



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, 27th January, 2022

A meeting of the People Committee will be held on the above date, **commencing at 2.00 pm in Committee Room A, Somerset House, Devon & Somerset Fire & Rescue Service Headquarters** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

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

1 Apologies

2 Minutes (Pages 1 - 6)

Of the previous meeting held on 14 October 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 Performance Monitoring Report 2021-22: Quarter 3 (Pages 7 - 28)

Report of the Deputy Chief Fire Officer (PC/22/1) attached.

5 People Strategy Update (Pages 29 - 32)

Report of the Deputy Chief Fire Officer (PC/22/2) attached.

6 Gender Pay Gap 2021 (Pages 33 - 62)

Report of the Deputy Chief Fire Officer (PC/22/3) 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)

14 October 2021

Present:

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

Also in attendance in accordance with Standing Order 39:

Councillor Randall Johnson.

Apologies:

Councillors Best and Brazil.

* **PC/21/7** **Minutes**

RESOLVED that, subject to Minute *PC/21/1 (Minutes) being amended to read:

“**RESOLVED** that the Minutes of the former Human Resources Management & Development Committee meeting held on 3 March 2021 be signed as a correct record. **Note:** this Committee replaced the Human Resources Management & Development Committee on 29 June 2021.”

the Minutes of the meeting held on 23 July 2021 be signed as a correct record.

* **PC/21/8** **People Strategy Update**

The Committee received for information a report of the Deputy Chief Fire Officer (PC/21/6) on progress to date in implementing the approved People Strategy 2019-2022.

In summary, of the 53 initial areas of focus identified in the strategy, all but six were now operating and progressing. The implementation of Pay for Availability (P4A) had secured greater flexibility for on-call contracts. Flexible whole-time contracts had not progressed for several reasons as outlined in the report including:

- limited capacity of the project team;
- the establishment of a National Fire Chiefs' Council (NFCC) “Working Patterns” project to look at, amongst other things, whole-time duty systems. This would, in turn, potentially impact on any Service initiative around, for example, direct entry to support greater diversity in leadership roles;
- the impact of the Covid-19 pandemic on cross-sector secondments.

The Service's ambition to address direct entry to support greater diversity in leadership roles had not progressed as this area of work had subsequently emerged as an NFCC initiative. Consequently, the Service would 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.

Due to the impact of Covid-19, the Service ambition to support a range of cross-sector secondments to improve learning and development had not progressed, with the exception of secondments to Her Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) and support for the South West Ambulance Services Trust (SWAST).

The Service ambition for braver, positive action practices was equally impacted by Covid-19. Plans for a refreshed approach, featuring the use of an outreach practical assessment vehicle, were currently being revived.

A 'Connecting to Communities' project planned before Covid-19 had been paused but was now being revisited, in particular linking with the renewed approach to prevention work being undertaken by wholtime crews.

These areas would remain an area of focus in the longer term (including the successor People Strategy to be implemented from 2022) and would be informed by the outcomes of the current inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and a workplace review (to include a comprehensive staff survey) to commence in the first quarter of 2022-23.

The Committee received further information on the following areas that had progressed since the previous report:

- **Leadership:** a number of face-to-face, "Leading Conversations" had been held for middle managers across operational and support teams. The sessions featured, amongst other things, discussions on strategic priorities and psychological safety.
- **Inclusion:** work was in progress to integrate the NFCC Core Code of Ethics into the communication and learning strategy. A Fairness and Respect toolkit had been launched, as part of the Fairness and Respect policy, to support staff who may experience, witness or manage bullying and harassment and to provide more data on informal or previously unreported incidents. The "Safe to..." initiative, a multi-layered intervention to support inclusive leadership, positive behaviours and effective teams, continued to be progressed. An Aging Workforce Group had been established to inform actions needed to support retention, succession planning and sustainability in service delivery as part of the next iteration (2022-26) of the People Strategy.
- **Ways of Working:** in addition to the introduction of flexible on-call contracts, a new Workforce Planning Board had been established to review, monitor and plan appropriate actions across stakeholders to forecast and address vacancies and emerging needs in recruitment in support of succession planning and sustainability of service delivery.

- **Learning and Development:** Leadership and Management apprenticeships were underway and a wider Apprenticeship strategy developed to support a cohesive and sustainable approach to utilising levy spend in developing both new starters and existing staff.
- **Health, Safety and Wellbeing:** In addition to the “Safe to...” initiative, a “Just Culture” had been embedded in the Service Health & Safety policy. Foundational learning and engagement with operational management teams was complete and engagement with operational crews was underway. The Service assessment against the National Police Wellbeing Service (Oscar Kilo), a framework of clear statements to ensure has robust and proactive wellbeing provision for employees, had been completed and was awaiting peer review. Additionally, a mental health and well-being intervention framework had been developed to support managers and staff.

* PC/21/9

Performance Monitoring Report

The Committee considered a report of the Deputy Chief Fire Officer (PC/21/7) on Service performance during April to June 2021 against the following strategic priorities as approved by the Authority at its ordinary meeting on 29 June 2021:

Strategic Priority 3(a): ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively. Key Performance Indicators associated with this strategic objective and summarised in the report were:

- operational core competence skills (breathing apparatus; incident command; water rescue; working at height/in confined spaces; maritime; driving; and casualty care). The Committee had resolved to monitor at 95% (based on a three-month average) and to request more detail if competency against any core skill fell below this;
- workforce planning (a six-monthly measure on the adequacy of plans to ensure the filling of vacancies with the right candidates);
- health & safety;
- near miss events;
- personal injuries;
- sickness due to accident at work (note, the Service was below average when compared to the national average);
- vehicle incidents;
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR);

- sickness and absence, benchmarked as appropriate against other fire and rescue services and seeking to secure a reduction in quarterly absence figures for short- and long-term sickness. These measures included:
 - shift days lost by sickness for all staff types (benchmarked against other fire and rescue services); and
 - mental health (including stress interventions); and
- fitness testing (measuring of the percentage of operational staff passing the annual fitness test and three-yearly medical).

Strategic Priority 3(b): increase the diversity of the workforce to better reflect communities served, promoting inclusion and developing strong and effective leaders who ensure the Service is a fair place to work and where organisational values are a lived experience. Key Performance Indicators associated with this strategic objective and summarised in the report were:

- diversity. An annual measure looking to see a year-on-year increase in relation to:
 - % female staff;
 - % BAME;
 - % Female senior roles;
 - % BAME senior roles;
 - % LGBT senior roles.
- promoting inclusion, developing strong leaders, living the values (including bullying, harassment and discrimination and grievances, capability and disciplinary actions). Associated performance measures were extracted from external (e.g. HMICFRS) and internal staff surveys, working towards a year-on-year improvement.

Strategic Priority 3(c): recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention. Key Performance Indicators associated with this strategic objective were:

- Pay for Availability (P4A) benefits. As P4A was still to be fully implemented, it was intended to have performance metrics linked to its impact on increasing on-call recruitment in due course.
- Employee recruitment and retention. This featured as part of the Annual Diversity report. Consequently, to avoid duplication, it was proposed that this should be removed from the performance report to this Committee.

- Employee engagement. This would measure an increase in participation in both internal and external staff surveys. It was proposed that this should be included in future versions of the annual report.

In debating this report, the following issues were raised:

- that, in the next report, the Committee would expect to see an improvement against water safety core competence given that this was reported at 90.9%. It was acknowledged, though, that the current report indicated the rationale for this, which was expanded on in the meeting together with information being provided on measures to address this;
- that, in reporting near misses, it was important to encourage accurate reporting so as to improve the Service safety culture. An appropriate reporting measure for near misses could, however, be helpful;
- that there would be benefit in having a measures to assess the impact of the introduction of smaller-type appliances on vehicle incidents;
- that future reporting of fitness testing should include only those staff for whom a fitness test was required;
- that a measure be developed to determine the percentage of on-call fire stations for which the Service was aiming to introduce the Pay for Availability contract. It was noted, however, that issues relating to collective agreements meant that the Service was not seeking to mandate the adoption of Pay for Availability for all stations;
- that the RAG rating included in the table summarising all performance against the key indicators for each strategic priority was helpful but could be further improved by an additional “direction of travel” column.

RESOLVED

- (a). that future reports include an annual measure on grievance, capability and discipline;
- (b). that diversity statistics be reported, separately, in an annual report to avoid duplication;
- (c). that a measure regarding Service aspiration for the adoption of the Pay for Availability duty system be developed and reported to the next meeting;
- (d). that the Service Strategic Safety Committee be asked to consider an appropriate measure for reporting on near-misses, with the outcome to be reported to the next Committee meeting; and
- (e). that, subject to (a) to (d) above, the report be noted.

* **PC/21/10** **Application for Retirement and/or Re-employment**

The Committee considered a report of the Deputy Chief Fire Officer (PC/21/8) on a request for the re-employment (on a zero-hours contract basis; on the same paygrade as prior to retirement, less flexi-officer allowance) of an Area Manager following retirement. This would assist with development of the Community Risk Management Plan 2022-27 and was supported by the Service Executive Board.

The Authority's approved Pay Policy Statement 2021-22 required all requests for re-employment following retirement to be approved by this Committee for Station Manager to Area Manager (or non-uniformed equivalent) posts.

RESOLVED that the request for re-employment following retirement as set out in paragraph 2.3 of report PC/21/8 and summarised above be approved.

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

The Meeting started at 10.00 am and finished at 12.10 pm

Agenda Item 4

REPORT REFERENCE NO.	PC/22/1
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	27 JANUARY 2022
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2021-22 - QUARTER 3
LEAD OFFICER	DEPUTY CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<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 October to December 2021 (Quarter 3) 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	<p>A. Summary of Performance against Agreed Measures.</p> <p>B. Forward Plan</p>
BACKGROUND PAPERS	N/a

1. **BACKGROUND AND INTRODUCTION**

1.1. The Service 'People' 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

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 % (As of 7.1.22)	98.6	96.8	91.4	95.8	96.5	95.8	97.0

2.2. Water Rescue is currently at 91.4%, the same as Quarter 2 due to a training supplier issue.

2.3. In 2020, the accrediting body (Rescue 3) applied a 6-month extension to qualifications expiring during the lockdown period. This extension was applied to the Water Rescue qualification for all staff for a period of six months, however, the Rescue 3 extension was only intended for staff expiring within the lockdown period, not those outside of it.

2.4. The impact of this error resulted in a rebase line of data which saw a further 9% reduction from 91.3% to 82.8% in October 2021.

2.5. The Academy has worked hard to bring the competency level back up to 91.4%. Actions to move from October 2021 (82.8) to current (January) 91.3% and to achieve above 95% are:

- Course numbers increased to pre COVID levels with additional safety measures;
- Technician courses booked with Rescue 3 to provide extra capacity;
- Red One instructors hired to help deliver on our internal courses;
- Outsourced courses to Red One to increase capacity;
- Strict no event cancelation procedures introduced;
- Expired staff have been prioritised to attend courses;
- Flood response exercises have been conducted for operational and strategic members of staff to maintain skills;
- Additional water rescue training for all stations as maintenance of skills;
- Emails, text messages and proactive staff engagement sent to maximise attendance; and
- Course cancellations and non-attendance are investigated.

2.6. This has not impacted Service Delivery Water Rescue response capability as the required number of qualified staff has been maintained on appliances. Based on current planning, providing further Covid-19 restrictions are not introduced, the Academy has predicted a competency figure above 95% in February.

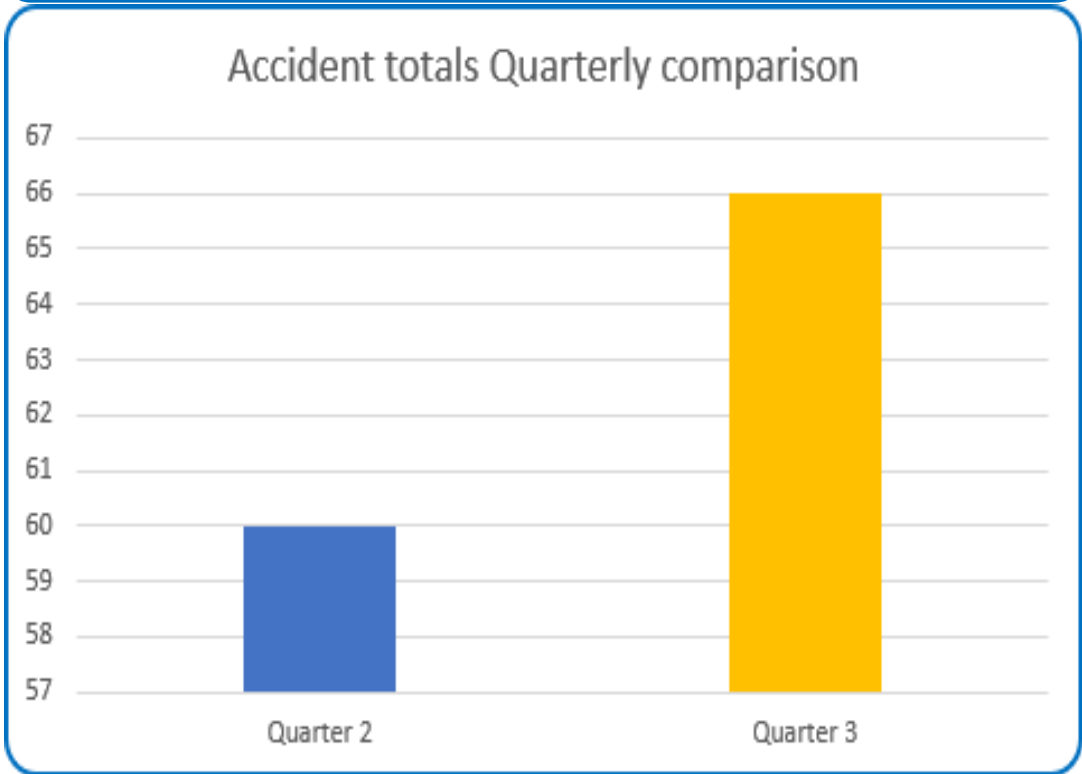
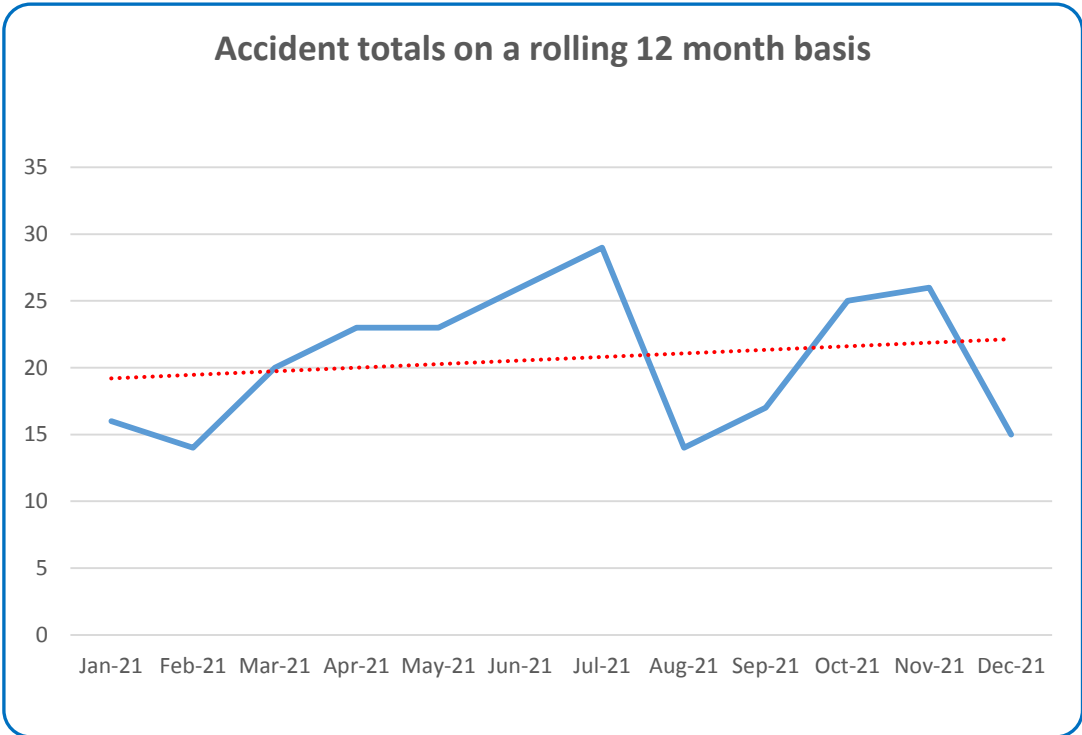
Workforce planning:

2.7. 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. This information will include performance data from quarters 3 & 4 and will be available in the next report.

Health & Safety:

Accidents:

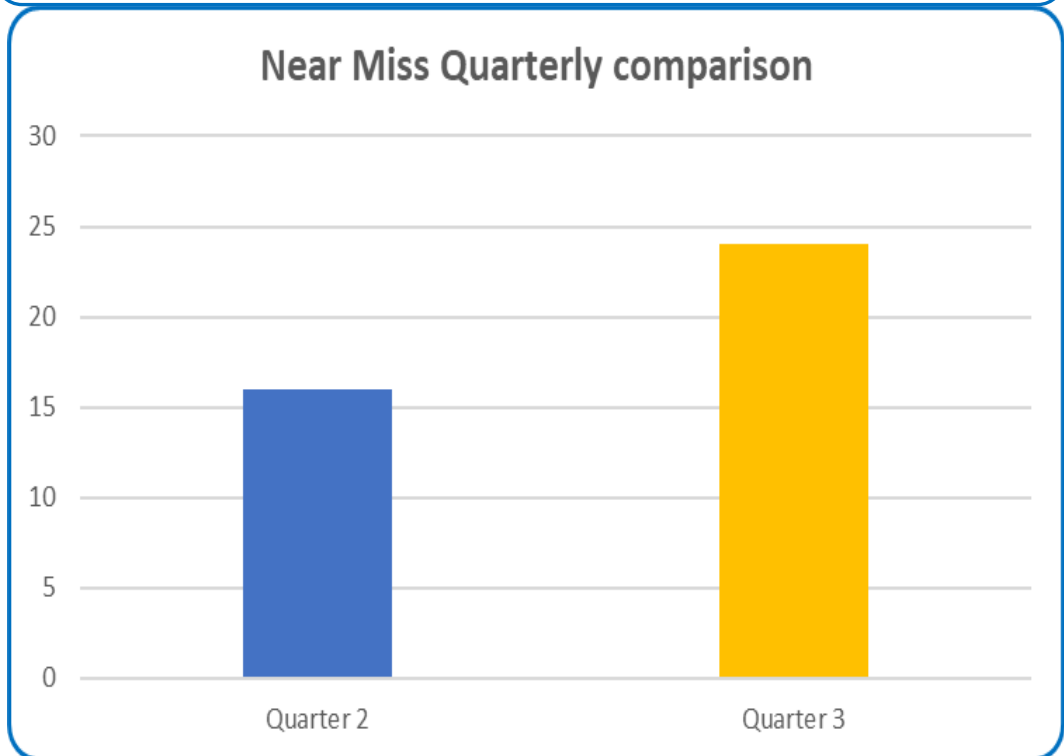
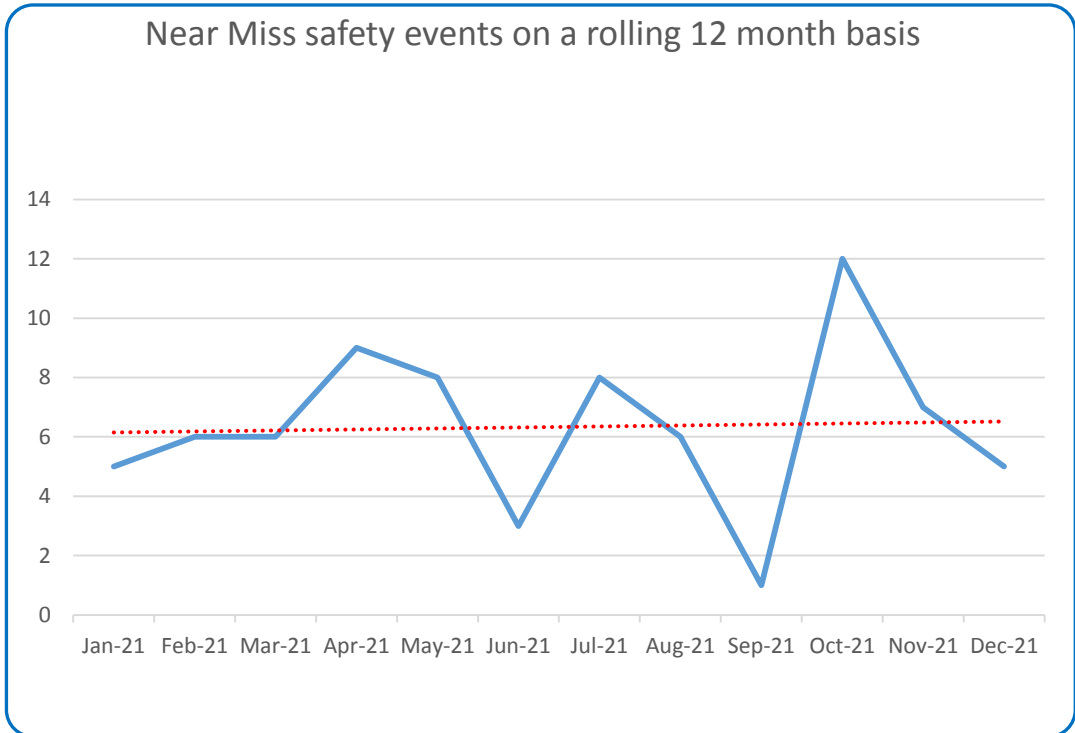
2.8. There has been a slight increase in the overall trend for accidents over the last 12 months (January to December 2021), though the Quarter 3 accident numbers are 6 higher than the previous quarter as shown in the graph overleaf.

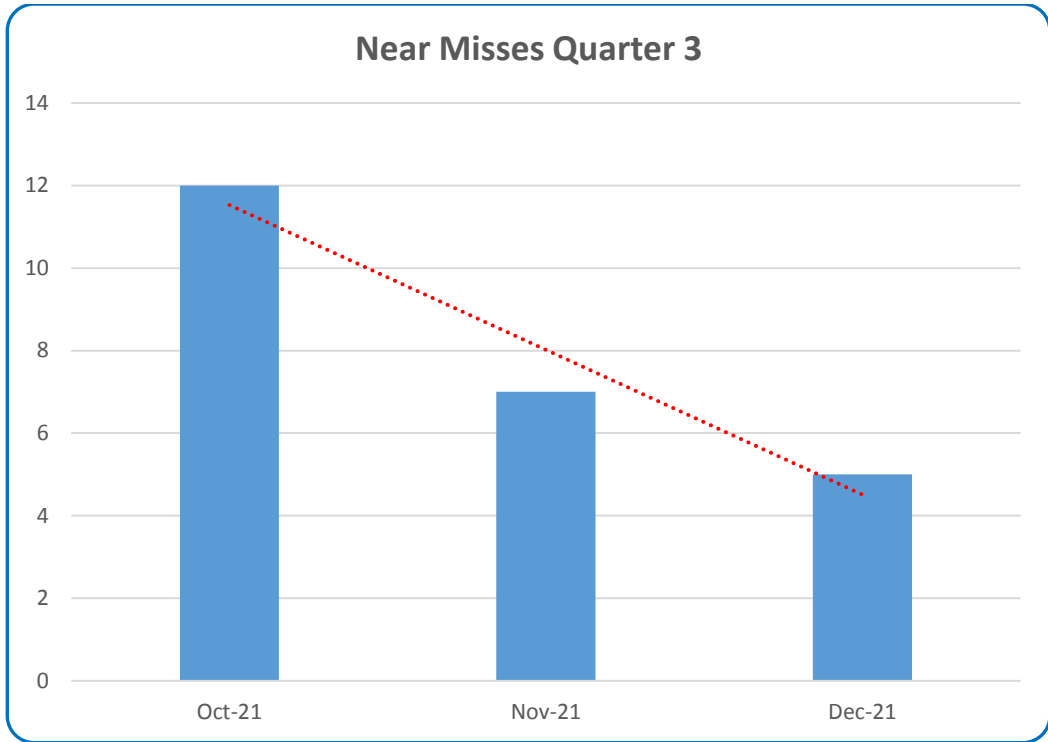


Near Miss:

2.9. There were 24 near misses in Quarter 3, a 50% increase on reporting from the previous quarter in 2021-22. This is a positive step as staff are being more pro-active in identifying and reporting near misses which ultimately should reduce the amount of accidents.

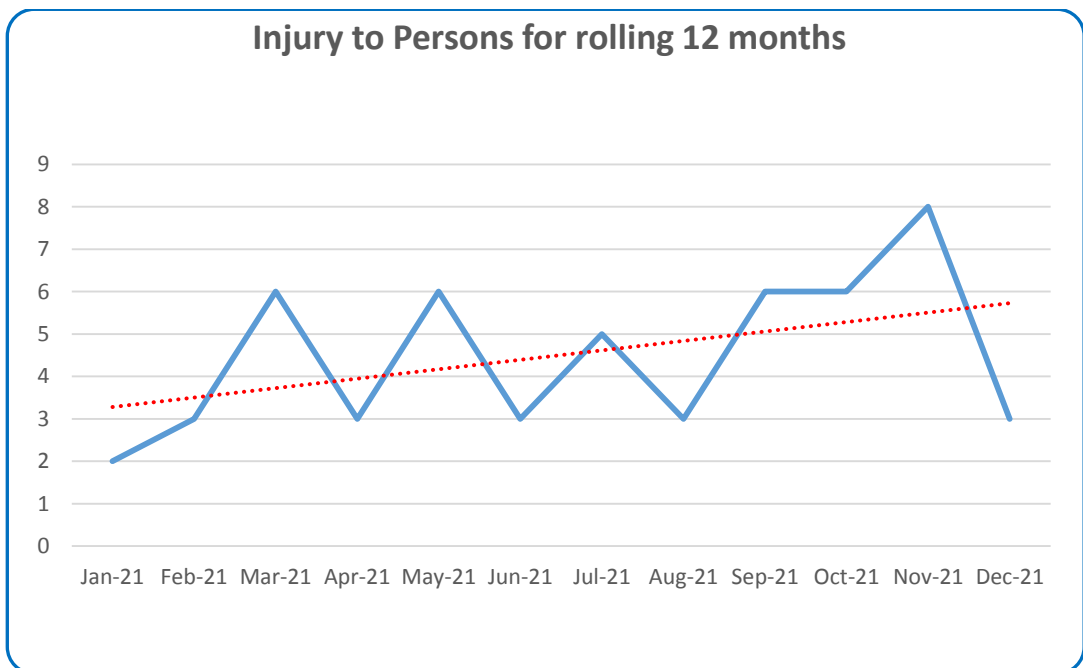
2.10. During Quarter 3, there were 6 COVID-19 related Near Misses, there were 2 other notable near misses linked to potential for aggression or assault on our staff. An individual threatened attending fire fighters with a knife and another incident where crews attended and were informed the occupants of the property could be dangerous and armed. In both incidents police support was requested.

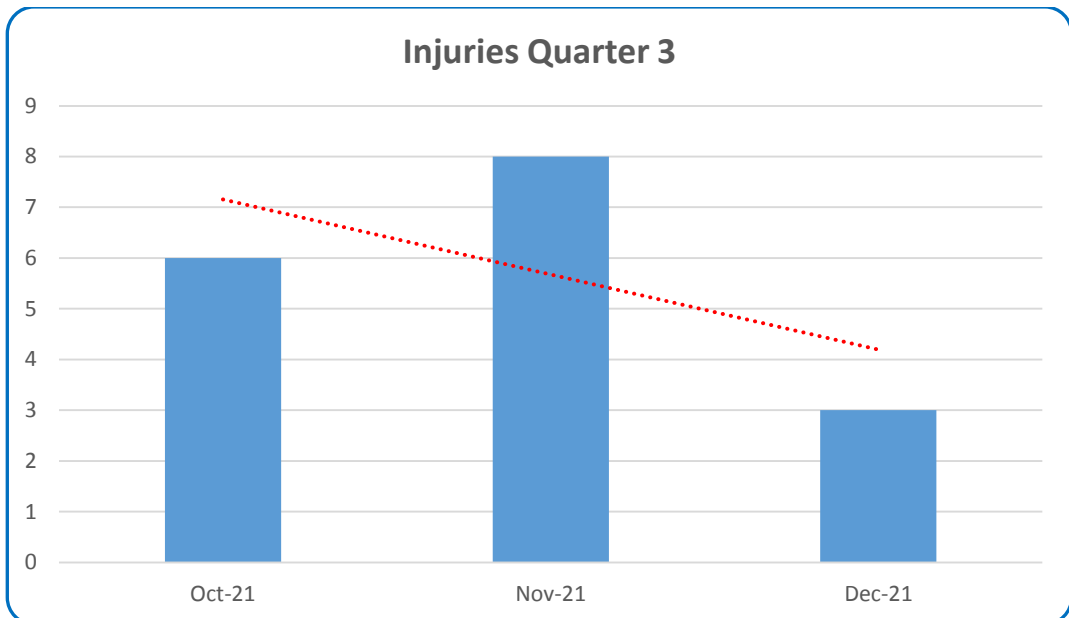
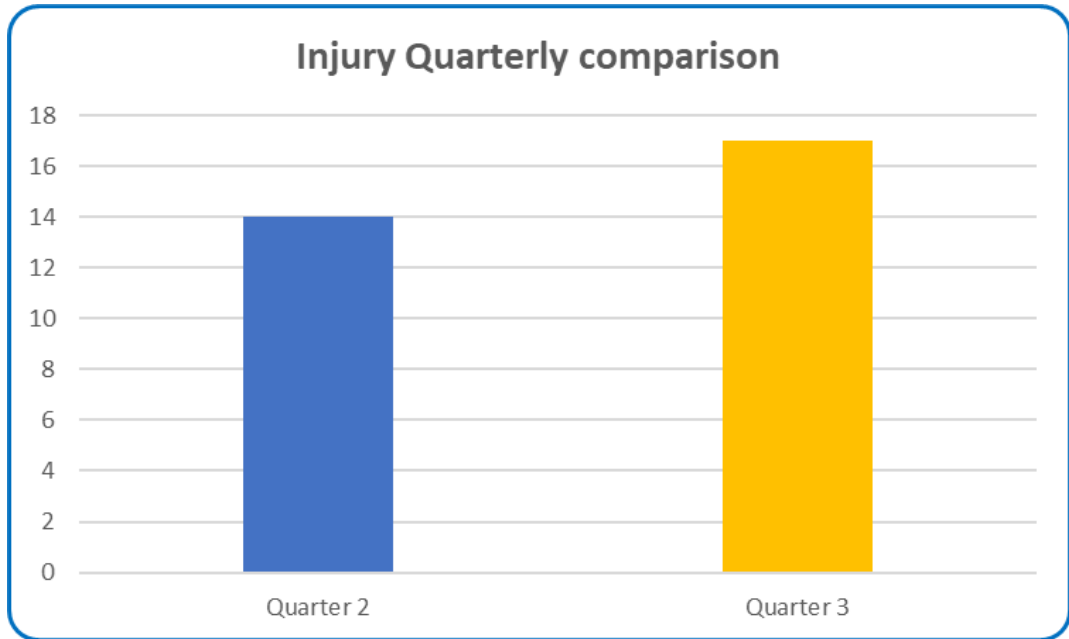




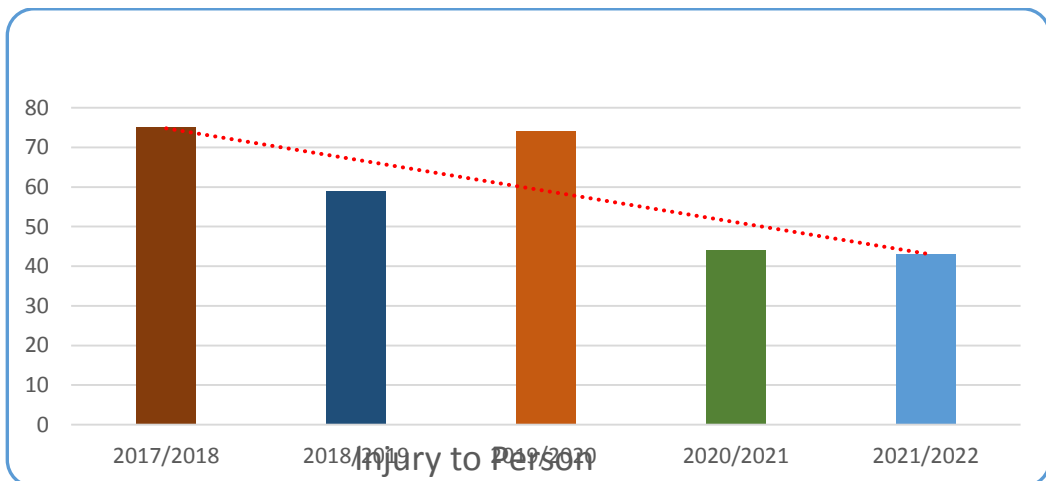
Personal Injuries:

2.11. The charts below and overleaf compare the Service's injury rates over a rolling 12 month period, as well as highlighting the Quarter 3 figures. The injury figures remain low, and although the 12 month trend shows an increased trajectory, the quarter 3 trend shows more positive improvements. The incidents and causation of the injuries are varied, sprains and strains related to manual handling and conducting rescues in more challenging conditions (e.g., rapidly removing an entrapped casualty from a lorry) are more frequent. There has been a 21% increase in injury related safety events since quarter 2, this equates to an increase of 3 injuries.



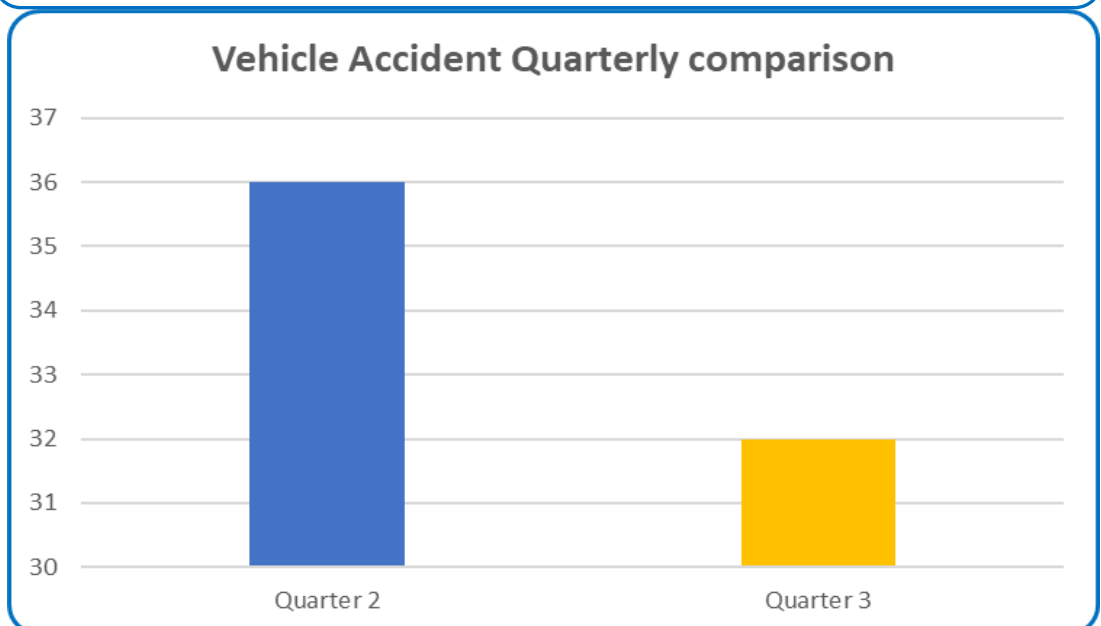
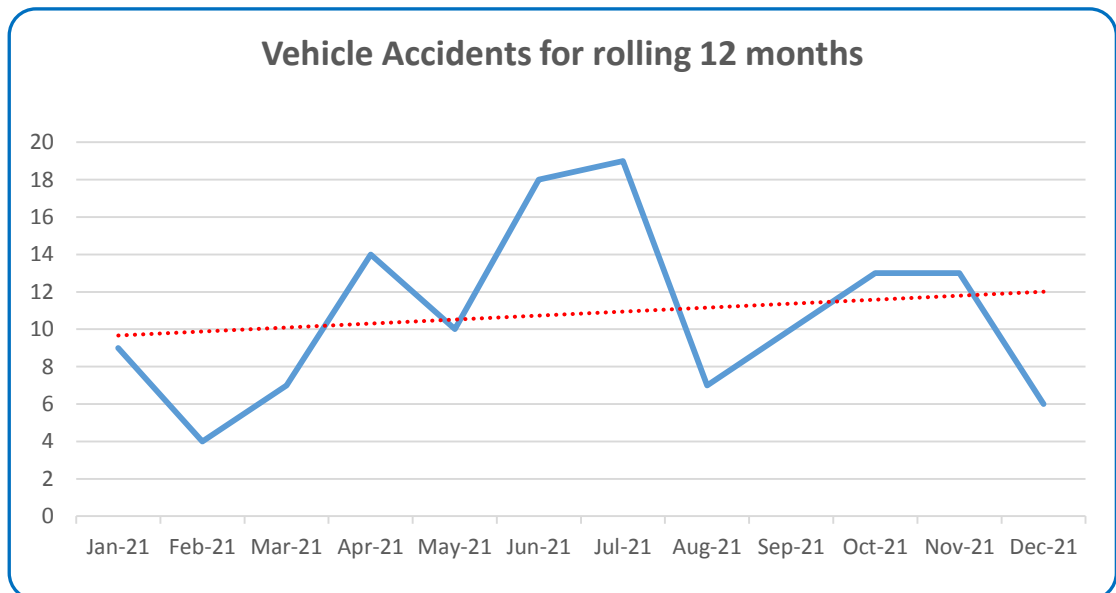


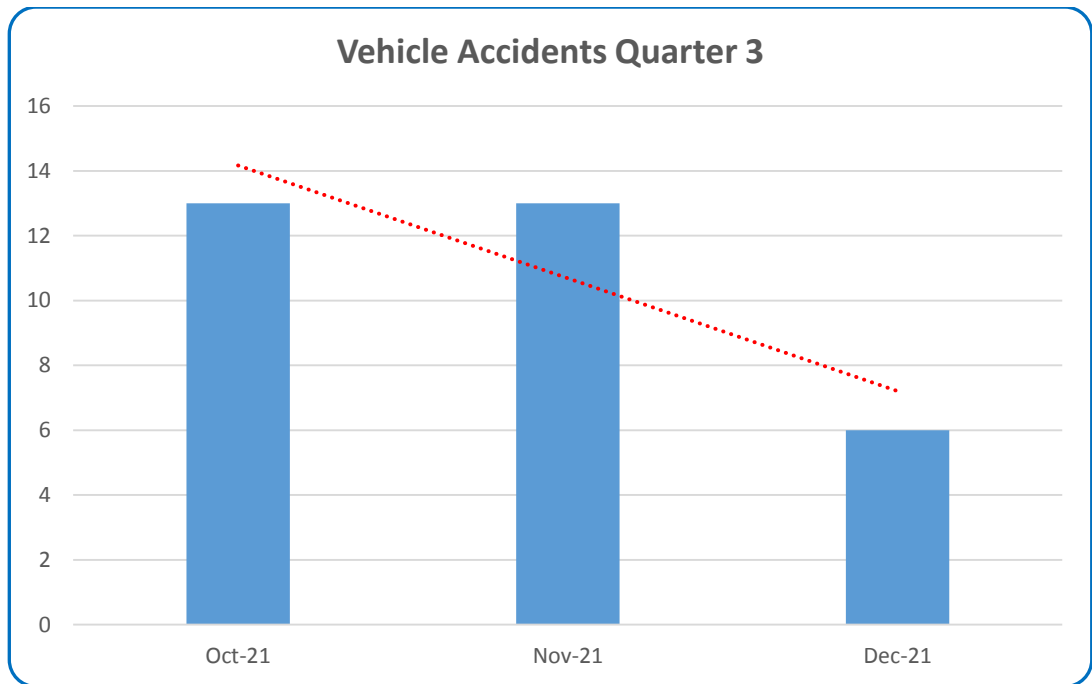
2.12. The annual trend over the last 4+ financial years (2017/18 – 2021/22), however, is reducing as shown on the graph below:



Vehicle Incidents:

- 2.13. Vehicle related incidents are primarily during non-blue light activity, the majority of these are related to slow speed manoeuvring. Clipping hedges and banks on tight lanes, or another vehicle in congested streets, as well as when manoeuvring at the incident. These result in scratches, scrapes, dents and scuffs on Service vehicles and public vehicles / property. The introduction of smaller appliances is being monitored in order to identify if this improves and reduces these types of vehicle related accidents.
- 2.14. To help reduce the number of incidents and improve road risk, the Occupational Road Risk (ORR) group meet to review vehicle related issues, consider ways to improve, and developing campaigns and communications as required. A recent proactive communication circulated by the ORR group reminded staff of the speed limits when driving Service vans. During Quarter 3, there has been an 11% reduction in vehicle accidents on the previous quarter, this equates to 4 less vehicle accidents.





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

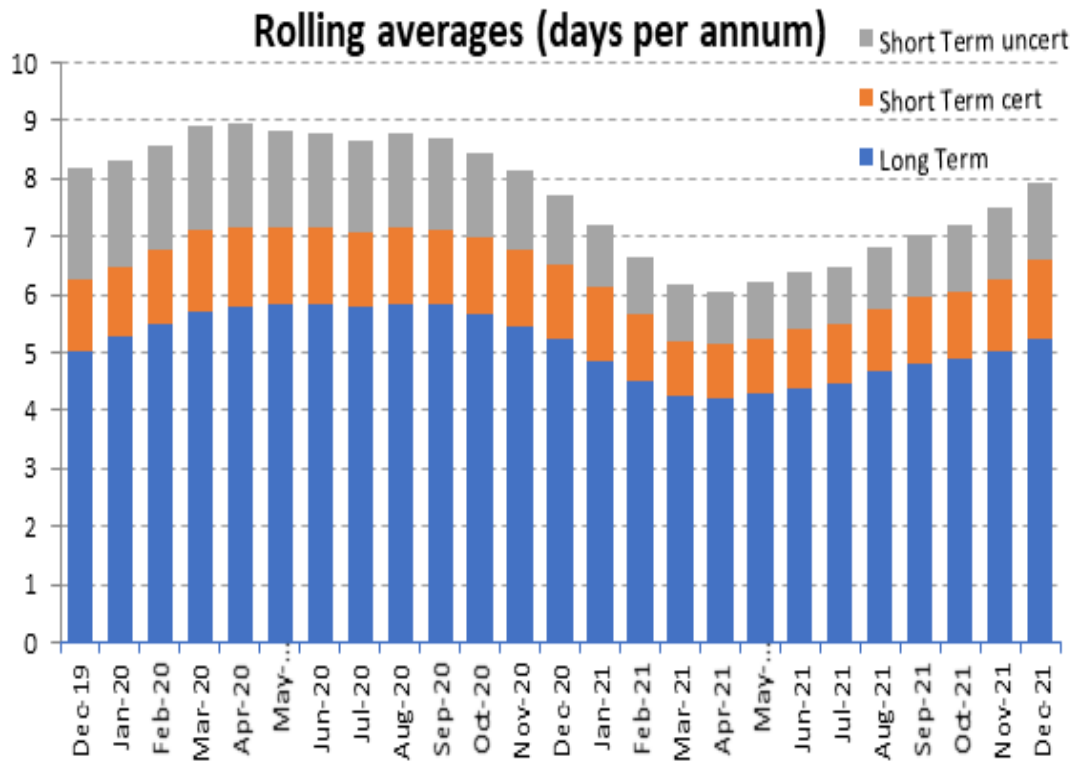
- 2.15. The Service is required to report certain types of work-related safety event outcomes to the Health and Safety Executive (HSE) as required under the RIDDOR regulations. This will be reported on an annual basis as a financial year by year comparison (Q1).

Sickness and Absence:

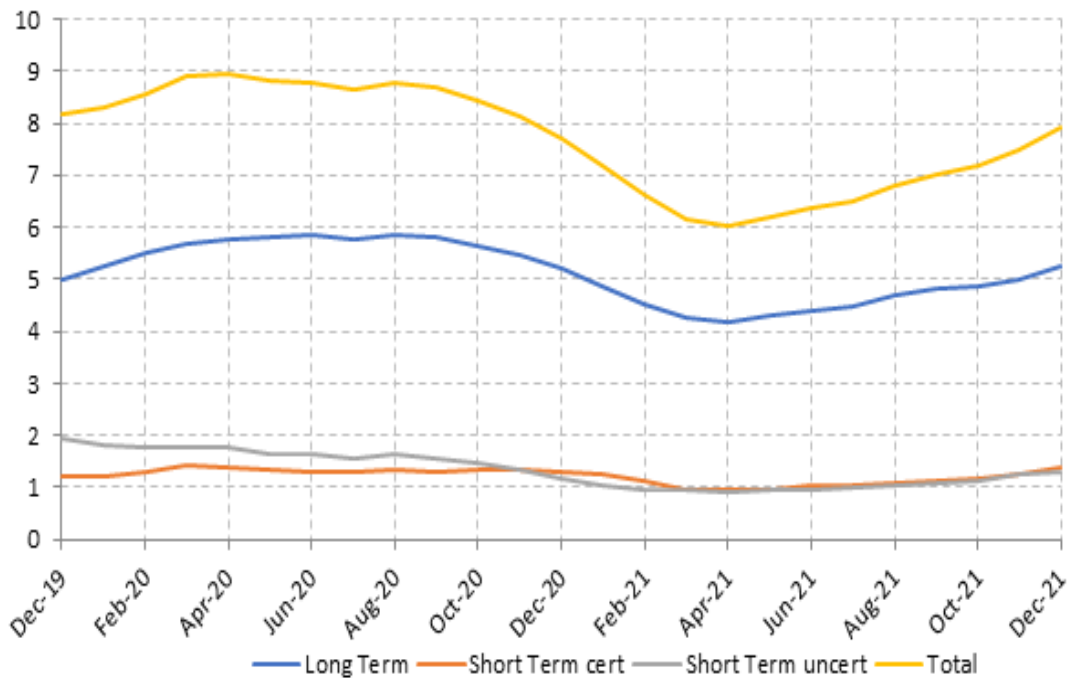
- 2.16. The agreed measure is aiming for a reduction in quarterly absence figures for short- and long-term sickness.

All staff figures	Quarter 1 (Apr – Jun 2021)	Quarter 2 (Jul – Sept 2021)	Quarter 3 (Oct – Dec 2021)
Average sick days (pp, per month)	1.69	2.28	2.82
<i>Long term</i>	<i>1.27</i>	<i>1.59</i>	<i>1.76</i>
<i>Short-term</i>	<i>0.42</i>	<i>0.69</i>	<i>1.06</i>

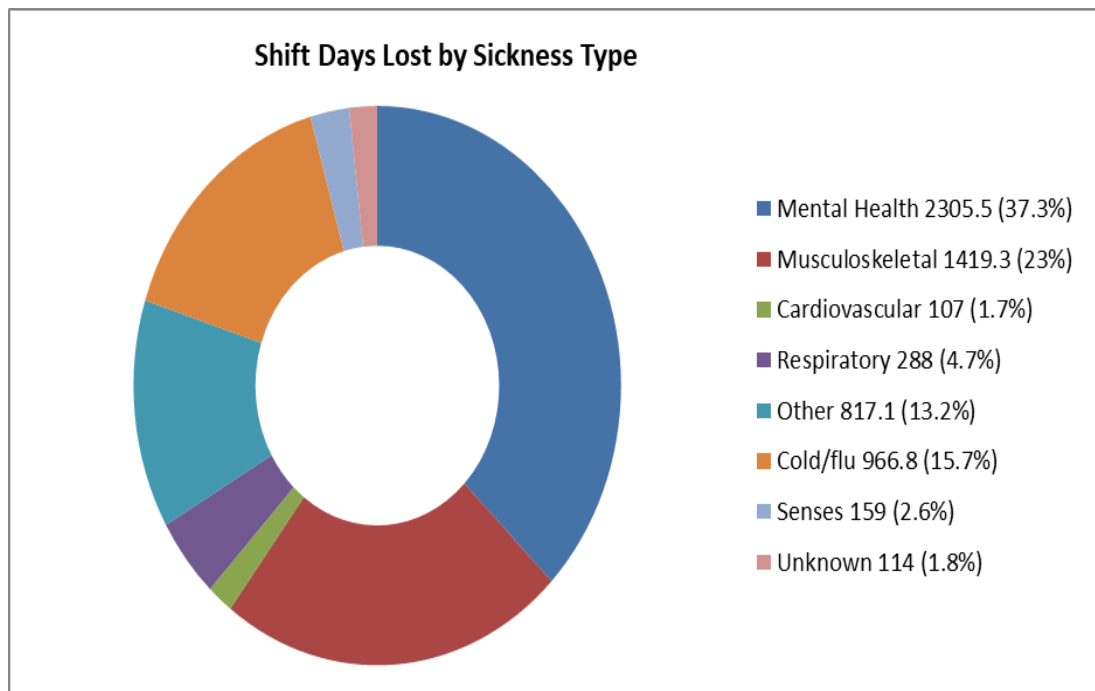
- 2.17. In summary, there continues to be an increase compared to the start of the financial year (2021-22) which is mainly attributable to the continuation of long-term absence (blue section in the graph overleaf), and some increase to short-term absence rates in the last six months (grey/orange sections in the graph overleaf).



Line graph to show long-term and short-term comparisons for same period:



Shifts days lost by sickness type for all staff (Year to Date):



2.18. In comparison to the previous report to the Committee on 14 October 2021, 'mental health' and 'musculoskeletal' continue to be the primary sickness types. As an overall percentage for year-to-date figures, 'mental health' has increased from 33% to 37% whereas 'musculoskeletal' has decreased from 36% to 23%. The other notable change in this period is that the overall percentage of cold/flu absences has increased from 8% to just under 16%.

Mental Health

2.19. The table below details stress related sickness in the period July to December 2021 for work related and non-work related sickness absence. It shows a slight decrease in Quarter 3 compared to Quarter 2. Where data has been collated, significantly through RA10 personal stress risk assessments, there is a correlation between non-work related and work related stress and vice versa and very occasionally individual cases have cited the impacts of Covid, particularly early to mid-year 2021 in relation to solely working from home.

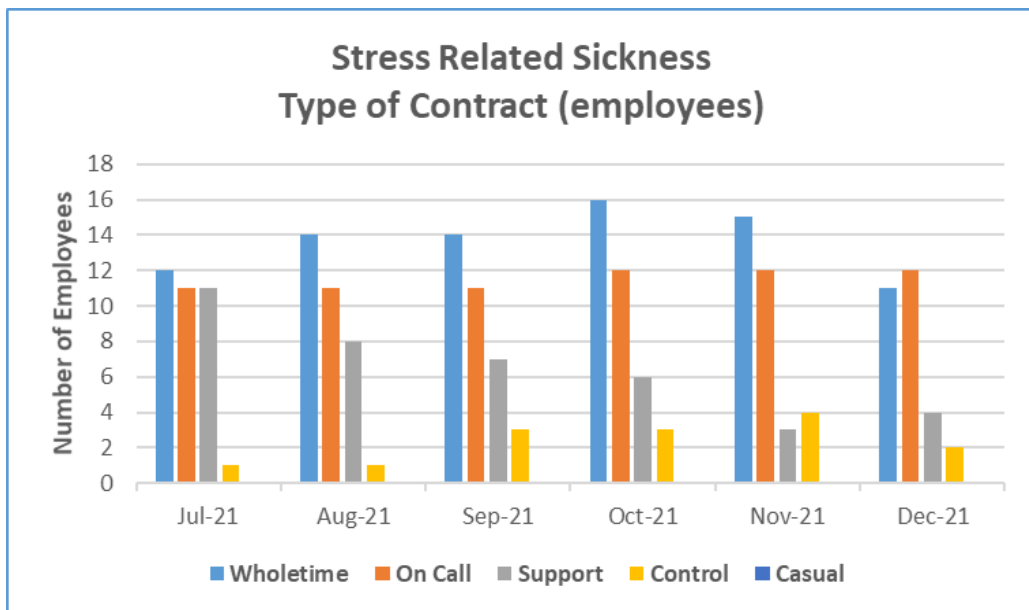
Number of staff absent with stress related sickness	Q2			Q3		
	Average 34.7 people per month			Average 33.3 people per month		
Month	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Work Related	2	2	2	2	2	1
Non Work Related	32	32	33	35	32	28
Unknown	1	0	0	0	0	0

By Contract Type

2.20. Contract type shows that Wholetime and On-call personnel are increasing in stress related sickness, however, this has reduced in Support staff as set out in the table below:

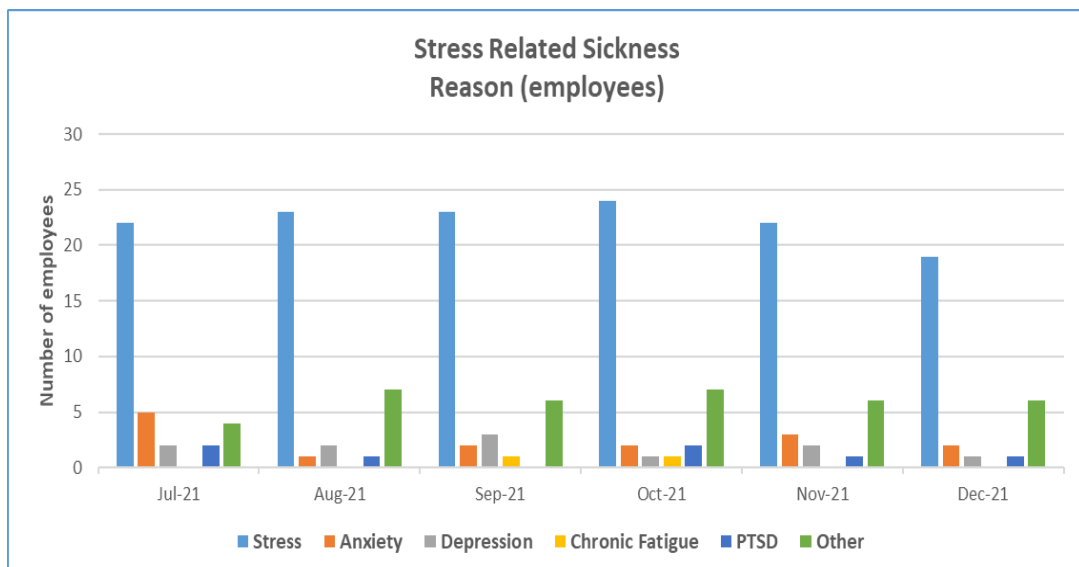
	Wholetime	On Call	Support	All Staff(*)
Quarter 2	40	33	26	104
Quarter 3	42	36	13	100

(*Specific figures not given for Control and Casual as sample is low enough to make data identifiable to personnel)



2.21. This information can be further broken down into the other reasons which capture stress related absence, with some of the collective mental health conditions cited of anxiety, depression and Post Traumatic Stress Disorder (PTSD).

Average absences per month for Quarter 2 and Quarter 3, by Stress-Related Reason:



	Stress	Anxiety	Depression	Chronic Fatigue	PTSD	Other
Quarter 2	22.67	2.67	2.33	0.33	1.00	5.67
Quarter 3	21.67	2.33	1.33	0.33	1.33	6.33

Stress interventions

- 2.22. The Service has a number of support interventions as highlighted within the previous report to the Committee on 14 October 2021, which are very well used. With many of these interventions, numbers using the services are collated and regularly reported back to the Health and Wellbeing team and Strategic Safety Committee.
- 2.23. Where stress is cited, personnel are encouraged to undertake a Personal Stress Assessment which is a preventative, supportive measure to assist an individual. In these circumstances, one to one advice can be given, appropriate sign-posting, along with continued support and guidance for the individual and line managers.

Fitness Testing:

- 2.24. The table below shows comparison of all eligible operational employees who qualify for a fitness test as of January 2022.

All Operational Employees 2021/2022 comparison					
	Result	Count 2022	Percentage 2022	Count 2021	Percentage 2021
	Pass	1,467	98%	1,203	82%
	Fail (Red and Amber)	30	2%	84	6%
	Not tested	0	0%	175	12%
	All employees in scope	1497		1,462	

- 2.25. All 30 individuals that are in the Red and Amber (Fail) groups are subject to 3 month retests and staff are provided with fitness and nutrition input, as well as ongoing support and frequent check-ups at their request. At the 6 month mark, if staff are still unable to achieve the required standard then a capability process will be started.
- 2.26. An independent assurance report has been completed which included an action plan based on feedback from Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS). This plan is currently green and early feedback and indications from HMICFRS are positive.
- 2.27. A new data system has been introduced to capture and centralise all fitness information, including protected characteristics to improve planning and inclusivity. The Academy skills dashboard will be populated from 12 January 2022 to integrate fitness information.






2.28. An online platform for fitness testing is being developed to further enhance service delivery.

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 This is an annual measure looking to see a year-on-year improvement. There have been some small improvements within the majority of areas other than the % of female senior roles which has reduced. The Service has a number of positive action initiatives in place and is reviewing these and current recruitment practices to look for improvements.

Protected Characteristic	WT	On-call	Control	Green book	Total %	Community	Trend
% Female Staff							
2021	6.3	6.2	72.5	47	14.6	50.5	
2020	6.3	6.1	75.0	44.5	13.9	50.5	
% Ethnic Minority background							
2021	2.2	2.4	7.5	4.6	2.8	5.3	
2020	2.0	2.4	7.5	4.0	2.7	5.3	
% Female Senior roles							
2021	0			30.8	18		
2020	14.3			33.0	20.8		
% Ethnic Minority Background Senior roles							
2021	0			11	4.5		
2020	0			0	0		
% LGBT Senior roles							
2021	0			11	4.5		
2020	0			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 The Service is awaiting the results of the 2021 HMICFRS staff survey to compare against previous surveys 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. This information is dependent on HMICFRS publication dates and it is hoped to have this information included within the next report to this Committee.

Grievance, Capability and Disciplinary

- 3.4 In early 2021, a review of several critical policies was undertaken to ensure the Service was creating a fair, consistent and transparent process to manage employee issues in a timely and effective manner.
- 3.5 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 policies are embedded consistently across the Service. This allows for timely remediation on all employee matters - escalating and de-escalating the right processes at the right time.
- 3.6 The Service has seen an increase in cases involving disciplinary action from 13 to 24 and Capability (mainly focusing on fitness) from 2 to 8. This suggests that having robust policies and a proactive HR service addressing inappropriate behaviour promptly with the correct process is starting to have an effect, however the Service would like to see this reduce in the future.
- 3.7 With new policies and processes now in place, the Service would expect in 2022 to see a reduction in grievances as a reflection that staff feel Service policy decisions are fair and proportional. There is a small reduction in our current numbers to date, from 14 in 2020 to 13 in 2021 as shown in the table below. The Service will continue to monitor this closely to ensure its processes are fair and consistent.

Date	Grievances	Capability	Disciplinary
2020	14	2	13
2021	13	8	24

4. PERFORMANCE MONITORING – STRATEGIC POLICY OBJECTIVE 3(c)

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

Pay for Availability Benefits.

- 4.1. 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 the implementation phase. It is anticipated that performance in this area will be included in future reports to this Committee. The measure of % of On-call stations moving to Pay for Availability is scrutinised by the Community Safety Committee.

Employee Engagement


- 4.3. Annual or ad hoc measure from internal and external staff surveys aiming to see an increase in participation. No data was available at present, however, a staff survey is due to be carried out in early 2022 and the results will be presented in a future report to this Committee.

JOE HASSELL
Deputy Chief Fire Officer







APPENDIX A TO REPORT PC/22/1

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q2 performance:	Q3 performance:	Trend:
Training				
Firefighter Competence	95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%	
Health and Safety:				
Accidents	Decrease	60	66	
Near Miss-	Monitor	16	24	
Personal injuries	Decrease	14	17	
Vehicle Accidents	Decrease	36	32	
Absence:				
Short term <i>(average days per person, per month)</i>	Improvement	0.69	1.06	
Long term <i>(average days per person, per month)</i>	Improvement	1.59	1.76	
Stress related absence <i>(average number of people per month)</i>	Improvement	34.67	33.33	
Workforce Planning (6 monthly)				
% Vacancies	Reduction	Not available	NA	NA

Annual Reporting (Calendar Year)

Calendar Year	Agreed Measure	2020	2021	Trend
Grievance, Capability and Discipline cases				
Grievance	Monitor	14	13	Decrease
Capability	Monitor	2	8	Increase
Discipline	Monitor	13	24	Increase
Fitness Testing				
Fitness testing pass rates	Increase	82%	98%	
Diversity				
% Female Staff	Increase	13.9	14.6	
% Ethnic Minority background	Increase	2.7	2.8	
% Female Senior roles	Increase	20.8	18	
% Ethnic Minority Background Senior roles	Increase	0	4.5	
% LGBT Senior roles	Increase	0	4.5	

Annual Reporting (Financial Year)

Placeholder - Data due in next report

Q1-4	2020	2021	Trend
Absence:			
National Benchmarking WTFF absence due to injury	Below average		
National Benchmarking On-call FF absence due to injury	Below average		
National Benchmarking sickness absence total	Above average		
National Benchmarking days lost to sickness (Wholetime)	Below average		
National Benchmarking days lost to sickness (On-call) –	Above average		
National Benchmarking days lost to sickness (Green book) –	Below average		
National Benchmarking days lost to sickness (Control) –	Above average		
Health & Safety			
Annual Personal Injuries	Increase		
Annual Vehicle accidents	Decrease		
RIDDOR			

HMICFRS Survey Comparison:

Placeholder - Data due in future report

Target area:	Agreed performance measure:	2020:	2022:	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		

APPENDIX B TO REPORT PC/22/1

People Committee Performance Reporting Forward Plan

Meeting Quarter	Subjects
Quarter 1: April - June	Quarter 4 Performance Monitoring report including Financial year data: <ul style="list-style-type: none">• National FRS Sickness comparisons• National FRS H&S comparisons,• RIDDOR reporting,• Workforce planning
Quarter 2: July - September	Quarter 1 Performance Monitoring report
Quarter 3: September - December	Quarter 2 Performance Monitoring report including 6 - monthly data: <ul style="list-style-type: none">• Workforce planning
Quarter 4: Jan-March	Quarter 3 Performance Monitoring report including Calendar Year data: <ul style="list-style-type: none">• Fitness testing,• Diversity,• Grievance, Capability & Disciplinary

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Agenda Item 5

REPORT REFERENCE NO.	PC/22/2
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	27 JANUARY 2022
SUBJECT OF REPORT	PEOPLE STRATEGY UPDATE
LEAD OFFICER	DEPUTY CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the report is noted.</i>
EXECUTIVE SUMMARY	This update outlines next steps in developing the 2022 – 2026 People Strategy
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 current 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.

2. PEOPLE STRATEGY 2022-2026

- 2.1 The Service is now preparing the publication of the 2022 – 2026 People Strategy. This strategy will align to reviewed and revised workplace commitments developed by staff for the 2018 – 2022 strategy, and to the People Pillar of the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- 2.2 Out of fifty-three initial areas of focus identified in the 2018-2022 strategy, all but six are operating and progressing. The areas that have not progressed will be reviewed and, where still appropriate, be included in the refreshed strategy.
- 2.3 Those areas include wholetime contract flexibility, where the Service will review the outcomes of increased firefighter activity and the output from the NFCC Working Patterns project before making any final decisions.
- 2.4 Evidence collection is already underway, and extensive staff engagement via a range of creative workshops with a cross section of staff are planned to develop the People Strategy. In addition, the Service plans to engage the community in relation to their expectations through focus groups. The final evidence from the recent HMICFRS inspection will be reviewed before the publication of the final strategy.
- 2.5 Revised and simplified People Strategy commitments will align with the HMICFRS people pillars and form the basis for developing further direction and measurable areas of focus for 2022-2026 through engagement with staff.
- 2.6 Greater accessibility and communication of the people strategy content will be achieved through a simplified framework and a focus on key priorities. This will underline our direction and ensure everyone can see what we are working towards. The People and Culture Monitoring group made up of stakeholders from staff support groups will monitor, challenge and support progress in addition to action tracking through the portfolio office.
- 2.7 Evidence and research undertaken so far indicates key areas of work be;
- to continuing and expanding our 'Safe To' programme to promote values, ethics and an engaged safety culture,
 - retaining, attracting and securing the best talent for the future with smart and flexible working models,

- addressing the challenges of an aging workforce,
- developing a robust succession planning process and critical role career pathways, and;
- increasing diversity and capability in leadership through direct entry and innovative high potential leadership development.

2.8 A closure report on the 2018 – 2022 People Strategy and the draft of the 2022-2026 People Strategy will be presented at the next meeting of the People Committee.

JOE HASSELL
Deputy Chief Fire Officer

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Agenda Item 6

REPORT REFERENCE NO.	PC/22/3
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	27 JANUARY 2022
SUBJECT OF REPORT	GENDER PAY GAP 2021
LEAD OFFICER	DEPUTY CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require local authority employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between male and female employees.</p> <p>All employers should add a supporting narrative - a gender pay gap does not necessarily mean they have acted inappropriately or discriminatorily but this will need explaining. A narrative helps anyone reading the statement to understand the organisation's view of why a gender pay gap is present and what the organisation intends to do to close it.</p> <p>The latest iteration of the Service's gender pay gap indicates that on a positive note the gap is decreasing for the third year in a row, however the Service recognises that certain issues need to be addressed regarding recruitment and retention.</p> <p>The Service has a People Strategy which makes diversity & inclusion issues integral to its business plan and is committed to taking all appropriate actions to address gender pay gap issues.</p>
RESOURCE IMPLICATIONS	None
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	N/A
APPENDICES	A. Gender Pay Gap Report 2021
LIST OF BACKGROUND PAPERS	<p>Equality Act 2010</p> <p>Public Service Equality Duty 2011</p> <p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017</p>

1. **INTRODUCTION**

- 1.1. The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.
- 1.2. Causes of the gender pay gap are varied and overlapping. Some causes originate outside of the workplace, such as stereotypical representations of men and women, standards in careers advice and guidance for girls. Factors involving the workplace include:
- fewer women working in certain more highly-paid professions or areas of an organisation, such as those involving science, technology, engineering and maths [STEM];
 - unsupportive and rigid corporate cultures;
 - lack of well-paid part-time/flexible work;
 - women remaining less likely to progress to senior levels in an organisation; and
 - constrained individual choice, unconscious bias or discrimination.
- 1.3. From a Fire & Rescue Service (FRS) context, historically the public perception is that the role of a Fire-fighter is mainly more suited to men. Although this is incorrect, the result is that the FRS is largely a male-dominated sector and therefore traditionally it has been a struggle for FRSs to recruit women and people from minority groups. Although the Service is doing a lot of work educating the public to change this perception, progress, regrettably is slow.
- 1.4. It should be noted that female staff were disproportionately affected regarding being excluded from the calculations as only 57% were included in the calculations compared to 78% of the male staff.
- 1.5. The key issues identified affecting the current Gender Pay Gap reflect the previous areas identified in the 2020 Annual Diversity report:
- Female staff are under-represented in senior roles (Area Manager and Grade 10 or above) and representation has decreased in the Wholetime senior roles;
 - Female staff are under-represented in all uniformed roles other than in Control;
 - The female representation in the On Call workforce decreased from 71 to 68;
 - The majority of Green Book posts in the lowest two grades are held by female staff and the majority of the career progression posts, which start in the lower grades, are held by men;
 - Both 'all staff' and 'wholetime' gender pay gaps are above the national averages for all employees and fulltime employees; and
 - Occupational segregation remains a feature of the Fire and Rescue sector.

Noteworthy:

- Devon & Somerset Fire & Rescue Service (the Service) Pay Gap is slightly less than half of the national pay gap; and
- Although the coronavirus (COVID-19) has had a substantial impact on labour market hours worked and pay, it appears to have had little impact on the Service's gender pay gap due to pay protection of our staff and avoidance of furlough.

- 1.6. The Service is taking short, medium and long-term approaches to achieving a more diverse workforce to improve the way it delivers services to the community of Devon & Somerset. Whilst the Service continues to improve in this area, particularly in relation to starting implementation of a more flexible duty system for On Call staff, more flexible working arrangements and a sponsorship programme, this is not (yet) reflected in the gender pay gap figures.
- 1.7. To seek to address gender pay gap issues, the Service, amongst other things:
- gives careful consideration to the make-up of moderating and interview panels for every recruitment and promotion process;
 - Continuous to review recruitment and promotion processes, including adverse impact considerations;
 - Has increased arrangements for support networks including dedicated chairs, payment and administrative support;
 - Continuous implementation of a more flexible On Call duty system which will allow for more people to consider the role;
 - continuous to challenge the national fitness testing requirements and research the impact on different groups of staff;
 - has introduced psychological safety as a concept to increase employee engagement and retention through the 'Safe To' initiative; and
 - has completed a successful sponsorship programme for aspiring middle management women with 3 of 7 participants gaining promotion during the programme. A second cohort is planned for September 2022.
- 1.8. The above actions will also help to address the Ethnicity Pay Gap.
- 1.9. The Service is aware that more can be done and recognises that patterns of under-representation and differences in outcomes can be challenged through positive action programmes. Notwithstanding national drivers, the diversity of skills, knowledge, perspectives and experiences within the workforce will ensure the Service is better placed to identify and meet community needs.
- 1.10. Through positive action, the Service is raising the profile of females joining the fire and rescue service. Explicit Positive Action activity has been utilised in the recruitment of On Call and non-operational staff, using targeted social media, advertising on specific recruitment agencies and via the website. A healthy percentage (around 15%) of women expressing interest in becoming a Firefighter indicates that this approach is proving successful. Positive Action activities will continue and expand to include Ethnic Minority Background groups.

- 1.11. Further actions to address gender pay gap issues and increase diversity within the workforce will be developed through the new People Strategy which will run from 2022. This strategy will be developed with input from the Service's People Strategy Monitoring & Inclusion Steering Group, staff, trade unions and other stakeholders.
- 1.12. The next gender pay gap data point is set for 31 March 2022.

JOE HASSELL
Deputy Chief Fire Officer



Gender Pay Gap Report

2021

Diversity & Inclusion and HR Services

Devon & Somerset
Fire & Rescue Service

October 2021



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Devon & Somerset Gender Pay Gap Report

Devon & Somerset Fire & Rescue Service Gender Pay Report

Foreword

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

The Service is working to actively reflect the communities we serve in all areas of inclusion and diversity. However, more work remains to be done to ensure equality for all, to increase the number of uniformed female staff from the current 6% of roles, to establish a gender balance at senior management levels and to ensure that the Service fully reflects the communities it serves. This report sets out a calculation of average difference in pay between male and female employees and sections 4 and 5 ('Where is the Gap coming from?' and 'Action Plan to Reduce Gender Pay Gap') demonstrate that the Service is committed to doing everything possible to understand, reduce and eradicate the Gender Pay Gap.

The data included within our Gender Pay Gap Report has been calculated in accordance with the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Lee Howell
Chief Fire Officer





1. Introduction

Legislation, in force since April 2017, in relation to the Equality Act 2010 (Gender Pay Gap Information, Specific Duties and Public Authorities) requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Reports are required to be on the employer’s website for 3 years.

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

Helen Rose, Chief Operating Officer, TSB

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

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

2. Methodology

2.1 Pay within the Service

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

Uniformed Staff. This includes Whole-time and On-call staff and also the Control Room uniformed staff. The remuneration levels for these staff are subject to national negotiation as contained in the Scheme of Conditions of Service of the National Joint Council for Local Authority Fire & Rescue Services which is known as the “Grey Book”. Any other remuneration is subject to local agreement.

Support Staff. This category is the non-uniformed employees who support our Operational Service. The Scheme of Conditions of Service for these employees is set out within the National Joint Council for Local Government Services known as the “Green Book”.

Executive Board Officers (including Chief Fire Officer): The Executive Board is a mix of uniformed Brigade Managers and non-uniformed Officers who are the Directors of the Service. The salary structure for Brigade Managers and other Executive Board members has previously been determined by the Authority and is subject to annual reviews in accordance with the Constitution and Scheme of Conditions of Service of the National Joint Council for Brigade Managers of Local Authorities’ Fire Brigades which is known as the “Gold Book”.

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

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

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

2.2 Employees' working hours

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

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

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

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

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

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

(a) the employee is employed under a contract personally to do work, and (b) the public authority does not have, and it is not reasonably practicable for the public authority to obtain, the data.

In terms of On-call staff, the Service does not hold data on the location from where the employee is providing availability from i.e. whether it is in their home. For this reason, the Service has not included the Retainer as part of the calculation of On-call hourly pay for those staff which still operate on the Pay as you Go scheme.

As a replacement of the Pay as you Go scheme, at the end of 2020, the Service has started implementation of a new pay scheme for On Call staff; Pay for Availability (P4A). This scheme is different in that it does not pay a monthly 'retainer' fee, instead it pays a small amount for hourly availability. In view of the above rationale, all availability payments for the P4A stations have been excluded.

The Service also had 10 out of 70 On-call stations that were paid a salary based on historic levels of emergency incidents, some of which have been transitioning to P4A during the period this report covers. The salary includes an On-call Retainer fee but again, the Service does not hold data on the location from where the employee is providing availability and for this reason, these staff have not been included in the calculation of hourly pay.



Annual leave payments are also not included in the calculations as 'daily' rates are paid in relation to this, which include average P4A availability payments and, therefore, can't be converted into an hourly rate for this purpose.

And finally, any other "overtime" paid just for providing cover, rather than for work, is not included.

The Service employs Flexi-duty Officers who are full-time employees but will respond to Emergency Incidents to provide Incident Command. This could be during normal business hours or during periods outside of the normal day i.e. evenings and weekends. For these staff, they receive a 20% allowance for providing positive working hours and standby cover. For the calculation of hourly pay, the 20% allowance has been included. The same principle has been used for other Support Staff who also provide standby cover. Area Managers are considered as working 42 hours a week rather than working to the flexi duty rota.

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

2.3 Hourly Pay

All data for the purpose of the Gender Pay Gap calculations has been extracted from the HR system 'Workforce' and the payroll system 'iTrent'. The data provided by the Service's Human Resources Department was anonymised and analysed using Microsoft Excel. Data is correct as of **31/03/2021**

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

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

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

2.4 Bonus pay

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



2.5 Other exclusions from the calculation

Those members of staff who have identified as transgender or other gender fluent expressions *and* have not indicated whether they wish to be included in the male or female category for the purpose of these calculations, have also been excluded.

3. Results and key issues

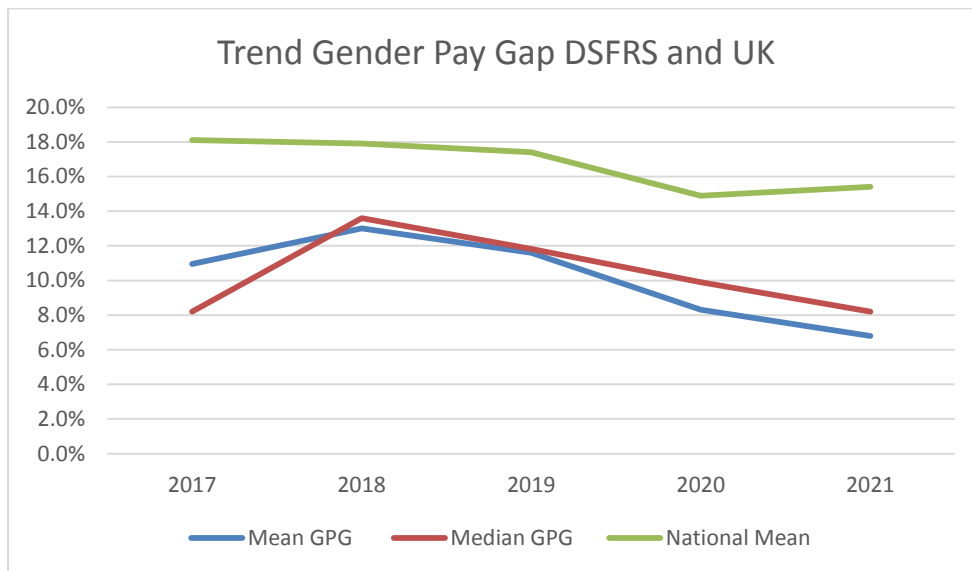
3.1 Gender Pay Gap

Mean pay for the Service shows a gap in favour of male staff of 6.8% down from 8.3% the year before. The median pay gap indicates there is a pay disparity in typical rates of pay between male workers and female workers of 8.2%, down from 9.9% in 2020.

All Staff	Male staff	Female staff	Gap £	Gap %
Mean hourly rate	£16.78	£15.64	£1.14	6.8%
Median hourly rate	£16.07	£14.76	£1.31	8.2%

Among all employees, the gender pay gap increased to 15.4%, from 14.9% in 2020, but is still down from 17.4% in 2019. - [Office for National Statistics \(ONS\) 26/10/21](#). Due to the effect of the pandemic, ONS recommend looking at the longer-term trend.

The longer-term trend is shown in the next graph.

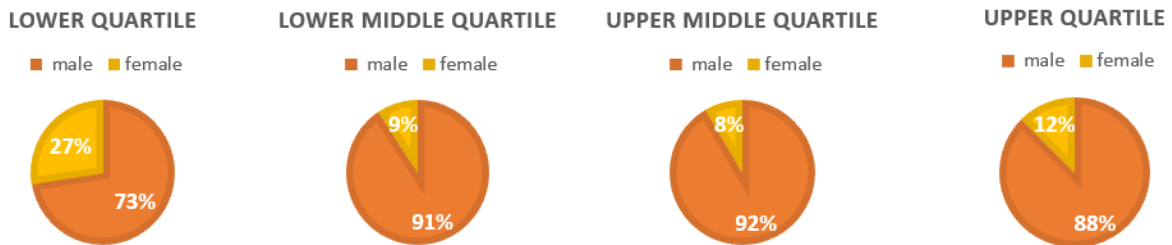


The graph shows that the national increase in the pay gap is not reflected in the DSFRS trend. It is likely that the measures DSFRS put in place to protect employment during the corona virus, in terms of wages and working hours, has ensured a continuing downward trend, benefiting both men and women.

3.2 Pay by quartiles: hourly pay quartiles

27% of people in the lower pay quartile are female with the percentage declining going up the quartiles with 9% in the middle quartiles and 12% in the upper quartile.

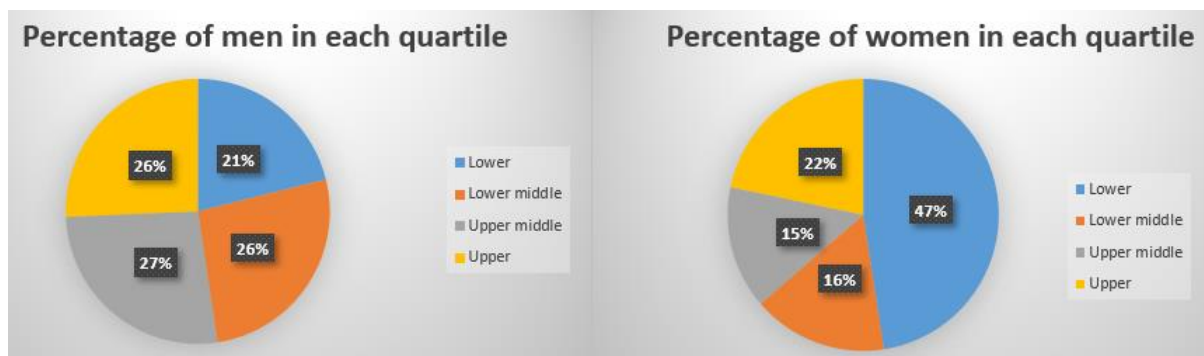
Figure 1 Distribution of male/female employees in pay quartiles



When comparing the 2021 figures to 2020, it shows that female representation has increased slightly in the upper quartile, and reduced slightly in the lower quartile, and this has contributed to reduction of the pay gap.

2021 Quartile	Male staff	Female Staff	2020 Quartile	Male staff	Female Staff
Lower	73%	27%	Lower	71%	29%
Lower Middle	91%	9%	Lower Middle	91%	9%
Upper Middle	92%	8%	Upper Middle	91%	9%
Upper	88%	12%	Upper	89%	11%

However, when we compare the amount of women in the different quartiles as part of the total amount of women and do the same for men, it becomes clear that nearly half the women employed by the organisation, are in the lower quartile compared to only 21% of men.



3.3 Key issues

The key issues identified affecting the current Gender Pay Gap are:

- Female staff are under-represented in senior roles (Area Manager and Grade 10 or above) and representation has decreased in the Wholetime senior roles;
- Female representation has hardly changed in any of the quartiles;
- Female staff are under-represented in all uniformed roles other than in Control;



- Female staff are under-represented in all quartiles due to the low percentage of women in the overall workforce.
- The female representation in the On Call workforce decreased from 71 to 68 and all new starters in this group will be in the lower quartiles.
- Female staff were disproportionately affected with regard to being excluded from the calculations as only 57% were included in the calculations compared to 78% of the male staff.
- The majority of Green Book posts in the lowest two grades are held by female staff and the majority of the career progression posts, which start in the lower grades, are held by men;
- Both all staff and wholetime gender pay gaps are above the national averages for all employees and fulltime employees.
- Occupational segregation remains a feature of the Fire and Rescue sector

Noteworthy:

- DSFRS Pay Gap is slightly less than half of the national pay gap.
- Although the coronavirus (COVID-19) has had a substantial impact on labour market hours worked and pay, it appears to have had little impact on the Service's gender pay gap due to pay protection of our staff and avoidance of furlough.

4. Where is the Gap coming from?

4.1 General factors influencing an organisational Gender Pay Gap

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

From a Fire & Rescue Service (FRS) context, historically the public perception is that the role of a Fire-fighter is mainly more suited to men. Although this is incorrect, the result is that the FRS is largely a male-dominated sector and therefore traditionally it has been a struggle for FRSs to recruit women and people from minority groups. Although FRSs are doing a lot of work educating the public to change this perception, regrettably progress is slow.

4.2 Equal Pay

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

The Service's pay system covers Green Book, Grey Book and Gold Book grades/roles and pay scales. The Green Book grades range from administrative to managerial level (scale point 1-55). Grey Book roles include Firefighter to Area Manager. Gold Book covers the roles above Area Manager. The level of responsibility varies between different roles and all roles have been evaluated to determine the appropriate pay grade.

Each Green Book grade has a set pay range with pay increments in between grades. Staff are expected to move through the scale points associated with their role until they reach the maximum scale point for the role. Consequently, the longer someone has been in a role the more they will earn (subject to the maximum scale point) irrespective of their gender. All pay grades have a maximum of 4 scale points to reduce the amount of time to reach the top of the grade.

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

The Service carries out regular Equal Pay Audits. The most recent report is based on data from 31 March 2017, but the relevant data is produced every year for the same date as the gender pay gap calculations. This data informs part of the content of this report.

4.3 Occupational Segregation in the Service

Occupational segregation is defined as the distribution of workers across and within occupations, based upon demographic characteristics, most often gender, age and ethnic background.

The National Office of Statistics explains that the clearest insight into the gender pay gap is provided by analysis across age groups. For age groups under 40 years, the gender pay gap for full-time employees is low, at 3% or below. This has been the case since 2017.

However, for age groups 40 to 49 years and older, the gender pay gap for full-time employees is much higher, at approximately 12%. Their 2019 analysis explored the types of occupation that men and women work in, by age group. In particular, it flagged a lower incidence of women moving into higher-paid managerial occupations after the age of 39 years, at which point pay in these occupations increases. This means that women over 40 years are more likely to work in lower-paid occupations and, compared with younger women, are less likely to work as managers, directors or senior officials.

The nature of occupations in the Service, and as a result the male/female distribution, varies between staff groups and this is explained below. No age data has been extracted and analysed to establish whether the national trends are reflected within the Service.



Wholetime

This uniformed element of the workforce of the Service consisted mainly of male staff who occupy 92.9% of roles. This percentage has slightly reduced in the last couple of years. Of the 6.4% female Wholetime staff, 1 occupied higher paid roles i.e. Group Manager and above, compared to 31 male staff.

Wholetime	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£18.19	£16.49	£1.70	9.3%	4.6%
Median hourly rate	£16.16	£14.79	£1.37	8.5%	9.2%

In 2021, the gap among full-time employees was 7.9%, up from 7.0% in 2020. This is still below the gap of 9.0% before the coronavirus (COVID-19) pandemic in 2019, and so the downward trend is continuing. - [Office for National Statistics \(ONS\) 26/10/21](#).

The percentage of female staff who were at Firefighter level proportionately to the gender group, was 67% compared to 50% of male staff. There were proportionately fewer female than male staff at Crew Manager, Watch Manager and Group Manager level, but a higher percentage of 11% at Station Manager level (4 of the 36 Wholetime women and 38 of the 524 men).

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

The most senior roles occupied by a woman is Group Manager. Last year the highest role was Area Manager. This affects the gap in a negative way.

On Call

On Call	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£15.47	£14.29	£1.18	9.2%	6.1%
Median hourly rate	£16.04	£14.99	£1.05	6.5%	7.0%

Within the On Call male staff group (1073), 7% were Watch Managers, 17% were Crew Managers and 75% were Firefighters. Of the 68 female staff, 1% was Watch Manager, 7% were Crew Managers and 91% were Firefighters. The female representation in the On Call workforce decreased from 71 to 68.

There are 3 role levels within the On Call staff group (Wholetime has 8 role levels), which limits the difference between pay for the highest role and the lowest role. However, differences in activity levels relating to incidents of varying stations can result in big differences between staff. Allowances paid in this duty system often relate to additional responsibilities and are available to all roles.



As a result of these differences in relation to the Wholetime terms & conditions, the Median Gender Pay Gap within the On Call staff group is less than within the Wholetime Group.

It should be noted that the methodology to calculate the Pay Gap has resulted in some female and male staff being excluded for one of 3 reasons; the first being that they are staff from one of the stations that are paid a salary based on historic levels of emergency incidents. The second that they are staff who were not employed for the whole of January-March **2021** or were on unpaid leave or maternity leave in the reference period and the third that they are staff whose derived “annualised” hours were less than 104, i.e. minimum annual hours for On-call staff.

As a result of the above, only 837 male staff and 39 female staff were included in the calculations whilst 1073 men and 68 women were employed by the Service at the time of extraction of the data and calculating the pay gap.

Female staff were disproportionately affected as only 57% were included in the calculations compared to 78% of the male staff. Although the female contingent decreased by 3, the amount of women included in the calculations decreased by 6.

The low percentage of female staff in the uniformed part of the workforce is a matter of national attention. In November 2021, Lord Greenhalgh, Minister of State for Building Safety and Fire, once again reminded the sector that we must attract a greater diversity of talented people and reflect better the communities that we serve. We want and need to see more female firefighters and more firefighters from ethnic minorities.

Research shows that many women in the community don’t consider joining the uniformed fire & rescue service for various reasons, including that it is a male-dominated environment and a perception that the work is too physical or too dangerous.

Control

Control	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£14.83	£14.78	£0.05	0.3%	7.9%
Median hourly rate	£15.40	£14.03	£1.37	8.9%	9.7%

There is less segregation in what is generally perceived as “men’s work versus women’s work” within the Green Book and Control staff groups where the roles are, in the main, more office based. This is reflected in the percentages of male and female staff in those roles, i.e. 46% of Green Book staff and 70% of Control staff were female.



There were no male staff in the highest grade in Control with 1 female Station Manager. Compared to the overall ratio of female to male staff in control, there were proportionately fewer female (7%) than male (42%) Watch Managers. This is reversed for Crew Managers (17% ♂ vs 25% ♀) and Firefighters (42% ♂ vs 64% ♀). The latter is a change from 2020 when there was a bigger 'in gender' percentage Crew Managers for men. Considering the small amount of staff working in Control (40), this shift at Crew Manager Level has had a considerable impact on the gender pay gap.

Although only 1 in 3 members of staff in Control are male (30%), 5 out of 7 Watch Manager positions are occupied by male staff (71%). This appears to support the theory that women, for various reasons, are less likely to progress to leadership positions.

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

Green Book staff

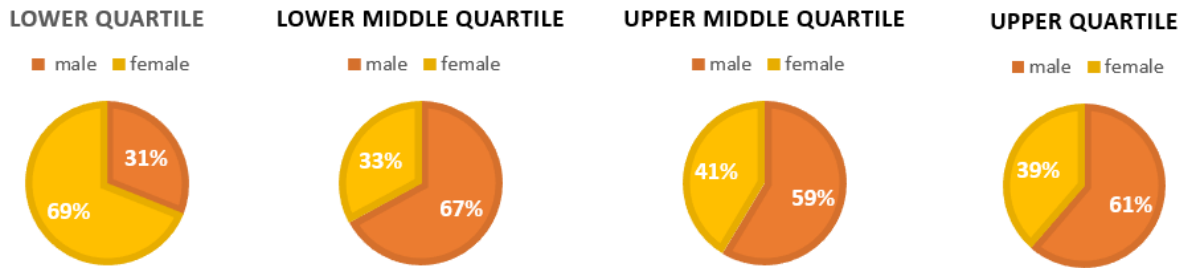
Green Book	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£17.57	£16.02	£1.55	8.8%	10.0%
Median hourly rate	£16.24	£14.37	£1.87	11.5%	8.6%

Overall there were 164 female staff in Green Book (Support, non-uniformed) roles and 191 male staff. Whilst female staff were well represented amongst this staff group, there were many more female than male staff in the most junior posts, grades 2 and 3, with most of the female staff in clerical or administrative posts and most of the male staff in caretaking or technician roles. Only around 8% of male staff are in grades 2 and 3, whilst this percentage is around 30% for female staff.

There is a fairly good gender balance in the middle management grades 4, 6, 7 and grade 9 and 11. Grade 5 and senior management grades 8 and 10 have significantly more male than female staff. It is noteworthy that the male representation in career progression roles, i.e. roles where a person through development can increase grade from 3 to 5 or as high as 7, is significantly higher with about 80% of those positions being occupied by men.

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

Figure 2 Male/female distribution in the pay quartiles of Green Book staff



In this category, 5 women were not included in the calculations. This is a likely result of pregnancy or maternity leave. No men were excluded.

Casual Workers

Casual	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£17.13	£13.63	£3.50	20.4%	6.8%
Median hourly rate	£16.26	£14.65	£1.61	9.9%	6.2%

There has again been a significant decrease in the amount of Casual workers from 88 to 35, and this has also changed the percentage of men to women in casual employment, 77% and 23% respectively.

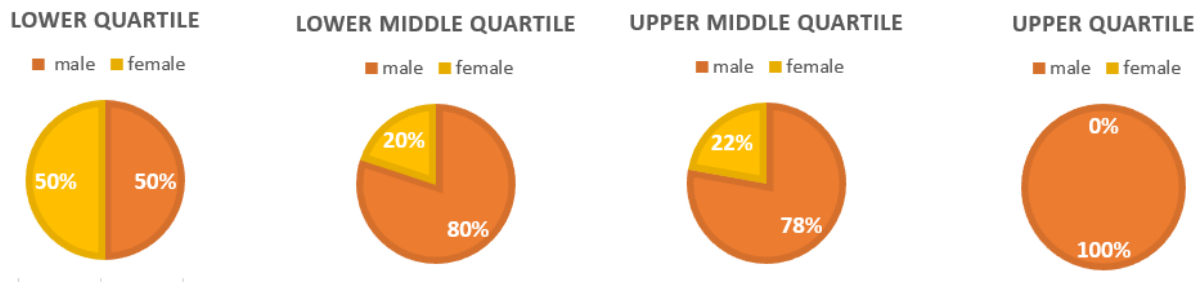
Casual workers are involved in Community Fire Safety work, which includes general community activities (Advocates) and working with Children and Young Persons (CYP worker). A smaller group consists of individuals who support the training function of the Service's Training Academy or provide general administrative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

Male/female distribution within the casual worker's roles

	2021 Total	2021 ♀ %	2021 ♂ %	2020 Total	2020 ♀ %	2020 ♂ %
Advocate	5	60%	40%	21	38%	62%
CYP	14	21%	79%	33	36%	64%
Casual (Support)	5	40%	60%	10	60%	40%
Casual (Uniformed)	11	0%	100%	24	4%	96%

The Advocates have the lowest average hourly pay and the Training Academy Casuals the highest. This results in the lower quartiles consisting of Advocates and CYP individuals. The Upper 2 quartiles consist mostly of male staff and they mainly undertake Academy Casual work. The difference of pay between the lower 2 quartiles and the upper 2 due to the role split, explains the resulting gender pay gap.

Figure 3 Distribution of male/female casual workers in pay quartiles



Conclusion about the effect of occupational segregation on the gender pay gap

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

As with most companies in Britain, the number of women holding the most senior jobs in the boardroom of the Service (1 of 6 positions in the Executive Board) has barely changed in the past 10 years, despite a series of government-backed initiatives to boost gender diversity.

4.4 Flexible working in the Service

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

The Service has recently reviewed the Flexible Working policy and a Family Leave policies, which outline a number of options in relation to flexible working. It is recognised, however, that one size does not fit all and managers and employees are asked to look at creative solutions to balance Service requirements with those of the individual, taking account of fairness and consistency in approach.

The pandemic led to changing circumstances in relation to the amount of employees working more agile and flexible, especially among the Green Book staff group. This has not led to changes in employee’s pay as those who could not work were pay protected and others continued their job from home.



Across the Service, 42% of male staff were part-time (most being On Call firefighters providing part cover) and 44% of female staff (most in Green Book roles). In all categories the proportion of female part-time workers was higher than male with the Wholetime having the smallest difference (male 3%, female 11%), then Green book staff (male 38%, female 23%) and On Call with the biggest difference (male 65%, female 81%). There were no part-time male staff in Control and 8% of the female staff worked part time.

5 Ethnicity Pay Gap

Since introduction of the gender pay gap there have been ideas around introducing similar calculations for ethnicity pay gaps. The Office of National Statistics (ONS) has done the [calculations](#) on a national level to allow for some benchmarking.

There are no regulations around ethnicity pay gap calculations and any pay gap reporting other than gender is completely voluntary. Methods of calculations may differ between organisations as there are no guidelines available. However, the Service has committed to calculating the ethnicity pay gap where possible. It is calculated as the difference between the median hourly earnings of the reference group (White or White British) and other ethnic groups as a proportion of average hourly earnings of the reference group.

5.1 Methodology

Not taking into account the 5.0% of individuals who have chosen not to state their ethnic background, currently the Service's workforce consists of 2.7% ethnic minority staff. The Control staff group is most diverse with regards to minority ethnic representation with 7.5% and 0% 'not stated'. The Support Staff group is the next highest with 4.0%, but with 'not stated' of 5.9%.

Excluding all 'white' groups, the representation of People of Colour (Black, Asian, mixed, other) in the Service is 0.8%. The community percentage in most areas is 1.5-2.5%, but more in urban areas (Exeter 7%, Plymouth 3.8%). In the Southwest as a whole, that percentage is 4.6%.

Ethnic minority background in this context includes individuals who are White but have other backgrounds than British e.g. South African or EU nationals. In the ethnicity pay gap calculations, White is treated as one group irrespective of their country of origin. This results in very few staff (16) being included in this group, especially compared to the size of the group of individuals who 'did not state' or 'prefer not to say' (105).

Individuals may end up recording as 'did not state' or 'prefer not to say' group due to restrictive ethnic background categories. These restrictive, but generally accepted, categories could result in individuals not identifying with a particular one as they don't want to identify with any or they can't find the one they do want to identify with. A certain proportion of staff doesn't want to self-identify for one reason or another.



Together with other White groups (which include Gypsy & Traveller, Irish and ‘Other White’) there are 56 individuals who could be considered to have an ethnic minority background in the Service, but for these calculations only those who identified as other than White have been included. This may need to be reconsidered as not only skin colour, but also English as a second language, recognition of foreign qualifications or certain cultural aspects can have an effect on career prospects in the UK.

Breaking the Non-White group down into specific ethnic backgrounds leads to group sizes with less than 5 people. The Service has decided that this would not be statistically relevant and it could identify individuals. This would not be adhering to data protection legislation. Therefore, only White/ People of Colour and White/Mixed figures will be quoted.

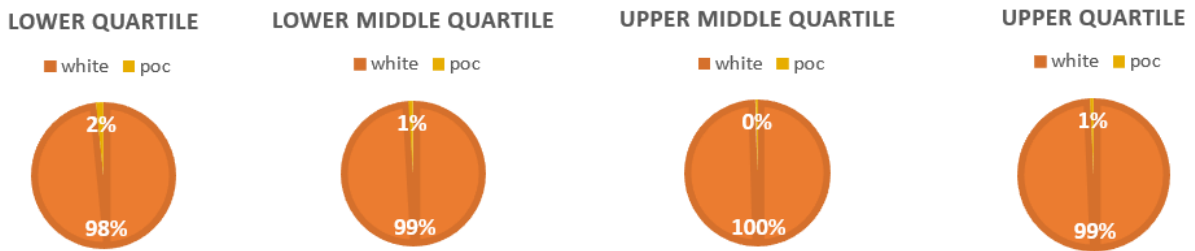
5.2 Ethnicity Pay Gap within the Service

Ethnicity Pay gap			
Mean hourly rate of pay for White people:	£16.65	Median hourly rate of pay for White people:	£16.07
White/ People of Colour (Black, Asian, Mixed, other)			
Mean hourly rate of pay for People of Colour:	£15.14	Median hourly rate of pay for People of Colour:	£14.79
Mean White/ People of Colour pay gap:	9.1%	Median White/ People of Colour pay gap:	8.0%
White/ Mixed background			
Mean hourly rate of pay for Mixed:	£14.76	Median hourly rate of pay for Mixed:	£14.63
Mean White/Mixed pay gap:	11.4%	Median White/Mixed pay gap:	9.0%

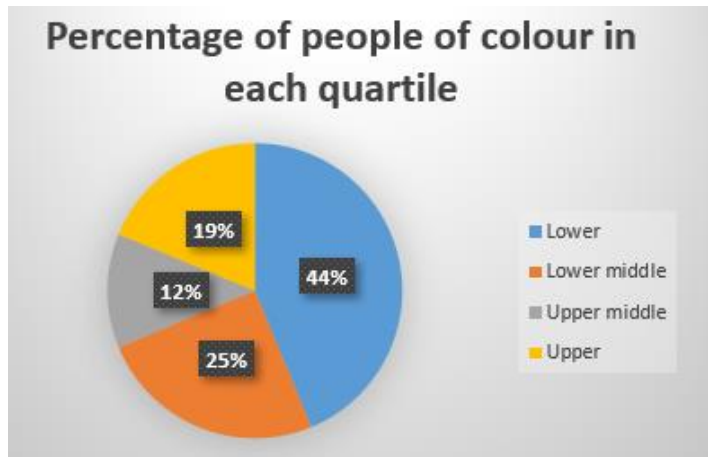
Compared to 2020, the first year the Service reported the ethnicity pay gap, both the mean and median pay gaps have decreased, 9.1% now down from 11.3% in 2020 and 11.4% now down from 14.8% respectively. The [Office of National Statistics](#) reports that, in 2019, the median hourly pay for those in the White ethnic group nationally was £12.40 per hour compared with those in ethnic minority at £12.11 per hour – a pay gap of 2.3%. In the Southwest the pay gap was 6.1%.

Individuals in the People of Colour group are distributed reasonably evenly among the 3 top quartiles (0.5-0.9%), but there are nearly twice as many in the lowest quartile (1.6%).

Figure 4 Distribution of white/people of colour staff in pay quartiles



The distribution of People of Colour in the quartiles compared to the whole group of People of Colour in the Service, shows a similar distribution as for women.



5.3 Where does the ethnicity pay gap in the Service come from?

The simple comparison between White and ethnic minority groups does mask a wide variety of experiences among different ethnic minorities and is not necessarily or solely a result of discrimination or racism.

The pay someone earns depends on multiple different factors, such as their occupation or location. Although not a factor within the Service pay gap, the pay someone receives differs by where in England and Wales they lived.

If pay determining characteristics vary between ethnic groups, the pay gaps observed might result from differences in these characteristics, rather than because of ethnicity.

The highest qualifications an employee has gained is a factor in the pay received. Those with a higher level of qualifications tend to have higher levels of pay (nearly half of those with a degree are in the top 25% of the pay distribution). Keeping all other factors constant, having a degree increases the pay on average by 18% compared with those with a GCSE, and 13% with those with an A Level. This would mean that certain ethnic groups, who are more likely to have a degree, would see a smaller pay gap. Those ethnic groups, including Indian, Arab and Chinese, have not been calculated for the Service due to small numbers.



Age also affects the level of pay received. On average pay increases by 3% for each year older an employee is, which means that if the ethnic groups have different age profiles we might expect different median earnings levels. For example, nationally, those in the White and Black Caribbean ethnic group had a median age of 30 years old, compared with 41 years old for White British employees. Due to low numbers of non-White staff in the Service it is not possible to evidence whether this characteristic influences the Service's pay gap.

Looking across the regions and ethnic groups nationally, ONS notes that pay gaps tend to be wider for those who were born outside of the UK compared with those who are UK born. This is particularly the case for those in the Asian and Other ethnic groups, whereas the difference for those in the Black ethnic group is more modest. The Service does not record data about where staff were born, so it is not possible to identify the impact of this characteristic.

As most of the above factors are not possible to identify due to the small amount of non-white or ethnic minority staff within the Service, the pay gap within the organisation can only be explained by that fact and the roles those few staff have.

Therefore, the gap is mainly impacted by:

- In the Green Book group, people of colour are only in middle management roles (grades 4-9). This is different from 2020 when there were 2 staff in roles with the lowest pay out of all groups.
- In the groups which most affect the pay gap in the Service, i.e. Wholetime and On Call, 90% of people of colour are at Firefighter level.
- All people of colour in the Control staff group are at Firefighter level.

Considering numbers of staff included in the calculation and distribution in the organisation and quartiles, it is likely that the reduction in the pay gap is a result of the pay scheme changes in the On Call group and no more people of colour in the lowest paid grades.

6 Working towards reducing the Gender Pay Gap

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



In the UK today, female workers earn on average 15% less than male workers. The gender pay gap exists because female workers, especially over the age of 40, tend to have lower-paid occupations and sectors, and occupy less senior roles. This is reflected in the Service's data. Many female workers take time out of the labour market and work part-time because of unequal sharing of care responsibilities. Unconscious bias, including stereotypes, barriers due to policies/processes and workplace culture are also factors which the Service acknowledges and aims to address where they exist.

The Service is taking short, medium and long-term approaches to achieving a more diverse workforce in order to improve the way we deliver services to the community of Devon & Somerset. Whilst we have improved in this area, we know that we can do more and recognise that patterns of under-representation and differences in outcomes can be challenged through positive action programmes. Notwithstanding national drivers, the diversity of skills, knowledge, perspectives and experiences within the workforce will ensure we will be better placed to identify and meet the needs of our community.

The Service has a People Strategy, which has areas of focus for all departments and supports the aims the Service has set in the Fire and Rescue Plan.

Work is being started or continuing on:

- Implementation of a new service delivery model to improve response availability, including contracts which can provide greater flexibility in working patterns and hours and are more attractive to a wider range of people, especially those with caring responsibilities
- Aligning departmental objectives with our People Strategy, which defines who we aim to be, and Workforce Plan to show how we resource our new ways of working
- Undertaking People Impact Assessments for changing processes and practices. This requires input from and identifies impacts on underrepresented groups including women at an early stage
- Delivering management development, some specific to women in management positions, within our leadership framework
- Implementing a recruitment process that focuses on recruiting the skills we need for the future and remove barriers to increasing diversity and inclusion in our workforce through positive action and reducing bias within the process
- Introducing schemes for alternative career paths and different ways of learning
- Broadening apprenticeship opportunities for new and existing staff to develop their careers

Further actions to reduce the Gender Pay Gap and increase diversity within the workforce will be developed through the Service's People Strategy & Inclusion monitoring Group and Strategic Workforce Planning Board and captured in a new People Strategy from 2022.



References

Government Equality Office - [Eight ways to understand your organisation's gender pay gap](#)

Government Equality Office - [Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers](#)

Government Equality Office - [Women's Progression in the Workplace](#)

Government Equality Office - [Gender equality at every stage: a roadmap for change](#)

CIPD - [Gender pay gap reporting](#)

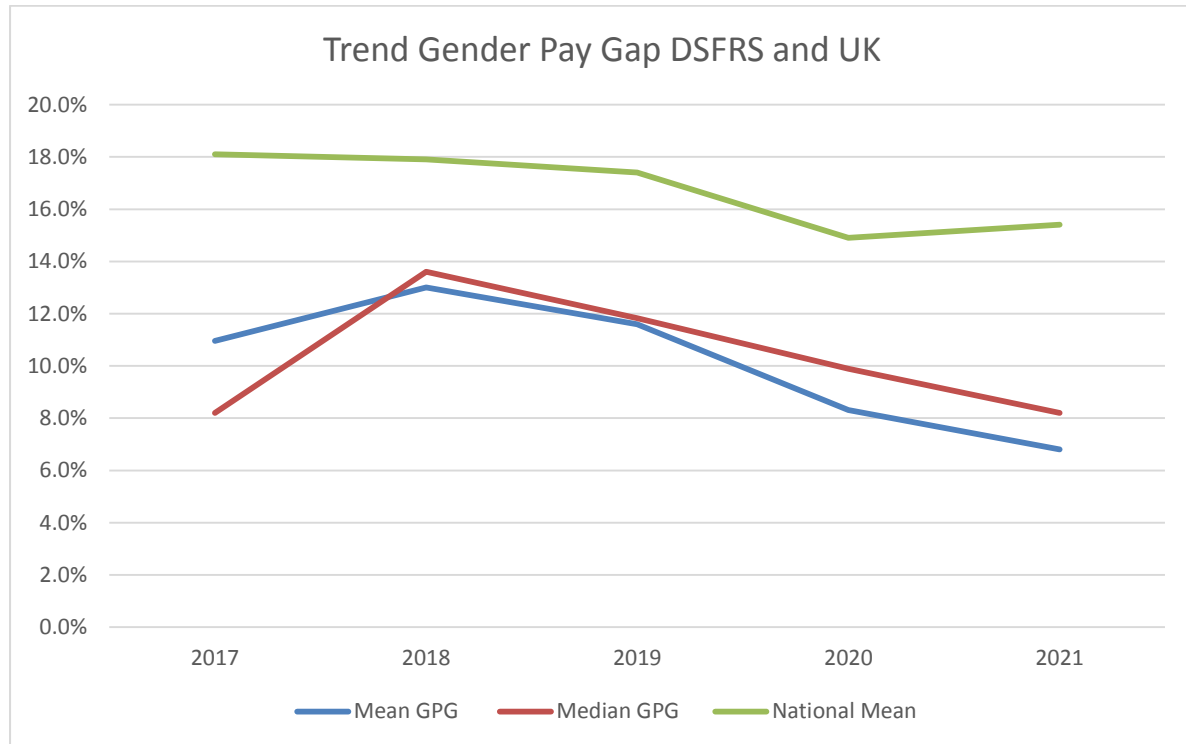
EHRC – [Closing the Gender Pay Gap](#)

Office of National Statistics – [Ethnicity pay gaps 2019](#)



Appendix – Figures, tables and charts

Gender pay gap



All Staff	Male staff	Female staff	Gap £	Gap %
Mean hourly rate	£16.78	£15.64	£1.14	6.8%
Median hourly rate	£16.07	£14.76	£1.31	8.2%

Wholetime	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£18.19	£16.49	£1.70	9.3%	4.6%
Median hourly rate	£16.16	£14.79	£1.37	8.5%	9.2%

On Call	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£15.47	£14.29	£1.18	9.2%	6.1%
Median hourly rate	£16.04	£14.99	£1.05	6.5%	7.0%

Control	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£14.83	£14.78	£0.05	0.3%	7.9%
Median hourly rate	£15.40	£14.03	£1.37	8.9%	9.7%



Green Book	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£17.57	£16.02	£1.55	8.8%	10.0%
Median hourly rate	£16.24	£14.37	£1.87	11.5%	8.6%

Casual	Male staff	Female staff	Gap £	2021 Gap %	2020 Gap %
Mean hourly rate	£17.13	£13.63	£3.50	20.4%	6.8%
Median hourly rate	£16.26	£14.65	£1.61	9.9%	6.2%

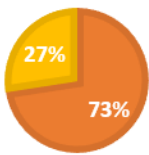
Gender pay gap Quartiles

2021 Quartile	Male staff	Female Staff	2020 Quartile	Male staff	Female Staff
Lower	73%	27%	Lower	71%	29%
Lower Middle	91%	9%	Lower Middle	91%	9%
Upper Middle	92%	8%	Upper Middle	91%	9%
Upper	88%	12%	Upper	89%	11%

All staff

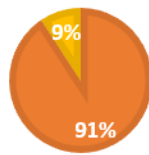
LOWER QUARTILE

■ male ■ female



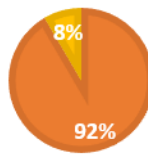
LOWER MIDDLE QUARTILE

■ male ■ female



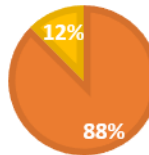
UPPER MIDDLE QUARTILE

■ male ■ female



UPPER QUARTILE

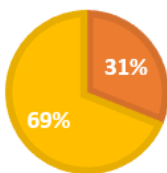
■ male ■ female



Green Book

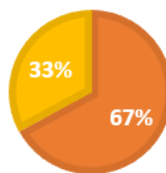
LOWER QUARTILE

■ male ■ female



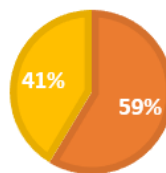
LOWER MIDDLE QUARTILE

■ male ■ female



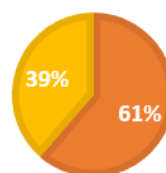
UPPER MIDDLE QUARTILE

■ male ■ female



UPPER QUARTILE

■ male ■ female

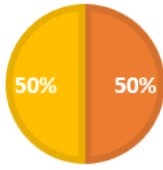




Casual workers

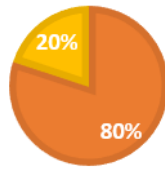
LOWER QUARTILE

■ male ■ female



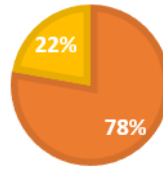
LOWER MIDDLE QUARTILE

■ male ■ female



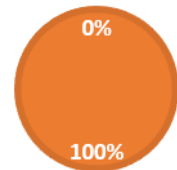
UPPER MIDDLE QUARTILE

■ male ■ female

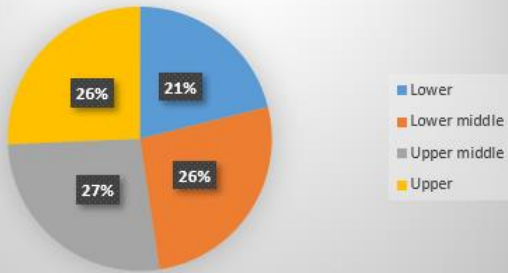


UPPER QUARTILE

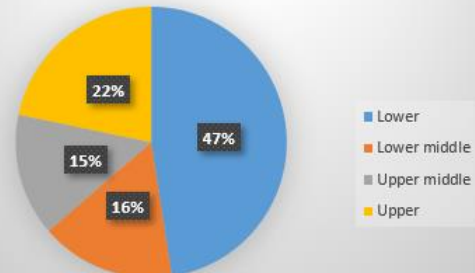
■ male ■ female



Percentage of men in each quartile



Percentage of women in each quartile



Ethnicity Pay Gap

Ethnicity Pay gap			
Mean hourly rate of pay for White people:	£16.65	Median hourly rate of pay for White people:	£16.07
White/ People of Colour (Black, Asian, Mixed, other)			
Mean hourly rate of pay for People of Colour:	£15.14	Median hourly rate of pay for People of Colour:	£14.79
Mean White/ People of Colour pay gap:	9.1%	Median White/ People of Colour pay gap:	8.0%
White/ Mixed background			
Mean hourly rate of pay for Mixed:	£14.76	Median hourly rate of pay for Mixed:	£14.63
Mean White/Mixed pay gap:	11.4%	Median White/Mixed pay gap:	9.0%



Ethnicity pay gap Quartiles

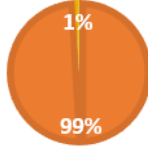
LOWER QUARTILE

white poc



LOWER MIDDLE QUARTILE

white poc



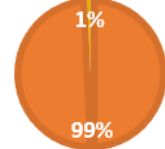
UPPER MIDDLE QUARTILE

white poc



UPPER QUARTILE

white poc



Percentage of people of colour in each quartile

