



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
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CLYST ST GEORGE
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Your ref :
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Website : www.dsfire.gov.uk

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PEOPLE COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Wednesday, 24 January, 2024

A meeting of the People Committee will be held on the above date, **commencing at 10.00 am in Committee Room A, Somerset House, Devon & Somerset Fire & Rescue Service Headquarters** to consider the following matters.

S.J. Sharman
Clerk to the Authority

AGENDA

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 30 October 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 3 (Pages 7 - 28)

Report of the Director of Finance & Corporate Services (Treasurer) (PC/24/1) attached.

5 His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Cause of Concern and Areas for Improvement Action Plan Update (Pages 29 - 38)

Report of the Chief Fire Officer (PC/24/2) attached.

6 People & Culture Update (Pages 39 - 44)

Report of the Chief Fire Officer (PC/24/3) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

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

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)

30 October 2023

Present:

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

In attendance (via Teams):

Councillors Biederman and Cook-Woodman

Apologies:

Councillor Atkinson

* **PC/23/6** **Minutes**

RESOLVED that, subject to an amendment to include the apology for non-attendance received from Councillor Atkinson, the Minutes of the meeting held on 28 July 2023 be signed as a correct record.

* **PC/23/7** **Performance Monitoring Report 2023-24: Quarter 2**

The Committee received for information a report of the Director of Finance & Corporate Services (Treasurer) (PC/23/12) detailing performance as at Quarter 2 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 (also reported elsewhere on the agenda for this meeting at item PC/23/13); and
- an overview of the People Services Systems project.

Attention was drawn at the meeting to the following points:

- Working at Height and in Confined spaces (SHACS) was showing as amber in the report but this was the only one area at amber which was at 92.6%. There had been a slight increase on quarter 1 of 2022-23 but attendance at courses continued to be monitored. The Director of Service Delivery Service - 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;
- On fitness, 1520 staff were required to test with 98.2 % (1493 staff) passing and 27 in the red zone (1.8%);
- Work had commenced on the Control of Substances hazardous to Health (COSHH) audits which would be undertaken over the next 12 months at a proportion of service locations and work continued on reducing the risk for contaminants
- Accidents – there had been a slight increase in in the overall trend over the past 12 months but in quarter 2 of 2023-24, these were down by 28 on quarter 1 at 51. The Organisational Road Risk Group was meeting monthly now to monitor the position more closely;

- Near misses – there were 14 near misses in quarter 2 of 2023-24, a 50% reduction on reporting in the previous quarter of 2023-24 (14 events). The Service’s wider culture on “safe to” would help to make improvements in this area;
- Personal injuries – the rolling 12 month statistics showed a decrease with a reduction of 7 injuries in quarter 2 of 2023-24 - a 37% decrease;
- Vehicle accidents – there had been a 33% reduction (17 incidents) in quarter 2 of 2023-24, most of which were due to non-blue light activity. This represented just 0.4% of mobilisations during quarter 2;
- RIDDOR – there had been 3 reports in quarter 2 of 2023-24.
- total sickness had increased marginally to 10.2 days/shifts lost in quarter 2 of 2023-24 due largely to the time of year but the Service continued to work on getting staff back to work quickly. Total sickness was 4.80 days/shifts lost to quarter 2 of 2023-24 as compared to 5.06 days at the same quarter in 2022-23 so positive news. Mental health issues (41% of days/shifts lost) continued to be the prevalent cause of sickness absence above musculoskeletal injuries (24% of days/shifts lost). Mental health absences were not always caused by work related issues but more personal matters such as the current financial crisis although the Service continued to offer support wherever possible and to signpost staff where appropriate.
- The Committee was apprised of the work being undertaken to address diversity and inclusion issues including (but not limited to) the training that had been implemented in October and November 2023 for middle managers on managing difficult conversations and conflict.
- Strategic workforce planning - reference was made to the monthly meetings held to monitor workforce planning and the point that this was improving the levels of engagement. A new On call recruitment process had been introduced which had achieved 100% attendance at practical assessment centres and 90% of candidates progressing to the next stage; and
- the People Services project was going live on 31 October 2023 which had been a huge undertaking for the Service and staff involved.

NB. Minute PC/23/8 below also refers.

* **PC/23/8**

People Survey Actions

The Committee received for information a report of the Assistant Director – Service Delivery (PC/23/13) which provided an overview of the action being taken by the Service in response to the Staff Survey undertaken earlier in 2023.

It was noted that the Service had received 813 responses to the survey representing 44% of the workforce. 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).

The report set out the action being taken by the Service to address the points raised in each of the above areas. Reference was made in particular to areas such as a uniform and non-uniform divide which was being addressed through equalisation of promotion processes. Work was also being undertaken on:

- Introducing channels for staff to report concerns such as the confidential reporting line;
- continuing work on the cultural journey;
- improving communication channels;
- standardising recruitment processes; and
- providing consistent guidance across departments.

The Committee expressed concern at the marked drop in trust in leadership from 56% in the previous survey to 43% in 2023. The Director of Finance & Corporate Services (Treasurer) concurred that this was disappointing but there had been a lot of senior management changes together with budget cuts and associated freezes to Professional and Technical staff recruitment, all of which would impact inevitably on such indicators. The solution was in recognising the need for improvements and it was hoped that the changes made since the survey had been undertaken would be borne out in future survey results.

* PC/23/9

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

The Committee received for information a report of the Chief Fire Officer (PC/23/14) 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.

Three of the actions within the Cause of Concern Action Plan were recorded currently as "Off Track" which were:

- 01a.07 - Expectations documents (charters).;
- 01b.03 – performance/conflict training for managers; and
- 01b.15 – 01 evidence and assurance.

The reasons behind this were:

- Information to support departments creating team charters had been published on the intranet and the customer charter had 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 actions were recorded as "In Progress – Off Track" which were:

- HMI-3.2-202210 – temporary promotions; and
- HMI-3.4-202213 – selection and promotion processes.

One Area for Improvement, HMI-3.4-202215 (High Potential Staff), remained 'paused' due to dependencies on the Area for Improvement around the selection and promotions process (HMI-3.4-202213).

It was noted that the selection and recruitment process had been rewritten and aligned to the national Fire Chief's Council (NFCC) framework but this was off track still as it was linked to the overall recruitment process. The Director of Finance & Corporate Services (Treasurer) advised the Committee that this was a good piece of work which required staff to self-endorse to move forward with the promotions process now.

NB. Minute PC/23/10 below also refers.

* **PC/23/10**

People and Culture Update

The Committee received for information a report of the Chief Fire Officer (PC/23/15 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.

A further three recommendations had been closed following review by the HMICFRS Governance Board and the Service's Executive Board with a total of 12 of the 19 recommendations closed to date. 5 were "in progress" (as below), two "not started" and one "in progress - on track".

The five recommendations which remained 'In Progress' were:

- REC04 – handling of raised concerns;
- REC32 – diversity in succession planning;

- REC33 – progress of non-operational staff;
- REC024 – monitor and evaluate feedback; and
- REC26 – management and leadership training.

This was due to the following factors:

- The Head of Organisational Assurance had 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) had not been fully addressed by the Service and therefore will remain 'In Progress' until further action has been taken; and
- 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.

NB. Minutes PC/23/8 and PC/23/9 above also refer.

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

The Meeting started at 10.12 am and finished at 12.04 pm

Agenda Item 4

REPORT REFERENCE NO.	PC/24/1
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 January 2024
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2023 – 24: QUARTER 3
LEAD OFFICER	Director of Finance & Corporate Services
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>The strategic priorities against which this Committee is measuring performance are:</p> <p>3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;</p> <p>3(b) - Increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and developing strong and effective leaders who ensure that we have a fair place to work where our organisational values are a lived experience; and</p> <p>3(c) - Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.</p> <p>This report sets out the Services' performance against these strategic priorities for the period Oct – Dec 2023 (Quarter 3) 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’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 3 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 3 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.	99. %	Within tolerance for each location.

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
			Green	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.	98.9% 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	<ul style="list-style-type: none"> • 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% 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	<ul style="list-style-type: none"> • 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. 	92.9 % Amber	<p>Within tolerance for each location.</p> <p>There has been a slight increase in Quarter 3. However, monitoring attendance of planned training courses will continue.</p>

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
Maritime Level 2	< 90% + Risk based impact identified	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 	97.7% 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	<ul style="list-style-type: none"> 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

	As of October 2023	Percentage as of October 2023	As of 14 th July 2023	Percentage as of 14 th 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%

- 2.4. So far this year 1520 members of staff have met the fitness standards 27 did not. The Service has 21 station-based staff red for fitness, although 4 of which have not failed a test but have refused to undertake a test due to pending retirements. 3 of the 4 have been removed from operational duties as 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 therefore was not removed from operational duties.

Supporting the Red & Amber groups

- 2.5. 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.
- 2.6. 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.

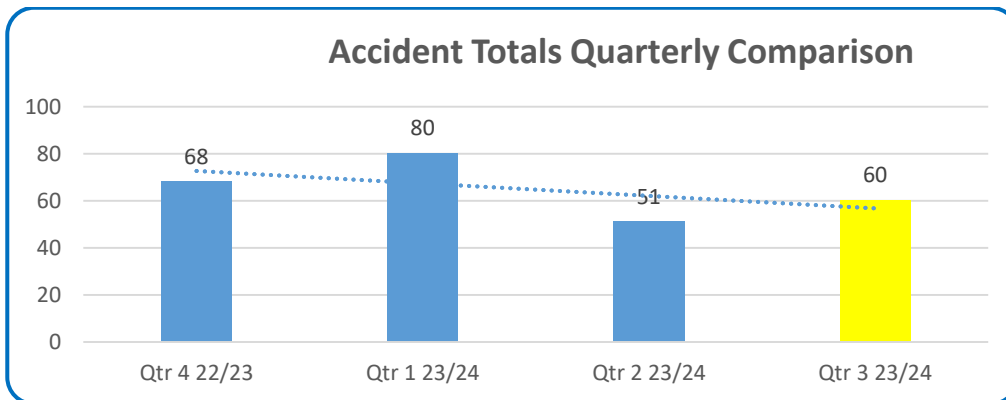
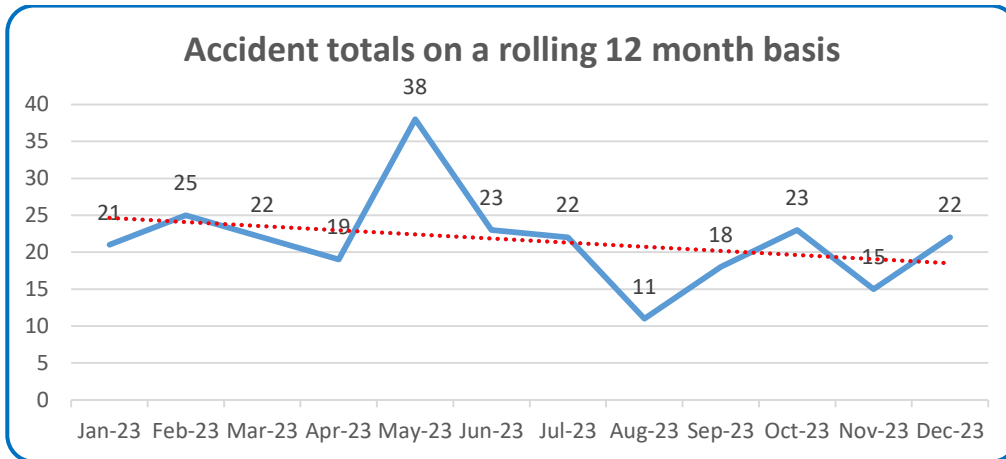
Health & Safety

General:

- 2.7. The Health and Safety Team have completed 88% of the COSHH audits, this will see a proportion of the Service locations audited over 12 months. Where areas for improvement are identified the H&S Team support local managers with introducing them. The audit is being received well and is helping to enhance the management of COSHH within the Service.
- 2.8. Accident Investigator training has been programmed in for February and March. This will provide training for 24 accident investigators. The number of available accident investigators has reduced through staff retiring, moving on, or promotion.

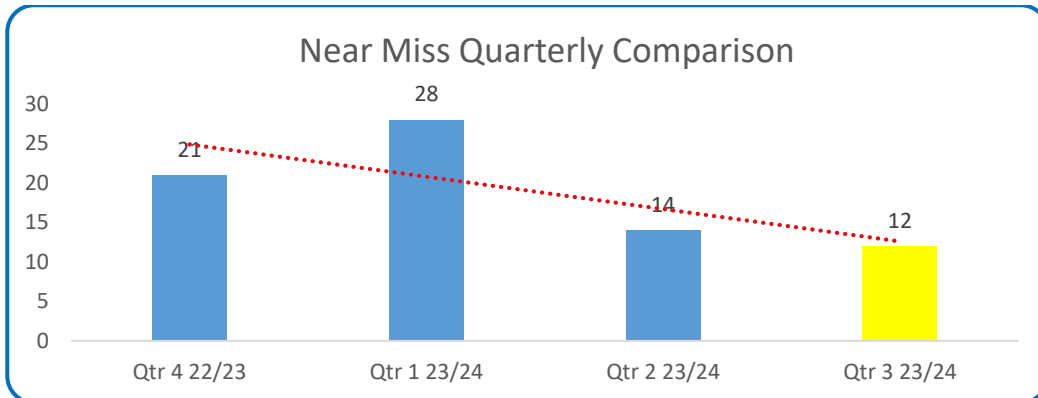
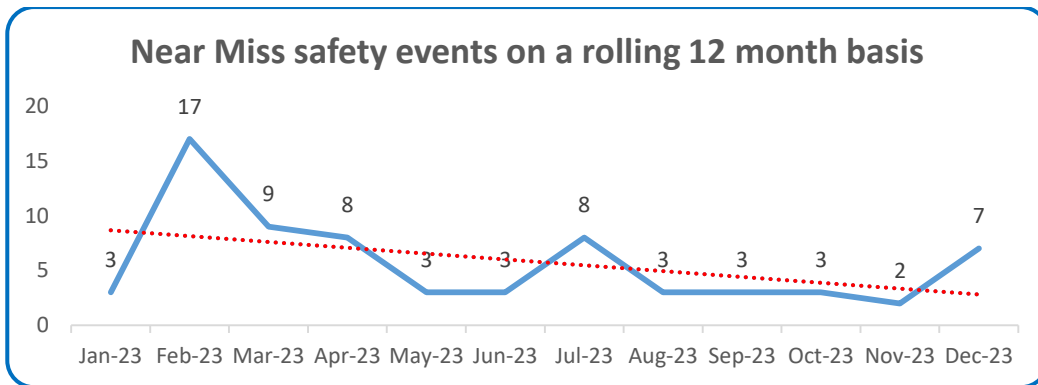
Accidents

- 2.9. There has been a decrease in the overall trend for accidents during 2023. The quarter 3 accident numbers are up by 9 on the previous quarter and up 5 for the same quarter in 2022. Vehicle related safety events remain the greater proportion of safety events. Though when vehicle related safety events (34) are compared to vehicle mobilisations (8386) over quarter 3 only 0.4% resulted in a vehicle related safety event. The Organisational Road Risk Group have increased their meetings to monthly in order to review and improve safety in this area.



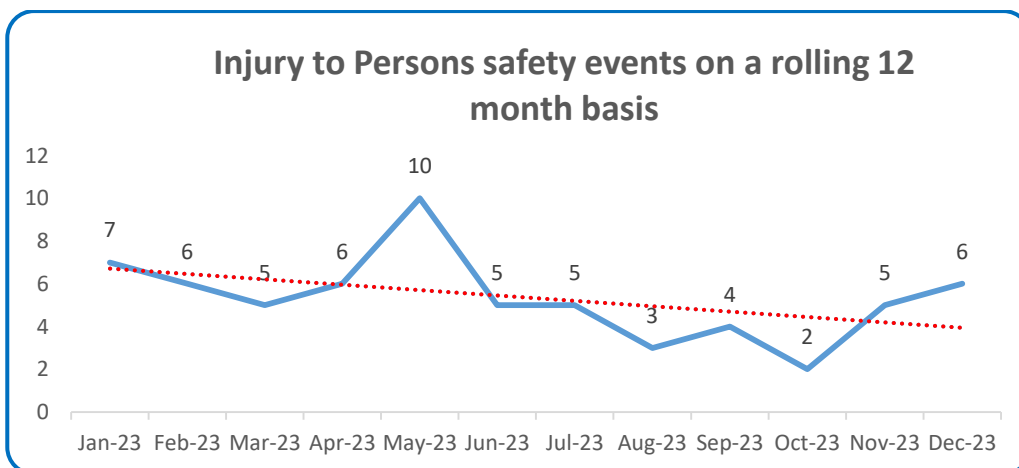
Near Miss

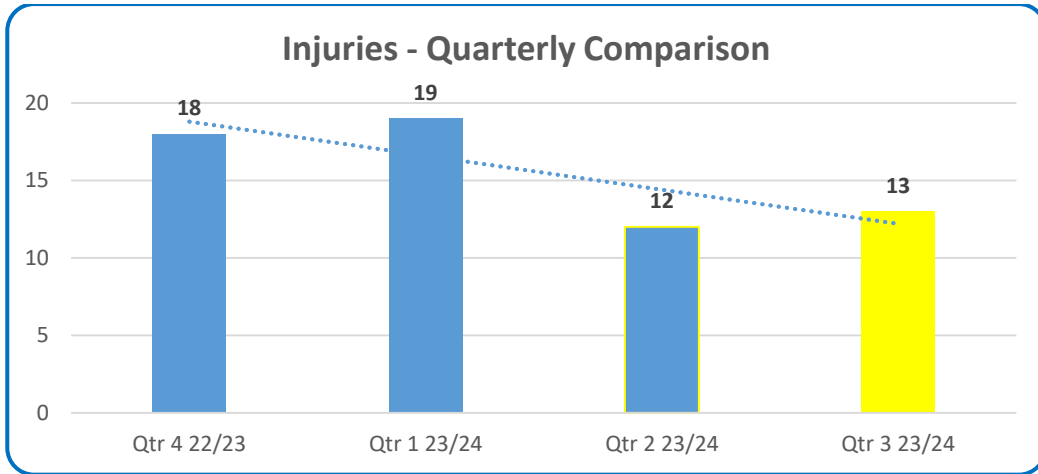
- 2.10. There were 12 near misses in Quarter 3, a 14% (2 events) reduction on reporting from the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team. The wider cultural work with the 'Safe to' campaign will help to influence improvements in this area.
- 2.11. The near miss reports during Quarter 3 are varied. There are no identified trends. Though 2 near misses relate to people accessing Service premises. One individual climbing the training structure and another where the individual was drunk and trying to access vehicles parked on site.



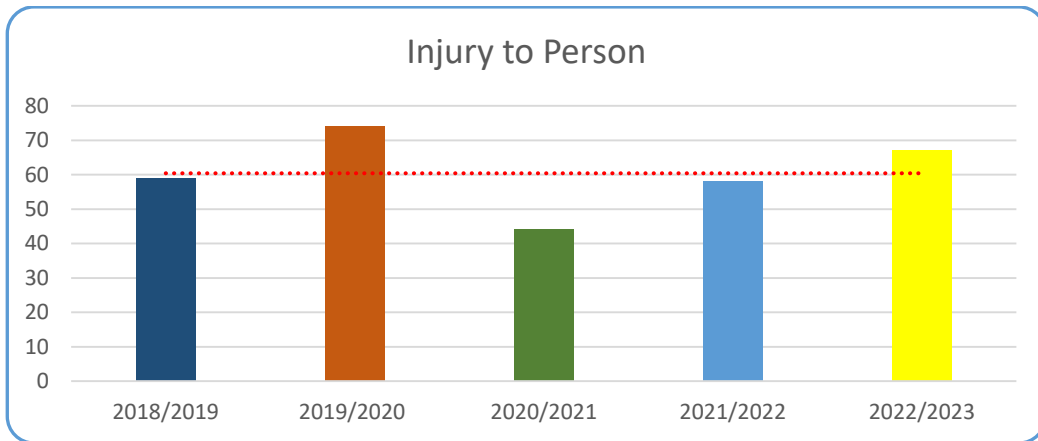
Personal Injuries:

2.12. The charts compare the Service’s injury rates over a rolling 12-month period, as well as highlighting the Quarter 3 figures. The injury figures in general remain low, the trendline showing a decrease over the 12-month period. Quarter 3 showing a very slight increase (1 event) on the previous quarter, a 8% increase in injuries.





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

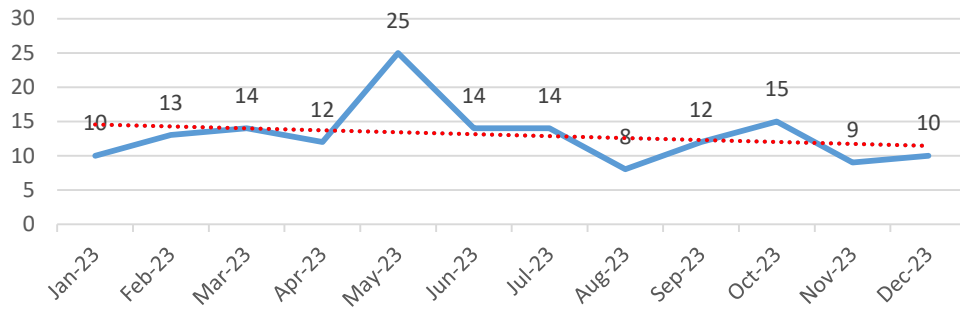


Vehicle Incidents

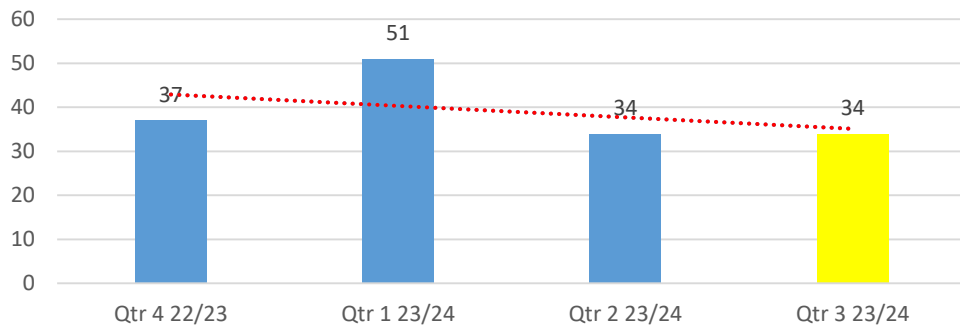
2.14. There were 34 vehicle incidents in quarter 3, this is the same number as in quarter 2. Vehicle related accidents are primarily during non-blue light activity, the majority related to slow speed manoeuvring, for example, clipping hedges and banks on tight lanes, or another vehicle in congested streets, as well as when manoeuvring at the incident. Of the 8386 mobilisations in quarter 3 only 0.4% resulted in a vehicle related safety event.

2.15. The Organisational Road Risk group meets monthly. The group is working to increase proactive communications to raise awareness of the areas where vehicle accidents are occurring. Whilst also providing supporting advice and guidance where required. Guidance for driving in heavy rain and flooding and winter driving advice have been placed on SharePoint as part of this works.

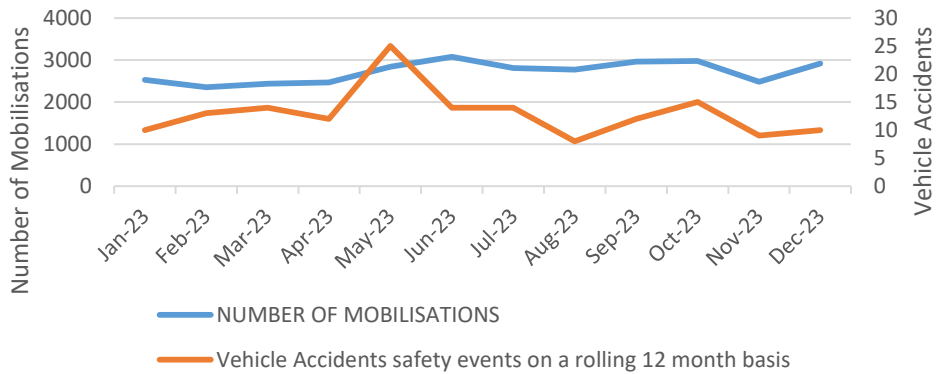
Vehicle Accidents safety events on a rolling 12 month basis



Vehicle Accidents - Quarterly Comparison

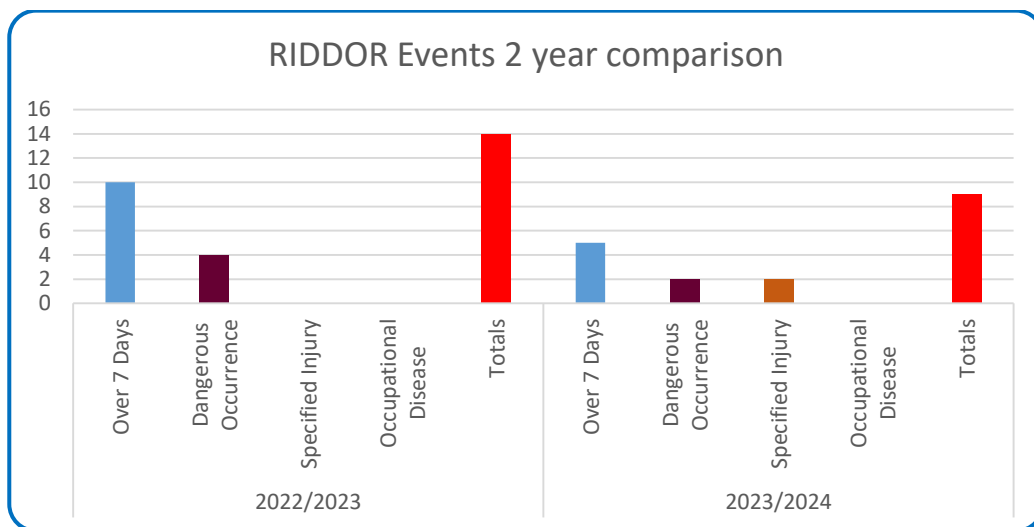


Mobilisations / Vehicle Incidents comparison



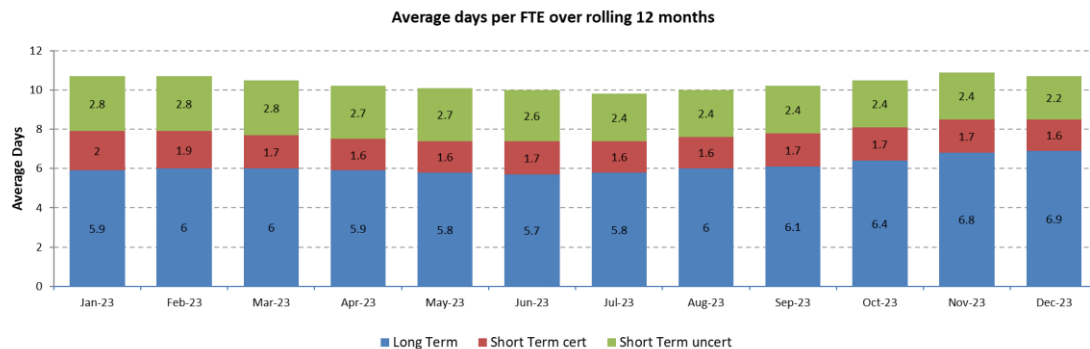
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR):

- 2.16. There have been 4 reported RIDDOR incidents during this reporting period (Quarter 3), 2 ‘Over 7-day injury’ and 2 ‘Specified Injury’. The 2 ‘Over 7-day injury’ were, a firefighter experienced knee pain during fitness test, and another experienced a shoulder injury whilst conducting water rescue training (Aggressive swimming). The specified injuries relate to fractures. A firefighter slipped on a wet rock during water rescue training resulting in a fracture to the elbow. The other a firefighter fractured bones in their foot when a slab fell onto it during live hot fire training. These are being investigated to identify the learning outcomes.
- 2.17. The 2-year comparison below provides a comparison of RIDDOR reporting this year compared against the final total for last year.



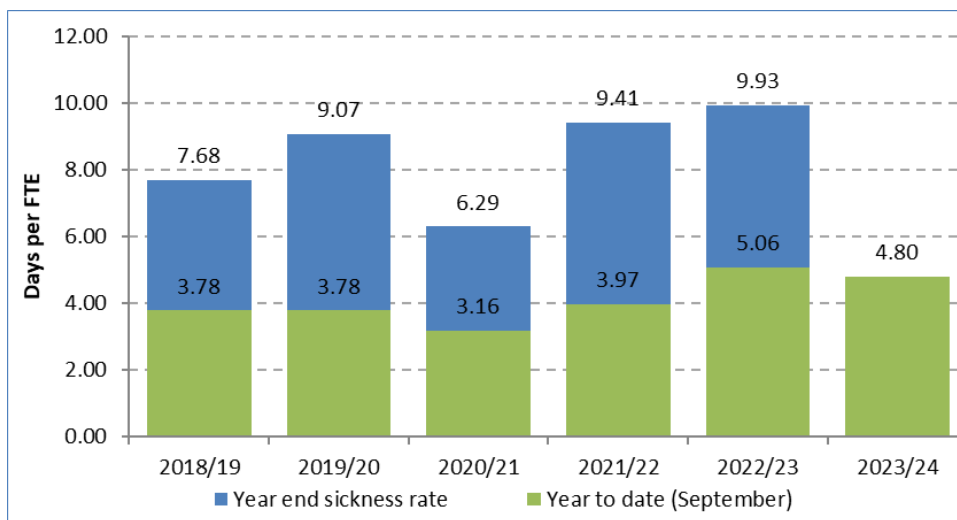
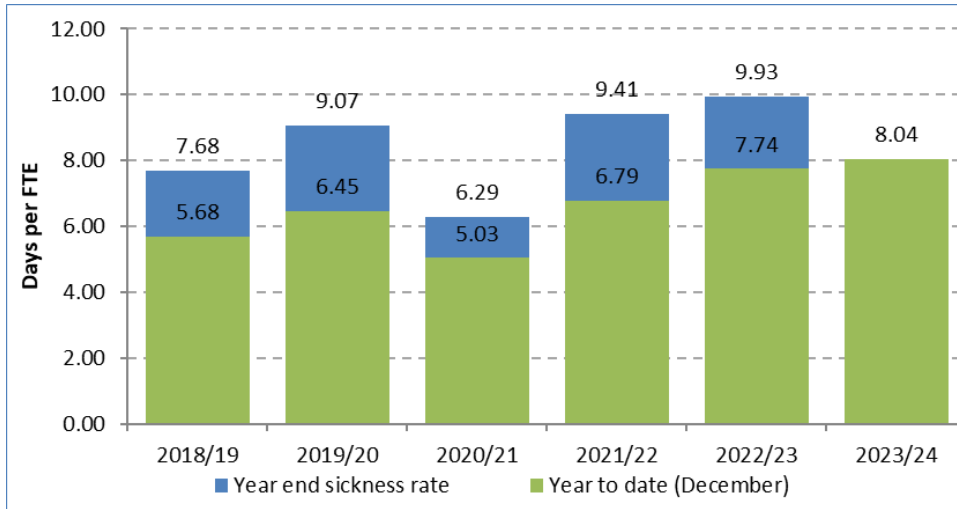
Sickness and Absence

- 2.18. The average days of sickness absence per FTE have marginally increased during Q3, primarily in relation to long term absence figures. We can see that short term absences have decreased in comparison to



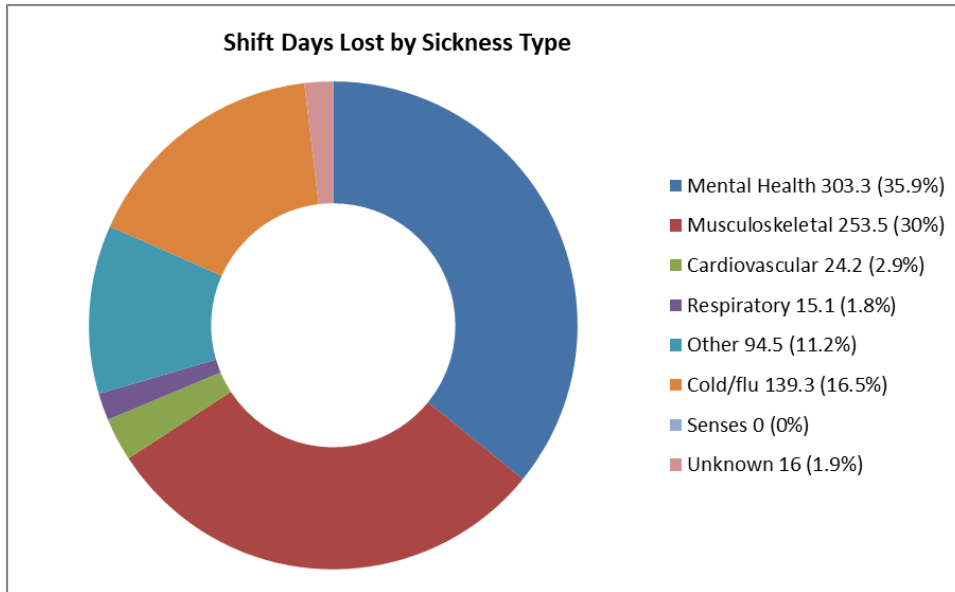
Annual comparison (average days lost) year on year per FTE

2.19. When comparing average days lost per FTE, we can see that the year-to-date figure is slightly lower than last year but still higher than pre-pandemic figures at this stage in the year.

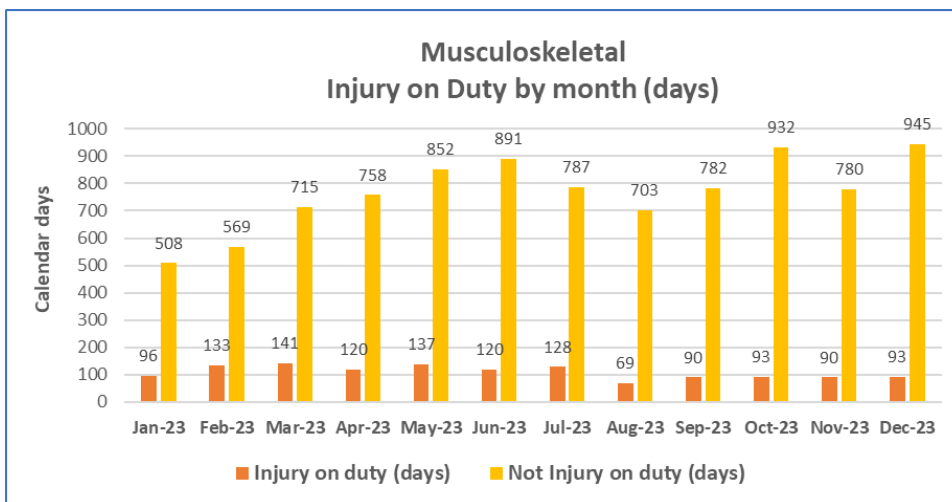


Shift days lost by sickness type

2.20. In terms of sickness types, 'mental health' and 'musculoskeletal' continue to account for highest number of working days lost and we continue to work with our Counselling and Physiotherapy providers to ensure that suitable treatment is available where needed.

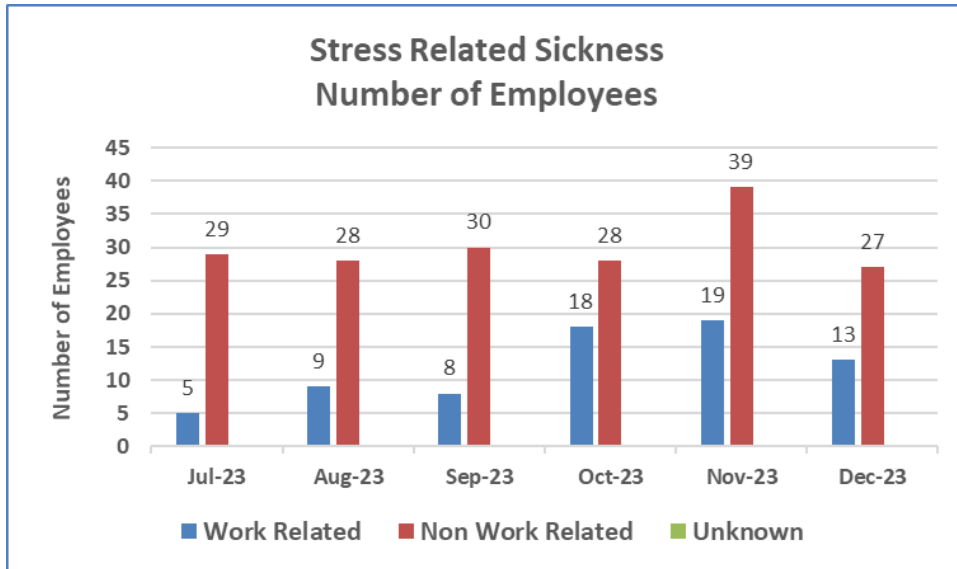


2.21. When reviewing the data for musculoskeletal injuries, we can see that most injuries are occurring outside of work.

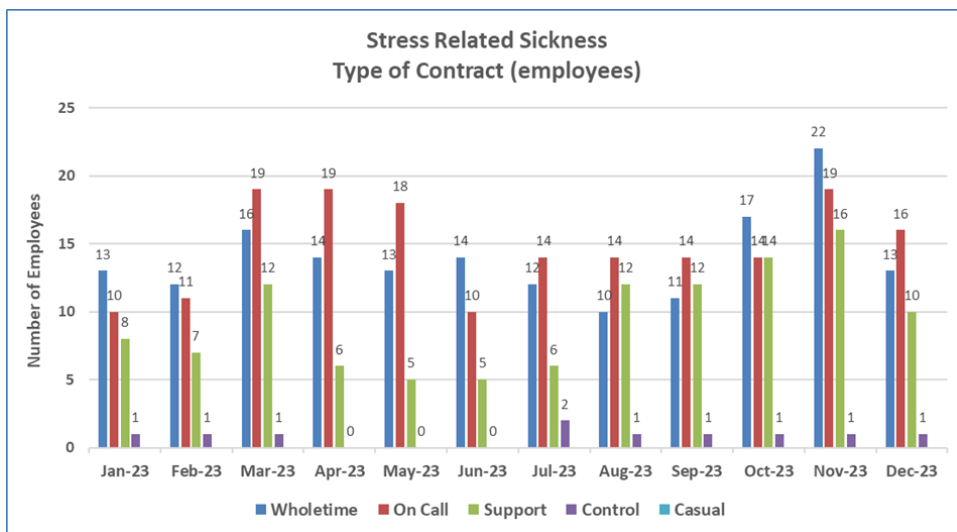


Mental Health

2.22. The graph below shows the number of employees with stress related absence reported over the last 6 months. The Service has seen a significant increase in stress related absences during 2023; in January 23 there were a total of 32 employees with stress related absences and this was a 50:50 split between work related and non-work-related issues. In December the overall figure had increased to 40 absences, but a smaller proportion of these have been identified as work related. The Health and Wellbeing team are in the process of exploring additional initiatives and continuing to promote existing resources to support with challenges outside of work



2.23. 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, the Service has also seen an increase in Support staff stress related absence. The Service is reviewing its support packages and looking at ways to better support On-Call and Support colleagues.



2.24. The Service is exploring additional wellbeing provisions to complement its existing package, including financial wellbeing guidance and support. This is being developed with the Money and Pension Service (MAPS) which are an arm's-length body, sponsored by the Department for Work and Pensions.

Health and Wellbeing Support

2.25. The Service is continuing to monitor the performance of our Occupation Health providers, Health Partners, who became our OH provider in Nov 22. They have been issued with 2 improvement notices in that time.

2.26. The Service continues to work closely with the Firefighters Charity to support the wellbeing provision we can offer. Wellness workshops are being run on nutrition, mindfulness and relaxation, stress, sleep, mental and physical health and resilience. Good uptake so far.

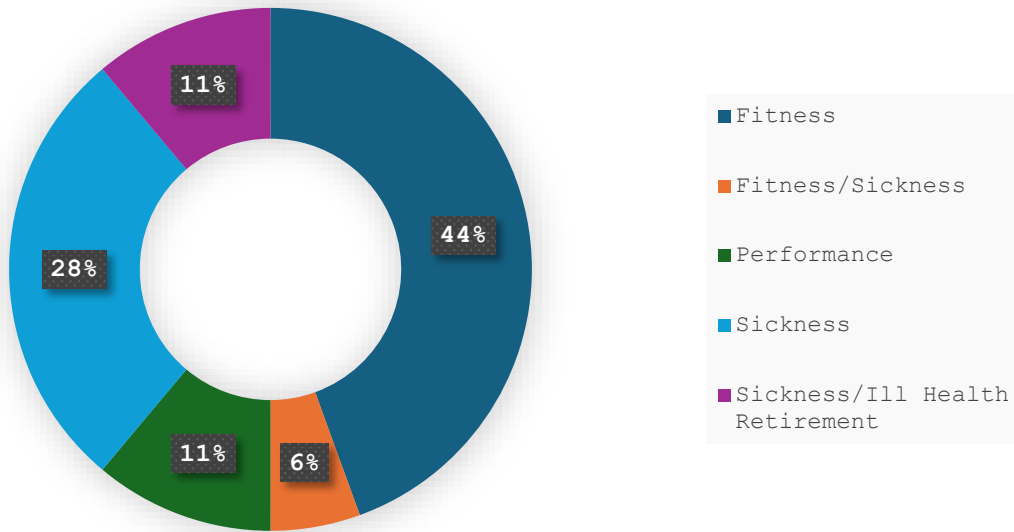
- 2.27. Menopause Training for managers has been booked for November.
- 2.28. Service Mental Health First Aiders and Wellbeing Champions are booked in for refresher training ready for relaunch in the New Year. We are also working with the Academy to upskill the team in understanding mental health.
- 2.29. International Men's Day is taking place on 17 November with guest speakers sharing insight on a range of Men's Health topics. Planning for International Women's Day in March will begin in the new year.
- 2.30. The Service is working with the fitness team to plan some wellbeing initiatives for employees in January.
- 2.31. There is also upcoming training for employees/managers on Domestic Abuse with Fear Free and in partnership with Trevi House.
- 2.32. 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.

Capability, Disciplinary & Grievance case summary (last 12 month period)

Capability Cases

- 2.33. Across the Service between 1st January and 31st December 2023, there were 18 formal capability cases. In 2022, during the same period, there were 10 formal capability cases. The Service has placed a greater focus on progressing capability cases, particularly in relation to fitness cases following an updated Fitness Policy and Procedure in Autumn 2023.
- 2.34. In 2023, the reasons for capability cases were:

Capability Case Reasons 2023



2.35. In 2022, fitness was the main reason of capability cases and the second highest reason was sickness. In 2023, this remains unchanged, and fitness cases were recorded as the reason for the majority of capability cases and sickness cases are second highest.

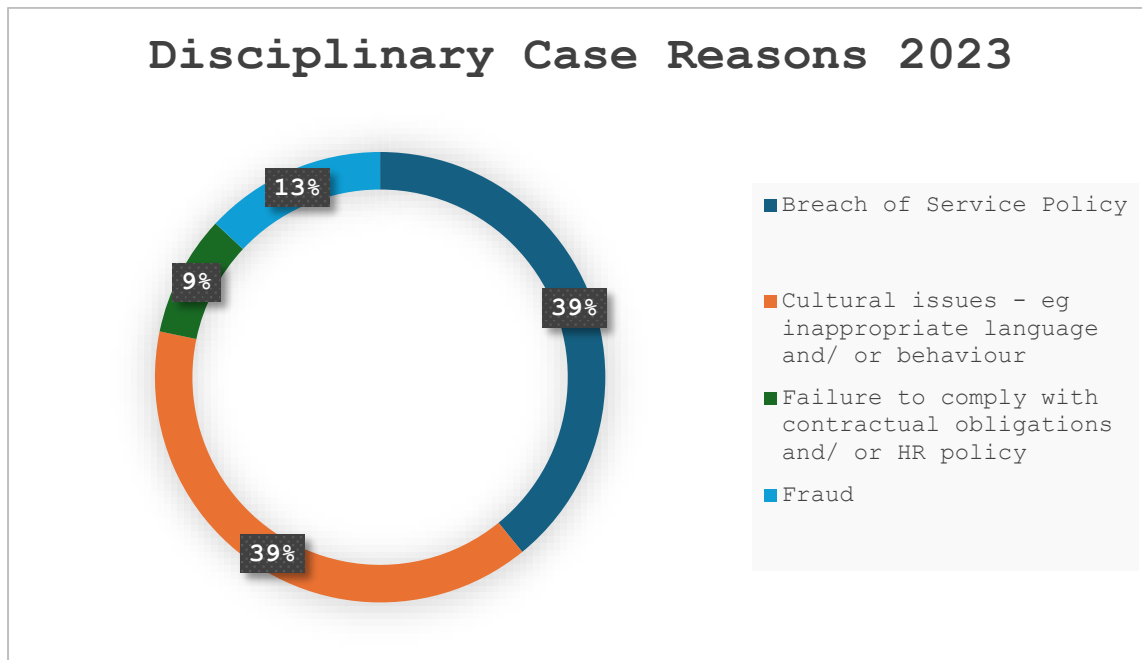
Capability Case Reason	Number of Cases 2022	Number of Cases 2023
Fitness	5	8
Fitness/Sickness	0	1
Performance	1	2
Sickness	3	5
Sickness/III Health Retirement	1	2
<i>Total Number of Capability Cases</i>	<i>10</i>	<i>18</i>

2.36. In 2023, there was an increase in all types of capability cases, particularly in fitness and sickness capability cases which have had the greatest increase in cases since 2022.

Disciplinary Cases

2.37. From 1st January to 31st December 2023, there were 23 disciplinary cases across the Service. Of the 23 disciplinary cases, 6 cases progressed to a formal disciplinary hearing. 13 cases did not progress to a disciplinary hearing due to the investigation concluding there was no case to answer, the employee retired/resigned during the investigation process or an informal note for file was given. There are 4 cases currently being investigated and to be confirmed if they will progress to a disciplinary hearing (at the time of writing this summary).

- 2.38. Of the 6 cases that progressed to a disciplinary hearing, there were 3 cases of cultural issues (eg in inappropriate language and/or behaviour); 2 cases were due to fraud and 1 case was a breach of service policy.
- 2.39. Of the total 23 disciplinary cases in 2023, there were 9 cases of Gross Misconduct, 12 cases of Misconduct and 2 cases to be confirmed.
- 2.40. In comparison to 2023, there were 19 disciplinary cases across the Service between 1st January and 31st December 2022, with 8 of these cases progressing to a formal disciplinary hearing. There were 6 cases where the employee resigned/retired before the disciplinary investigation concluded and 5 cases where the investigation concluded and there was no case to answer.
- 2.41. Of the 23 disciplinary cases between 1st January and 31st December 2023, the reasons for the disciplinaries were:



2.42. In 2022, cultural issues (e.g. inappropriate language and/or behaviour) is the main reason for disciplinary cases. Breach of service policy and cultural issues (e.g. inappropriate language and/or behaviour) were jointly the main reasons for disciplinary cases in 2023.

Disciplinary Case Reason	Number of Cases 2022	Number of Cases 2023
Breach of Service Policy	4	9
Cultural issues - eg inappropriate language and/or behaviour	8	9
Failure to comply with contractual obligations and/or HR policy	3	2
Fraud	1	3

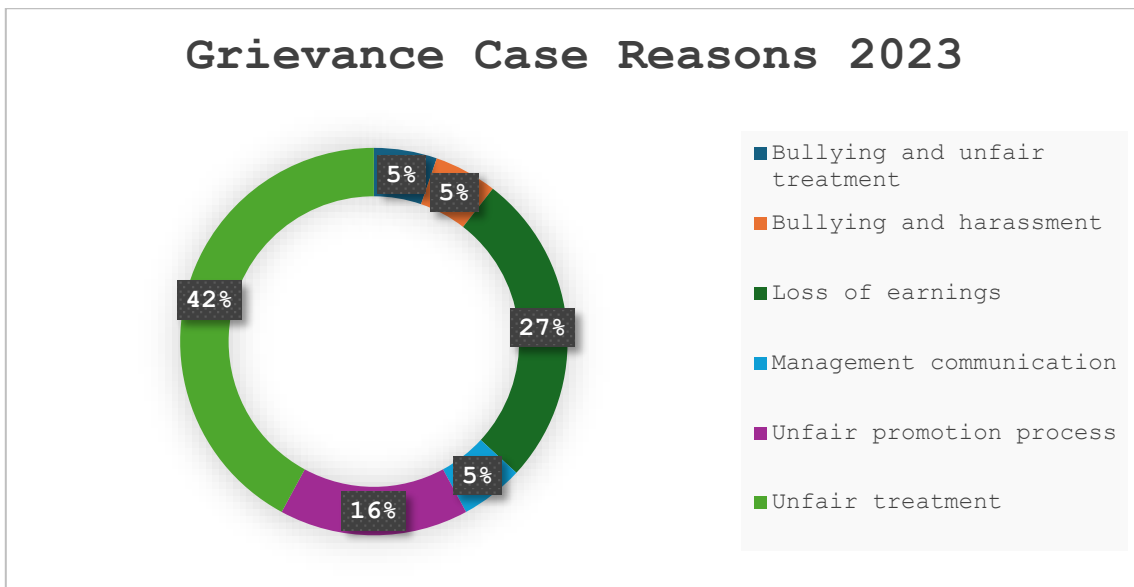
Unauthorised use of and/ or damage to Service assets	2	0
Criminal charges	1	0
*Total Number of Disciplinary Cases	19	23

*includes all disciplinary cases (e.g. disciplinaries that progressed to a disciplinary hearing and also cases which did not progress to a hearing).

2.43. In comparing disciplinary cases reasons between 2022 and 2023, there has been an increase in breach of Service policy case reasons, with cultural issues (e.g. inappropriate language and/or behaviour) having remained relatively the same, with an increase of 1 case. There has also been a small increase in fraud related cases in 2023.

Grievance Cases

2.44. Between 1st January and 31st December 2023, there were 19 formal grievance cases raised across the Service. Of the 19 formal grievance raised in 2023, the reasons for these grievances were:



2.45. In 2022, there were 25 grievance cases raised, however, 5 of these cases were resolved informally and 1 grievance was withdrawn following a settlement agreement.

2.46. Unfair treatment is the main reason for grievance cases in 2023 and was also the main reason for grievances in 2022. In 2023, there is a slight decrease in unfair treatment cases and also a decrease in bullying and harassment cases. However, there were more loss of earnings and unfair promotion process grievances raised in 2023.

Grievance Case Reason	Number of Cases 2022	Number of Cases 2023
Bullying and unfair treatment	1	1
Bullying and harassment	4	1

Loss of earnings	0	5
Management communication	0	1
Unfair promotion process	1	3
Unfair treatment	10	8
Victimisation	1	0
Incorrect advice	1	0
Discrimination	2	0
Unfair investigation	2	0
Process issue	3	0
Total Number of Grievance Cases	25*	19

**includes 5 cases resolved informally and 1*

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 the Service is running a number of workshop sessions for its middle manager population focussing on the skills needed to enable and provide confidence in having difficult conversations and managing conflict. These sessions will be a great skills learning opportunity for 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 being Black History Month, the Service 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 are currently evaluating EDI data gathered to identify areas of concern or success to enable action planning and the active management of themes identified.

Update on Strategic Workforce Planning

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

3.8. 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%.

Turnover and attrition

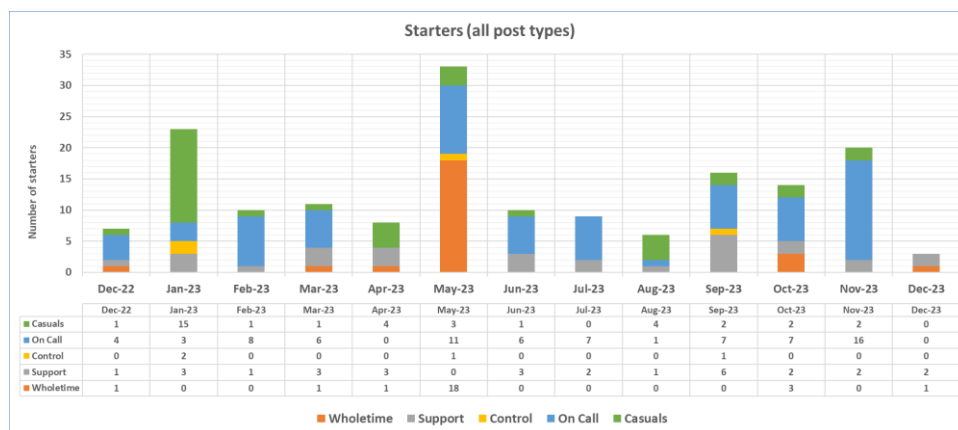
3.9. The attrition rate is reached by averaging the staff population across the start and end of a 12-month period and then dividing the number of leavers within the period by this average. Based on data up to 31 December, the attrition rates are below.

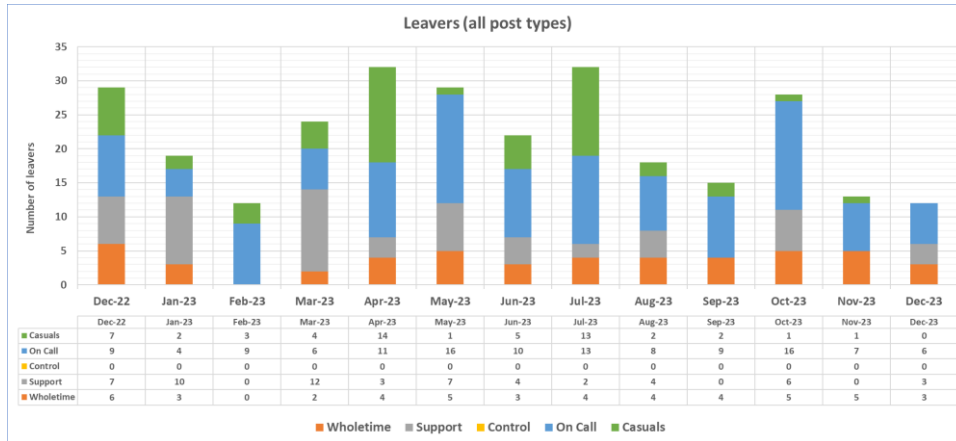
Staff Group	Attrition Rate
Wholetime	9%
On-Call	12%
Support	17%

3.10. Since the last people Committee, the Service has seen the attrition rates for on-call and wholetime increase slightly and overall support staff rate has dropped by a similar percentage.

3.11. Looking at leaving reasons recorded for Q3, retirements accounted for 69% of wholetime staff but only 18% of on-call. Of the on-call resignations, 62% were listed under personal, relocation or career change/progression reasons.

3.12. 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.





People Services Systems Project

3.13. The first phase of the iTrent implementation went live at the end of October, this was focused on transferring the core HR data and organisational structure from our legacy system as well as activating the time and expenses module to increase both the efficiency and auditability of payments. Phase 2a this month is focussed on the go-live of attendance and absence management modules, which will enable support staff to record their time, sickness and annual leave within iTrent and provide greater consistency in management information going forward. The recruitment module (phase ‘2b’ of the project) is currently at the User Acceptance Testing stage and then ‘phase 3’ of the project in 2024/25 will include the implementation of the performance, learning and development iTrent modules, as well as refining the reporting capabilities of centralised iTrent data and using PowerBI to create suitable ‘dashboards’ of management information for relevant stakeholder groups.

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 and Corporate Services

APPENDIX A TO REPORT PC/24/1

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q4 (2022-23)	Q1 (2023-24)	Q2 (2023-24)	Q3 (2023-24)	Trend
Firefighter Competence	90% (as of October 2022)	0 of 7 core competencies below 90%	0 of 7 core competencies below 90%	0 of 7 core competencies below 90%		
Accidents	Decrease	68	80	51	60	
Near Miss-	Monitor	21	28	14	12	
Personal injuries	Decrease	18	19	12	13	
Vehicle Accidents	Decrease	37	51	34	34	
Short term (average days per person, per month)	Decrease	2.3	2.2	2.1	2.0	
Long term (average days per person, per month)	Decrease	6.0	5.8	6.0	6.7	
Stress related absence (average number of people per month)	Decrease	37	35	36	48	

APPENDIX B TO REPORT PC/24/1

People Committee Performance Reporting Forward Plan

Meeting scheduled	Reporting on	Subjects
April 2023	Quarter 4	Performance Monitoring report including financial year data: <ul style="list-style-type: none"> • RIDDOR reporting, • Workforce planning • Diversity
July 2023	Quarter 1	Performance Monitoring report including financial year data: <ul style="list-style-type: none"> • National FRS Sickness comparisons • National FRS H&S comparisons, • Grievance, Capability & Disciplinary
October 2023	Quarter 2	Performance Monitoring report including 6 - monthly data: <ul style="list-style-type: none"> • Workforce planning • People survey action plan update
January 2024	Quarter 3	Performance Monitoring report including Calendar Year data: <ul style="list-style-type: none"> • Fitness testing, • Grievance, Capability & Disciplinary

Agenda Item 5

REPORT REFERENCE NO.	PC/24/2
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 JANUARY 2024
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	<i>That the Committee reviews progress in delivery of the action plan.</i>
EXECUTIVE SUMMARY	<p>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.</p> <p>The paper appended to this report outlines the progress that has been made against the HMICFRS Cause of Concern and Areas for Improvement action plans since the last update to the committee in October 2023. The key highlights are that:</p> <ul style="list-style-type: none"> • Two actions within the Cause of Concern action plan are currently recorded as 'Off Track'. This is due to the following factors: <ul style="list-style-type: none"> - The final version of the training charter is now completed, the academy are working with the communications and engagement department to get it published across the Service. - The evidence and assurance for the Cause of Concern will be started once all actions have been completed (01b.15). • One Area for Improvement, HMI-3.2-202209 (Workforce Planning) is currently marked as 'In Progress – Off Track'. This is due to the following factors: <ul style="list-style-type: none"> - The People Services team are working with the project team to review outputs from the new HR system, in relation to workforce planning data, ahead of the new reporting year. Work against this area for improvement has been delayed due to work on other project requirements.

	<ul style="list-style-type: none"> One Area for Improvement, HMI-3.4-202215 (High Potential Staff), will remain 'paused' until new actions against this area for improvement are established as the result of a review scheduled on 26/01/2024.
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



DEVON &
SOMERSET
FIRE & RESCUE SERVICE

HMICFRS Action Plan People Committee Update

HMI Team

Devon & Somerset
Fire & Rescue Service

January 2024

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**

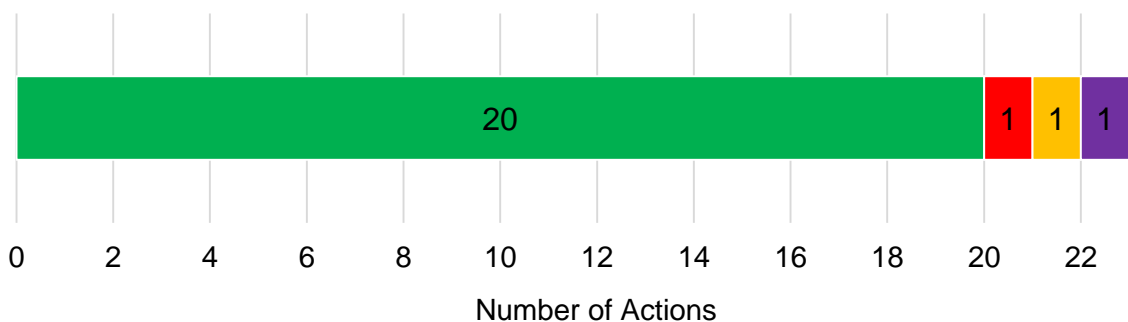
2.1. The Cause of Concern is as follows:

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.

Figure 1: Cause of Concern Action Status - January 2024



- Completed
- In Progress - Off Track
- In Progress - Off Track (Evidence and Assurance)
- No Longer Required

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

Table 1: Summary of progress against the individual actions					
Cause of Concern – Values and Behaviours					
Not started	In progress (on track)	In progress (off track)	Completed	Closed	Paused/ No Longer Required
0 (↓ from 1)	0 (→ at 0)	2 (→ at 2)	20 (↑ from 19)	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 final version of the training charter is now completed, the academy are working with the communications and engagement department to get it published across the Service.	28/02/2023	In Progress – Off Track
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 since the last update to the committee.

Table 3:

Ref.	Description	Update	Date completed
01b.03	Performance/ conflict training for managers.	All training sessions have now taken place.	05/12/2023 (Head of People Services)

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:

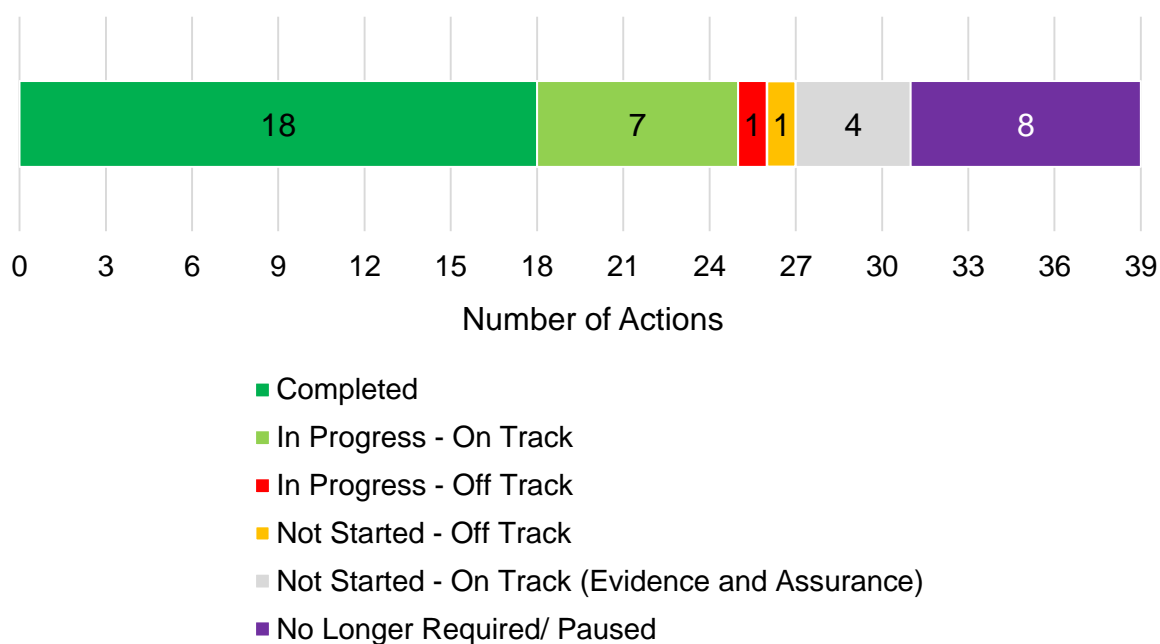
Reference	Description	Target Completion	Status
HMI-3.1-202208	The service should monitor secondary contracts to make sure working hours are not exceeded.	31/01/2024 31/03/2024	In Progress – On Track
HMI-3.2-202209	The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	30/09/2024	In Progress – Off Track
HMI-3.2-202210	The service should address the high number of staff in temporary promotion positions.	30/09/2023 31/12/2023	Completed
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 – On 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.	30/04/2024 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 26/01/2024	Paused

* Deadline extension as reported to the People Committee 28/07/2023

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 - January 2024



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
4 * (↓ from 8)	1 (↑ from 0)	7 (↑ from 6)	1 (↓ from 2)	18 (↑ from 15)	0 (→ at 0)	8 (→ at 8)

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

4. IMPROVEMENT AREAS WHICH ARE ‘OFF-TRACK’

4.1. Table 6 below outlines one area for improvement which is currently marked as ‘In Progress – Off Track’.

Table 6:

Improvement Area	Status
HMI-3.2-202209 – Workforce Planning	In Progress – Off Track
Factors impacting delivery	
The People Services team are working with the project team to review outputs from the new HR system, in relation to workforce planning data, ahead of the new reporting year. Work against this area for improvement has been delayed due to work on other project requirements.	

5. ACTION DEADLINE EXTENSIONS

5.1. Table 7 below outlines one area for improvement which has had a deadline extension since the last report to the People Committee.

Table 7:

Area for Improvement	Status
HMI-3.1-202208 – Secondary Contracts	In Progress – On Track

Reason for deadline extension
Two actions within this area for improvement have been pushed back as development of the recruitment policy is still in progress. In addition to this, existing policies and procedures are being reviewed to ensure they do not contradict the new policy. Current workload within People Services has caused a delay in completion.

6. PAUSED AREAS FOR IMPROVEMENT

6.1. Table 8 below outlines one improvement area which remains ‘paused’.

Table 8:

Area for Improvement	Status
HMI-3.4-202215 – High-Potential Staff	Paused
Reason for pause	
New actions against this area for improvement will be established as the result of a review scheduled on 26/01/2024.	

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Agenda Item 6

REPORT REFERENCE NO.	PC/24/3
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 JANUARY 2024
SUBJECT OF REPORT	PEOPLE & CULTURE UPDATE
LEAD OFFICER	Chief Fire Officer
RECOMMENDATIONS	<i>That the Committee reviews progress in delivery of the action plan.</i>
EXECUTIVE SUMMARY	<p>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.</p> <p>The paper appended to this report outlines the progress that has been made against these recommendations since the last update to the committee in October 2023. The key highlights are that:</p> <ul style="list-style-type: none"> • Three recommendations remain 'In Progress' as the recommendation deadlines have now passed. This is due to the following factors: <ul style="list-style-type: none"> - Recommendations 24 (Monitoring and Evaluating Feedback) and 32 (Diversity in succession planning) remain 'In Progress' until further action has been taken. - People Services are currently considering a process and timelines for ensuring that DSFRS meet the new national requirements for DBS checks. Once this timeline has been established, contact will be made with HMICFRS to outline actions being taken, in line with the national standards, and a revised completion date.
RESOURCE IMPLICATIONS	Considered within the Action Plan where appropriate.
EQUALITY RISKS AND BENEFITS ANALYSIS	Considered within the Action Plan where appropriate.
APPENDICES	Nil.
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 October 2023.

Table 1:

DSFRS Ref.	Description	Deadline	Status
REC26	Management and leadership training	01/08/2023	Closed
REC33	Progression of non-operational staff	01/08/2023	Closed

- 2.3 Figure 1 below 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)
 - Dark Green (DG): Completed (the HMICFRS Governance Board will now review the evidence provided to determine whether the recommendation can be marked as 'closed')
 - Green (G): In Progress On-Track
 - Amber (A): In Progress (recommendation deadline not met)
 - Grey (GY): Not Started On-Track

Figure 1: HMICFRS Culture Recommendations Completion Status

Recommendation 1 Confidential Reporting (B)	Recommendation 3 Support for individuals raising concerns (B)	Recommendation 4 Handling of raised concerns (DG)
Recommendation 5 How to raise concerns (B) (staff and public)	Recommendation 9 Background Checks (A)	Recommendation 12 Disclosure, complaint and (GY) grievance standard
Recommendation 14 Misconduct Allegations (GY) standard	Recommendation 17 Allegations of staff (B) gross misconduct	Recommendation 18 Support during ongoing (B) investigations
Recommendation 20 Fire Standards (B)	Recommendation 21 360 Feedback (B) (ACFO and above)	Recommendation 22 360 Feedback (B) (all managers)
Recommendation 23 Feedback from staff (B)	Recommendation 24 Monitoring and (A) Evaluating Feedback	Recommendation 26 Management and (B) Leadership Training
Recommendation 27 Equality Impact (B) Assessments	Recommendation 28 Equality and Diversity (B) Data	Recommendation 32 Diversity in succession (A) planning
	Recommendation 33 Progression of non- (B) operational staff	Recommendation 34 Core Code of Ethics (B)

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
REC32	Diversity in succession planning	01/06/2023	In Progress
REC24	Monitoring and evaluating feedback	01/10/2023	In Progress
REC09	Background checks	01/01/2024	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:

Ref.	Description	Factors impacting action delivery
REC09.01	Review background check arrangements to make sure that suitable and sufficient background checks are in place to safeguard staff and communities.	All staff have a DBS (Disclosure and Barring Service) check on appointment appropriate to their role. As part of the pre-employment checks a 'basic' DBS had to be completed for all staff. There are some roles which require an 'enhanced' DBS and this has been completed.
REC09.02	Ensure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	<p>The amendment to the DBS criteria in July 2023 has meant that the Service can now undertake a 'standard' check for staff. All new starters from July 2023 have now received a 'standard' check and this will be the process moving forward. The process for reviewing and updating DBS checks to standard for existing staff, as defined in the outline of roles from the National Fire Chiefs Council (NFCC), is currently being developed.</p> <p>Due to the timeframe around the change of criteria the Service have been unable to meet the recommendation deadline, which is a national issue. People</p>

		Services are currently considering a process and timelines for ensuring that DSFRS meet the new requirements. Once this timeline has been established, contact will be made with HMICFRS to outline actions being taken and a revised completion date.
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.
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.

GAVIN ELLIS
Chief Fire Officer

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