



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

**M. Pearson  
CLERK TO THE AUTHORITY**

---

**To: The Chair and Members of the People  
Committee**  
  
**(see below)**

**SERVICE HEADQUARTERS  
THE KNOWLE  
CLYST ST GEORGE  
EXETER  
DEVON  
EX3 0NW**

---

Your ref :  
Our ref : PC/MP/SS  
Website : [www.dsfire.gov.uk](http://www.dsfire.gov.uk)

Date : 21 October 2022  
Please ask for : Sam Sharman  
Email : [ssharman@dsfire.gov.uk](mailto:ssharman@dsfire.gov.uk)

Telephone : 01392 872200  
Fax : 01392 872300  
Direct Telephone : 01392 872393

**PEOPLE COMMITTEE**  
**(Devon & Somerset Fire & Rescue Authority)**

**Monday, 31st October, 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

**A G E N D A**

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

**1 Apologies**

**2 Minutes (Pages 1 - 6)**

Of the previous meeting held on 29 July 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 **Performance Monitoring Report 2022-23: Quarter 2 (Pages 7 - 32)**  
Report of the Director of Finance, People and Estates (PC/22/11) attached.
- 5 **Gender Pay Gap 2022 (Pages 33 - 60)**  
Report of the Director of Finance, People and Estates (PC/22/12) attached.
- 6 **Apprenticeships (Pages 61 - 64)**  
Report of the Area Manager – Learning Development & Training (PC/22/13) attached.
- 7 **Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) - Action Plan update (Pages 65 - 72)**  
Report of the Deputy Chief Fire Officer (PC/22/14) attached.

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

Membership:-

Councillors Hannaford (Chair), Best, Clayton (Vice-Chair), Kendall, Peart, Thomas and Trail BEM

## 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.

	<b>NOTES (Continued)</b>
4.	<b><u>Part 2 Reports</u></b> Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.
5.	<b><u>Substitute Members (Committee Meetings only)</u></b> 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.
6.	<b><u>Other Attendance at Committees )</u></b> 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.

## PEOPLE COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

29 July 2022

### Present:

Councillors Hannaford (Chair), Best, Clayton (Vice-Chair), Kendall, Peart, Thomas and Trail BEM

### Also in attendance (by video conference) in accordance with Standing Order 39:

Councillors Coles, Partridge and Randall Johnson.

\* PC/22/1

### **Minutes**

**RESOLVED** that the Minutes of the meeting held on 22 April 2022 be signed as a correct record.

\* PC/22/2

### **Items Requiring Urgent Attention**

An item taken in accordance with Section 100(B)4(b) of the Local Government Act 1972.

In view of the point that the Inspection report referenced below had been received after publication of the agenda for this meeting, the Chair agreed to take this item as urgent business to ensure the Cause for Concern was addressed at the earliest opportunity.

The Chair reported receipt of the Inspection Report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) on 27 July 2022 and drew attention to the point that the People Pillar had been scored as "requiring improvement". A specific Cause for Concern had also been identified under "promoting the right values and culture". The Director of Resources, People and Estates gave an assurance that Officers were drawing up an Action Plan to address the Cause for Concern and other areas set out in the People Pillar as requiring improvement.

The Committee suggested that the timeframe for the next meeting may not be soon enough and suggested that an additional meeting may be required to consider this matter. Should this be the case, it was indicated that an additional meeting of the Committee could be set up by the Clerk in consultation with the Chair of the Committee in accordance with Standing Order 33(2). When Officers had considered the Cause for Concern in depth and prepared the Action Plan, a report would be submitted to the Committee.

\* PC/22/3

**Appointments to the Internal Disputes Resolution Procedure (IDRP) Panel**

The Committee considered a report of the Director of Governance & Digital Services (PC/22/8) that sought appointees from the membership the People Committee to serve on the Internal Disputes Resolution Panel (set up to consider and determine complaints made by individuals under stage 2 of the Firefighters' Pension Scheme Internal Disputes Resolution Procedure).

**RESOLVED** that Councillors Clayton, Hannaford and Peart be appointed as Members of the Internal Disputes Resolution Procedure (IDRP) Panel until the first meeting of the People Committee after the Annual Meeting of the Authority in June 2023.

\* PC/22/4

**People Strategy Update**

The Committee received for information a report of the Director of Finance, People & Estates (PC22/9) on development of the next iteration of the Service People Strategy for the period 2022-26 together with a summary of current activity under the existing Strategy.

The new Co-Head of People would be reviewing progress against the aspirations set out within the People Strategy alongside the information received in the final report of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in the People Pillar

The report identified a summary of key activities under the theme of Diversity and Inclusion, including:

- Safe to Learn;
- Contribution and Challenge interventions;
- Code` of Ethics implementation;
- A new Diversity and Inclusion policy;
- Work undertaken to review processes and improve recruitment and retention of a diverse workforce; and
- People Services transformation.

The Co-Head of People stated that a Diversity and Inclusion Action Plan had been drafted already setting out clear priorities for the Service. Reference was made in particular to the interventions made already including Safe To, Psychological Safety and the Just Culture.

The Area Manager (Academy) referred to the position on apprenticeships and reported that it was proposed to include an item in the forward agenda for the Committee to give an update.

The Chair drew attention to the need for an in-depth focus on recruitment and retention issues. He referred in particular to the Service undertaking more positive action to recruit and retain more women into the Service. This was particularly important in light of the Cause for Concern raised on the People Pillar of the recent inspection report and he welcomed the opportunity for a deep dive in this area of work.

*NB. Minutes PC/22/2 and PB/22/5 also refer.*

\* **PC/22/5** **Performance Monitoring Report 2022-23: Quarter 1**

The Committee received for information a report of the Director of Finance, People & Estates (PC/22/10) detailing performance as at Quarter 1 (April to March) of 2022-23 against those Key Performance Indicators agreed by the Committee for measuring progress against the following three strategic priorities 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.

In terms of operational core competency skills, the Area Manager (Academy) reported that the Service was on target or above (95% or more) in all of the key areas reported upon with the exception of Water Rescue (94.6%) Working at Height (90.4%) and Maritime (94.6%).

He reported that Water Rescue was impacted by access to suitable training facilities hence this tended to fluctuate between a 94% and 96% performance. Working at Heights had been impacted temporary by a reduction in training staff and reduced course attendance but should improve to meet the target in future reports. Maritime competency had also been impacted by a reduction in access to suitable training facilities which was being addressed via the training plan and estates strategy.

In view of these fluctuations, the Area Manager (Academy) was suggesting a change in the performance target to an average over the quarter together with relevant benchmarking information on the national picture. His would be tied in with a review of training delivery across the Service to improve efficiency and would tie in training with risks identified within the Community Risk Management Plan (CRMP). Councillor Thomas welcomed the review to ensure efficiency but questioned the use of an average to measure performance. He suggested that a Red, Amber, Green (RAG) rating together with in depth explanations may be more suitable. He **MOVED** (seconded by Councillor Clayton):

“That a review of the performance measure for operational core competency skills be undertaken and reported back to the Committee at a future meeting”.

Upon a vote, this was **CARRIED** unanimously.

The Chair also **MOVED** (seconded by Councillor Peart):

“that appropriate benchmarking information be included alongside the performance measures in key indicators”.

Upon a vote, this was **CARRIED** unanimously.

At this point, the Chair referred to the discussion in respect of apprenticeships during the previous item (Minute PC/22/4 refers) and **MOVED** (seconded by Councillor Peart):

“That a full report on the position relating to apprenticeships within the Service be submitted to the next meeting of the Committee”.

In terms of the health and safety measures, reference was made to the point that the provision of benchmarking information such as national comparisons would assist the Committee in judging performance against the key indicators in this area. The Director of Resources, People and Estates advised that Officers would look at the inclusion of such data in future reports. It was noted that the overall trend for accidents was showing a decrease over the 12 months from July 2021 to June 2022 which was a positive step although there had been a slight increase (four events) on near misses in quarter 1 of 2022-23 compared with the previous quarter. Vehicle accidents had increased slightly in quarter 1 of 2022-23 and tended to be as a result of slow speed manoeuvring and clipping hedges. The Service monitored the position on this carefully through mechanisms such as the Occupational Road Risk Group and Strategic Safety Committee.



The Committee noted that sickness had increased slightly to 2.51 days lost per person in quarter 1 of 2022-23 as compared to 1.69 days lost in the same period in 2021-22. There continued to be an overall increase in sickness, predominantly long-term sickness (more than 28 days) due to mental health and musculoskeletal issues primarily although long Covid was a factor. The Service had introduced new measures to assist staff with health and wellbeing issues such as the provision of private health insurance via Benenden Health, access to free Yoga classes and the SAVE project which was a three-day residential course at Firefighter Charity premises for employees suffering with mental health and wellbeing issues.

In terms of fitness testing, it was noted that 98.4% of staff had now passed and that measures were in place to support the 1.52% (24 individuals) who were in the red or amber category. The Cause for Concern in the previous report of HMICFRS had now been withdrawn.

The Chair commented upon the negative impact of the current national fitness standard on female staff, particularly as they grew older, and he drew attention to the need to ensure that changes were introduced at national level to address this. He reiterated his concerns on the negative impact of such measures on the recruitment and retention of female firefighters and **MOVED** (seconded by Councillor Peart):

“That an in-depth report on diversity and inclusion and specifically the recruitment and retention of female firefighters be submitted to a future meeting of the Committee together with information on how the Authority could engage more with this area of work”.

Upon a vote, this was **CARRIED** unanimously.

### **RESOLVED**

- (a) That a review of the performance measure for operational core competency skills be undertaken and reported back to the Committee at a future meeting;
- (b) that appropriate benchmarking information be included alongside the performance measures in key indicator
- (c) That a full report on the position relating to apprenticeships within the Service be submitted to the next meeting of the Committee;
- (d) That an in-depth report on diversity and inclusion and specifically the recruitment and retention of female firefighters be submitted to a future meeting of the Committee together with information on how the Authority could engage more with this area of work; and
- (e) Subject to (a) to (d) above, the report be noted.

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

This page is intentionally left blank

# Agenda Item 4

<b>REPORT REFERENCE NO.</b>	<b>PC/22/11</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2022</b>
<b>SUBJECT OF REPORT</b>	<b>PERFORMANCE MONITORING REPORT 2022 - 23 QUARTER 2</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF FINANCE, PEOPLE AND ESTATES</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<p>The strategic priorities against which this Committee is measuring performance are:</p> <p>3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;</p> <p>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>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 Services' performance against these strategic priorities for the period July 2022 to September 2022 (Quarter 2) in accordance with the agreed measures. A summary is also set out at Appendix A for ease of reference.</p>
<b>RESOURCE IMPLICATIONS</b>	N/a
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	N/a
<b>APPENDICES</b>	<p>A. Summary of Performance against Agreed Measures.</p> <p>B. HMICFRS Survey Comparison</p> <p>C. Forward Plan</p>
<b>BACKGROUND PAPERS</b>	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 People Committee agreed to monitor organisational competency at 95% and to request more detail if competency fell below. The previous meeting requested a review of this competency report to enable the People Committee to evaluate the front-line impact and contextualise the performance figures presented. This discussion paper is attached, and recommendations are presented.
- 2.2. The review aims to present a risk-based assessment and a refined performance table to demonstrate the impact on the front line and the service response to mitigate risk.
- 2.3. As of 20.10.22, the performance against competency is illustrated in figure 1 below:

Skill	Breathing Apparatus	Incident Command	Water Rescue	Working at Height (SHACS)	Maritime	Driving	Casualty Care
Current % (As of 09.10.22)	98.7	98.4	94.4	91.4	96.6	98.4	97.1

2.4. The rationale for performance at <95 is:

**Water Rescue 94.4%**

2.5. Access to training facilities during the summer months is limited due to the river water levels. The Water Rescue training season is now open, and performance will increase as all staff requiring this competency are booked onto a course.

2.6. 94.4% competency rate does not impact the operational Water Rescue response capability as the deficit is spread across the service area. Furthermore, a responding appliance requires a minimum of two qualified staff on the appliance at any one time to be available.

**Working at Height (SHACS) 91.4%**

2.7. The rationale for this is that:

- A temporary reduction in training staff of 1/3 thus impacting capacity;
- Since April, course non attendance and cancellations have resulted in 70% capacity;
- Instructor sickness resulted in 2 weeks of SHACS courses being cancelled;
- The Queen's funeral resulted in 1 week worth of SHACS courses being cancelled;
- Relocation of training facilities resulted in a course cancellation; and
- The impact of this 91.4% does not impact operational delivery or specialist response.

**Action taken**

2.8. The action taken to mitigate this performance level is:

- A service delivery report to identify non-attendance of courses to improve performance;
- Introduced a text messaging service to remind staff of their course booking;
- Recruitment of instructor staff and options to create capacity; and
- An organisational communication release to reaffirm course booking and management process.

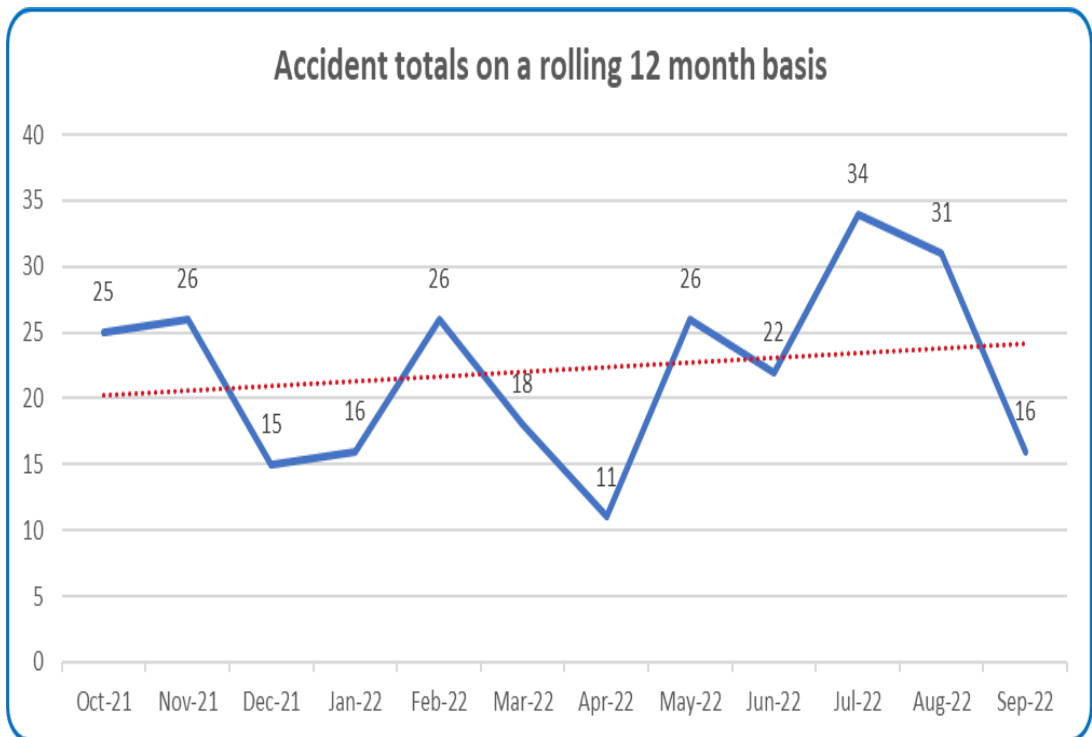
**Workforce planning:**

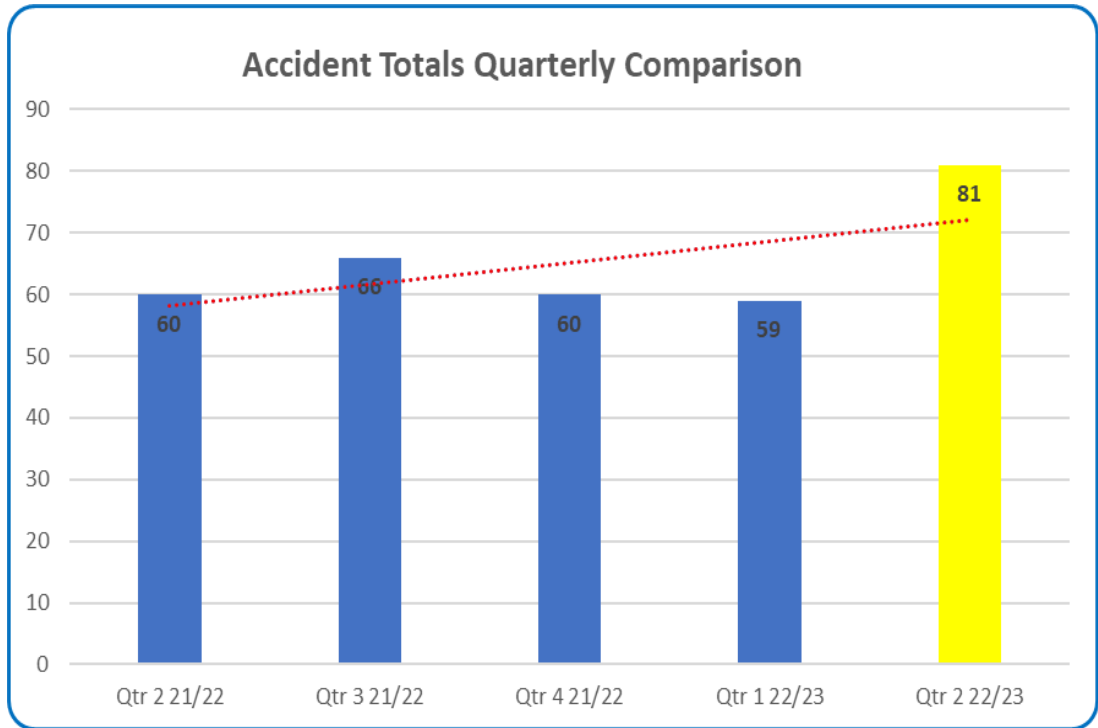
2.9. Due to changes in the information provided to the Strategic Workforce Planning Group there is increased confidence in understanding the current demographics of the workforce and the early trends that are developing. This information enables the group to make early decisions to mitigate any potential risk to operational service delivery.

**Health & Safety:**

*Accidents:*

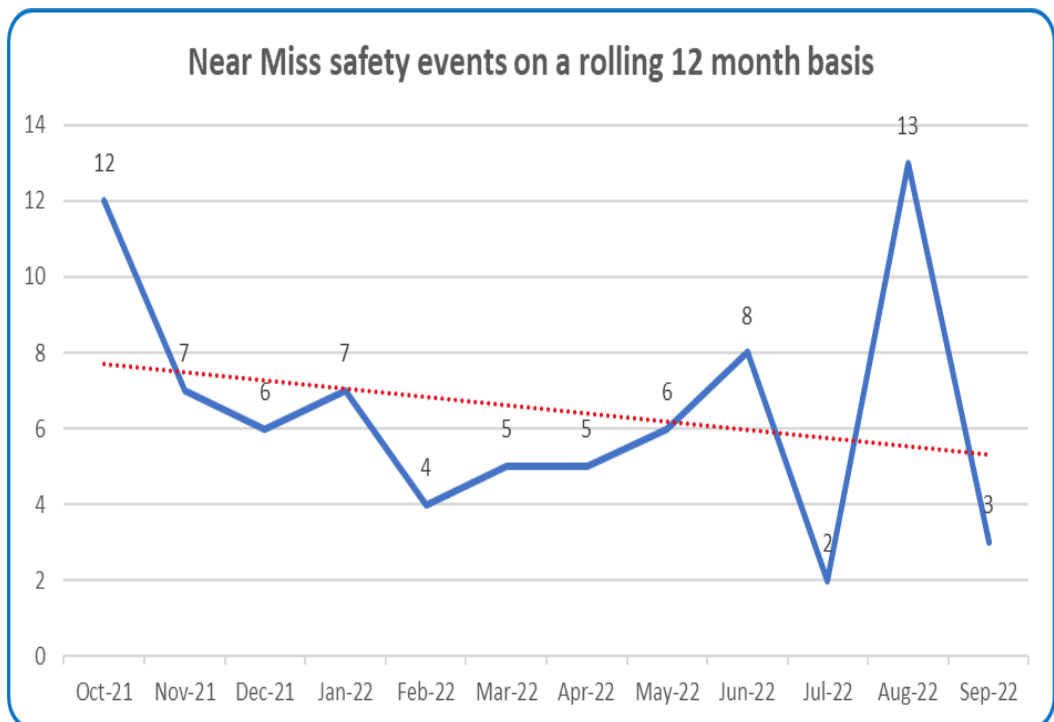
2.10. The overall trend for accidents has moved from a declining trendline to an increasing trend since the last reporting period. There was an increase in vehicle related safety events during July and August which accounts for the movement of the trendline. The Quarter 2 accident numbers are up by 22 on the previous quarter as shown in the graph, this increase will be monitored to identify any trends and corrective action required to reduce the number of safety events.

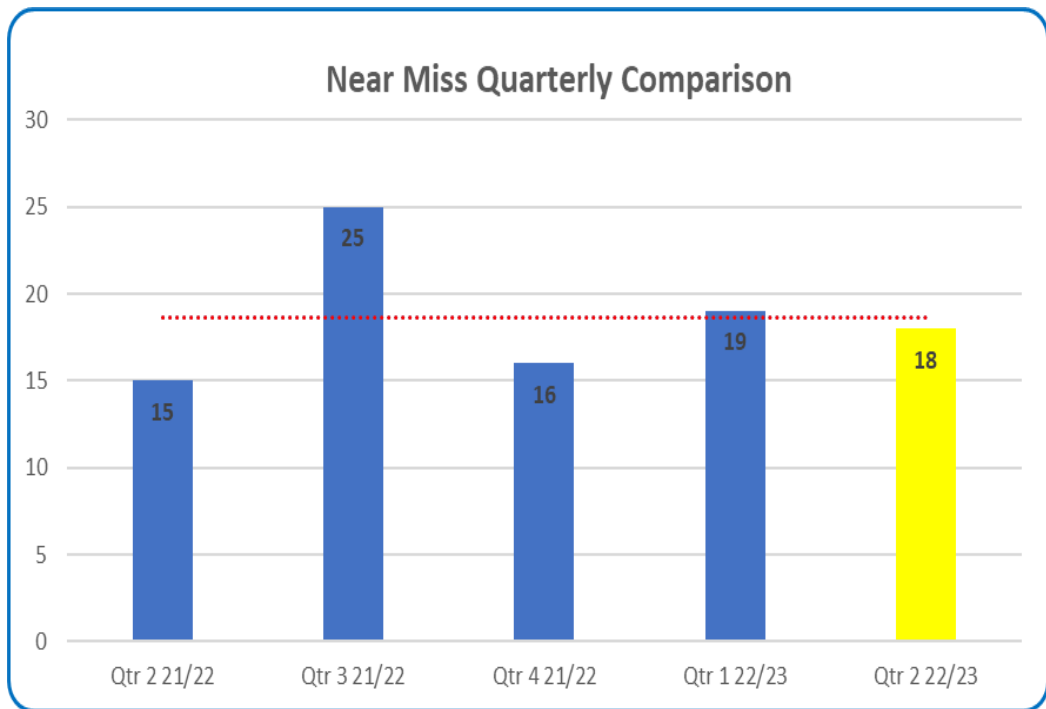




*Near Miss:*

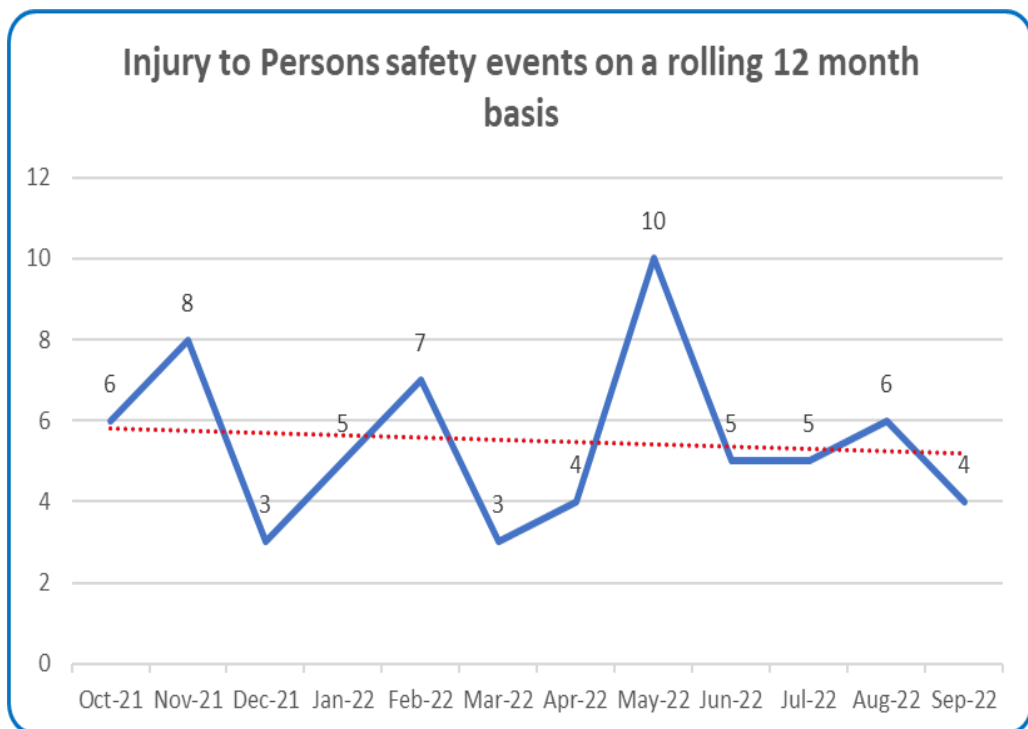
- 2.11. There were 18 near misses in Quarter 2, a reduction of 1 event on the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team and the Organisational Development team. The wider cultural work with the 'Safe to' campaign will help to influence improvements in this area.
- 2.12. The near miss reports during Quarter 2 are varied, there is no trend or ones of a similar nature. The majority were reported during August.



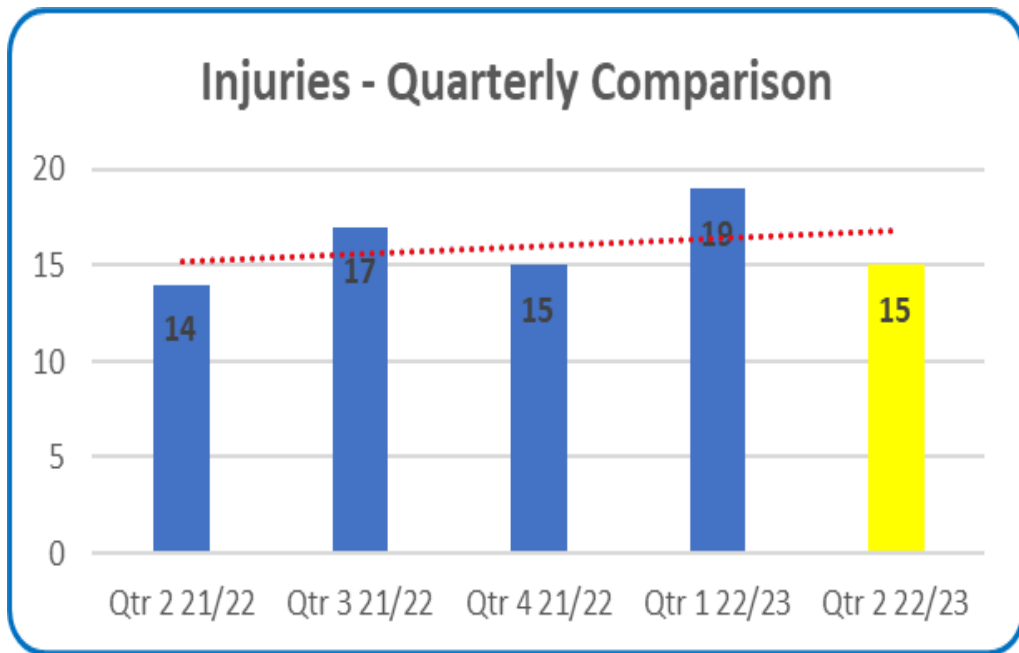


*Personal Injuries:*

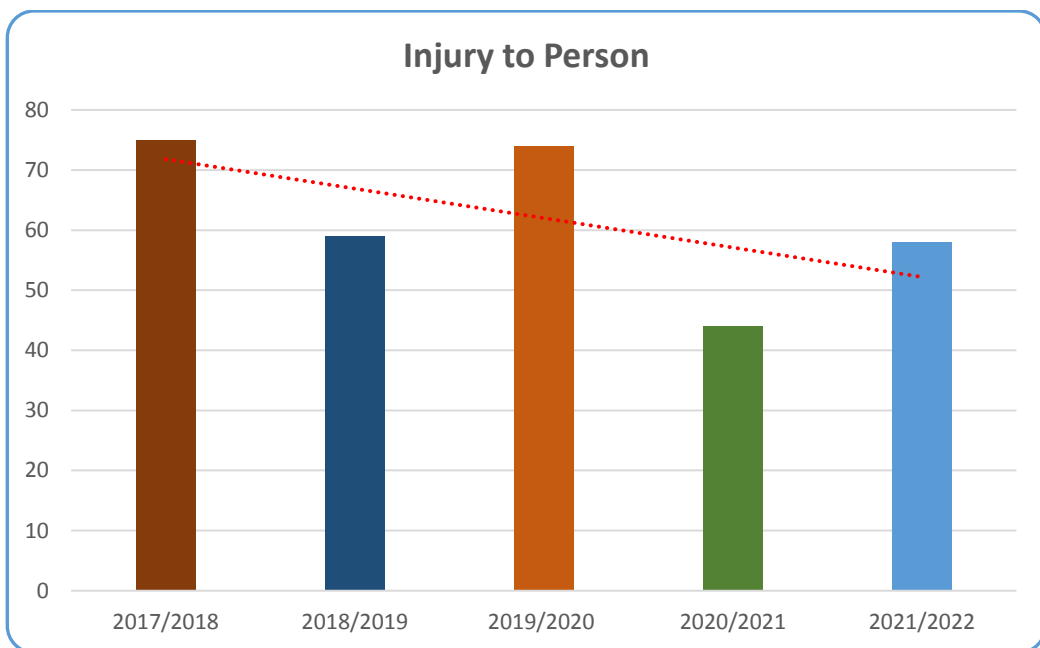
2.13. The charts overleaf compare the Service's injury rates over a rolling 12-month period, as well as highlighting the Quarter 2 figures. The injury figures in general remain low, with a slight decrease over the 12-month trend. Quarter 2 showed a decrease of 4 injuries when compared to the previous quarter, a 21% decrease in injuries.





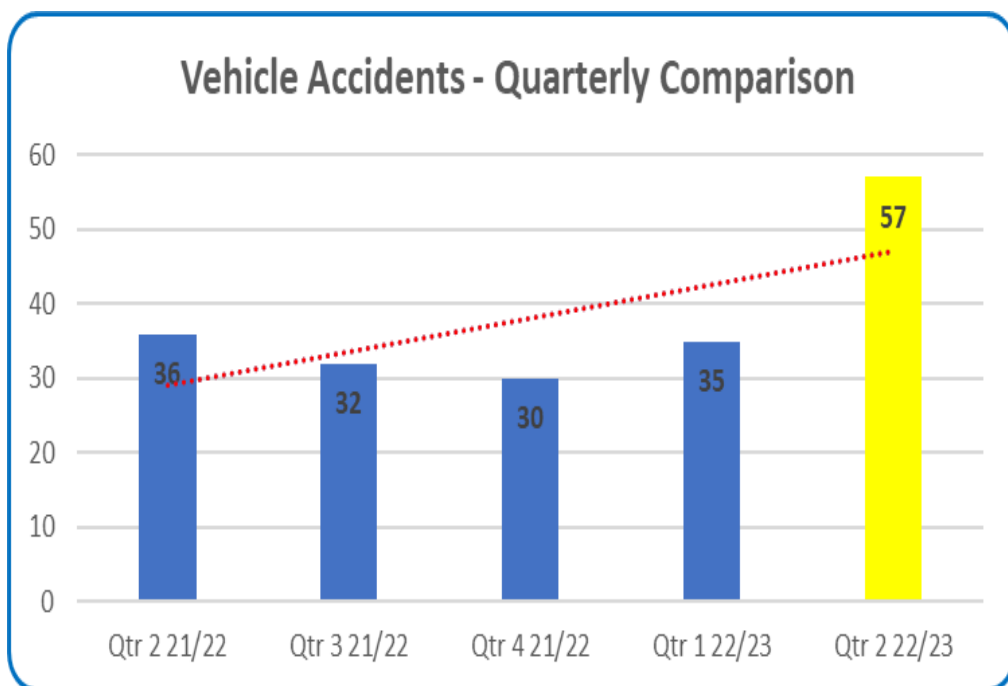
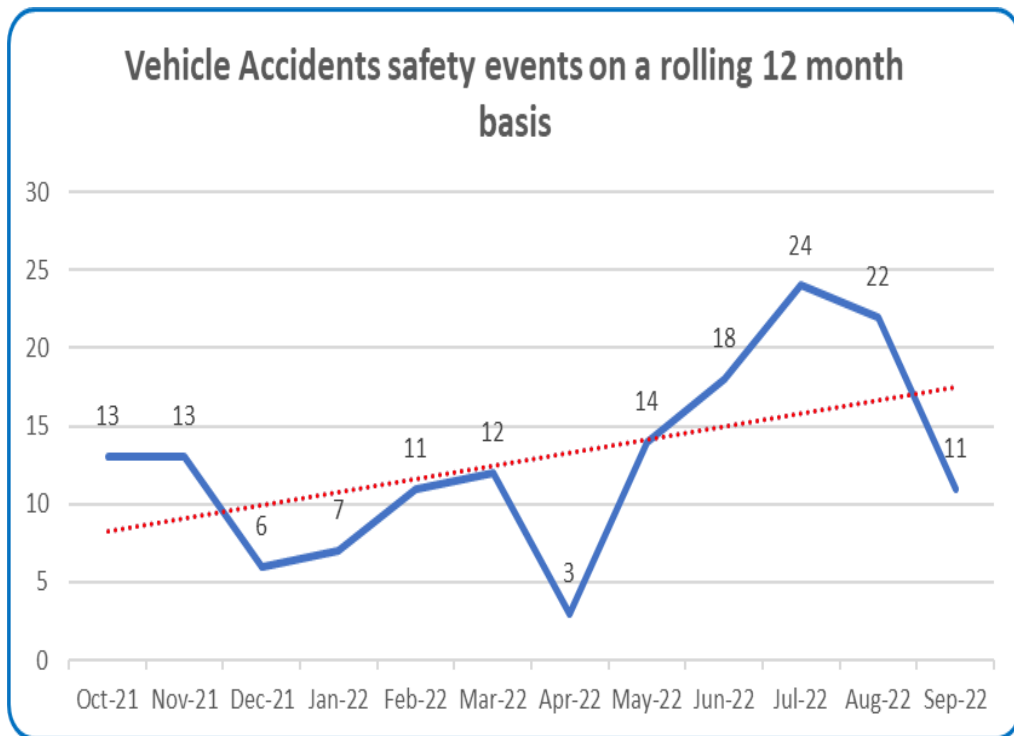


2.14. The annual trend over the last 4+ financial years (2017/18 – 2021/22), however, is reducing as shown on the graph below:



**Vehicle Incidents:**

2.15. Vehicle related incidents have increased over quarter 2. The majority of the incidents are slow speed manoeuvring, either along narrow rural roads, congested urban streets or positioning at the incident ground. These result in scratches, scrapes, dents and scuffs on Service vehicles and public vehicles / property. The Services Occupational Road Risk group meets quarterly to review driving and vehicle related issues. This includes suggesting proactive action to improve individual or organisational driving and vehicle related outcomes.



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

- 2.16. 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 as at Q1.

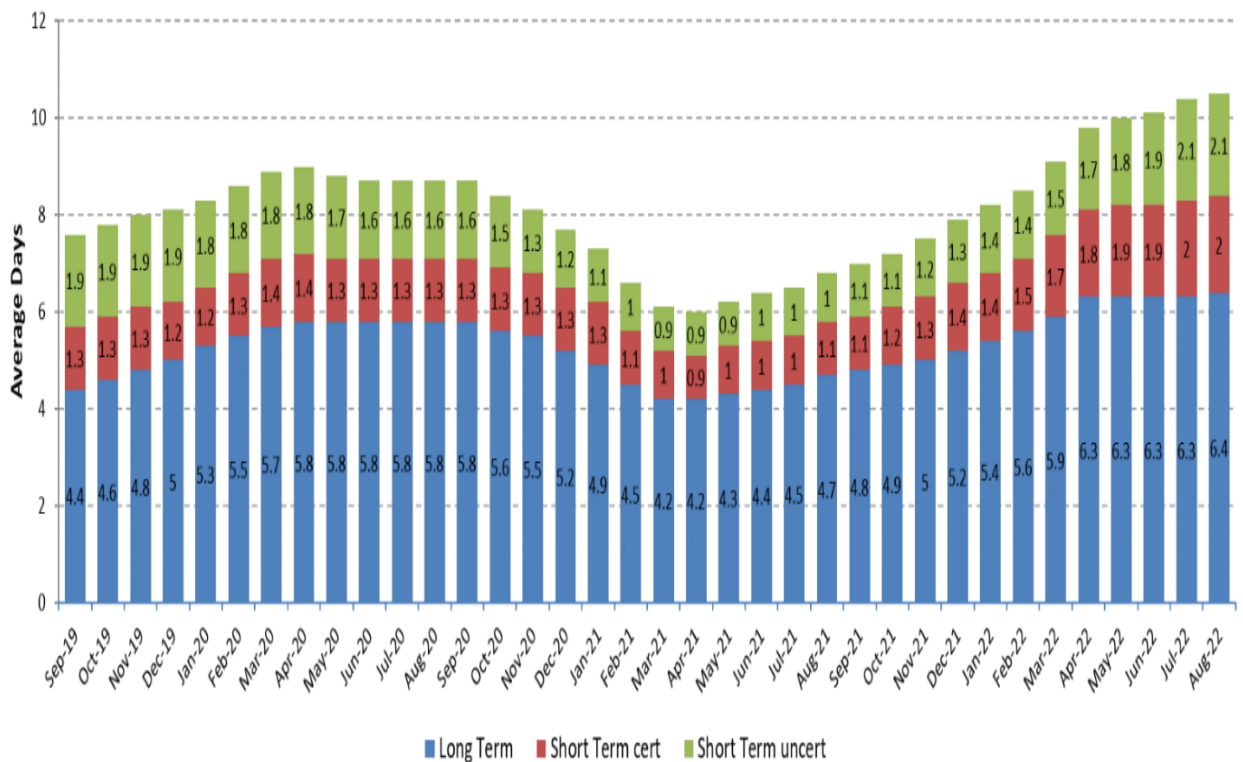
**Sickness and Absence:**

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

All staff figures	Quarter 2 (Apr – Aug 2021)	Quarter 1 (Apr – Jun 2022)	Quarter 2 (Apr – Aug 2022)
Average sick days (pp, per month)	3.14	2.51	4.23
Long term	2.52	1.57	2.71
Short-term	0.81	0.94	1.74

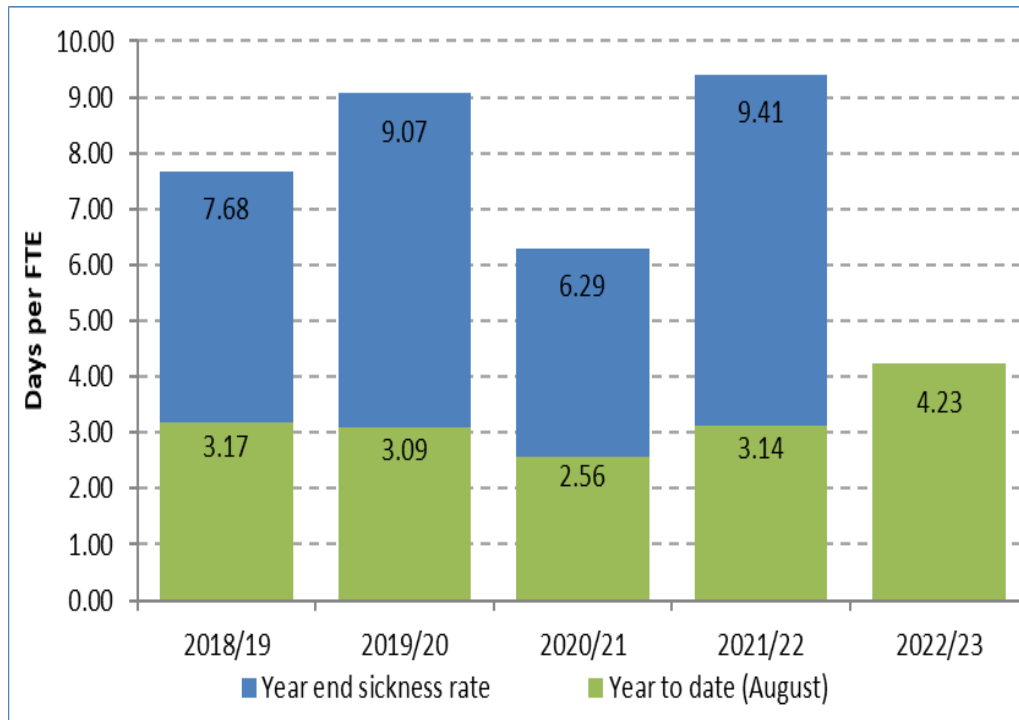
2.18. There continues to be an overall increase in sickness absence average days lost from our pre-Covid figures of 2019 to August 2022, across the 3 absence types; long-term sickness, short term certified and uncertified. This is because Covid is calculated within our general sickness absence symptoms.

Average days per FTE over rolling 12 months



### Annual comparison (average days lost) year on year per FTE

- 2.19. The Service showed an increase in average days lost from 3.14 last year April 2021 to August 2021 to 4.23 this year for the same period for 2022, an increase of 35%. This level of sickness absence has not been seen since 2014/2015.



- 2.20. The Service showed an increase in average days lost from 3.14 last year April 2021 to August 2021 to 4.23 this year for the same period for 2022, an increase of 35%. This level of sickness absence has not been seen since 2014/2015. Covid related sickness absence in 2020 and 2021 was not recorded within our sickness data but collated separately. Since 1 April 2022 any Covid related sickness has been recorded, reflecting an increase to our sickness absence figures.

- 2.21. The National Fire Service report for Quarter 1 April – June 2022, showed a variance between FRSSs, from the lowest at 1.49 to the highest of 4.06 sickness days per FTE. For the same period our Service was at 2.46.

- 2.22. In comparing our local Fire Services and understanding their workforce population in comparison to this Service, our sickness average days lost per FTE falls below all of them and reflects a lower number when compared to South Wales who have a similar size workforce.

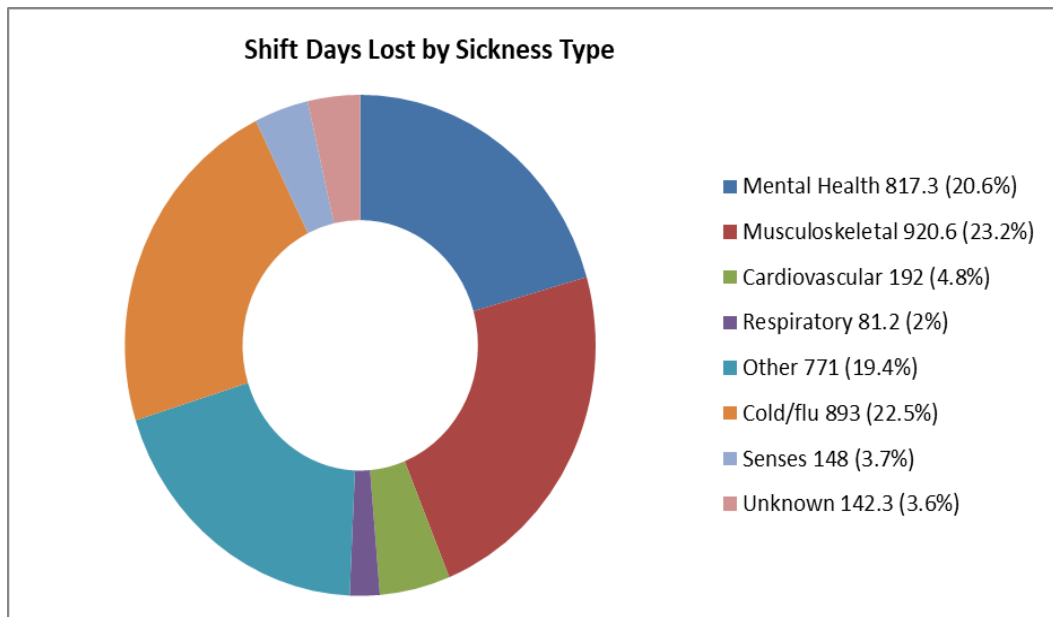
### Comparative Neighbouring Fire Service Sickness Days FTE

Service	Total	W/T	On Call	Support	Control	Sickness FTE April-June 2022
Cornwall						2.82
Avon	838	478	150	166	44	2.62
Dorset/Wilts	1358	402	590	333	33	3.01
South Wales	1720	800	627	250	43	3.09
<b>DSFRS</b>	<b>1872</b>	<b>415</b>	<b>849</b>	<b>572</b>	<b>36</b>	<b>2.46</b>

- 2.23. The National Fire Service (NFS) data indicates that for the period April 2022 – August 2022, the total musculoskeletal and mental health sickness days lost has decreased and a significant increase has been reflected in the other absence types that correlate with Covid type symptoms, such as, respiratory, cold/flu, viral and gastro related illness.

#### Shift days lost by sickness type

- 2.24. This quarter 'cold and flu' 'mental health' and 'musculoskeletal' are the primary sickness absence reasons across all staff groups, with Musculoskeletal at 23.2%, Colds and flu 22.5% and mental health 20.6%. This reflects a similar upward trend in the cold/flu category as seen by the NFS.



- 2.25. Understanding this data enables us to understand our wellbeing interventions and we continue to deliver these to our Line Managers and employees through the Human Resource Business Partners and the Health and Wellbeing team. The health and wellbeing services continues to develop iterative education programmes, early interventions and support.

## Mental Health

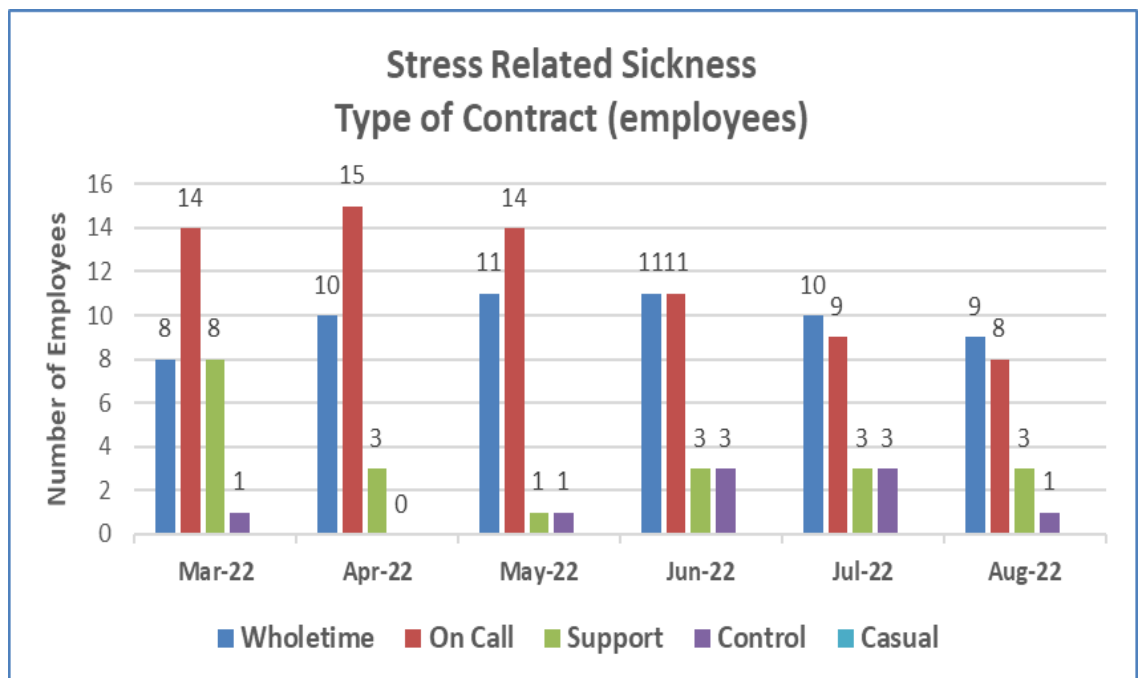
- 2.26. The table below details stress related sickness reported at the time of absence in the period March 2022 to August 2022 for work related and non-work-related sickness absence. It shows a minor decrease in non-work-related absences.
- 2.27. Where data has been collated through Personal Stress Assessments, there is a correlation between non-work related and work-related stress. The data collated highlights a noticeable increase in the number of employees affected by difficulties in their personal relationships, financial and childcare issues.
- 2.28. The Service is exploring options to offer financial education and support.

### Stress related sickness absences

	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22
<b>Work Related</b>	1	1	1	1	1	1
<b>Non-Work Related</b>	30	27	26	27	24	20
<b>Unknown</b>	0	0	0	0	0	0

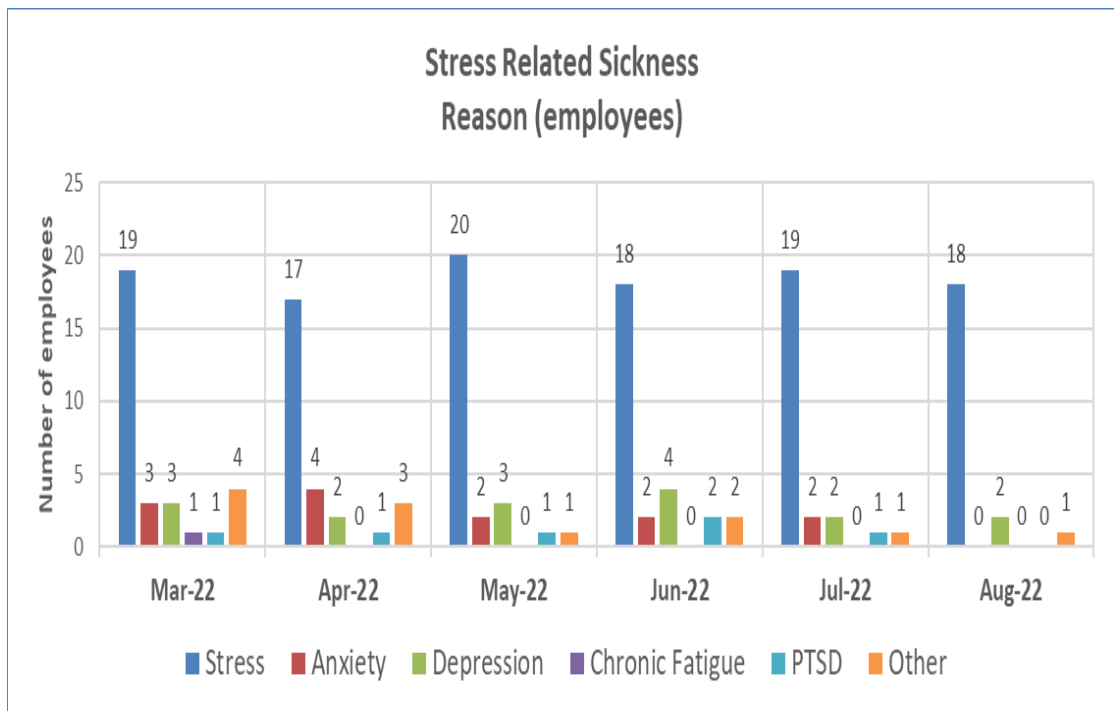
### By Contract Type

- 2.29. Contract type shows that there has been a reduction across 3 of the 4 staff groups since the last quarter.



## Stress related absence by reason

- 2.30. 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 PTSD. There has been minimal variation in the number of stress cases since March 2022 and the Service continues to monitor targeted interventions and the overall impact on these figures.



## Health and Wellbeing Support

- 2.31. Since the Service recently teamed up with Benenden Health from 1 July 2022 there are 79 active members signed up from 57 reported in the last quarter. This has given members the opportunity to access several easily accessible health benefits at a reasonable monthly fee. From July to August those scheme members who accessed a benefit were 75% for 24-hour GP advice line and 25% for diagnostic consultation & tests.
- 2.32. The Service has recently team have recently piloted two projects focussed on mental health support for some of our employees: These are:
- **Yoga on the Frontline** – The Yoga for the Front Line (YFL) ® pilot continues and after their initial programme delivered to employees based near SHQ, they are reaching out to Barnstaple group as part of this delivery. Feedback and evaluation of those more frequently exposed to stress will be provided. It is a platform that is built on prevention to deliver much needed access to tools for effectively managing stress and building mental and physical resilience and build on optimising performance in their roles.

- **SAVE Project** (conducted by Dr Chris Kay of Leeds Beckett University) – 5 participants took part in the pilot course, 3 had been off long term sick and 2 were individuals who experienced on-going stress symptoms. The project was targeted at employees suffering from low wellbeing and mental ill health, cultivating teamwork, fostering friendships and camaraderie, by using outdoor adventurous activities, workshops, and movement to deliver coaching solutions.
- 2.33. The Service is exploring similar courses for the future and engaging with a cost effective Health and Wellbeing solution for resilience training.
- 2.34. Out of the participants that partook, of the 3 that returned, 2 were in a full capacity and 1 returned onto restricted duties. The other 2 remained in work.
- 2.35. Testimonials were received from the Save Project participants as follows:
- “The SAVE programme provided me with a timely opportunity to explore ways in which I could help myself to overcome personal struggles and manage workplace behaviours before they had the potential to impact negatively on my mental health. The course was delivered in such a way that made it feel a safe place to disclose personal information and explore solution. I felt the course had a profound effect on me and has led to changes in my daily life and an ability to approach challenges with a much more positive outlook. I recognise this is a journey and since the course I have continued to build on this learning experience and feel both my work and personal life have been enriched by this experience.”
- “I didn’t realise how much I need this, I feel like I’ve got a new lease of life”
- “I’ve got so much to think about in the way in which I have been living my life and what I really want for myself”
- “I realised I’ve been approaching my life with a negative mindset, that’s going to change.”
- “I’m up for work, bring it on”
- 2.36. Currently empirical research is being conducted by Leeds Beckett University into the effectiveness of SAVE on its impact on subjective wellbeing in both the short and long term.
- 2.37. Three employees who were long term sick returned to work and those that remained in work, feel far more productive and resilient.



2.38. Other Health and Wellbeing interventions being supported across the Service include a series of workshops to support managers. This includes understanding how to facilitate a Personal Stress Assessment to support individuals, application of HSE standards and tips on holding a good wellbeing conversation with supportive signposting information. These have been attended by over 70 managers to date, face to face and virtually. Data collated from completed Personal Stress Assessments is used to enable us to identify key stress indicators within the Service and put in place appropriate interventions such as the workshops.

### **Fitness Testing**

2.39. The table below shows fitness testing results for all operational employees who qualify for a fitness test as of October 22. The fitness standard is based upon a national requirement to test all in-scope operational staff every year.

	<b>Total number (as of October 2022)</b>	<b>Percentage of Service (as of October 2022)</b>
Number requiring test (in-scope)	1415	100%
Number passed	1334	95%
Red & Amber (additional support)	18	1%
Booked for testing October/November 2022	63	4%

2.40. 1415 'in-scope' staff have taken a fitness test in the 2022/23 testing cycle, 1334 met the required standard and 18 did not. 63 individuals are due for a test in October/November.

### **Supporting the Red & Amber groups**

2.41. This 1% Red and Amber (Fail) group equates to 18 individuals who require additional support.

2.42. Every member of staff in the Red/Amber category is subject to a 3-month retest period and receives a development plan. Including a fitness and nutrition plan and ongoing additional support from the fitness instructor.

2.43. At 6 months, if staff are still unable to achieve the required standard, then a capability process is started, working with the HR business partners.

### **A review of fitness testing**

2.44. The People Development Team are reviewing the current approach to fitness testing and standards to explore a more inclusive role-related functional fitness test for operational staff. For example, a driver-only role.

**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 and will be next reported in full in Quarter 4 of 2022-23.
- 3.2. It is clear from the Service's workforce statistics that there is an underrepresentation of women in our organisation. As of 30 September 2022, the figures are as follows:
- female representation in the Devon & Somerset workforce - 14.7%; and
  - Wholetime and On Call representation - 7.1% and 6% respectively.
- 3.3. Although the gender pay gap has been decreasing for the fourth year in a row, nearly half of all the women employed by the organisation are in the lower quartile compared to only 21% of men. 80% of uniformed women are in a Firefighter role and only five are in Station Manager or Group Manager roles.
- 3.4. At the previous meeting in July 2022, the Committee asked for a focus on activities aimed at increasing the number of operational women and supporting their development and retention. The Gender Pay Gap report (included elsewhere on the agenda for this meeting) gives a statistical overview of performance and areas for improvement. Below is an update on activity in key areas.

**Recruitment:**

- 3.5. The Service engages with all women who submit on call firefighter applications to provide support and guidance in the process. As evidence has shown us that there are more women who need support with strength and fitness compared to male applicants, Firefighter Fitness sessions are held every month, aimed at under-represented groups.
- 3.6. Direct engagement is a route for highlighting opportunities to young people, and therefore young women, to support diverse recruitment in the longer term. Career events at schools, colleges and recruitment fairs enable the promotion of the Service, a space to dispel myths around the role and to share the opportunities presented by the Fire Service. There have been 55 visits this year by the specialist officer who leads on this engagement, with the most recent of these being at The Maynard School for Girls in Exeter.

- 3.7. On-call stations with vacancies are provided with a Positive Action Toolkit and resources to support them in reaching women and other groups who are under-represented in the Service. A complete review of On-call recruitment is underway, and a new research-led campaign is being developed. Female firefighters were involved in the insight work for the campaign which included a focus group and survey of our On-call firefighters. This research was invaluable in shaping the messages and design work for the campaign.
- 3.8. The research showed that members of the public interested in becoming firefighters, and existing firefighters, were motivated more by a sense of purpose and helping people than by specifically attending incidents, so the focus is on those skills in the new campaign.
- 3.9. A priority for the start of the campaign is to increase awareness through driving traffic to the On-call pages of our website. The initial Facebook advertising targets as wide a range of people as possible within geographic areas where there are vacancies. As a secondary phase of the campaign, more specific groups will be targeted using images, messages and channels aimed at women and other groups under-represented in the workforce.
- 3.10. The On-Call recruitment process is undergoing a complete review, and over the past few weeks task and finish groups from the Recruitment team and Service Delivery have worked to simplify and to impact assess the process, to ensure there is no direct or indirect discrimination at any point in the journey. Once complete, the new process will launch in January alongside the refreshed campaign.
- 3.11. The Collaboration Team have successfully developed an On-call assessment vehicle which will allow for mobile and local assessment and promotion of the Service. This enables a wider reach and means that assessment can be carried out more locally in communities in the future. That level of flexibility should help to attract a more diverse range of applicants.

**Retention:**

- 3.12. The Service's data collection and analysis show that operational women are leaving faster than operational men. Work is underway to find out the reasons why and to support the retention of operational women. Some activities already undertaken to support retention include:
- 3.13. A group - F3 (Female Firefighter Forum) – was established some years ago for all women firefighters within DSFRS to network, support and encourage each other. Via social media and quarterly meetings rurally based women firefighters connect, share challenges and successes with each other. An annual camping weekend is a social occasion which also supports connection and collective voice.

- 3.14. The Service is active in Women in the Fire Service (WFS), the national group campaigning and highlighting diversity issues at a national level. WFS run an annual training and development weekend. The Service supports a number of places on the weekend each year. The Vice Chair of WFS, a Regional Representative and Local Representative are DSFRS employees.
- 3.15. The Exit process for the service has been redesigned over the summer to enable more consistent and detailed capture of reasons for leaving the Service, which in turn will enable better analysis and action planning in retention.

**Progression:**

- 3.16. Our Time: In line with a national drive to move towards a diverse workforce and inclusive within the Fire and Rescue Service, it is recognised that certain initiatives can positively affect the gender balance of senior leadership teams. Sponsorship is one of the initiatives mentioned specifically by the Government Equalities Office as being effective for this purpose. Sponsorship models help people build relationships with senior leaders who will advocate on their behalf and create opportunities capable of propelling their career forward.
- 3.17. Research has shown that women are 54% less likely to have a sponsor, typically because they are less likely to seek one and also underestimate its importance. Organisations can facilitate a sponsorship model to remove the systemic challenges women face concerning exposure to senior roles. The model provides an opportunity for development and support, and then it is still down to the individual to drive their success and demonstrate their performance and potential.
- 3.18. 'Our Time: Supporting future leaders' ultimately aims to break down the systemic barriers that underrepresented groups face in reaching senior leadership positions. The programme is designed for women in middle management positions who are looking to develop their leadership skills and to progress and it is facilitated in collaboration with Devon & Cornwall Constabulary, Dorset Police, Dorset & Wiltshire Fire & Rescue, and Devon County Council.
- 3.19. The programme pairs seven women with identified talent and potential with sponsors at senior management level, either female or male, for a minimum of 12 months. The sponsors provide mentoring and coaching, and advocate for and use their influence to help women access the networks, contacts and opportunities needed to progress to the next stage in their careers.
- 3.20. Eligibility for the second Our Time programme was extended to include women at Crew Manager and Grade 5, which means that more than double the number of women in the organisation are eligible. (Last time the pool was 56, and this time the pool was 125). Fifteen women applied, of which six are operational. The programme started on 29 September with an event to introduce the programme and inspire their journey.

- 3.21. Feedback from the previous programme, which ran from September 2020 for 12 months, was positive with participants and sponsors indicating the real value in the sponsorship relationship and cross-organisational learning.
- 3.22. Sponsors indicated they had gained valuable insights and developed as a leader. Participants mainly benefited in building their networks and relationships with senior people who could provide them with development opportunities. They felt more ready to progress to the next stage in their career. 3 of 7 women, all uniformed, achieved a promotion as a result of the development opportunities in the programme.
- 3.23. Leadership potential: The Service has recently opened the 'Leading the Function' Assessment Centre, which provides a gateway to development for the next leadership level to Crew Managers in addition to Watch Managers. This provides an opportunity to identify and develop leadership potential earlier in an operational career for all staff and demonstrates a focus on values led leadership skills alongside operational competence.

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

- 3.24. A section of data from the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) staff survey related to culture and leadership is reported in the table set out at Appendix B of this report. Progress against actions related to both this data and other findings in the People Pillar of the HMICFRS report are being reported to this Committee separately to this performance report (which can be found elsewhere on the agenda for this meeting).

**Grievance, Capability and Disciplinary**

- 3.25. The Service has spent time this quarter concentrating on updating key HR policies that required review and this continues to be a primary focus over the next 12 months to ensure they meet the organisation's needs and legislation. This will continue to require extensive support from the Human Resources Business Partners (HRBP) for Line managers to assimilate these into everyday business practice once they are reviewed. We have reviewed and relaunched the capability policy and procedure, updating the forms and template letters that compliment this process. A presentation has been created for the HRBP's to work with all line managers to become familiar with the process.
- 3.26. The Service reports annual figures on Grievance, Capability and Disciplinary matters. It is worth noting at this time there are 8 Grievances (vs 8 cases until Oct 2021), 6 Capability (vs 6 cases until Oct 2021) and 10 Disciplinary cases (vs 27 cases until Oct 2021) open at various stages in the process.

**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.*

- 4.1. The measure of % of On-Call stations moving to Pay for Availability is scrutinised by the Community Safety Committee. This information is currently not available as the benefits realisation assessment for Pay for Availability is currently underway. It is anticipated that performance in this area will be included in future reports to this Committee.
- 4.2. From 1<sup>st</sup> June 2022 the Service has recruited 20 on call personnel with a variety of contracts. Only 2 have started with a 30 hour per week contract, the other 18 have an average of 50 hours per week contracts.
- 4.3. To support diversity and inclusion the Service has anonymised all applications for all roles until the offer stage of the recruitment process.
- 4.4. The Service is currently focussing upon on call recruitment for 58 stations with vacancies in hours of availability. Of the 58 stations 29 are priority stations as identified by the operational management team as high risk to operations due to the level of vacancies. We have created new advertisements for the stations and the Communications team have been engaging in higher social media presence and plan an on call relaunch of the new recruitment process from January 2022.

**Employee Engagement**

- 4.5. Annual or ad hoc measures 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 2023 and the results will be presented in a future report to this Committee.







**SHAYNE SCOTT**

**Director of Finance, People and Estates**











APPENDIX A TO REPORT PC/22/11

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q3 performance :	Q4 performance:	Q1 (22-23)	Q2 (22-23)	Trend:
Firefighter Competence	95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%		
Accidents	Decrease	66	60	59	81	
Near Miss-	Monitor	24	16	19	18	
Personal injuries	Decrease	17	15	19	15	
Vehicle Accidents	Decrease	32	30	35	57	
Short term (average days per person, per month)	Improvement	0.69	1.06	1.10	0.94	
Long term (average days per person, per month)	Improvement	1.59	1.76	1.53	1.57	
Stress related absence (average number of people per month)	Improvement	34.67	33.33	30.33		
% Vacancies	Reduction	Not available	N/A	N/A		N/A

## Annual Reporting (Financial Year)

Q1-4	2020-21	2021-22	Trend
<b>Absence:</b>			
National Benchmarking WT FF absence due to injury	Below average	Below average	
National Benchmarking On-call FF absence due to injury	Below average	Above average	
National Benchmarking sickness absence total	Above average	Above average	
National Benchmarking days lost to sickness (Wholetime)	Below average	Below average	
National Benchmarking days lost to sickness (On-call) –	Above average	Below average	
National Benchmarking days lost to sickness (Green book) –	Below average	Below average	
National Benchmarking days lost to sickness (Control) –	Above average	Above average	
<b>Health &amp; Safety</b>			
Annual Personal Injuries	Decrease (42)	Increase (58)	
Annual Vehicle accidents	Decrease (106)	Increase (140)	
RIDDOR	Increase (19)	Decrease (10)	



**APPENDIX B TO REPORT PC/22/11**

**HMICFRS SURVEY COMPARISON**

Agreed performance measure for all questions – improvement from previous report.

**2020 HMICFRS Survey – 227 respondents (13% of workforce)**

Wholetime FF	On-Call FF	Green Book	Control Room	Other
26%	21%	39%	1%	13%

**2021 HMICFRS Survey – 586 respondents (29% of workforce)**

Wholetime FF	On-Call FF	Support Staff	Control Room	Other
27.1%	43.0%	21.8%	2.2%	5.8%

The data below relates to the percentage of staff surveyed who answered with either ‘agree’ or ‘tend to agree’ to the following statements which relate to culture and leadership:

Question	2020	2021	Trend
I am treated with dignity and respect at work	85.56%	83.62%	1.94% decrease
I am confident my ideas or suggestions will be listened to	73.65%	60.75%	12.9% decrease
I feel confident in the mechanisms for providing feedback to all levels	65.35%	50.34%	15.01% decrease
I feel able to challenge ideas without any detriment as to how I will be treated afterwards	67.87%	55.46%	12.41% decrease
Are you aware of your service’s statement of values	98.19%	97.10%	1.09% decrease
Senior leaders consistently model and maintain my service’s values	73.29%	65.56%	7.73% decrease
My manager consistently models and maintains my service’s values	83.39%	84.19%	0.8% increase
My colleagues consistently model and maintain my service’s values	90.98%	89.98%	1.0% decrease
I feel that I am given the same opportunities to develop as other staff in my service	66.07%	55.97%	10.1% decrease

Question	2020	2021	Trend
I am treated fairly at work	83.03%	79.52%	3.51% decrease
Have you felt bullied or harassed at work in the last 12 months?	11.91%	13.99%	2.08% increase
Have you felt discriminated against at work, in the last 12 months?	14.44%	17.92%	3.48% increase

**APPENDIX C TO REPORT PC/22/11**

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

This page is intentionally left blank

# Agenda Item 5

<b>REPORT REFERENCE NO.</b>	<b>PC/22/12</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2022</b>
<b>SUBJECT OF REPORT</b>	<b>GENDER PAY GAP 2022</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF FINANCE, PEOPLE AND ESTATES</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<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 fourth 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 &amp; inclusion issues integral to its business plan and is committed to taking all appropriate actions to address gender pay gap issues.</p>
<b>RESOURCE IMPLICATIONS</b>	None
<b>EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)</b>	N/A
<b>APPENDICES</b>	Gender Pay Gap Report 2022
<b>LIST OF BACKGROUND PAPERS</b>	The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

## 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. The key issues identified affecting the current Gender Pay Gap are:
- Female staff are not represented in senior uniformed roles (Area Manager and above) and representation has, since last year, remained around 30% in the Support staff senior roles (Grade 10 or above);
  - For the first time since the start of Gender Pay Gap reporting in 2017, both upper quartiles have female representation in double figures (13%).
  - Female staff are under-represented in all uniformed roles other than in Control and 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 increased from 68 to 70 and all new starters in this group will be in the lower quartiles.
  - 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 and allow for progression through pay grades in the same role, are held by men;
  - In comparison to previous years, because of the changes in the pay for availability scheme, female staff and male staff numbers being excluded from the calculations is now proportionate. This affects the pay gap in a positive way.
  - DSFRS Pay Gap is less than half of the national pay gap in 2021, but the Wholetime gender pay gaps are well above the national averages for fulltime employees as a direct result of recruiting more women in Firefighter roles.

- Ethnic minority representation, i.e. anyone with a background other than white/UK, has increased from 2.7 to 3.0% and 'Not stated' has reduced from 5.0% to 4.3%
- Compared to 2020, the first year the Service reported the ethnicity pay gap, and 2021, both the mean and median pay gaps have decreased
- Considering numbers of staff included in the calculation and distribution in the organisation and quartiles, it is likely that the reduction in the both the gender and ethnicity pay gap is a result of the pay scheme changes in the On Call group.
- Occupational segregation remains a feature of the Fire and Rescue sector

1.4. 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. Particularly the implementation of a more flexible duty system for On Call staff is reflected in the gender pay gap figures.

1.5. To seek to address gender pay gap issues, the Service, amongst other things:

- Completing the 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
- Refine Strategic Workforce Planning to show how we resource our new ways of working and improve retention of skills and knowledge
- 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
- Reviewing our maternity and adoption policies and conditions of service.
- 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

1.6. The above actions will also help to address the Ethnicity Pay Gap.

- 1.7. 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.
- 1.8. Through positive action, the Service is raising the profile of women joining the fire and rescue service. Explicit Positive Action activity is being utilised in progression, by facilitating the 'Our Time' sponsorship programme, and the recruitment of staff, using targeted social media, advertising on specific recruitment agencies and via the website. We also provide opportunities for female applicants to understand the fitness requirements and check their readiness for fitness and practical assessments. A healthy percentage (around 13%) 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.
- 1.9. Further actions to reduce the Gender Pay Gap and increase diversity within the workforce will be developed through the Service's Diversity & Inclusion Commission and captured in a reviewed People Strategy and associated Diversity & Inclusion Plan.
- 1.10. The next gender pay gap data point is set for 31 March 2023.

**SHAYNE SCOTT**  
**Director of Finance, People and Estates**





# **Gender Pay Gap Report**

## **2022**

People Services (Diversity & Inclusion)

Devon & Somerset  
Fire & Rescue Service

October 2022



## Table of Contents

Foreword .....	3
1. Introduction .....	4
2. Methodology .....	5
2.1 Pay within the Service.....	5
2.2 Employees' working hours .....	5
2.3 Hourly Pay .....	7
2.4 Bonus pay.....	7
2.5 Other exclusions from the calculation .....	7
3. Results and key issues .....	7
3.1 Gender Pay Gap.....	7
3.2 Pay by quartiles: hourly pay quartiles.....	8
3.3 Key issues .....	9
4. Where is the Gap coming from?.....	10
4.1 General factors influencing an organisational Gender Pay Gap.....	10
4.2 Equal Pay .....	10
4.3 Occupational Segregation in the Service .....	10
Wholetime.....	11
On Call.....	11
Control.....	12
Green Book staff.....	13
Casual Workers .....	13
Conclusion about the effect of occupational segregation on the gender pay gap .....	14
4.4 Flexible working in the Service.....	14
5 Ethnicity Pay Gap .....	16
5.1 Methodology .....	16
5.2 Ethnicity Pay Gap within the Service.....	17
5.3 Where does the ethnicity pay gap in the Service come from? .....	18
6 Working towards reducing the Gender Pay Gap .....	19
References.....	20
Appendix – Figures, tables and charts .....	21
Gender pay gap .....	21
Gender pay gap Quartiles .....	22
Ethnicity Pay Gap .....	23
Ethnicity pay gap Quartiles .....	24

## 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 6.5% 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.

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:

<b>Mean gender pay gap</b>	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.
<b>Median gender pay gap</b>	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.
<b>Mean bonus gap</b>	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.
<b>Median bonus gap</b>	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.
<b>Bonus proportions</b>	The proportions of male and female relevant employees who were paid a bonus during the relevant period.
<b>Quartile pay bands</b>	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, On-call staff and 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.

**Professional/Support Staff:** This category consists of non-uniformed employees who support our operational service delivery. 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

Our Wholetime, Support/Professional and Control staff have set working hours or patterns, laid down in their terms and conditions. On-call Firefighters, i.e. those who respond from home or primary employment or from the local vicinity of the Fire Station, are different in that they, as part of the Grey Book 'Pay as you Go scheme', 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). Most of our stations have adopted this scheme and we expect all stations will have moved to this scheme by the end of 2022. The 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.

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 People Services Department was anonymised and analysed using Microsoft Excel. Data is correct as of **31/03/2022**

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

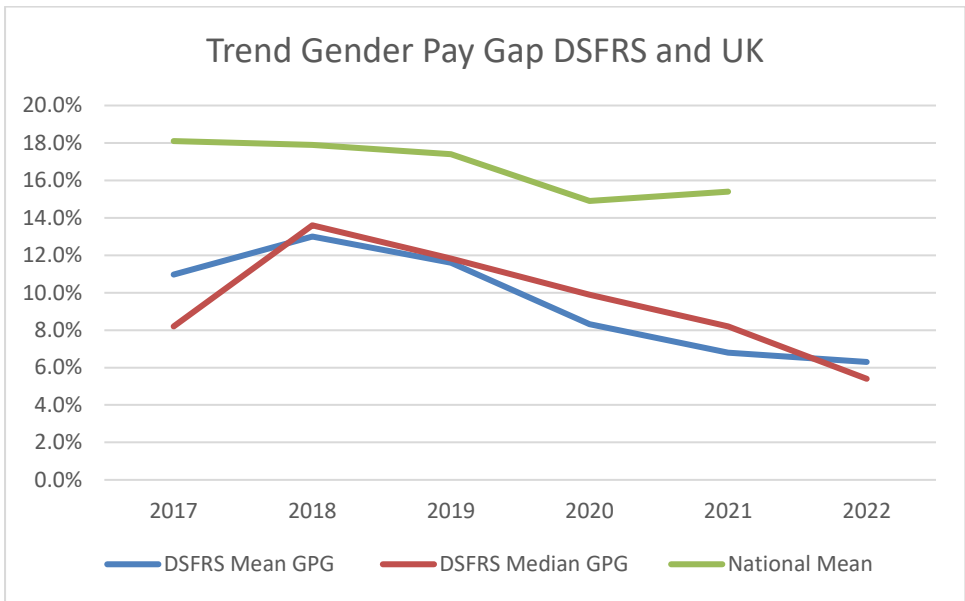
## 3.1 Gender Pay Gap

Mean pay for the Service shows a gap in favour of male staff of 6.3% down from 6.8% 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 5.4%, down from 8.2% in 2021.

All Staff	Male staff	Female staff	Gap £	Gap %
Mean hourly rate	£16.71	£15.65	£1.06	6.3%
Median hourly rate	£15.59	£14.75	£0.84	5.4%

Among all employees, the gender pay gap increased to 15.4% in 2021, 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.

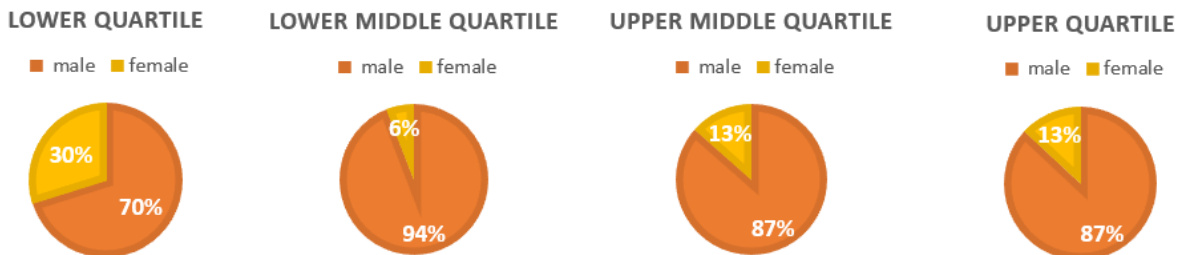


The graph shows that the national increase in the pay gap in 2021 is not reflected in the DSFRS trend. It is likely that the measures DSFRS put in place to protect employment during the corona virus, in terms of wages and working hours, and the introduction of the new Pay for Availability (P4A) has ensured a continuing downward trend, benefiting both men and women.

### 3.2 Pay by quartiles: hourly pay quartiles

30% of people in the lower pay quartile are female. The percentage is less in the other quartiles, but the upper two quartiles now have a higher percentage of women than before (both 13%).

**Figure 1 Distribution of male/female employees in pay quartiles**



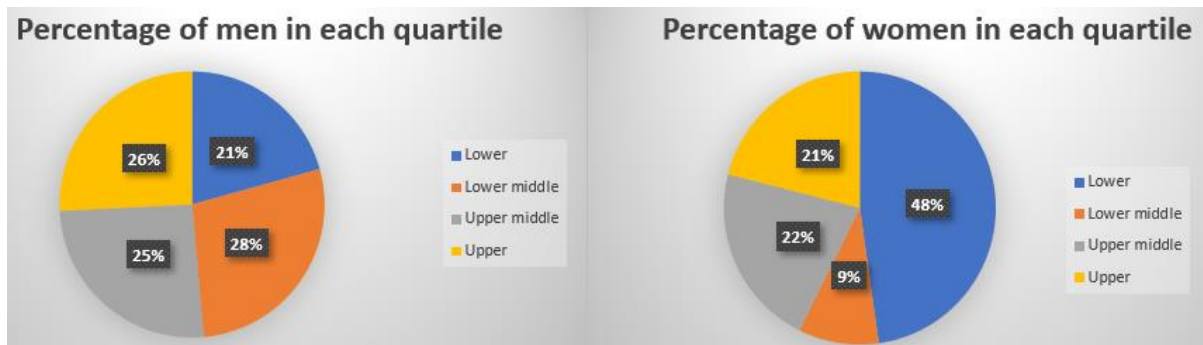
When comparing the 2022 figures to 2021, it shows that female representation has increased in the upper quartiles, and reduced slightly in the lower middle quartile. This has contributed to reduction of the pay gap. For the first time since the start of Gender Pay Gap reporting in 2017, both upper quartiles have female representation in double figures.

2022 Quartile	Male staff	Female Staff	2021 Quartile	Male staff	Female Staff
Lower	70%	30%	Lower	73%	27%
Lower Middle	94%	6%	Lower Middle	91%	9%
Upper Middle	87%	13%	Upper Middle	92%	8%
Upper	87%	13%	Upper	88%	12%





However, when we compare the number 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 not represented in senior uniformed roles (Area Manager and above)) and representation has, since last year, remained around 30% in the Support staff senior roles (Grade 10 or above);
- For the first time since the start of Gender Pay Gap reporting in 2017, representation has improved in that both upper quartiles have female representation in double figures (13%).
- Female staff are under-represented in all uniformed roles other than in Control and 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 increased from 68 to 70 and all new starters in this group will be in the lower quartiles.
- 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 and allow for progression through pay grades in the same role, are held by men;
- In comparison to previous years, because of the changes in the pay for availability scheme, female staff and male staff numbers being excluded from the calculations is now proportionate. This affects the pay gap in a positive way.
- DSFRS Pay Gap is less than half of the national pay gap in 2021, but the Wholetime gender pay gaps are well above the national averages for fulltime employees as a direct result of recruiting more women in Firefighter roles.
- Ethnic minority representation, i.e. anyone with a background other than white/UK, has increased from 2.7 to 3.0% and 'Not stated' has reduced from 5.0% to 4.3%
- Compared to 2020, the first year the Service reported the ethnicity pay gap, and 2021, both the mean and median pay gaps have decreased
- Considering numbers of staff included in the calculation and distribution in the organisation and quartiles, it is likely that the reduction in the both the gender and ethnicity pay gap is a result of the pay scheme changes in the On Call group.
- Occupational segregation remains a feature of the Fire and Rescue sector



## **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 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 men and women differently for the same or equivalent work i.e. discrimination. Rather, it is a result of the roles in which men and women work within the Service and the salaries these roles attract. This is known as occupational segregation (see paragraph 4.3).

The Service carries out 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 92.8% of roles. This percentage has slightly reduced in the last couple of years. Of the 7.0% female Wholetime staff, 2 occupied higher paid roles i.e. Group Manager and above, compared to 34 male staff.

Wholetime	Male staff	Female staff	Gap £	2022 Gap %	2021 Gap %
Mean hourly rate	£18.21	£15.92	£2.29	12.6%	9.3%
Median hourly rate	£16.31	£14.98	£1.33	8.2%	8.5%

Nationally, in 2021, the gap among full-time employees was 7.9%, up from 7.0% in 2020. [Office for National Statistics \(ONS\) 26/10/21.](#)

The percentage of female staff who were at Firefighter level proportionately to the gender group, was 71% (up from 67% in 2021) compared to 49% of male staff. This increase is a direct result of recruitment into this group with more women taking up Firefighter roles.

There were proportionately, within their gender group, fewer female than male staff at Crew Manager and Watch Manager level, but a similar percentage at Station Manager (7-9%) and Group Manager (5%) level.

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.

### On Call

On Call	Male staff	Female staff	Gap £	2022 Gap %	2021 Gap %
Mean hourly rate	£15.52	£14.25	£1.27	8.2%	9.2%
Median hourly rate	£15.37	£14.72	£0.65	4.2%	6.5%

Within the On Call male staff group (1037), 8% were Watch Managers, 19% were Crew Managers and 73% were Firefighters. Of the 69 female staff, 1% was Watch Manager, 13% were Crew Managers and 86% were Firefighters. The female representation in the On Call workforce increased from 68 to 69.

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 2 reasons; the first being that they are staff who were not employed for the whole of January-March **2022** or were on unpaid leave or maternity leave in the reference period and the second 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 894 male staff and 54 female staff were included in the calculations whilst 1037 men and 69 women were employed by the Service at the time of extraction of the data and calculating the pay gap.

In comparison to previous years, as a result of the changes in the pay for availability scheme, female staff and male staff numbers being excluded from the calculations is now less disproportionate. This affects the pay gap in a positive way.

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 £	2022 Gap %	2021 Gap %
Mean hourly rate	£14.82	£15.36	-£0.54	-3.6%	0.3%
Median hourly rate	£15.50	£14.24	£1.26	8.1%	8.9%

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. 48% of Green Book staff and 76% of Control staff were female.

The highest grade in Control, Station Manager, was occupied by a man. Compared to the overall ratio of female to male staff in control, there were proportionately similar percentages of female and male Watch Managers and Crew Managers. More women, as a percentage of the group of female Control staff, were in Firefighter roles than men (55%♀ vs 44%♂).

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



### Green Book staff

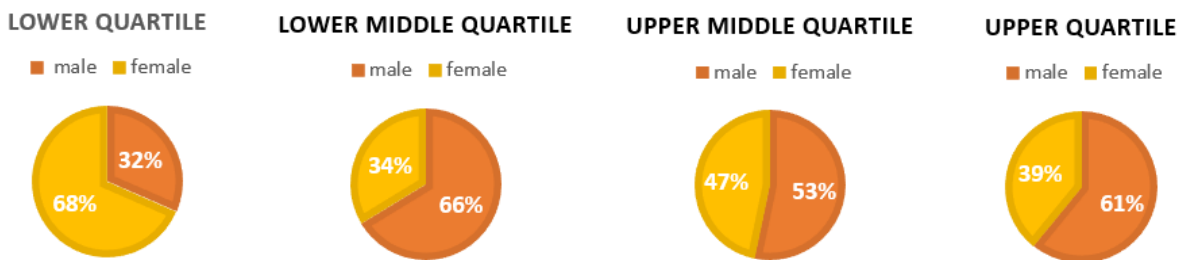
Green Book	Male staff	Female staff	Gap £	2022 Gap %	2021 Gap %
Mean hourly rate	£17.90	£16.15	£1.75	9.8%	8.8%
Median hourly rate	£15.59	£15.11	£0.48	3.1%	11.5%

Overall there were 180 female staff in Green Book (Support, non-uniformed) roles and 198 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 6% of male staff are in grades 2 and 3, whilst this percentage is around 28% for female staff.

There is a fairly balanced representation in the middle management grades 4 and 7, and senior grades 9 and 11. Grade 5 and 8, and senior management grade 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.

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, 7 women were not included in the calculations. This is a likely result of pregnancy or maternity leave. Three men were excluded.

### Casual Workers

Casual	Male staff	Female staff	Gap £	2022 Gap %	2021 Gap %
Mean hourly rate	£17.30	£14.90	£2.40	13.9%	20.4%
Median hourly rate	£17.08	£15.60	£1.48	8.7%	9.9%

Despite the significant increase in the number of Casual workers from 35 to 88, the percentage of men to women in casual employment has hardly changed with 80% and 20% respectively.

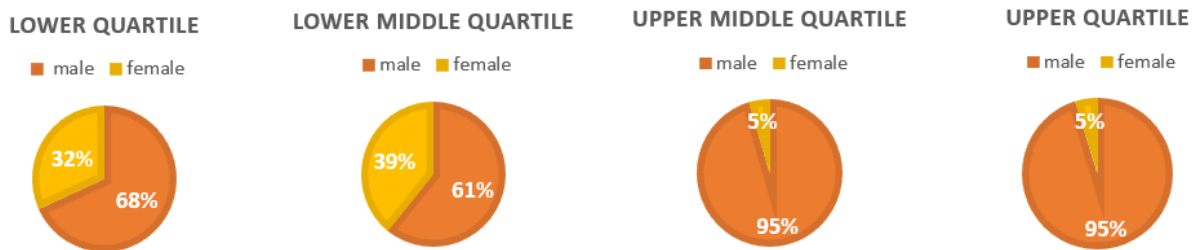
Casual workers are involved in Community Fire Safety work, which includes general community activities (Advocates) and working with Children and Young Persons (CYP worker). A smaller group consists of individuals who support the training function of the Service's Training Academy or provide general administrative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

### Male/female distribution within the casual worker's roles

	2021	2021	2021	2022	2022	2022
	Total	♀ %	♂ %	Total	♀ %	♂ %
Advocate	5	60%	40%	13	23%	77%
CYP	14	21%	79%	20	30%	70%
Casual (Support)	5	40%	60%	20	40%	60%
Casual (Uniformed)	11	0%	100%	35	3%	97%

Generally, the Advocates have the lowest average hourly pay and the Casual (Uniformed) 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 the 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 continuously reviews the Flexible Working policy and a Family Leave policies. These policies 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 number 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, 54% of male staff were part-time (most being On Call firefighters providing part cover) and 44% of female staff (mostly in On Call and Green Book roles). In all categories the proportion within their group of female part-time workers was higher than male, with the Wholetime having the smallest difference (male 3%, female 5%) and On Call with the biggest difference (male 0%, female 21%). Nearly 1 in 5 male and slightly more than 1 in 3 female Green Book staff work 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

Recognising that 4.3% of individuals have chosen not to state their ethnic background, currently the Service's workforce consists of 3.0% ethnic minority staff. The Control staff group is most diverse with regards to minority ethnic representation with 7.9%, and the Support Staff group is the next highest with 4.8%.

Excluding all 'white' groups, the representation of People of Colour (Black, Asian, mixed, other) in the Service is 0.9%. 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 (18) being included in this group, especially compared to the size of the group of individuals who 'did not state' or 'prefer not to say' (90).

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 62 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 'people of colour' 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.





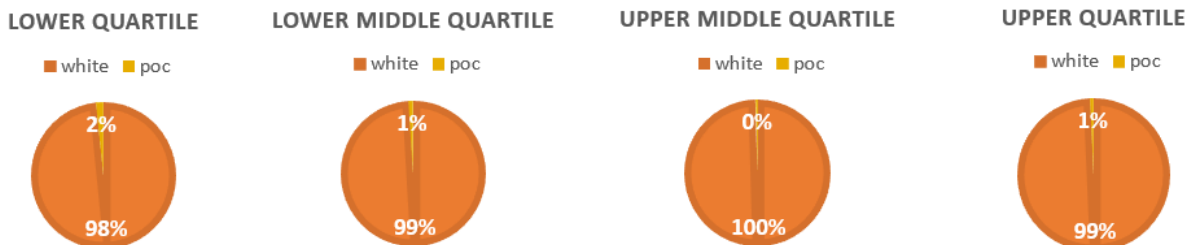
## 5.2 Ethnicity Pay Gap within the Service

Ethnicity Pay gap			
Mean hourly rate of pay for White people:	£16.55	Median hourly rate of pay for White people:	£15.50
White/ People of Colour (Black, Asian, Mixed, other)			
Mean hourly rate of pay for People of Colour:	£15.06	Median hourly rate of pay for People of Colour:	£14.72
<b>Mean White/ People of Colour pay gap:</b>	<b>9.0%</b>	<b>Median White/ People of Colour pay gap:</b>	<b>5.0%</b>
White/ Mixed background			
Mean hourly rate of pay for Mixed:	£14.81	Median hourly rate of pay for Mixed:	£14.72
<b>Mean White/Mixed pay gap:</b>	<b>10.5%</b>	<b>Median White/Mixed pay gap:</b>	<b>5.0%</b>

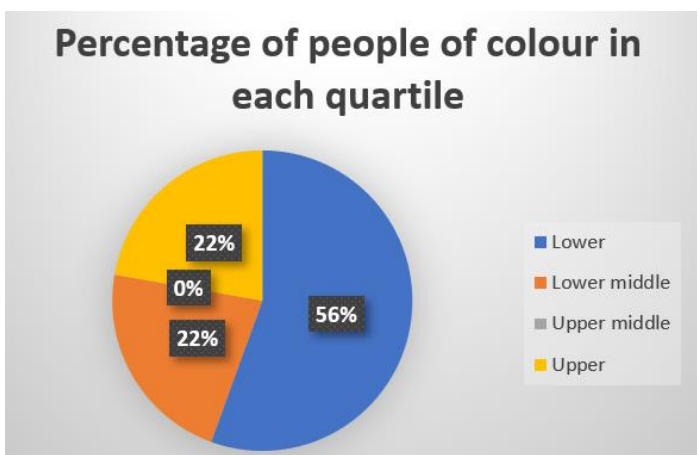
Compared to 2020, the first year the Service reported the ethnicity pay gap, and 2021, both the mean and median pay gaps have decreased, 9.0% now down from 11.3% in 2020 and 5.0% now down from 14.8% respectively. The [Office of National Statistics](#) reports that, in 2019, the median hourly pay for 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 (0.0-0.9%), but there are nearly twice as many in the lowest quartile (2.1%).

**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 more than half of people of colour are in the lowest quartile.





### 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 irrespective of gender. 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 people of colour 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 people of colour or ethnic minority background 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).
- In the groups which most affect the pay gap in the Service, i.e. Wholetime and On Call, 92% 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.



## 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, career path opportunities 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 slowly 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. The People Strategy will be reviewed and updated in 2022 to address ongoing and emerging risks in relation to Diversity and Inclusion.

Work is being started or continuing on:

- Completing the 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
- Refine Strategic Workforce Planning to show how we resource our new ways of working and improve retention of skills and knowledge
- 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
- Reviewing our maternity and adoption policies and conditions of service.
- 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
- Reviewing employer branding and talent attraction activity to ensure it reaches diverse communities.



number of Grey book colleagues currently holding posts that could be green book and this is an opportunity to review for the future and could overall increase diversity at senior levels. Further actions to reduce the Gender Pay Gap and increase diversity within the workforce will be developed through the Service's Diversity & Inclusion Commission and captured in a reviewed People Strategy and associated Diversity & Inclusion Plan.

## **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](#)**

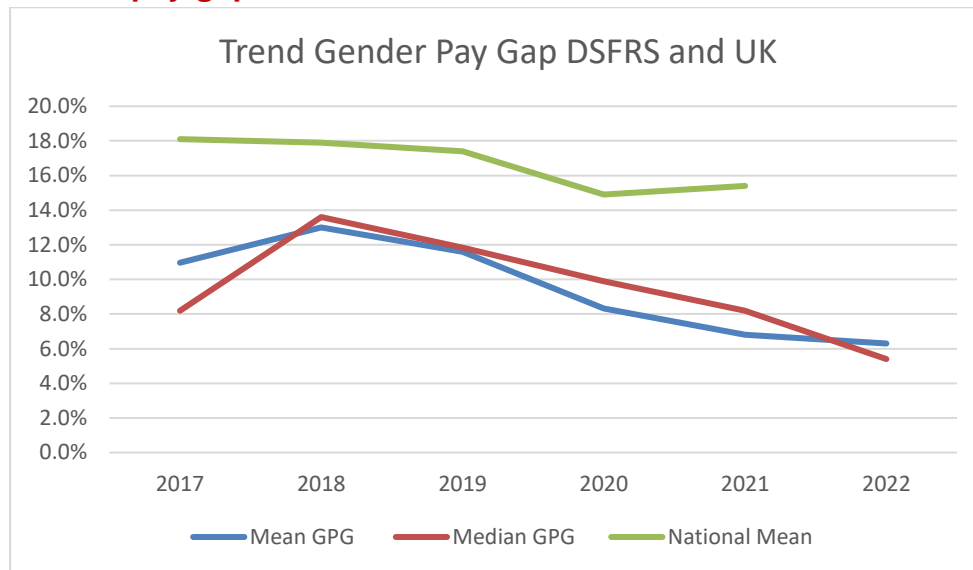
**EHRC – [Closing the Gender Pay Gap](#)**

**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	£16.71	£15.65	£1.06	6.3%
Median hourly rate	£15.59	£14.75	£0.84	5.4%

Wholetime	Male staff	Female staff	Gap £	2022 Gap %	2021 Gap %
Mean hourly rate	£18.21	£15.92	£2.29	12.6%	9.3%
Median hourly rate	£16.31	£14.98	£1.33	8.2%	8.5%

On Call	Male staff	Female staff	Gap £	2022 Gap %	2021 Gap %
Mean hourly rate	£15.52	£14.25	£1.27	8.2%	9.2%
Median hourly rate	£15.37	£14.72	£0.65	4.2%	6.5%

Control	Male staff	Female staff	Gap £	2021 Gap %	2021 Gap %
Mean hourly rate	£14.82	£15.36	-£0.54	-3.6%	0.3%
Median hourly rate	£15.50	£14.24	£1.26	8.1%	8.9%

Green Book	Male staff	Female staff	Gap £	2022 Gap %	2021 Gap %
Mean hourly rate	£17.90	£16.15	£1.75	9.8%	8.8%
Median hourly rate	£15.59	£15.11	£0.48	3.1%	11.5%

Casual	Male staff	Female staff	Gap £	2022 Gap %	2021 Gap %
Mean hourly rate	£17.30	£14.90	£2.40	13.9%	20.4%
Median hourly rate	£17.08	£15.60	£1.48	8.7%	9.9%



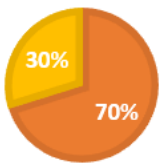
## Gender pay gap Quartiles

2022 Quartile	Male staff	Female Staff	2021 Quartile	Male staff	Female Staff
Lower	70%	30%	Lower	73%	27%
Lower Middle	94%	6%	Lower Middle	91%	9%
Upper Middle	87%	13%	Upper Middle	92%	8%
Upper	87%	13%	Upper	88%	12%

### All staff

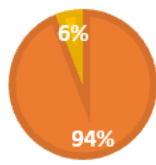
#### LOWER QUARTILE

■ male ■ female



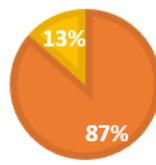
#### LOWER MIDDLE QUARTILE

■ male ■ female



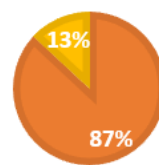
#### UPPER MIDDLE QUARTILE

■ male ■ female



#### UPPER QUARTILE

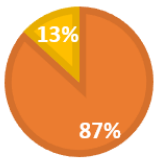
■ male ■ female



### Wholetime

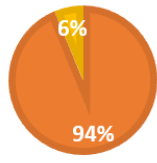
#### LOWER QUARTILE

■ male ■ female



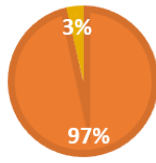
#### LOWER MIDDLE QUARTILE

■ male ■ female



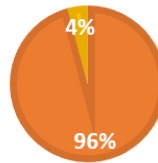
#### UPPER MIDDLE QUARTILE

■ male ■ female



#### UPPER QUARTILE

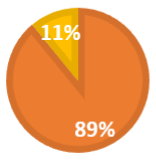
■ male ■ female



### On Call

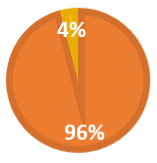
#### LOWER QUARTILE

■ male ■ female



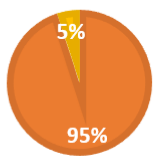
#### LOWER MIDDLE QUARTILE

■ male ■ female



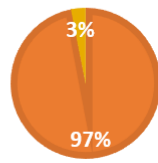
#### UPPER MIDDLE QUARTILE

■ male ■ female



#### UPPER QUARTILE

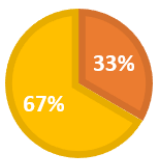
■ male ■ female



### Control

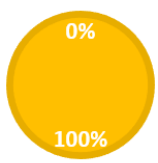
#### LOWER QUARTILE

■ male ■ female



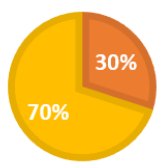
#### LOWER MIDDLE QUARTILE

■ male ■ female



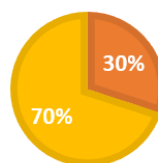
#### UPPER MIDDLE QUARTILE

■ male ■ female



#### UPPER QUARTILE

■ male ■ female

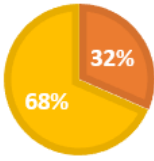




**Green Book**

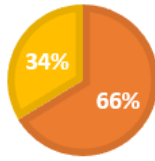
**LOWER QUARTILE**

■ male ■ female



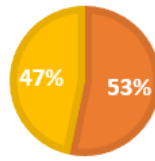
**LOWER MIDDLE QUARTILE**

■ male ■ female



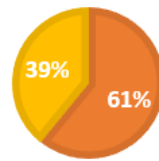
**UPPER MIDDLE QUARTILE**

■ male ■ female



**UPPER QUARTILE**

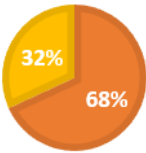
■ male ■ female



**Casual workers**

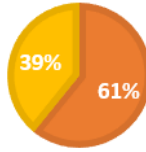
**LOWER QUARTILE**

■ male ■ female



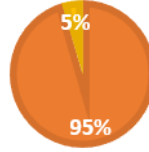
**LOWER MIDDLE QUARTILE**

■ male ■ female



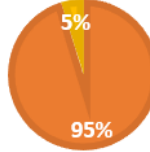
**UPPER MIDDLE QUARTILE**

■ male ■ female

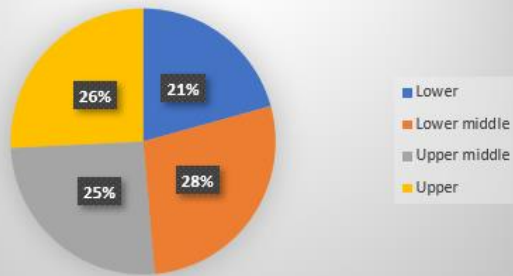


**UPPER QUARTILE**

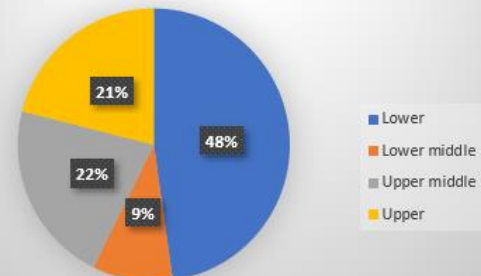
■ male ■ female



**Percentage of men in each quartile**



**Percentage of women in each quartile**



**Ethnicity Pay Gap**

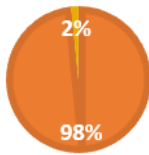
<b>Ethnicity Pay gap</b>			
Mean hourly rate of pay for White people:	£16.55	Median hourly rate of pay for White people:	£15.50
<b>White/ People of Colour (Black, Asian, Mixed, other)</b>			
Mean hourly rate of pay for People of Colour:	£15.06	Median hourly rate of pay for People of Colour:	£14.72
<b>Mean White/ People of Colour pay gap:</b>	<b>9.0%</b>	<b>Median White/ People of Colour pay gap:</b>	<b>5.0%</b>
<b>White/ Mixed background</b>			
Mean hourly rate of pay for Mixed:	£14.81	Median hourly rate of pay for Mixed:	£14.72
<b>Mean White/Mixed pay gap:</b>	<b>10.5%</b>	<b>Median White/Mixed pay gap:</b>	<b>5.0%</b>



### Ethnicity pay gap Quartiles

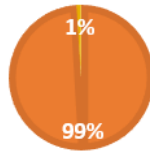
LOWER QUARTILE

white poc



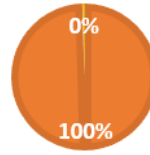
LOWER MIDDLE QUARTILE

white poc



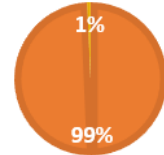
UPPER MIDDLE QUARTILE

white poc

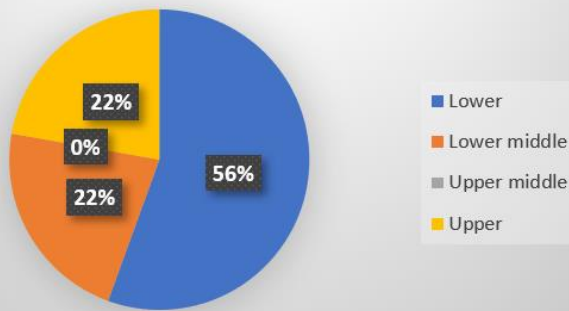


UPPER QUARTILE

white poc



### Percentage of people of colour in each quartile





# Agenda Item 6

<b>REPORT REFERENCE NO.</b>	<b>PC/22/13</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2022</b>
<b>SUBJECT OF REPORT</b>	<b>APPRENTICESHIPS</b>
<b>LEAD OFFICER</b>	<b>AM DAMIEN BORLASE – HEAD OF LEARNING DEVELOPMENT &amp; TRAINING</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	At the previous meeting held on 26 July 2022, the Committee was advised that an update in respect of the Service’s position regarding Apprenticeships would be submitted for information. This report therefore provides the update requested.
<b>RESOURCE IMPLICATIONS</b>	As set out within this paper.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	As may be indicated within this report.
<b>APPENDICES</b>	None.
<b>BACKGROUND PAPERS</b>	None.

## 1. INTRODUCTION

1.1. At the previous meeting held on 26 July 2022, the Committee was advised that an update in respect of the Service’s position regarding Apprenticeships would be submitted for information. This report therefore provides the update requested.

## 2. APPRENTICESHIPS

2.1. The Apprenticeship Levy was announced by Chancellor of the Exchequer, George Osborne, in the July 2015 budget to create long-term sustainable funding for Apprenticeships. All employers can access the apprenticeship levy funds, however, only those with a pay bill of £3 million are required to pay into it, paying 0.5% of their total annual pay bill.

2.2. The Devon & Somerset Fire & Rescue Service (“the Service”) pays over £22,000 into its levy pot each month. During 2021, unspent funds grew to a total of more than £480,000 with £160,000 due to expire within a 12-month period.

2.3. The Levy pot expiry was raised as a corporate risk and as a result, the apprenticeship management was transitioned from HR to the People Development team. An Apprenticeship lead role was established to improve access and utilisation of the Service’s levy funds to assist in the training and development of employees.

## 3. APPRENTICESHIP LEVY UTILISATION

3.1. In March 2022, the Service mitigated this corporate risk with full utilisation of levy funds, including a diverse mix of uniformed and non-uniformed staff enrolled on Apprenticeship programmes (see figure 1.1 below).

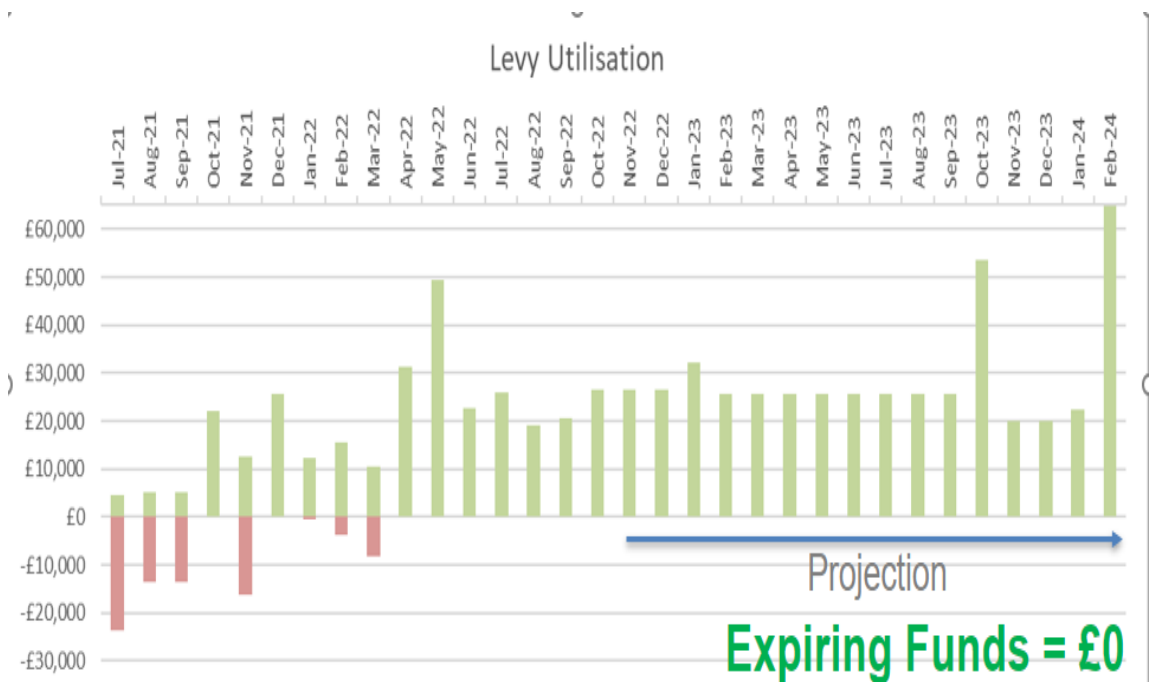


figure 1.1

### Levy Balance Projection

3.2. Based on the number of staff currently enrolled on apprenticeship programmes across the Service, levy utilisation of £369,547 will be realised over the next 12 months. Figure 1.2 below illustrates the levy fund is being utilised and the Service is more efficient in managing Apprenticeships. Note, if the Service exceeds the levy pot sum the government funds 90% of the training cost thus leaving the Service to pay the remaining 10%.

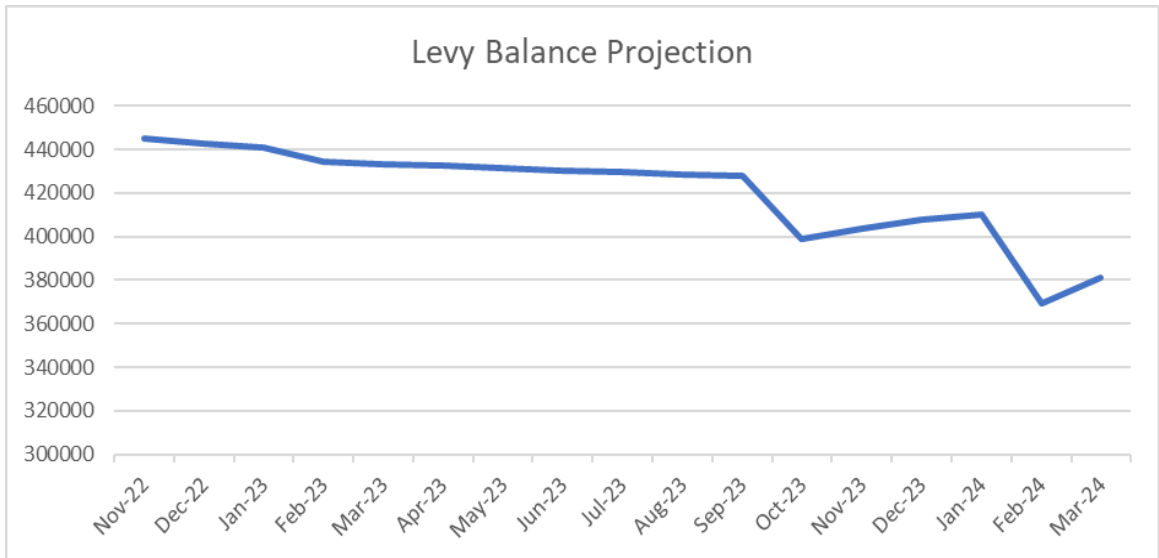


Figure 1.2

3.3. Figure 1.3 below illustrates the income line received by the Service for Operational Firefighter Apprenticeship via payment of c.£9,000 from the apprenticeship provider i.e. college. The total income + Saving line (green) illustrates the savings made from using an apprenticeship to deliver a qualification rather than a standalone route.

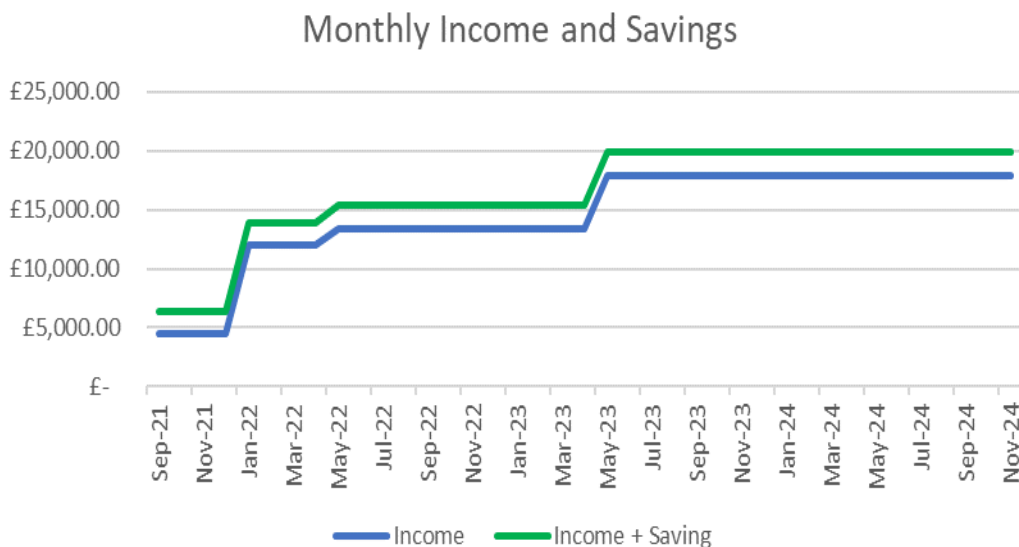


Figure 1.3

#### **4. OPPORTUNITIES AND SUCCESS**

- 4.1. The Service is exploring an opportunity to seek 'employer provider' status to realise full funding return.
- 4.2. The Service approach has reinforced inclusive learning for those with Neurodiverse needs such as Dyslexia. Furthermore, learners without the required GCSEs can gain functional skills during an Apprenticeship programme.
- 4.3. 70% of our current non-operational apprentices are women.
- 4.4. Devon & Somerset Fire & Rescue Service was the first in the country to achieve the Operational Firefighter Apprenticeship. 40% of those individuals were On Call women.

**AM DAMIEN BORLASE**

**Area Manager – Head of Learning Development and Training**

# Agenda Item 7

<b>REPORT REFERENCE NO.</b>	<b>PC/22/14</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>31 OCTOBER 2022</b>
<b>SUBJECT OF REPORT</b>	<b>HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) CAUSE OF CONCERN AND AREAS FOR IMPROVEMENT ACTION PLAN UPDATE</b>
<b>LEAD OFFICER</b>	<b>Deputy Chief Fire Officer</b>
<b>RECOMMENDATIONS</b>	<i>That the Committee reviews progress in delivery of the action plan.</i>
<b>EXECUTIVE SUMMARY</b>	<p>On Wednesday 27th July 2022, HMICFRS published the Devon &amp; Somerset Fire &amp; Rescue Service (DSFRS) 2022 inspection report. The inspection report identified one Cause of Concern and 14 Areas for Improvement (AFIs). Of these AFIs, eight have been linked to the People Committee.</p> <p>The paper appended to this report outlines the progress that has been made against the HMICFRS Cause of Concern and Areas for Improvement action plans during September 2022. The key highlights are that:</p> <ul style="list-style-type: none"> <li>• Delivery of the Cause of Concern action plan is on track.</li> <li>• Delivery of the Areas for Improvement action plan is on track.</li> </ul>
<b>RESOURCE IMPLICATIONS</b>	Considered within the Action Plan where appropriate.
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	Considered within the Action Plan where appropriate.
<b>APPENDICES</b>	Appendix A: HMI People Committee Update
<b>BACKGROUND PAPERS</b>	None



DEVON &  
SOMERSET  
FIRE & RESCUE SERVICE

# HMICFRS Action Plan People Committee Update

HMI Team

Devon & Somerset  
Fire & Rescue Service

October 2022

## 1. Introduction

On Wednesday 27<sup>th</sup> July 2022 HMICFRS published the DSFRS 2022 inspection report. The inspection report identified one Cause of Concern and 14 Areas for Improvement (AFIs).

This report provides an update on the Cause of Concern and Areas For Improvement action plans that have been produced following the inspection, which concluded in October 2021.

## 2. Cause of Concern Action Completion Status

The Cause of Concern is as follows:

The service has shown a clear intent from the executive board to improve the culture of the service. However, more needs to be done throughout the organisation. We have found evidence of poor behaviours that are not in line with service values. Some staff didn't have the confidence to report these issues. By 31st August 2022, the service should develop an action plan to:

- Make sure that its values and behaviours are understood and demonstrated at all levels of the organisation.
- Make sure that staff are trained and supported to identify and challenge inappropriate behaviour when identified and that they have clear mechanisms in place to raise their concerns.

23 actions have been established to address the Cause of Concern. Table 1 below outlines the completion status of these actions.

Table 1: Summary of progress against the 23 individual actions					
Cause of Concern – Values and Behaviours					
Not started (on track)	Not started (off track)	In progress (on track)	In progress (off track)	Completed	Closed
1 *	0	20	0	2	0

\* Please note that the action which has not yet started is the evidence and assurance required once all other actions have been completed.

Table 2 outlines the individual actions within the Cause of Concern action plan, progress against completing them and their current status.

**Table 2:**

Ref.	Description	Progress Update	Status
01a.01	EDI e-learning to be repeated for all staff.	Two new modules have been launched for EDI e-learning, one for line-managers and one for all staff. From 01/10/22 these will be annual assessments (an increase from three yearly).	In Progress - On Track
01a.02	EDI eLearning to be an annual assessment and made a core skill on the competency dash board.	EDI modules appear on the skill dashboard for every member of staff and completion is centrally monitored. This is the minimum requirement, and additional face to face learning is delivered to specific groups and in leadership development.	In Progress - On Track
01a.03	New training presentation on values, behaviours and ethics to be delivered to all staff and support to embed the expectations of the organisation (as part of the Safe To programme).	Engagement on values, behaviours and ethics has been underway for some time as part of the It's Ok/Not OK campaign. Whilst this continues it is also being reviewed and extended. Managers are expected to hold conversations with their teams to embed expectations, supported by appropriate training and resources.	In Progress - On Track
01a.04	All inappropriate material to be removed from Service premises. This includes inappropriate mugs, which was an issue highlighted by HMICFRS.	All inappropriate material has now been removed – action marked as complete by DCFO (30/09/22).	Completed
01a.05	Mandatory PPD questions to be introduced: Have you experienced or witnessed any bullying, harassment or unwanted behaviour since our last meeting? Have you seen any inappropriate material?	Mandatory PPD questions have now been introduced and added to the PPD system.	In Progress - On Track
01a.06	PPDs to be completed in line with policy and recorded on Workbench.	PPD completion can be monitored, however to enable better reporting and quality assurance this requirement will be built into a new HR system.  Refreshed guidance and communication on PPD completion to be released.	In Progress - On Track
01a.07	Expectations documents x4 (charters) between: a. Managers and staff b. Trainers and recruits c. Staff and staff d. Staff and clients/ customers/ partners	A programme for the collaborative development of this set of charters is being developed. They will be underpinned by our DSFRS values and the Core Code of Ethics. The first charter, between managers and staff, will be developed with EB and SLT to role model behaviours and working relationships.	In Progress - On Track



01a.08	Comms team to build a core brief on culture to be included in a regular programme of awareness (produced on a quarterly basis – sent to all stations and departments in advance and discussed during station/ department visits).	Work against this action is continuing to progress.	In Progress - On Track
01b.01	Pre-recorded quarterly updates to all staff (leading conversations tone) on expectations to reinforce core brief, with CFO and DCFO. Followed up by face-to-face engagement session (See 01b.02).	Work against this action is continuing to progress.	In Progress - On Track
01b.02	Senior Managers (SM and equivalent, and above) to attend a leading conversations presentation which will include input on expected behaviours, role modelling and accountability via an external trainer (follow up to quarterly process).	The Service will now provide this training internally in the form of a presentation by Co-Heads of People Services at the next set of Leading Conversations events (10/11/22, 28/11/22, 28/11/22). Leading on from previous sessions on values and behaviours, this session will focus on the Core Code of Ethics. Managers will be provided with a session plan and supporting resources to deliver to their team. Future events on specific experiences, cultural awareness, considerations/expectations, for example those linked to specific protected characteristics, may be externally delivered.	In Progress - On Track
01b.03	Performance/ conflict training for managers.	The Service now has access to an e-learning platform which can include performance and conflict training modules. This will be assessed alongside the training provided via the current Leading for Performance CPD course to ensure a consistent programme is designed and delivered to managers.	In Progress - On Track
01b.04	Monthly communication to the workforce on concluded disciplinarys including sanctions and rationale for those sanctions.	Work against this action is continuing to progress.	In Progress - On Track
01b.05	Report to the Executive Board on grievance and disciplinary cases to include type of case, speed of completion and outcome (e.g. improve speed of investigations and reconsider the use of outside investigators).	Work against this action is continuing to progress.	In Progress - On Track
01b.06	Every presentation to include a slide on values, expected behaviours and ethics.	Work against this action is continuing to progress.	In Progress - On Track
01b.07	Create and publish effective confidential reporting mechanisms which include several avenues for staff. To include, a confidential reporting line directly to the DCFO, direct to ACAS, HMICFRS confidential reporting line, and whistle blowing policy.	Work against this action is continuing to progress.	In Progress - On Track

01b.08	Establish 'Speak Up' champions in each group and workplace that are accessible to all staff. Individuals will be interviewed and selected by senior staff (training allowance required). Individuals will support station visits and training/awareness.	A meeting has been scheduled (26/10/22) to discuss this concept further. Staff Networks will be included in the selection of 'Speak Up' champions.	In Progress - On Track
01b.09	All recruitment and selection processes will include elements to assess applicants' cultural awareness and how this links to the Service Values. Internal processes, including promotional processes, will include questions and/or assessment to evidence cultural awareness and how applicants demonstrate and/or embed behaviours that link to the Service Values, Code of Ethics and NFCC leadership framework.	Recruitment and selection has included values, diversity and inclusion questions however this is being reviewed to ensure it is more robust and consistent. A new interview guide has been developed to support this. Selection to operational leadership roles cannot be accessed without passing the Assessment Centre, which rigorously tests leadership potential in line with the NFCC leadership framework.	In Progress - On Track
01b.10	Equality, Diversity and Inclusion commission to be established. To include representation from representative bodies, staff support groups and key leaders.	The Equality, Diversity and Inclusion commission has now been established. Action marked as complete by DCFO (30/09/2022).	Completed
01b.11	Exit process to be formalised. This to include specific questions on cultural improvements.	This process is complete and operational. The process will be enhanced by 365 to provide reporting. Once a report can be provided this action will be complete.	In Progress - On Track
01b.12	Revise induction process for all staff to include the setting of expectations of behaviour, values and ethics.	The current induction process has included expectations setting, however post Covid, we are reviewing induction for both external and internal routes to provide a robust and consistent process. Our operational recruits have specific sessions on expectations and how they can feel safe to learn, contribute and challenge any behaviours that do not align with our values and expected behaviours as part of their initial Wholetime course.	In Progress - On Track
01b.13	To identify where other services are doing well in the People Pillar and State of Fire Annual Review. Contact them to understand the areas of best practice that they have implemented and how this may improve our Service.	A meeting between the DSFRS HMI Team, Service Liaison Officers, DCFO and the Service Liaison Lead from HMICFRS highlighted areas of best practice in line with service reports and State of Fire 2021. The identified Services will now be contacted to identify the specific actions they have taken to improve against the People Pillar.	In Progress - On Track
01b.14	To review best practice with our Service leads in order to enhance improvement plans.	Work against this action is continuing to progress.	In Progress - On Track

### 3. Areas For Improvement Action Plan Completion Status

Table 3 lists the Areas For Improvement linked to the People Committee and their individual implementation status.

**Table 3:**

DSFRS Reference	Description	Status
HMI-3.1-202208	The service should monitor secondary contracts to make sure working hours are not exceeded.	In Progress - On Track
HMI-3.2-202209	The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	In Progress - On Track
HMI-3.2-202210	The service should address the high number of staff in temporary promotion positions.	In Progress - On Track
HMI-3.3-202211	The service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.	In Progress - On Track
HMI-3.3-202212	The service should improve staff understanding of the purpose and benefits of positive action.	In Progress - On Track
HMI-3.4-202213	The service should make sure its selection, development and promotion of staff is open and fair, and that feedback is available to staff.	In Progress - On Track
HMI-3.4-202214	The service should improve all staff understanding and application of the performance development review process.	In Progress - On Track
HMI-3.4-202215	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	In Progress - On Track

Table 4 below outlines the completion status of all actions designed to address the Areas For Improvement linked to the People Committee, as outlined above.

Table 4: Summary of progress against the 40 individual actions					
Areas for Improvement (People Committee)					
Not started (on track)	Not started (off track)	In progress (on track)	In progress (off track)	Completed	Closed
13 *	0	26	0	1	0

\* Please note that eight of the actions which have not yet started are the evidence and assurance required once all other actions have been completed.

This page is intentionally left blank