

**M. Pearson Esq.  
CLERK TO THE AUTHORITY**

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

**(see below)**

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**HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE**  
**(Devon and Somerset Fire and Rescue Authority)**

**Thursday 10 January 2008**

A meeting of the Human Resource Management & Development Committee will be held on the above date, **commencing at 14.15 hours at Harcombe House, Devon** to consider the following matters.

**MEMBERS ARE ASKED TO NOTE THE VENUE FOR THIS MEETING, A LOCATION MAP FOR WHICH IS ENCLOSED WITH THIS AGENDA. THERE WILL BE A TOUR OF THE FACILITIES SO PLEASE ENSURE ARRIVAL BY 13.15HOURS TO FACILITATE THIS**

Mr. M. Pearson  
Clerk to the Authority

**A G E N D A**

1. **Minutes** of the meeting held on 14 November 2007 attached (Page 1).
2. **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**

3. **Declarations of Interest**

Members of the Committee are asked to consider items to be discussed as part of this meeting and declare any **personal/personal and prejudicial interests** they may have in any item(s) in accordance with the Authority's approved Code of Conduct. Where you have a personal interest in any business of the Authority which relates to or is likely to affect a person described in:-

- paragraph 8(1)(a)(i) of the Code (any body of which you are a Member or in a position of general control or management and to which you are appointed or nominated by your Authority); or
- 8(1)(a)(ii)(aa) of the Code (any body exercising functions of a public nature)

you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.

4. The Health of the Organisation

Presentation by the Head of Human Resources Management & Development at the meeting and discussion on the work being undertaken on the Health of the Organisation.

5. New Occupational Health Contract

Report of the Head of Human Resources Management & Development (HRMDC/08/1).attached (page 4).

6. Equality and Diversity Strategy Consultation Document

Presentation by the Head of Human Resources Management & Development at the meeting.

7. Proposed ROSPA Audit

Presentation by the Head of Human Resources Management & Development at the meeting.

8. Target Setting for Goal 2 of the Devon and Somerset Fire and Rescue Authority Corporate Plan 2008/09 to 2010/11

Report of the Head of Service Planning and Review (HRMDC/08/2) attached (page 8).

9. Date of Next Meeting

To note that, in accordance with the approved Authority Calendar of Meetings, the next meeting of this Committee will be held **at 10.00hours on Monday 14 April 2008.**

**PART 2 – ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PRESS AND PUBLIC**

Nil.

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

**Membership:-**

Councillors Mrs. Parsons (Chair), Mrs Beer, Cann, Ford, Galloway, Kerlake and Way.

**Substitute Members**

Members are reminded that, in accordance with Standing Order 30, the Clerk (or his representative) MUST be advised of any substitution prior to the start of the meeting.

**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 Mr. Yates on the telephone number shown at the top of this agenda.

## **HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE**

(Devon and Somerset Fire and Rescue Authority)

14 November 2007

### Present:-

Councillor Mrs Parsons (Chair), Mrs Beer, Cann and Kerlake.

### Apologies:-

Councillors Ford, Galloway and Way.

### **\*HRMDC/23. Minutes**

**RESOLVED** that the Minutes of the meeting held on 14 September 2007 be signed as a correct record.

### **\*HRMDC/24. Declarations of Interest**

Members of the Committee were invited to declare any **personal or personal and prejudicial interests** they may have in any item(s) to be considered at the current meeting in accordance with the Authority's approved Code of Conduct.

No interests were declared.

### **\*HRMDC/25. Training and Development**

The Committee received for information a presentation given by the Head of Human Resources Management & Development which covered the Integrated Personal Development System (IPDS and its meaning and purpose as follows:

- Purpose of IPDS – the development of people in their role and in their place of work so they are able to demonstrate competence;
- The aims and scope and components of IPDS
- The progress made to date with implementation;
- The challenges facing the service.

Reference was made to the point that the IPDS system did not appear to address fully the needs of the retained service. DCO Fyfe commented that there had been issues raised at national level via the Chief Fire Officers' Association (CFOA) in respect of IPDS and that Communities and Local Government (CLG) would be undertaking a review of this area shortly. It was noted that Devon and Somerset Fire and Rescue Service had been cited for best practice in this area and as a result, would play a key part in this review when undertaken.

NB. The planned work theme for the Committee on training and development was to be continued following this meeting with a presentation on the work of the special operations team at the new Urban Search and Rescue (USAR) building at Service Headquarters.

**\*HRMDC/26. III Health Retirements under the Firefighters' Pension Scheme**

The Committee considered a report of the Head of Human Resources Management & Development (HRMDC/07/7) that referred to a position where a member of staff below the age of 50 with less than 25 years service may, as a result of an injury or ill health, find they were no longer able to continue their duties as a regular firefighter, resulting in the employing authority having to seek to redeploy the individual.

The Committee were advised that if redeployment was not an option, the individual could be dismissed from the service and not being in a position to receive their pension until age 60. This matter had been highlighted as a result of a recent Medical Appeal's Board decision in respect of three recently retired members of the London Fire Brigade and it had raised concerns for the fire and rescue service as a whole. In view of the concerns, it was proposed that a letter should be sent to the National Pensions Committee with a view to seeking early remedy of this position and a draft letter (as included as an Appendix to report HRMDC/07/7) was considered by the Committee.

**RESOLVED**

- (a) That the Committee endorses the request to table the concerns raised within the letter circulated (Appendix A of report HRMDC/07/7) at the next National Pensions Committee, with a view to seeking early remedy to this unsatisfactory position
- (b) That, subject to (a) above, the Committee notes the contents of the letter.

**\*HRMDC/27. Equalities**

The Committee received for information a presentation given by the Head of Human Resources Management & Development on the recently formed Commission for Equality and Human Rights (CEHR) that was established as a result of legislation in the Equalities Act 2006. The presentation covered, amongst other things, the point that the new CEHR had brought under a single umbrella the Commission for Racial Equality, the Equal Opportunities Commission and the Disability Rights Commission. Reference was made in addition to the six strands of the equalities agenda and the point that a paper would be submitted to a future meeting setting out the corporate response to these issues.

**\*HRMDC/28. Workforce Planning**

The Committee received for information a report of the Head of Human Resources Management and Development (HRMDC/07/8) that set out the framework that had been established within the service to address workforce planning issues at both a strategic and tactical level.

**\*HRMDC/29. 2007/08 Staff Survey**

The Committee received for information a report of the Head of Service Planning and Review (HRMDC/07/9) that set out details of work to be undertaken on a staff survey in 2007/08, together with the methodology considerations for this exercise and details of the types of questions that may be considered and the costs and timescales involved. The point was made that, as this was the first time that the survey would be undertaken following combination, it would be sent to all staff on this occasion but may be scaled down in future years.

**\*HRMDC/30. Date of Next Meeting**

The Committee noted that, in accordance with the approved Authority Calendar of Meetings, the next meeting of this Committee would be held **at 14.15hours on Thursday 10 January 2008.**

**\*HRMDC/31. Exclusion of the Press and Public**

**RESOLVED** that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A (as amended) of the Act, namely information relating to negotiations in connection with a labour relations matter between the Authority and its employees.

**\*HRMDC/32. Job Evaluation for Non-Uniformed Staff – Implementation Agreement**

(An item taken in accordance with Section 100A(4) of the Local Government Act 1972 during which the press and public were excluded.

The Committee received for information a report of the Head of Human Resources Management and Development (HRMDC/0710) that set out the progress made in respect of the implementation agreement with UNISON. It was noted that the timescale for Job Evaluation had now slipped by approximately one month and was now envisaged to be completed by 1 June 2008.

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

The meeting started at 10.00hours and finished at 12.00 hours.

# DEVON & SOMERSET FIRE & RESCUE AUTHORITY



<b>REPORT REFERENCE NO.</b>	<b>HRMDC/08/1</b>
<b>MEETING</b>	<b>HUMAN RESOURCES &amp; MANGEMENT DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>10 January 2008</b>
<b>SUBJECT OF REPORT</b>	<b>OCCUPATIONAL HEALTH PROVISION</b>
<b>LEAD OFFICER</b>	<b>Head of Human Resources Management &amp; Development</b>
<b>RECOMMENDATIONS</b>	<i><b>That this report be noted for information purposes.</b></i>
<b>EXECUTIVE SUMMARY</b>	<p>Previously Somerset Fire &amp; Rescue Service and Devon Fire &amp; Rescue had separate Occupational Health provisions. As part of the regional work on the procurement of Occupational Health services, Devon &amp; Somerset Fire &amp; Rescue has played a key part in the tendering process and are the first South West Fire &amp; Rescue Service to use the new supplier under the regional Service Level Agreement. The change in supplier has led to a number of organisation changes in relation to staff, premises, records etc. The new contract commenced from the 1 November 2007 and we shall monitor the performance under the Key Performance Indicators. It is anticipated that under the new supplier the service delivery will be improved which will support DSFRS in providing our health well-being arrangements for staff in an efficient and economic manner. This will assist with our absence management targets.</p>
<b>FINANCIAL IMPLICATIONS</b>	Contained within the main body of the report.
<b>APPENDICES</b>	Nil.
<b>LIST OF BACKGROUND PAPERS</b>	Nil.

## 1. **INTRODUCTION**

- 1.1 Previously Somerset Fire & Rescue Service (FSRS) and Devon Fire & Rescue (DFRS) had separate Occupational Health provisions. Somerset Fire & Rescue Service were part of Somerset County Council and as such had their Occupational Health provision on a continuing basis provided by the County Council who used the NHS. Within Devon Fire & Rescue Service, the same continuing arrangements had been in place when the Service was part of Devon County Council (DCC) but since becoming an independent Authority, there had been Service Level Agreements in place. However, the Authority had continued to use DCC as the Occupational Health provider. The last Service Level Agreement had been from 1 April 2004 to the 31 March 2006 with an option to extend until March 2007. With the declared intent by DFRS and SFRS to consider combination the extension option was agreed. It was recognised that as part of the contract renewal, there would need to be a tender process to comply with procurement legislation.
- 1.2 The matter of the Occupational Health provision within the SW region had also been discussed through the 2005 SW CFOA Procurement Committee in November 2005 and a business case had been developed for a regional procurement approach. Since each Fire Service had differing renewal dates it was determined that there would be a single tendering approach but with individual county/service lots agreed.
- 1.3 The key driver for the provision of a regional approach to occupational health had been the Fire & Rescue Service National Framework (Chapter 5.37) which stated that Fire and Rescue Authorities should consider the cost and organisational benefits of operating their occupational health arrangements on a regional basis. Coupled with this, Occupational Health has been identified as a high spend area and with the introduction of new legislation; Disability Discrimination Act 1995, The Employment Equality (Age) Regulations 2006, changes to fire-fighters pension scheme, management of absence policies, the use and reliance on a robust occupational health service was anticipated to increase.
- 1.4 The broad aims for the provision of an Occupational Health Service for Devon & Somerset were in common with that of the South West Fire and Rescue Services (SWFRS) which was to maximise the health and well-being of staff whilst ensuring that the OH Service is delivered in an efficient and economic manner.
- 1.5 The contract was exempt from EU regulations as a medical/health provision, but had followed the principles of the EU regulations and would be let for four years with the option to extend for an additional year.

## 2. **TENDER PROCESS**

- 2.1 The regional contract was advertised as being available in lots, in order to facilitate existing Occupational Health Service Providers who could extend their provision or create joint bids. The initial advert was in August 2006 through the Bluelight e-tendering portal and this sought expressions of interest. There were 16 expressions of interest received and these organisations were sent a Pre-Qualification Questionnaire. There were 10 returned questionnaires and these were evaluated by representatives from HR and Procurement and assessed on both the commercial and technical responses submitted. From these submissions, 8 suppliers were short listed and invited to submit a tender.

- 2.2 In February 2007, the Invitation To Tender (ITT) was published again through the Bluelight e-tendering portal to the 8 short listed suppliers. Four tenders were received and these were again assessed. DCC surprisingly did not submit a response to the ITT. The four suppliers were also invited to provide a short overview presentation of their tender submission with a Q&A and clarification session. During this process DSFRS was the lead authority and was the lead customer for the other SWFRS's.
- 2.3 From the thorough tendering process, the recommended supplier was Capita Health Services and this was agreed by the SW Procurement Committee. The contract is on a call-off basis and DSFRS have been the first to implement with the new supplier commencing from the 1 November 2007. The contract is for a period of four years with an option to extend the contract for a further one year. One other SWFRS already has an OH provision which is separate to that of the County Council and that is Dorset who are also with Capita Health Services (HS). The take-up of the external contract is a decision for each authority to determine. Capita HS are also used by FRS for London.

### 3. **OCCUPATIONAL HEALTH SERVICE PROVISION**

- 3.1 In order to implement the new Service Level Agreement Capital HS there were a number of actions required. There were TUPE implications for staff within the DCC Occupational Health Service with two part-time nurses whose working time was mainly attributed to activities in relation to the FRS. However, neither of the nurses met the qualification requirements of Capita HS. Both have been offered the opportunity for additional training but they have declined and will receive redundancy compensation.
- 3.2 All staff within DSFRS were individually advised in writing of the change in provider and informed that their medical records would be transferred from DCC to Capita HS. For any employees not wishing for their record to be transferred then they will remain with DCC. Of the 2247 staff, there were 13 who declined to have their record transferred.
- 3.3 The medical records and management referral forms needed to be put in place as well as the Internal Clinical Management System.
- 3.4 One of the major aspects to resolve was that of the premises. Capita HS had premises in Dorchester where they provide the service to Dorset FRS and also Exeter where they provide Occupational Health services to other organisations. However, it was considered as necessary to identify sites at Plymouth, Taunton and Barnstaple. The aim was to be able to provide full medicals at both Exeter and Taunton and have consultations at the other two premises. The Plymouth site was straight forward as there were already suitable facilities at Plympton. For Taunton and Barnstaple there has been a requirement for refurbishment and this is underway.
- 3.5 The SLA has key performance indicators in relation to routine appointments, emergency referrals, fitness reports which will assist the Service in improving our responsiveness to medical matters. The SLA will be reviewed quarterly with the supplier.

3.6 As the contract progresses, we will be working with Capita to develop positive health initiatives and considering other services such as drug and alcohol testing.

4. **FINANCIAL IMPLICATIONS OF THE CHANGE IN OCCUPATION HEALTH PROVIDER**

4.1 One of the key changes in the Service Level Agreement is that it has an £10,000 administration fee with the medical costs on a pay-per-use basis. The previous costing for the DFRS Occupational Health contract was for an annual contract of £120,000 with some additional pay-as-you go services. The contract with Capita HS was considered under the tendering process to be highly competitive.

5. **CONCLUSION**

5.1 The tendering process has been beneficial in providing a competitive process to the selection of the supplier. Capita HS have a good understanding of the Occupational Health issues which are currently challenging the Fire Service. In addition, they have robust administrative systems. The Service Level Agreement includes Key Performance Indicators and it is anticipated that we will improve service delivery under the new supplier which will support DSFRS with our objective to deliver our health well-being arrangements for staff in an efficient and economic manner. This will also assist us in achieving our absence management targets.

**Jane Sherlock**  
**Head of Human Resources Management & Development**



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

<b>REPORT REFERENCE NO.</b>	HRMDC/08/2
<b>MEETING</b>	HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE
<b>DATE OF MEETING</b>	10 January 2008
<b>SUBJECT OF REPORT</b>	TARGET SETTING FOR GOAL 2 OF THE DEVON AND SOMERSET FIRE AND RESCUE AUTHORITY CORPORATE PLAN 2008/09 TO 2010/11
<b>LEAD OFFICER</b>	Head of Human Resources Management and Development and the Head of Service Planning and Review
<b>RECOMMENDATIONS</b>	<i>That the recommended targets contained within sections 4 to 7 of this report are included in the Devon and Somerset Fire and Rescue Authority Corporate Plan 2008/09 to 2010/11. The Corporate Plan will then be submitted to the Devon and Somerset Fire and Rescue Authority in February 2008 for final approval.</i>
<b>EXECUTIVE SUMMARY</b>	<p>A key part of any business plan is the setting of targets to demonstrate the level of ambition the organisation wishes to achieve.</p> <p>It was suggested and agreed at the Community Safety and Corporate Planning Committee that some targets should be set by the Committee with responsibility and oversight for the relevant issues within the Corporate Plan. Therefore, this paper sets out recommendations for targets under Goal 2 'To be an employer of choice'.</p>
<b>FINANCIAL IMPLICATIONS</b>	There are no specific financial implications contained within the report. However the reduction of some existing resources in order to set a revenue budget for 2008/09 may have an impact on the ability to deliver against some of these targets.
<b>APPENDICES</b>	Best Value Performance Indicators that currently apply to Fire and Rescue Services
<b>LIST OF BACKGROUND PAPERS</b>	Devon and Somerset Fire and Rescue Authority Draft Corporate Plan 2008/09 to 2010/11

1. **INTRODUCTION**

1.1 The draft Devon and Somerset Fire and Rescue Authority Corporate Plan 2008/09 to 2010/11 set out the ambitions for the Authority for the next three years, as expressed through the following Mission and Goals:



1.2 A key part of any business plan is the setting of targets to demonstrate the level of ambition the organisation wishes to achieve

1.3 Within the Fire and Rescue Service there is also the requirement to set targets for the next three years for each of the national Best Value Performance Indicators – these are all listed in Appendix A. This requirement is coming to an end in April 2008 and new duties will be placed upon the Service as part of the Comprehensive Area Assessment regime. However, the guidance on these issues is still in development and therefore we have been advised to continue to adhere to the existing Best Value requirement until new guidance is issued.

1.4 To assist with target setting and ownership of issues, a proposal was submitted and accepted at the Community Safety and Corporate Planning Committee meeting held on 1 November that some targets within the Corporate Plan should be set by the Committee with responsibility for that issue. Therefore, this paper sets out recommendations for targets under Goal 2 to be considered by the Human Resources Management and Development Committee.

2 **TARGET SETTING FOR GOAL 2**

2.1 Within the Draft Corporate Plan under Goal 2 there are the following five priorities:

- 2.a) To provide effective training and development of staff
- 2.b) To be open, honest and constructive and have positive working relationships
- 2.c) To have a healthy and motivated workforce
- 2.d) To have effective workforce planning
- 2.e) To have reward and benefit strategies that are effective to attract and retain staff

2.2 In order to achieve these priorities and other areas of this goal the Service will be measured against the targets listed below, supporting the relevant priority. Information is provided on current levels of performance, suggested targets to be adopted and activities to be undertaken to achieve the target. More detailed discussions on some of these activities will be covered earlier on the agenda of this committee meeting.

2.3 When setting targets it is important to consider:

- The priority and importance of delivering a specific issue
- Current performance and success of existing strategies to deliver the outcomes
- Resources available to undertake the activity required to achieve the target
- Benchmarking of current performance against other Fire and Rescue Services

### **3 TRAINING AND DEVELOPMENT OF STAFF**

3.1 There are no specific Best Value Performance Indicators that measure this area. However, local performance indicators to measure the success in the training and development of staff are being developed and refined. These are likely to include the percentage of staff trained in specific skills.

3.2 To achieve and deliver the appropriate training and development to staff, the Service undertakes an annual training needs analysis and from this determines the training delivery required. Senior Managers have also recently approved a five year training strategy to address the delivery of training across the two training centres and with an increased emphasis on local delivery.

### **4 TO BE OPEN, HONEST AND CONSTRUCTIVE AND HAVE POSITIVE WORKING RELATIONSHIPS**

4.1 There is one specific BVPI that relates to this issue, namely BVPI 2 which measures:

- i) The level of the Equality Standard for Local Government to which the authority conforms.
- ii) The duty to promote race equality.

4.2 For part i) the current target is Level 2 for 2007/08 which has been achieved. For future years the existing target is level 3 for 2008/09 and 2009/10 (note the maximum is 5). It is recommended the existing targets continue and are reviewed in future years in light of the national Equality and Diversity strategy that is out for consultation.

4.3 Part ii) The duty to promote race equality is expressed as a percentage and is calculated against a checklist of criteria to be undertaken. Current performance is 45% with a target of 85% for 2007/08, 95% for 2008/09 and 100% 2009/10. It is recommended that these targets continue as they stand, extending to 100% for 2010/11.

4.4 To achieve the two targets above, the Service will finalise and implement the Equality and Diversity strategy and raise awareness and understanding of the Services Core Values. Achievement of these targets will also support the recruitment and retention of staff.

4.5 Other areas of work that will be undertaken in support of this priority will be to continue the development of a range of negotiation and consultation mechanisms – both informal and formal – with representative bodies and facilities agreements with them.

**5 HEALTHY AND MOTIVATED WORKFORCE**

5.1 There are the following Best Value Performance Indicators that relate to this priority:

- The proportion of working days/shifts lost to sickness absence
- The rate of ill-health retirements.

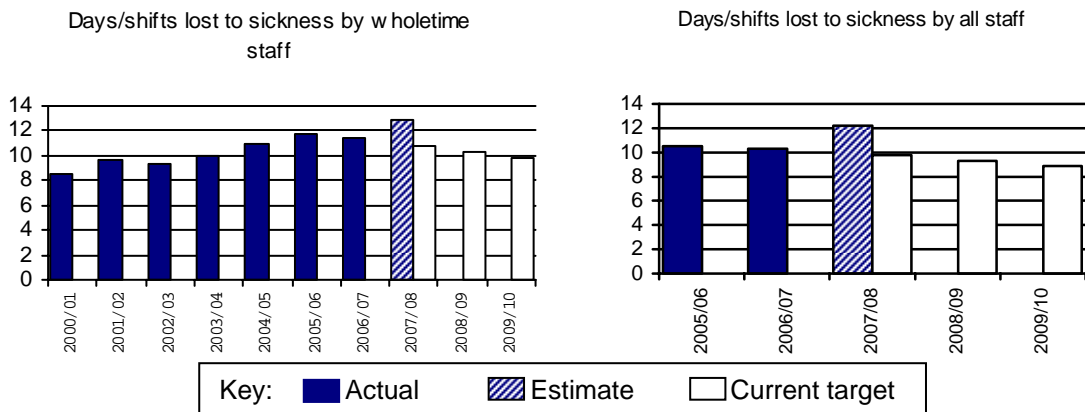
**The proportion of working days/shifts lost to sickness absence (BVPI 12)**

The current target set is to reduce sickness absence by 5% per year up to 2009/10. This target is broken down into two BVPIs:

BVPI 12 (i) Proportion of working days/shifts lost to sickness absence by wholetime uniformed staff.

BVPI 12 (ii) Proportion of working days/shifts lost to sickness absence by all staff.

Current performance shows sickness levels have increased for both measures, up by 13% for wholetime uniformed staff and up by 18% for all staff.



Rates of sickness are high compared to other services, both within the region and nationally. In hindsight, to set the existing target to reduce levels of sickness during this significant period of change was over ambitious. However, that does not mean that the issue should not be addressed.

**Recommendation:** To reduce the levels of sickness of all staff to a rate of 9.0 shifts lost per person by 2010/11 (this rate relates to the average sickness levels in the South West FRAs in 2006/07). Based upon existing figures this equates to a reduction of approximately 10% per year. However, it is envisaged that most of the reduction will occur in the latter years of the target.

To achieve this reduction in sickness the Service will re-energise the current sickness absence and stress policy which will involve closer monitoring of absence and greater support to staff. As part of the overall health agenda the Service will identify and implement positive health promotion and work closely with the new Occupational Health provider to identify further opportunities for improvement. Also the Health and Safety section will undertake and oversee ROSPA and station audits and use the results of these to inform changes in policies and procedures in order to reduce work place injuries.

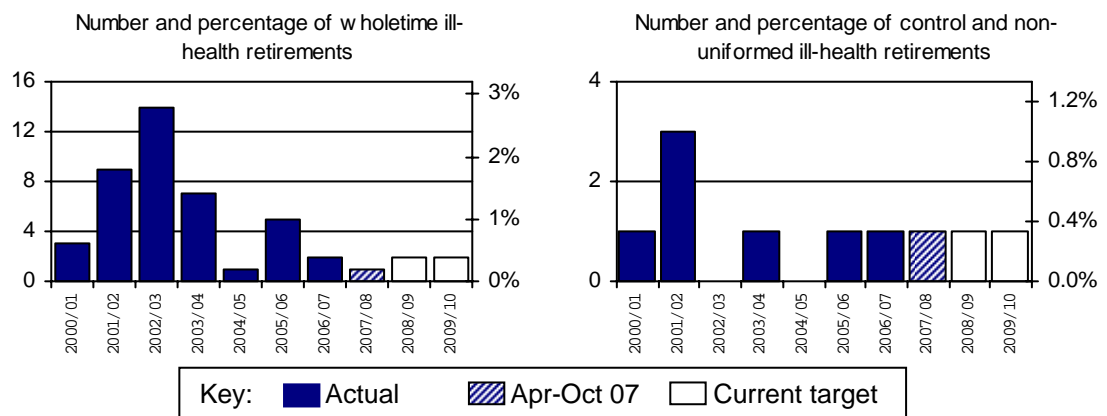
## The percentage of ill-health retirements (BVPI 15)

The current target set is to maintain the low level of ill-health retirements. This target is broken down into two BVPIs:

BVPI 15 (i) Wholetime firefighter ill-health retirements as a percentage of the total workforce

BVPI 15 (ii) Control and non-uniformed ill-health retirements as a percentage of the total workforce.

So far this year there have been two ill-health retirements, one from each category of staff.



Levels of performance are good compared to others within the region and the country, but with the small numbers involved this can easily change.

**Recommendation:** To continue with the existing target of maintaining the low levels of ill-health retirements for the next 3 years.

Activities identified earlier to reduce overall levels of sickness will also assist in achieving this target.

## 6 EFFECTIVE WORKFORCE PLANNING

6.1 There are no Best Value Performance Indicators that relate to this priority. To progress this issue a workforce planning group has been established and the terms of reference of this group were presented to the last HRMD Committee meeting. Delivering improvement and building capacity will only be realised if clear links are defined between our Service plans and People plans for recruitment, retention, staff and organisational development, succession planning and working towards delivering a more diverse workforce.

**7 TO HAVE REWARD AND BENEFIT STRATEGIES THAT ARE EFFECTIVE TO ATTRACT AND RETAIN STAFF**

7.1 There are several Best Value Performance Indicators measuring the staff profile and therefore the effectiveness of the Service in recruiting and retaining a wide range of staff. They are:

- number of women firefighters
- percentage uniformed ethnic minority staff employed
- percentage of disabled staff employed
- the percentage of top 5% of earners that are women, from ethnic minorities, who are disabled.

7.2 The first three measures will be the primary focus in achieving this priority with the last one supporting more detailed monitoring.

**The percentage of women firefighters (BVPI 210)**

The current target set is to achieve 4.1% women firefighters (80 women) by the end of 2007/08, 5.1% (100 women) by the end of 2008/09 and 6.1% (120 women) by the end of 2009/10.

Current performance is 3.8%, 75 women firefighters and due to the current wholetime recruitment freeze, we may struggle to achieve the target by the end of the year. Results and existing targets are shown below.

Number and percentage of women firefighters

Year	Actual (Number)	Actual (%)	Oct 2007 Target (Number)	Current Target (Number)	Current Target (%)
2005/06	70	3.2%	-	-	-
2006/07	75	3.8%	-	-	-
2007/08	75	3.8%	80	80	4.1%
2008/09	-	-	-	100	5.1%
2009/10	-	-	-	120	6.1%

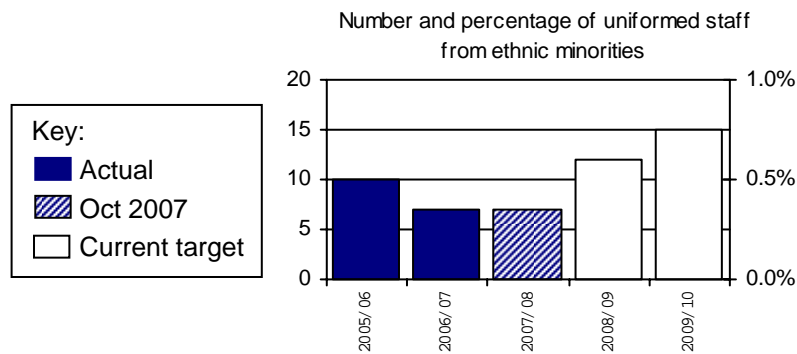
However, current performance does put the service within the top quartile in the country - a rate of 3.2% in 2005/06. Within the region (as of the end of September 2007), due to the size of Devon and Somerset we have by far the highest number of women firefighters and the third highest percentage – Gloucestershire has the highest with 7.2%. Despite the high number of women firefighters already in the Service, it is proving difficult to improve the levels due to the low number of staff leaving and this is reflected in the ability to achieve the existing target.

**Recommendation:** A target is set of 4.6% women firefighters (90 women) by the end of 2008/09, 5.1% (100 women) by the end of 2009/10 and 5.6% (110 women) by the end of 2010/11.

**The percentage of ethnic minority uniformed staff (BVPI 17)**

The current target set is 0.45% (9 people) by the end of 2007/08, 0.6% (12 people) by the end of 2008/09 and 0.74% (15 people) by the end of 2009/10.

Current performance is 0.35%, 7 people (no change on last year) and we may struggle to achieve the target by the end of the year. Results and targets are shown below.



These results need to be put in the context of the local percentage economically active ethnic minority population which is 1.42%. Compared to other services in the country the rate of ethnic minorities' employed and the economically active residential population of this group are both low.

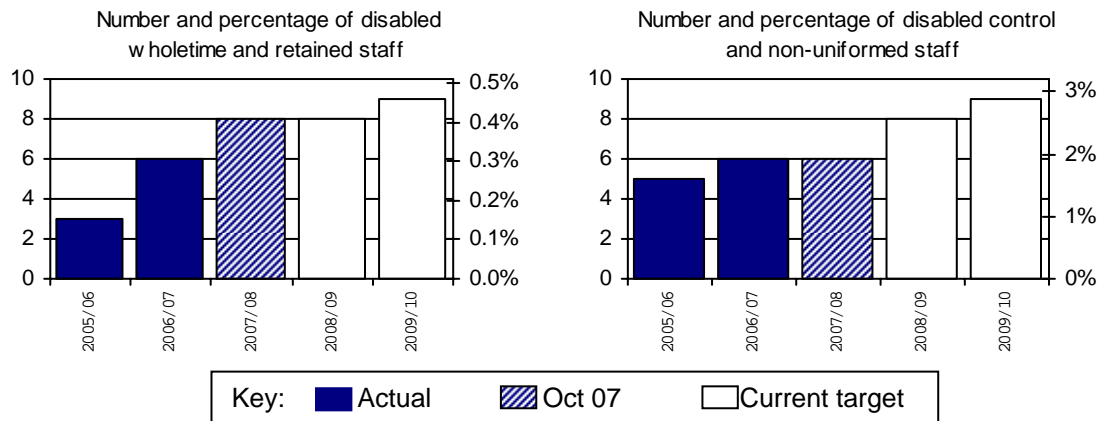
**Recommendation:** A target is set of 0.5% (10 people) by the end of 2008/09, 0.6% (12 people) by the end of 2009/10 and 0.7% (14 people) by the end of 2010/11.

**The percentage of disabled staff employed (BVPI 16)**

The current target set is 0.4% (14 people) by the end of 2007/08, 0.5% (16 people) by the end of 2008/09 and 0.6% (18 people) by the end of 2009/10. This target is broken down into two BVPIs:

BVPI 16 (i) – The percentage of wholetime and retained employees who are disabled  
 BVPI 16 (ii) – The percentage of control and non-uniformed employees who are disabled

The target this year for part (i) is 0.4% (7 people) and for part (ii) is 2.3% (7 people)  
 Current figures for part (i) are 0.41% (8 people) and for part (ii) is 1.95% (6 people)  
 As can be seen from the numbers above and the charts below, the numbers involved are very small and the recruitment or leaving of one member of staff can make a big difference.



These results need to be put in the context of the local percentage of economically active people who are disabled which is 11.5% for part (i) and 14.6% for part (ii). Compared to others in the region performance is very mixed, but as already shown above the numbers are small.

We have recently received verbal feedback from the Audit Commission that the existing targets are considered “unambitious”. However, it was believed that when setting these targets in light of the low turnover rates of staff they are realistic.

**Recommendation:** That the existing targets are continued and extended i.e. 0.5% (16 people) by the end of 2008/09, 0.6% (18 people) by the end of 2009/10 and 0.7% (20 people) by the end of 2010/11.

**The percentage of top 5% earners that are (i) women, (ii) from black and ethnic minority communities, (iii) have a disability. (BVPI 11)**

The current target set for these three measures is to maintain existing numbers.

Currently within the top 5% there are (i) 5 women (4%) (ii) 1 person from black and ethnic minority communities (1%) and (iii) 3 people who declare they are disabled (3%).

**Recommendation:** To maintain the existing levels for the next 3 years.

- 7.3 To achieve the levels of representation of staff detailed in all the targets above positive action groups will be established to encourage people to take up the opportunity to work for the Service as and when vacancies arise. In relation to disabled employees, the focus will also be on workplace adjustments in order to retain existing staff with a disability. Various flexible working and work-life balance initiatives are also underway. This will give a positive message and in the long term will influence attraction and retention.
- 7.4 We are also working collaboratively within the region on a range of projects such as regional recruitment, development of equality impact assessment toolkits and sharing best practice in positive action and engaging with hard to reach groups. The operational and support areas of Devon and Somerset are also working together to assess the value of partnerships and this will complement the regional work, in raising our profile as an employer of choice.

## APPENDIX A TO REPORT HRMDC/08/2

Best Value Performance Indicators that currently apply to Fire and Rescue Services:

Best Value Performance Indicators	
BVPI 142	ii) primary fires per 10,000 population; iii) accidental fires in dwellings per 10,000 dwellings.
BVPI 143	The number of – i) deaths; ii) injuries (excluding precautionary checks), arising from accidental fires in dwellings per 100,000 population.
BVPI 144	The percentage of accidental fires in dwellings confined to room of origin.
BVPI 146	i) Number of calls to malicious false alarms not attended per 1,000 population; ii) Number of calls to malicious false alarms attended per 1,000 population.
BVPI 149	i) False alarms caused by automatic fire detection per 1,000 non-domestic properties; ii) Number of those properties with more than 1 attendance; iii) The % of calls which are to a property with more than 1 attendance.
BVPI 150	Expenditure per head of population on the provision of fire and rescue services.
BVPI 206	i) Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population; ii) Number of deliberate primary fires in vehicles per 10,000 population; iii) Number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population; iv) Number of deliberate secondary fires in vehicles per 10,000 population.
BVPI 207	The number of fires in non-domestic premises per 1,000 non-domestic premises.
BVPI 208	The % of people in accidental dwelling fires who escape unharmed without FRA assistance at the fire.
BVPI 209	The % of fires attended in dwellings where: i) a smoke alarm had activated; ii) a smoke alarm was fitted but did not activate; iii) no smoke alarm was fitted.
BVPI 2	i) The level of the Equality Standard for Local Government to which the authority conforms. ii) The duty to promote race equality.
BVPI 8	% of undisputed invoices which were paid in 30 days.
BVPI 11	i) The percentage of top 5% of earners that are women. ii) The percentage of top 5% of earners from black and minority ethnic communities. iii) The percentage of top 5% of earners that are disabled.
BVPI 12	i) Proportion of working days/shifts lost to sickness absence by whole time uniformed staff. ii) Proportion of working days/shifts lost to sickness absence by all staff.
BVPI 15	i) Wholetime firefighter ill-health retirements as a % of the total workforce. ii) Control and non-uniformed ill-health retirements as a % of the total workforce.
BVPI 16	i) The percentage of wholetime and retained duty system employees with a disability ii) The percentage of control and non-uniformed employees with a disability
BVPI 17	% of ethnic minority uniformed staff of ethnic minority population of working age in brigade area.
BVPI 157	The number of types of interactions that are enabled for e-delivery as a % of the types of interactions that are legally permissible for e-delivery.
BVPI 210	The % of women fire-fighters.

**Source of BVPIs: Annex F – Best Value Performance Indicators 2005/06 (2005/06 FIRE AND RESCUE NATIONAL FRAMEWORK)**