



DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY

Annual Workforce Equality Report 2020-21





CONTENTS

INTRODUCTION..... 1

SUMMARY ANALYSIS – WORKFORCE PROFILE..... 2

OUR PEOPLE..... 7

 Staff Headcount and FTE..... 7

 Age..... 8

 Gender..... 10

 Ethnicity..... 13

SEXUAL ORIENTATION 15

 Disability 17

 Religion & Belief 18

The HEALTH & WELLBEING of our workforce 20

 Sickness Absence 20

PERFORMANCE MANAGEMENT 22

 Disciplinaries & Grievances 22

STAFF progression & RETENTION..... 24

 Staff Promotions 24

 Staff Turnover..... 25

CORPORATE TARGETS 27

 Recruitment from Under-Represented Groups 27

 Sickness vs National Average..... 28

REPORT INFORMATION 29



INTRODUCTION

We place diversity and inclusion at the heart of everything we do and in doing this we want to have a diverse workforce that truly reflects the communities we serve so that we can provide them the best service possible.

Diverse teams bring variety of thought, innovation, and creativity. An inclusive and welcoming workplace that embraces the diverse communities it serves will help us to attract, retain and develop the best people from a broad range of backgrounds. This means teams and people are safer, happier, and more operationally effective when their staff can be their authentic selves at work. A diverse workforce will also help us to better understand the needs of our communities so that we can provide our service in a way that best suits them. We also need to understand what our communities think of us and how they view us from a recruitment perspective.

In support of this, the Equality Act 2010 states that everyone has the right to be treated fairly and equally. The Act also includes a duty called the Public-Sector Equality Duty (PSED), which requires public authorities like us to have due regard in the need to:

- Eliminate discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who have a protected characteristic and those who do not; and
- Foster good relations between people who have a protected characteristic and those who do not.

As part of this duty Dorset and Wiltshire Fire and Rescue Service is also required to publish equality information at least annually.

This document provides equality monitoring information about our workforce, includes a national and local context to this information and sets out the positive actions we are taking in support of equality, diversity, and inclusion. We encourage our teams to have topical diversity discussions as part of their team and department meetings to help foster a wider understanding of diversity and inclusion. To continuously improve the equality data we hold about our staff we also launched our 'safe to say' campaign.

For more information about our work and commitment to diversity and inclusion please visit our website or follow the link below: -

<https://www.dwfire.org.uk/about-us/equality-diversity-and-inclusion/>

SUMMARY ANALYSIS – WORKFORCE PROFILE

Age Overview

How we compare with other fire and rescue services

Like other fire and rescue services we have high numbers of staff in the 46-55 age group. In many senses this is a good indicator as staff wish to stay in our employment, although we obviously need to ensure that we have robust succession planning arrangements in place. Those leaving in this age group are retiring due to pension scheme regulations and the financial impact that would result from continued employment. This is a similar picture across fire and rescue services. It is also pleasing that our corporate staff are choosing to stay with us, and these are retiring later. Our new starters, particularly within our on-call staff group, have predominantly been in the lower age group.

Looking to the future

Our workforce and succession planning arrangements monitor our retirement profile so that timely recruitment activities are set in place to replace the loss of skilled staff. We have an extensive range of learning and development opportunities to develop our staff which has a positive impact on new skills development, retention and ensures long term value for money. Our flexible retirement and re-employment procedures enable us to retain or reemploy staff with specialist skills. Our 'employment offer' and staff benefits are regularly reviewed to attract and retain high calibre staff. Our development offering includes a continued commitment to apprenticeships, and we are looking to further expand these opportunities in the future.



Gender Overview

How we compare to other fire and rescue services

Whilst we have a higher proportion of male employees than female employees in operational roles this is a feature of all fire & rescue services. The gender balance for corporate staff that include a number of public facing roles is a more equal split.

Good progress has been made in addressing our mean hourly gender pay gap which has closed by 2.20% compared to last year. We have a lower mean hourly pay gap than the average for all fire and rescue services (3.03% less), however we have a larger gap in our median hourly pay gap (2.75% higher).

When looking at all temporary and substantive promotions over the past year, the majority of those promoted have been male (81.48%), but this correlates to the gender balance of our workforce. It is pleasing to note that most staff promoted from support staff were female (71.43%).

Looking to the future

Our gender pay gap is an improving picture. We have made excellent progress in addressing our gender pay gap through completing our action plan.

We have set in place development initiatives specifically aimed to encourage more female staff (as well as those in other under-represented groups) to progress within the Service. Our operational female staff network is working hard alongside us to secure further improvements to our processes and procedures so that we can attract, recruit, and retain more female staff. Our positive attraction initiatives include a buddying scheme to support those considering a career in the Fire Service. Many of our female operational staff are at the forefront of our positive attraction campaigns acting as role models and take part in social media campaigns. The Strategic Leadership Team have regular reverse mentoring sessions with members of our staff networks so that they can better understand the culture and ways of working through a 'different lens'. This approach has been very well received and is assisting with cultural change and our 'One-team ethos'.



Ethnicity Overview

How we compare to other fire and rescue services

When comparing the ethnicity of our workforce to local population data, our current staff makeup is under-representative of the BAME community by 3.35%. When comparing to all fire and rescue services, we also have 3.77% fewer BAME staff. We have analysed the ethnicity data in relation to the location of our stations and this has shown that the ethnicity of our local communities broadly balances with our local workforce.

As a Service with a predominant on-call workforce who must be able to attend their local station within 5 – 8 minutes we have a much smaller catchment area to recruit in. This can sometimes impede our continuing efforts to recruit a more diverse workforce.

Looking to the future

We have increased our Diversity and Inclusion team and appointed a Watch Manager who has set up a new staff network for our BAME staff. Through this network we are looking at what more we can do to support our staff which in turn will enable us to enhance our community engagement activities with our diverse community groups. Our Diversity and Inclusion team have visited stations and departments to have mature and thought-provoking conversations about diversity issues.

Our Inclusion Officer has strengthened our partnership networking so that we can work more closely on community initiatives. They have also met with community leaders to provide a more detailed oversight on the role of the fire service and has sought open and honest feedback about the perceptions our communities have about the fire service so that we can take steps to address them. Representatives from our BAME network have led on the SLT reverse mentoring sessions.



Sexual Orientation Overview

How we compare to other fire and rescue services

Comparing with national fire and rescue service data, our staff population has 2.34% fewer LGBT staff than the national figures.

What action are we taking?

In his role as the SLT network champion for our Firepride network; the DCFO meets regularly with the network lead to discuss any issues raised by the network. He has also led several leadership sessions on diversity and inclusion and the importance of this agenda more widely to the health and integrity of the Service. The network members provide regular articles on LGBT issues on social media and our internal and external media. Our staff are encouraged, and do take part in, Pride celebrations across the Service area. We have sponsored and led Pride festivals in Bournemouth and Swindon. We have invested in a specific community appliance and have adapted our corporate flag to include the rainbow. The flag is flown all year at our headquarters. Representatives from the FirePride network will also be taking part in the SLT reverse mentoring sessions.



Disability Overview

How we compare to other fire and rescue services

We have 2.74% staff who have declared a disability. There are no national fire and rescue service comparisons available.

Looking to the future

The Service is formally recognised as a Disability Confident employer and is committed to ensuring that those living with a disability have equal access to inclusive and accessible recruitment and provision of reasonable adjustments during the recruitment process and during employment. The Health and Wellbeing team support our employees with disabilities within the workplace and seek to identify adjustments to equipment or working patterns to find a suitable solution that will aid staff in effectively performing their role within the workplace. In support of the mental and emotional wellbeing of our employees we provide fast track counselling services, mental health e-learning and awareness training, stress management interventions and information for managers. Our counselling service which can be accessed on a self-referral basis, provides our staff with support on a range of subjects across a broad geographical area.



Religion Overview

How we compare to other fire and rescue services

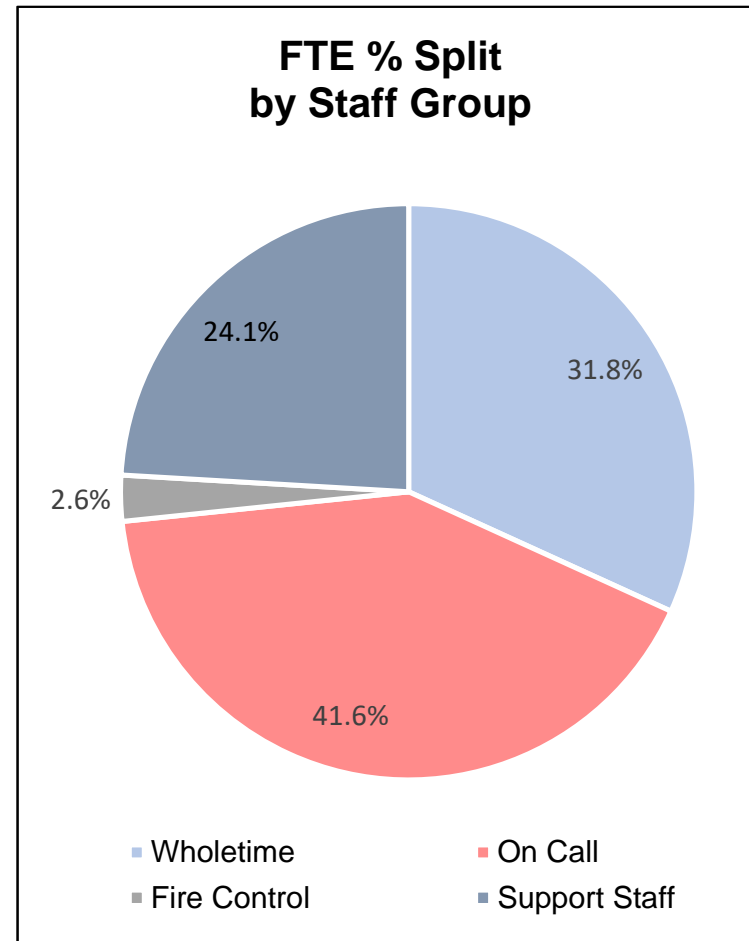
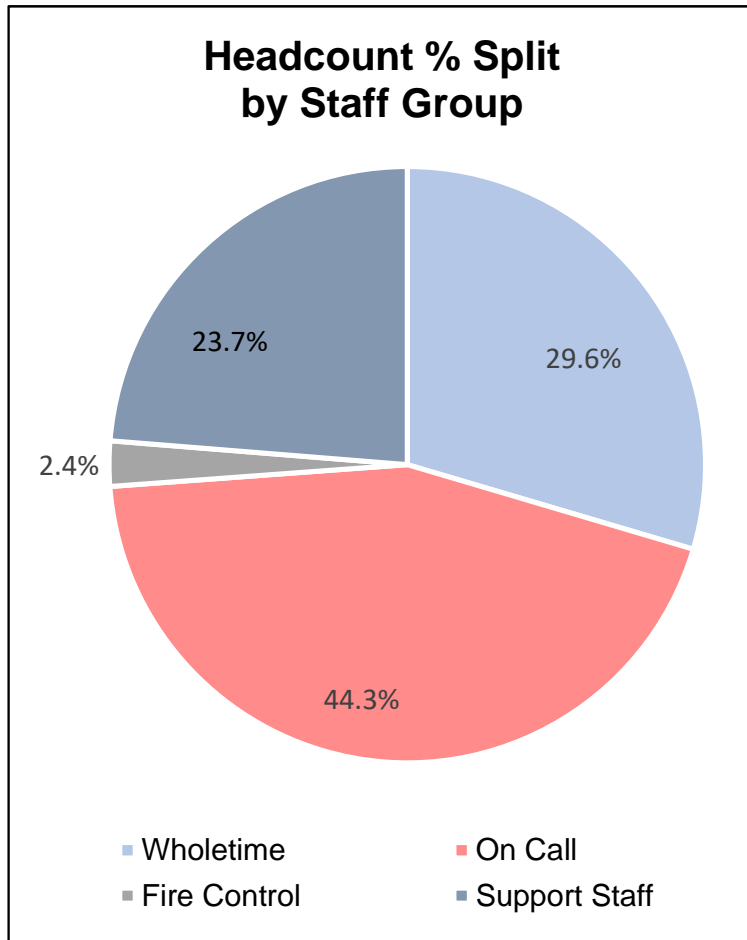
32.39% of our staff have declared a religion on their staff profiles. Comparing with national fire and rescue service data, our staff population has 3.49% fewer staff who have a religion than the national figures.

Looking to the future

Our community engagement activities include meetings with community faith leaders. We have developed community profiles that include pertinent information for our fire crews which includes information about cultural and religious festivals and sensitivities. A programme of community contact workshops will commence to help us better understand needs and wants of our communities.

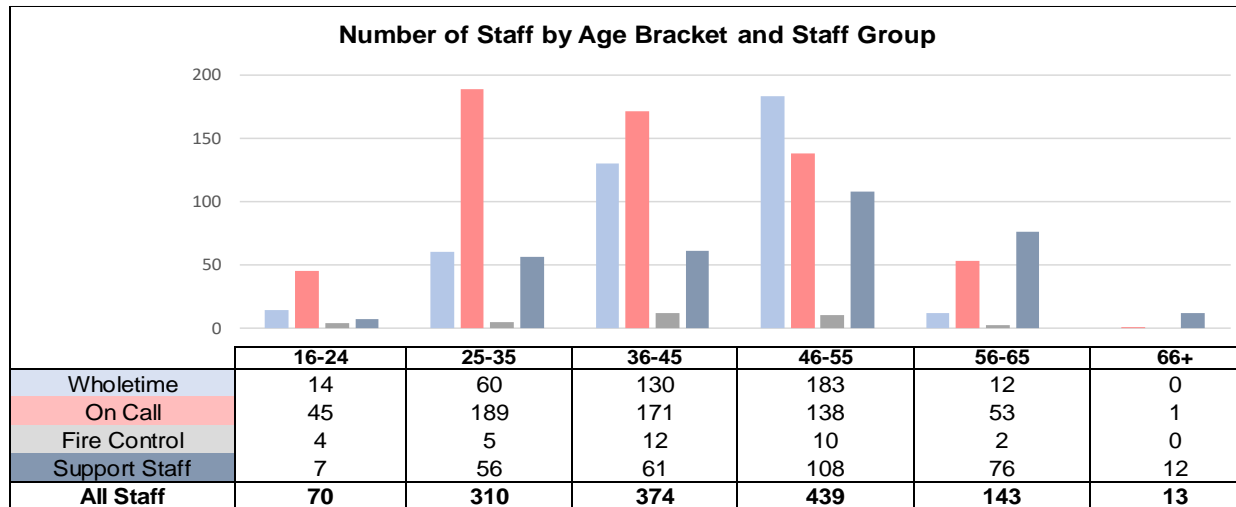
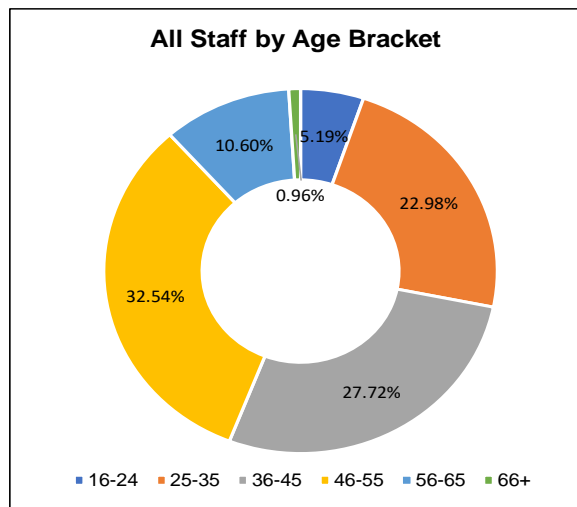
OUR PEOPLE

STAFF HEADCOUNT AND FTE





AGE



How do we compare against Local and National information?

Average Age

Staff Group	DWFRS	National Data*	Difference
Wholetime	43	42	1
On Call	41	39	2
Fire Control	40	42	-2
Support Staff	45	46	-1
All Staff	43	42	1

DWFRS Age Split vs Local Data

Age Bracket	ONS Data - % of Local Population between 16 and 70^	DWFRS vs ONS
16-24	13.93%	-8.74%
25-35	18.41%	4.57%
36-45	17.89%	9.83%
46-55	21.63%	10.92%
56-65	9.10%	1.50%
66+	19.04%	-18.08%

DWFRS Age Split vs National Data

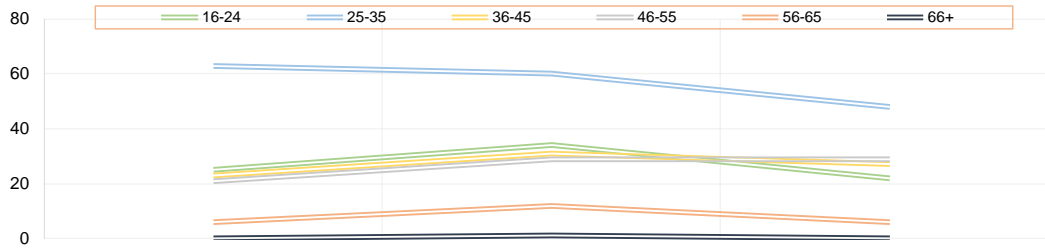
Age Bracket	National Data* % of Total FRS Staff	DWFRS vs National Data
16-24	4.05%	1.14%
25-35	23.68%	-0.70%
36-45	30.88%	-3.15%
46-55	32.70%	-0.16%
56+	8.65%	2.92%
Age Not Stated	0.05%	N/A

^ONS Data is based on the latest NOMIS 'Population Estimates - Local Authority based by Year of Age' report for the year of 2018
(For the purposes of comparison, data for anyone aged over 70 or under 16 has been excluded from the ONS Data)

*National Data is based on the 'All FRS' information from the Home Office report for the financial year of 2019/20

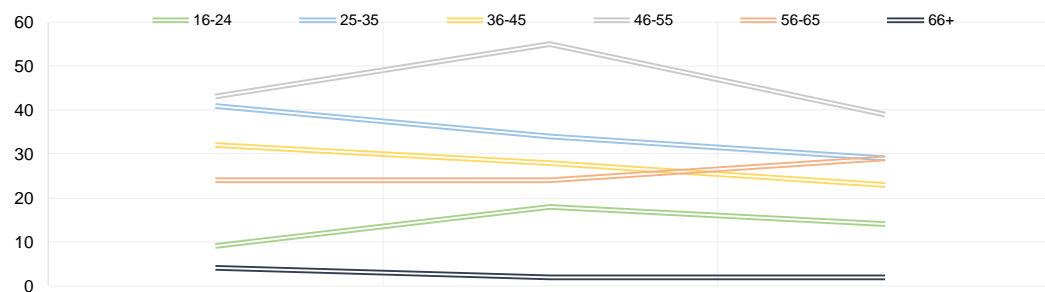


All Staff Groups - Starters - Number by Age Bracket & Quarter



	2018/19	2019/20	2020/21
16-24	25	34	22
25-35	63	60	48
36-45	23	31	27
46-55	21	29	29
56-65	6	12	6
66+	0	1	0

All Staff Groups - Leavers - Number by Age Bracket & Quarter



	2018/19	2019/20	2020/21
16-24	9	18	14
25-35	41	34	29
36-45	32	28	23
46-55	43	55	39
56-65	24	24	29
66+	4	2	2

Starters This Year - Age Split by Staff Group

	Wholetime	On Call	Fire Control	Support Staff
16-24	18.18%	24.53%	-	6.82%
25-35	30.30%	39.62%	50.00%	36.36%
36-45	30.30%	20.75%	-	13.64%
46-55	18.18%	13.21%	50.00%	34.09%
56-65	3.03%	1.89%	-	9.09%
66+	-	-	-	-

Leavers This Year - Age Split by Staff Group

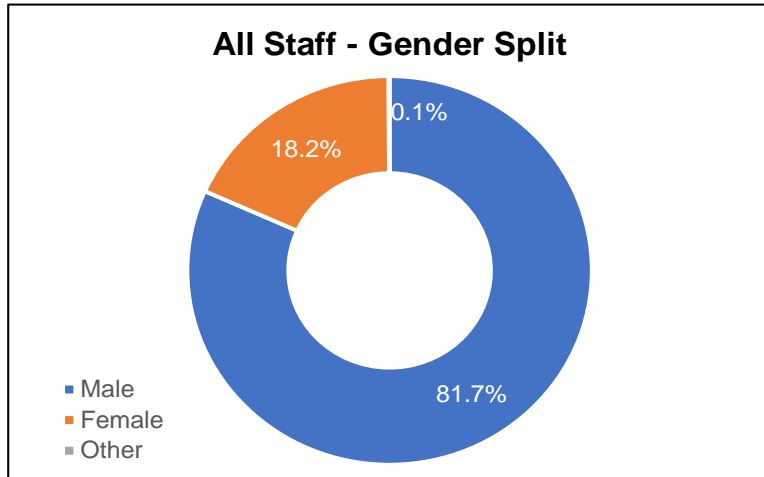
	Wholetime	On Call	Fire Control	Support Staff
16-24	2.56%	15.87%	20.00%	6.90%
25-35	7.69%	30.16%	20.00%	20.69%
36-45	10.26%	28.57%	-	3.45%
46-55	66.67%	9.52%	20.00%	20.69%
56-65	12.82%	14.29%	40.00%	44.83%
66+	-	1.59%	-	3.45%

Percentage of Staff Aged Over 46

Staff Group	Starters	Leavers	All Staff
Wholetime	21.21%	79.49%	48.87%
On Call	15.09%	25.40%	32.16%
Fire Control	50.00%	60.00%	36.36%
Support Staff	43.18%	68.97%	61.25%
All Staff	26.52%	51.47%	44.11%



Gender



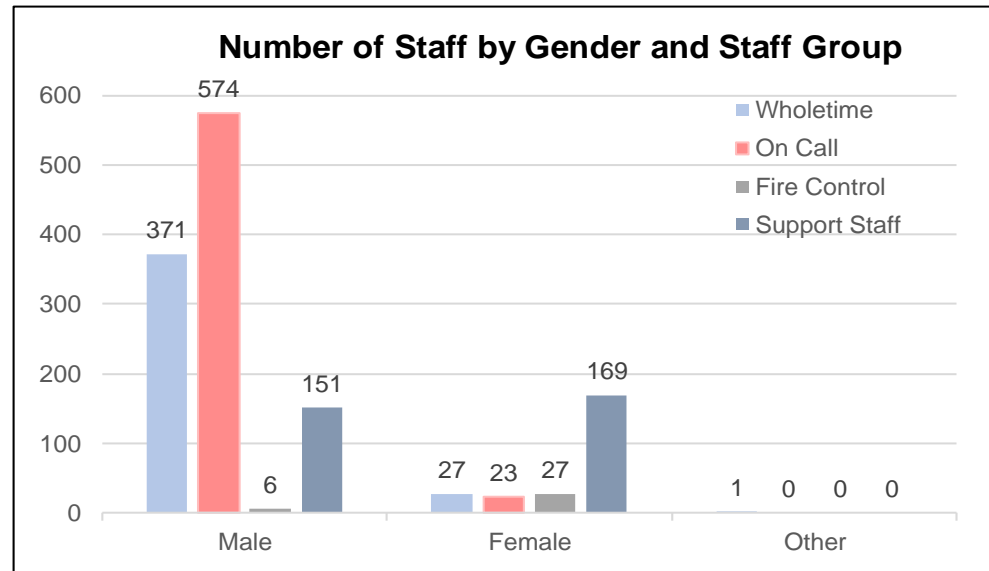
Percentage of Female Staff in Service

Staff Group	This Year	Last Year	Difference vs Last Year
Wholetime	6.77%	6.68%	0.08%
On Call	3.85%	3.95%	-0.09%
Fire Control	81.82%	76.47%	5.35%
Support Staff	52.81%	53.18%	-0.37%
All Staff	18.24%	17.94%	0.29%

How do we compare against National information?

% of Females by Staff Group

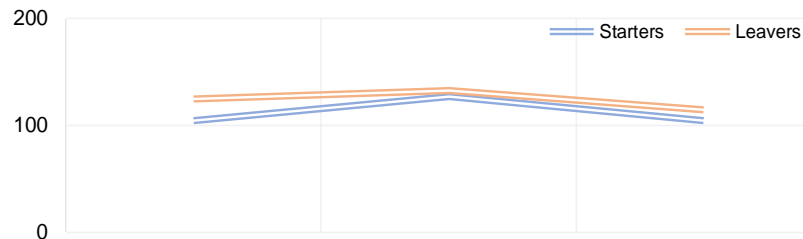
Staff Group	National Data*	DWFRS vs National Data
Wholetime	7.40%	-0.63%
On Call	6.20%	-2.35%
Fire Control	76.10%	5.72%
Support Staff	53.60%	-0.79%
All Staff	17.30%	0.94%



*National Data is based on the 'All FRS' information from the Home Office report for the financial year of 2019/20

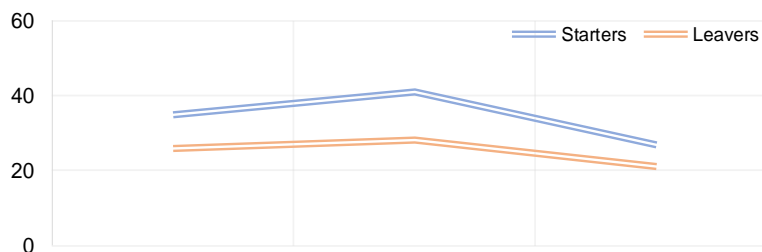


Males - Number of Starters & Leavers by Year



	2018/19	2019/20	2020/21
Starters	105	127	105
Leavers	125	133	115

Females - Number of Starters & Leavers by Year



	2018/19	2019/20	2020/21
Starters	35	41	27
Leavers	26	28	21

Average Length of Service (Years)

Staff Group	Male	Female
Wholetime	12.5	12.1
On Call	10.7	7.1
Fire Control	4.2	15.6
Support Staff	10.9	9.7
All Staff	11.3	10.4

Percentage of Staff Working Part Time^

Staff Group	Male	Female
Wholetime	25.4%	37.0%
On Call*	74.7%	81.8%
Fire Control	16.7%	25.9%
Support Staff	33.1%	46.2%
All Staff (excl. RDS)*	27.5%	42.6%

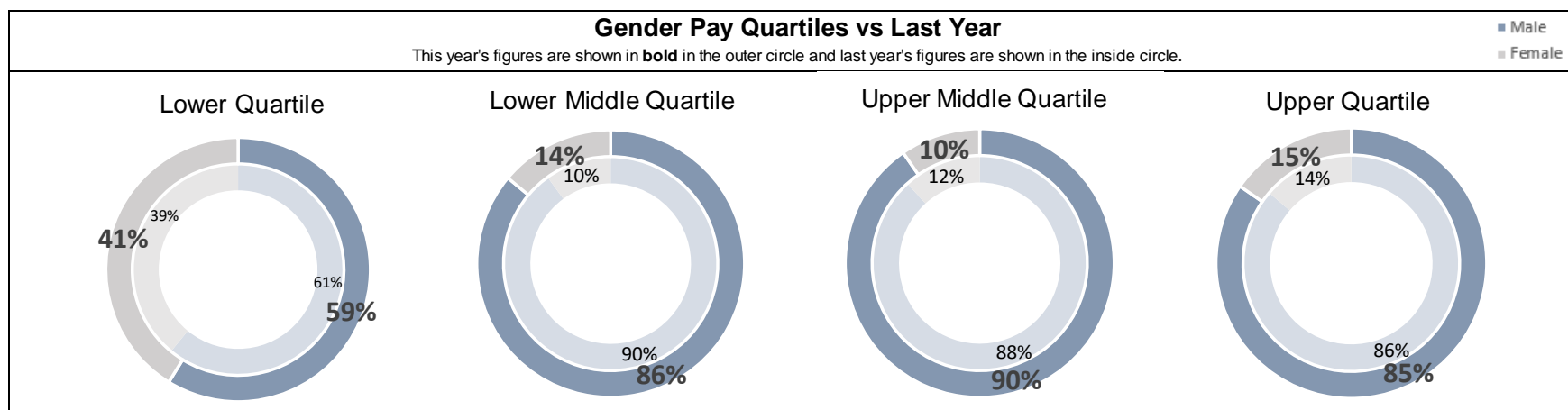
*The RDS Part Time figure is based on anyone who works less than Full or 100%, this is added for information only and is not part of the All Staff figure as it is not comparable to other staff groups

^Part time working is based on the following FTE weekly hours; WDS 42, Fire Control 42, Support Staff 37



Gender Pay Gap - Mean Hourly Pay Gap			
Staff Group	This Year	Last Year	Difference
Wholetime	5.1%	4.3%	0.78%
On Call (excl Salaried Staff)	15.1%	13.3%	1.80%
Fire Control	-3.1%	-5.8%	2.79%
Support Staff	5.3%	6.2%	-0.86%
All Staff	8.6%	10.8%	-2.20%

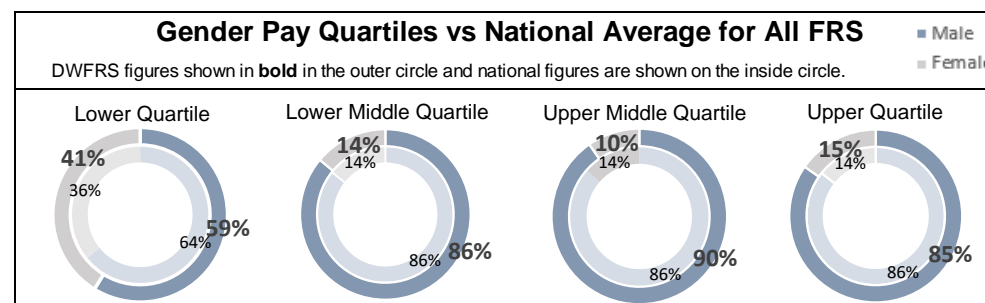
Gender Split of Promotions This Year (Temporary & Substantive)		
Staff Group	Male	Female
Wholetime	100.0%	-
On Call	100.0%	-
Fire Control	N/A	N/A
Support Staff	28.6%	71.4%
All Staff	81.5%	18.5%



How do we compare against National information*?

DWFRS Mean Hourly Pay Gap	8.61%
Average Mean Pay Gap for All FRS	11.64%
Difference vs National Information	-3.03%

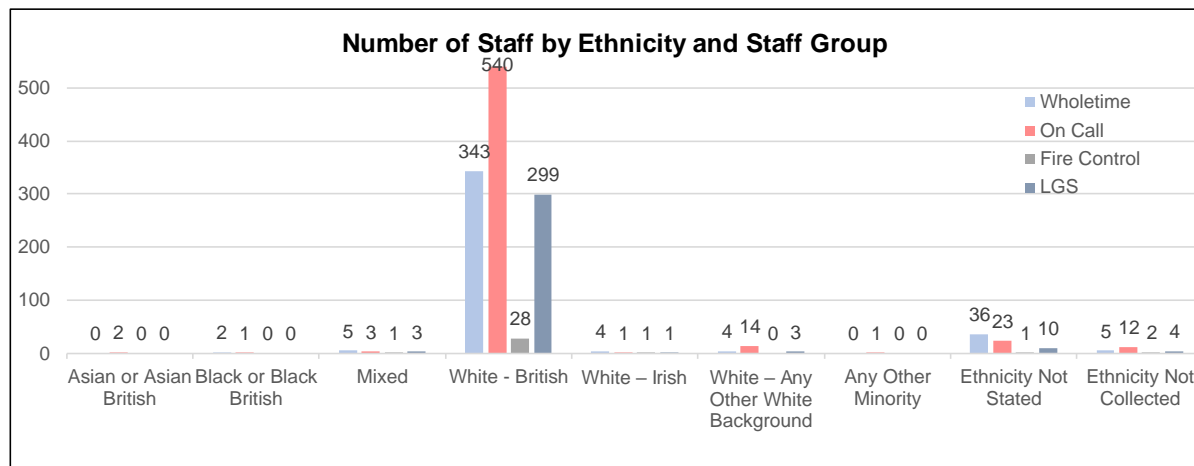
DWFRS Median Hourly Pay Gap	11.80%
Average Median Pay Gap for All FRS	9.05%
Difference vs National Information	2.75%



*The National Information is taken from the information submitted by all Fire Services on the government Gender Pay Portal for the financial year of 2019/20. This does not include any info for FRS' that are merged with the Council or Police as this would not be comparable data.



ETHNICITY



Percentage of BAME Staff in Service**

Staff Group	This Year	Last Year	Difference vs Last Year
Wholetime	3.76%	5.20%	-1.44%
On Call	3.69%	3.29%	0.40%
Fire Control	6.06%	2.94%	3.12%
Support Staff	2.19%	1.59%	0.60%
All Staff	3.41%	3.46%	-0.05%

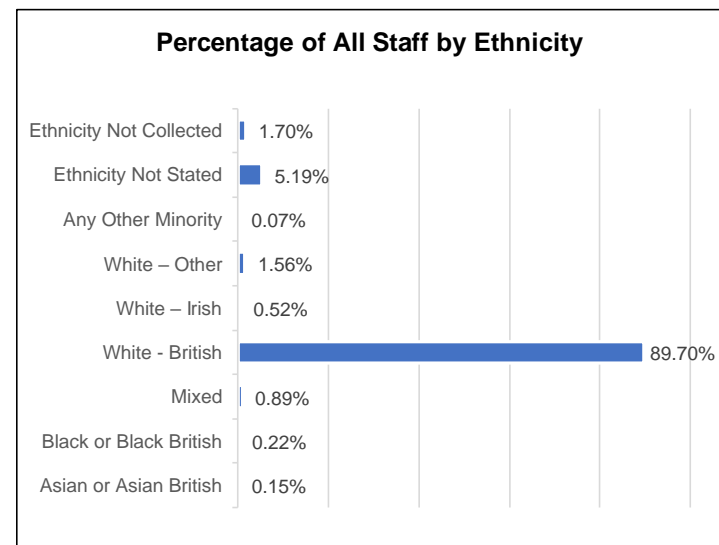
How do we compare against Local and National information?

% of BAME Staff by Staff Group

Staff Group	DWFRS	National Data*	DWFRS vs National Data
Wholetime	1.75%	5.90%	-4.15%
On Call	1.17%	1.50%	-0.33%
Fire Control	3.03%	2.90%	0.13%
Support Staff	0.94%	8.00%	-7.06%
All Staff	1.33%	5.10%	-3.77%

% of Staff & Local Population by Ethnicity

Ethnicity	DWFRS Staff	Census Data - % of Total Local Population^	DWFRS vs Census
White	91.77%	95.32%	-3.55%
Mixed	0.89%	1.36%	-0.47%
Asian	0.15%	2.37%	-2.22%
Black	0.22%	0.65%	-0.43%
Other	0.07%	0.31%	-0.23%
Ethnic origin Not Stated	6.89%	0.00%	6.89%
Total % BAME	1.33%	4.68%	-3.35%



**BAME is the abbreviation for Black, Asian, and Minority Ethnic and comprises all ethnic groups except for the White British ethnic category of the White ethnic group. In the figures throughout this report BAME includes White Other and White Irish except for comparing against Home Officer and Census population figures.

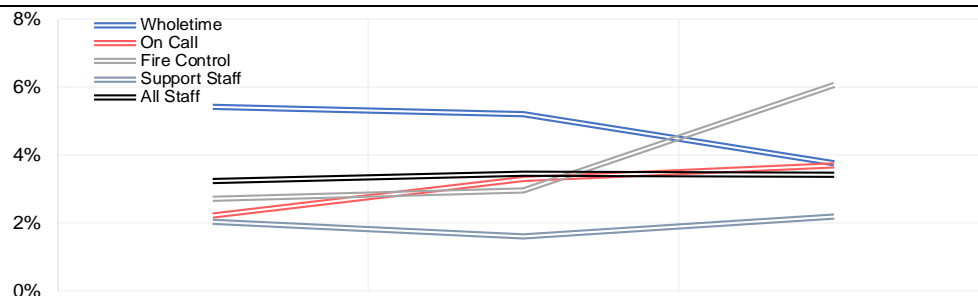
*National Data is based on the 'All FRS' information from the Home Office report for the financial year of 2018/19.

^The local data is the latest available and is obtained from the 2011 Census Report.

For local comparison purposes, the DWFRS data has been regrouped to match the local Census data. White Other, White Irish has also been classed as non-BAME in this section to directly compare with the Census data.

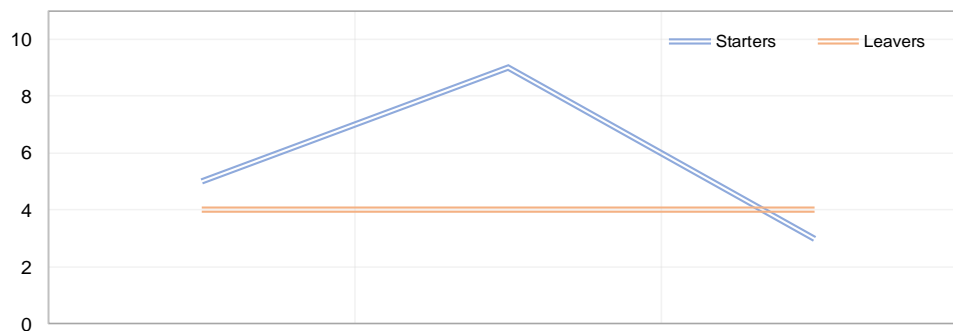


% of BAME Staff by Year & Staff Group



	2018/19	2019/20	2020/21
Wholetime	5.43%	5.20%	3.76%
On Call	2.23%	3.29%	3.69%
Fire Control	2.70%	2.94%	6.06%
Support Staff	2.02%	1.59%	2.19%
All Staff	3.24%	3.46%	3.41%

Number of BAME Starters & Leavers by Year



	2018/19	2019/20	2020/21
Starters	5	9	3
Leavers	4	4	4

Average Length of Service (Years)

	BAME Staff	Not BAME or Not Stated
Wholetime	15.6	12.2
On Call	7.4	10.8
Fire Control	24.6	12.9
Support Staff	15.6	12.2
All Staff	10.6	11.1

Starters This Year

BAME Split by Staff Group

	BAME Staff	Not BAME or Not Stated
Wholetime	0.0%	100.0%
On Call	1.9%	98.1%
Fire Control	0.0%	100.0%
Support Staff	4.5%	95.5%

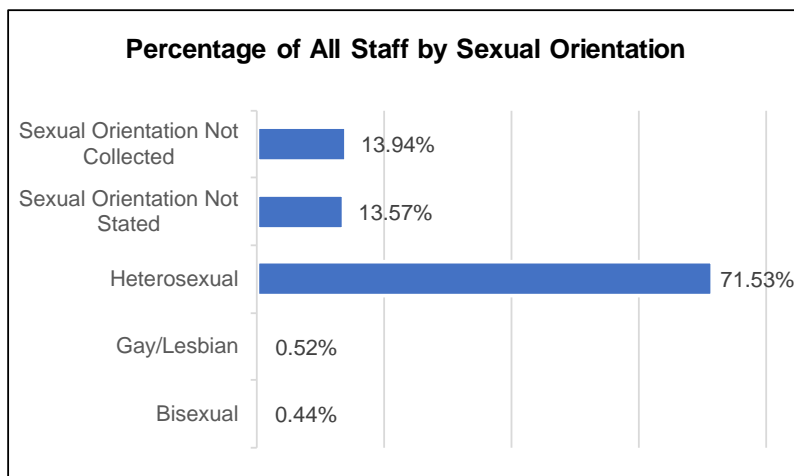
Leavers This Year

BAME Split by Staff Group

	BAME Staff	Not BAME or Not Stated
Wholetime	2.6%	97.4%
On Call	4.8%	95.2%
Fire Control	0.0%	100.0%
Support Staff	0.0%	100.0%



SEXUAL ORIENTATION



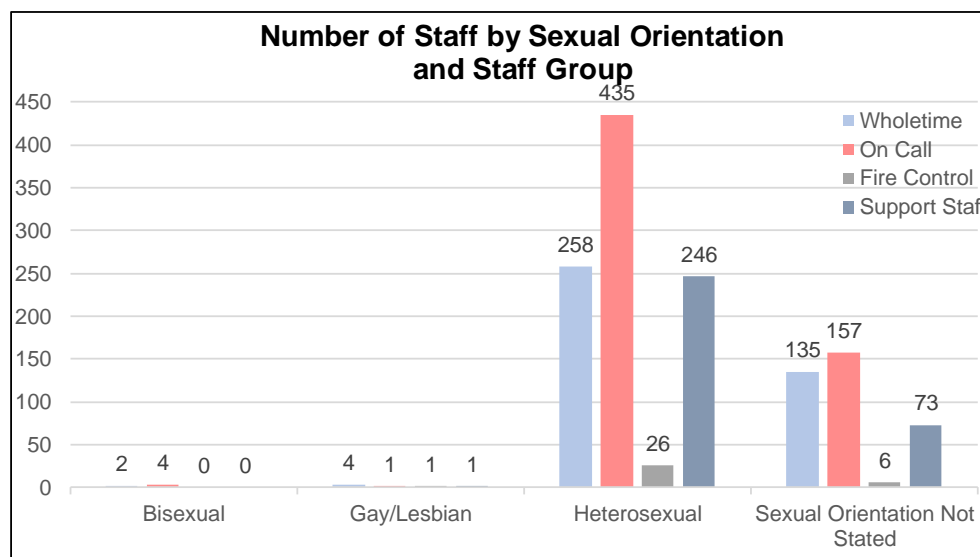
Percentage of LGBT** Staff in Service

Staff Group	This Year	Last Year	Difference vs Last Year
Wholetime	1.50%	1.24%	0.27%
On Call	0.84%	0.49%	0.34%
Fire Control	3.03%	2.94%	0.09%
Support Staff	0.31%	1.27%	-0.96%
All Staff	0.96%	0.96%	0.01%

How do we compare against National information?

% of LGBT Staff by Staff Group

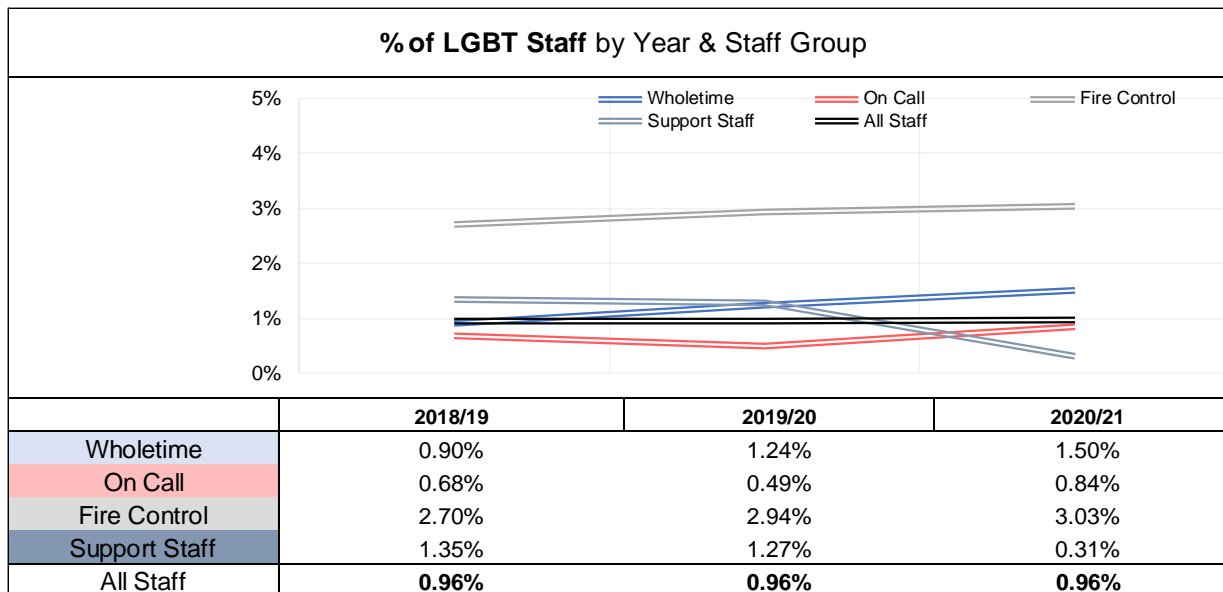
Staff Group	DWFRS	National Data*	DWFRS vs National Data
Wholetime	1.50%	3.90%	-2.40%
On Call	0.84%	2.10%	-1.26%
Fire Control & Support Staff	0.57%	3.50%	-2.93%
All Staff	0.96%	3.30%	-2.34%



**LGBT is an initialism that stands for lesbian, gay, bi-sexual and transgender.

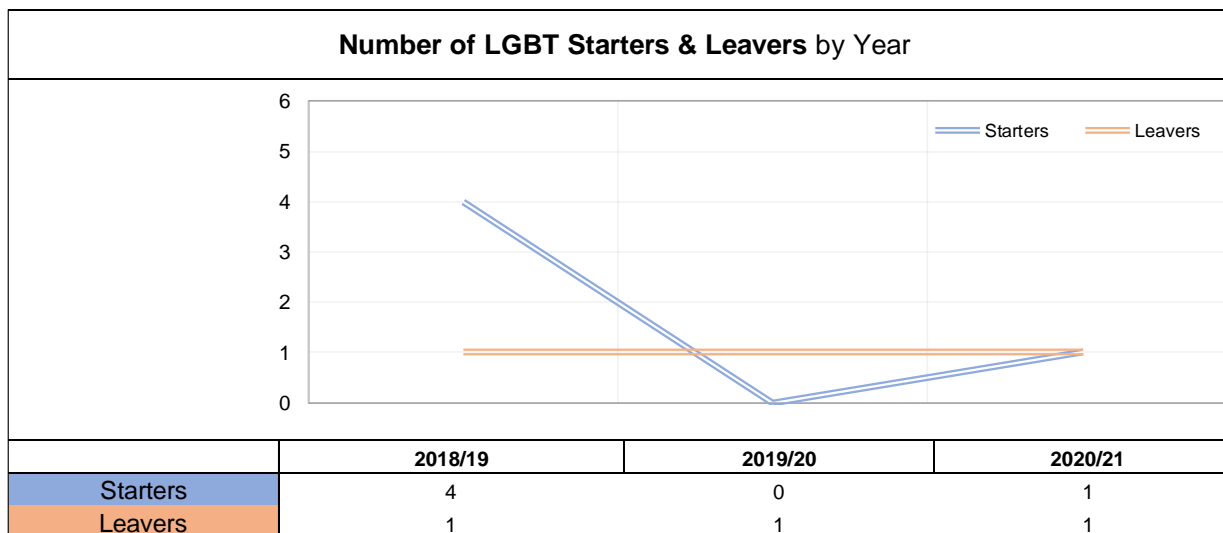
*National Data is based on the 'All FRS' information from the Home Office report for the financial year of 2019/20

The National Data has Fire Control and Support Staff combined in their figures, therefore the DWFRS figures have been combined in the comparison in order to directly compare



Average Length of Service (Years)

	LGBT Staff	Not LGBT or Not Stated
Wholetime	3.3	12.6
On Call	11.7	10.6
Fire Control	24.0	13.2
Support Staff	26.5	10.2
All Staff	9.9	11.2



Starters This Year

LGBT Split by Staff Group

	LGBT Staff	Not LGBT or Not Stated
Wholetime	3.0%	97.0%
On Call	-	100.0%
Fire Control	-	100.0%
Support Staff	-	100.0%

Leavers This Year

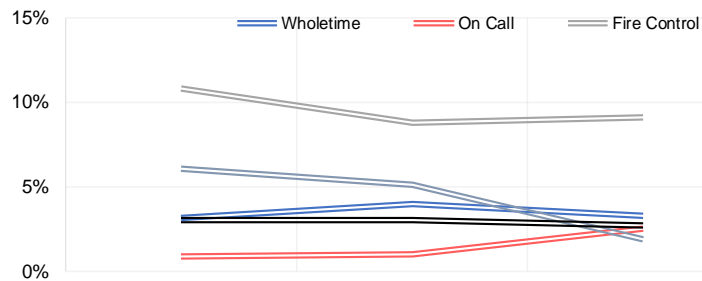
LGBT Split by Staff Group

	LGBT Staff	Not LGBT or Not Stated
Wholetime	-	100.0%
On Call	-	100.0%
Fire Control	-	100.0%
Support Staff	3.4%	96.6%



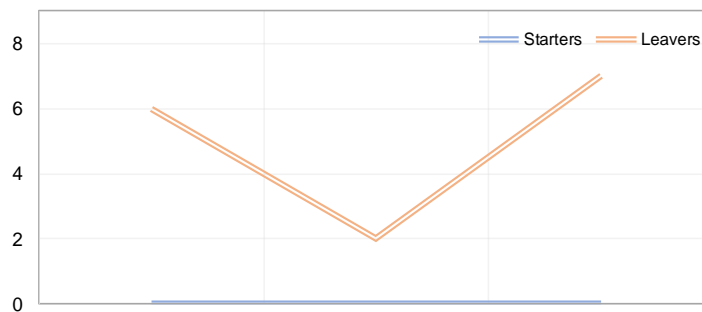
DISABILITY

% of Staff with a Disability by Year & Staff Group



	2018/19	2019/20	2020/21
Wholetime	3.17%	3.96%	3.26%
On Call	0.86%	0.99%	2.51%
Fire Control	10.81%	8.82%	9.09%
Support Staff	6.06%	5.10%	1.88%
All Staff	3.01%	3.01%	2.74%

Number of Starters & Leavers with a Disability by Year



	2018/19	2019/20	2020/21
Starters	0	0	0
Leavers	6	2	7

Percentage of Staff with a Disability in the Service

Staff Group	This Year	Last Year	Difference vs Last Year
Wholetime	3.26%	3.96%	-0.70%
On Call	2.51%	0.99%	1.53%
Fire Control	9.09%	8.82%	0.27%
Support Staff	1.88%	5.10%	-3.22%
All Staff	2.74%	3.01%	-0.27%

Average Length of Service (Years)

	Specified a Disability	No Disability or Not Specified
Wholetime	10.9	12.5
On Call	14.6	10.5
Fire Control	11.3	13.8
Support Staff	15.8	10.1
All Staff	13.2	11.1

Starters This Year

Disability Split by Staff Group

	Specified a Disability	No Disability or Not Specified
Wholetime	-	100.0%
On Call	-	100.0%
Fire Control	-	100.0%
Support Staff	-	100.0%

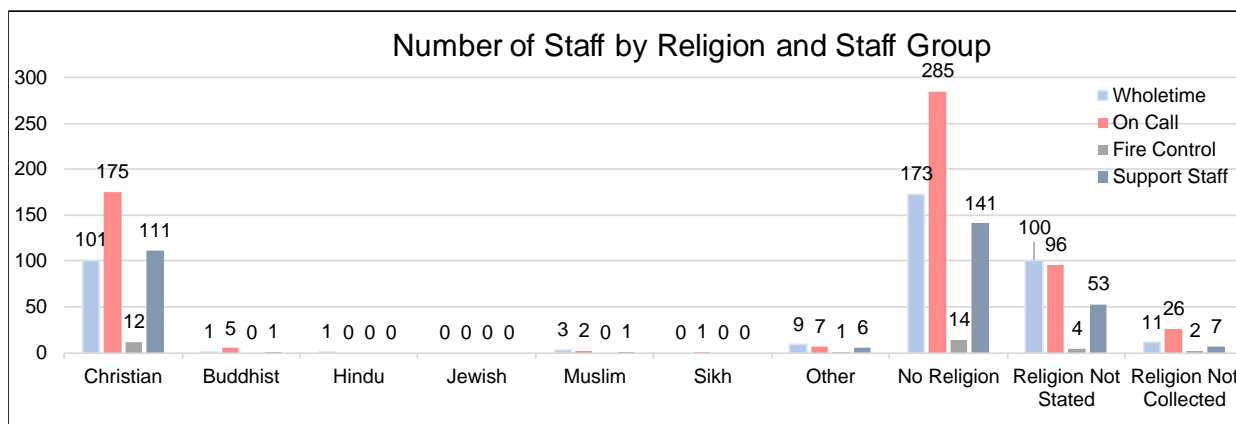
Leavers This Year

Disability Split by Staff Group

	Specified a Disability	No Disability or Not Specified
Wholetime	7.7%	92.3%
On Call	1.6%	98.4%
Fire Control	-	100.0%
Support Staff	10.3%	89.7%



RELIGION & BELIEF



Percentage of Religious Staff in Service**

Staff Group	This Year	Last Year	Difference vs Last Yr
Wholetime	26.32%	24.49%	1.83%
On Call	43.48%	41.04%	2.44%
Fire Control	2.97%	2.72%	0.25%
Support Staff	27.23%	31.75%	-4.51%
All Staff	32.39%	32.43%	-0.03%

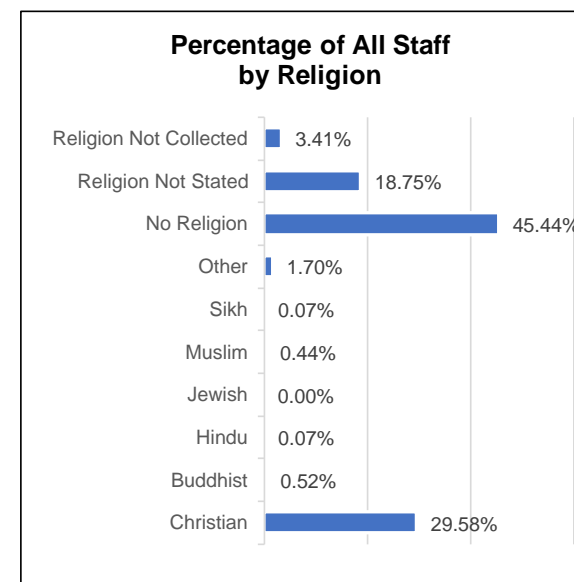
How do we compare against Local and National information?

% of Religious Staff by Staff Group

Staff Group	DWFRS	National Data*	DWFRS vs National Data
Wholetime & On Call	30.62%	34.32%	-3.70%
Fire Control & Support Staff	37.39%	41.79%	-4.40%
All Staff	32.39%	35.88%	-3.49%

Local Population by Religion

Religion	Census Data - % of Total Local Population^	DWFRS vs Census
No Religion	41.39%	4.05%
Christian (All Denominations)	55.68%	-26.10%
Buddhist	0.33%	0.19%
Hindu	0.37%	-0.30%
Jewish	0.15%	-0.15%
Muslim	0.77%	-0.33%
Sikh	0.08%	-0.01%
Any Other Religion	1.23%	0.48%
Total % Religious	58.61%	-26.22%

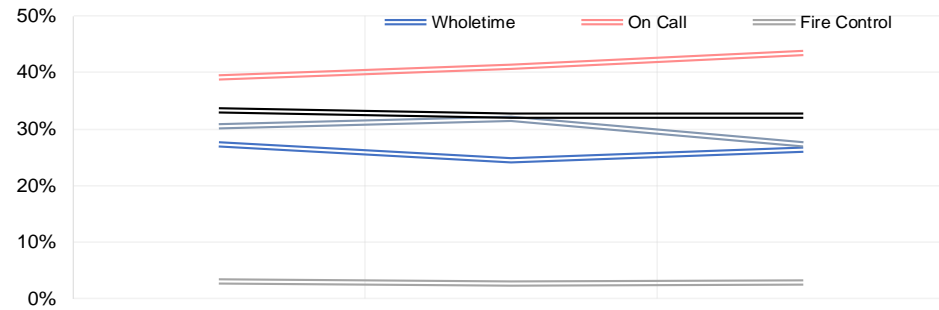


**Religious Staff includes all staff with exception of those that have specified 'No Religion', have not stated their religion or have not had their religion collected

*National Data is based on the 'All FRS' information from the Home Office report for the financial year of 2019/20
For comparison purposes, the DWFRS data has been regrouped to match the National data which groups WDS & RDS together and also groups Fire Control & Support Staff

^The Local data is latest data available and is obtained from the Office of National Statistics for the year of 2018

% of Religious Staff by Year & Staff Group

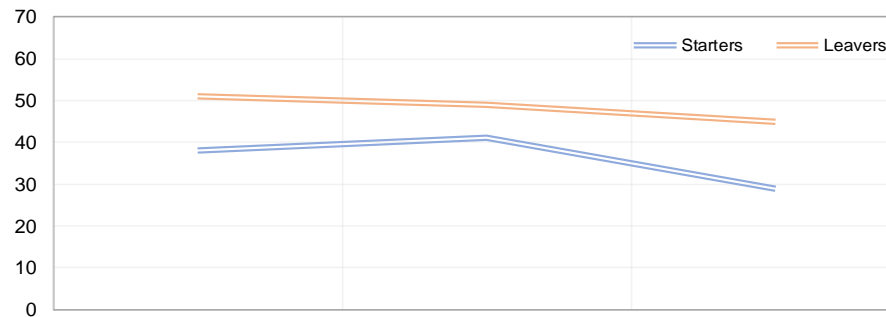


	2018/19	2019/20	2020/21
Wholetime	27.31%	24.49%	26.32%
On Call	39.21%	41.04%	43.48%
Fire Control	3.08%	2.72%	2.97%
Support Staff	30.40%	31.75%	27.23%
All Staff	33.38%	32.43%	32.39%

Average Length of Service (Years)

	Specified a Religion	No Religion or None Stated
Wholetime	12.8	12.4
On Call	12.2	9.8
Fire Control	19.0	10.0
Support Staff	11.2	9.7
All Staff	12.3	22.2

Number of Religious Starters & Leavers by Year



	2018/19	2019/20	2020/21
Starters	38	41	29
Leavers	51	49	45

Starters This Year

Religious Split by Staff Group

	Specified a Religion	No Religion or None Stated
Wholetime	24.2%	75.8%
On Call	13.2%	86.8%
Fire Control	-	100.0%
Support Staff	31.8%	68.2%

Leavers This Year

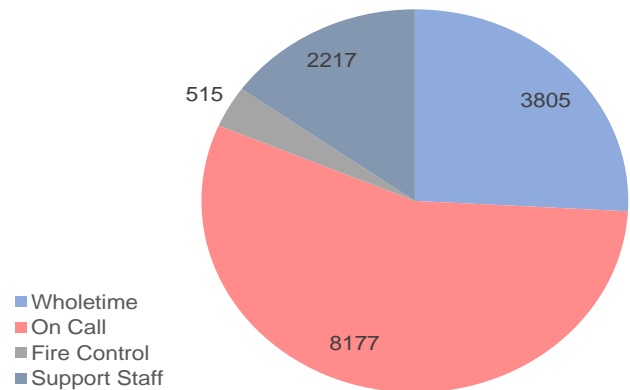
Religious Split by Staff Group

	Specified a Religion	No Religion or None Stated
Wholetime	23.1%	76.9%
On Call	38.1%	61.9%
Fire Control	20.0%	80.0%
Support Staff	37.9%	62.1%

THE HEALTH & WELLBEING OF OUR WORKFORCE

SICKNESS ABSENCE

Number of Shifts Lost by Staff Group



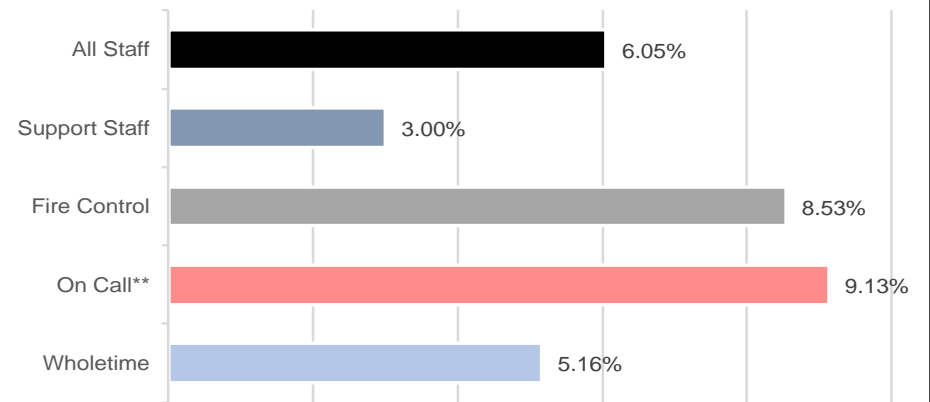
How do we compare against the National information?

Average Shifts Lost Per Person		
Staff Group	National Data*	DWFRS vs National Data
Wholetime	9.05	0.12
On Call	13.20	0.63
Fire Control	10.86	4.88
Support Staff	9.35	-1.25
All Staff	9.35	0.67

Average Shifts Lost Per Person

Staff Group	This Year	Last Year	Difference vs Last Year
Wholetime	9.17	8.98	0.19
On Call	13.83	15.94	-2.12
Fire Control	15.74	12.28	3.46
Support Staff	8.10	7.84	0.26
All Staff	10.02	9.13	0.89

**Percentage of Total Shifts This Year Lost Due To Sicknes[^]
All Staff & by Staff Group**

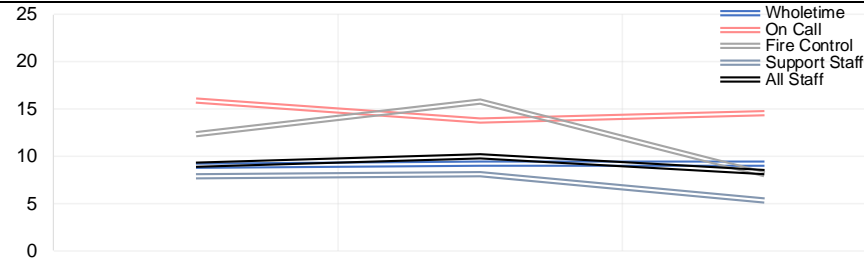


*The National Data is taken from the Occupational Health Report (which is compiled by Cleveland FRS) for the following year; 2019/20

[^]Total Shifts for Quarter has been calculated by Staff Group from FTE number of staff multiplied by FTE weekly hours, then multiplied by weeks in year and divided by 4 to get a quarterly value.

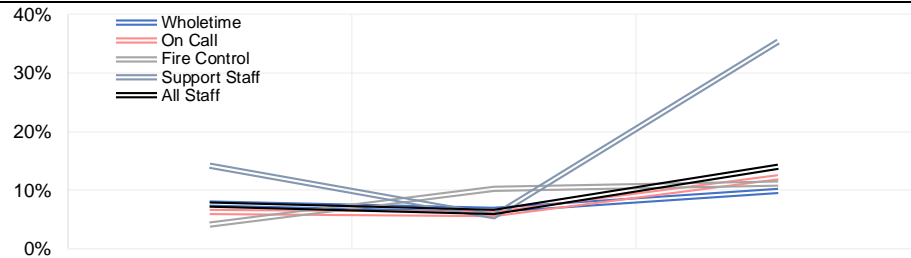
**On Call is calculated on availability as they do not have guaranteed shifts

Average Shifts Lost Per Person by Year & Staff Group



	2018/19	2019/20	2020/21
Wholetime	8.98	9.17	9.20
On Call	15.94	13.83	14.57
Fire Control	12.28	15.74	8.10
Support Staff	7.84	8.10	5.35
All Staff	9.13	10.02	8.31

% of Work Related Sickness by Year & Staff Group



	2018/19	2019/20	2020/21
Wholetime	7.8%	6.6%	9.8%
On Call	6.3%	5.9%	12.1%
Fire Control	4.1%	10.3%	11.2%
Support Staff	14.1%	5.6%	35.4%
All Staff	7.6%	6.2%	13.9%

Split of Long Term and Short Term Sickness

	Short Term	Long Term
Wholetime	29.9%	70.1%
On Call	23.2%	76.8%
Fire Control	53.3%	46.7%
Support Staff	33.5%	66.5%
All Staff	26.6%	73.4%

% of Sickness Absence This Year that is Work Related

	% of Sickness Absence This Year that is Work Related
Wholetime	9.8%
On Call	12.1%
Fire Control	11.2%
Support Staff	35.4%
All Staff	13.9%

Number of Shifts Lost by Sickness Type

	Work Related	Not Work Related
Wholetime	362	3339
On Call	1060	7678
Fire Control	29	230
Support Staff	526	962
All Staff	1977	12209

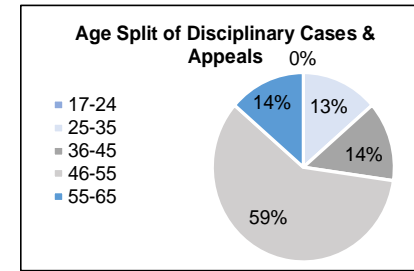
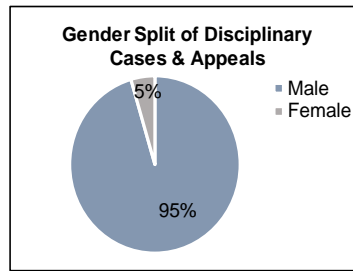
% of Employees Who Had A Sickness Absence This Year (vs. current headcount)

	% of Employees Who Had A Sickness Absence This Year (vs. current headcount)
Wholetime	49.6%
On Call	44.4%
Fire Control	78.8%
Support Staff	35.6%
All Staff	44.7%

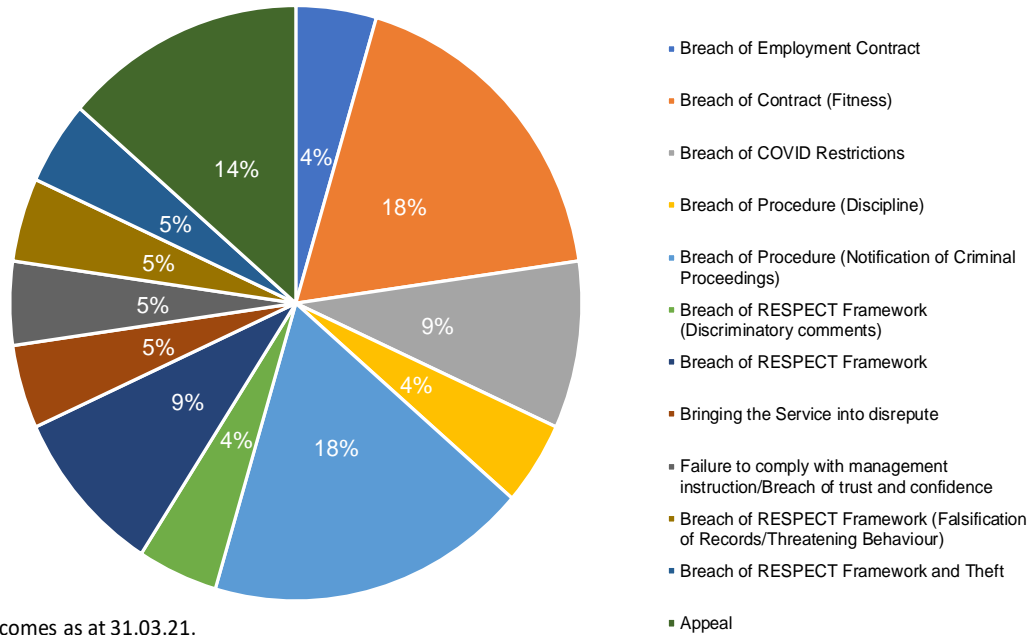
PERFORMANCE MANAGEMENT

DISCIPLINARIES & GRIEVANCES

Number of Disciplinary Cases & Appeals			
Staff Group	This Year	Last Year	Difference vs Last Yr
Wholetime & Fire Control	5	17	-12
On Call	13	5	8
Support Staff	4	0	4
All Staff	22	22	0

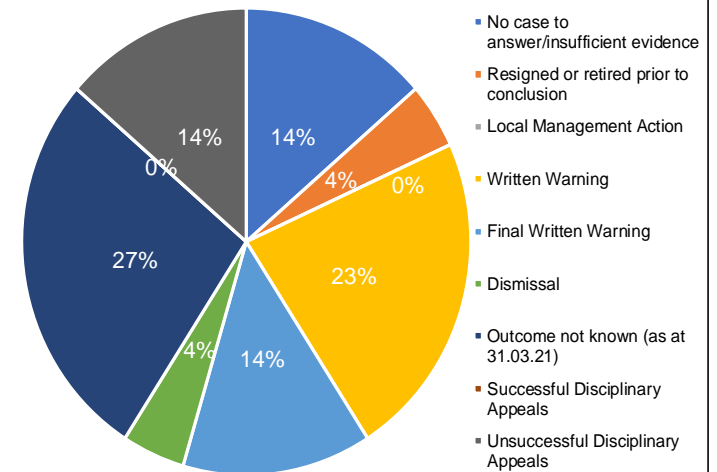


Reasons for Disciplinary Cases



*Outcomes as at 31.03.21.

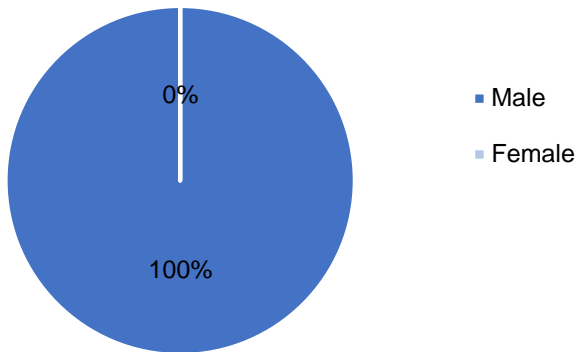
Outcomes of Disciplinary Cases & Appeals*



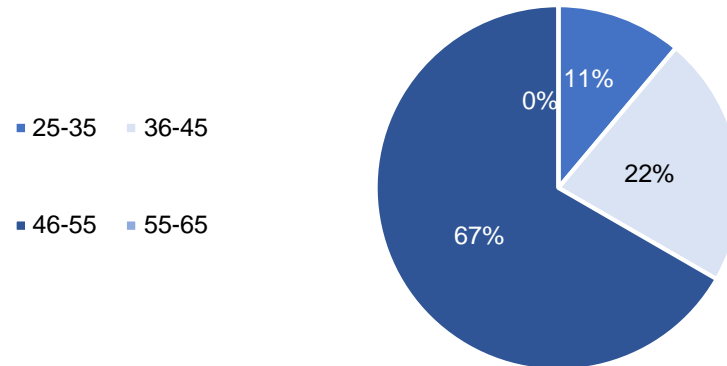
Number of Bullying & Harassment Cases

Staff Group	This Year	Last Year	Difference vs Last Yr
Wholetime & Fire Control	5	2	3
On Call	4	1	3
Support Staff	1	2	-1
All Staff	10	5	5

Gender Split of Bullying & Harassment Cases



Age Split of Bullying & Harassment Cases

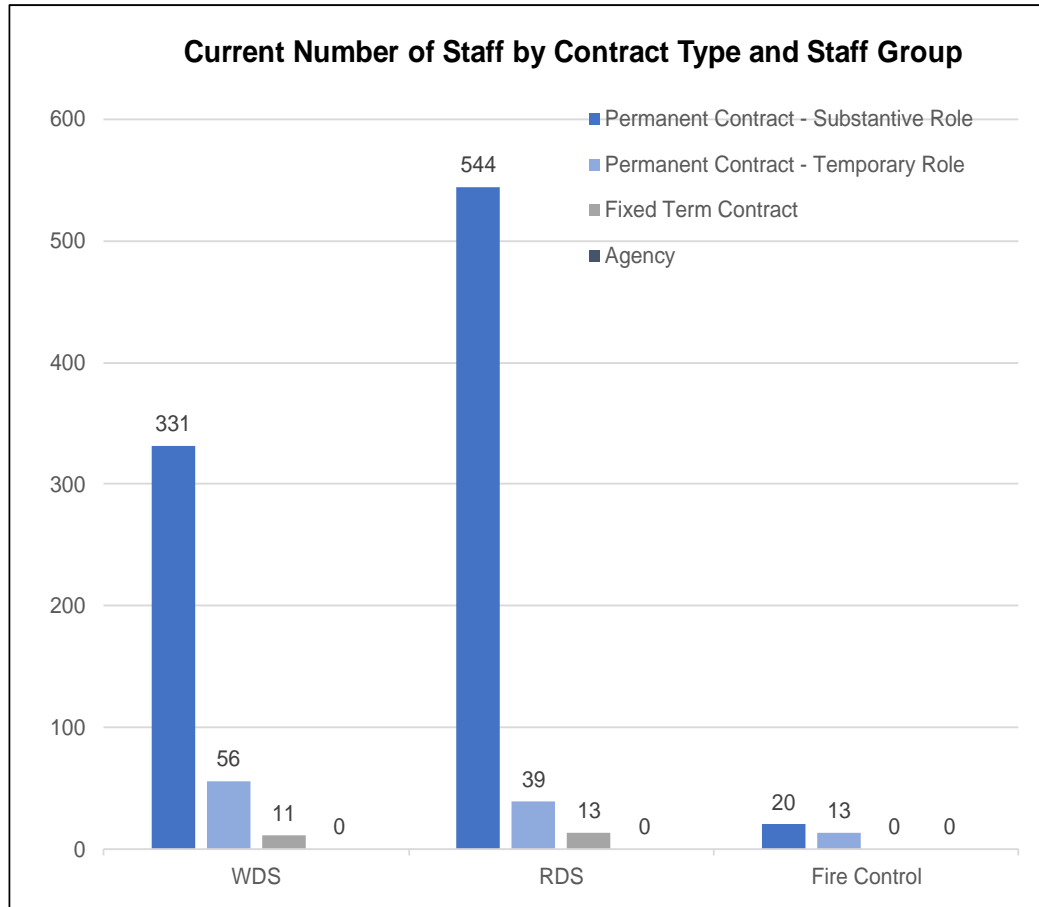


Number of Formal Grievances

Staff Group	This Year	Last Year	Difference vs Last Yr
Wholetime	1	0	1
On Call	0	0	0
Fire Control	0	0	0
Support Staff	0	0	0
All Staff	1	0	1

STAFF PROGRESSION & RETENTION

STAFF PROMOTIONS



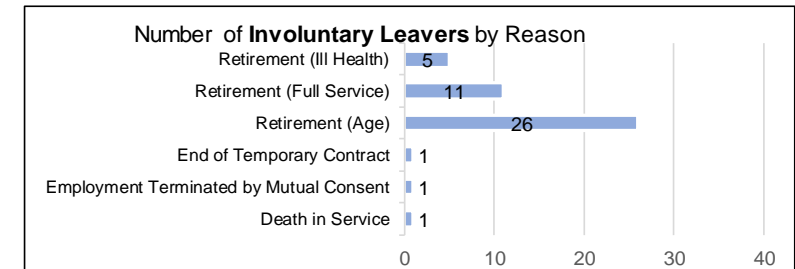
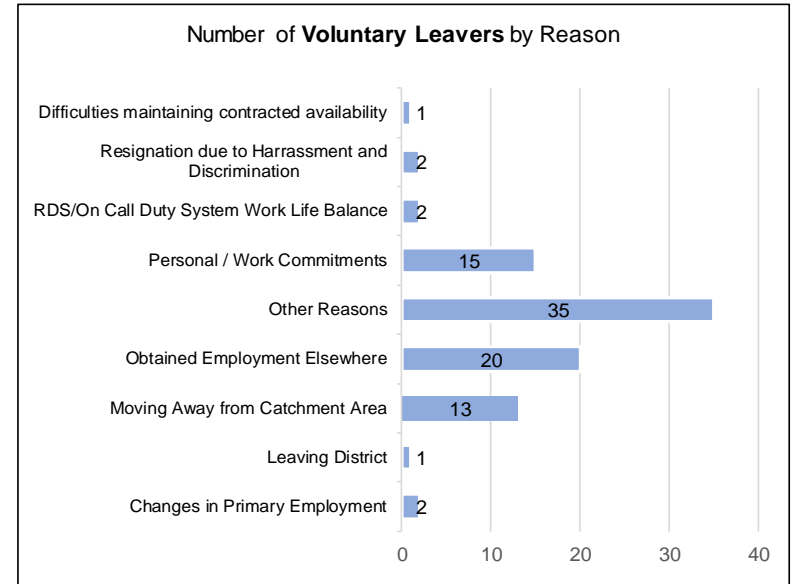
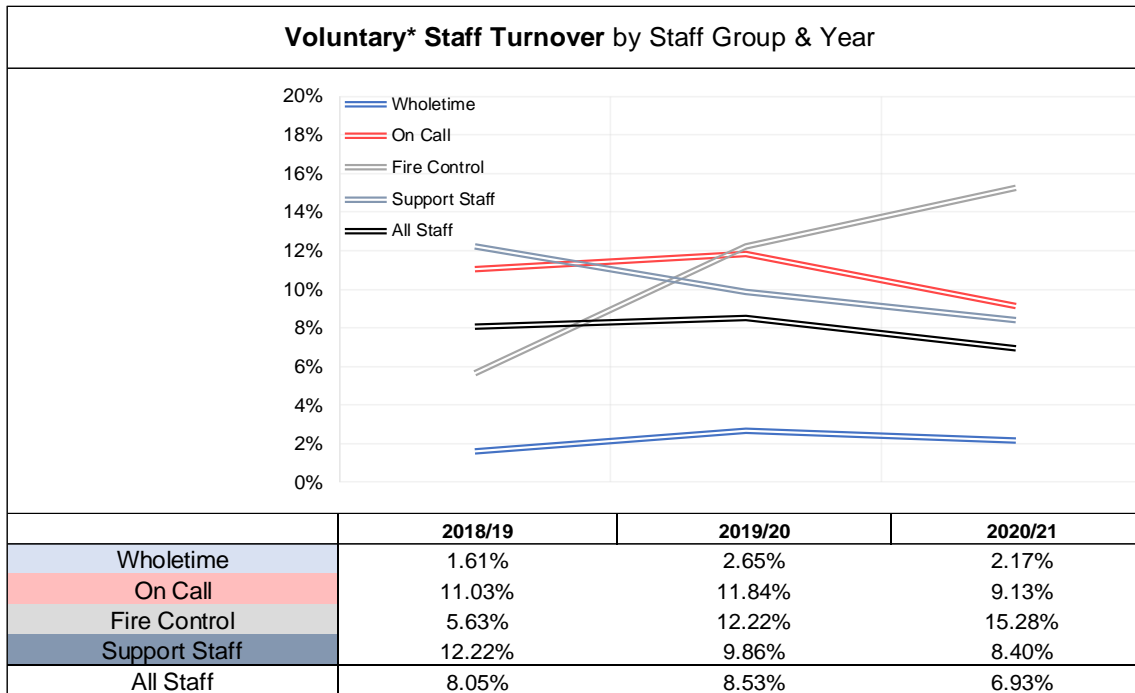
Total Number of Promotions			
Staff Group	This Year	Last Year*	Difference vs Last Year
Wholetime	10	29	-19
On Call	10	1	9
Fire Control	0	7	-7
Support Staff	7	15	-8
All Staff	27	52	-25

Temporary Promotions			
Staff Group	This Year	Last Year*	Difference vs Last Year
Wholetime	5	14	-9
On Call	5	1	4
Fire Control	0	2	-2
Support Staff	1	7	-6
All Staff	11	24	-13

Substantive Promotions			
Staff Group	This Year	Last Year*	Difference vs Last Year
Wholetime	5	15	-10
On Call	5	0	5
Fire Control	0	5	-5
Support Staff	6	8	-2
All Staff	16	28	-12

STAFF TURNOVER

Staff Turnover			
Type of Staff Turnover	This Year	Last Year	Difference vs Last Year
Voluntary*	6.93%	8.53%	-1.59%
Involuntary^	3.43%	3.73%	-0.30%
All Staff	10.36%	12.26%	-1.89%



^Involuntary Leavers includes anyone who has left DWFRS due to the following reasons;

Capability (sickness), Death in Service, Employment Terminated by Mutual Consent, End of Temp Contract, Redundancy, Retirement (Age, Full Service or Ill Health), TUPE Transfer

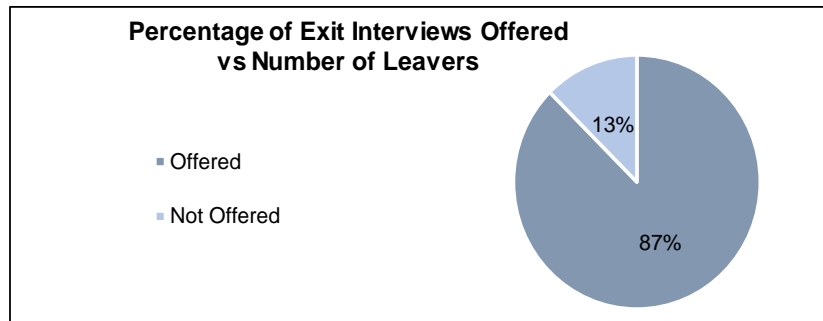
*All employees with leaving reasons different to those highlighted above are included as Voluntary Leavers

Percentage of Exit Interviews Completed vs Total Leavers by Staff Group

Staff Group	This Year	Last Year	Difference vs Last Yr
Wholetime	43.59%	25.00%	18.59%
On Call	41.27%	34.15%	7.12%
Fire Control	20.00%	75.00%	-55.00%
Support Staff	51.72%	37.14%	14.58%
All Staff	43.38%	33.54%	9.84%

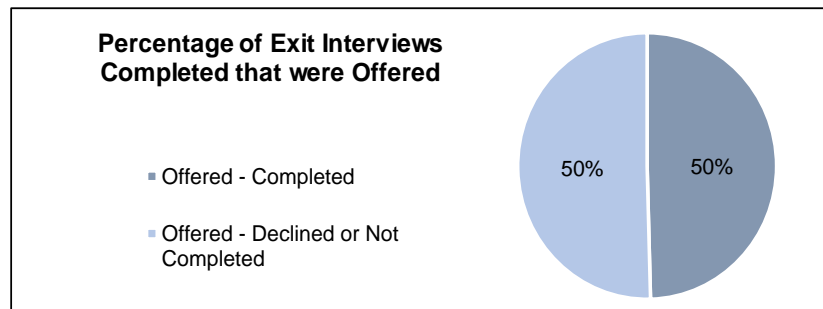
Leavers by Length of Service

	Wholetime	On Call	Fire Control	Support Staff
Less than 6M	2	3	1	4
6M to 2 Years	2	13	2	5
2+ Yrs to 5 Yrs	2	19	1	5
5+ Yrs to 10 Yrs	1	8	-	5
10+ Yrs to 20 Yrs	9	13	-	9
20+ Years	23	7	1	1
Average Length of Service for Leavers (Yrs)	19.13	8.69	8.21	6.86



Starters and Leavers This Financial Year

	Voluntary Leavers	Involuntary Leavers	Total Leavers	Total Starters
Wholetime	9	30	39	33
On Call	54	9	63	53
Fire Control	5	-	5	2
Support Staff	23	6	29	44
All Staff	91	45	136	132



Number of Firefighters who Left Within Development This Year*

	Wholetime	On Call	Total
Trainee - Length of Service within 6 Months	-	1	1
Trainee - Length of Service over 6 Months	-	-	-
Left in Development	1	24	25

Category	Percentage
All Other FF Leavers	63%
FF within Development	37%

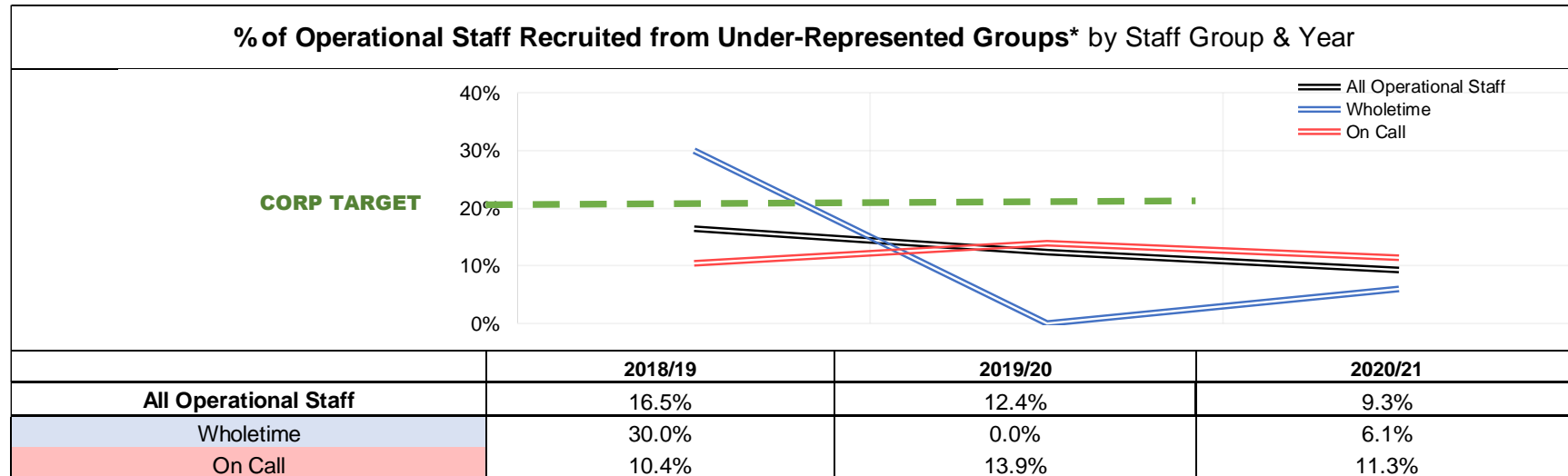
*This information only includes those with the job role of Firefighter

CORPORATE TARGETS

RECRUITMENT FROM UNDER-REPRESENTED GROUPS

CORPORATE TARGET	20% of All Operational Staff Recruited to be from Under-Represented Groups*	9.30%
-------------------------	---	--------------

% of Staff Recruited from Under Represented Groups*			
Staff Group	This Year	Last Year	Difference vs Last Year
All Operational Staff	9.30%	12.39%	-3.09%
Wholetime	6.06%	0.00%	6.06%
On Call	11.32%	13.86%	-2.54%
Fire Control	N/A	N/A	N/A
Support Staff	47.73%	58.82%	-11.10%
All Staff	21.97%	27.98%	-6.01%



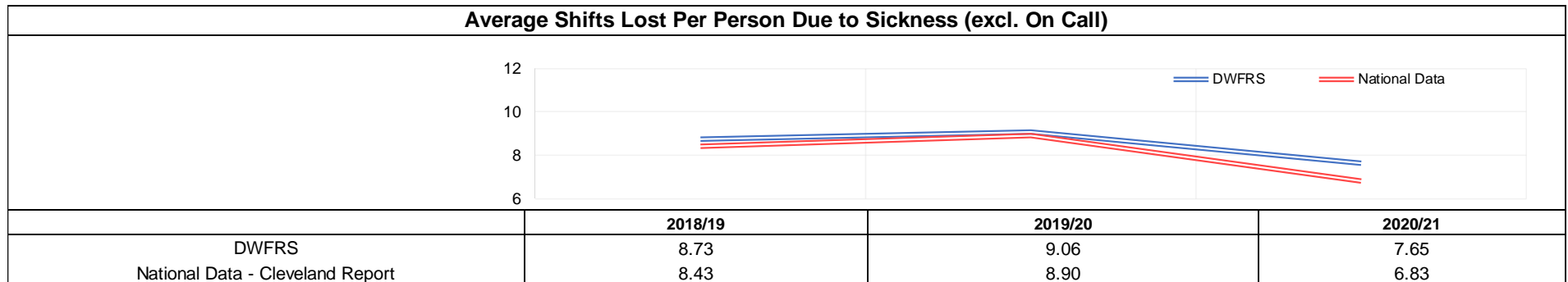
*Under Represented Group is inclusive of staff who identify as LGBT, BAME (this also includes White - Other and White - Irish ethnicities), Female or Other Genders.

Any figures showing as N/A mean there were no applicants within that staff group at that time

SICKNESS VS NATIONAL AVERAGE

CORPORATE TARGET	Sickness to be Below the National Average[^]		
	ONS - Number of Days Lost Per Public Sector Worker**	Cleveland Report 2020/21	Target - 3 Year Average*
	5.40	6.83	8.48

Average Shifts Lost Per Person Due to Sickness					
Staff Group	This Year	Last Year	Difference vs Last Year	Comparison vs National Data*	
				Cleveland Report 2020/21	DWFRS vs Cleveland
All Staff (excl. On Call)	7.65	9.06	-1.41	6.83	0.82
Wholetime	9.20	9.17	0.04	7.50	1.70
On Call	14.57	13.83	0.74	8.71	5.86
Fire Control	8.10	15.74	-7.64	8.04	0.06
Support Staff	5.35	8.10	-2.75	6.78	-1.43
All Staff	8.31	10.02	-1.71	7.64	0.67



*Target is taken from a 3 year average of DWFRS Data, this excludes On Call. For information the years used to calculate this are: 2018/19, 2019/20, 2020/21

[^]Corporate Target is for Wholetime, Fire Control and Support Staff Only - figures quoted in this section are excluding On Call with exception of the ONS data as this is for all public sector workers

**The ONS Data is taken from the latest 'Sickness Absence in the UK Labour Market' report available for the year of 2020 and is compared against the DWFRS YTD for All Staff

REPORT INFORMATION

- All data for current employees is taken from a report generated from our HR system (HRMIS) on 01.04.2021. Data, in order to compare to last year, was taken from HRMIS on 01.04.2020. No adjustment has been made to these reports.
- The sickness data has all been recalculated using the new method of calculation which started in Q3 19-20 (this includes FTE calculations for part time employees and sickness shifts lost against actual work patterns). This has meant that this is more accurate and as all years used in this report have now been recalculated this data is now comparable year on year.
- Staff turnover has been calculated via the following method:
 - Average Staff for Financial Year divided by number of leavers for financial YTD.
 - Average staff for Financial Year has been calculated by adding the average staff numbers for each month and dividing them by 12 (the total number of months in the financial year).
 - Number of leavers is taken from the leavers report generated.
- Agency staff are excluded from the figures as they are not employed by the Service.
- Most numbers and percentages have been rounded to two decimal places so when comparisons are made there may be rounding issues.
- Ethnicity analysis was completed using 2011 census information cross mapped with MOSIAC data