



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

Date : 21 July 2022
Please ask for : Sam Sharman
Email : ssharman@dsfire.gov.uk

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

PEOPLE COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Friday 29 July 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, Exeter** 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 - 4)

Of the previous meeting held on 22 April 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 Appointments to the Internal Disputes Resolution Procedure (IDRP) Panel (Pages 5 - 6)

Report of the Director of Governance & Digital Services (PC/22/8) attached.

5 People Strategy Update (Pages 7 - 12)

Report of the Director of Finance, People and Estates (PC/22/9) attached.

6 Performance Monitoring Report 2022-23: Quarter 1 (Pages 13 - 32)

Report of the Director of Finance, People and Estates (PC/22/10) 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.

	NOTES (Continued)
4.	<p><u>Part 2 Reports</u></p> <p>Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p>
5.	<p><u>Substitute Members (Committee Meetings only)</u></p> <p>Members are reminded that, in accordance with Standing Orders, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.</p>
6.	<p><u>Other Attendance at Committees)</u></p> <p>Any Authority Member wishing to attend, in accordance with Standing Orders, a meeting of a Committee of which they are not a Member should contact the Democratic Services Officer (see “please ask for” on the front page of this agenda) in advance of the meeting.</p>

PEOPLE COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

22 April 2022

Present:

Councillors Clayton (Vice-Chair)(in the Chair), Best, Bown, Brazil, Hannaford, Peart and Randall-Johnson (vice Thomas).

Apologies:

Councillor Thomas.

* **PC/21/15** **Minutes**

RESOLVED that the Minutes of the meeting held on 27 January 2022 be signed as a correct record.

* **PC/21/16** **Application for Retirement and Re-employment**

The Committee considered a report of the Director of Finance, People & Estates (PC/22/4) on a request for retirement and re-employment. The Authority's approved Pay Policy Statement 2022-23 required that all such requests from Station Manager to Area Manager (or non-uniformed equivalent) be approved by this Committee.

The Executive Board had already considered and approved the request in principle.

RESOLVED that the request as outlined in report PC/22/4 and summarised below be approved on the basis of a twenty four month fixed-term contract.

Role	Position	Station/Dept.
Group Manager	National Resilience Manager	Station 60

* **PC/21/17** **People Strategy Update**

The Committee received for information a report of the Director of Finance, People & Estates (PC22/5) on development of the next iteration of the Service People Strategy for the period 2022-26.

The new Strategy would align to and build on the revised workplace commitments developed by staff for the previous Strategy and the People Pillar of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

The report identified a number of key themes and workstreams likely to feature in the new Strategy, including:

- Living our ethics and values;
- From communities to communities;
- Safe, happy and healthy at work;
- Future leaders; and

- Working smarter

A final draft of the Strategy would be submitted to a future meeting following staff consultation.

* PC/21/18

Recruitment & Workforce Diversity Annual Report 2021

The Committee received for information a report of the Director of Finance, People & Estates (PC/22/6) on the publication for 2021-22 on information relating to the makeup of the Devon & Somerset Fire & Rescue Service (the Service) in terms of protected characteristics, including gender, disability, ethnic group, religion and sexual orientation. The annual publication of such information, required to demonstrate compliance with the public sector equality duty, was required by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

The report identified that, during the last twelve months, the Service had undertaken a significant recruitment effort which included opening the Wholetime process to external applicants for the first time since 2017.

The report identified key findings from the data but more significantly identified specific initiatives to improve recruitment, diversity and inclusion, including:

- fully embedding the National Fire Chiefs' Council Code of Ethics within the Service;
- a Connecting the Community project to increase visibility of the Service as an "Employer of Choice" for under-represented groups;
- instigation of a "Critical Friend" group from senior community leaders of under-represented groups to assist Executive Board in strategic development;
- the provision of long-term mentoring for all new recruits to support development and progression;
- improving the update of exit interviews and the accurate recording of reasons for leaving;
- enabling the better monitoring of leaving trends;
- ensuring the removal of all bias from employee application material; and
- monitoring all recruitment processes for adverse impact in relation to ethnic minority background and people of colour.

The Director of Finance, People & Estates added that the Service was currently developing a Diversity and Inclusion Action Plan which would be reported to a future meeting.

In debating the report, Members questioned the appropriateness of some of the terms used ("people of colour"; "LGB" instead of "LGBT"). The Director of Finance, People and Estates indicated that this would be explored further and amendments made as necessary to the final version of the report prior to publication.

Members also commented on Devon County Council Race Equality Audit Project Team report on “Understanding and Addressing Structural Racism in Devon County Council”. It was felt that this report could assist the Service in addressing diversity and inclusion issues moving forwards.

Having debated the report, the Committee expressed its encouragement for the work being undertaken by the Service to address diversity and inclusion and indicated its support for any collaborative/partnership efforts by the Service to seek to secure best practice in this area. The Committee would also welcome further progress reports in due course.

* PC/21/19

Performance Monitoring Report 2021-22 - Quarter 4

The Committee received for information a report of the Director of Finance, People & Estates (PC/22/7) detailing performance as at Quarter 4 of 2021-22 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;
- grievance, capability and disciplinary issues;
- recruitment and retention (including Pay for Availability benefits); and
- employee engagement.

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

In debating the report, the following comments were made:

- the significant improvement in core competence maintenance for water rescue was acknowledged. It was clarified that there were different levels of competence involved with this measure, with all operational staff having basic water safety competence, with some specialist teams having higher water rescue competence;
- that, while there was no requirement for the Service to report on sickness absences due specifically to COVID, it would be beneficial to maintain a general awareness of this. The Service had in place measures to mitigate against any detrimental impacts from COVID on prevention, protection and response activities;
- that a Level 3 (highest level) investigation was in train for the rope “near miss” incident and that, pending the outcome of this investigation, all static ropes had been removed from use to mitigate any further risk;
- that, while there would always be a degree of subjectivity in determining whether the causes of stress were work or non-work related, the Service procedures in place were sufficiently robust to ensure that decisions on this were not made arbitrarily and that the culture enabled staff to express concerns and access appropriate support;
- that, due to timing issues, national average figures for sickness absence were not available for this report but would be included in the next report; and
- that significant progress had been made to address the “cause for concern” on firefighter fitness identified following the 2019 Service inspection by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and that this “cause for concern” would be removed, formally, in the published findings from the 2021 inspection.

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

The Meeting started at 10.00 am and finished at 11.55 am

Agenda Item 4

REPORT REFERENCE NO.	PC/22/8
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	29 JULY 2022
SUBJECT OF REPORT	APPOINTMENTS TO THE INTERNAL DISPUTES RESOLUTION PANEL
LEAD OFFICER	Director of Governance & Digital Services
RECOMMENDATIONS	<i>The Committee is asked to determine appointments to the IDR Panel to run until the first meeting of the Committee after the Authority's Annual General Meeting in June 2023.</i>
EXECUTIVE SUMMARY	<p>The Firefighters' Pension Scheme Internal Dispute Resolution Procedure (IDRP) enables complaints related to a pension to be considered by the Service and Authority under a two stage process as follows:</p> <ul style="list-style-type: none"> • Stage One: the matters should be considered by the Chief Fire Officer, or a senior manager specified by him, who will give a decision in the matters; and • Stage Two: the decision should be confirmed or replaced by the decision of elected Members of the Fire and Rescue Authority which may, in turn, delegate this function to a smaller grouping. <p>The Service procedures for grievances, discipline or dismissals now align with ACAS practice and guidance (which replaced the statutory discipline regulations) and do not provide for any ultimate recourse to the Authority. The Service has no intention to change this arrangement but, given the revised Internal Disputes Resolution Procedure are linked to statutory pensions schemes, it is necessary in the case of pensions complaints to provide an ultimate recourse to the Authority.</p> <p>This matter has been delegated by the Authority to this Committee for determination.</p> <p>For ease of reference, previous membership of the Panel in 2021 was Councillors Hannaford, Clayton and Bown.</p>
RESOURCE IMPLICATIONS	An initial assessment has revealed no equality issues in this matter sufficient to warrant a full equality impact assessment.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Nil.
APPENDICES	None.
BACKGROUND PAPERS	Firefighters' Pensions Scheme Circular 1/2009 – Firefighters' Pension Scheme: Internal Dispute Resolution Procedure (IDRP).

This page is intentionally left blank

Agenda Item 5

REPORT REFERENCE NO.	PC/22/9
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	29 JULY 2022
SUBJECT OF REPORT	PEOPLE STRATEGY UPDATE
LEAD OFFICER	DIRECTOR OF FINANCE, PEOPLE AND ESTATES
RECOMMENDATIONS	<i>That the report is noted.</i>
EXECUTIVE SUMMARY	This update outlines the current position on developing the 2022 – 2026 People Strategy, and a summary of current key activity under the theme of Diversity and Inclusion, and the People Services transformation
RESOURCE IMPLICATIONS	None
EQUALITY RISKS AND BENEFITS ANALYSIS	These are carried out for each workstream/project
APPENDICES	None
BACKGROUND PAPERS	People Strategy 2019-2022

1. INTRODUCTION

- 1.1. The current People Strategy was published in 2019, following extensive evidence collection and engagement with staff. Staff described the workplace they wanted, through themed statements that form the aspirational objectives. Underpinning these objectives are identified 'areas of focus' which were then developed into service plan actions, and a People Development Project.
- 1.2. Out of fifty-three initial areas of focus identified in the 2018-2022 strategy, all but six are operating and progressing. The areas that have not progressed are under review and, where still appropriate, will be included in the refreshed strategy to be completed once the full HMICFRS report is received
- 1.3. Initial HMICFRS feedback indicated that prioritisation is required in the areas of culture, diversity and inclusion, and additional work has been underway to ensure this is at the forefront of our efforts.
- 1.4. In parallel, the transformation of our HR (Human Resources) and OD (Organisational Development) functions to create an integrated People Services department is continuing. Two significant Projects have been initiated to replace the current dated HR system and to ensure sustainable hybrid working to support flexibly, safety, productivity, and the recruitment and retention of key skills in the post-pandemic workplace.
- 1.5. The new Co-Head of People Services (HR), began her tenure on 9th May, will review the progress made against the aspirations in the People Strategy, alongside the HMICFRS final report and help shape the new strategy before publication.
- 1.6. In the interim, this report gives a summary of key activities under the theme of Diversity and Inclusion, including the 'Safe To learn, Contribute and Challenge' Intervention and Core Code of Ethics implementation. It also gives an update on the People Services Transformation

2 DIVERSITY AND INCLUSION

- 2.1. The Service has launched a new Diversity and Inclusion Commission, chaired by the DCFO, comprising of key stakeholders (for example, Service leads, union representatives, staff networks etc.) to ensure that there is collective ownership and coordinated action towards addressing our diversity and inclusion challenges both within the Service and with the communities we serves. The Commission will also have an important role of driving timely and specific action to provide a sustained improvement in all aspects of diversity and inclusion.
- 2.2. A Diversity and Inclusion plan has been drafted with objectives linked directly to our Community Risk Management Plan and each of the Service Priorities. This initial draft will be presented to the Diversity and Inclusion Commission for further development and agreement before presentation to this Committee.

- 2.3 Work to promote and embed inclusive practices and promote psychological safety through the 'Safe To' programme of interventions, which spans from recruits and new starters to senior leadership, continues. 'Safe To' aims to foster organisation-wide psychological safety so our people feel included, safe to learn, safe to contribute, and safe to challenge.
- 2.4 Psychological safety is proven to underpin a 'Just Culture' supporting both a safety-conscious, informed and engaged Safety Culture, and a culture where our values and ethics are demonstrated in our leadership, teamwork and in the delivery of our policies and services. Therefore, this is a wide-reaching intervention with activity underway to promote and foster this cultural condition, spanning from setting expectations for recruits and new starters to team effectiveness sessions, infrastructure such as policy and procedures, and embedded in leadership development.
- 2.5 The 'Just Culture' model is embedded into the disciplinary procedure and capability procedure through the Just Culture procedural guide, providing a consistent guide that takes account of human factors as a support to decision making.
- 2.6 To ensure we are capturing learning from safety events, the Just Culture procedural guide also ensures non-judgemental investigation and provides a consistent model for considering human factors, accountability, and to assure recommendations. The work to embed a Just Culture is also supporting Human Factors considerations in our Incident Command training.
- 2.7 The implementation of the Core Code of Ethics is continuing to feature in reviews of policies, procedures and training in line with the gap analysis undertaken. 'Leading Conversation' sessions for middle and senior management have raised awareness of the Core Code of ethics and training at On Call Watch Manager meetings is being undertaken on a face-to-face basis, bringing together the concepts of Safe To, acceptable and unacceptable behaviours, and introducing the Core Code of Ethics. A learning strategy is being developed, which will integrate the Core Code into our leadership development programmes. Scenario based ethical 'summits' will be a feature of Leading Conversations events for senior and middle managers this Autumn.
- 2.8 A new Diversity and Inclusion policy, with links to the ethical principles has been developed and will be introduced to managers across the Service over the next 6 months. At the same time, managers will be provided with training and conversation materials to familiarise their teams with the Core Code of Ethics and what it means for their work.
- 2.9 Work is underway to review processes and improve attraction and retention of a diverse workforce in our on-call recruitment, underpinned by the flexibility of the Pay for Availability model.

- 2.10 A project to implement a sustainable Hybrid working model for now and the future that supports recruitment and retention of a diverse workforce, wellbeing, productivity and performance is underway. This project builds on the learning, challenges and successes of remote working during the Pandemic, and aims to achieve a balance that will also support efficient utilisation of our estate.
- 2.11 The second Cohort of women participating in the 'Our Time' sponsorship programme will begin their 12-month sponsorship and development in September. Evaluation of the first cohort demonstrated that the women who took part found it valuable, and three of the cohort have since been promoted. We continue to evaluate and review the model to ensure that those who take part do not have any barriers to participation, can continue their development after finishing the programme and support the development of others. Some of the personal and professional benefits of this programme will be longer term, for example in the professional support roles, promotion opportunities are currently less frequently available.

3 PEOPLE SERVICES TRANSFORMATION

- 3.1 The Human Resources Business Partner model has been in place since May 2021 and the team have been collaborating closely with managers to embed this new way of working and provide support. This closer working is enabling the team to identify HR development needs across the organisation.
- 3.2 The Co-Head of People Services (HR) commenced with the Service in May 2022 and has focused the short to medium term strategy on ensuring the 'basics' are embedded across the organisation, to support a longer-term HR Services strategy of a;
- Modern, client-driven people services delivering agile, real-time information, guidance, and information as close to the front line as possible;
 - Embedding the Human Resources Business Partner model and developing this to its full potential;
 - Using digital solutions including AI technology to improve the services we provide to colleagues;
 - Providing data in agile and timely way; and
 - Complaint, governed, modern systems, policies, and processes.
- 3.3 HR systems are due for renewal in the next two-year period. A Project has been initiated to explore options for core HR systems which includes all processing/records management for the whole employee life cycle. During August and September 2022 supplier demonstrations will be held to assist in the development of a full specification for procurement. At the same time, the team are also exploring the potential opportunities of Microsoft 365 capabilities via the Power Suite.

- 3.4 Records management and governance links into the implementation of HR systems. Therefore, we are taking the opportunity to ensure our retention schedules and data recording is reviewed to ensure compliance.
- 3.5 The HR Team are collaborating with key stakeholders to develop strategic workforce planning. At this stage, the team are developing a greater operational understanding of the workforce needs, including the promotion processes. This greater understanding will enable the team to give greater assurance on developing mid to long term workforce plans
- 3.6 The whole-time recruitment advert has been open for 6 months, and we have a substantial bank of applicants at various stages of the process. Therefore, the decision has been taken to pause the whole-time recruitment campaign for new intakes. Applicants at each stage of the process have been advised of this pause in recruitment.

SHAYNE SCOTT
Director of Finance, People and Estates

This page is intentionally left blank

Agenda Item 6

REPORT REFERENCE NO.	PC/22/10
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	29 JULY 2022
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2022 - 23 QUARTER 1
LEAD OFFICER	DIRECTOR OF FINANCE, PEOPLE AND ESTATES
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>The strategic priorities against which this Committee is measuring performance are:</p> <p style="padding-left: 40px;">3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;</p> <p style="padding-left: 40px;">3(b) - Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and</p> <p style="padding-left: 40px;">3(c) - Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.</p> <p>This report sets out the Services' performance against these strategic priorities for the period April 2022 to July 2022 (Quarter 1) in accordance with the agreed measures. A summary is also set out at Appendix A for ease of reference.</p>
RESOURCE IMPLICATIONS	N/a
EQUALITY RISKS AND BENEFITS ANALYSIS	N/a
APPENDICES	<p>A. Summary of Performance against Agreed Measures.</p> <p>B. Forward Plan</p>
BACKGROUND PAPERS	N/a

1. **BACKGROUND AND INTRODUCTION**

1.1. The Service ‘People’ strategic policy objectives are:

- 3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;
- 3(b) - Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and
- 3(c) - Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention

2. **PERFORMANCE MONITORING – STRATEGIC POLICY OBJECTIVE 3(a)**

Strategic Policy Objective 3(a) ‘Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively’.

Operational Core Competence Skills:

2.1. Operational Core Competence Skills: The Core Competence skills recognised by the Service are Breathing Apparatus (BA), Incident Command (ICS), Water Rescue, Working at Height (SHACS), Maritime, Driving and Casualty Care (CC). The People Committee agreed to monitor at 95% and to request more detail if competency fell below 95%. Current performance against competency is:

Skill	Breathing Apparatus	Incident Command	Water Rescue	Working at Height (SHACS)	Maritime	Driving	Casualty Care
Current % (As of 20.7.22)	98.9	98.8	94.6	90.4	94.6	96.8	97.0

2.2. Water Rescue currently fluctuates between 94% and 96% as access to training facilities during the summer months is limited due to river water levels. This does not impact Service Delivery Water Rescue response capability, as the required number of qualified staff on the appliance at any one time is less i.e. two.

2.3. SHACS. Since late June, the SHACS competency has fallen to 90.1 percent. This is due to temporary a reduction in training staff, reduced course attendance, the relocation of training venues and scheduling of courses. This is a temporary reduction in performance and does not impact operational delivery or specialist response.

- 2.4. The Maritime competency has reduced from 95.6 to 94.6 percent due to access to facilities such as the ship firefighting structure, the relocation of facilities resulting in the shared use. This is being addressed in the training plan and estate strategy and does not impact our operational availability
- 2.5. A review of each competency reporting figure was completed. This considered the current target of 95 percent, and despite some areas such as Water Rescue (minimum of 2 trained operatives per appliance) and Casualty Care (policy states a minimum of 60%) allowing greater tolerance, it is recommended that 95% remains across the board until further CRMP training review is completed.
- 2.6. A revised approach to training delivery across the Service will be announced shortly to improve efficiency, financial savings and estates provision. This policy change demonstrates compliance with national standards, guidance and legislative changes. This will result in bespoke training against the CRMP and a review of performance figures.

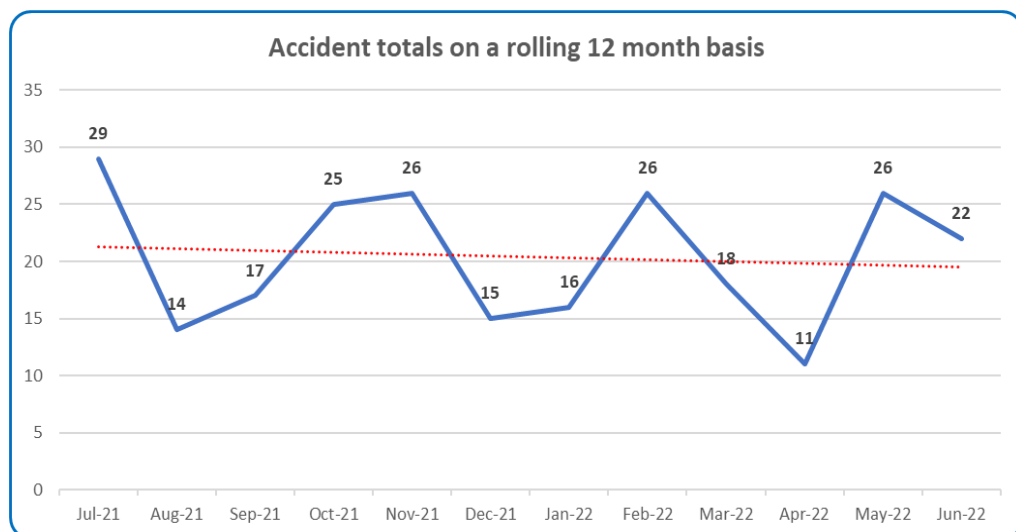
Workforce planning:

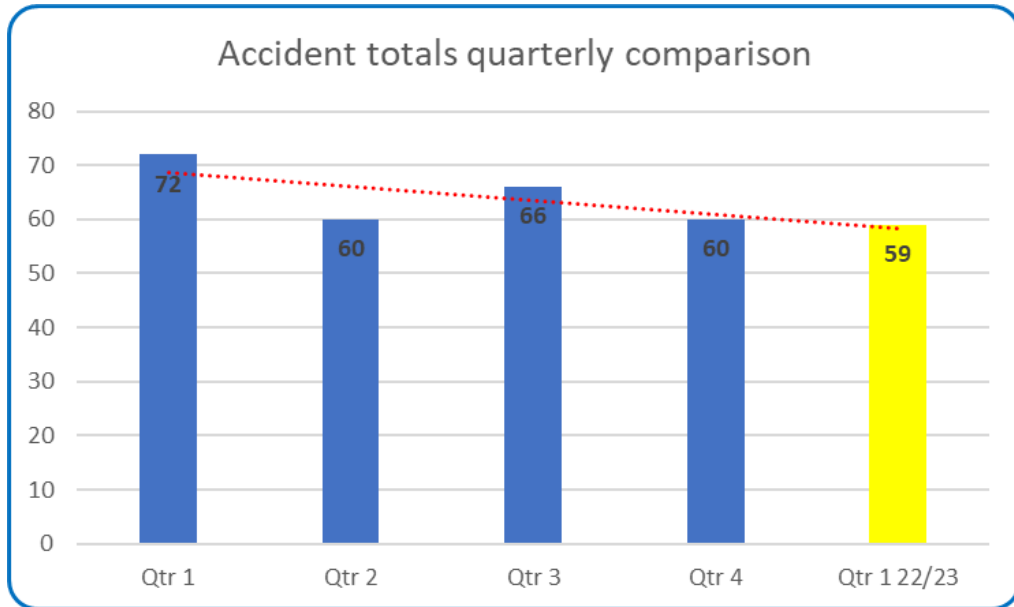
- 2.7. The time to hire measure is being reviewed across role types to ensure that it supports effective evaluation and information to support continuous improvement.

Health & Safety:

Accidents:

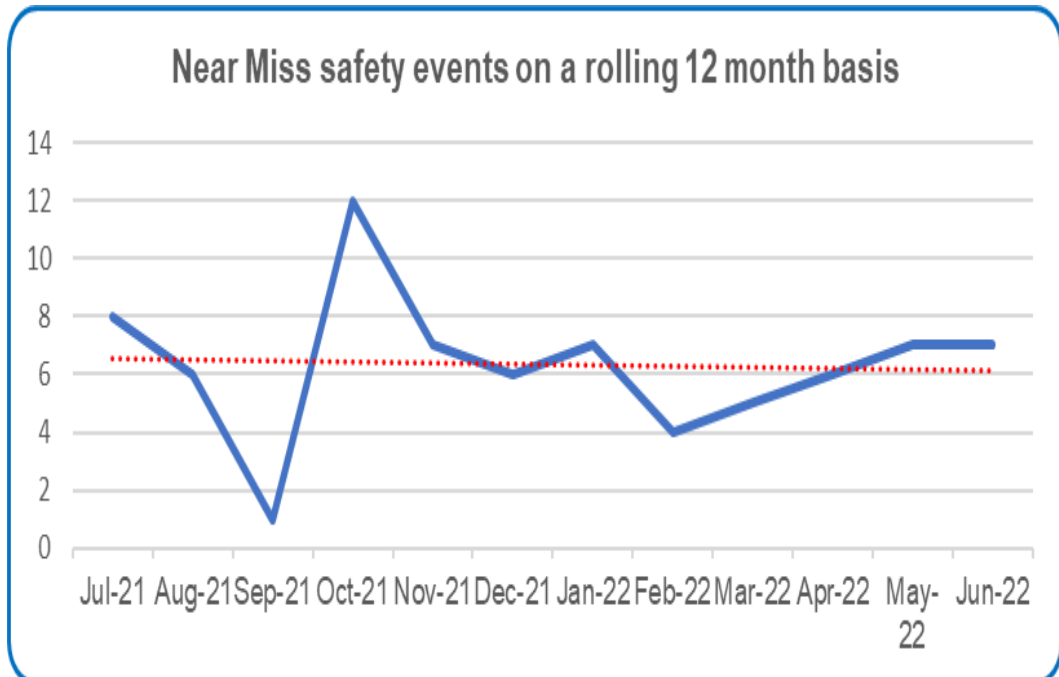
- 2.8. The overall trend for accidents continues to show a decrease over the last 12 months (July 2021 to June 2022). The Quarter 1 accident numbers are down by 1 on the previous quarter as shown in the graph below, though down by 13 on the 2021 quarter 1 figures.

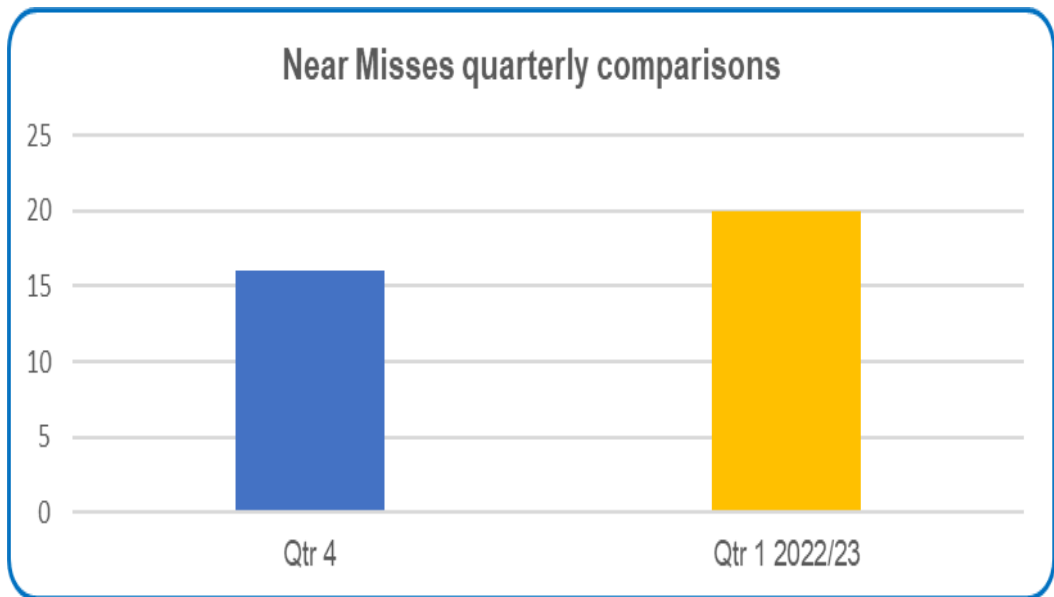




Near Miss:

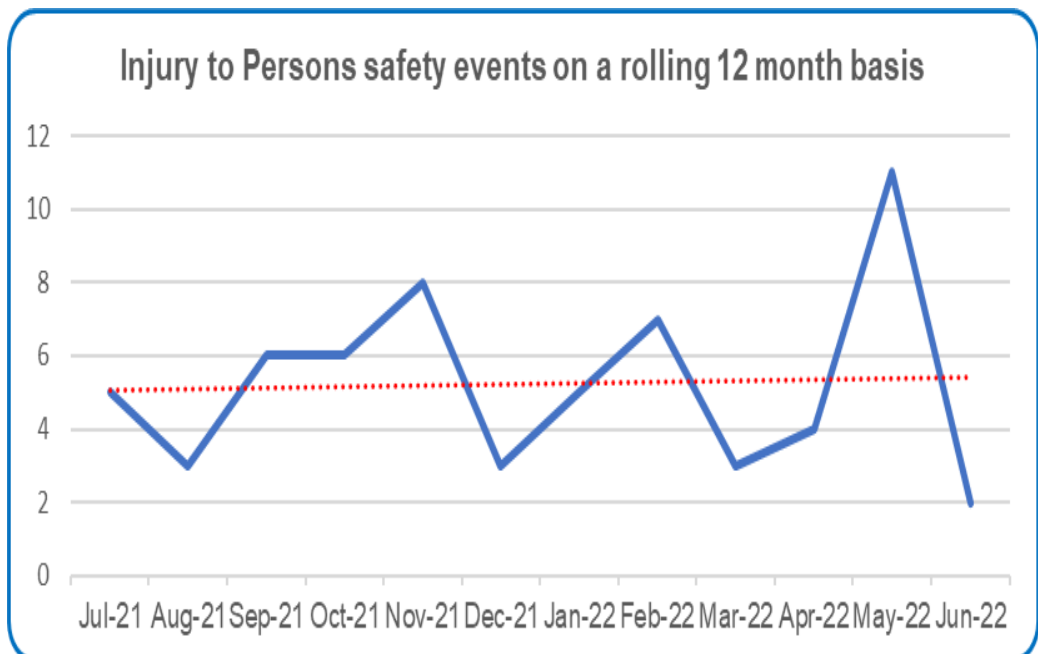
- 2.9. There were 20 near misses in Quarter 1, a 25% (4 events) increase on reporting from the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team and the Organisational Development team. The wider cultural work with the 'Safe to' campaign will help to influence improvements in this area.
- 2.10. The near miss reports during Quarter 1 are varied, there is no trend or ones of a similar nature. Though it is encouraging to see proactive near miss reporting.

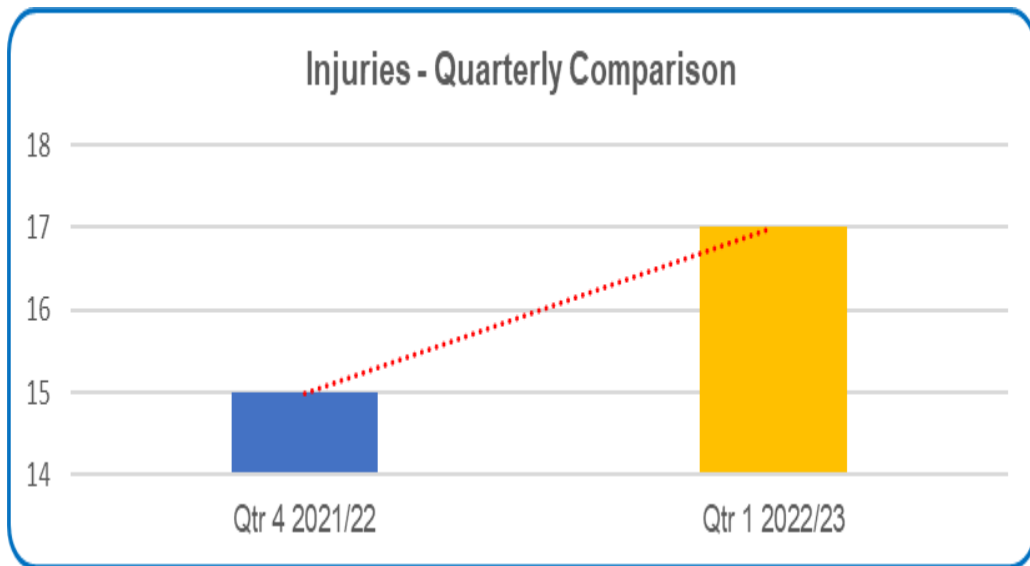




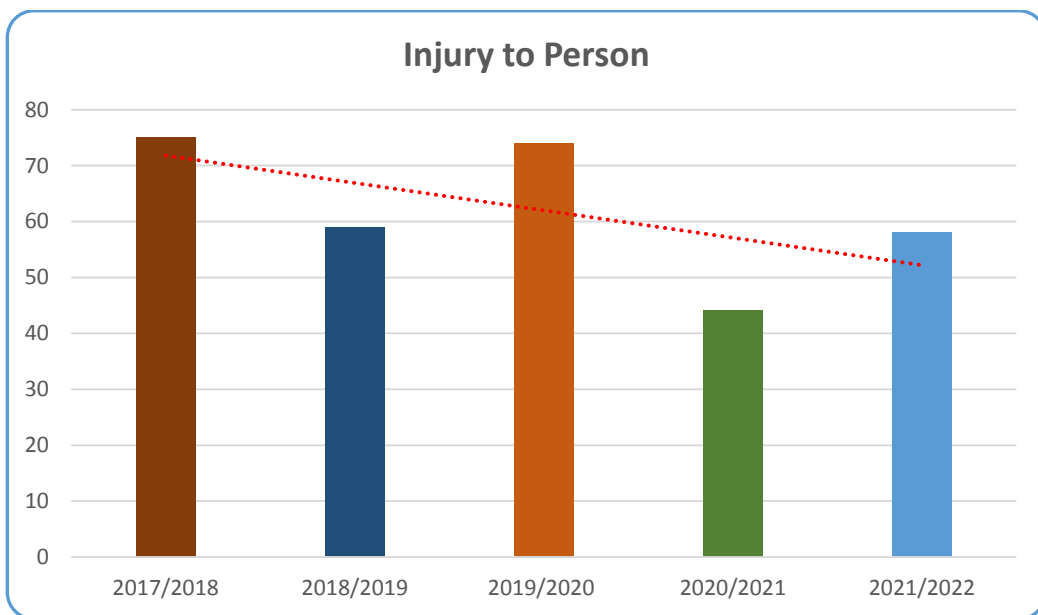
Personal Injuries:

2.11. The charts overleaf compare the Service's injury rates over a rolling 12-month period, as well as highlighting the Quarter 1 figures. The injury figures in general remain low, with a slight increase over the 12-month trend. Quarter 1 showed an increase of 2 injuries when compared to the previous quarter, a 13% increase in injuries. Of the 17 injuries that occurred in quarter 1, 11 of them took place in May. Making May the highest monthly recorded number of injuries over the last 12 months.



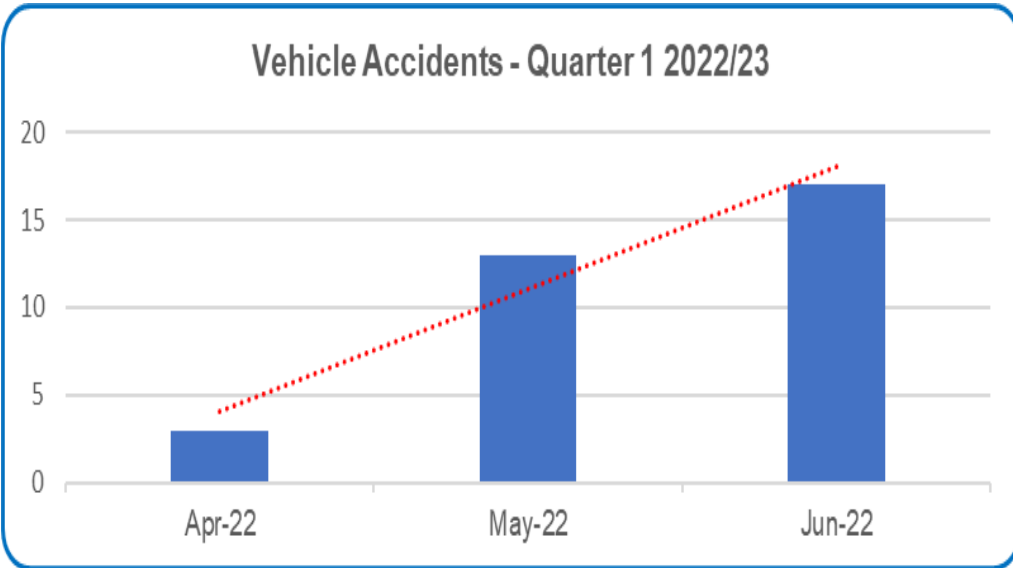
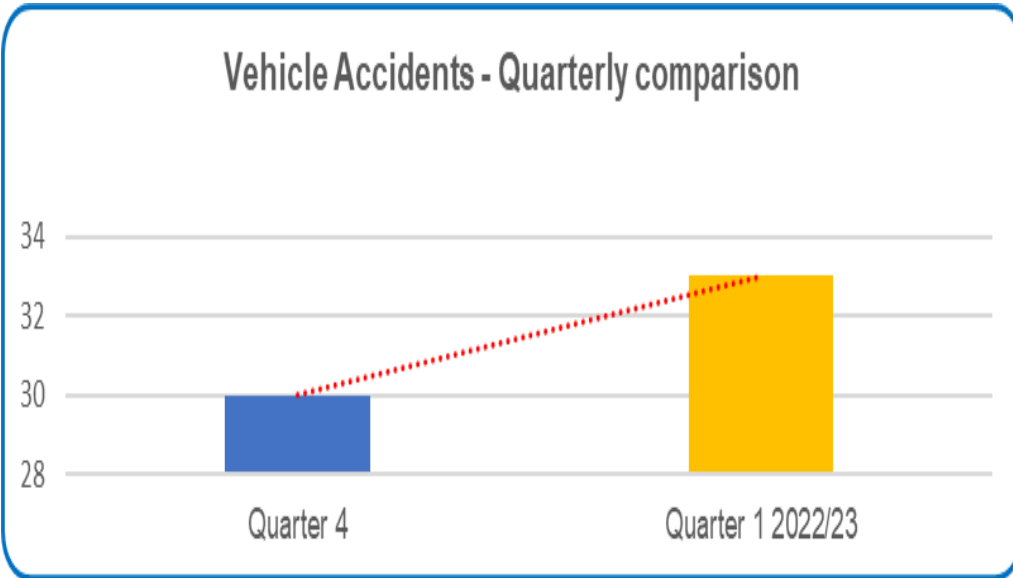
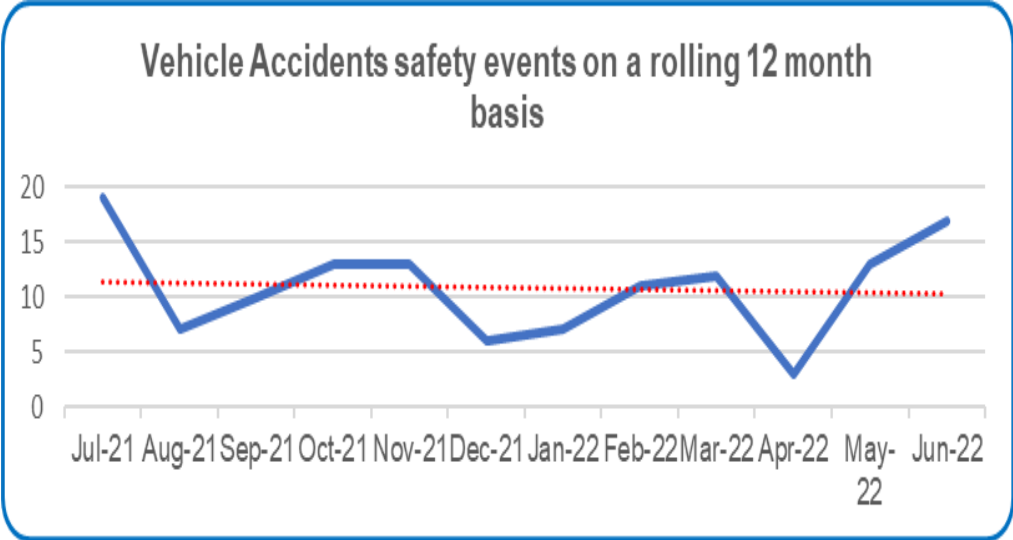


2.12. The annual trend over the last 4+ financial years (2017/18 – 2021/22), however, is reducing as shown on the graph below:



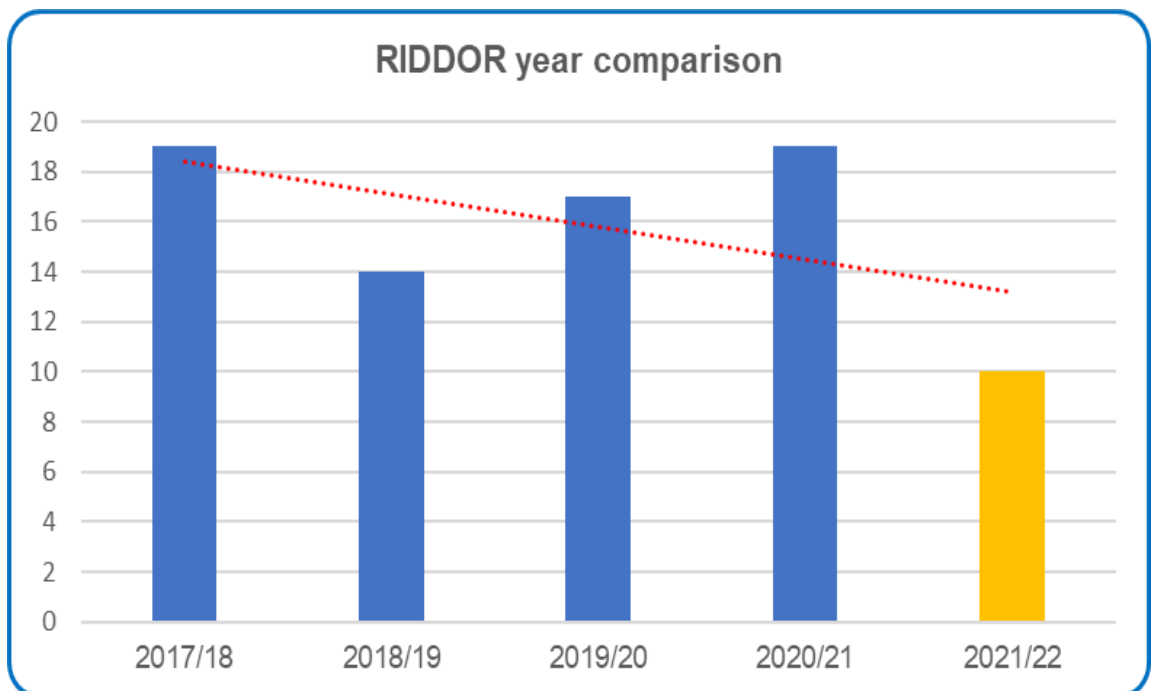
Vehicle Incidents:

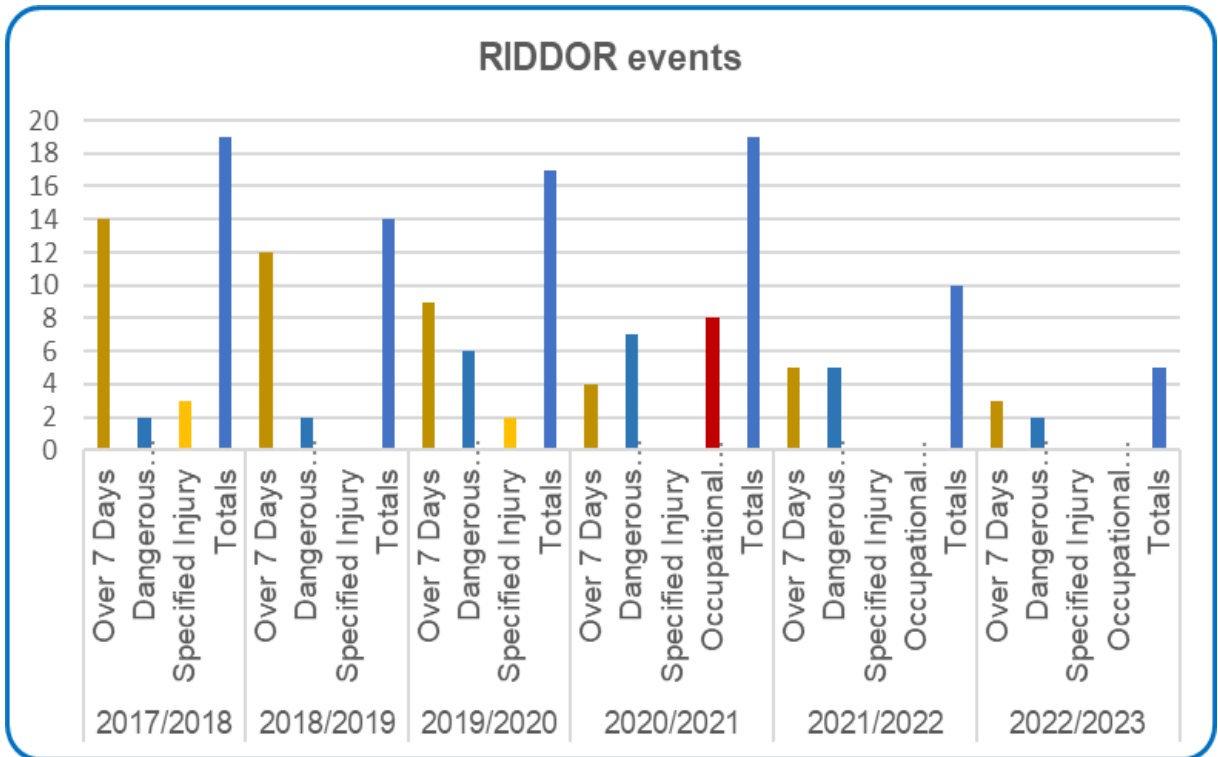
2.13. Vehicle related incidents continue to be primarily during non-blue light activity, the majority related to slow speed manoeuvring. Clipping hedges and banks on tight lanes, or another vehicle in congested streets, as well as when manoeuvring at the incident. These result in scratches, scrapes, dents and scuffs on Service vehicles and public vehicles / property. The 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):

- 2.14. 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.
- 2.15. The trend line for RIDDOR events over the last 5 years maintains a positive path with a reduction in RIDDOR reported events. Historically 'Over 7-day injury' reports have been the main category of RIDDOR event reported. However, during the 2 years dominated by the COVID pandemic there was a shift in RIDDOR categories. 'Dangerous occurrence' and 'occupational disease' categories increasing and 'Over 7-day injury' reducing. The increase in occupational disease RIDDOR reporting was a direct result of the need to report certain workplace exposures of COVID to the HSE. Introducing a change to the cleaning process for breathing apparatus to reduce the risk of spreading COVID resulted in an increase in dangerous occurrence reports. A fault that would usually be picked up during the post cleaning testing of breathing apparatus was not being discovered until the set was about to be used in training or operationally. Which can result in a RIDDOR if the wearer is about to enter an irrespirable atmosphere. A return to pre pandemic BA cleaning processes should mitigate this issue.



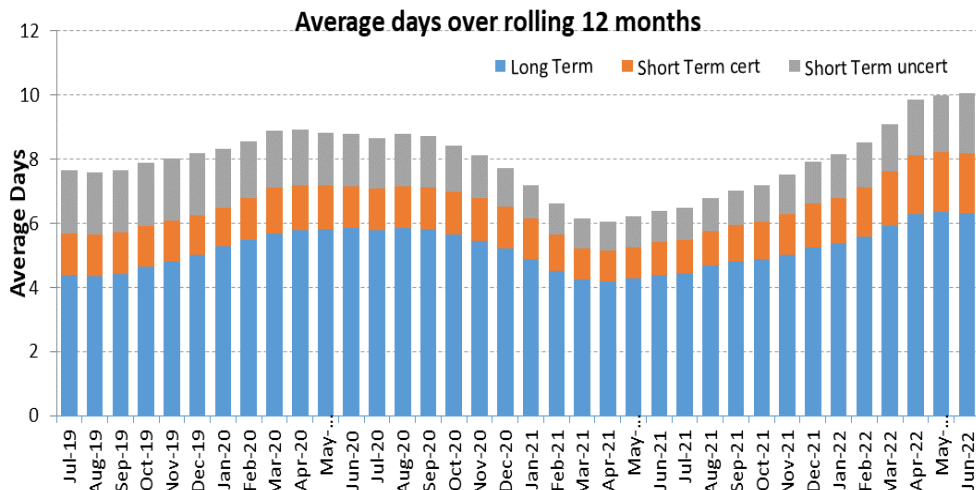


Sickness and Absence:

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

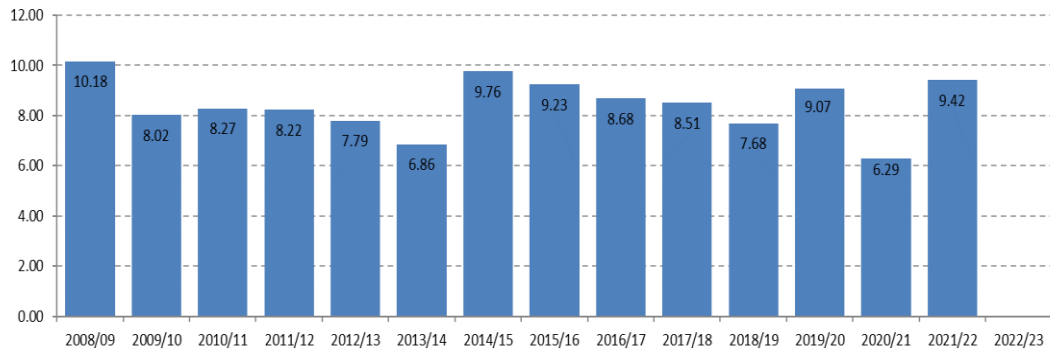
All staff figures	Quarter 1 (Apr – Jun 2021)	Quarter 1 (Apr – Jun 2022)
Average sick days (pp, per month)	1.69	2.51
<i>Long term</i>	1.27	1.57
<i>Short-term</i>	0.42	0.94

2.17. There continues to be an overall increase in sickness absence which reflects both a continuation of long-term sickness (LTS) absence (blue section in the graph below), and a sustained increase to short-term absence rates over the last twelve months (grey/orange sections in both of the graphs below).



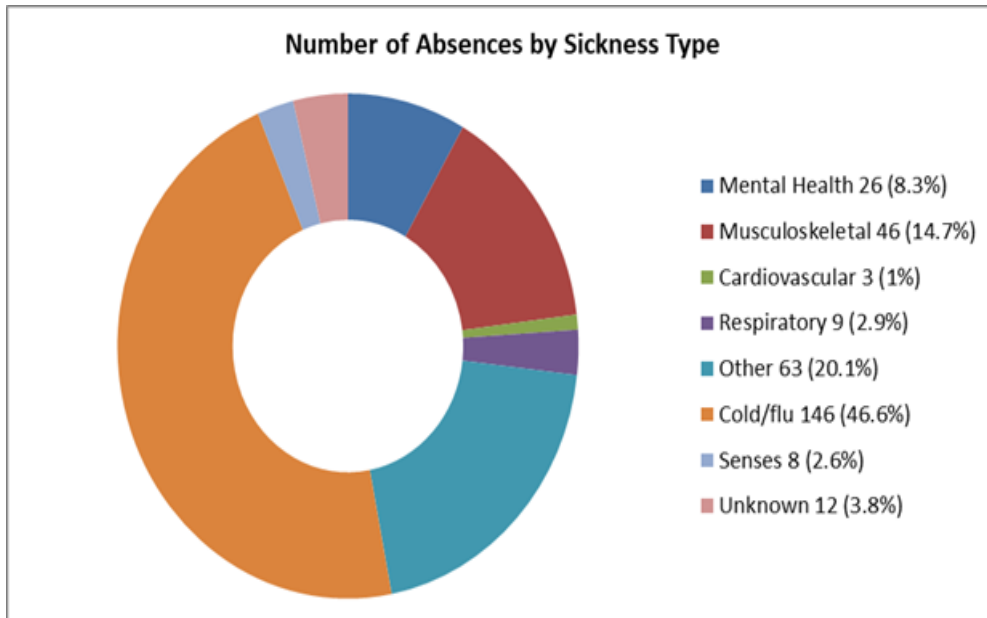
Annual comparison (average days lost) year on year per FTE

2.18. The previous report showed an increase for 2021/22 over the prior year at 9.42 average days lost. The national Fire Service average (per FTE) for the same period was almost identical at 9.41 days lost (per FTE) and this represents an average of 2.58 additional days lost per FTE in FY21/22 (across the participating fire services in England, Wales and Northern Ireland).



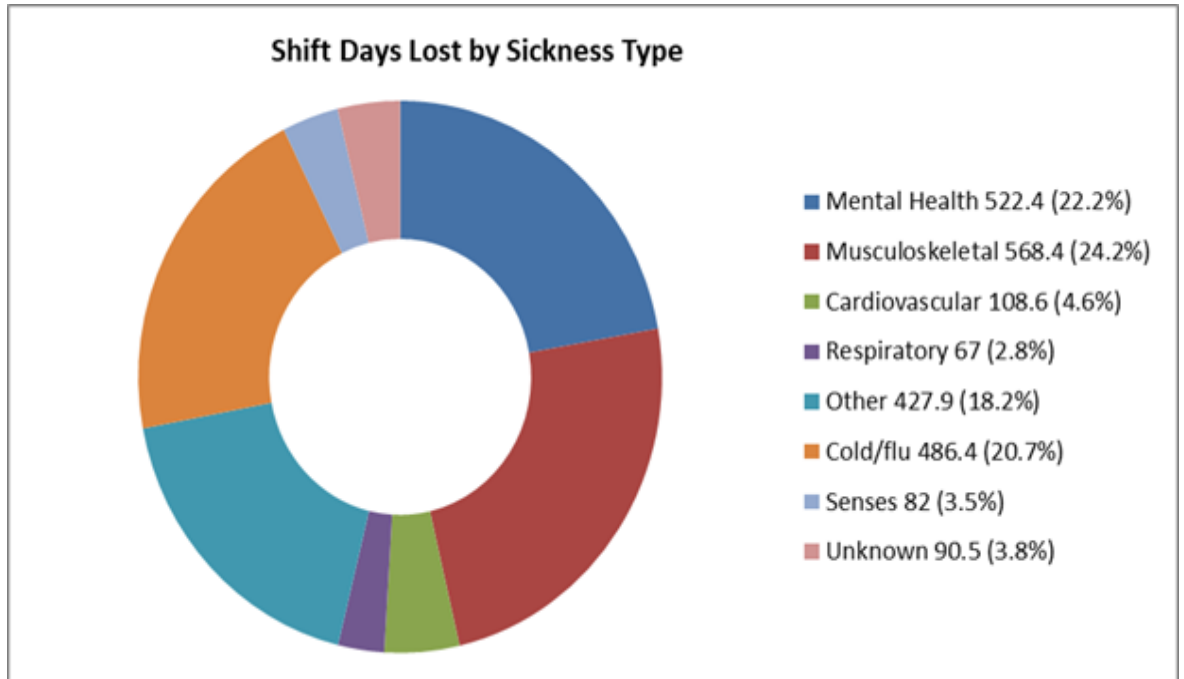
Number of absences by sickness type for all staff

2.19. In comparison to the previous report, 'mental health' and 'musculoskeletal' continue to be the primary sickness absence reason, across all staff groups, with musculoskeletal at 14.7% and mental health at 8.3%.



Shifts days lost by sickness type for all staff (year to date):

2.20. In comparison to the last report, musculoskeletal is currently the primary reason for shift days lost, representing 24.2% of absences this quarter. Mental health follows a close second at 22.2% of absences and then cold/flu continues to be the third most significant reason for sickness absences year to date.



Mental Health

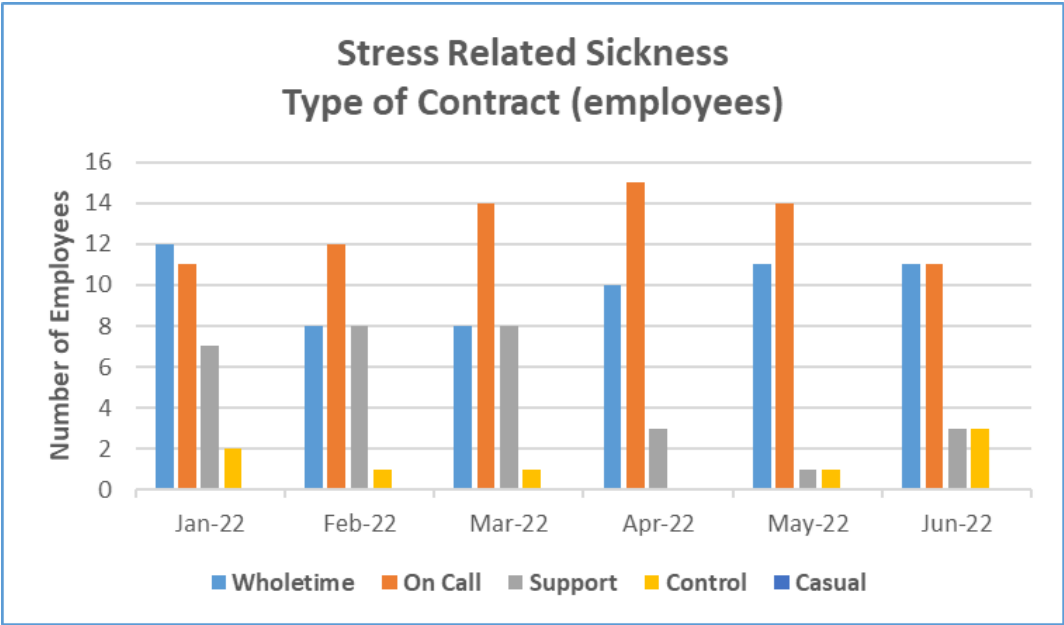
- 2.21. The table below details stress related sickness reported at the time of absence in the period July 2021 to June 2022 for work related and non-work-related sickness absence. It shows a minor decrease in non-work related absences particularly from October onwards.
- 2.22. Where data has been collated, through Personal Stress Assessments, there is a correlation between non-work related and work-related stress and vice versa. The increased figures from July to December 2021 were particular to the impacts of Covid and working from home, with other top reasons cited as childcare issues, bereavement and home relationships. Over recent months the Service has seen a managed return to the workplace for non-uniformed personnel.

Stress related sickness absences

	Jul – Sept 21	Oct - Dec 21	Jan – Mar 22	Apr – June 22
Work Related	6	5	3	3
Non-Work Related	97	95	89	80
Unknown	1	0	0	0

By Contract Type

- 2.23. Contract type shows that there has been a reduction since the last quarter, in the number of On Call personnel with stress related sickness, however, there has been a slight increase in Control and Support staff.



Stress related absence by reason

2.24. 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.



Health and Wellbeing Support

2.25. The Service have recently teamed up with Benenden Health to offer their services to our employees from 1 July 2022. They offer affordable private healthcare and employees join direct with the provider to access the benefits. These include:

- Access to private medical diagnosis where there has been a wait of more than 3 weeks on the NHS
- Assistance to 200+ approved common procedures for medical treatments and surgery if the wait on the NHS is over 5 weeks
- Access to up to 6 sessions of physiotherapy
- Access to short term mental health counselling support
- Financial assistance where there is a severe/terminal illness

2.26. Since the launch date 57 employees have signed up to the scheme.

2.27. The People Services team has piloted two projects recently focussed on mental health support for some of our employees:

Yoga on the Frontline – a cost free intervention to support employees who may be more frequently exposed to stress. 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 - a three-day residential experience based at the Firefighter Charity premises, Harcombe House delivered by The Service, The Royal British Legion's Battle Back health coaches and The Fire Fighters Charity Participating employees with suffering from low wellbeing and mental ill health engaged with the programme, cultivating teamwork, fostering friendships and camaraderie, by using outdoor adventurous activities, workshops, and movement to deliver coaching solutions. One to one coaching continues after the project to solidify information and personal direction which will last for around three months. 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. Initial feedback from participants was very favourable.

SAVE is based on four pillars, these are:

- Self-care – learn how to take care of ourselves better.
- Adopt - new ways of thinking and sustainable behavioural change.
- Venture - in to nature and self-connection, create space to look at and understand the problem.

- Empower - through experience, education and mind management.

Fitness Testing

2.28. The table below shows fitness testing results for all operational employees who qualify for a fitness test as of 19 July 2022. The fitness standard is based upon a national requirement to test all in scope operational staff every year.

	As of 19 July 2022	Percentages as of 19 July 2022
Number requiring test (in scope)	1582	100%
Number passed	1558	98.48%
Red & Amber (additional support)	24	1.52%

2.29. All in scope staff have taken a fitness test, 1,558 met the required standard and 24 did not.

Fitness Support

2.30. This 1.52% Red and Amber (Fail) group equates to 24 individuals who require additional support. 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. 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.

Fitness Assurance

2.31. An independent assurance report was completed in 2021 and recommended key changes aligned with NFCC fitness guidance. The amended policy and procedure will be released for consultation to improve efficiency and provide assurance of the testing process.

Fitness testing 2023

2.32. The People Development Team are engaging nationally to ensure that DSFRS is continuing to develop an inclusive and proactive approach to fitness. Data is being collected to identify trends associated with test performance aligned to specific characteristics, including age, disability, ethnic origin, gender, test type and contract type. These trends are being monitored to support the Service in maintaining a diverse, fit and healthy workforce.

ICT upgrades

- 2.33. Following an ICT upgrade, the fitness performance data included in 2.22 will be presented in the same format as other operational skills such as BA, Water Rescue and ICS.

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 on in Q4 2022-23.

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

- 3.2 The Service is awaiting the results of the 2021 HMICFRS staff survey to compare against previous surveys to determine how staff feel about being included, how well leaders are performing through living service values, being able to challenge safely and if people feel bullied or harassed. HMICFRS is expected to publish their report by the end of July 2022, and an update will be provided within the next report to this Committee.

Grievance, Capability and Disciplinary

- 3.3 Some HR policies are overdue for review and will be a primary focus over the next 12 months to ensure they meet the organisation's needs. This will continue to require extensive support from the Human Resources Business Partners (HRBP) for Line managers to assimilate these into everyday business practice
- 3.4 The Service introduced a HRBP approach in May 2021 to provide a pro-active and customer centric HR service to the business. The HR Business Partners conduct weekly case reviews to ensure changes in policies are embedded consistently across the Service. This allows for timely remediation on all employee matters - escalating and de-escalating the right processes at the right time.
- 3.5 We report annual figures on Grievance, Capability and Disciplinary matters. It is worth noting at this time there are 4 Grievances, 10 Capability and 5 Disciplinary cases open. Some of these cases were raised in the 21/22 financial year.

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

Strategic Policy Objective 3c) ‘Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.’

Recruitment & Retention

Pay for Availability Benefits.

- 4.1. An agreed measure is specific to On-call regarding the benefits of Pay for Availability in increasing recruitment (the measure would be reduced vacancies) and increasing retention (linked to the increase in pay and flexible contracts).
- 4.2. This information is currently not available as 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. The measure of % of On-call stations moving to Pay for Availability is scrutinised by the Community Safety Committee.

Employee Engagement

- 4.3. Annual or ad hoc measure from internal and external staff surveys aiming to see an increase in participation. No data was available at present, however, a staff survey is due to be carried out in late 2022 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/22/10

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q2 performance:	Q3 performance:	Q4 performance:	Q1 (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	60	66	60		
Near Miss-	Monitor	16	24	16		
Personal injuries	Decrease	14	17	15		
Vehicle Accidents	Decrease	36	32	30		
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
Absence:			
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	
Health & Safety			
Annual Personal Injuries	Increase		
Annual Vehicle accidents	Decrease		
RIDDOR			

HMICFRS Survey Comparison:

Placeholder - *Data to be made available in Q2 22/23 reporting*

Target area:	Agreed performance measure:	2020:	2022:	Trend
2019 -2022 HMICFRS staff survey comparison:				
Inclusion –	Improvement from previous report	5% improvement		
Leadership & staff development –	Improvement from previous report	21% improvement		
Leaders living the Values	Improvement from previous report	only 2020 data available		
Challenger safety –	Improvement from previous report	30% improvement		
Bullying and Harassment	Improvement from previous report	15% reduction		
Discrimination –	Improvement from previous report	9% reduction		

APPENDIX B TO REPORT PC/22/10

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