DEVON & SOMERSET FIRE & RESCUE AUTHORITY

S.J. Sharman
CLERK TO THE AUTHORITY

To: The Chair and Members of the People Committee

(see below)

SERVICE HEADQUARTERS
THE KNOWLE
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PEOPLE COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Monday, 30th October, 2023

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.

S.J. Sharman
Clerk to the Authority

A G E N D A

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

1   **Apologies**

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

Of the previous meeting held on 28 July 2023 attached.

3   **Items Requiring Urgent Attention**

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

4   Performance Monitoring Report 2023-24: Quarter 2 (Pages 7 - 26)

 Report of the Director of Finance & Corporate Services (Treasurer) (PC/23/12) attached.

5   People Survey Actions (Pages 27 - 34)

 Report of the Assistant Chief Fire Officer – Service Delivery (PC/23/13) attached.

6   His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Cause of Concern and Areas for Improvement Action Plan (Pages 35 - 48)

 Report of the Chief Fire Officer (PC/23/14) attached.

7   People and Culture Update (Pages 49 - 54)

 Report of the Chief Fire Officer (PC/23/15) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Clayton (Chair), Trail BEM (Vice-Chair), Atkinson, Biederman, Kendall, Peart and Tolchard

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

PEOPLE COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

28 July 2023

<u>Present:</u>

Councillors Clayton (Chair), Coles (vice Kendall), Peart, Tolchard and Trail BEM (Vice-Chair)

<u>In attendance:</u>

Councillors Biederman (via Teams), Cook-Woodman and Randall Johnson (via Teams)

* **PC/23/1** **<u>Minutes</u>**

RESOLVED that the Minutes of the meeting held on 26 April 2023 be signed as a correct record.

* **PC/23/2** **<u>Performance Monitoring Report 2023-24: Quarter 1</u>**

The Committee received for information a report of the Director of Finance & Corporate Services (Treasurer) (PC/23/8) detailing performance as at Quarter 1 of 2023-24 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);

- health and safety (a general overview of the work undertaken on station audits and the risk from contaminants, accidents [including near misses]; personal injuries; vehicle incidents (together with the correlation to appliance mobilisation) and reporting against the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR);

- sickness and absence (including mental health) for wholetime, on-call, support, Control and casual staff, types of sickness absence, details of the health and wellbeing support offered by the Service. The report also provided comparisons with national fire service data and featured benchmarking for sickness absence against comparable, neighbouring fire and rescue services;

- fitness testing (including support offered for red and amber groups);

- diversity, with a particular emphasis on the work being undertaken on promoting inclusion and developing strong leaders within the organisation;

- strategic workforce planning including details of staff turnover in all categories of the workforce;

- employee engagement (reported elsewhere on the agenda for this meeting at item PC/23/9); and

- an overview of the People Services Systems project.

Attention was drawn at the meeting to the following points:

- There was an error in the competence rating of Red Amber Green (RAG) for Working at Height and in Confined spaces (SHACS) which was showing as green in the report but this should be at amber; There was only one area at amber which was SHACS (92%). The Director of Service Delivery Support stated that she had asked for further information as to why this was still at 92% but initial indications were that this was due largely to competencies going out of date and being unable to catch up although she was happy with the tolerance on this matter;

- Reference was made to fitness and the point that testing had commenced again for revalidation with 1538 staff tested to date. 2% of staff were in the red or amber category as requiring further support of whom 2 staff had failed to meet the required fitness.

- Attention was drawn to paragraphs 2.4 and 2.6 of the report and some of the positive work undertaken particularly on station audits. 93 premises had been audited in 2022-23 looking at the management of Personal Protective Equipment, fire safety, machinery and equipment and breathing apparatus cleaning areas, amongst others. The findings were generally positive and the actions had been fed into specific targeted action plans for locations;

- Accidents - the trend line had reached a plateau over the previous 12 months (2022-23) at 24 per month although quarter 1 of 2023-24 showed an increase of 12 over the previous quarter on 2022-23. The Organisational Road Risk Group was meeting monthly now and looking closely at the statistics to try to work out the reasons behind this increase.

- Near misses – there were 28 near misses in quarter 1 of 2022-23, a 33% increase on reporting in the previous quarter of 2022-23 (7 events) largely due to mirrors folding in on the Medium Rescue Pumps when travelling at speeds beyond 56mph which needed to be addressed;

- Personal injuries – there had been a small increase in quarter 1 of 2023- 24 with 1 injury but a spike in May 2023 although there was no definitive trend to be identified;

- Vehicle accidents – there had been a 38% increase (14 incidents) with a spike in May 2023 to 25 but this did not correlate to incident response.

- RIDDOR – there had been 2 reports this quarter (2023-24).

The Committee debated the position on vehicle incidents which it was thought was largely due to low-speed manoeuvring. The absence of hedge cutting was believed to be a notable contributor to vehicle incidents as hedges were generally only cut twice per year and as the year went by the incidents increased in tight, rural lanes. The Committee suggested there was a need to make the local authorities aware of this as this was a safety issue and local authorities were allowed to cut back the hedges.

The Health and Safety Manager further advised that the Service provided additional training for staff where it was recognised that multiple accidents had occurred or other trends. Appropriate controls were also in place to provide support not punishment to drivers. The Service was also looking at a fair wear and tear policy to determine the correct tolerable and this was being reviewed by the Fleet Manager. There was also a cost implication so the Treasurer suggested they be aligned to identify budget impact.

It was noted that total sickness had decreased marginally in the last quarter of 2022-23 due to the efforts of staff in monitoring sickness and work on getting staff back to work quicker. Total sickness was 2.07 days/shifts lost in the first quarter 0f 2023-24 as opposed to 2.5 days at the same quarter in 2022-23 so good news. National data showed Devon & Somerset at 10.02 days/shifts lost in 2022-23 as opposed to the average (27 eligible services) of 9.41 days lost. The Service was slightly above the average currently but it was confident that this number would decrease given the work that was being undertaken on health and wellbeing issues.

The Committee made reference to the point that musculoskeletal injuries were still high but not as high as mental health but these were the main causes of absence. The Committee was advised that mental health was not always caused by work related issues but personal matters and there had been spikes in this area although the Service offered support. The Treasurer added that this was a complex area with more than one driver but the staff survey had given an indication that the cost of living crisis was impacting people at all levels. The Service was acutely aware of this and was trying to find the right balance to assist staff; looking at where it could provide guidance on financial support for staff in and signposting.

The Treasurer highlighted the efficiencies being undertaken to address the revenue budget gap in 2024-25 but he emphasised that this did not include redundancy as there were known reductions in 2024-25 which meant the efficiencies could be made as a result of natural attrition.

The Committee was apprised of the excellent work being undertaken to address inclusion issues including (but not limited to) the Speak Up Guardian scheme which was a positive step forward. The Committee asked if there was a way of measuring success in respect of inclusion and wellbeing issues. The Treasurer replied that this was a good point as there was a report on grievances and he could take this away and look at a way of measuring the action/interventions for either positive or negative impact.

Reference was made to the monthly meetings held to monitor workforce planning and the point that this was improving the levels of engagement. The Service was looking closely at P4A and factors influencing recruitment and retention such as training which was a huge commitment for both the individual and the Service due to the time involved and costs incurred when attrition remained high. It was recognised that reduced capacity within the Service was a factor in staff wellbeing and that work may have to be dropped in some areas as a result. The cost of recruitment was around £20k for each On Call firefighter and recruitment and selection processes had been redesigned to address the issues that the Service was aware of. An expressions of interest section was now on the website.

The Treasurer drew attention to the excellent work being undertaken by Zoe Smyth and her team for on the People Services project which was a huge undertaking for the Service and staff involved.

NB. Minute PC/23/3 below also refers.

* **PC/23/3** **2023 People Survey Results Overview**

The Committee received for information a report of the Director of Finance & Corporate Services (PC/23/9) setting out the purpose, methodology and high level findings of the people survey undertaken earlier in 2023 together with a presentation on the results at the meeting.

It was noted that the Service had received 813 responses to the survey representing 44% of the workforce which was above the industry recognised confidence level of 95. From the survey findings, five key focus areas had emerged which were:

- Inclusion of thought;

- Bullying and harassment and the reporting of this;

- Trust in leadership;

- Support staff – differences in responses between operational opportunities and those available for support staff; and

- Working together well (high negative).

It was highlighted that 58% of people felt they were happy in their work and would recommend the Service as an employer. This was the first time this question had been included in this survey and would provide a benchmark against which future responses could be measured. In response to a question, the Treasurer indicated that he was not content with this level of contentment and that the Service recognised there was a lot of work to do to improve in this area.

NB. Minute PC/23/2 above also refers.

* **PC/23/4**   <u>**His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Cause of Concern and Areas for Improvement Action Plan**</u>

The Committee received for information a report of the Chief Fire Officer (PC/23/10) outlining progress to date against the Action Plans developed to address both the Cause of Concern and Areas for Improvement identified following the most recent Service inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

In terms of the Cause of Concern and 14 Areas for Improvement identified by HMICFRS, 8 had been linked to the People Committee for tracking.

Two of the actions within the Cause of Concern Action Plan were recorded currently as "In Progress – Off Track" due to:

- 01a.07: Expectations documents (charters). The toolkit for team charters (internal, staff to staff) had now been developed by the Organisational Development Team. This will be reviewed and then distributed across the Service by 31 August 2023. The customer charter had now gone through final testing. Feedback will be incorporated into the final document ahead of sign off from the Senior Leadership Team. The HMI Team were awaiting an update on the trainee/ trainer charter. This action was off track as the target completion date (28 February 2023) had now passed; and

- 01b.09: All recruitment and selection processes will include elements to assess applicants' cultural awareness and how this linked to the Service Values. There was no update on progress against this action.

It was noted that one action within the Areas for Improvement action plan HMI-3.4-202215 (High Potential Staff), had been paused since March 2023 due to dependencies on the Area for Improvement around the selection and promotions process (HMI-3.4-202213).

The Committee sought clarification as to when the Cause of Concern on people and Culture would be removed and it was noted that HMICFRS would look at discharging this at the next inspection.

NB. Minute PC/23/5 below also refers.

* PC/23/5   <u>**People & Culture Update**</u>

The Committee received for information a report of the Chief Fire Officer (PC/23/11) setting out the progress made against the 35 recommendations in His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) published report into values and culture in the fire and rescue service. 19 of these recommendations were specific to the fire and rescue service and 15 required action at national level.

Two recommendations remain 'In Progress' despite the recommendation deadline (01 June 2023) now having passed. This is due to the following factors:

- The Head of Organisational Assurance will speak to the Chief Fire Officer around the expectations and considerations required to determine whether the Service should create a professional standards function. The action will remain marked as 'In Progress' until these conversations had taken place (Recommendation 04).

- Recommendation 32 (Diversity in succession planning) has not been fully addressed by the Service, therefore this recommendation will remain 'In Progress'.

9 recommendations had been closed following review by the HMICFRS Governance Board and the Service's Executive Board with 7 in progress and on track and 2 in progress but the recommendation deadline had not been met.

NB. Minute PC/23/4 above also refers.

*DENOTES DELEGATED MATTER WITH POWER TO ACT

The Meeting started at 10.00 am and finished at Time Not Specified

REPORT REFERENCE NO.	PC/23/12
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	30 OCTOBER 2023
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2023 – 2024: QUARTER 2
LEAD OFFICER	DIRECTOR OF FINANCE & CORPORATE SERVICES (TREASURER)
RECOMMENDATIONS	*That the report be noted.*
EXECUTIVE SUMMARY	The strategic priorities against which this Committee is measuring performance 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. This report sets out the Services' performance against these strategic priorities for the period July - Sept 2023 (Quarter 2) in accordance with the agreed measures. A summary is also set out at Appendix A for ease of reference.
RESOURCE IMPLICATIONS	N/A
EQUALITY RISKS AND BENEFITS ANALYSIS	N/A
APPENDICES	A. Summary of Performance against Agreed Measures. B. Forward Plan
BACKGROUND PAPERS	N/a

1. BACKGROUND AND INTRODUCTION

1.1. The Service's '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

1.2. The performance in quarter 2 of 2023-24 as measured against the agreed indicators is set out in this report for each of these policy objectives.

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

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

Operational Core Competence Skills:

2.1. The Core Competence Skills recognised by the service are Breathing apparatus (BA), Incident Command (ICS), Water Rescue, Working at Height (SHACS), Maritime, Driving, Casualty Care (CC) and fitness.

2.2. The newly agreed (as per the October 2022 People Committee meeting, Minute PC/22/8 refers) Core Competency performance thresholds are:
- 95% - 100% Green
- 90% - 95% Amber
- <90% Red

2.3. The performance in quarter 2 as measured against the revised core competencies is shown in the following table.

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
Breathing Apparatus (BA)	< 90% + Risk based impact identified	90% provides tolerance for course failures, personnel returning from long-term absence and non-attendance.	**98.3 %** **Green**	Within tolerance for each location. No remedial action required.
Incident Command (ICS) Inc.: Operational, Tactical, Strategic and JESIP	< 90% + Risk based impact identified	Only people required to assume operational command have this skill. This relates to 700 members of staff.	**98.3%** **Green**	Within tolerance for each location. No remedial action required.
Water Rescue Inc.: Water Rescue 1st Responder Water Rescue Technician	< 90% + Risk based impact identified	• A minimum of 2 trained people per appliance is required to enable a response. • 1361 members of staff are competent across the various levels.	**96.7%** **Green**	Within tolerance for each location. No remedial action required
Working at Height and Confined Spaces (SHACS) Inc.: Level 1, 2, 3	< 90% + Risk based impact identified	• 90% provides tolerance for course failures, personnel returning from long-term absence and non-attendance. • SHACS competency is 92% across the 3 Levels. • This does not impact service delivery and therefore does not require intervention.	**92.6 %** **Amber**	Within tolerance for each location. There has been a slight increase from Quarter 1. However, monitoring attendance of planned training courses will continue.

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
Maritime Level 2	< 90% + Risk based impact identified	• 450 people, across 15 stations are required to maintain the Maritime Skill.	**97.1%** **Green**	Within tolerance for each location. No remedial action required.
Casualty Care (CC) Inc. Level 1, 2	< 60% + Risk based impact identified	• Service policy states 60% of operational personnel trained to this standard. • 60% is 839 people. Currently 1375 members of staff are trained in casualty care.	**97.9%** **Green**	Within tolerance for each location. No remedial action required.
Response Driving Inc.: Primary Response (PRDC) Fire Appliance (EFAD) Specialist Vehicles	< 90% + Risk based impact identified	• 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.	**98.8%** **Green**	Within tolerance for each location. No remedial action required.

Fitness testing:

2.4.   Performance on fitness testing between April to October 2023 is set out in the table overleaf:

	As of October 2023	Percentage as of October 2023	As of 14th July 2023	Percentage as of 14th July 2023	As of April 2023	Percentage as of April 2023
Number requiring test (in scope)	1520	100%	1546	100%	1560	100%
Number passed	1493 (green, amber, blue)	98.22%	1454 (green amber blue)	94.05%	1549	99%
Red	27*	1.78%	92	5.95%	11	1%

2.5.   So far in 2023-24, 1520 members of staff have met the fitness standards, 27 did not. The Service has 21 station-based staff with a red status for fitness, 4 of which have not failed a test but have refused to undertake it due to impending retirements. 3 of the 4 have been removed from operational duties as there is no evidence to prove that they are fit for duty. 1 of the 4 had a special measures risk assessment to remain operational despite being out of date for fitness and was not removed from operational duties.

Supporting the Red & Amber groups

2.6.   The Red and Amber (Fail) group who did not meet the required fitness standards are subject to a 3-month retest period and receive a development plan, including a fitness and nutrition plan and ongoing additional support from the fitness instructor.

2.7.   At 6 months, if staff are still unable to achieve the required standard, then a capability process is started, working with the Human Resources (HR) business partners.
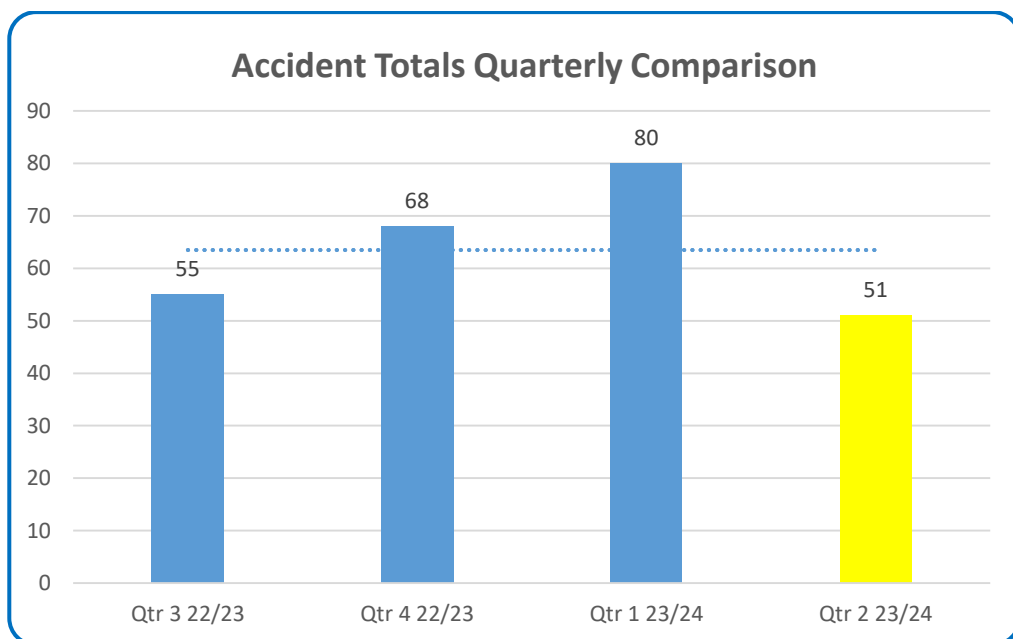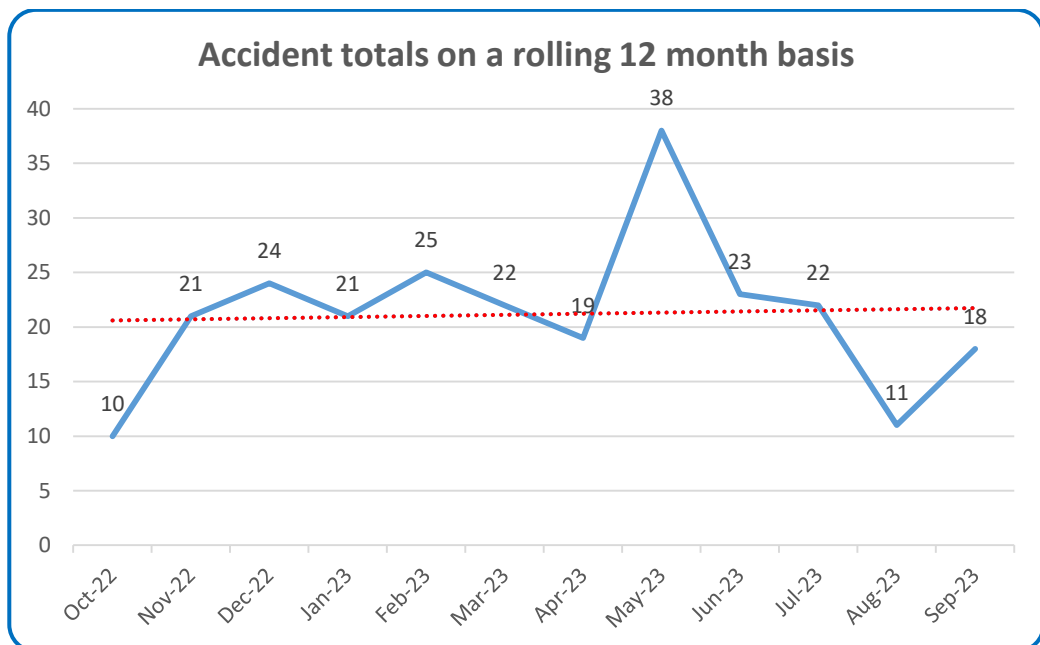
Health & Safety:

General:

2.8.   The Health and Safety Team have commenced with the Control of Substances Hazardous to Health (COSHH) audits which will see a proportion of the Service locations audited over 12 months. The audit was developed out of the findings from the Premises Audits. The audit is being received well and is helping to enhance the management of COSHH within the Service.

2.9.   Work continues to take place to reduce the risk from contaminants; this is structured through the project management process. The project is finalising the full business case for delivering on measures to reduce the risk from fire ground contaminants. Work packages have been developed and issued.

2.10.   All operational risk assessments have been reviewed and brought into alignment with National Operational Guidance. The Policy, Procedure and Guidance team completing these earlier than anticipated.

Accidents

2.11.   There has been a slight increase in the overall trend for accidents over the last 12 months. The quarter 2 accident numbers are down by 29 on the previous quarter and down 30 for the same quarter in 2022. Vehicle related safety events remain the greater proportion of safety events. Though when compared to vehicle mobilisations over quarter 2, only 0.4% resulted in a vehicle related safety event. The Organisational Road Risk Group has increased their meetings to monthly in order to review and improve safety in this area.

Accident totals on a rolling 12 month basis

Month	Value
Oct-22	10
Nov-22	21
Dec-22	24
Jan-23	21
Feb-23	25
Mar-23	22
Apr-23	19
May-23	38
Jun-23	23
Jul-23	22
Aug-23	11
Sep-23	18

Accident Totals Quarterly Comparison

| Quarter	Value
Qtr 3 22/23	55
Qtr 4 22/23	68
Qtr 1 23/24	80
Qtr 2 23/24	51

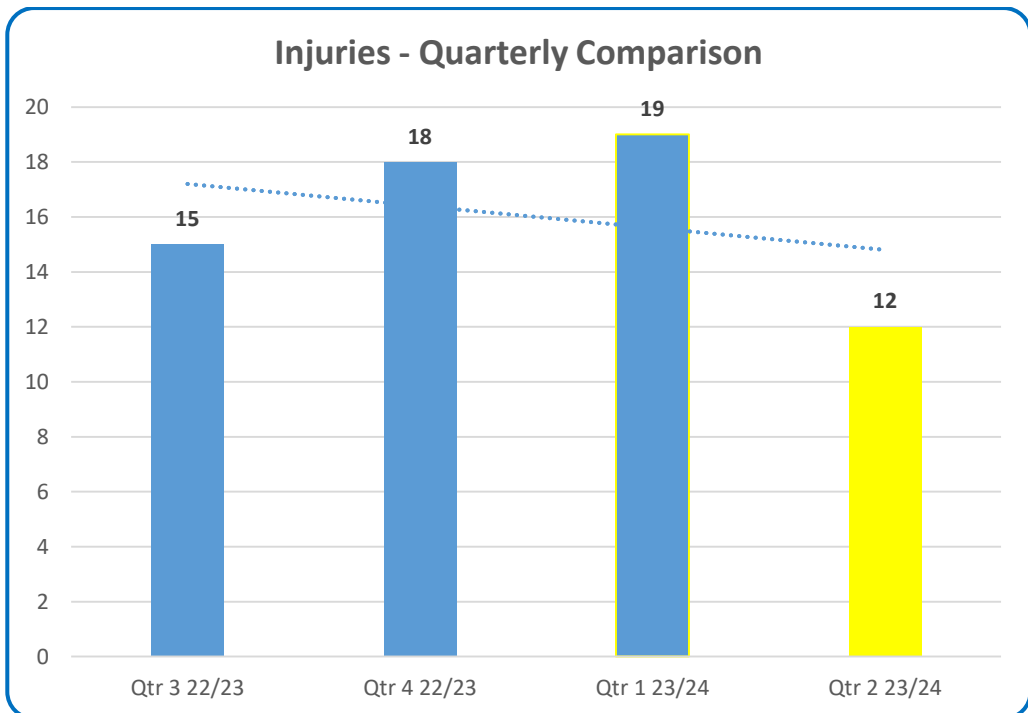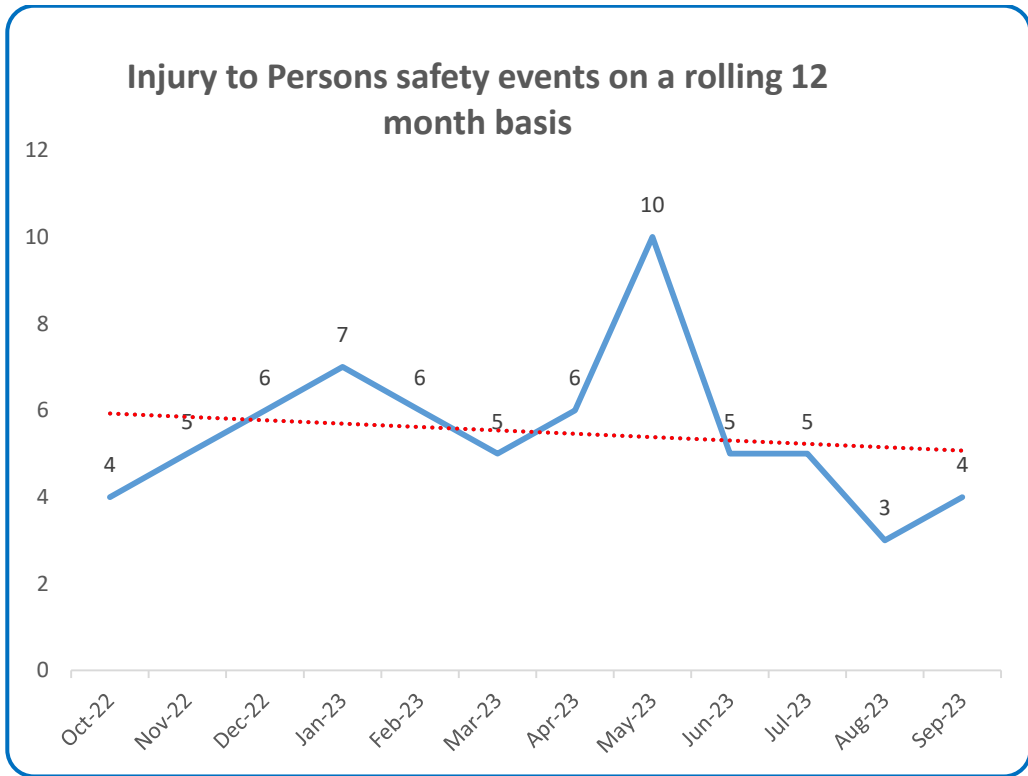Page 12

***Near Miss*:**

2.12.   There were 14 near misses in Quarter 2 of 2023-24, a 50% (14 events) reduction on reporting from the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team. The wider cultural work with the 'Safe to' campaign will help to influence improvements in this area.

2.13.   The near miss reports during Quarter 2 are varied. There are no trends but one of note relates to the driver of a Medium Rescue Pump noticing the bridge was too low for the appliance to fit under. And another relating to crews working on a railway track when a train was due, but the driver had not been alerted to the presence of firefighters on the track. The train driver stopped the train once they observed people trackside.

Near Miss safety events on a rolling 12 month basis

Near Miss Quarterly Comparison
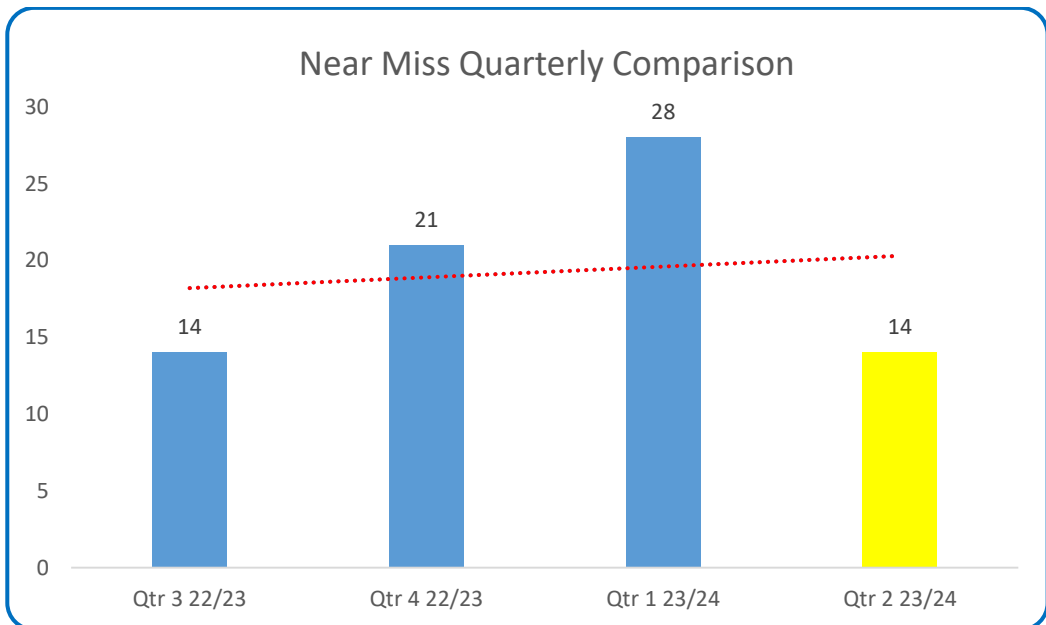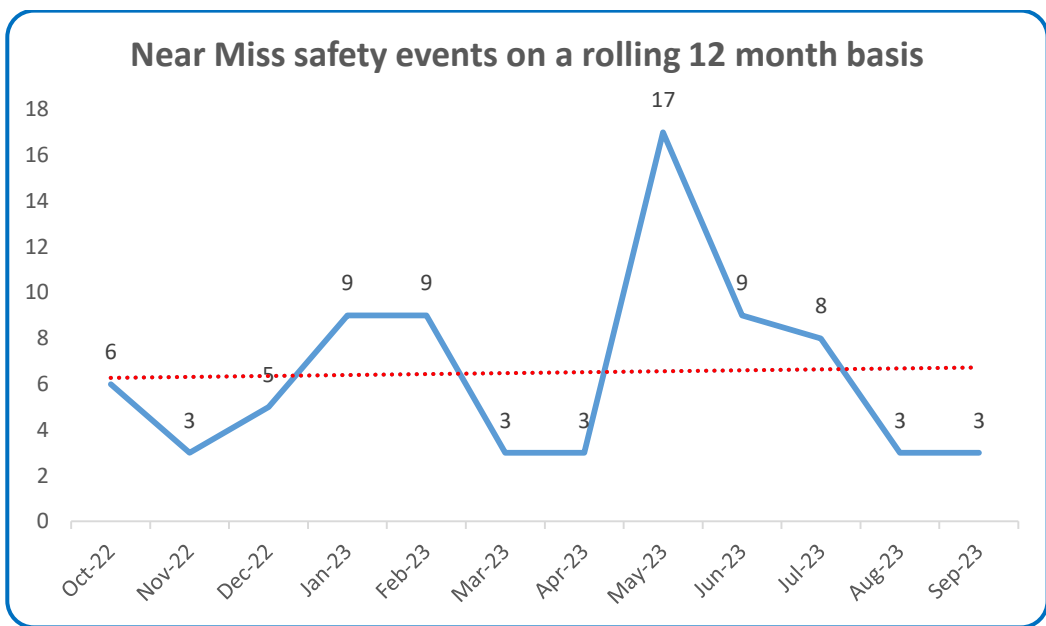
Personal Injuries:

2.14. The charts compare the Service's injury rates over a rolling 12-month period, as well as highlighting the Quarter 2 figures. The injury figures in general remain low, the trendline showing a decrease over the 12-month period. Quarter 2 showed a reduction of 7 injuries when compared to the previous quarter, a 37% decrease in injuries.

Injury to Persons safety events on a rolling 12 month basis

Month	Value
Oct-22	4
Nov-22	5
Dec-22	6
Jan-23	7
Feb-23	6
Mar-23	5
Apr-23	6
May-23	10
Jun-23	5
Jul-23	5
Aug-23	3
Sep-23	4

Injuries - Quarterly Comparison

Quarter	Value
Qtr 3 22/23	15
Qtr 4 22/23	18
Qtr 1 23/24	19
Qtr 2 23/24	12

2.15.   The annual trend over the last 5 financial years (2018/19 – 2022/23), however, has remained level:

### Injury to Person
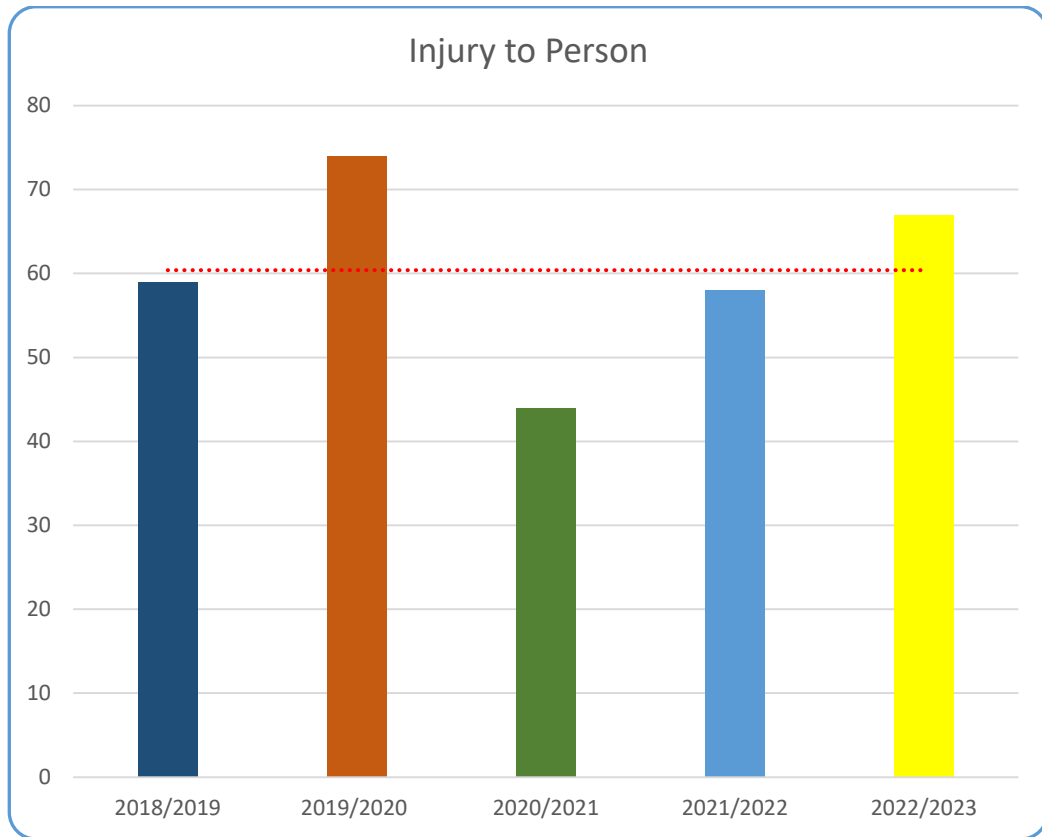
*Vehicle Incidents***:**

2.16.   Vehicle related incidents decreased in quarter 2 of 2023-24, with a 33% (17 incidents) reduction on the previous quarter. Vehicle related accidents are primarily during non-blue light activity, the majority related to slow speed manoeuvring, for example, clipping hedges and banks on tight lanes, or another vehicle in congested streets, as well as when manoeuvring at the incident. Of the 8471 mobilisations in quarter 2, only 0.4% resulted in a vehicle related safety event.

2.17.   The Organisational Road Risk Group is meeting monthly due to the spike in vehicle related safety events in May 2023. The Group is looking to circulate communications to raise awareness of the areas where vehicle accidents are occurring whilst also providing supporting advice and guidance where required. The Service's exposure to road risk is high but the outcomes (vehicle safety events) are relatively low in comparison.
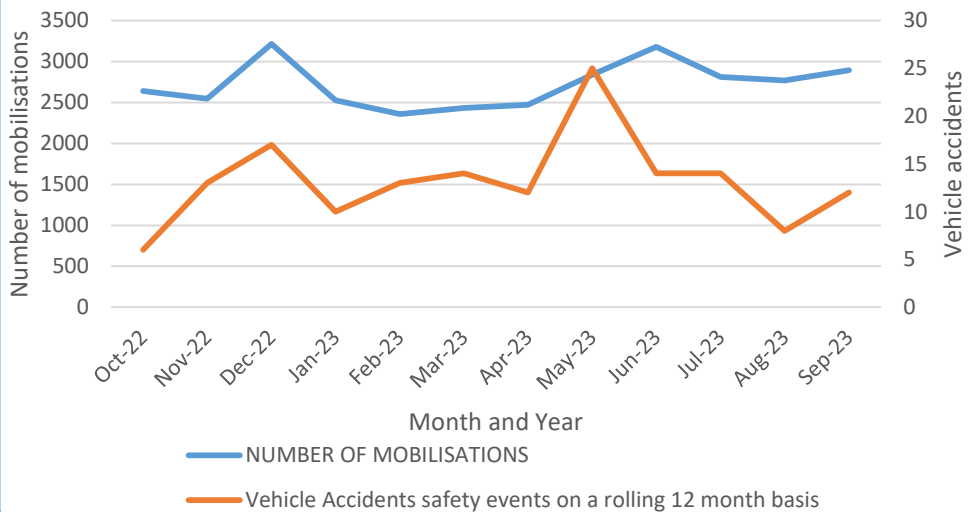
Vehicle Accidents safety events on a rolling 12 month basis
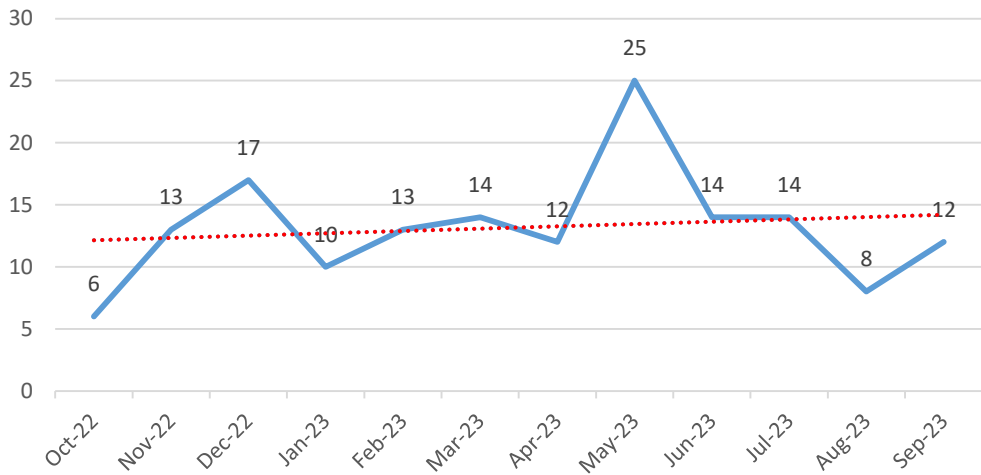

Vehicle Accidents - Quarterly Comparison
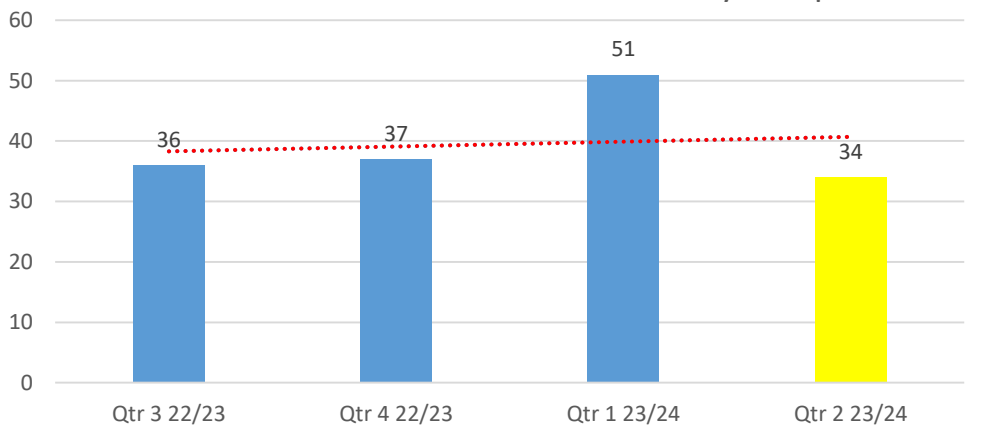

Mobilisations / Vehicle Accident Comparison

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

2.18.　There have been 3 reported RIDDOR incidents during this reporting period (Quarter 2 of 2023-24), 2 'Over 7-day injury' and 1 'Dangerous occurrence'. The 2 'Over 7-day injury' were:

- a firefighter injured their ankle whilst withdrawing in BA from a building at an operational incident; and

- another ankle injury when dismounting the appliance at an incident.

2.19.　The dangerous occurrence relates to a Breathing Apparatus (BA) set failure at an operational incident; the inhalation valve remained open during the start up at entry control. The BA set will be examined as part of the investigation to identify the learning outcomes.

2.20.　The RIDDOR numbers in quarter 2 this year mirror that of the same quarter in 2022-23. RIDDOR numbers have been decreasing over the last 5 years. The 2-year comparison below provides a comparison of RIDDOR reporting in 2023-24 compared against the final total for 2022-23.
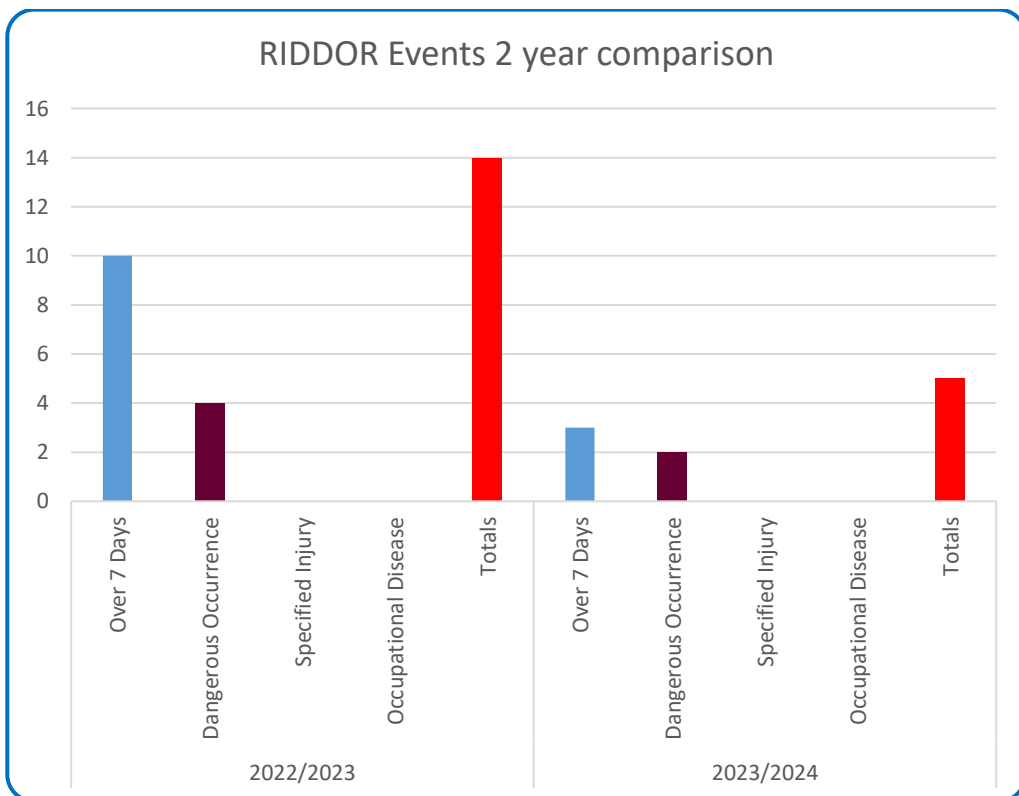
Sickness and Absence

2.21.   Total sickness absence average days have marginally increased during Quarter 2 of 2023-24. This is to be expected for this time of year and the Service is continuing to manage long term absence through the absence procedure.

Average days per FTE over rolling 12 months
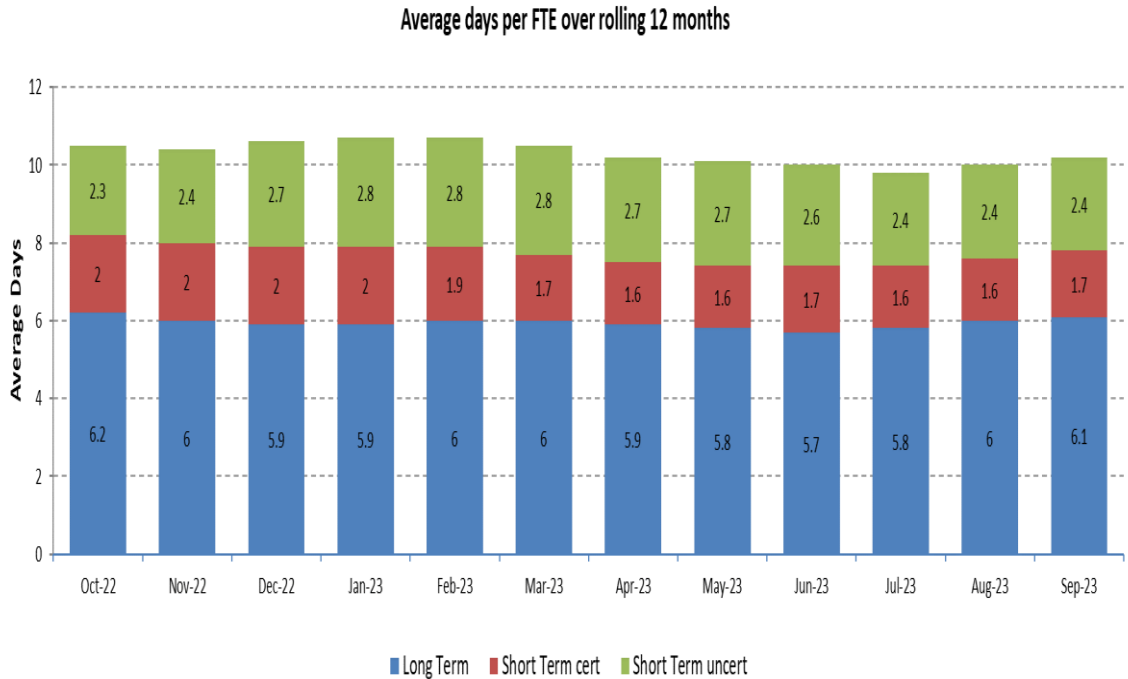
Annual comparison (average days lost) year on year per FTE:

2.22.   When comparing average days lost per Full Time Equivalent (FTE), it can be seen that the year-to-date figure is slightly lower than in 2022-23 but still higher than pre-pandemic figures at this stage in 2023-24.

Page 18
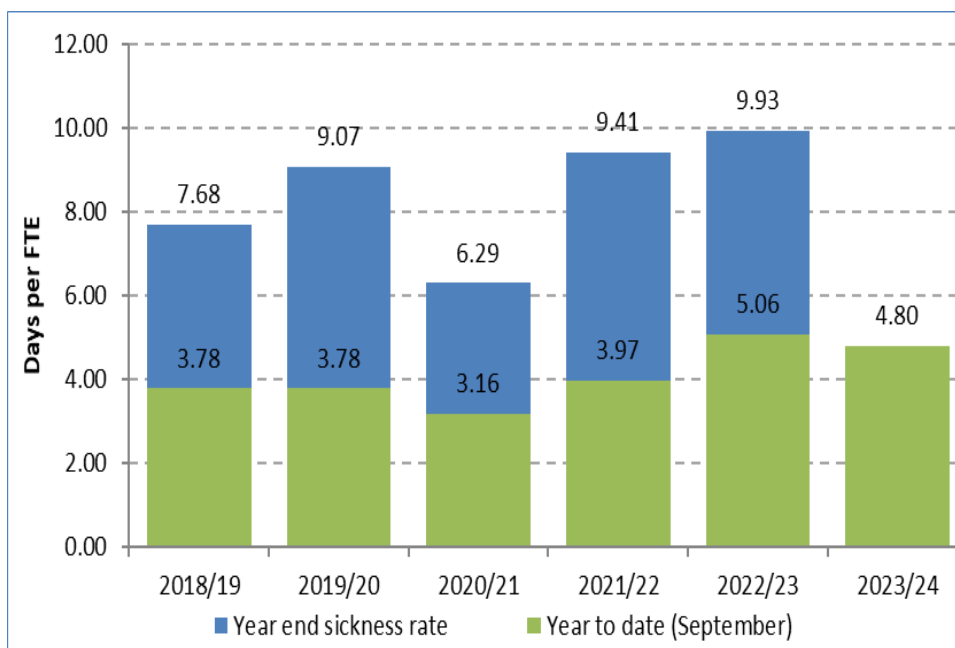
Shift days lost by sickness type

2.23. In terms of sickness types, 'mental health' and 'musculoskeletal' continue to account for highest number of working days lost. Notably, since the previous report in July 2023, 'musculoskeletal' has reduced from 28% to 24% of absences, whereas 'mental health' increased from 37% to 41%.

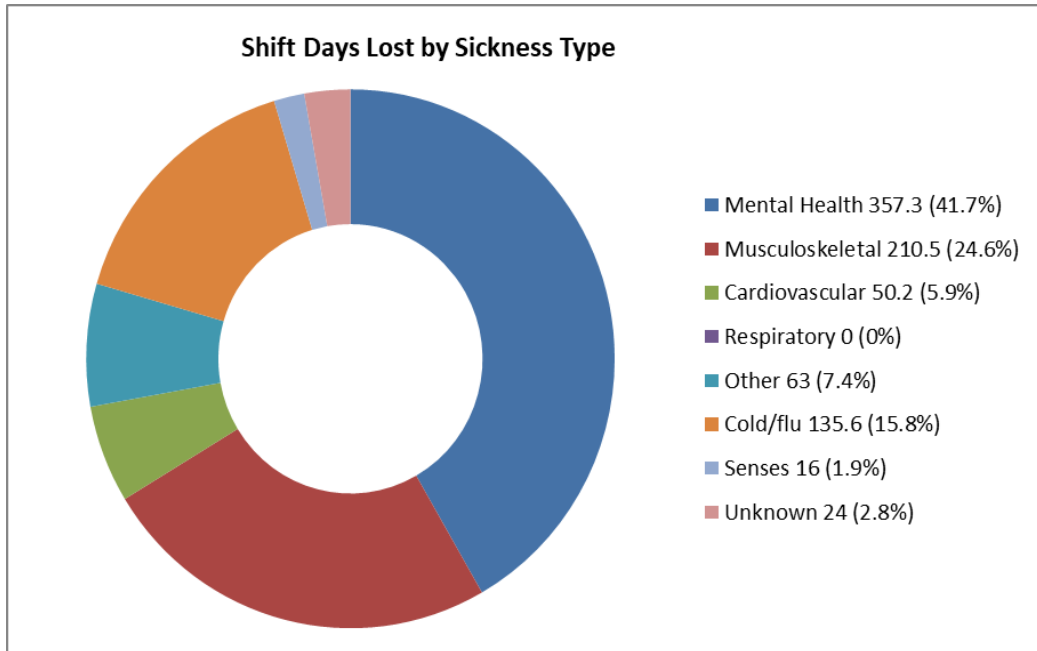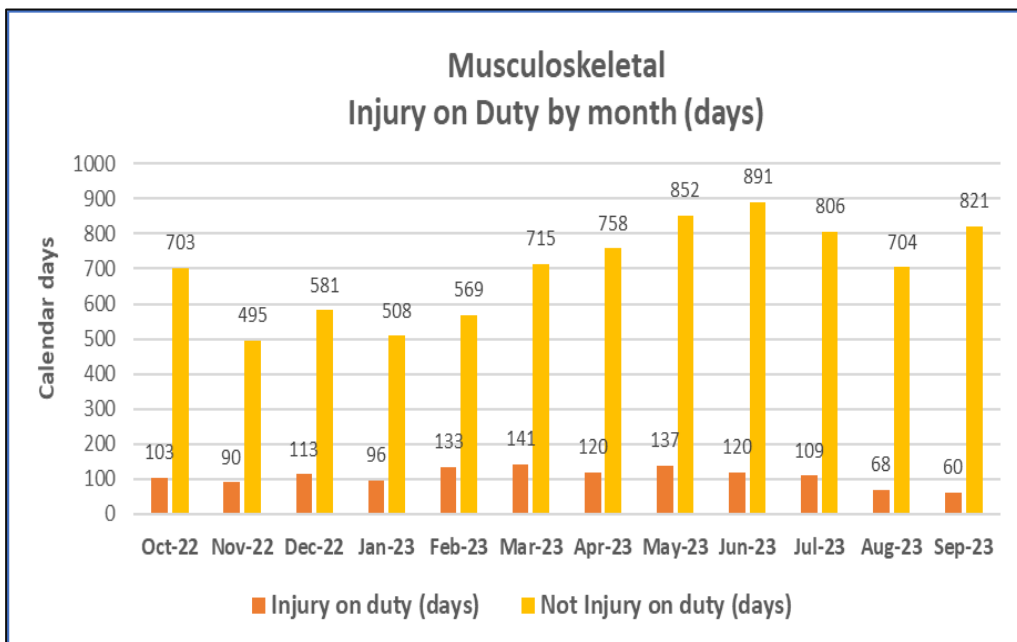Shift Days Lost by Sickness Type

- Mental Health 357.3 (41.7%)
- Musculoskeletal 210.5 (24.6%)
- Cardiovascular 50.2 (5.9%)
- Respiratory 0 (0%)
- Other 63 (7.4%)
- Cold/flu 135.6 (15.8%)
- Senses 16 (1.9%)
- Unknown 24 (2.8%)

2.24. Understanding the top reasons for absence allows the Service to establish and maintain interventions which directly address them, for example, the instigation of physiotherapy provision for musculoskeletal injuries and counselling service for mental health issues.

2.25. Musculoskeletal injuries remain in the top 2 causes for absence. When reviewing the data for areas where the Service could improve, it became clear that most injuries are not occurring as a result of being on duty.

Musculoskeletal
Injury on Duty by month (days)

| Month	Injury on duty (days)	Not Injury on duty (days)
Oct-22	103	703
Nov-22	90	495
Dec-22	113	581
Jan-23	96	508
Feb-23	133	569
Mar-23	141	715
Apr-23	120	758
May-23	137	852
Jun-23	120	891
Jul-23	109	806
Aug-23	68	704
Sep-23	60	821

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Mental Health

2.26.   The graph below shows stress related sickness reported over the last 12 months for work related and non-work-related sickness absence. Stress related absences have significantly increased over the course of the year, but where there had broadly been a 50:50 split between work related and non-work-related absences in January and February 2023, this has shifted to approximately 80% of stress related absences being attributed to non-work-related stress.

2.27.   Looking at the staff groups, you can see our On-Call colleagues had a spike in March, which corresponds to the increase in non-work-related stress peak in the previous chart. More recently, we have also seen an increase in Support staff stress related absence. We are reviewing our support packages and looking at ways to better support our On-Call and Support colleagues.
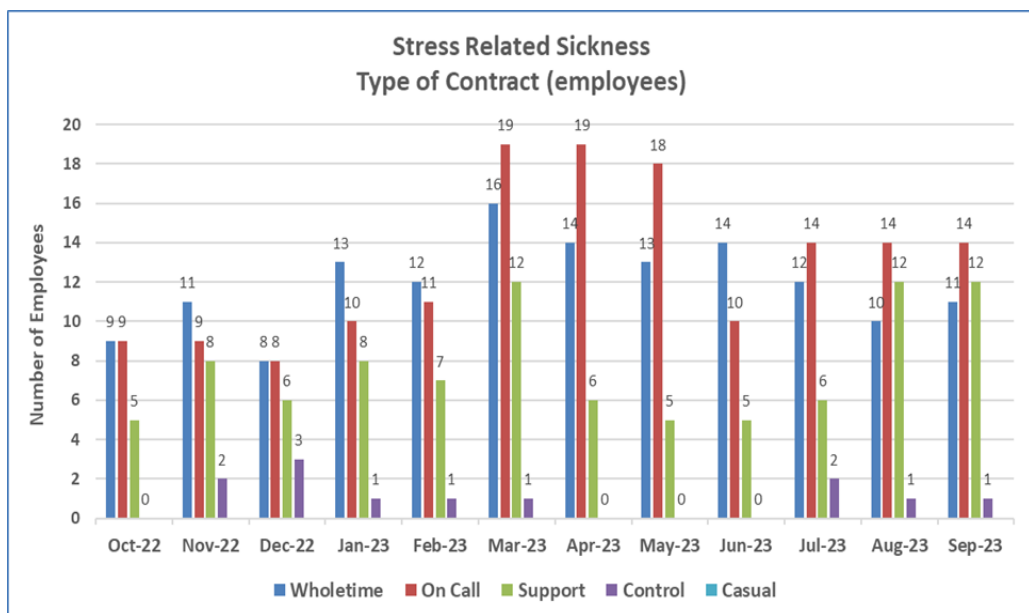
2.28. Where stress is, or is likely to, affect performance at work, a Personal Stress Assessments (PSA) can be undertaken to identify means to support the employee as an early intervention. Referrals for Counselling sessions have a steady uptake.

Health and Wellbeing Support

2.29. The Service continues to monitor the performance of the Occupation Health providers, Health Partners. Following inconsistent service levels, the Service issued an improvement notice and held a subsequent contract review meeting. Early indications show a slight improvement and the next review meeting is scheduled in November 2023 at which it is hoped to receive reports of further improvements.

2.30. The Service continues to work closely with the Firefighters Charity to support the wellbeing provision that can be offered. Wellness workshops are being run on nutrition, mindfulness and relaxation, stress, sleep, mental and physical health and resilience. There has been a good uptake so far. The Menopause Training for managers is also booked for November 2023.

2.31. The Service's Mental Health First Aiders and Wellbeing Champions are booked in for refresher training ready for relaunch in the New Year. Work is also being undertaken with the Academy to upskill the team in understanding mental health.

2.32. International Men's Day is taking place on the 17*th* of November 2023 with guest speakers sharing insight on a range of Men's Health topics. Planning for International Women's Day in March 2024 will begin in the new year.

2.33. The Service is working with the fitness team to plan some wellbeing initiatives for employees in January.

2.34. Upcoming training for employees/managers on Domestic Abuse with Fear Free and in partnership with Trevi House.

2.35. Health and Wellbeing information has now been fully embedded within the induction packs and sessions. This will embed the awareness of support from the start of employment with the Service.

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 in addition to the separate Diversity and Recruitment annual report. The next report will be April 2024.

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

3.2.   Progress against actions related to both this data and other findings in the People Pillar of the HMICFRS report are being reported to this Committee separately to this performance report.

3.3.   During October and November 2023, the Service is are running a number of workshop sessions for middle manager population focussing on the skills needed to enable and provide confidence in having difficult conversations and managing conflict. It is felt these sessions will be a great skills learning opportunity for our people managers to be more positively equipped to tackle workplace issues. Anecdotal feedback so far has been positive.

3.4.   With the appointment of a Speak Up Guardian and Deputy Guardians, the Service is providing additional ways for staff to highlight and address issues quicker and in a confidential way. Since starting this initiative there have been 21 cases raised. 8 are from uniformed colleagues and 13 are non-uniform.

3.5.   With October 2023 being Black History Month, the Service's Multicultural Staff Support Network has set up several events for staff to learn more about interesting topics. The latest event was a Black History Month talk focussed on 'Windrush Resistance' and Caribbean Anti-colonialism.

3.6.   The Recruitment team is currently evaluating Equality & Diversity (EDI) data gathered to identify areas of concern or success to enable action planning and the active management of themes identified.

3.7.   The Service has successfully appointed a new Culture and Service Transformation Manager to replace our previous EDI Manager. A key focus of the role is Equality, Diversity & Inclusion and how improvements are enabled across the service.

Update on Strategic Workforce Planning

3.8.   The Strategic Workforce Planning group continues to meet monthly to review our People metrics and agree next steps regarding recruitment and selection processes.

3.9.   Changes to the On-Call Recruitment process have been received well and have seen a dramatic improvement in outcomes. With 100% attendance at practical assessment centres and 90% of candidates progressing to the next stage. Previously this figure was closer to 30-40%.

3.10. Changes to public sector pension scheme legislation came into effect on 1 October 2023. The Service has seen an increase in retirement enquiries and notifications. This is being monitored closely at the monthly meetings to ensure succession planning and skills provision.
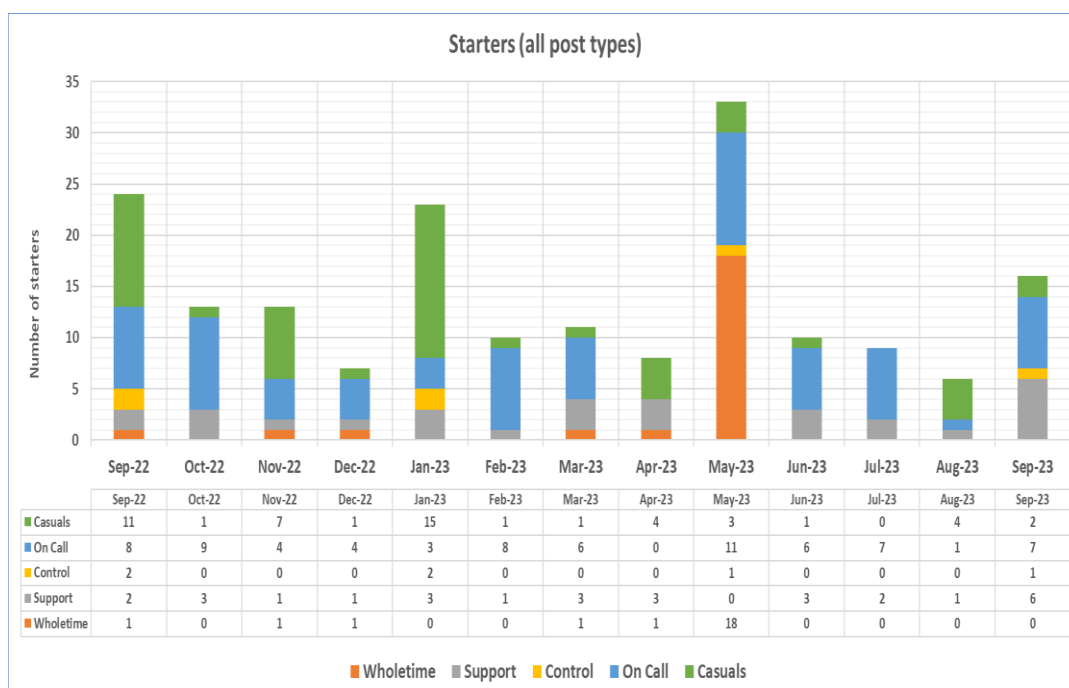
Turnover and attrition

3.11. Since the previous meeting of the People Committee in July 2023, work has been underway to better understand attrition rates within staff groups. The rate is reached by averaging the staff population across the start and end of a 12-month period and then dividing the number of leavers within the period by this average. Based on data up to 30 September 2023, the attrition rates are as set out in the table below:
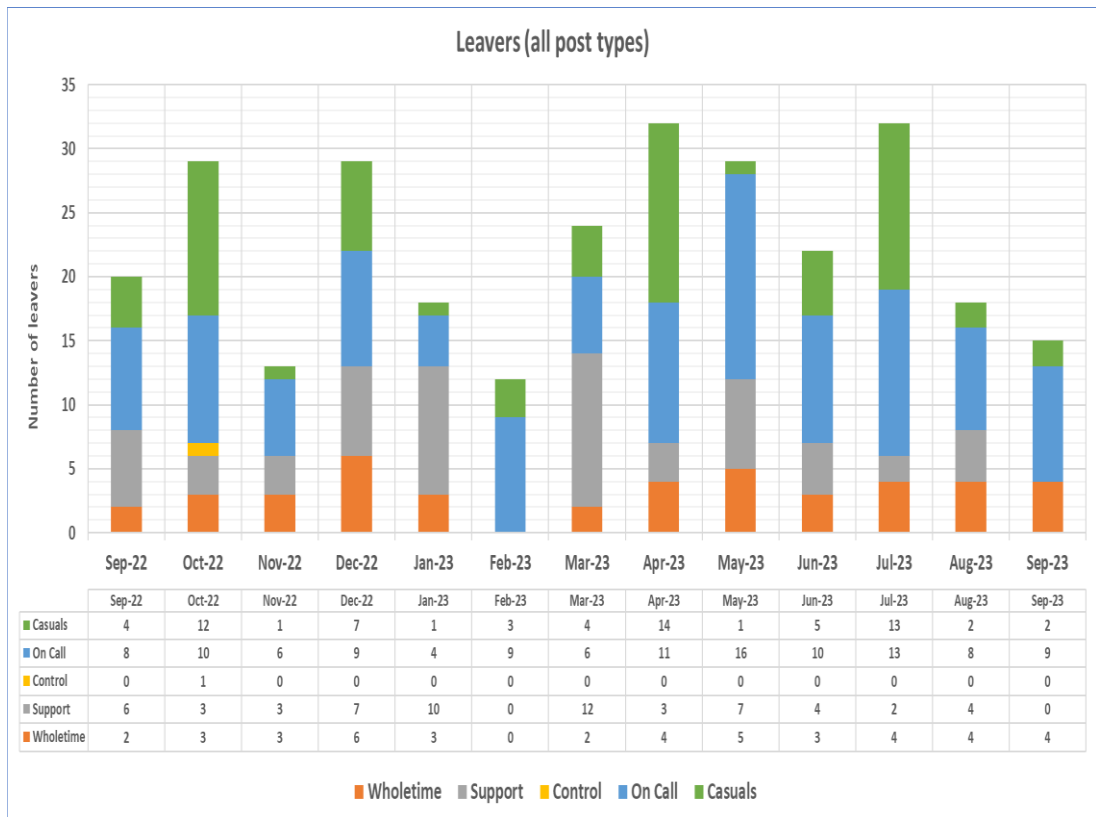
Staff Group	Attrition Rate
Wholetime	7%
On-Call	11%
Support	16%

3.12. Based on the September 2023 figures, the attrition rates for on-call and wholetime remain unchanged. For support staff, the rate has dropped from 19% to 16%.

3.13. From the leavers questionnaire undertaken by the Service, the reasons for leaving are captured where this is disclosed. Looking at leaving reasons recorded for Quarter 2 of 2023-24, 34% were retirements, 23% were resignation for personal or relocation and 17% were resignations due to work/life balance or management issues.

3.14. The Service will continue to track and map these figures over the coming months as part of Strategic Workforce Planning activity and consider any appropriate interventions to address any concerns. An overview of starters and leavers month, on month are below.

Starters (all post types)

	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Casuals	11	1	7	1	15	1	1	4	3	1	0	4	2
On Call	8	9	4	4	3	8	6	0	11	6	7	1	7
Control	2	0	0	0	2	0	0	0	1	0	0	0	1
Support	2	3	1	1	3	1	3	3	0	3	2	1	6
Wholetime	1	0	1	1	0	0	1	1	18	0	0	0	0

Leavers (all post types)

	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Casuals	4	12	1	7	1	3	4	14	1	5	13	2	2
On Call	8	10	6	9	4	9	6	11	16	10	13	8	9
Control	0	1	0	0	0	0	0	0	0	0	0	0	0
Support	6	3	3	7	10	0	12	3	7	4	2	4	0
Wholetime	2	3	3	6	3	0	2	4	5	3	4	4	4

■ Wholetime ■ Support ■ Control ■ On Call ■ Casuals

People Services Systems Project

3.15.   The implementation of iTrent as our new HR system has made significant progress, but with some greater challenges than originally anticipated. Final checks and validations of data and system functionality are currently underway and staff have been attending live demonstrations of how to access and use the employee self-service and people management elements of the system. As well as enabling greater visibility of relevant people data for managers, this launch will include the submission and approval of time and expense claims that will link directly to our payroll software. Initial go-live is anticipated for later this month.

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

4.1.   Reported above within the update on Strategic Workforce Planning.

Employee Engagement

4.2.   Following the update at the previous People Committee, a summary of core actions and next steps are presented in a separate paper at todays committee.

SHAYNE SCOTT
Director of Finance & Corporate Services (Treasurer)

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q3 (2022-23)	Q4 (2022-23)	Q1 (2023-24)	Q2 (2023-24)	Trend
Firefighter Competence	90% (as of October 2022)	1 of 7 core competencies below 90%	0 of 7 core competencies below 90%	0 of 7 core competencies below 90%	0 of 7 core competencies below 90%	→
Accidents	Decrease	55	68	80	51	↓ green
Near Miss-	Monitor	14	21	28	14	↓ red
Personal injuries	Decrease	15	18	19	12	↓ green
Vehicle Accidents	Decrease	36	37	51	34	↓ green
Short term *(average days per person, per month)*	Decrease	4.5	4.7	4.3	4.1	↓ green
Long term *(average days per person, per month)*	Decrease	6.0	6.0	5.8	6.0	↑ red
Stress related absence *(average number of **people** per month)*	Decrease	26	37	37.5	36	↓ green

People Committee Performance Reporting Forward Plan

Meeting scheduled	Reporting on	Subjects
April 2023	Quarter 4	Performance Monitoring report including financial year data: • RIDDOR reporting, • Workforce planning • Diversity
July 2023	Quarter 1	Performance Monitoring report including financial year data: • National FRS Sickness comparisons • National FRS H&S comparisons,
October 2023	Quarter 2	Performance Monitoring report including 6 - monthly data: • Workforce planning • People survey action plan update
January 2024	Quarter 3	Performance Monitoring report including Calendar Year data: • Fitness testing, • Grievance, Capability & Disciplinary

REPORT REFERENCE NO.	PC/23/13
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	30 OCTOBER 2023
SUBJECT OF REPORT	PEOPLE SURVEY ACTIONS
LEAD OFFICER	ASSISTANT CHIEF FIRE OFFICER – SERVICE DELIVERY
RECOMMENDATIONS	*That the report be noted.*
EXECUTIVE SUMMARY	The Service conducted a People Survey between April and June 2023, the aim of which was to gather insight from our workforce (including volunteers) about how they feel within their role at Devon and Somerset Fire and Rescue Service. The survey gave people a confidential space to be able to give feedback and gained about 800 responses. The results were reported to the previous people committee. This report gives a summary of some of the actions that are currently taking place and areas to explore as a result of the survey results.
RESOURCE IMPLICATIONS	As indicated in the paper.
EQUALITY RISKS AND BENEFITS ANALYSIS	An initial assessment has not identified any equality issues emanating from this report.
APPENDICES	None
BACKGROUND PAPERS	People Committee report (PC/23/9) – Minute PC/23/3 refers

1. INTRODUCTION

1.1.   The Service conducted a People Survey between April and June 2023 to gather insight from our workforce (including volunteers) about how they feel within their role at Devon and Somerset Fire and Rescue Service.

1.2.   The survey gave people a confidential space to be able to give feedback and gained about 800 responses. The results were reported to the previous people committee.

1.3.   Following the analysis of the results, the Extended Leadership Team has agreed five areas of focus from the report, which are:

- Inclusion of thought – valuing opinions and ideas for all areas of the Service;
- Bullying and harassment – improving reporting and responses;
- Trust in leadership – having visible leaders who engender trust in colleagues;
- Support staff – valuing support staff and create better learning and development opportunities; and
- Working together – improving collaboration and inter-departmental working practices.

1.4.   Colleagues from the Communications and Engagement team have been meeting with departments to talk through the survey results for their areas.

1.5.   Department leads have been tasked with adding actions against these five areas, but also any areas specific to their department. These are continuing to be developed across the Service.

1.6.   The Extended Leadership Team has also worked to develop actions across the five areas.

1.7.   This report gives a summary of some of the actions that are currently taking place and areas to explore.

2. FIVE AREAS OF FOCUS

2.1.   Based on what colleagues have said in the People Survey, the Extended Leadership Team has agreed five key areas for focus. There are also activities that have been listed against each – what we're doing and actions to take.

1. Inclusion of thought

Opinions and ideas being valued and receiving feedback on input is an area for improvement highlighted by survey responses. Looking at all survey responses, 59% of our workforce agreed or strongly agreed their ideas are valued and they have opportunity to share them.

I feel my ideas and opinions are valued and I have the opportunity to share them

Question report

Impact	Question	Theme	Response Favourability		
◎	I feel my ideas and opinions are valued and I have the opportunity to share them	Inclusion, Values and Ethics	59%	24%	18%

I will be asked for my opinion to give input before decisions are made

Question report

Impact	Question	Theme	Response Favourability		
◎	I will be asked for my opinion to give input before decisions are made	Ways of Working	39%	31%	30%

2.2.   Here's what some colleagues said about this:

"New ideas from ops assurance input from incidents are met with huge brick walls and political issues within departments."

"I feel that the expertise I have achieved in my role is not used to its full potential and others that have no real knowledge of my role are left to make decisions for me. I am only trusted to make any decision when it suits."

2.3.   What we're already doing:

- Tactical co-ordination forum set up. Terms of reference and membership to be looked at;
- Manager skill-build and Leading Conversations listen to ideas and enable people to share them;
- Work underway to improve feedback process, to include tracking and assurance;
- Communications and engagement strategy in place;
- Stakeholder workshops feed into projects;
- People survey taken place to listen to workforce; and
- Efficiency suggestions have been considered, further suggestions are being sought from individuals and teams.

2.4.   Proposed future actions (timescales to be confirmed):

-   Extend leader visits to departments as well as stations;
-   Hold Extended Leadership Team meetings at different locations to improve access to leaders;
-   Improve performance, development, and pastoral care processes;
-   Improve links to wider range of NFCC work to help consider learning that could support the Service;
-   Communicate departmental actions of People Survey with workforce;
-   Explore how can give more feedback from meetings ELT attend to understand how the Service is influencing other stakeholders and the bigger industry picture
-   Ensure early engagement with staff when planning change. Add 'understanding fears' gatepost in the decision-making process to ensure engagement has happened;
-   Learn from director's hotseat success in corporate services and extend to other directorates;
-   Education on people impact assessments; and
-   Clearer stakeholder management on decision making to bring consistency to engagement and consultation.

2. Bullying and harassment, and reporting this

2.5.   The survey asked whether respondents have witnessed or experienced bullying or harassment in the last 12 months.
Looking at all the responses, 22% said they had, 68% answered no and 10% preferred not to say.

I have witnessed or experienced bullying or harassment in the last 12 months

Question report

Impact	Question	Theme	Response Favourability		
	I have witnessed or experienced bullying or harassment in the last 12 months	Inclusion, Values and Ethics	68%	10%	22%

2.6.   On a base of 808 responses, 22% is approximately 178 people having witnessed or experienced bulling or harassment. Based on the responses, 117 people experienced it themselves, and 66 people said they reported it. 116 said they had not had a satisfactory response, although more work is needed to understand why this is.

2.7.   Here's what colleagues said about this:

"Due to reported behaviour being ignored, unfortunately I had lost faith in reporting behaviour through line management. However, in recent months with a focus on the confidential reporting line and messages from leaders, I feel equipped to report behaviour again. Next time, I will use the confidential reporting line, rather than going to line management."

"Overall excellent standards of inclusion across the service, there are still occasions within a close working group where standards could be a bit better. It's difficult to isolate a single incident as it may seem trivial, however these incidents when you may feel isolated or undermined can carry on if not challenged."

2.8.   What we're already doing:

- Introduced lots of channels for people to report concerns, such as Speak Up Guardians, a confidential reporting line, whistleblowing, HR processes. Respect and Fairness Toolkit (RAFT) in place to signpost the best route for people.

- Making sure people understand what's expected within our culture.

- Cause for concern action plan being carried out and HMICFRS culture report recommendations implemented.

- Policy review taken place to support investigations into reports of bullying and harassment.

- Line manager development specifically to focus on culture and supporting people.

2.9.   Proposed future actions (timescales to be confirmed)

- Need to understand more about the satisfactory outcome. Adapt survey questions.
- Clearer use of professional standards and conduct a clear gap analysis.
- Continuous review of culture to check on progress and explore whether there are issues we are unsighted on within the Service.

3. Trust in leadership

2.10.   Senior management (defined as Executive Board, Service Leadership Team, and Group Commanders) demonstrating our Service values is consistently lower than line managers displaying the values, with honesty and working together being the least favourable responses.

2.11.   The question about 'trusting leadership to make decisions that support me, and my colleagues' has dropped from 56% in 2021 to 43% in 2023 of people in agreement.

I trust our leadership team to make decisions that support me and my colleagues

Question report

Impact	Question	Theme	Response Favourability		
◎	I trust our leadership team to make decisions that support me and my colleagues	Leadership	43%	28%	29%

2.12. Here's what some colleagues said about this:

"It still feels like senior managers withhold information and when asked direct questions do not give direct answers. Also, problems that arise at station level that are cascaded up to senior management level then get forgotten about and not resolved or deemed too difficult to sort out."

2.13. What we're already doing:

- Refreshing the terms of reference for Executive Board and Service Leadership Team.
- 360 feedback process rolled out for all leaders, and now being carried out with middle managers.
- Key message briefing, updated regularly, so that all leaders give consistent messaging.
- Customer charter introduced to set expectations and allow people to be held to account at all levels.

2.14. Proposed future actions (timescales to be confirmed). Note that lots of actions around inclusion of thought and other priority areas were considered to also improve trust in leadership. Not duplicated in this report.

- More informal working groups to encourage wider diversity and levels of people to come together.
- Encourage buddy system or secondments across departments.
- Follow through on actions and suggestions, clearly explaining rationale for decisions.
- Continue to work to make sure leaders are more visible and accessible.

4. Support staff

2.15. The survey consistently shows that people who have identified that they work as 'uniformed – wholetime duty system' or 'support staff' are less likely to answer favourably to the questions asked.

2.16.   The largest difference is within the Learning and Development theme, with support staff 11% less likely to answer in agreement on average. The question where this is most notable is 'I understand how to progress in the organisation if I want to', compared to the whole workforce average of 50% agreement, 34% support staff agreed, compared with 69% on-call, 55% wholetime and 53% control.

"There is a lack of senior leadership respecting, listening, and acting upon advice given by green book staff. Often a stance of 'we know best' is demonstrated. This has led to a feeling of us not working together as a team."

"I feel that the vision is unclear and that we are still focused too strongly on ops. If we want to end preventable emergencies, we should focus more on prevention and community engagement".

2.17.   What we're already doing

-    Apprenticeships scheme, which will be shared more widely.
-    E-learning, local development sessions and team-arranged development.
-    Standard recruitment process, with clearer progression paths for support staff.
-    Providing consistent guidance across departments for professional development at budget setting time.

2.18.   Proposed future actions (timescale to be confirmed)

-    Empower people to be more proactive and develop their own development plans.
-    Introduce a buddy system to learn from other roles and understand roles within the Service.
-    Develop formal secondment opportunities across departments.
-    Include support staff department visits on leaders' visit cycle.
-    Improvements to succession planning.
-    Provide a fair process for allocating funding for learning and development across support departments.

5. Working well together (high negative)

2.19.   The average responses for each theme of the People Survey show that 'ways of working' has the lowest agreement, and highest disagreement rates. Less than half (47%) agree that senior management (Executive Board, Service Leadership Team, and Group Commanders) demonstrate the value 'working together', with 26% disagreeing. 31% of the people who answered the survey disagreed with the question 'I feel that different parts of the Service are working well together'.

I feel that different parts of the Service are working well together to deliver our services

Question report

Impact	Question	Theme	Response Favourability		
◎	I feel that different parts of the Service are working well together to deliver our services	Ways of Working	41%	28%	31%

2.20.   Here's what colleagues said about this:

"*Five years ago, almost without exception, everyone I encountered was keen to cooperate and build a better service. This is much less proactive now; cooperation is complex and time consuming and it feels like there is a need to 'Just Do It'. At the same time there is a loss of the wider organisational 'why'.*"

"*I feel like the service is not working well together at the moment. I get the feeling that different departments in the service are trying to protect their own interests in fear of cost saving measures affecting them.*"

2.21.   What we're already doing:

- Service Leadership Team actions are combined into one tracker to understand priorities.

- Service Leadership Team meeting scheduled to record actions and review performance.

- Internal engagement programme, including station visits, Big Conversation Live, Leading Conversations, Manager Skill-Build.

2.22.   Proposed future actions (timescales to be confirmed):

- Improve the visibility of actions and decisions.

- Understanding the importance of the seemingly 'small things' and delivering on these promptly, such as weeding at stations.

- Development of the tactical leadership team (grade 9/10) to cascade from SLT to deliver actions.

- Clearly set out strategy with minimum delivery standard and scheme of delegation which we can all work within and trust staff to deliver against.

- Microsoft 365 product access to be consistent across departments to enable effective sharing of information and cross-departmental working.

GERALD TAYLOR
Assistant Chief Fire Officer – Service Delivery

REPORT REFERENCE NO.	PC/23/14
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	30 OCTOBER 2023
SUBJECT OF REPORT	HIS MAJESTY'S INSPECTORATE OF CONSTABULARY & FIRE & RESCUE SERVICES (HMICFRS) CAUSE OF CONCERN AND AREAS FOR IMPROVEMENT ACTION PLAN UPDATE
LEAD OFFICER	Chief Fire Officer
RECOMMENDATIONS	*That the Committee reviews progress in delivery of the action plan.*
EXECUTIVE SUMMARY	On Wednesday 27th July 2022 HMICFRS published the DSFRS 2022 inspection report. The inspection report identified one Cause of Concern and 14 Areas for Improvement (AFIs). Of these AFIs, eight have been linked to the People Committee.

The paper appended to this report outlines the progress that has been made against the HMICFRS Cause of Concern and Areas for Improvement action plans since the last update to the committee in July 2023. The key highlights are that:

- Three actions within the Cause of Concern action plan are currently recorded as 'Off Track'. This is due to the following factors:

  - Information to support departments creating team charters has been published on the intranet and the customer charter has also been published (both internally and externally). These elements of the action will be marked as completed.

  - The training charter has been submitted to the Equality, Diversity and Inclusion Commission for final review, after which it will be published to the wider organisation. This is expected to be completed by 31/10/2023 (01a.07).

  - Performance management training will be delivered to managers over three sessions on 13/10/2023, 24/10/2023, 03/11/2023. Action 01b.03 will remain as 'off-track' until these have taken place.

  - The evidence and assurance for the Cause of Concern will be started once all actions have been completed (01b.15).

	• Two Areas for Improvement, HMI-3.2-202210 (Temporary Promotions) and HMI-3.4-202213 (Selection and Promotions Process), are currently marked as 'In Progress – Off Track'. This is due to the following factors:
	
	  - A review of the temporary promotions policy is in progress but not yet complete (action 10.03).
	
	  - A process is currently being designed to monitor the outcomes of future selection and promotions processes to ensure they are fair and transparent, in line with the new policy. This work is in progress but not yet complete (13.04).
	
	• One Area for Improvement, HMI-3.4-202215 (High Potential Staff), remains 'paused' due to dependencies on the Area for Improvement around the selection and promotions process (HMI-3.4-202213).

RESOURCE IMPLICATIONS	Considered within the Action Plan where appropriate.
EQUALITY RISKS AND BENEFITS ANALYSIS	Considered within the Action Plan where appropriate.
APPENDICES	A. HMI People Committee Update
BACKGROUND PAPERS	None

HMICFRS Action Plan People Committee Update

HMI Team

Devon & Somerset
Fire & Rescue Service

October 2023

1.   INTRODUCTION

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

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

2.   CAUSE OF CONCERN ACTION COMPLETION STATUS

2.1.   The Cause of Concern is as follows:

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

- Make sure that its values and behaviours are understood and demonstrated at all levels of the organisation.

- Make sure that staff are trained and supported to identify and challenge inappropriate behaviour when identified and that they have clear mechanisms in place to raise their concerns.

2.2.   23 actions have been established to address the Cause of Concern. Figure 1 below outlines the completion status of these actions.

2.3.   Table 1 below outlines the completion status of these actions in table view.

Table 1: Summary of progress against the individual actions

Figure 1: Cause of Concern Action Status - October 2023

Number of Actions

- Completed
- In Progress - Off Track
- Not Started - Off Track (Evidence and Assurance)
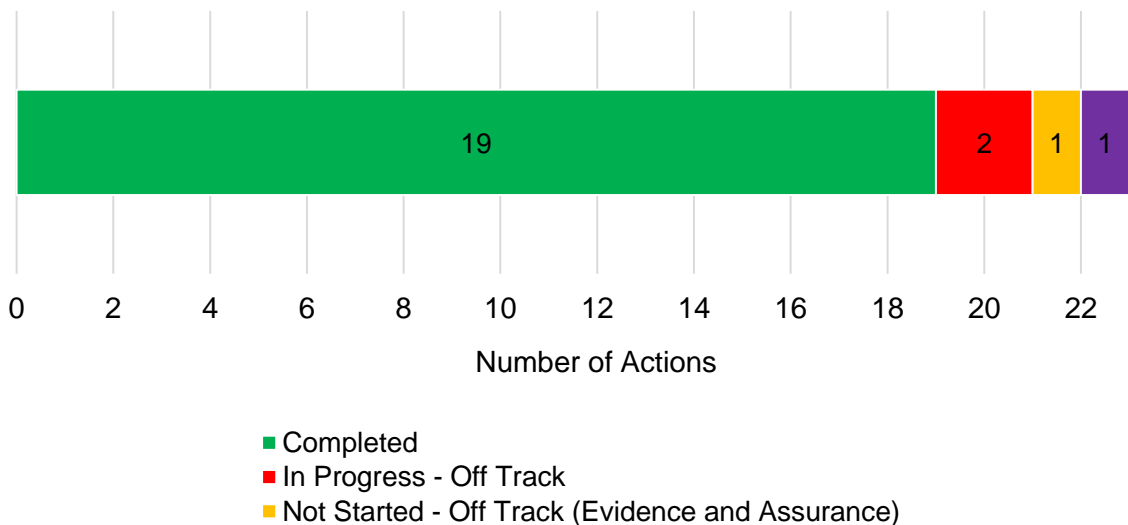
Cause of Concern – Values and Behaviours						
Not started (on track)	Not started (off track)	In progress (on track)	In progress (off track)	Completed	Closed	Paused/ No Longer Required
0 * (↓ from 1)	1* (↑ from 0)	0 (↓ from 2)	2 (→ at 2)	19 (↑ from 17)	0 (→ at 0)	1 (→ at 1)

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

2.4. Table 2 outlines the individual actions in progress within the Cause of Concern action plan and their current status.

Table 2:

Ref.	Description	Progress Update	Target Completion	Status
01a.07	Expectations documents x3 (charters) between: a. Trainers and recruits, b. Staff and clients/ customers/ partners (external), c. Staff and staff (internal)	The toolkit for team charters (internal, staff to staff) has been published on the Service intranet and communications have been sent to all staff. The external customer charter is live on the Service intranet and external website. The training charter has been submitted to the Equality, Diversity and Inclusion Commission for final review, after which it will be published to the wider organisation. This is expected to be completed by 31/10/2023.	28/02/2023	In Progress – Off Track
01b.03	Performance/ conflict training for managers.	Training was procured by the deadline of 30/09/2023 but not all training sessions will have been delivered until 03/11/2023. Until this date, this action will remain marked as 'off track'.	30/09/2023	In Progress – Off Track

Ref.	Description	Progress Update	Target Completion	Status
01b.15	01 Evidence and Assurance	Evidence and assurance cannot be started until all other actions have been completed.	31/10/2023	In Progress – Off Track

2.5.   Table 3 outlines the individual actions within the Cause of Concern action plan that have been marked as completed.

Table 3:

Ref.	Description	Update	Date completed
01a.01	EDI e-learning to be repeated for all staff.	As at 12/04/2023 96% of the workforce has completed the e-learning.	09/02/2023 (Director of Finance, People and Estates)
01a.02	EDI eLearning to be an annual assessment and made a core skill on the competency dashboard.	The EDI e-learning modules have been made an annual required assessment and are a core skill on the competencies dashboard.	26/10/2023 (Director of Finance, People and Estates)
01a.03	New training presentation on values, behaviours and ethics to be delivered to all staff and support to embed the expectations of the organisation (as part of the Safe To programme).	As at 17/07/2023, 95% of individuals have now undertaken this training. This means that the target for completion across the workforce has been reached.	25/05/2023 (Head of People Services)
01a.04	All inappropriate material to be removed from Service premises. This includes inappropriate mugs, which was an issue highlighted by HMICFRS.	All inappropriate material has been removed from Service premises.	30/09/2023 (Deputy Chief Fire Officer)

Ref.	Description	Update	Date completed
01a.05	Mandatory PPD questions to be introduced: Have you experienced or witnessed any bullying, harassment or unwanted behaviour since our last meeting? Have you seen any inappropriate material?	Mandatory PPD questions have now been introduced and added to the PPD system.	20/09/2022 (Assistant Chief Fire Officer)
01a.06	PPDs to be completed in line with policy and recorded on Workbench.	A revised PPD process was launched to the Service in March 2023. This process is now being reviewed ahead of the lunch of PPDs for the next quarter.	26/06/2023 (Chief Fire Officer)
01a.08	Comms team to build a core brief on culture to be included in a regular programme of awareness (produced on a quarterly basis – sent to all stations and departments in advance and discussed during station and department visits).	The core brief has been informed by the Target Operating Model and outlines Service priorities moving forward.	25/05/2023 (Chief Fire Officer)
01b.01	Pre-recorded quarterly updates to all staff (leading conversations tone) on expectations to reinforce core brief, with CFO and DCFO. Followed up by face-to-face engagement session (See 01b.02).	This action has been marked as 'no longer required' as it has been merged with action 01a.08 'Comms team to build a core brief on culture to be included in a regular programme of awareness (produced on a quarterly basis – sent to all stations and departments in advance and discussed during station and department visits).'	~~31/12/2022~~ N/A

Ref.	Description	Update	Date completed
01b.02	Senior Managers (SM and equivalent, and above) to attend a leading conversations presentation which will include input on expected behaviours, role modelling and accountability via an external trainer (follow up to quarterly process).	138 people attended out of a possible 208 members of staff at SM/ Grade 7. The presentations from the event are available via Yammer for those unable to attend the event.	03/01/2023 (Deputy Chief Fire Officer)
01b.04	Biannual communication to the workforce on concluded disciplinaries including sanctions and rationale for those sanctions.	An update on investigations, including the primary allegation and outcome, was included in the Chief Fire Officer blog on Friday 01/09/2023. This covered the period 01/01/2023 to 30/06/2023. This will now be a biannual communication.	01/09/2023 (Chief Fire Oficer)
01b.05	Report to the Executive Board on grievance and disciplinary cases to include type of case, speed of completion and outcome (e.g. improve speed of investigations and reconsider the use of outside investigators).	Report presented to the Executive Board on 15/12/2022.	13/01/2023 (Director of Finance, People and Estates)
01b.06	Every presentation to include a slide on values, expected behaviours and ethics.	The standard DSFRS presentation template now includes a slide on values, expected behaviours and ethics.	27/02/2023 (Deputy Chief Fire Officer)
01b.07	Create and publish effective confidential reporting mechanisms which include several avenues for staff. To include, a confidential reporting line directly to the DCFO, direct to	The confidential reporting line was launched on 01/02/2023 in a blog by the CFO. The reporting line is open to all members of staff and involves leaving a message via voicemail. In the blog, the CFO also outlined that the Service is	06/03/2023 (Deputy Chief Fire Officer)

Ref.	Description	Update	Date completed
	ACAS, HMICFRS confidential reporting line, and whistle blowing policy.	also welcoming feedback on concerns via email or post. The Respect and Fairness Toolkit was also linked.	
01b.08	Establish 'Speak Up' guardians in each group and workplace that are accessible to all staff. Individuals will be interviewed and selected by senior staff (training allowance required). Individuals will support station visits and training/awareness.	Freedom to Speak Up Guardians have now been established and were launched in Service wide communications on Monday 2205/2023.	24/05/2023 (Assistant Chief Fie Officer)
01b.09	All recruitment and selection processes will include elements to assess applicants' cultural awareness and how this links to the Service Values. Internal processes, including promotional processes, will include questions and/or assessment to evidence cultural awareness and how applicants demonstrate and/or embed behaviours that link to the Service Values, Code of Ethics and NFCC leadership framework.	All interviews now include questions on cultural awareness and how applicants demonstrate and/or embed behaviours that link to the Service Values, Code of Ethics and NFCC leadership framework. All promotion processes now include an impact statement built into the actual application. This focuses on assessment to evidence cultural awareness and how applicants demonstrate and/or embed behaviours that link to the Service Values, Code of Ethics and NFCC leadership framework and how they meet the person specification and essential/desirable criteria.	24/07/2023 (Director of Finance, People and Estates)

Ref.	Description	Update	Date completed
01b.10	Equality, Diversity and Inclusion commission to be established. To include representation from representative bodies, staff support groups and key leaders.	The Equality, Diversity and Inclusion commission has been established. This includes representation from representative bodies, staff support groups and service leaders.	30/09/2022 (Deputy Chief Fire Officer)
01b.11	Exit process to be formalised. This to include specific questions on cultural improvements.	The new exit policy is now live, including a link to a Microsoft Forms survey for individuals to complete once their resignation is acknowledged. The survey includes questions on values, behaviours, and ethics.	01/06/2023 (Head of People Services)
01b.12	Revise induction process for all staff to include the setting of expectations of behaviour, values and ethics.	The induction process has been revised and now included training for the setting of expectations around values, ethics and behaviours. The first session to include this training was completed on 28/06/2023.	28/06/2023 (Head of People Services)
01b.13	To identify where other services are doing well in the People Pillar and State of Fire Annual Review. Contact them to understand the areas of best practice that they have implemented and how this may improve our Service.	Best practice has been identified and reviewed with SLT leads, linking to current actions within the HMICFRS action plan.	20/12/2022 (Deputy Chief Fire Officer)

Ref.	Description	Update	Date completed
01b.14	To review best practice with our Service leads in order to enhance improvement plans.	Best practice has been identified and reviewed with SLT leads, linking to current actions within the HMICFRS action plan.	12/01/2022

3. AREAS FOR IMPROVEMENT ACTION PLAN COMPLETION STATUS

3.1. Table 4 lists the Areas For Improvement linked to the People Committee and their individual implementation status.

Table 4:

Reference	Description	Target Completion	Status
HMI-3.1-202208	The service should monitor secondary contracts to make sure working hours are not exceeded.	31/01/2024	In Progress – On Track
HMI-3.2-202209	The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	30/09/2024	In Progress – On Track
HMI-3.2-202210	The service should address the high number of staff in temporary promotion positions.	~~30/09/2023~~ 31/12/2023	In Progress – Off Track
HMI-3.3-202211	The service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.	31/01/2024	In Progress – On Track
HMI-3.3-202212	The service should improve staff understanding of the purpose and benefits of positive action.	30/09/2023	Completed
HMI-3.4-202213	The service should make sure its selection, development and promotion of staff is open and fair, and that feedback is available to staff.	31/01/2025	In Progress – Off Track

Reference	Description	Target Completion	Status
HMI-3.4-202214	The service should improve all staff understanding and application of the performance development review process.	30/06/2024	In Progress – On Track
HMI-3.4-202215	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	*Next review scheduled 17/11/2023*	Paused

3.2. Figure 2 below outlines the completion status of all actions designed to address the Areas For Improvement linked to the People Committee, as outlined above.

Figure 2: People Committee Action Status - October 2023

Number of Actions

- Completed
- In Progress - On Track
- In Progress - Off Track
- Not Started - On Track
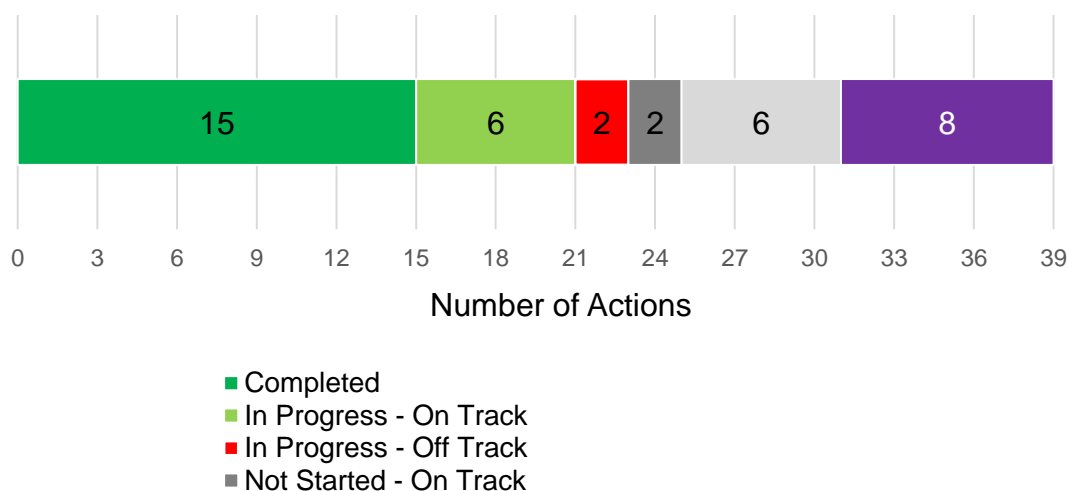
3.3. Table 5 below outlines the completion status of these actions in table view.

Table 5: Summary of progress against the individual actions						
Areas for Improvement (People Committee)						
Not started (on track)	Not started (off track)	In progress (on track)	In progress (off track)	Completed	Closed	Paused/ No Longer Required
8 * (↓ from 9)	0 (→ at 0)	6 (↓ from 13)	2 (↑ from 0)	15 (↑ from 9)	0 (→ at 0)	8 (→ at 8)

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

4. ACTION DEADLINE EXTENSIONS

4.1.   Table 6 below outlines one area for improvement which has had a deadline extension since the last report to the People Committee.

Table 6:

Improvement Area	Status
HMI-3.2-202210 – Temporary Promotions	In Progress – Off Track
Reason for pause	
One action within this area for improvement was pushed back to allow for additional data to be gathered on the effectiveness of a solution implemented to support reducing the number of temporary promotions due to absent staff. This action has now been completed.	

5. PAUSED IMPROVEMENT AREAS

5.1.   Table 7 below outlines one improvement area which remains 'paused'.

Table 7:

Improvement Area	Status
HMI-3.4-202215 – High-Potential Staff (Area for Improvement)	Paused
Reason for pause	
This improvement area has been paused until work has been completed on the revised selection and promotions process. ACFO Gerald Taylor has approved the pausing of this improvement area (HMI-3.4-202215) and all actions within it (initial target completion date 31 July 2023). A review of the status of this area for improvement was completed on 18/08/2023 with the following update: All actions under HMI-3.4-202215 (High Potential Staff) will remain paused whilst work continues on assessment centres and the development processes to ensure that they are suitable and remain consistent. High potential will be progressed once the new assessment centres have been run, evaluated, and reviewed. Research into potential High Potential schemes will be undertaken by the People Development Team and the Recruitment Team prior to the start of this action taking place. The next paused action review will be scheduled for 17/11/2023.	

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REPORT REFERENCE NO.	PC/23/15
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	30 OCTOBER 2023
SUBJECT OF REPORT	PEOPLE AND CULTURE UPDATE
LEAD OFFICER	Chief Fire Officer
RECOMMENDATIONS	*That the committee notes the content of the paper.*
EXECUTIVE SUMMARY	On Friday 31 March 2023, HMICFRS published a report into the values and culture in fire and rescue services. The report contains 35 recommendations, 1 specific for the police, 14 which require action at a national level and 20 which are specific for fire and rescue services.

The paper appended to this report outlines the progress that has been made against these recommendations since the last update to the committee in July 2023. The key highlights are that:

- Five recommendations remain 'In Progress' despite the recommendation deadlines now having passed. This is due to the following factors:

  - The Head of Organisational Assurance has produced a paper for the Executive Board (EB) to outline a proposed structure for a professional standards function. The action will remain marked as 'In Progress' until EB have considered the options presented (REC04).

  - Recommendations 24 (Monitoring and Evaluating Feedback), 32 (Diversity in succession planning) and 33 (Progression of non-operational staff) have not been fully addressed by the Service and therefore will remain 'In Progress' until further action has been taken.

  - The decision was made at HMICFRS Governance Board (04/10/2023) to re-open the evidence and assurance against this recommendation 26 (Management and Leadership Training) to ensure the expected outcome has been fully achieved. |
| RESOURCE IMPLICATIONS | Considered within the Action Plan where appropriate. |
| EQUALITY RISKS AND BENEFITS ANALYSIS | Considered within the Action Plan where appropriate. |

APPENDICES	A. HMI Culture Recommendations People Committee Update
BACKGROUND PAPERS	HMICFRS Report – Values and Culture in Fire and Rescue Services

1.   **INTRODUCTION**

1.1.   On Friday 31 March 2023, HMICFRS published a report into the values and culture in fire and rescue services. The report contains 35 recommendations, 1 specific for the police, 14 which require action at a national level and 19 which are specific for fire and rescue services.

1.2.   This report provides an update on the action plan to address these recommendations.

2.   **CULTURE RECOMMENDATIONS COMPLETION STATUS**

2.1.   An update has been provided to HMICFRS, via their online document sharing platform, detailing the actions the Service has taken against each of the 20 recommendations for the fire and rescue sector.

2.2.   Table 1 below outlines the recommendations which have been marked as 'Closed' since the last update to the People Committee in July 2023.

Table 1:

DSFRS Ref.	Description	Deadline	Status
REC18	Support during ongoing investigations	01/08/2023	Closed
REC22	360 Feedback (all managers)	01/09/2023	Closed
REC01	Confidential reporting	01/10/2023	Closed

2.3.   Figure 1 overleaf outlines current progress against addressing these recommendations (as at 17/07/2023), as reported to HMICFRS, with the colour coding as follows:

-       Blue (B): Closed (evidence has been reviewed by the HMICFRS Governance Board and the Executive Board has approved the closure)

-       Green (G): In Progress On-Track

-       Amber (A): In Progress (recommendation deadline not met)

-       Grey (GY): Not Started On-Track

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Figure 1: HMICFRS Culture Recommendations Completion Status

Recommendation 1	Recommendation 3	Recommendation 4
(B) Confidential Reporting	(B) Support for individuals raising concerns	(A) Handling of raised concerns

Recommendation 5	Recommendation 9	Recommendation 12
(B) How to raise concerns (staff and public)	(G) Background Checks	(GY) Disclosure, complaint and grievance standard

Recommendation 14	Recommendation 17	Recommendation 18
(GY) Misconduct Allegations standard	(B) Allegations of staff gross misconduct	(B) Support during ongoing investigations

Recommendation 20	Recommendation 21	Recommendation 22
(B) Fire Standards	(B) 360 Feedback (ACFO and above)	(B) 360 Feedback (all managers)

Recommendation 23	Recommendation 24	Recommendation 26
(B) Feedback from staff	(A) Monitoring and Evaluating Feedback	(A) Management and Leadership Training

Recommendation 27	Recommendation 28	Recommendation 32
(B) Equality Impact Assessments	(B) Equality and Diversity Data	(A) Diversity in succession planning

Recommendation 33	Recommendation 34
(A) Progression of non-operational staff	(B) Core Code of Ethics

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3. **CULTURE RECOMMENDATIONS WHICH ARE 'IN PROGRESS' (DEADLINE NOT MET)**

3.1. Table 2 below outlines the recommendations which are currently marked as 'In Progress' where the recommendation deadline has not been met. Factors impacting the delivery of actions to address these recommendations are detailed in Table 3.

Table 2:

DSFRS Ref.	Description	Deadline	Status
REC04	Handling of raised concerns	01/06/2023	In Progress
REC32	Diversity in succession planning	01/06/2023	In Progress
REC33	Progression of non-operational staff	01/08/2023	In Progress
REC24	Monitoring and evaluating feedback	01/10/2023	In Progress
REC26	Management and leadership training	01/10/2023	In Progress

4. **CULTURE RECOMMENDATION ACTIONS WHICH ARE 'OFF TRACK'**

4.1. Table 3 below outlines the individual actions within the culture recommendations action plan that are marked as 'In Progress – Off Track' and directly impact the completion of a recommendation.

Table 3:

Action Ref.	Description	Factors impacting action delivery
REC04.02	REC04 Evidence and Assurance (Handling of raised concerns)	The Head of Organisational Assurance has produced a paper for the Executive Board (EB) to outline a proposed structure for a professional standards function. The action will remain marked as 'In Progress' until EB have considered the options presented.
REC32.02	REC32 Evidence and Assurance (Diversity in succession planning)	Evidence and assurance is off track as actions to address the recommendation have not been completed in line with the deadline of 01/06/2023.

Action Ref.	Description	Factors impacting action delivery
REC33.01	REC33 Evidence and Assurance (Progression of non-operational staff)	Evidence and assurance is off track as actions to address the recommendation have not been completed in line with the deadline of 01/08/2023.
REC24.02	REC24 Evidence and Assurance (Monitoring and Evaluating Feedback)	Evidence and assurance is off track as actions to address the recommendation have not been completed in line with the deadline of 01/10/2023.
REC26.02	REC26 Evidence and Assurance (Management and Leadership Training)	The decision was made at HMICFRS Governance Board (04/10/2023) to re-open the evidence and assurance against this recommendation to ensure the expected outcome has been fully achieved.