



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)

Friday, 22 April, 2022

A meeting of the People Committee will be held on the above date, **commencing at 10.00 am 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 - 4)**
Of the meeting held on 27 January 2022 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** **Application for Retirement and Re-employment (Pages 5 - 8)**
Report of the Director of Finance, People & Estates (PC/22/4) attached.
- 5** **People Strategy Update (Pages 9 - 12)**
Report of the Director of Finance, People & Estates (PC/22/5) attached.
- 6** **Recruitment & Workforce Diversity Annual Report 2021 (Pages 13 - 38)**
Report of the Director of Finance, People & Estates (PC/22/6) 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)

27 January 2022

Present:

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

Apologies:

Councillors Hannaford

* **PC/22/1** **Minutes**

RESOLVED that the Minutes of the meeting held on 14 October 2021 be signed as a correct record.

* **PC/22/2** **Performance Monitoring Report 2021-22: Quarter 3**

The Committee received for information a report of the Deputy Chief Fire Officer (PC/22/1) on performance in Quarter 3 of the current (2021-22) financial year against the following Strategic Policy Objectives as approved by the Authority:

- 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.

In particular, the report provided information on performance against each of the following key measures:

- operational core competence skills (beathing apparatus; incident command; water rescue; safety when working at heights or in confined spaces; maritime; driving; and casualty care);
- workforce planning;
- health and safety (accidents [including near misses]; personal injuries; vehicle incidents);
- sickness and absence (including mental health) for wholetime, on-call, support, Control and casual staff, by type of sickness;
- fitness testing;
- diversity;

- promoting inclusion, developing strong leaders, living Service values and being a fair place to work;
- grievance, capability and disciplinary issues;
- recruitment and retention (including Pay for Availability benefits); and
- employee engagement.

The report also identified Service performance when benchmarked against national statistics relating to sickness, annual personal injuries, annual vehicle incidents and RIDDOR (injuries, diseases and dangerous occurrences) reportable events.

In terms of operational core competence skills, attention was drawn to the Service's performance on water rescue which had dropped below the 95% target to 91.4%. The Deputy Chief Fire Officer explained the reason behind this which had emanated from the six-month extension for achieving core competence having expired during the lockdown period in Covid. The extension had been applied to all staff, however, it had only been intended for staff with competence expiring during the lockdown period. The impact of this error had resulted in a drop in competence to 82.8% in October 2021 but the Academy had worked hard to bring this competence level back up to 91.4% by the end of January 2022, by applying additional resources.

A lengthy debate was held on the performance on competence for water rescue during which points including the additional costs incurred to bring performance back up, accreditation, standby arrangements and the policy for training staff in water rescue were covered. It was suggested that the Service might consider a critical level below which performance should not be permitted to drop and at which point consideration could be given to applying additional resources to bring the level back up to target. The Deputy Chief Fire Officer acknowledged this point and agreed to explore the viability of incorporating a critical level for all core competences in future.

It was noted that the performance on health and safety was showing positive signs and reference was made to improvements in the reporting of near misses (50% increase) which was an indication of a good safety culture within the Service. The Committee asked for more detailed information on the costs of overall vehicle accidents to be included within future reports and for the cost of insurance claims and overall cost of insurance to be provided which the Deputy Chief Fire Officer undertook to provide.

The Committee sought clarification of the position on the sickness and absence reporting in terms of the impact of the Covid pandemic as this was not identified separately within the performance figures presented. Reference was also made to the point that mental health had moved ahead of musculoskeletal as the main reason for absence for the first time in many years and the Committee sought an explanation of the reasons why this had occurred albeit that it was acknowledged that this could be linked to the Covid pandemic. In this regard, it was requested that a comparison with other fire and rescue services was also reported to the Committee in a future report. The Deputy Chief Fire Officer advised the Committee that this information would be included in future reports to the Committee.

In terms of the Forward Plan attached at Appendix A of report PC/22/1, the Committee requested that reporting on strategic workforce planning be moved forward to its next meeting on 12 May 2022.

* **PC/22/3**

People Strategy Update

The Committee received for information a report of the Deputy Chief Fire Officer (PC/22/2) on development of the Service People Strategy 2022-26 and progress against the previous (2018-22) Strategy.

The 2022-26 Strategy would align to revised workplace commitments developed by staff as part of the previous Strategy and the People Pillar of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspection programme. Key areas of work would be:

- continuation and expansion of the Service '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.

A closure report on the 2018-22 People Strategy was being developed. Of the 53 initial areas of focus identified in this Strategy, all but six were operating and progressing. Those areas that had not progressed would be reviewed and incorporated as necessary in the new Strategy.

* **PC/22/4**

Gender Pay Gap 2021

The Committee received for information a report of the Deputy Chief Fire Officer (PC/22/3) to which was appended the latest Gender Pay Gap report for the Service.

The Equality Act (Specific Duties and Public Authorities) Regulations 2017 required all local authority employers with 250 or more employees to publish statutory calculations each year on the pay gap between male and female employees, accompanied by a supporting narrative.

The latest iteration of the Service's gender pay gap indicated that the gap was decreasing for the third year in a row. The Service recognised, however, that certain issues need to be addressed regarding recruitment and retention. The Service was committed to taking all appropriate actions to address gender pay gap issues. Additionally, the Service People Strategy made diversity & inclusion issues integral to its business plan.

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

The Meeting started at 2.00 pm and finished at 3.55 pm

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Agenda Item 4

REPORT REFERENCE NO.	PC/22/4
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	22 APRIL 2022
SUBJECT OF REPORT	APPLICATION FOR RETIREMENT & RE-EMPLOYMENT
LEAD OFFICER	Director of Finance, People & Estates
RECOMMENDATIONS	<i>That the application for retirement & re-employment as identified in paragraph 2.2 of this report be approved.</i>
EXECUTIVE SUMMARY	The Authority has an approved Pay Policy Statement for 2022-23 in accordance with the requirements of the Localism Act 2011. This sets out, amongst other things, the arrangements for consideration of any requests for re-employment of employees following retirement. This report sets out specific requests for approval from one operational member of staff.
RESOURCE IMPLICATIONS	None.
EQUALITY RISK & BENEFITS ASSESSMENT	The Retirement & Re-Employment Policy has had an equalities impact assessment.
APPENDICES	Nil
BACKGROUND PAPERS	DSFRA Pay Policy Statement for 2022-23

1. **INTRODUCTION**

- 1.1 The Authority's Pay Policy Statement for 2022-23 sets out, amongst other things, the arrangements for consideration of any requests for re-employment of employees following retirement. In accordance with this, the re-employment of any employee (up to Area Manager or non-uniformed equivalent) who has retired is subject to approval by this Committee.
- 1.2 The Pay Policy Statement sets out that the Authority will, in principle, allow the re-employment of employees who have retired, subject to a break in service of at least one month, because it is recognised that this often represents an effective way of retaining specialist knowledge and skills without any increase in cost to the Authority (and noting that costs to the Pension Scheme are no more than would be the case for normal retirement).
- 1.3 The Pay Policy Statement also notes that the Fire and Rescue National Framework for England, published by the Home Office in May 2018, sets out that "fire and rescue authorities must not re-appoint principal fire officers after retirement to their previous, or a similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety". In this context, Principal Officers refers to those officers at Area Manager and above, or those with comparable responsibilities to those roles. The Fire and Rescue National Framework also states that fire and rescue authorities will "have regard to this principle when appointing at any level".
- 1.4 For staff within the Local Government Pension Scheme, where an individual is re-employed on the same terms and conditions as previously, the same abatement rules as apply to those within the Fire Fighters Pension Scheme will be applied. However, the Authority's policy on Pension Discretions refers to flexible retirement and states that this "may be subject to abatement during such time as the individual remains employed by the Service". This allows the Authority to use flexible retirement opportunities where key employees may wish to continue working as they get older but step down in grade or reduce their working hours. This can be beneficial to the Authority in retaining key skills, knowledge and experience whilst also reducing costs.
- 1.5 With this in mind and taking account of the National Framework provisions, the Authority has agreed the following approach in relation to requests for re-employment following retirement, subject in each case to an approved business case:
- (a). the Chief Fire Officer has delegated authority to approve such requests up to and including Watch Manager level (or non-uniformed equivalent posts);
 - (b). the People Committee has delegated authority to approve such requests for Station Manager up to and including Area Manager level (or non-uniformed equivalent posts); and

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

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

2. RETIREMENT AND RE-EMPLOYMENT

2.1 The Service policy on retirement & re-employment is linked to workforce planning arrangements. Retirement and re-employment gives the Service certainty as to leaving dates, supports the natural turnover of staff and enables the Service to succession plan for the future. It also provides a transition for the employee from full employment into retirement.

2.2 The request for retirement and re-employment is as summarised in the table below:

Role	Position	Station/Dept.	Decision
Group Manager	National Resilience Manager	Station 60	Approved by the Executive Board

2.3 This application has been approved in principle by the Executive Board and is now commended to this Committee for approval, in accordance with the Authority’s approved Pay Policy Statement.

SHAYNE SCOTT
Director of Finance, People & Estates

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Agenda Item 5

REPORT REFERENCE NO.	PC/22/5
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	22 APRIL 2022
SUBJECT OF REPORT	PEOPLE STRATEGY UPDATE
LEAD OFFICER	DIRECTOR OF FINANCE, PEOPLE & ESTATES
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	This update outlines revised 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.
- 1.2. 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 are under review and, where still appropriate, will be included in the refreshed strategy.

2. **PEOPLE STRATEGY 2022-2026**

- 2.1 The Service is currently developing the 2022 – 2026 People Strategy. This Strategy will align both to revised workplace commitments developed by staff for the 2018 – 2022 strategy and to the People Pillar of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- 2.2 Evidence collection has so far identified several indicative workstreams. These will be further explored through Staff Survey 2022 results, HMICFRS report findings and extensive staff engagement. In addition, the Service plans to engage the community in relation to their expectations through focus groups.
- 2.3 As previous reported, greater accessibility and communication of the People Strategy content will be achieved through a simplified framework and a focus on key priorities. The People and Culture Monitoring Group, comprising stakeholders from staff support groups, will monitor, challenge and support progress in addition to action tracking through the Portfolio Office.
- 2.4 Key themes and workstreams include:
- ***Living our Ethics and Values***
Promote and embed inclusion, values and ethics through the 'Safe To; learn, contribute and challenge' programme of interventions, and embedding the Core Code of Ethics throughout the employee journey. This includes the Service's newest intervention - 'It's ok/it's not ok' - highlighting and reinforcing positive behaviours and underlining behavioural expectations through communication and engagement, building capability and accountability.
 - ***From communities, for communities***
Attracting and retaining diverse talent across all roles and refreshing on-call recruitment, underpinned by the flexibility of the Pay for Availability model. Applying refreshed and wide-ranging positive action practices in attraction in under-represented roles.

- ***Safe, happy, and healthy at work***

Hybrid working models for now and the future that support wellbeing, productivity, recruitment and retention, an engaged safety culture and increasingly proactive wellbeing services.

- ***Future leaders***

Building on the work developed in the People Development project to support leadership development and progression pathways for operational and professional support staff, and a robust succession planning and career pathway process. Increasing diversity and capability in leadership through direct entry and innovative high potential leadership development.

- ***Working smarter***

Ensuring efficiency and effectiveness with capability and capacity reviews, strategic workforce planning, new models of support service provision, including greater use of digital services and community-centred process improvements.

2.5 As there is more work to do with employees and the community in defining the new Strategy, the final draft will be presented at a future People Committee meeting following consultation.

SHAYNE SCOTT

Director of Finance, People & Estates

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Agenda Item 6

REPORT REFERENCE NO.	PC/22/6
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	22 APRIL 2022
SUBJECT OF REPORT	RECRUITMENT & WORKFORCE DIVERSITY ANNUAL REPORT 2021
LEAD OFFICER	Director of Finance, People & Estates
RECOMMENDATIONS	<i>that the report be noted.</i>
EXECUTIVE SUMMARY	<p>Section 149 of the Equality Act 2010 established the general public sector equality duty for all public bodies to have due regard to the need to:</p> <ul style="list-style-type: none"> • eliminate discrimination, harassment and victimisation; • advance equality of opportunity between people who share a protected characteristic and those who do not; and • foster good relations between people who share a protected characteristic and those who do not. <p>Regulation 4 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires the Authority to publish, annually, information (including the makeup of its workforce in terms of the protected characteristics including gender, disability, ethnic group, religion and sexual orientation) demonstrating its compliance with the duty.</p> <p>During the last twelve months the Service undertook a significant recruitment effort, which included opening the Wholetime process to external applicants for the first time since 2017. In 2021, a total of 3,274 individuals applied through the recruitment system for 218 advertised vacancies, of which 164 vacancies were advertised externally. This was nearly 3 times the number of applicants of 2020 and the difference is mainly due to the opening up of the Wholetime process to external candidates (1592) and the increased number of Professional/Support vacancies which were advertised (150% increase in vacancies and applicants).</p> <p>The pandemic is still impacting on recruitment, but to a much lesser extent than the previous year and mainly in relation to the amount of candidates able to be tested in sessions. On-call recruitment has had less emphasis and the reduced ability to run local recruitment events has severely impacted on number applicants. This, together with the usual turn-over, has resulted in the lowest number of On-call firefighters since 2003.</p> <p>Despite the promising diversity in applicants, diverse new recruits are less well represented, highlighting the need for further efforts to increase diversity.</p>

RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ANALYSIS	Not required.
APPENDICES	A. Recruitment & Workforce Diversity Annual Report January – December 2021
BACKGROUND PAPERS	The Equality Act 2010 (Section 149) The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (Regulation 4)

1. **INTRODUCTION**

- 1.1. Section 149 of the Equality Act 2010 established the general public sector equality duty for all public bodies to have due regard to the need to:
- eliminate discrimination, harassment and victimisation;
 - advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - foster good relations between people who share a protected characteristic and those who do not.
- 1.2. Regulation 4 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires the Authority to publish, annually, information (including the makeup of its workforce in terms of the protected characteristics including gender, disability, ethnic group, religion and sexual orientation) demonstrating its compliance with the duty.
- 1.3. The 2021 report is now attached at Appendix A.

2. **KEY RESULTS**

- 2.1. The key findings identified in this set of data are:
- For a second year in a row the pandemic has influenced recruitment of external people into operational roles, especially in the first part of 2021, as recruitment events and assessments were unable to take place or had significantly reduced capacity. On-call had 97 new starters (89 in 2020), compared to 170 in 2019 and 138 in 2018. Wholetime recruitment was less affected.
 - There was another reduction in female On-call new starters, which – at 10 - was 4 less than the previous year. Together with 6 new female Wholetime staff starting in the same period and 18 women leaving operational roles (12 On Call and 6 Wholetime), Service female representation dipped following the highest recorded in 2020.
 - Both in the On-call and Wholetime groups, the female turnover was 17.1%. In Wholetime that is twice the level of male turnover (8.3%) and in On-call nearly one and a half times (12.1%).
 - The attraction rate from female applicants for Professional/Support vacancies near enough reflected the community.
 - The female application percentages of 14.1% for Wholetime and 17.7% for On-call were higher than the representation in the workforce (6%) and higher than in 2020 (10.8% and 16.6%).
 - Since 2018, the percentage of female applicants in the On-call group has increased significantly from 7.4% to 17.7% but in 2021 this did not lead to an increase in new female starters in that group (15.5% in 2020, 10.3% in 2021).

- The numbers of applicants with a minority ethnic background were higher than the community (5-6%) for all externally advertised vacancies other than On-call. However, percentages of new starters in this category were typically less than half the application rate.
- No people of colour were offered an On-call firefighter, Professional/Support or Control positions despite application rates of 1.2%, 5.5% and 4.3% respectively. For the Professional/Support group, this was the second year in which no people of colour were appointed.
- The representation of people of colour in the Service (0.9%) is nearly 3 times less than in the community (2.6%).
- Application rates from LGB (anything other than heterosexual) and identification of staff as LGB was higher than the community, with 2.6% identifying within this category, closely reflecting the community average of 2.2%.
- Female representation in the senior management team dropped from 21% to 19%.

3. ACTIONS AND PLAN

- 3.1. The Service People Strategy has been implemented and is continuously monitored. This includes various initiatives, either under way or planned, to increase the diversity of the workforce. Good practice within recruitment, including positive action, is shared and implemented across the Service. Inclusion of ethnic minority staff has become more visible through an active Multicultural Staff Support Network which drives initiatives and accountability in view of the events in society in relation to racism. The Service continues to monitor the impact of initiatives, including possible racism, through Equality and People Impact assessments. The People Strategy will be reviewed and updated in 2022.
- 3.2. New recruitment processes for operational staff are in place with a particular emphasis on eliminating bias including several anonymous stages at the start. Current progression processes and development pathways, including promotion, are under constant review with new eligibility requirements being considered to create a more level playing field between staff groups and be more inclusive to Professional/Support Staff.
- 3.3. Positive action initiatives in relation to development in the form of Action Learning Sets and a Sponsoring programme continue, with completed sets and sponsoring relationships showing good outcomes.
- 3.4. Any positive action work is and will continue to be supported through working closely with the Asian Fire Service Association and the Employer Network of Equality and Inclusion. The Service achieved the Silver Standard in the Talent, Inclusion & Diversity Evaluation of the latter.
- 3.5. Specific initiatives for recruitment, diversity and inclusion include:

- Fully embedding the National Fire Chiefs' Council (NFCC) Code of Ethics within the Service. This includes recognising and promoting the value of EDI both within the Service and the wider communities served. The Service stands against all forms of discrimination, creates equal opportunities, promotes equality, fosters good relations, and celebrates difference.
- Starting the 'Connecting the Community' project in line with watch efficiency work to increase visibility as an 'Employer of Choice' for underrepresented groups.
- Instigation of a 'Critical friend' group from senior community leaders from under-represented groups to assist the Executive Board in decision making and strategy development.
- Provision of long-term mentoring for all new recruits to support development and progression.
- Improving the uptake of exit interviews and ensuring the accurate recording of reasons for leaving.
- enabling better monitoring of 'leaving' trends.
- Monitoring Pay for Availability implementation to ensure greater work/life balance is one of the benefits.
- Ensuring that all bias is removed from employee application material.
- Increasing outreach to communities to attract diverse talent.
- Fully integrating Psychological Safety and Inclusive management to ensure that all generations in the workplace have a supportive environment, enhancing retention.
- Monitoring all recruitment processes for adverse impact in relation to ethnic minority background and people of colour.

SHAYNE SCOTT
Director of Finance, People & Estates

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Recruitment & Workforce Diversity Annual Report

January – December 2021

Diversity & Inclusion Team

Devon & Somerset
Fire & Rescue Service

March 2022



Recruitment & Workforce Diversity Annual Report

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Document Control

Amendment History

Version	Date	Author:	Remarks/Reason to Change
0.1	4/3/22	A Gilding-de Kort	

Sign-Off List

Name	Position
S Scott	Director of Finance, People and Estates
M Sobey	Co Head of People Services

Distribution List

People Strategy & Inclusion monitoring group
Intranet/internet

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1. Introduction

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

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

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

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

- Current staff composition, new starters, promotions, unpaid leave and leavers
- Applicants for jobs (uniformed, non-uniformed, Support, Control) advertised in the data period

For guidance on the Equality Act 2010 please see www.gov.uk/equality-act-2010-guidance and www.equalityhumanrights.com.

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

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



2. Methodology

This report has the purpose to identify any potential equality issues within recruitment, retention and promotion.

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

Diversity monitoring in order to monitor progress of under-represented groups through the various stages is undertaken for all Firefighter recruitment processes in relation to several characteristics. Monitoring this data is not mandatory. Other recruitment workflows are not currently actively monitored in relation to protected characteristics for the stages in between application and starting employment.

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

Benchmark figures for 2020/21 are taken from the data used to support the Communities and [Local Government Association](#) returns which were last updated October 2021.

Data is correct as of 7/1/2022. Only valid data has been analysed. No data gaps have been identified. Some vacancies were still open for applications at the time of data extraction.

The word 'On Call' has been used within the data tables. This is our group of 'On Call' staff who respond to a station when incidents occur. They are usually self-employed or have a primary employer who releases them for the time it takes to resolve the incident.

'Wholetime' are our group of fulltime Firefighters, working 42 hours per week.

'Minority ethnic group' means all ethnic groups, including people of colour, other than UK white, including Irish, European, Australian etc.

'People of Colour' (PoC) means Black, Asian, mixed and 'other'.

The recruitment system uses 4 classifications for vacancies;

- 1 On Call
- 2 Wholetime
- 3 Promotion/Transfer/Development
- 4 Support, which includes Control



3. Summary of key observations

The key findings identified in this set of data are:

- For a second year in a row the pandemic has influenced recruitment of external people into operational roles, especially in the first part of 2021, as recruitment events and assessments were unable to take place or had significantly reduced capacity. On Call had 97 new starters (89 in 2020), compared to 170 in 2019 and 138 in 2018. Wholetime recruitment was less affected.
- There was another reduction in female On Call new starters, which with 10 was 4 less than the previous year. Together with 6 new female Wholetime staff starting in the same period and 18 women leaving operational roles (12 On Call and 6 Wholetime), our female representation dipped following the highest recorded in 2020.
- Both in the On Call and Wholetime groups, the female turnover is 17.1%. In Wholetime that is twice the level of male turnover (8.3%) and in On Call nearly one and a half times (12.1%).
- The attraction rate from female applicants for Support vacancies near enough reflects the community.
- The female application percentages of 14.1% for Wholetime and 17.7% for On Call are higher than the representation in the workforce (6%) and higher than in 2020 (10.8% and 16.6%).
- Since 2018, percentages of female applicants in the On Call group have increased significantly, 7.4% to 17.7% but in 2021 this has not led to an increase in new female starters in that group (15.5% in 2020, 10.3% in 2021).
- The numbers of applicants with a minority ethnic background are higher than our community (5-6%) for all externally advertised vacancies other than On Call. However, percentages of new starters in this category are typically less than half the application rate.
- No people of colour were offered an On Call Firefighter position, Professional/Support or Control role despite application rates of 1.2%, 5.5% and 4.3%. For the Professional/Support group this is the second year no people of colour have been appointed.
- The representation of people of colour in the service (0.9%) is nearly 3 times less than in the community (2.6%).
- Application rates from LGB (anything else than Heterosexual) are higher than the community and identification of staff as LGB, with 2.6% identifying within this category, closely reflects the community average of 2.2%.
- Female representation in the senior management team dropped from 21% to 19%.

Actions and plan

In line with the DSFRS Plan, a People Strategy has been implemented and is continuously monitored. Various initiatives are under way and planned to increase the diversity of the workforce in line with the DSFRS plan. Good practice within recruitment, including positive action, is shared and implemented across the Service. Inclusion of ethnic minority staff has become more visible through our active



Multicultural Staff Support Network which drives initiatives and accountability in view of the events in society in relation to racism. The Service continues to monitor the impact of initiatives, including possible racism, through Equality and People Impact assessments. The People Strategy will be reviewed and updated in 2022.

New recruitment processes for operational staff are in place with a particular emphasis on eliminating bias including several anonymous stages at the start. Current progression processes and development pathways, including promotion, are under constant review with new eligibility requirements being considered to create a more level playing field between staff groups and be more inclusive to Support Staff.

Positive action initiatives in relation to development in the form of Action Learning Sets and a Sponsoring programme continue, with completed sets and sponsoring relationships showing good outcomes.

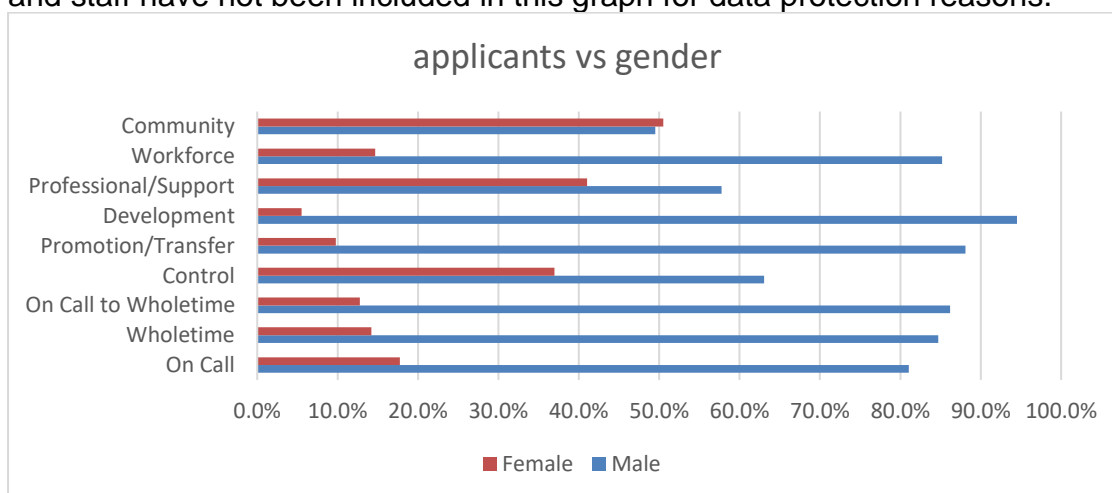
Any positive action work is and will continue to be supported through working closely with the Asian Fire Service Association and the Employer Network of Equality and Inclusion. The Service achieved the Silver Standard in the Talent, Inclusion & Diversity Evaluation of the latter.

4. Recruitment

4.1 general recruitment

In 2021 a total of 3274 individuals applied through the recruitment system for 218 advertised vacancies, of which 164 vacancies were advertised externally. This is nearly 3 times the number of applicants of 2020 and the difference is mainly due to the opening up of the Wholetime process for external candidates (1592) and the increased number of Professional/Support vacancies which were advertised (150% increase in vacancies and applicants).

The graph below shows the vacancy type against applicant gender and the gender percentages for the workforce and the Community. The few transgender applicants and staff have not been included in this graph for data protection reasons.



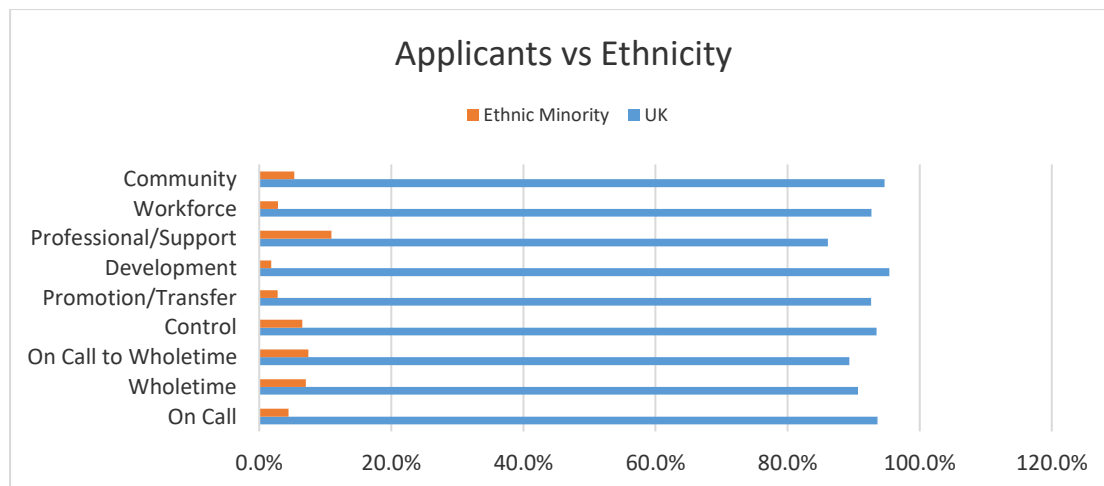
The graph highlights that the Professional/Support and Control application gender balance is very near the gender balance in the working age community.

It also shows a continuing underrepresentation in female applicants in Wholetime and On Call groups. However, the application percentages of 13-14% and 17.7% are higher than in the representation in the workforce (6%) and 1-2% higher than in 2020 (10.8% and 16.6%).

Percentages of female applicants for internal operational vacancies remain low as can be expected in an operational workforce with low female representation.

Since 2018, percentages of female applicants in the On Call group have increased significantly, 7.4% to 17.7% but in 2021 this has not led to an increase in new female starters in that group (15.5% in 2020, 10.3% in 2021). In the Wholetime group, female applicant percentages have increased to around 13%. New starter percentages are at 9%.

The next graph shows the vacancy type against applicant ethnicity and the ethnicity percentages for the workforce and the Community.



The graph shows that for 4 of our 7 vacancy categories, the minority ethnic group applications are above the representation in the Devon & Somerset community (on average 5-6%) i.e. Control 6.5%, Professional/Support 10.9%, On Call to Wholetime 7.4% and Wholetime 7%. The percentage of ethnic minority applicants for Support vacancies is more reflective of representation in urban areas (Exeter 10-11%, Plymouth 7-8%) where most of those vacancies are based. Ethnic minority [representation in the Southwest](#) was 8.2% in 2011.

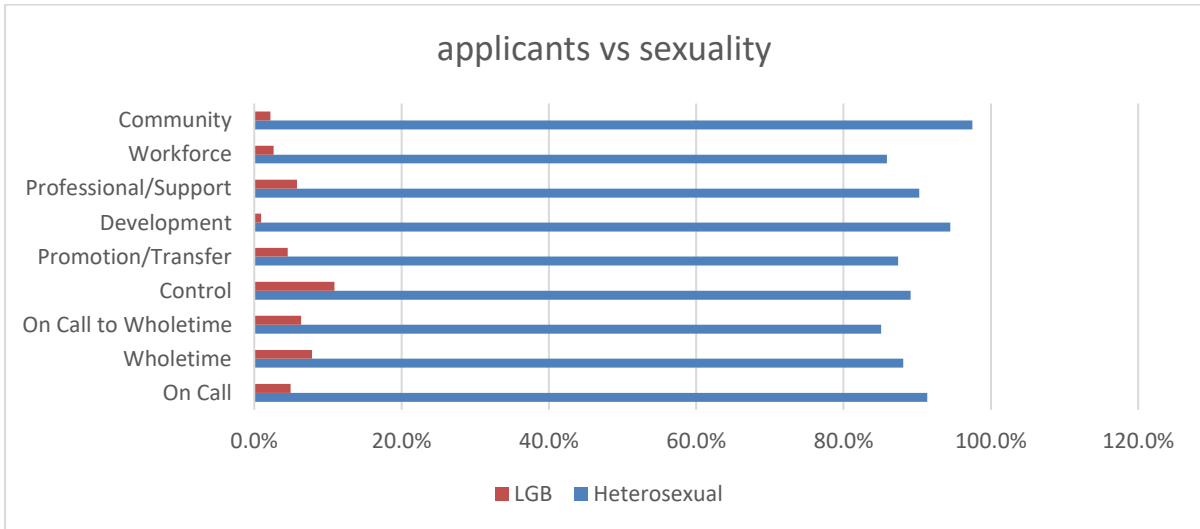
No people of colour were offered an On Call Firefighter position, Professional/Support or Control role despite application rates of 1.2%, 5.5% and 4.3%.

In the Promotion/transfer group, which involves mainly internal/Fire Service applicants, the percentage of ethnic minority applicants (2.8%) is the same as the



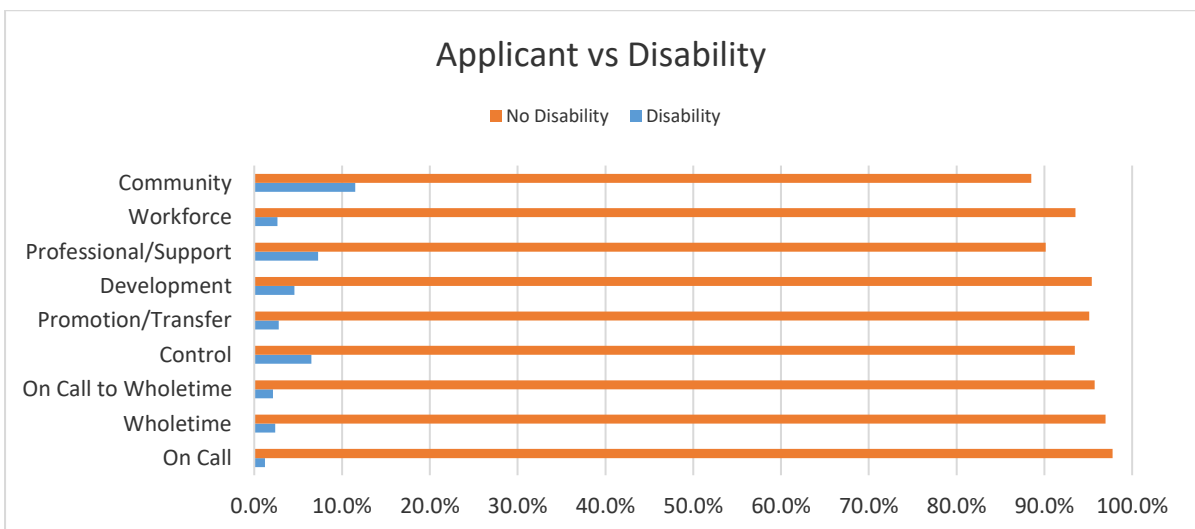
representation in the workforce as a whole. 1.8% of those promoted either temporary or permanent identified as having a minority ethnic background. In this group people of colour had a 0.8% representation, with the workforce at 0.9%, but no people of colour were promoted.

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



From the graph it is apparent that the application rates from LGB individuals in all vacancy groups, except 'Development' are a lot higher than the community (2.2% in 2018). Even the Workforce percentage is similar to that of the community and hiring percentages indicate a healthy balance (3.8%). This is despite the 'non-disclosure' rates in the various groups.

The next graph show the vacancy type against applicant disability status.



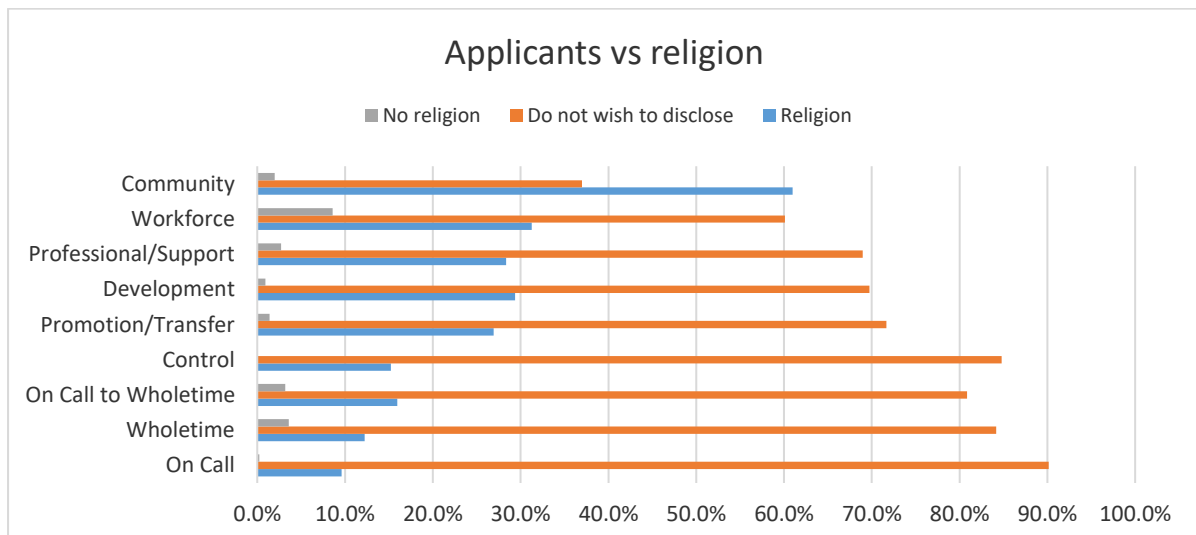
According to the ONS Labour market status A08, in the community 11.5% of people of working age live with some sort of disability and are economically active. There

are more disabled women than men in the UK. People from white ethnic groups are almost twice as likely as people of colour to have a limiting long-standing illness or disability.

Disabled people are less likely to be in employment. In April 2021 [research](#) was published, which indicated that 52.3% of disabled people were in employment, down from 54.1% a year previously. The employment rate for people who are not disabled was 81.1%, down from 82.2%. The unemployment rate for disabled people was 8.4% in October-December 2020, up from 6.9% a year previously. This compared to an unemployment rate of 4.6% for people who are not disabled.

Considering the workforce consists of 2.6% people with recorded disabilities, the percentage of 'Development' applicants, which are mainly internal, was 4.6%. This may indicate that those with a disability may be slightly more inclined to seek a development opportunity.

The below graph shows the vacancy type against applicant religion.



The main observation in relation to the religion figures is how many applicants (80-90%) and staff (69%) indicate they have no religion or don't disclose it. This makes it difficult to say anything around equal opportunity in access to or taking up of employment on the basis of religion.

Non-disclosure rates	applicants	new starters
Disability	1.3%	1.7%
Ethnicity	2.6%	2.9%
Sexual orientation	4.4%	6.8%
Religion	2.6%	4.6%

It is clear from the table above that the non-disclosure rates are low. This is a good indication that people are equally comfortable disclosing their characteristics, including sexuality.



4.2 Wholetime recruitment

Wholetime Firefighter recruitment took place from our On Call staff and from external applicants. The latter recruitment opened again for the first time since 2017. Most operational management positions, which were advertised, were also open to external competent Fire & Rescue personnel.

Opportunities for On Call staff members to take up a Wholetime position were also provided through the promotion process.

Two hundred and twenty-six external women applied for the position Wholetime Firefighter, 14.2% of all applicants. Of the On Call staff who applied for a Wholetime Firefighter position, 12 were female (12.8%). These percentages are more than twice as high as the female representation in either the Wholetime or On Call staff group.

Sixty-six people started a Wholetime contract. Of these starters 9.1% were female.

Three percent of the new starters in this group identified as belonging to a minority ethnic group (including 1.5% people of colour), despite 7.1% of the applicants recording as a member of a minority ethnic group (including 3.2% people of colour). 5% of new starters indicated they consider themselves as having a disability and 6% of new starters identify as LGB, both well above staff representation.

4.3 On Call recruitment

Seventy-two women applied for positions at On Call stations which were recruiting. The total applicants in 2021 was 406, slightly less than 2020 and the female representation was 17.7%, which is 1.1% higher than 2020 and 3.6% higher than in 2019 (14.1%). 10.3% of new starters were female, 5% less than in 2020, and all On Call recruits start at Firefighter level.

4.9% of applicants recorded as LGB, 4.4% as being a member of a minority ethnic group and 1.2% indicated they considered themselves to have a disability. For the new starters the percentages were respectively 1%, 1% and 0%.

The numbers of undisclosed diversity data in applicants (1-3%) and in new starters (0-3%) is low and there is not much difference between recording rates of the different characteristics.

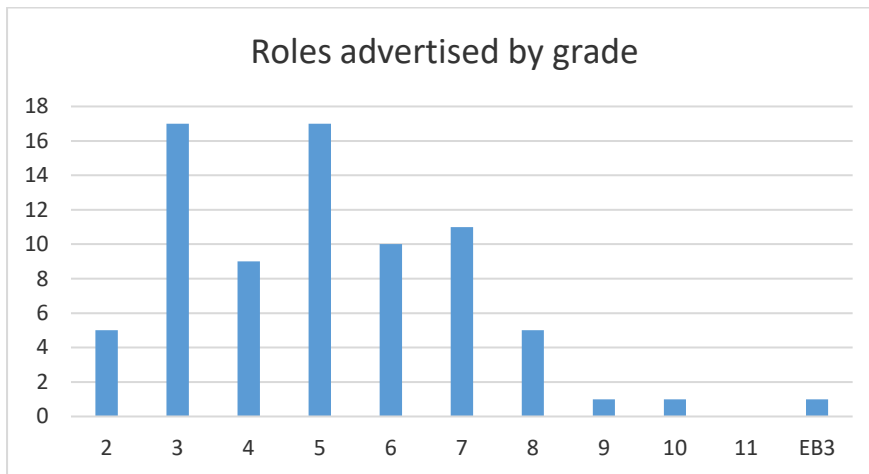
4.4 Support Staff recruitment

In 2021 741 people applied for 78 advertised positions. Fifty jobs were advertised as permanent and 26 as temporary opportunities. A further 2 were casual or variable hours contracts.

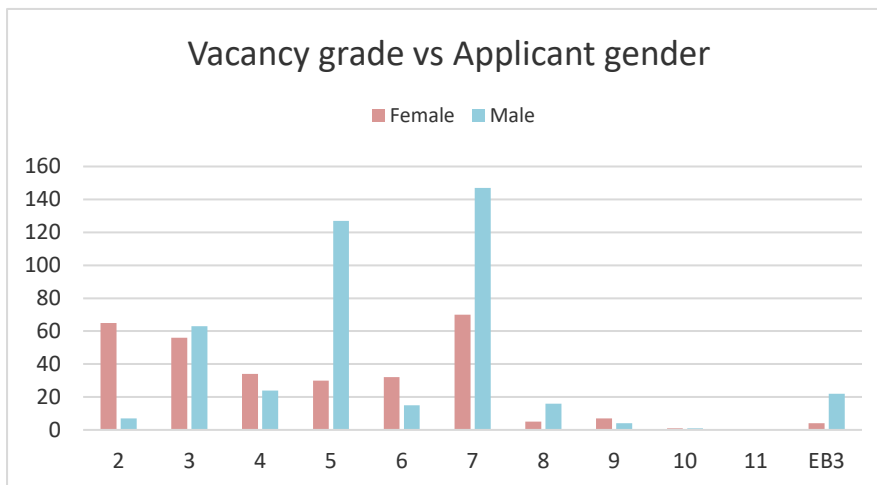
The attraction rate for Support vacancies from female applicants (41%) is slightly below the percentage of women of working age in employment (50.5%), and less than 2020 (47%). This may be because of the amount and type of Support Staff vacancies advertised in 2020. On the other hand, 47% of the new starters were female with most of them starting in supervisory roles.



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



Almost all roles with grades 2 and 3 are either apprenticeships or of an administrative nature, with grades 4-9 being more subject specific and requiring specific knowledge and/or experience. Grade 10 and above are of strategic level and EB grade roles are within the Executive Board.



Grade 3 and 9 jobs attracted fairly similar amounts of male and female applicants, grade 2, 4 and 6 vacancies had more female applicants than male and grade 5, 7, 8 and EB level had more than twice the number of male applicants than female.

Of the 48 jobs advertised within grades 2-5, 8 had all or virtually all female applicants and 10 had all or nearly all male applicants.

The amount of LGB applicants in this group (5.8%) is higher than in 2019, and more than twice the representation in the workforce and the community. 5.9% of new starters identify as LGB.

Of the applicants, 10.9% identified as belonging to minority ethnic group, which is reflective of communities like Exeter and Plymouth and well above the Southwest



region (8.2%) and Devon & Somerset (5-6%). 5.1% indicated they considered themselves to have a disability.

Out of 81 applicants who identify as a member of a minority ethnic group (including 41 people of colour) 4 people got hired who identified as 'White Irish/other'. No people of colour started employment in this group in 2021.

Applicants with a disability had a 7.3% representation and 4.4% of new starters indicated they considered themselves to have a disability.

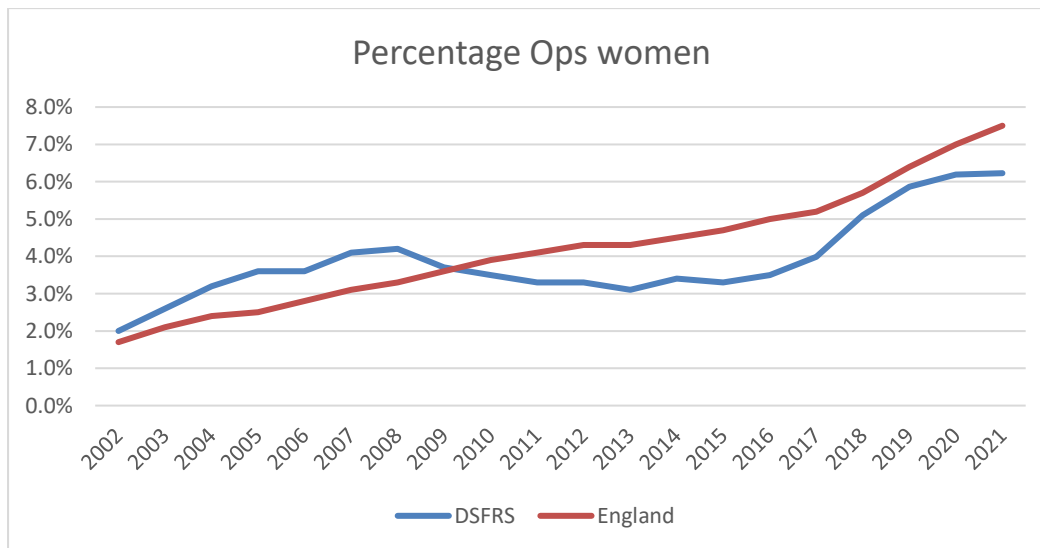
4.5 Control recruitment

All, of three, Control room positions were advertised as temporary and there were 46 applicants. 37% of those were female, 10.9% identified as LGB and 6.5% as a member of a minority ethnic group.

One out of five new starters were female. Other diversity details will not be published due to personal data protection considerations.

5 Workforce diversity profile

Overall, in DSFRS the female representation is 14.7% of the workforce at the end of the period, up from 13.9% at the start. Within the operational categories this proportion was 6.2% for the On Call group and an increase from 6.2% to 6.3% for the Wholetime staff. Nationally, these percentages are 6.5% (On Call) and 8.0% (Wholetime). We have 31 stations without any women on the team.



The proportion of female staff in the Support staff group increased slightly to 47% and in the Control staff group it decreased from 75% to 72.5%.

Not considering the 4.5% of individuals who have chosen not to state their ethnic background, currently the Service's workforce consists of 2.8% ethnic minority staff, slightly up from the beginning of the period when it was 2.7%. The Control staff

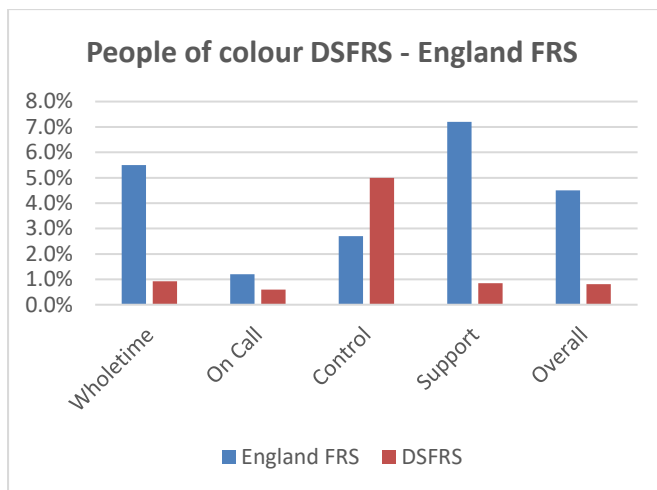


group is most diverse with regards to minority ethnic representation with 7.5% and 0% 'not stated'. The Support Staff group is the next highest with 4.6% at the end of the period, but with 'not stated' of 5.7%. The English Fire & Rescue Service average of 'not stated' is 9% whilst DSFRS is only half that.

It needs to be noted that the 'ethnic minority' category in the [national FRS figures](#) (table FIRE1104) does not include 'White Other' (groups like eastern Europeans, White South Africans, Australians etc), whilst the DSFRS figures do *include* those groups in the term 'ethnic minority' as they, despite their skin colour, have different cultural backgrounds and on many occasions have English as a second language.

Compared to the English Fire & Rescue Service average of 5.9% (this includes staff who have not stated ethnicity), DSFRS has a much lower diversity when it comes to people of colour. This needs to be considered in view of the community ethnic makeup of the region, which is in general lower than other parts of the country.

For a better comparison, 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, on average, that percentage is 4.6%.



The identification as LGBT (anything other than Heterosexual), with 2.6% identifying within this category, closely reflects the community average of 2.2%. In addition, the 'prefer not to say' rate has reduced to 7.2%. 'Not stated' (where no data has been provided) has further reduced to 4.3%.

Besides on average 3.8% of individuals who have chosen not to state whether they have a disability (visible or invisible), currently 2.6% of the Service's workforce has declared a disability. This is far below the average of 11% within the community.

As expected, considering the physical nature of the role, only 1.8-2.9% of operational staff indicated that they consider themselves to have a disability. Within the Control and Support staff groups percentages are higher at 4.6-5%.



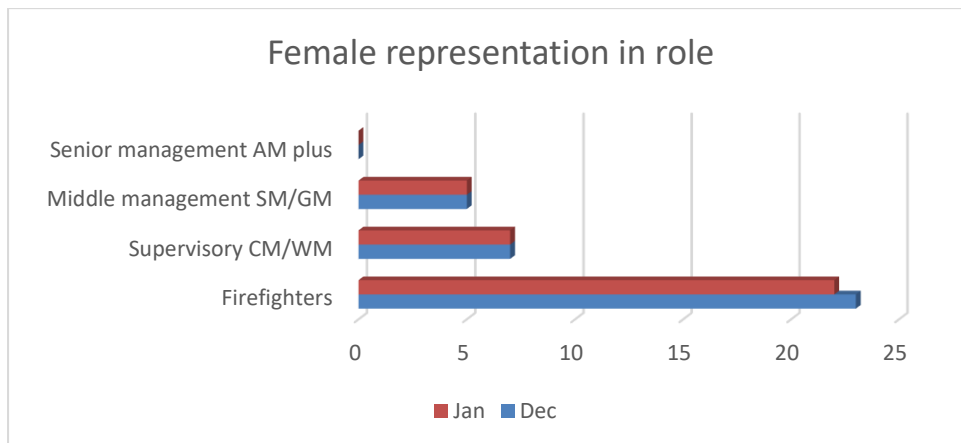
Executive Board and senior management team

In 2021 the Executive Board (EB) existed of the Chief Fire Officer, the Deputy Chief Fire Officer, two Assistant Chief Fire Officers (Director of Service Delivery and Director of Service Improvement), the Director of Finance, People and Estates and the Director of Governance & Digital Services. Of these 6 posts, only one was occupied by a woman for part of the year. Due to the size of the group and data protection regulation, no other diversity characteristics can be released.

The senior management team consists of EB and managers with an Area Manager role or Grade 10 and above. At the beginning of the period the representation of women in this group was 20.8%. During the period 1 woman left posts at Grade 10 and above and two men left, which decreased the percentage of women to 19%. Other diversity parameters showed no significant change.

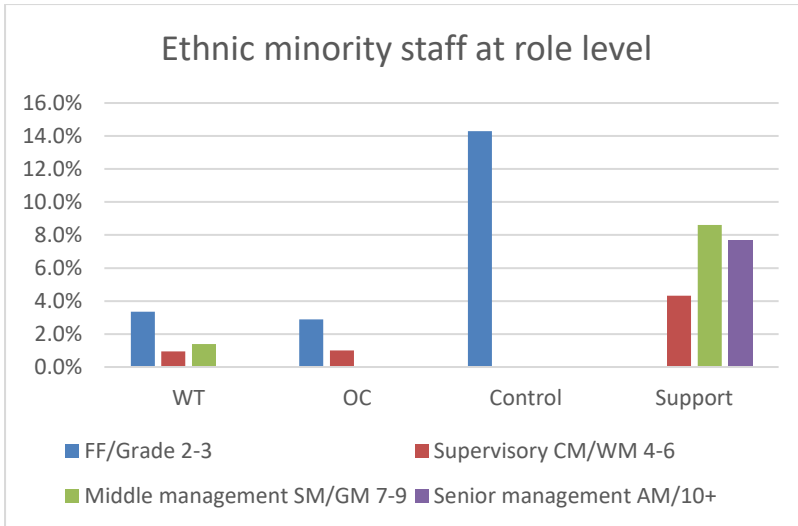
Diversity in other (management) levels

Due to the overall small representation of women in the operational roles, the distribution at different levels shows a declining trend from entry role of Firefighter up to senior management roles. This trend is a result of the Service having no direct entry into uniformed management roles and progression to higher management roles can only be achieved through development time and time in role.



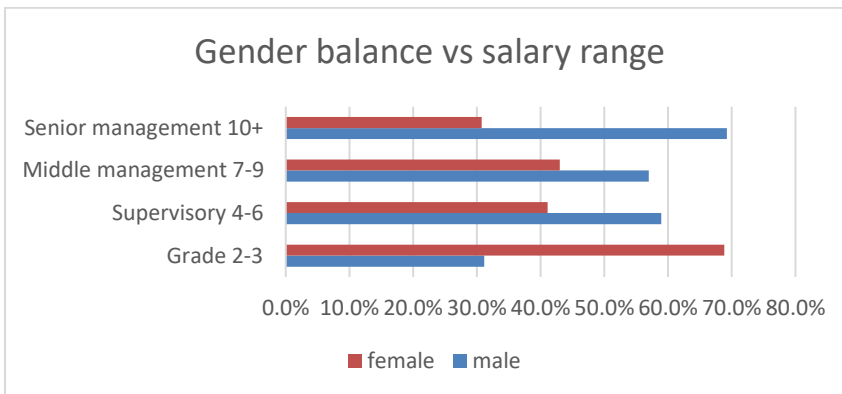
A similar explanation can be used for the distribution of staff with an ethnic minority background in operational posts. Virtually all people of colour are at Firefighter level with none in operational middle management roles.

A different pattern emerges in the Support staff group where there is direct entry to every level and a more even distribution can be found with most staff with an ethnic minority background in middle and senior management.



As entry to Support roles can be at any level, the analysis in this section will only focus on Support roles.

In many organisations it is found that women hold most of the roles at lower grades and men hold relatively more management positions. A similar distribution is found here.



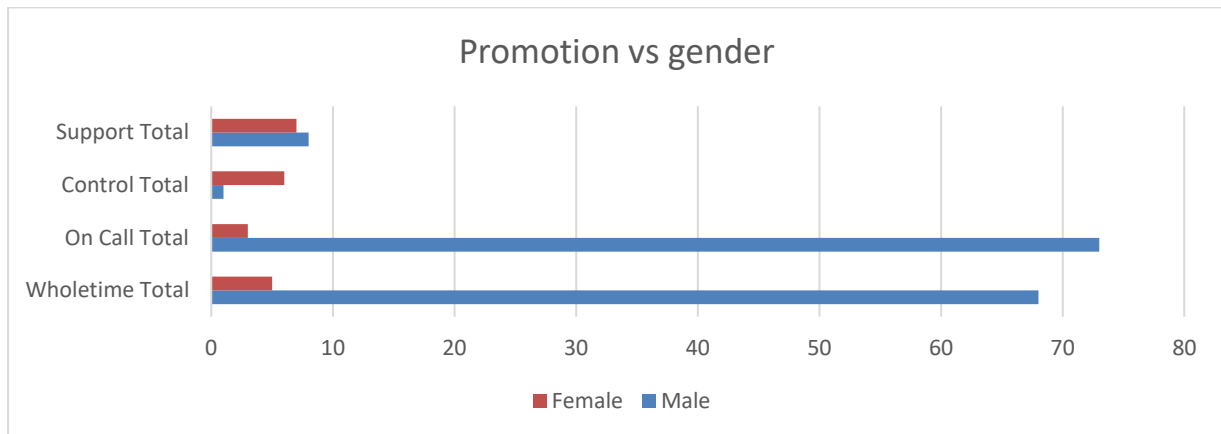
6 Promotion/Transfer

Promotion, whether temporary or permanent, is a regular occurrence within the uniformed roles and part of a career in an organisation with a rank/role structure like the Fire Service. This is much less so within Control and Support roles where the diversity and number of available roles is limiting.

Fifty-seven vacancies were advertised as 'Promotion/Transfer'. These are opportunities for staff to gain a promotion, get access to development in preparation for a promotion or to change job role and/or location. Considering this only relates to staff, the diversity data should at least reflect the staff composition data.

There was a total of 171 promotions in this period across the Service of which 12.3% concerned female staff, 1.8% staff who identified as a minority ethnic group, 1.8% as LGBT and 2.9% who considered themselves to have a disability.

In comparison to the female representation in the group (6.2%), the number of women gaining promotion in the On Call staff group (3.9%), is low. This may indicate the existence of some barriers to progression. For the Wholetime female staff group the promotion rate (6.8%) reflects the representation rate (6.3%).



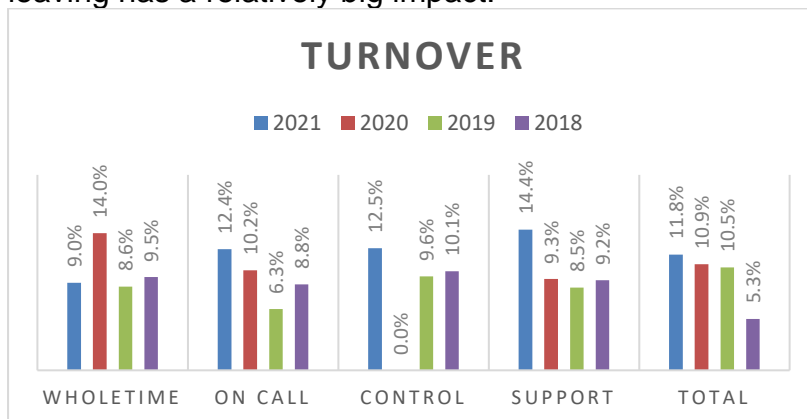
In the Support group, most women were promoted in and into the supervisory level.

'White Other' is the largest minority ethnic group to gain promotion with 1.2% of those being promoted identifying as such. No people of colour were promoted either temporary or permanent in any of the staff groups. This is the same as 2020.

7 Leavers

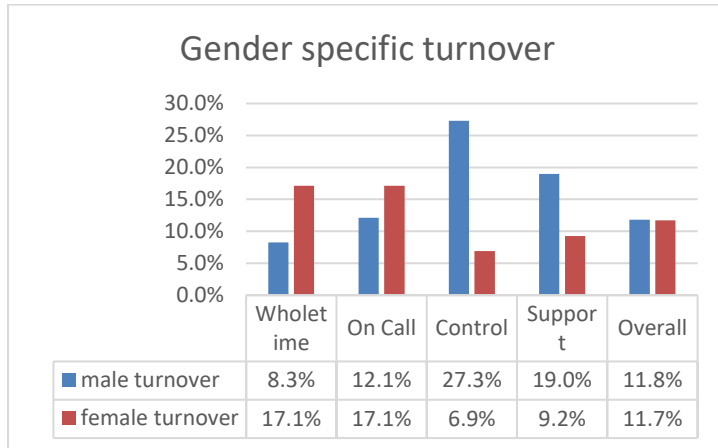
In this period there were 248 leavers; more than last year when 211 people left the Service. The main reason for leaving is voluntary retirement.

The resulting turnover rate is 11.8% over all staff categories, with On Call and Wholetime Staff turnover rates 12.4.% and 9% respectively. Support Staff was 14.4% and Control 12.5%. The latter 2 staff groups are smaller and a few individuals leaving has a relatively big impact.





Male and female turnover is overall balanced, but there are big differences between the staff groups, with female turnover in the operational roles much higher than male turnover, the reverse is true for Support and Control staff. This may indicate retention issues specific to the last 2 years, including changes to the Firefighter Pension Scheme and challenges around the pandemic, as retention levels were around 9.6% in 2019 for both genders within operational staff.



Of the 50 Wholetime leavers, 38% retired and 28% completed their fixed term contract.

In On Call, only 19% left with the reason of retirement. All but 11, of 140, chose to leave voluntarily. After retirement, the biggest group of leavers are for work/life reasons (27), followed by career break (16) and 'personal' (15).

In Support the main reason for leaving is voluntary retirement (13%) followed by resigning for career progression (9.4%). The biggest group of leavers did not state a reason.

8 Unpaid Leave and Career Breaks

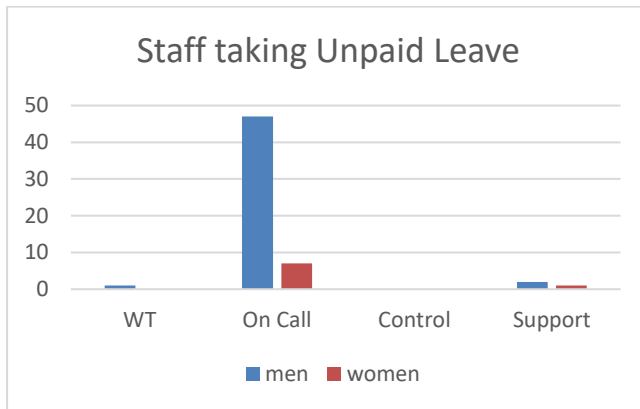
The purpose of the Career Break Scheme is to allow employees to request an opportunity to leave their employment on a medium to long-term basis (normally between six months and 2 years), with the intention of returning to the same or a similar post afterwards. Longer periods may be approved in exceptional circumstances. Shorter periods may be considered as Special Leave. The employee will be considered to have resigned from their post during the career break which means that these figures will appear in the Leavers data.

DSFRS will consider requests for special leave in any circumstances not covered by policies. This might include extending the entitlements for maternity, adoption, paternity, parental or compassionate leave; leave to cover periods of care; leave to cover attendance at rehabilitation centres, or unpaid leave of less than 6 months for the purposes of a career break. The individual normally returns to their previous post/role.



Unpaid Leave and Career Breaks are a regularly used option by the On Call staff Group when they experience periods when they are not able to provide the availability required within their contract due to a (temporary) change in primary employment or personal circumstances. The length of the periods is usually longer in nature. The difference in uptake between men and women could be explained by the fact there are overall more men than women in this staff group.

On Call staff account for 47 occurrences of unpaid leave with an average duration of 116 days, compared to 3 in total by the other staff groups with an average around 60 days. Of the 47 occurrences, 16 were taken as Career Break i.e. more than 6 months



9 Discipline and Grievance cases

In this 12 month period 29 discipline cases were initiated of which 28 concerned men and 28 UK/white. Cases have increased from last period as a result of introduction of a new discipline process, performance management and a capability procedure.

All 13 grievance cases were raised by UK/white individuals, including 2 women. The number of cases has remained constant since 2018.

In total 1 member of staff, male and UK/white, was dismissed for reasons of performance or conduct.



Appendix A Equality duty

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

General Duties

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

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

Specific Duties (England)

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