
- 2.30. It should also be noted that in 2020 due to Covid the bleep test and timed run were used for the annual station based tests, however this year the whole suit of tests as per the Fitness policy has been utilised allowing staff to pick and train for the test that best suits them.
- 2.31. The table below shows comparison of all eligible operational employees who qualify for a Fitness test, including those who have not been tested (largely due to medical reasons) from September 2020 with September 2021. This shows a 10% improvement to the pass rate from the previous year as well as a 9% increase in staff who were tested.

All Operational Employees Sept 2022/2021 comparison					
	Result	Count 2021	Percentage 2021	Count 2020	Percentage 2020
	Pass	1,203	82%	1,102	72%
	Fail	84	6%	106	7%
	Not tested	175	12%	313	21%
	All employees in scope	1,462		1,521	

- 2.32. The table below excludes untested staff and shows the comparison of all tested operational employees from September 2020 with September 2021. This shows a 2% improvement to the pass rate from the previous year.

Employees who performed fitness tests Sept 2022/2021 comparison					
	Result	Count 2021	Percentage 2021	Count 2020	Percentage 2020
	Pass	1,203	93%	1,102	91%
	Fail	84	7%	106	9%
	All employees in scope	1,287		1,208	

- 2.33. Please note that these statistics are a September to September comparison only. The full Annual comparison will be reported at a future meeting.

3. **PERFORMANCE MONITORING – STRATEGIC POLICY OBJECTIVE 3(b)**

Strategic Policy Objective 3(b) - 'Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience.'

Diversity:

- 3.1. Annual measure looking to see a year on year increase. Below is a table that shows 2020 employment based on protected characteristics of sex, race and sexual orientation. This is a placeholder and this section will be updated at the end of 2021 in the annual report to show the comparison.

Protected Characteristic	WT	On-call	Control	Green book	Total	Community
	2020	2020	2020	2020	2020	2020
% Female Staff	6.3	6.1	75.0	44.5	13.9	50.5
% BAME	2.0	2.4	7.5	4.0	2.7	5.3
% Female Senior roles	14.3	N/A	N/A	33.0	20.8	
% BAME Senior roles	0	N/A	N/A	0	0	
% LGBT Senior roles	0	N/A	N/A	0	0	

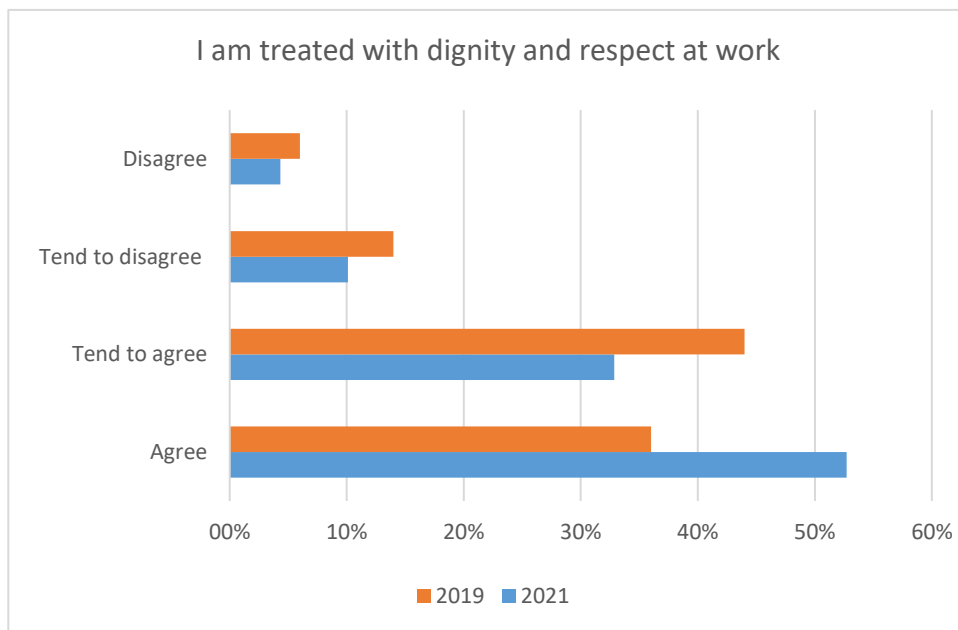
Promoting Inclusion, developing strong leaders, living the values, a fair place to work:

3.2. The performance measures in this section are extracted from external and internal staff surveys, with the Service aiming for a year on year improvement.

3.3. In this report data is compared from the 2019 and 2020 HMICFRS staff survey to determine how staff feel about being included, how well leaders are performing through living service values, being able to challenge safely and if people feel bullied or harassed. The Service is awaiting the results of the 2021 HMICFRS staff survey and will report this in a future report.

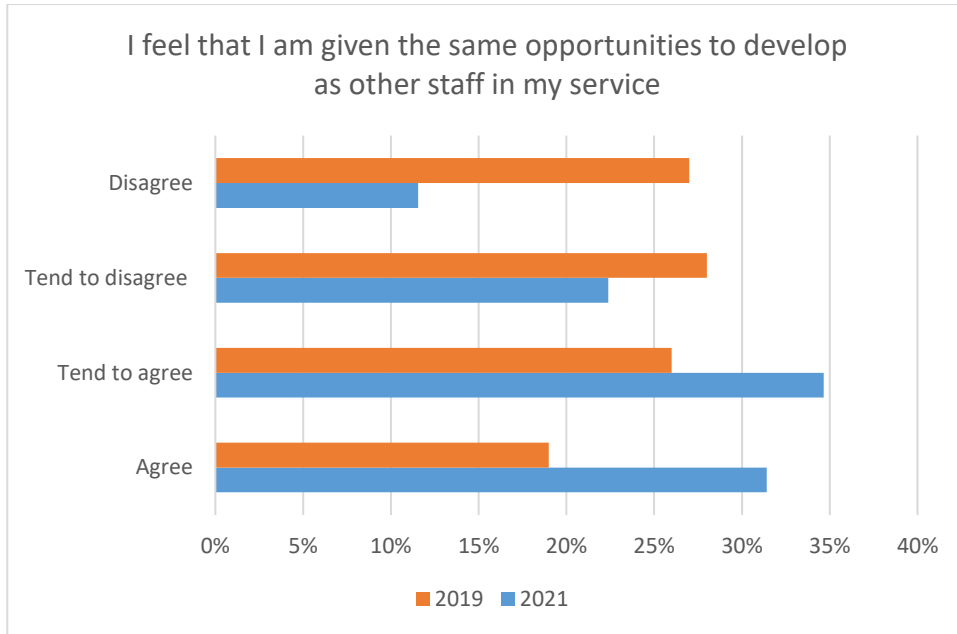
Inclusion:

3.4. Inclusion is measured through a feeling of belonging. A feeling of belonging is created through trust and respect. When comparing the question 'I am treated with dignity and respect at work 'there is a 5% improvement on agree/tend to agree from the previous year.



Leadership and staff development:

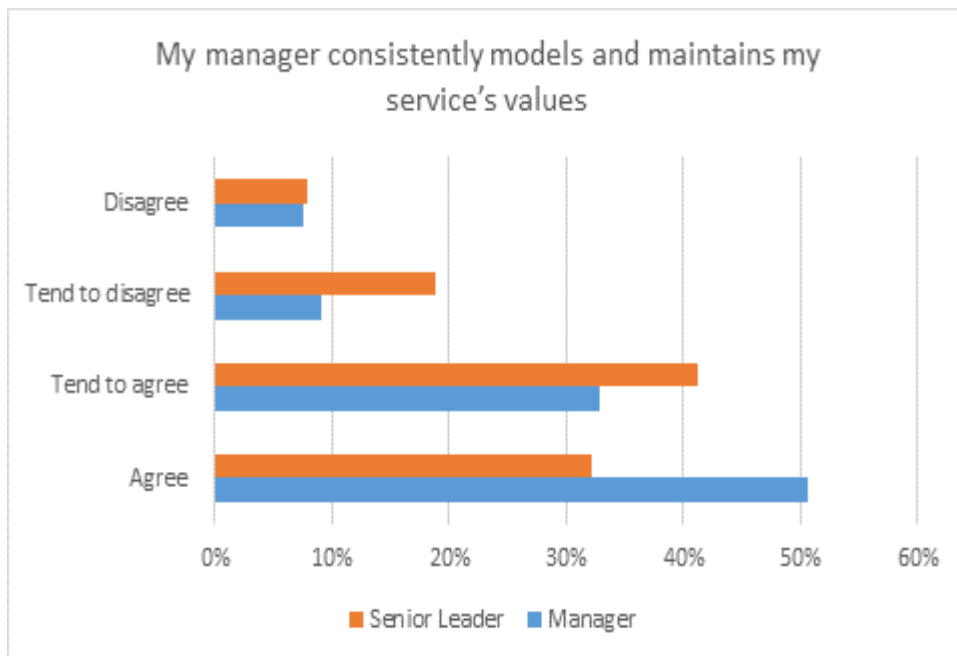
3.5. There is a 21% improvement on agree/tend to agree since the previous year in people feeling that they are given the same opportunities to develop as others as shown in the bar chart overleaf.



Living the values:

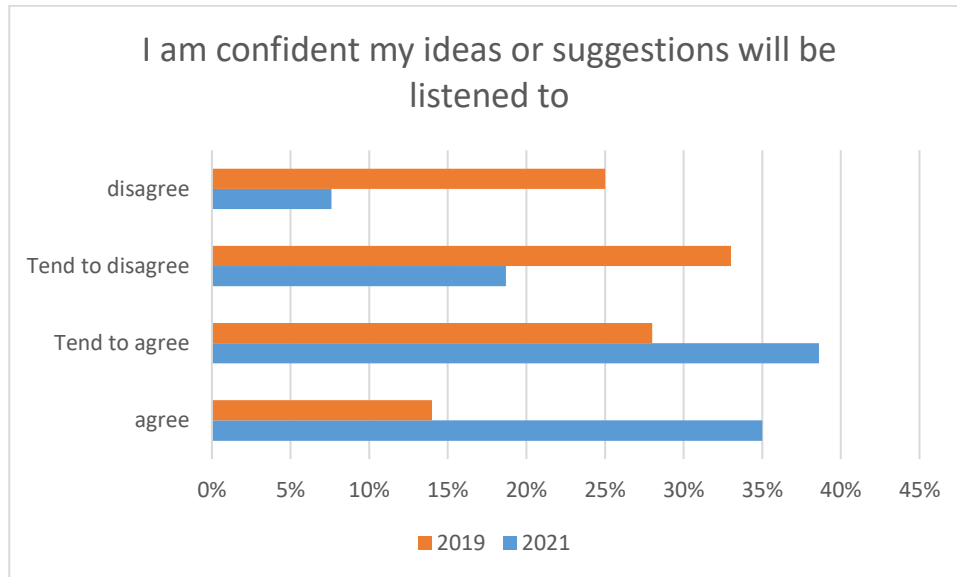
3.6. There is no data regarding values from the 2019 survey however the following was an area identified for improvement in the 2019 HMICFRS report ‘The service should make sure that its values and behaviours are understood and demonstrated at all levels of the organisation.’

3.7. The 2020 survey shows that 83% of staff agree their manager consistently models the Service values and 73% agree that Senior Managers do the same.



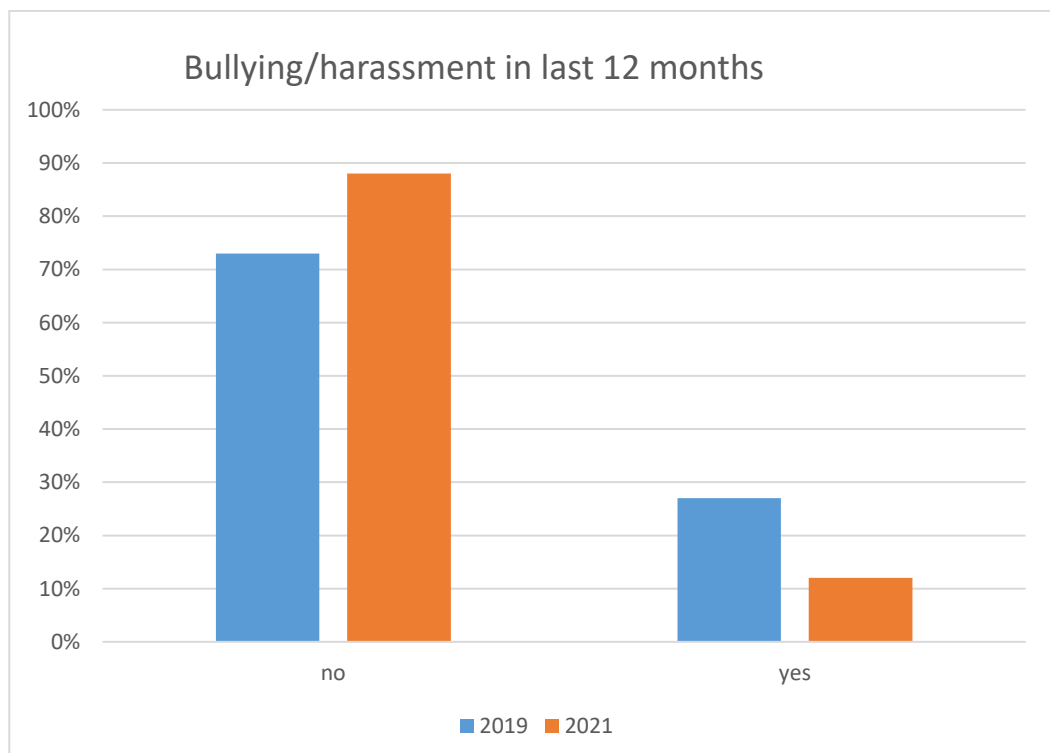
Challenger Safety:

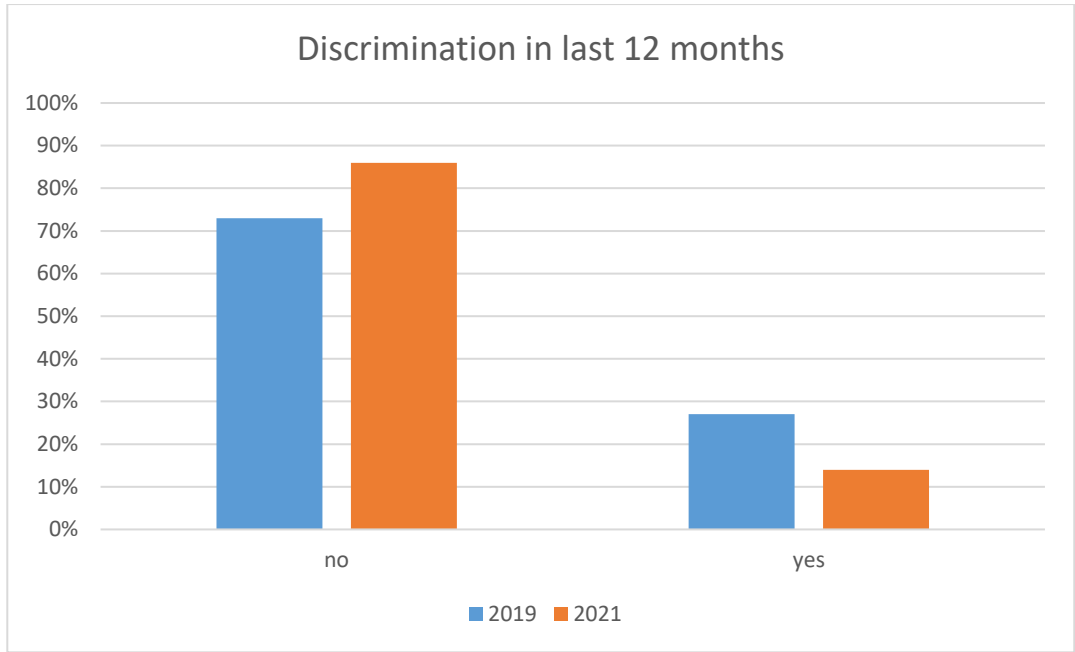
- 3.8. The question 'I am confident my ideas or suggestions will be listened to' is a question to measure 'contributor safety' linked to the 'Safe To' intervention noted in the People Strategy update. A significant improvement can be seen here with agree/tend to agree increasing from 42% to 72%.



Bullying, Harassment & Discrimination:

- 3.9. Reports of bullying, harassment and discrimination have seen a significant reduction since 2019, with cases of respondents experiencing bullying and harassment reducing from 27% to 12% and experiences of discrimination from 27% to 14%.





Grievance, Capability and Disciplinary

- 3.10. In early 2021 a review of several critical policies was undertaken to ensure they were creating a fair, consistent and transparent process to manage employee issues in a timely and effective manner.
- 3.11. The Service introduced a Human Resources (HR) Business Partner approach in May 2021 to provide a pro-active and customer centric HR service to the business. The HR Business Partners conduct weekly case reviews to ensure changes in our policies are embedded consistently across the Service. This allows for timely remediation on all employees matters - escalating and de-escalating the right processes at the right time.
- 3.12. The Service has seen an increase in cases involving disciplinary action for this current year from 13 to 19. We believe this is a positive demonstration of having a robust policy and a proactive HR service addressing inappropriate behaviour promptly with the correct process.
- 3.13. With new policies and processes now in place, we would expect to see a reduction in grievances as a reflection that staff feel Service policy decisions are fair and proportional. This is the case in our current numbers to date, from 14 in 2020 to five in 2021. While this is still early days since the new policies were implemented, this is encouraging and we will continue to monitor closely to ensure our processes are fair and consistent.
- 3.14. The Service recommends in future this data is reported on an annual basis.

Date	Grievances	Capability	Disciplinary
2020	14	2	13
2021 (Jan – Aug)	5	4	19

4. **PERFORMANCE MONITORING – STRATEGIC POLICY OBJECTIVE 3(a)**

Strategic Policy Objective 3c) ‘Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.’

Recruitment & Retention

4.1. Pay for Availability Benefits. An agreed measure is specific to On-call regarding the benefits of Pay for Availability in increasing recruitment (the measure would be reduced vacancies) and increasing retention (linked to the increase in pay and flexible contracts).

4.2. This information is currently not available as Pay for Availability is still in implementation phase. A full report will be included in the future.

Employee Recruitment and retention

4.3. This is reported in the Annual Diversity report (discussed at the previous People Committee meeting) and will be presented on an annual basis. It is recommended this is removed from this report to avoid duplication.

Employee Engagement

4.4. Annual or ad hoc measure from internal and external staff surveys aiming to see an increase in participation. None available at present. To be included in the Annual Report.

JOE HASSELL
Deputy Chief Fire Officer

APPENDIX A TO REPORT PC/21/7

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Strategic priority 3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively:

Target area:	Agreed performance measure:	Actual performance trend:
Training		
Firefighter Competence	95%	1 of 7 core competencies below 95%
Health and Safety:		
Annual Accidents	Decrease	Increased from previous year
Annual Near Miss-	Not defined	Decreased from previous year
Personal injuries (12 month rolling)	Decrease	Neither increase or decrease
Annual Personal Injuries –	Decrease	Decreasing
Vehicle Accidents (12 month rolling)	Decrease	Increasing
Vehicle accidents annual comparison -	Decrease	Decreasing
Absence:		
National Benchmarking WTFF absence due to injury	National Average	Below average
National Benchmarking On-call FF absence due to injury	National Average	Below average
Sickness Absence	Improvement	Increasing
Stress related absence	Improvement	Increasing
National Benchmarking sickness absence total	National Average	Above average
National Benchmarking days lost to sickness (Wholetime)	National Average	Below average
National Benchmarking days lost to sickness (On-call) –	National Average	Above average
National Benchmarking days lost to sickness (Green book) –	National Average	Below average
National Benchmarking days lost to sickness (Control) –	National Average	Above average
Fitness testing pass rates	Improvement	Increased
Annual Fitness testing – 3 yearly Medicals	Not defined	data not available (supplier issue)

Strategic priority 3(b) - Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience

Target area:	Agreed performance measure:	Actual performance trend:
2019 -202 HMICFRS staff survey comparison:		
Inclusion	Improvement from previous report	5% improvement
Leadership & staff development	Improvement from previous report	21% improvement
Leaders living the Values	Improvement from previous report	only 2020 data available
Challenger safety –	Improvement from previous report	30% improvement
Bullying and Harassment	Improvement from previous report	15% reduction
Discrimination	Improvement from previous report	9% reduction
Grievance, Capability and Discipline cases:		
Grievance	Not defined	decrease
Capability	Not defined	increase
Discipline	Not defined	increase

Strategic objective 3(c) - Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention

No Quarterly reports in the section.

Agenda Item 6

REPORT REFERENCE NO.	PC/21/8
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	14 OCTOBER 2021
SUBJECT OF REPORT	APPLICATION FOR RETIREMENT & RE-EMPLOYMENT
LEAD OFFICER	Deputy Chief Fire Officer
RECOMMENDATIONS	<i>That the application 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 2021-22 (as amended) 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 specific requests for approval from one operational member of staff.
RESOURCE IMPLICATIONS	None.
EQUALITY RISK & BENEFITS ASSESSMENT	The Retirement & Re-Employment Policy has had an equalities impact assessment.
APPENDICES	Nil
BACKGROUND PAPERS	DSFRA Pay Policy Statement for 2021-22 (as amended)

1. **INTRODUCTION**

- 1.1. The Authority's Pay Policy Statement for 2021-22 (as amended) 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. For staff within the Local Government Pension Scheme, where an individual is re-employed on the same terms and conditions as previously, the same abatement rules as apply to those within the Fire Fighters Pension Scheme will be applied. However, the Authority's policy on Pension Discretions refers to flexible retirement and states that this "may be subject to abatement during such time as the individual remains employed by the Service". This allows the Authority to use flexible retirement opportunities where key employees may wish to continue working as they get older but step down in grade or reduce their working hours. This can be beneficial to the Authority in retaining key skills, knowledge and experience whilst also reducing costs.
- 1.5. With this in mind and taking account of the National Framework provisions, the Authority has agreed the following approach in relation to requests for re-employment following retirement, subject in each case to an approved business case:
 - (a). the Chief Fire Officer has delegated authority to approve such requests up to and including Watch Manager level (or non-uniformed equivalent posts);
 - (b). the People Committee has delegated authority to approve such requests for Station Manager up to and including Area Manager level (or non-uniformed equivalent posts); and

- (c). the approval of the full Authority is required for the re-employment, following retirement, of any post-holder at Brigade Manager (or equivalent non-uniformed) level i.e. in effect, any member of the Service Executive Board (the Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officers, Director of Governance & Digital Services and Director of Finance and Resourcing). Such approval will only be granted in exceptional circumstances where the re-appointment is necessary in the interests of public safety. The rationale for the decision (together with any alternative approaches considered but deemed not appropriate) must be published.

1.6. The Service’s Executive Board has considered the application for retirement and re-employment set out within paragraphs 2.2 of this report and considers that the requests are beneficial in helping to retain key skills whilst seeking to bring in new staff through a planned succession process. The request for retirement and re-employment is therefore submitted to the People Committee for approval in accordance with paragraph 1.5.(b) above.

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.

2.2. An application has been received from an Area Manager responsible for the Community Risk Management Plan (CRMP) for retirement and re-employment on a zero hour contract. The CRMP planning and consultation is entering a critical period and the Area Manager has been driving this work for the past 12 months and has a deep understanding of the process. A new Area Manager has been moved into this role and is getting up to speed, however, they are also responsible for the Service’s Covid response and the inspection by Her Majesty’s Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) so capacity for the next few months will be stretched. Re-employing the retired Area Manager will give consistency and resources for the CRMP consultation and resulting plan during this busy period that coincides with the HIMICFRS visit and resulting report and the suspected increased pressure over the winter due to Covid 19. The retired Area Manager would return on the same pay grade (minus the flexi-officer allowance as they would not be operational) on a zero-hours contract for up to 12 months.

2.3. The requests for retirement and re-employment are as summarised in the table below:

Role	Position	Station/Dept.	Decision
Area Manager	CRMP Manager	Service Headquarters	FTC for up to 1 year on a zero hours contract from November 2021

- 2.4. This applications give the Service certainty as to leaving dates, supports the natural turnover of staff and enables the Service to succession plan for the future.

JOE HASSELL
Deputy Chief Fire Officer