



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

**S.J. Sharman
CLERK TO THE AUTHORITY**

**To: The Chair and Members of the People
Committee**

(see below)

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PEOPLE COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Wednesday, 24th April, 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 - 4)

Of the meeting held on 24 January 2024 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 4 (Pages 5 - 24)**
Report of the Assistant Director (Corporate Services) (PC/24/4) attached.
- 5 **Diversity Data Annual Report 2023 (Pages 25 - 48)**
Report of the Assistant Director (Corporate Services) (PC/24/5) attached.
- 6 **His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) Cause of Concern and Areas for Improvement Action Plan (Pages 49 - 54)**
Report of the Chief Fire Officer (PC/24/6) attached.
- 7 **People and Culture Update (Pages 55 - 60)**
Report of the Chief Fire Officer (PC/24/7) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

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

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)

24 January 2024

Present:

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

Apologies:

Councillors Atkinson and Peart

* **PC/23/11** **Minutes**

RESOLVED that the Minutes of the meeting held on 30 October 2023 be signed as a correct record.

* **PC/23/12** **Performance Monitoring Report 2023-24: Quarter 3**

The Committee received for information a report of the Director of Finance & Corporate Services (Treasurer) (PC/24/1) detailing performance as at Quarter 3 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; and
- an overview of the People Services Systems project.

Attention was drawn at the meeting to the following points:

- The performance on operational core competence skills was updated at the meeting as follows:
 - Breathing Apparatus – 99%;
 - Incident command – 98.9%;
 - Maritime – 97.1%;
 - Water Rescue – 96%; and
 - SHACS – 92.9% (amber).

It was noted that 45% of staff were booked in for courses under the new system so good progress was being made.

- Fitness - 1520 staff had been tested to date, meeting the required standard with 27 staff failing to meet the required fitness;
- Accidents - there had been a decrease in the overall trend for accidents during 2023. The quarter 3 accident numbers were up by 9 on the previous quarter and up 5 for the same quarter in 2022-23. Vehicle related safety events remained the greater proportion of safety events though when vehicle related safety events (34) were compared to vehicle mobilisations (8386) over quarter 3, only 0.4% resulted in a vehicle related safety event.
- There were 12 near misses in Quarter 3 of 2023-24, 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.
- Personal injuries – these figures remained low with the trend showing a decrease over the 12 month period from quarter 4 of 2022-23 to the end of quarter 3 in 2023-24. Quarter 3 of 2023-24 showed an increase on one event on the previous quarter;

- Vehicle accidents – there were 34 vehicle incidents in quarter 3, the same number as in quarter 2. The Organisational Road Risk Group continued to meet monthly to monitor the position and to increase communication proactively to raise awareness of the areas where vehicle accidents were occurring;
- RIDDOR – there had been 4 reports during quarter 3 of 2023-24. The incidents were all being investigated further.

It was noted that total sickness had increased marginally in the last quarter of 2023-24 (6.9 days/shifts lost in December 2023) primarily relating to long term absence with short term absence decreasing in comparison to this (2.2 days uncertified and 1.6 days certified). Total sickness for the year to date (to December 2023) was 8.04 days. Musculoskeletal injuries were still high but not as high as mental health absence which remained the main causes of absence. It was noted that the Service continued to promote the support available to staff in such circumstances.

The Committee was apprised of the work being undertaken to address capability, disciplinary and grievance cases within the Service. In 2023 (January to December), there had been 18 formal capability cases, 23 disciplinary cases and 19 grievances. The report provided further information in respect of the type of cases and an overview of the outcomes.

The report also set out details of the work being undertaken on diversity and inclusion issues within the Service with an update on strategic workforce planning issues.

The Committee made reference to issues that had been picked up via station visits by Members on training and estates matters. The Director of Service Delivery Support advised that she would pick up these issues outside of this meeting.

* PC/23/13

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

The Committee received for information a report of the Chief Fire Officer (PC/24/2) 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" which were:

- 01a.07 - Expectations documents (charters);
- 01b.15 – 01 evidence and assurance.

The reasons behind this were as set out in the report circulated. The report also set out the position with regard to the status of other projects which were either “In Progress – On Track” or “Completed”. Of the 23 areas for improvement actions identified for this Committee, 20 actions had been completed with 2 off track and 1 paused.

* **PC/23/14** **People & Culture Update**

The Committee received for information a report of the Chief Fire Officer (PC/24/3 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 (REC26 and REC33) had been closed following review by the HMICFRS Governance Board and the Service’s Executive Board since the previous meeting of the Committee. 3 were “in progress” (as below), two “not started” and one “awaiting closure”.

The three recommendations which remained ‘In Progress’ were:

- REC09– background checks;
- REC32 – diversity in succession planning;
- REC024 – monitor and evaluate feedback; and

This was due to the following factors:

- 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.

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

The Meeting started at 10.00 am and finished at 1.03 pm

Agenda Item 4

REPORT REFERENCE NO.	PC/24/4
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 APRIL 2024
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2023 – 2024: QUARTER 4
LEAD OFFICER	Assistant Director of 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 Jan to March 2024 (Quarter 4) 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. Operational Core Competence Skills:

The Core Competence Skills recognised by the service are Breathing apparatus (BA), Incident Command (ICS), Water Rescue, Working at Height (SHACS), Maritime, Driving, 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 4 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.	98.8 % 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.	99.2% 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. 	95.8% 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. 	92.8 %	Within tolerance for each location. Shacs level 2 has the lowest competence . Monitoring attendance of planned training courses will continue.

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
			Amber	
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. 	98.4% 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. 	98.5% 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. 	99.1% Green	Within tolerance for each location. No remedial action required.

2.4. Fitness testing

	As of 18 th March 2024	Percentage as of 18 th March 2024	As of 13 th October 2023	Percentage as of 13 th October 2023	As of July 2023	Percentage as of July 2023
Number requiring test (in scope)	1504	100%	1520	100%	1546	100%
Number passed	1493	99.2%	1493 (green, amber, blue)	98.22%	1454 (green, amber, blue)	94.05%
Red	11*	0.73%	27*	1.78%	92	5.95%

2.5. Currently, there are 11 operational members of staff who are red for fitness due to failed assessments or failure to complete a test. All 11 are currently non-operational (restricted duties) and are not available for cover.

2.6. Off the run for fitness by group is:

- Barnstaple - 3
- Yeovil- 5
- Exeter - 1
- Taunton - 0
- Plymouth - 1
- Torquay - 0
- Alignment - 1

2.7. Compared to last quarter October 2023, 16 members of staff have been removed from red, due to improved fitness/ health.

2.8. Of the current 11 reds, 8 are cases ongoing from fitness testing in 2023, which are now progressing through to stage 2 and stage 3 capability hearings.

2.9. There are 3 recent cases that are still in the informal process.

Supporting the Red & Amber groups

- 2.10. 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.
- 2.11. 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.

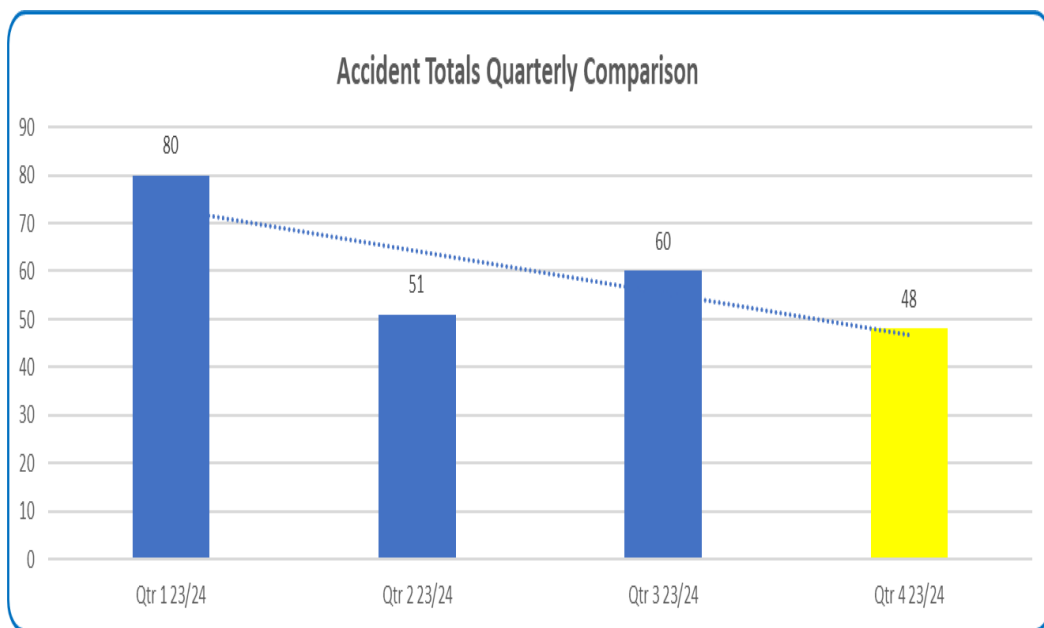
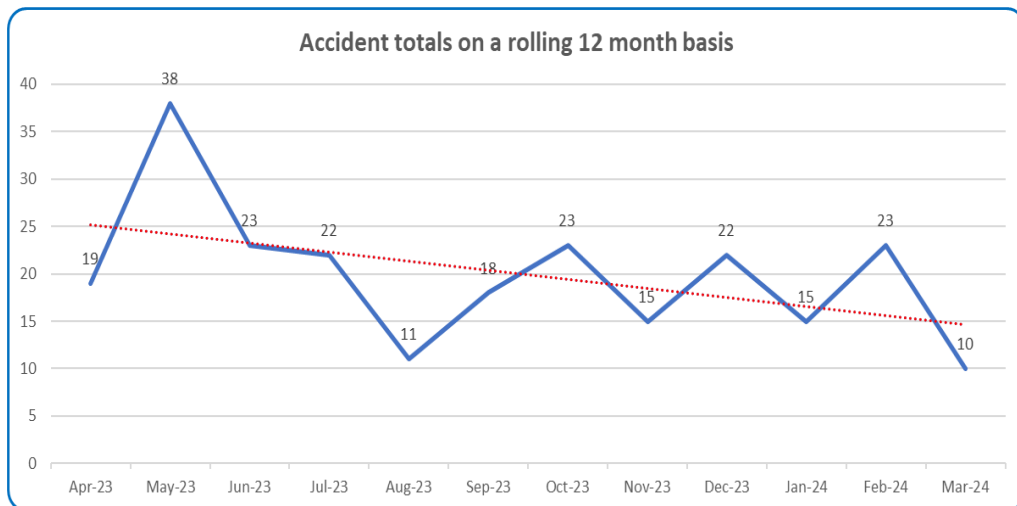
Health & Safety:

General:

- 2.12. The Health and Safety (H & S) Team has completed the Control of Substances Hazardous to Health (COSHH) audits with the report being finalised. Areas for improvement were identified during the audits, some dealt with quickly by local managers with support from the H&S Team. Other areas for improvement will require more resource to deliver improvements.
- 2.13. During this next quarter the H & S Team will be recruiting 1 Full Time Equivalent (FTE) and 0.6FTE H&S Officers whilst also progressing the employment of 1 casual contract Senior Accident Investigator.
- 2.14. The Service has trained 23 Accident investigators to increase the pool of accident investigators. Retirements and promotion have reduced the number of available investigators. Further courses are planned in 2024.

Accidents

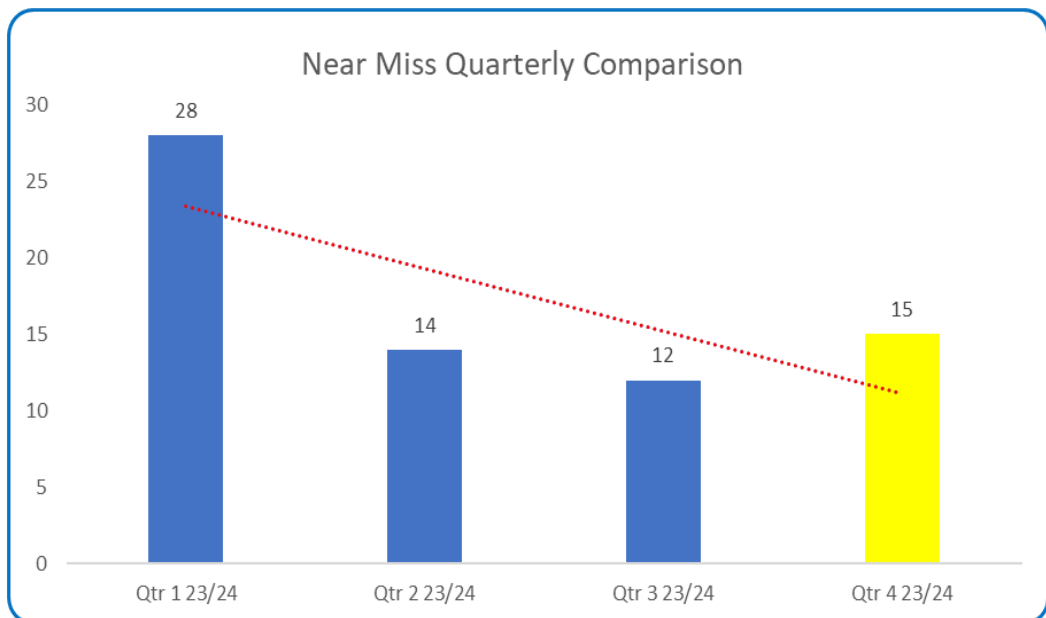
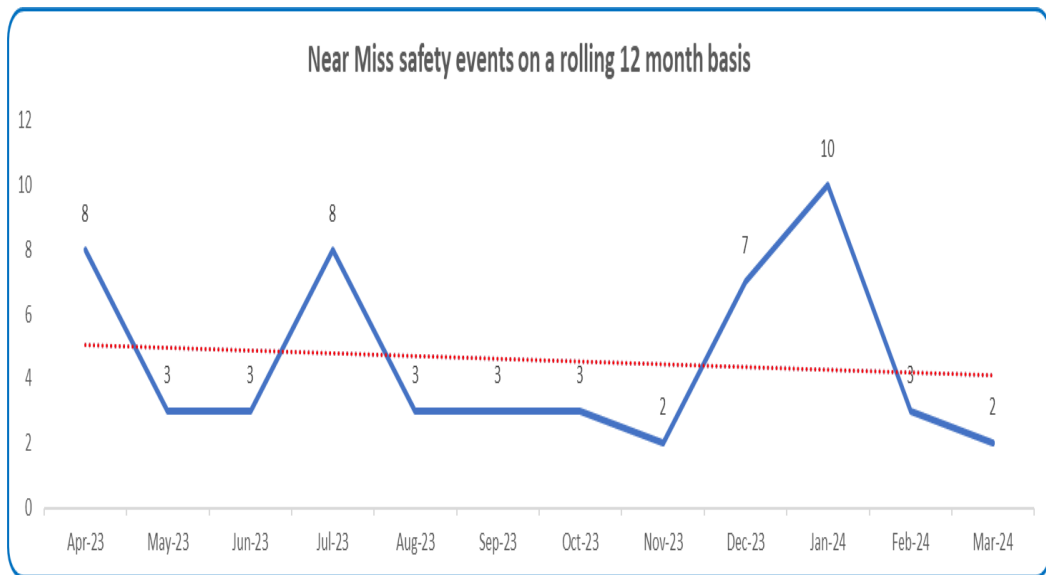
- 2.15. The overall trend for 2023/24 reporting period shows a positive position with a continued downward trend in accidents. The quarter 4 accident numbers are down by 12 on the previous quarter and down 12 for the same quarter in 2022. During the 2023/24 there were only 4 level 3 significant safety events, the split between level 1 and 2 safety events. The level 3 events were all vehicle related. Vehicle related safety events remain the greater proportion of safety events. The Organisational Road Risk Group have increased their meetings to monthly in order to review and improve safety in this area.



Near Miss:

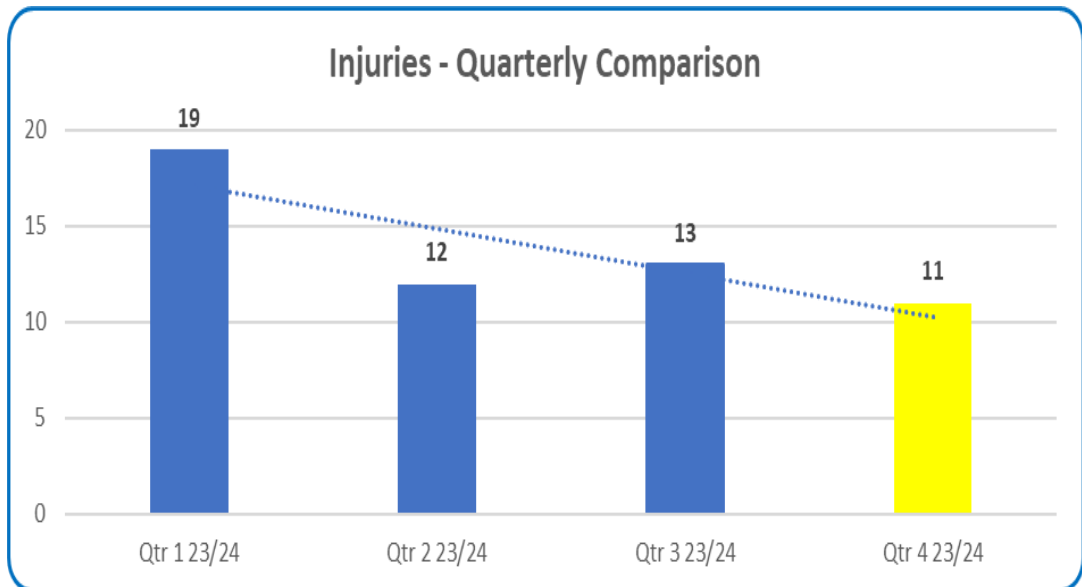
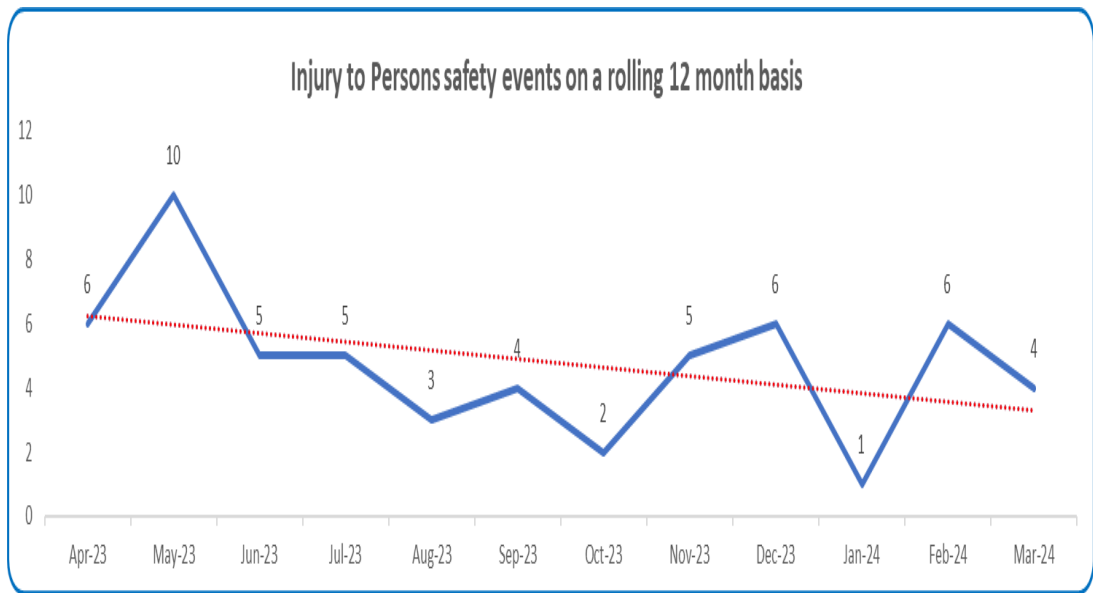
2.16. There were 70 near miss reports in 2023/24, this is down 6 on the 2022/23 period. During quarter 4 there were 15 near misses reported a 25% (3 events) increase on reporting from the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team. The wider cultural work with the ‘Safe to’ campaign will help to influence improvements in this area.

2.17. The near miss reports during Quarter 4 are varied. There are no identified trends. Though one near miss occurred during a gaining entry mobilisation where the occupant threatened crews with a knife. Attendance at incidents where someone is in mental health crisis is becoming more common.

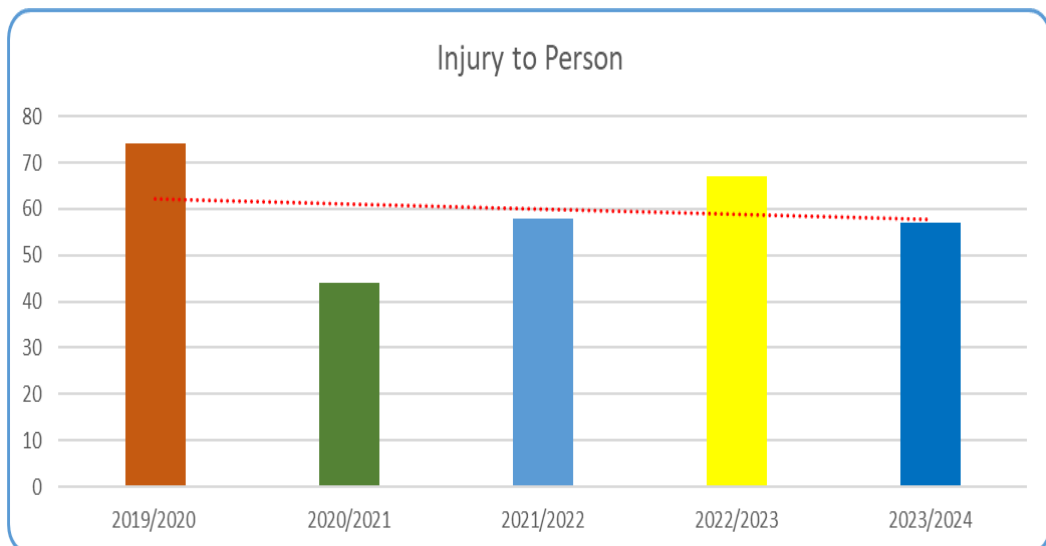


Personal Injuries:

2.18. There were 57 injuries during 2023/24, a reduction of 1 on the previous year. During quarter 4 there were 11 injuries, a 15% (2 injuries) reduction on the previous quarter. The injury figures in general remain low, the trendline showing a continued reduction over the 12-month period.



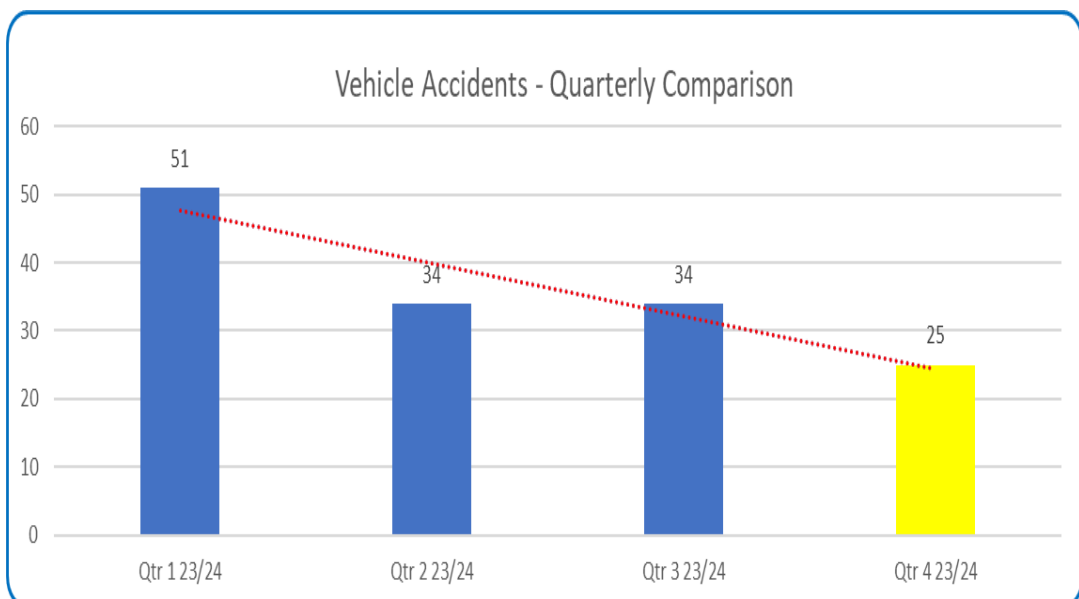
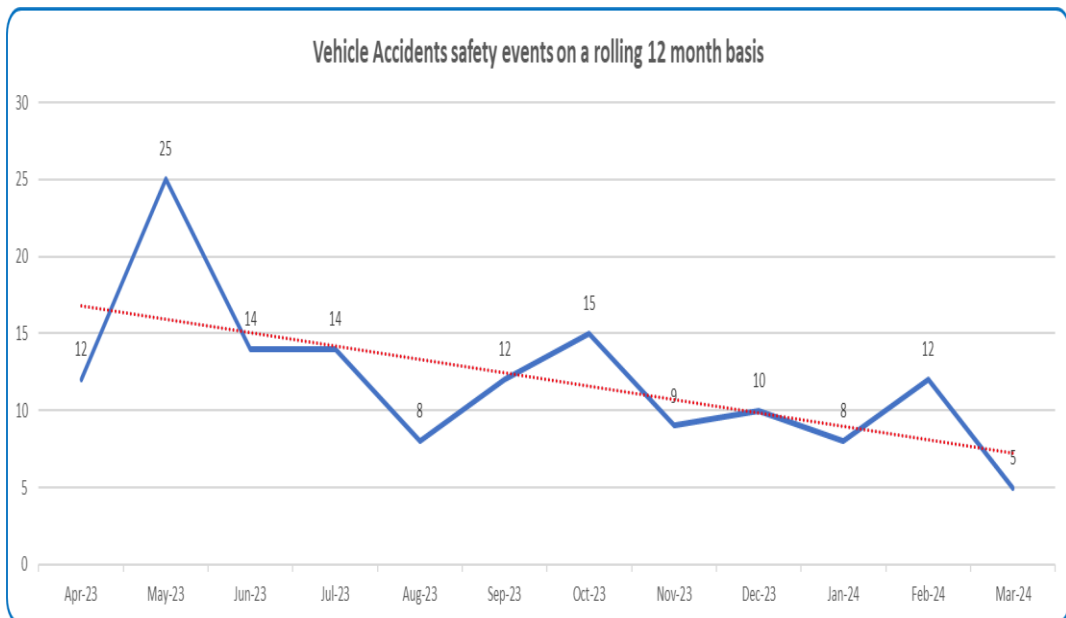
2.19. The annual trend over the last 5 financial years (2019/20 – 2023/24) indicates a slight reduction in injury related safety events.

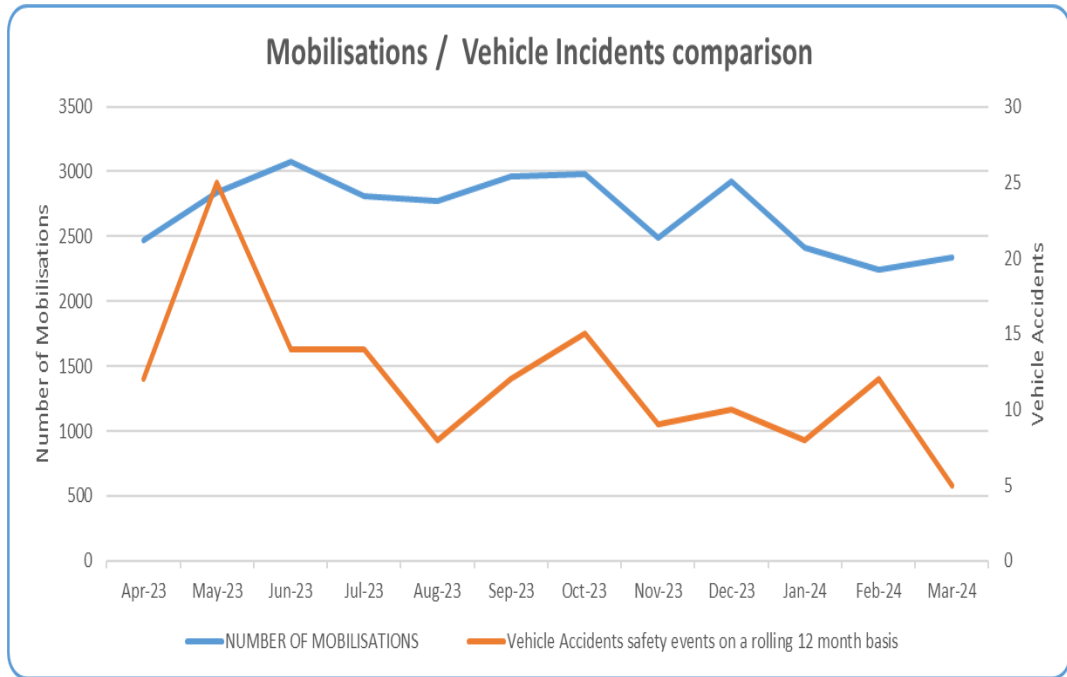


Vehicle Incidents:

2.20. There were 144 vehicle incidents in the 2023/24 reporting period, this is an increase of 4 (3%) on the 2022/23 reporting period. There were 32,400 mobilisations in 2023/24 of this 0.4% resulted in a vehicle related safety event. Of the 6988 mobilisations in quarter 4 only 0.35% resulted in a vehicle related safety event. 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. Slow speed manoeuvring accidents have been highlighted as a trend across Fire and Rescue Services at the NFCC H&S Committee meeting. They are considering how to support Services in reducing this trend.

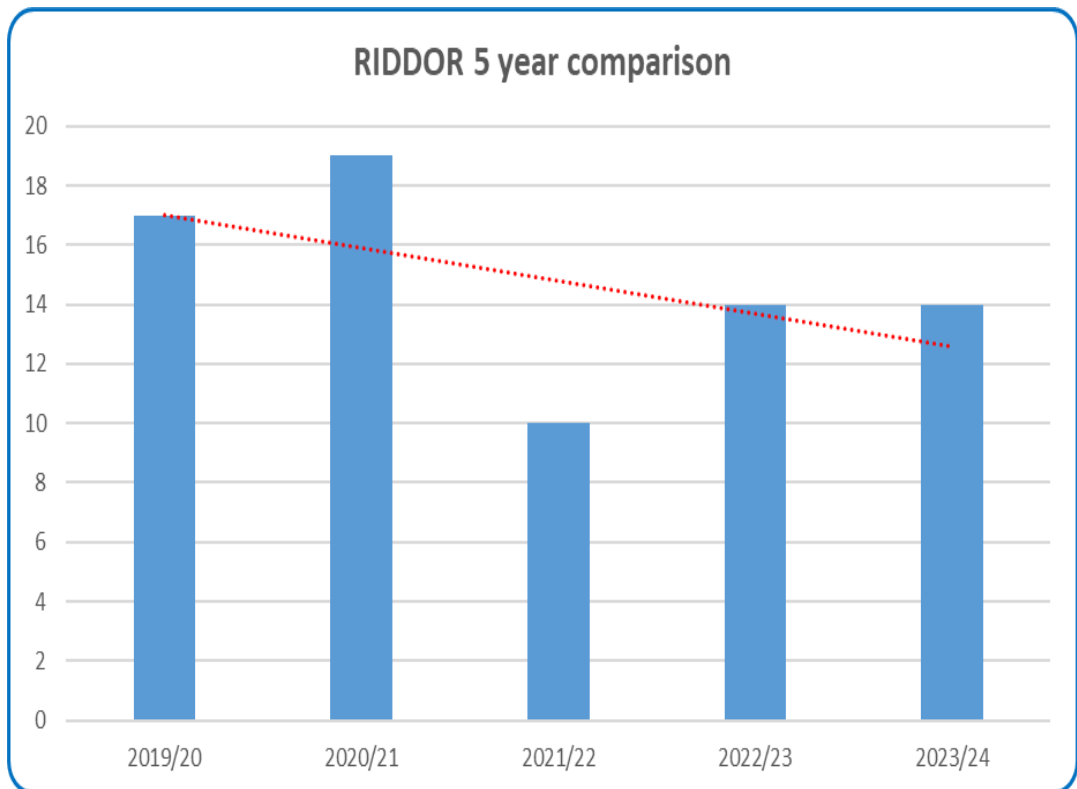
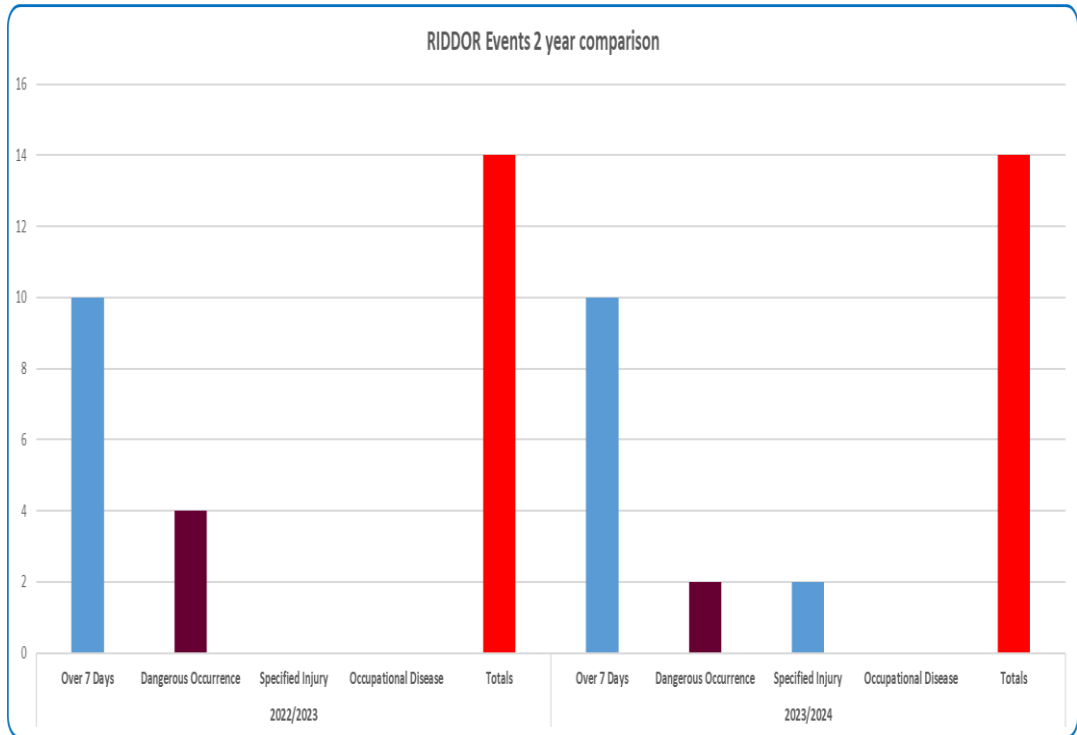
2.21. The Organisational Road Risk group meets monthly. The group is working to increase proactive communications to raise awareness of the areas where vehicle accidents are occurring, whilst also providing supporting advice and guidance where required through useful SharePoint pages.





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

- 2.22. There have been 5 reported RIDDOR incidents during this reporting period (Quarter 4), all are 'Over 7-day injury' RIDDOR events. Two of the reports related to knee injuries which occurred when twisting / slipping on wet/icy surfaces. Whilst 2 others are related to injuries during specialist rescue training (Water rescue and rope rescue).
- 2.23. During 2023/24 reporting period there were a total of 10 'Over 7-day injury', 2 'Dangerous Occurrence' and 2 'Specified Injury'. The Dangerous Occurrences were related to BA failures whilst the Specified injuries related to broken / fractured bones.
- 2.24. The 2-year comparison below provides a comparison of RIDDOR reporting by RIDDOR type for this year compared against the final total for last year. Also included are the 5-year RIDDOR totals highlighting the continued reduction in RIDDOR reportable events.



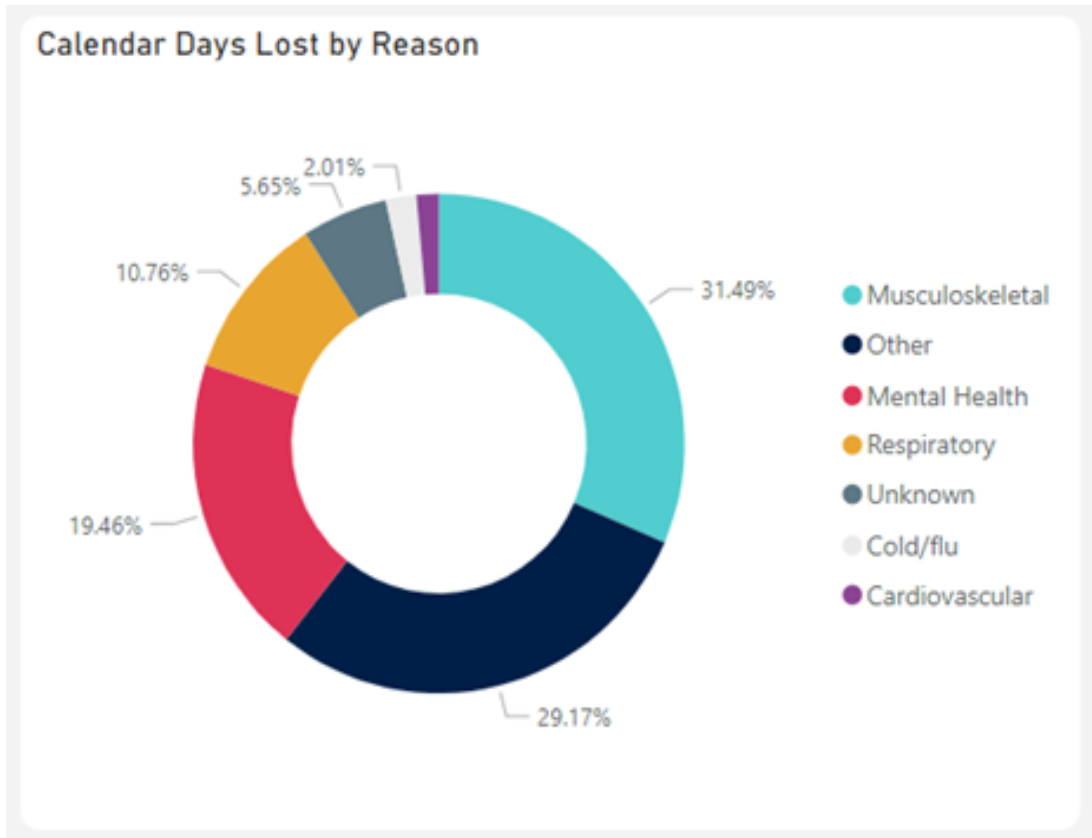
Sickness and Absence

- 2.25. We are currently working with the People Services Project team to ensure that we have the relevant reporting on sickness in the formats we require. In the next People Committee we expect to include a fuller report of sickness absence trends over the 2023-34 year including reference to national comparisons available from the Cleveland Report.

Proportion of calendar days during Q4 by sickness type

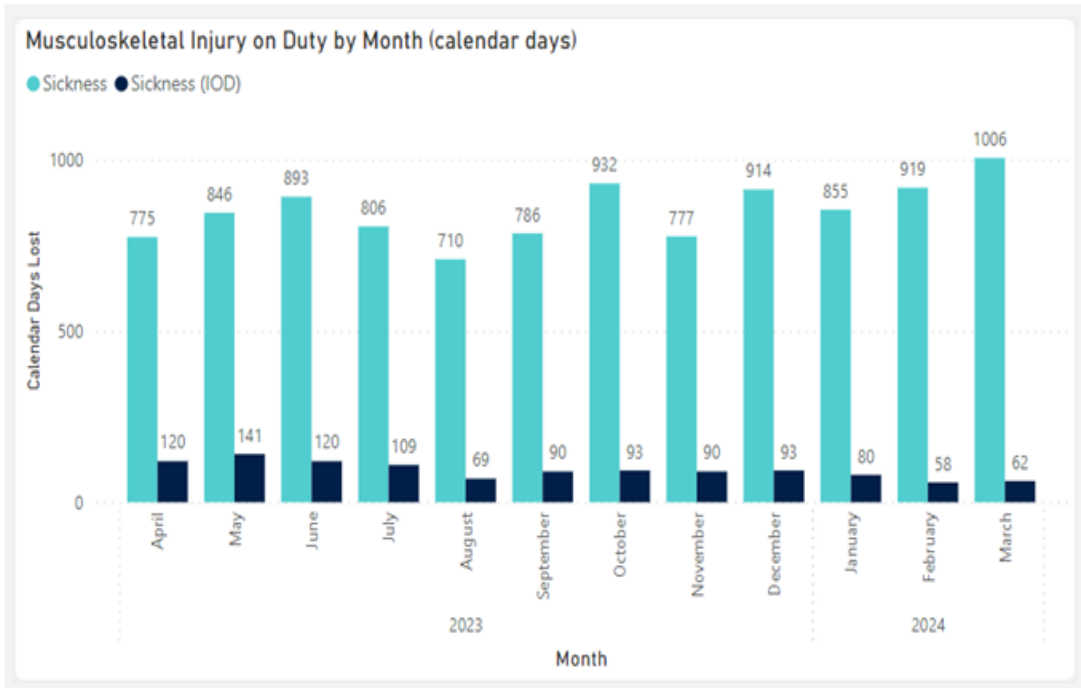
2.26. In terms of sickness types, 'musculoskeletal' continue to account for close to one third of all absences. Since the previous quarter, cold and flu appears to have dropped from 16% to 2% of absences.

(Please note that some data will not be directly comparable as the transition between systems took place during this period and we are still working though some challenges in relation to extracting data in the way we require for some reporting purposes).



Sickness Type:	% of days lost in Q4
Musculoskeletal	31.5%
Other, including gastro, gynaecological, neurological and cancer	29.2%
Mental Health	19.5%

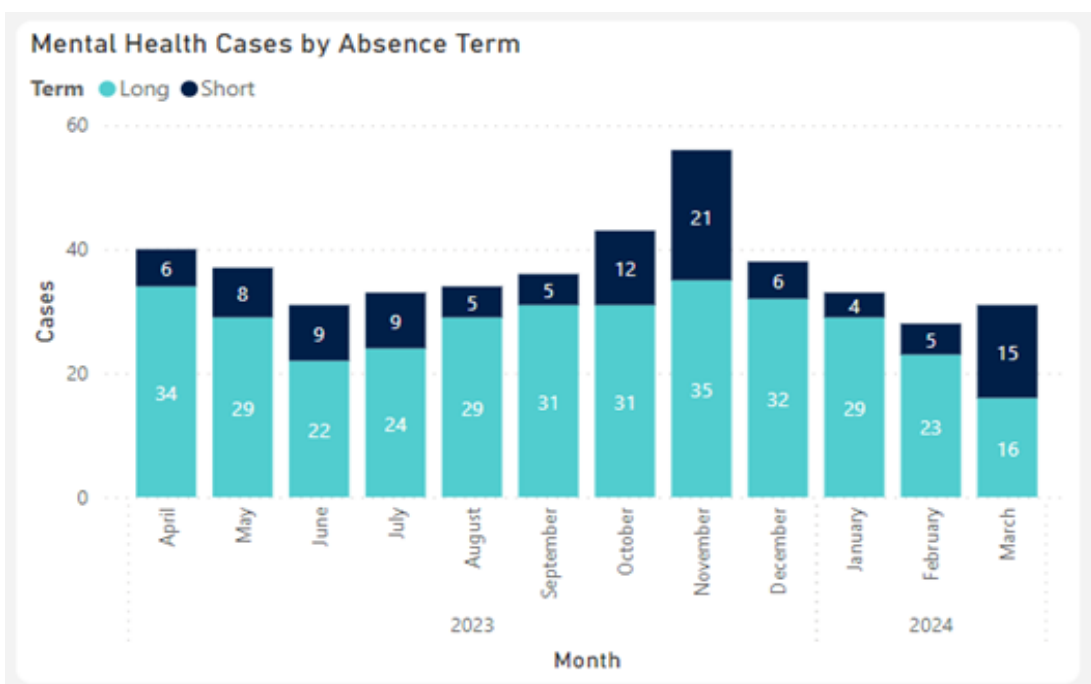
2.27. When reviewing the data for musculoskeletal injuries, we can see that a significant majority of injuries are not due to service-related work.



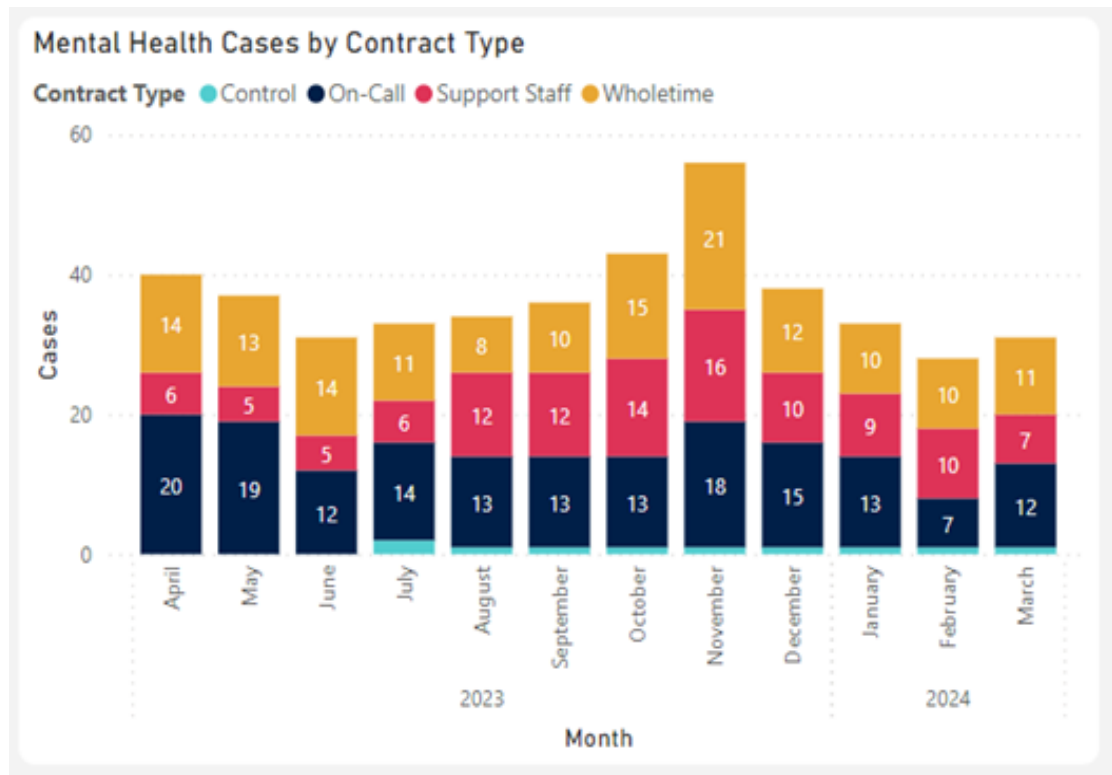
Mental Health

2.28. The graph below shows that in terms of long-term sickness due to mental health reasons.

2.29. The number of open cases is now at the lowest that they have been for the entire year. We have seen a spike in short term mental health cases at the end of Q4, however this is being monitored closely and all efforts and support is being offered to aid a return to work as soon as appropriate. What is positive to see is that the spike of short-term cases in November has been managed effectively and has not transpired in all cases tipping into long term absence.



- 2.30. Looking at the mental health cases by staff groups, you can see that we have seen an increase in On-Call colleagues' absence at the end of Q4, however across all staff groups, overall case numbers have reduced by 32% this quarter, and remain the lowest average number this year.



Health and Wellbeing Support

- 2.31. Unfortunately, we continue to experience significant challenges with our Occupational Health (OH) provider, Health Partners, who became our OH provider in November 2022. They have been issued with 2 improvement notices in that time. The Service is investigating alternative solutions, as well as working with Health Partners to better our working relationship and communication. Work is also underway to repair and instil trust in the OH provision from colleagues across the service.
- 2.32. The Service continues to work closely with the Firefighters Charity to support the wellbeing provision we can offer. Our contact from the charity was also a guest speaker at International Women's Day on 8 March 2024.
- 2.33. Refresher training for Mental Health First Aiders and Wellbeing Champions took place last quarter, ready for the relaunch of our staff support network in April (Stress awareness month).
- 2.34. Trauma Informed Practice Training was delivered by The Trauma Informed Network to the Diffusers to help better understand the link between Adverse Childhood Trauma, Mental Health and how a person may react in certain situations. The course had high attendance and excellent feedback from all who attended.

2.35. International Women’s Day took place on 8 March 2024. For the first time in Devon & Somerset Fire & Rescue Service history, this was held as a hybrid event, with attendance in person at SHQ, and remotely across the service – even His Majesty’s inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) joined for part of the day. Despite some early technical issues, the day was a tremendous success, receiving excellent feedback by all who attended both in person and virtually. The presentations are available on the service Intranet for anyone who was unable to attend.

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. The Diversity Data Annual Report is being reported to this Committee separately to this performance report.

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. The Service is finalising changes to our Leadership development process to ensure opportunities are available for all, regardless of terms and conditions colleagues are employed under. The new process will be launched in April and will focus on front-loading leadership development and moving the focus to self-led opportunities and pace.

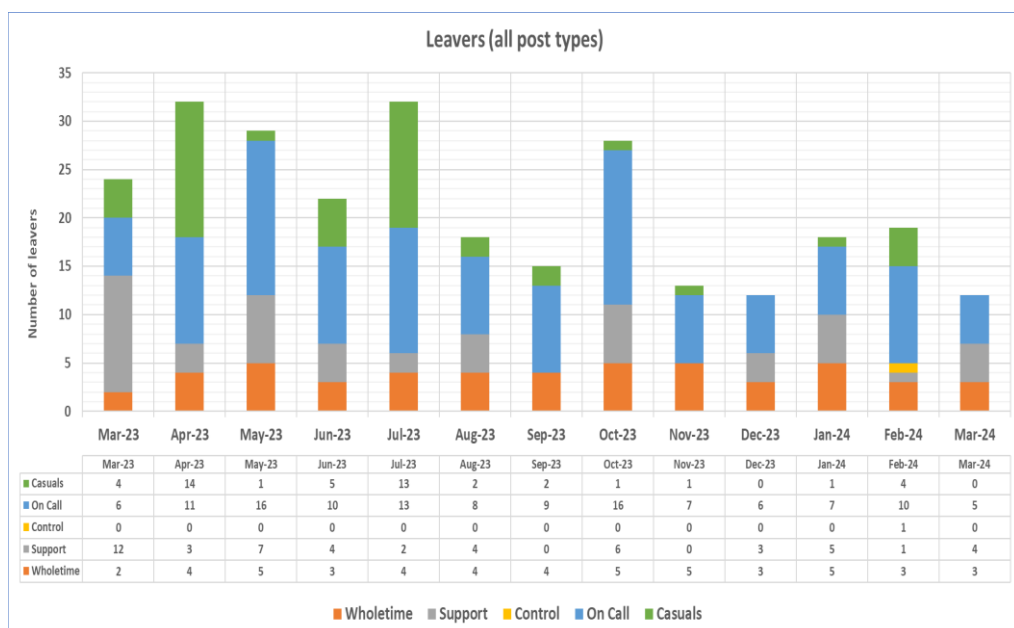
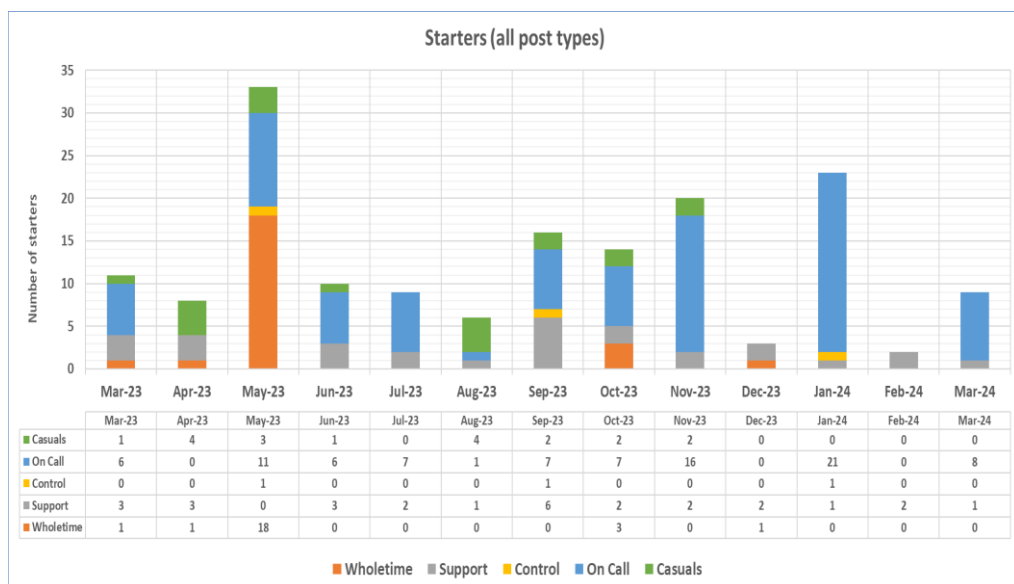
Update on Strategic Workforce Planning

Turnover and attrition

3.4. 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 March 2024, the attrition rates are below.

Staff Group	Attrition Rate
Wholetime	9%
On-Call	11%
Support	12%

- 3.5. Since the previous meeting of the People Committee in January 2024, the Service has seen the attrition rates for on-call and wholetime colleagues remain stable (less than 1% change) whereas the attrition rate for support staff rate has dropped significantly (from 17% to 12%). This is mainly explained by the combination of fewer leavers and increased levels of recruitment into support roles over the last 12 months.
- 3.6 Looking at leaving reasons recorded for Quarter 4, it can be seen that retirements accounted for 82% of wholetime staff who left the Service, but only one third of on-call and support colleagues.
- 3.7 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, including a continued review of our exit survey responses. An overview of starters and leavers month, on month are below.



People Services Systems Project

- 3.8 In depth testing of iTrent recruitment module identified some potential gaps and risks particularly in terms reportable data and impacts on resourcing requirements and as a result, the decision was taken to extend our contract with Talentlink rather than go ahead with the iTrent implementation in early March as originally planned.
- 3.9 'Phase 3' of the project in 2024/25 will primarily focus on the scope and build of the performance review module, 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.
- 3.10 The project team are working hard to overcome some initial teething problems in iTrent and have started to collaborate with other FRSs who also use the system (Kent, Manchester, London) in order to navigate useful solutions to issues that in some cases are specific to fire sector processes and practices.

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.



MARIA PHILLIPS

Assistant Director of Corporate Services

APPENDIX A TO REPORT PC/24/4

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q1 (2023-24)	Q2 (2023-24)	Q3 (2023-24)	Q4 (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%	0 of 7 core competencies below 90%	
Accidents	Decrease	80	51	60	48	
Near Miss-	Monitor	28	14	12	15	
Personal injuries	Decrease	19	12	13	11	
Vehicle Accidents	Decrease	51	34	34	25	
Short term (average days per person, per month)	Decrease	2.2	2.1	2.0	TBC*	TBC*
Long term (average days per person, per month)	Decrease	5.8	6.0	6.7	TBC*	TBC*
Stress related absence (average number of people per month)	Decrease	35	36	48	TBC*	TBC*

* Please note that some data will not be directly comparable as the transition between systems took place during this period and we are still working though some challenges in relation to extracting data in the way we require for some reporting purposes.

APPENDIX B TO REPORT PC/24/4

People Committee Performance Reporting Forward Plan

Meeting scheduled	Reporting on	Subjects
<i>April 2024</i>	<i>Quarter 4</i>	<i>Performance Monitoring report including financial year data:</i> <ul style="list-style-type: none"> • <i>RIDDOR reporting,</i> • <i>Workforce planning</i> • <i>Annual Diversity data report</i>
July 2024	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 2024	Quarter 2	Performance Monitoring report including 6 - monthly data: <ul style="list-style-type: none"> • Workforce planning • People survey action plan update
January 2025	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/24/5
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 APRIL 2024
SUBJECT OF REPORT	DIVERSITY DATA ANNUAL REPORT 2023
LEAD OFFICER	Assistant Director, Corporate Services
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>Section 149 of the Equality Act 2010 provides for the general public sector equality duty. The duty requires Public bodies to publish equality information pertaining to the makeup of its workforce on an annual basis and covers all the protected characteristics including gender, disability, ethnic group, religion and sexual orientation.</p> <p>This report is attached at Appendix A for consideration.</p>
RESOURCE IMPLICATIONS	N/A
EQUALITY RISK AND BENEFITS ANALYSIS	N/A
APPENDICES	A. Diversity Data Annual Report 2023
BACKGROUND PAPERS	N/A

1. INTRODUCTION

1.1. Section 149 of the Equality Act 2010 provides for the general public sector equality duty. This requires public authorities to have due regard to the need to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity between people who share a protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not.

1.2. The duty requires public bodies to publish equality information pertaining to the makeup of its workforce on an annual basis and covers all the protected characteristics including gender, disability, ethnic group, religion and sexual orientation.

2. KEY RESULTS

2.1. The key findings identified in this data are identified within the report.

2.2. The report also sets out a number of recommendations which the Service will be taking forward in due course.

MARIA PHILLIPS
Assistant Director, Corporate Services



APPENDIX A TO REPORT PC/24/5

Diversity Data Annual Report

January – December 2023

Diversity and Inclusion

March 2024

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Document Control

Amendment History

Version	Date	Author:	Remarks/Reason to Change
1	6/3/24	E Willshaw	Annual report

Sign-Off List

Name	Position
G Ellis	Chief Fire Officer
M Phillips	Assistant Director for Corporate Services
C Howes	Head of People Services

Distribution List

People Committee
Diversity & Inclusion Commission
Intranet/internet

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Foreword

Welcome, and thank you for taking time to read through our annual report.

Over the last twelve to twenty four months we have been working hard to ensure we have a people centric approach to everything we do, putting the communities that we serve at the heart of our decision making.

We have an organisation full of fantastic people, who believe firmly in the values of the service and the ethical framework in which we operate, and we need to ensure staff are appropriately trained to deliver our services to our communities.

We have an ambition to be an outstanding organisation, which delivers excellent services to our communities and partners.

To achieve this we need to ensure that we can attract, recruit and retain talented individuals to our service, and once recruited we need to provide a safe and happy workplace for them to flourish and shape the future of our service. We are committed to continuing our people improvement journey and will not be complacent or apologetic in our strong and tenacious drive in this area.

Our approach to continuous improvement ensures we are agile in our approach which drives our policies, processes and structures to reflect the ever changing needs of talent management and our communities.

We are steadfast in our desire and ambition to be an employer of choice and an exemplar across the Fire & Rescue sector and wider public sector. To do this we must be self-aware and understand our barriers, create action plans in addressing the areas and plan for the future.

Gavin Ellis PGCert, PGDip, MBA

Chief Fire Officer



Introduction

At Devon and Somerset Fire and Rescue Service we want a workforce that better reflects our communities. We know that achieving this will make us a stronger organisation, better able to understand the risks of our communities, and deliver our Services, while also creating an environment where each member of our workforce feels valued for who they are, the contribution they make, and be able to reach their full potential.

The Public Sector Equality Duty and the Equality Act 2010 requires the Service to publish equality information about our employees broken down by characteristic to show how Devon and Somerset Fire and Rescue Service is having due regard to:

- eliminate unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different protected characteristics
- foster good relations between people from different protected characteristics

For guidance on the Equality Act 2010 please see www.gov.uk/equality-act-2010-guidance and www.equalityhumanrights.com.

The protected characteristics:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex (Gender)
- Sexual Orientation

This report provides an overview of the diversity of the workforce as at the 31 December 2023. Data is based on our applicants and workforce figures, which are taken from our Talentlink and Workforce systems. The report does not include casual staff.

The report will highlight what our workforce looks like (new starters including applicants, promotions, all staff and leavers), and any key recommendations for how we can improve and ensure we continue to achieve cultural change to enable an inclusive environment for our staff no matter who they are.

For context, some characteristics may be included in sections that may be unexpected and specific terms have been used to enable us to understand more

accurately what our Service looks like. These terms have been agreed with the staff support networks and the Service will continually seek advice from them to ensure staff are happy with wording and terms used.

If at any point societal changes and advice from the staff support networks indicates we need to update the language used within the reports we produce, we will make the required changes.

In this report Transgender is included within our statistics for gender rather than within the sexual orientation category. This is because our data is captured in this way. This allows us to really look into the numbers of staff we have and understand where we need to offer support which may be different to those of our Lesbian, Gay, Bisexual or Queer / Questioning staff (LGB+). The 'prefer not to say' category for staff has been excluded from analysis due to this being a mandatory question for the 2021 Census.

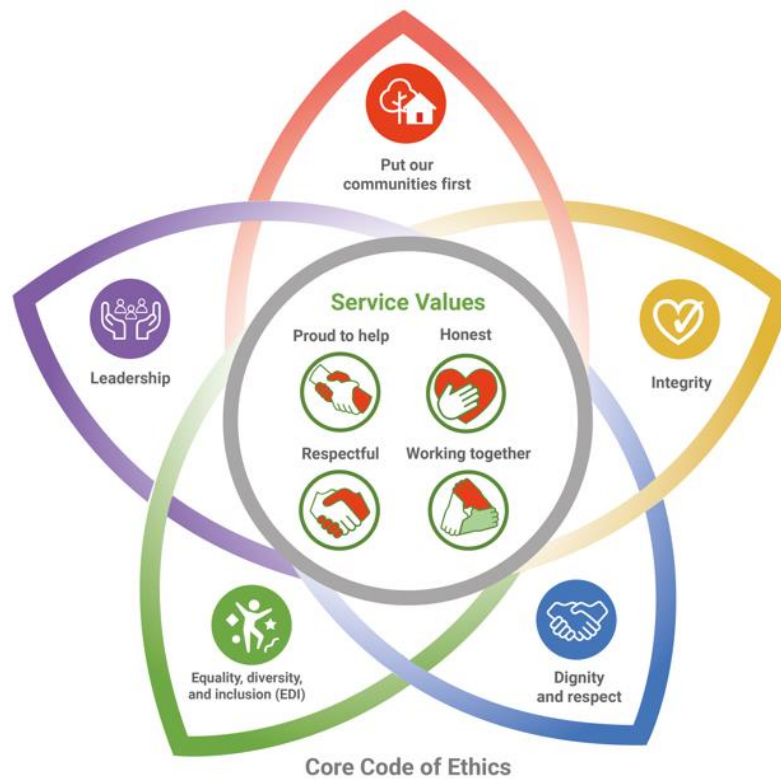
Transgender is not a mandatory category within the Census, however numbers of staff are too small to be able to disclose. Gender of our staff has not been compared to the community in the same way as other characteristics because the gender split of the community is relatively even at 48.7% male and 51.3% female.

We also use the term 'People of Colour' to indicate staff who identify as Black, Asian, Mixed Heritage or Other. We use 'White Other' to include staff who identify as Irish, European or Australian for example and also Gypsy and Traveller which includes, but is not limited to New Travellers, Boaters, Bargees, Showpeople, Irish Travellers and Roma. By reporting on our staff in this way we can more accurately compare with the demographics of our communities, see where we are reflective, where we are not, and what work we may need to do to support or increase participation / engagement / recruitment attraction.

Data for ethnicity does not include staff who have 'preferred not to say' or 'not stated'. This is because in the 2021 census the question for ethnicity is mandatory, therefore for a more accurate comparison with the community data, this has been excluded. Where staff have preferred not to say or state their ethnicity, this has been compared separately against other characteristics where the census allows the community to not state.

All data within the report has been rounded to 1 decimal place.

Our Values and Ethics



Our Values were developed by our staff, and these have been combined with the Core Code of Ethics as developed by the National Fire Chiefs Council. Our Values and Ethics are embedded in everything that we do, and staff are expected to act in the right way with each other and with the public. The Values and Ethics support us to do our jobs to the best of our ability and to create an environment of respect and inclusivity.

Key Observations

The key findings of interest in the 2023 data are:

- Gender representation for On-Call new starters has not changed from 2022, so the split has remained at 92% male with 8% female. This is still 2% less than in 2021.
- Female Wholetime (WT) new starters in Crew Manager (CM) / Watch Manager (WM) positions rose from 12.5% to 25% in 2023 compared to 2022; however, firefighters stayed comparable to 2022 with 13.6%.
- No people of colour were appointed in any staff group other than On-Call in 2023.
- The percentage of female promotions in WT rose from 5.6% to 10.3% in 2023.
- There was an increase in male promotions for On-Call, rising from 95.7% to 98.3% from 2022.
- Total promotions for support staff were 16.7% male and 83.3% female, an increase in 29% for female staff.
- No people of colour were promoted in any staff group in 2023.
- Disproportionate percentages of staff have 'preferred not to say' or 'not state' their sexual orientation compared to other characteristics. For WT, combined this is 13.2%, On-Call 7.4% and Support staff 10.4%.
- Increase in percentage of female Support staff in senior management roles (Grade 10+), 45.5% compared to 38.5% in 2022.
- 3.5% of applicants to On-Call roles were from People of Colour, out of applicants who were hired, 5.6% identified as People of Colour which is higher than the 4.5% 2021 Census figure for our community.
- No applicants who identified as People of Colour were hired in Support Staff roles in 2023. Applicants for these roles from those who identified as People of Colour were at 21.1% which is over 4 times the community percentage of 4.5%.

Our People

All Staff

The workforce of DSFRS as at the 31 December 2023, is 85% male and 15% female; transgender is included in the gender category, however the number of trans staff in the Service is too small to disclose.

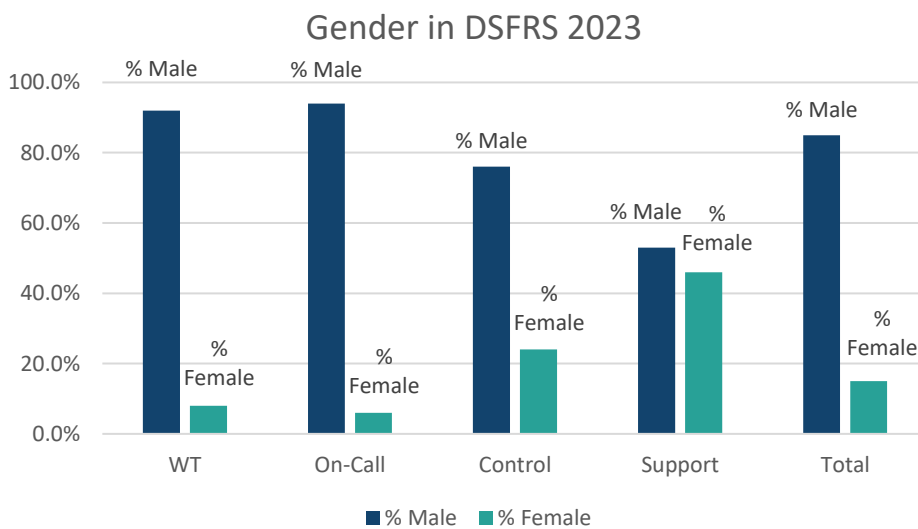
The Service has 96.4% who identify as White British, 1.2% of staff who identify as People of Colour and 2.4% as White Other. 88% of our staff identify as heterosexual, with 2% identifying as LGB+, however 7% of staff preferred not to say and 3% did not state at all.

3% of DSFRS staff identify as having a disability and 3% did not state in this category. For religion, 65% as having no religion, 28% of staff identify as Christian, with 1% as Other; 2% preferred not to say and 4% did not state anything.

Within the staff role groups of Wholetime (WT), On Call, Control and Support staff, we see a slightly different make up.

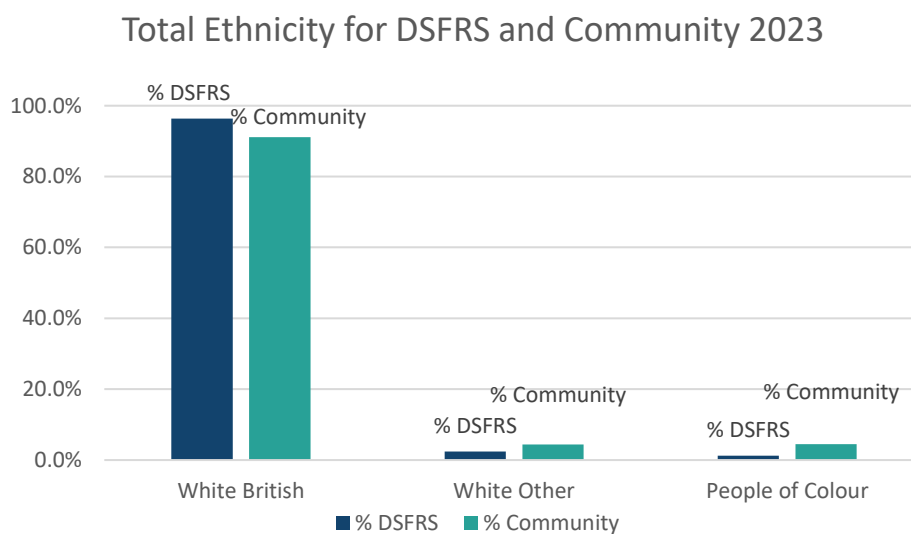
For WT staff, 92.1% of staff are male with 7.7% female and this is a slight increase for female staff from 2022 which was 7%. There has been a reduction in numbers of male staff where they have left the Service and a slight increase in number of female staff which accounts for the increase in 2023.

For our On Call staff, the percentage of male staff is 93.7% and 6.2% is female and this remains the same as 2022. Control staff identify as 23.7% male and 76.3% female while for Support staff 53.4% identify as male and 46.3% as female which is the same as 2022.



Graph displaying percentages of all staff by gender and staff group.

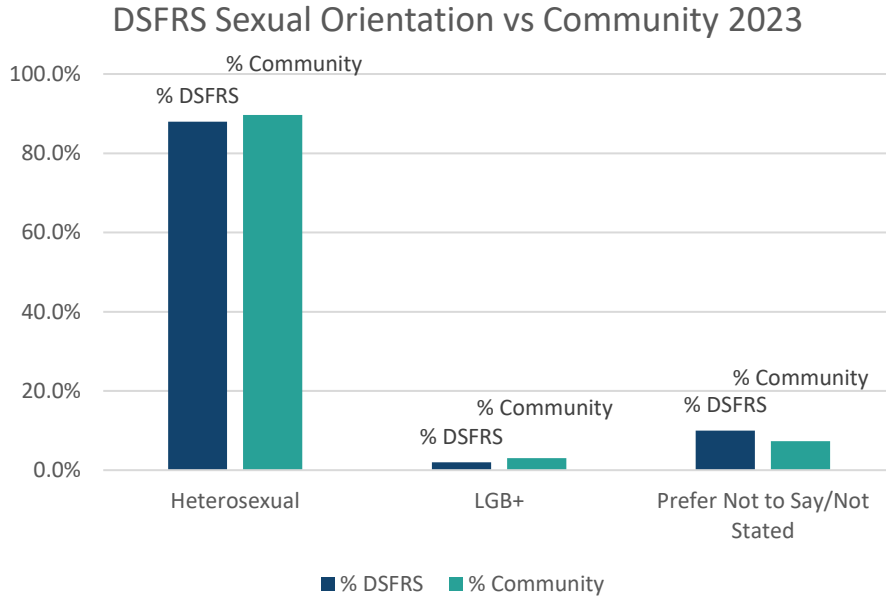
In terms of ethnic background, for WT staff 96.4% of staff identify as White British, 2.5% of staff identified as White Other and 1.5% identifying as People of Colour. For our On Call staff, 97.3% identify as White British, and 2% as White other. The number of staff identifying as People of Colour is too small to disclose for On Call. For our Control staff 92.1% identify as White British, for other ethnicities the number of staff in this group is too small to disclose. Support staff have 94.9% identifying as White British and 3.8% identifying as White other, the number of staff identifying as People of Colour are too small to disclose. The community average in Devon and Somerset for ethnicity is 91.1% White British, 4.4% White Other and 4.5% People of Colour, so for all staff groups we are less than the community average for people from a White Other background and of those who identify as a Person of Colour.



Graph displaying percentages of ethnicity for DSFRS compared to the community of Devon and Somerset.

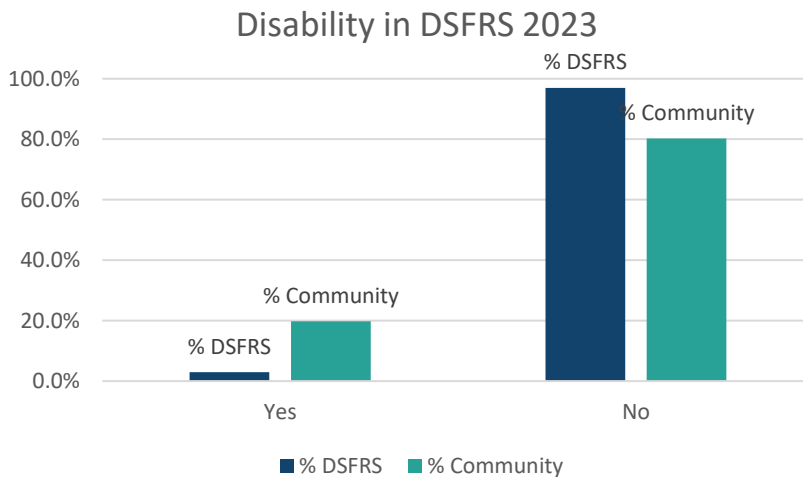
WT staff identifying as LGB+ is 3.2%, with 83.8% of staff identify as heterosexual, however there are 11.2% of staff who have preferred not to say and 2% who did not state at all. For On Call staff, 2.1% identify as LGB+, with 90.6% identifying as heterosexual, 4.6% preferring not to say and 2.8% not stating. In the Control staff group the numbers of LGB+ staff is too small to disclose. 3.4% of Support staff identify as LGB+, 86.3% as heterosexual, with 6.4% preferring not to say and 4% not stating.

The community average for sexual orientation in Devon and Somerset is 89.7% heterosexual, with 3% LGB+, but 7.3% of the community did not answer the question in the census. The percentage of staff preferring not to say their sexuality is much higher when compared to the other characteristics, for example 11.2% of WT preferred not to say their sexual orientation compared to 4.9% for ethnicity, while 1.8% of Support staff preferred not to state their ethnicity compared to 6.4% for sexual orientation. For all staff groups the combined prefer not to say / not stated is higher than the community average who chose not to answer.



Graph displaying percentages of sexual orientation for DSFRS compared to the community of Devon and Somerset.

There are low numbers of staff identifying as having a disability compared to the 8% community average. 3.1% of WT staff have declared they have a disability with 96.9% stating they do not have a disability which has not changed compared to 2022. 2.2% of On Call staff identify as having a disability with 97.8% identifying as not having a disability. For staff in Control, numbers are too small to disclose. 4.8% of Support staff identify as having a disability, with 95.2% declaring they do not have a disability.



Graph showing Disability in DSFRS compared to the community of Devon and Somerset.

The individual staff groups identification of religion is comparable with the total staff percentages. As a whole, for DSFRS 65% of staff identify as having no religion,

compared to 44.2% of the Devon and Somerset community and 28% as Christian compared to 47.3% of our community; all other religions are too small to report on.

Recruitment

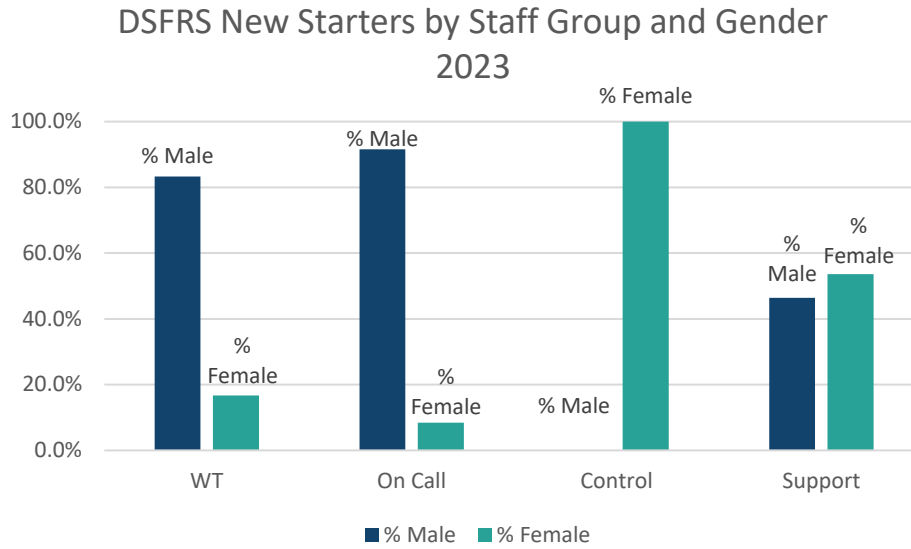
Across 2023 there was a reduction in numbers of staff starting in all staff groups because of fewer vacancies. Due to the time taken for vacancies to become available (particularly in the case of WT roles) some of the data for applicants has become archived; only available data has been analysed and where it is not adequate it has not been considered.

In terms of gender, WT firefighter recruitment has remained comparable to 2022 with 86.4% male and 13.6% female. For Crew Managers / Watch Managers (CM / WM), there has been an increase in new starters who are female, from 12.5% in 2022 to 25% in 2023. Overall, this has meant that WT new starters who are female have increased from 14.8% to 16.7%. Of the applicant data available, 15.8% of applicants were female and 84.2% were male.

For our On Call recruitment, 8.5% of new starters were female which is comparable to 2022 with no change. On Call applicants were 14.4% female and 85.6% male. For Control starters, these were 100% female, the same as in 2022, however applicants for Control were 35.3% male and 64.7% female.

New starters in Support staff roles were 53.6% female and 46.4% male, a slight increase in female starters for 2023 compared with 47.1% in 2022. In terms of applicants for all Support staff in 2023, these were 44.5% female with 55.5% male (transgender applicants were too low to be disclosed). For external vacancies, which internal staff are also able to apply for, these applications were 42.7% female and 57.3% male.

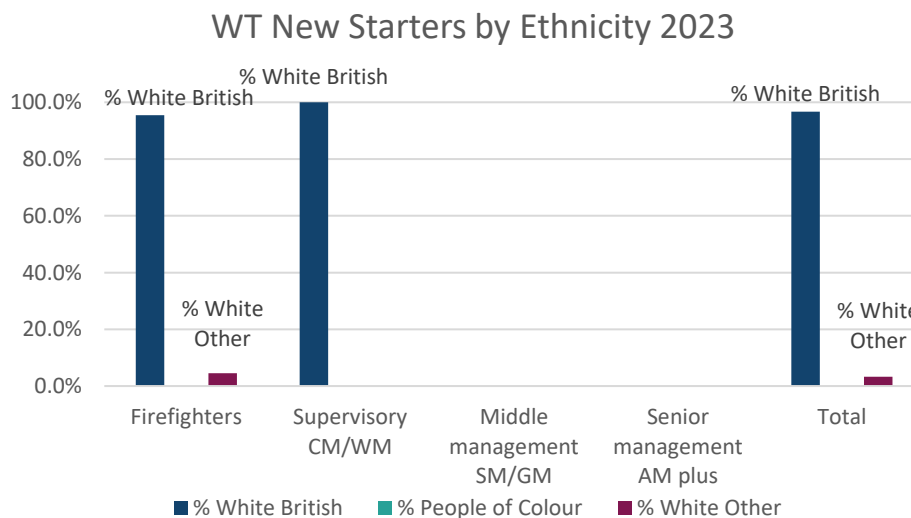
The data shows there is continuing underrepresentation of female applicants and starters within both WT and On Call roles with no improvement for On Call over the past 12 months.



Graph displaying percentages of male and female new starters by staff group.

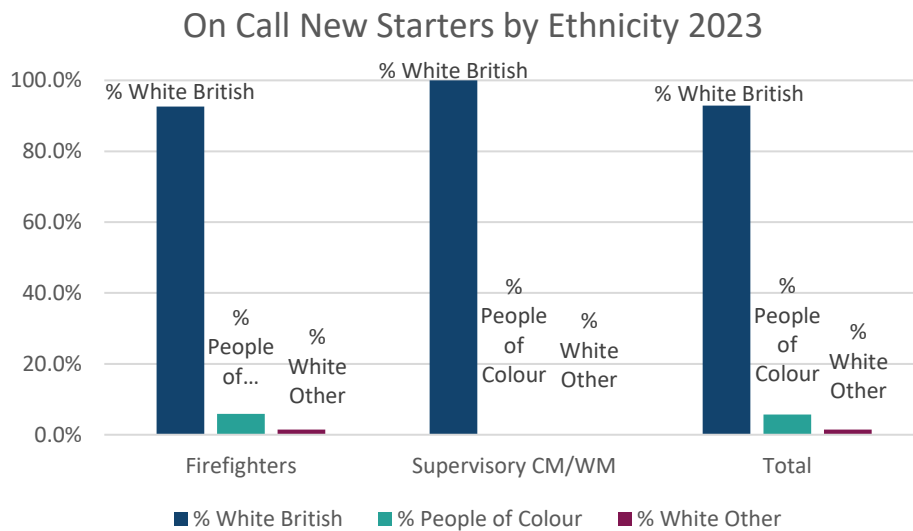
The ethnic minority background (including People of Colour and those of a White Other background) of our community, is 8.4%, which is 4.5% People of Colour and 4.4% White Other. For new starters in WT roles, no People of Colour were appointed, 96.7% identified as White British, while 3.3% of people identifying as White Other were recruited.

For those that applied for WT roles (from available data), 92.1% were from people who identified as White British, 5.3% were from White Other backgrounds and 2.6% of applications came from those who identified as People of Colour. Applications from people in our community identifying as People of Colour for WT roles are lower than the community, however, applications for people identifying as White Other are higher than the community but with a lower percentage hired.



Graph displaying percentages of WT New Starters by ethnicity.

For new On Call staff, 92.9% identified as White British, 5.7% identified as People of Colour (higher than the community average), with 1.4% coming from a White Other background. The data for applications shows that for On Call roles, White British applications were 93%, People of Colour and those identifying as from a White Other background were 3.5% respectively, lower than the community average.



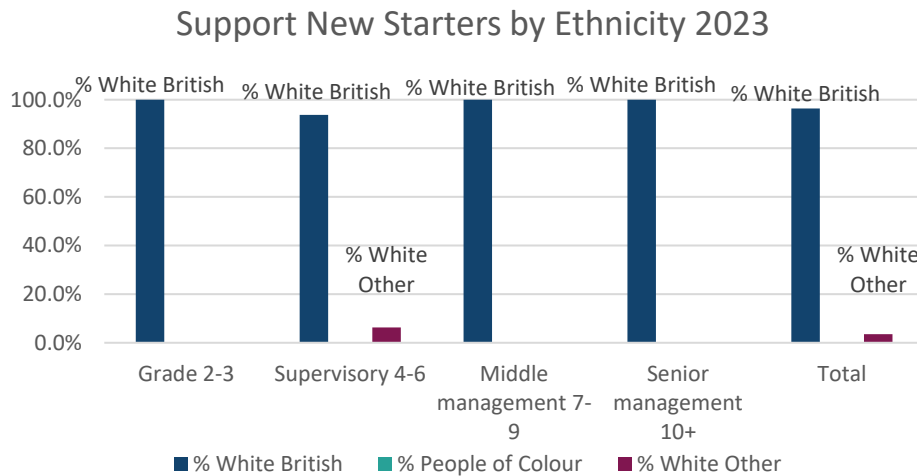
Graph displaying percentages of On Call New Starters by ethnicity.

New starters for the Control staff group were 100% White British, with 88.2% of applicants being from a White British background. Applicants identifying as a Person of Colour or from a White Other background were unsuccessful at the ‘Eligibility Check and Shortlisting’ stage of the recruitment process, but the numbers are too small to disclose.

New starters in the Support staff group all identified as White British (in 2022, 2% of starters identified as White Other and as per the 2022 Annual Report no person of colour was recruited in 2022). Support staff are also able to apply for external vacancies, all external applications have been analysed and this includes those from internal staff (internal only vacancies have not been included as these have been analysed separately under promotions).

Staff who have been successful in an external process have not been counted as a ‘new starter’ but as a successful promotion). Applications for new Support staff roles from those identifying as White British were 73.6% (lower than the population average), 5.3% for people identifying as White Other and People of Colour were 21.1% (for People of Colour this is much higher than the community average of 4.5%). The most common area of the recruitment process where applicants who identified as a Person of Colour dropped out was at the ‘Eligibility and Shortlisting’

stage, with ‘Event Invitation-Interview’ being the next most common stage to drop out of the process.



Graph displaying percentages of Support Staff New Starters by ethnicity.

The number of new starters who identify as LGB+ for each staff group are too small to report on.

For new starters from all staff groups, aside from the 89.6% who identified as heterosexual, 93% who do not have a disability, 84.3% who identify as having no religion and the 11.9% who identify as Christian, the other characteristics are too small to report on.

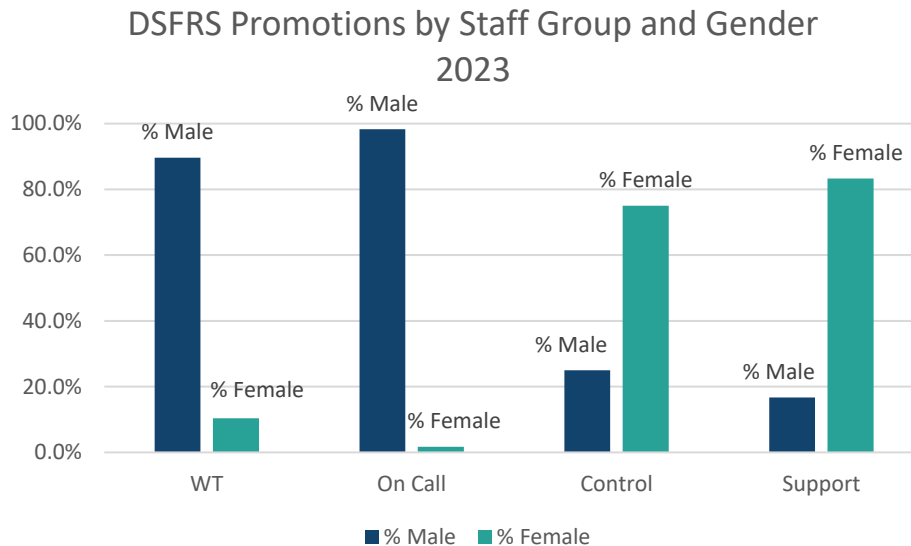
Promotions

10.3% of temporary and permanent WT promotions were from female applicants with 89.7% being from male applicants during 2023. From the available applicant data, there were 202 applications where staff had declared their gender. 4.5% of the total applications were female, and 7.7% of female applicants were promoted. For staff who were rejected in the promotion process, 3.2% were female and 75% of those were at the pre-screening stage. No transgender applications were received.

For On Call promotions (temporary and permanent), 1.7% of the promotions were from female applicants with 98.3% male. From the available applicant data, there were 103 applications where staff declared their gender, 6.8% of the applications were female and of those 4% were promoted. Of the female applicants who were rejected from the process, 60% of those were at the Eligibility Check stage.

The number of Control promotions was low in number during 2023, and so the number of staff in this group is too small to disclose, however of the promotions recorded 75% of these were for female members of staff.

For promotions within the Support staff group, 83.3% of these were female, 60% of these were at grade 7-9 and all promotions at grade 10 and above were for women. The available application data shows that for female staff who did not progress through the promotion process the most common point of dropping out was at Eligibility and Shortlisting stage, followed by Event Invitation-Interview. For male applicants, the most common stage for dropping out of the process was also Eligibility and Shortlisting.



Graph displaying percentages of Promotions by Gender.

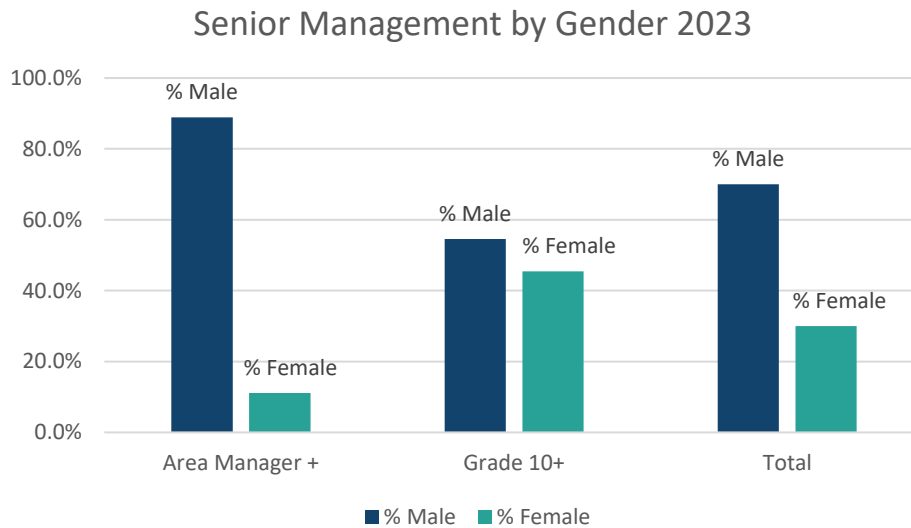
Looking at the ethnicity of staff who were promoted during 2023, for all staff groups, 97% were White British, with 3% identifying as White Other, no People of Colour were promoted in 2023. The application data (excluding Control) shows that 90.4% came from staff who identified as White British, 8% identified as White Other and 1.6% as a Person of Colour. The Support staff group can apply for internal and external vacancies, with this taken into consideration and looked at separately, 90.7% of applications for Support staff roles were from staff who identified as White British, 8% as those from a White other background and 2.7% identifying as a Person of Colour.

For all other characteristics the numbers are too small to report on.

Executive Board and Senior Management

The Executive Board (EB) is comprised of the Chief Fire Officer, the Assistant Chief Fire Officer (Service Delivery), Assistant Chief Fire Officer (Service Delivery Support), the Director of Finance and Corporate Services and the Assistant Director of Corporate Services. The group is too small to disclose characteristic information.

The senior management team consists of EB and managers at an Area Manager (AM) role or Grade 10 and above. For operational roles at AM and above, the gender split was 88.9% male and 11.1% female, with 100% identifying as White British and heterosexual respectively. For Support staff at senior management level the gender split is 54.5% male with 45.5% female, 90.9% White British and 9.1% White Other, 73% heterosexual and 27% LGB+, which for underrepresented staff groups has improved compared to 2022. No staff identify as having a disability.

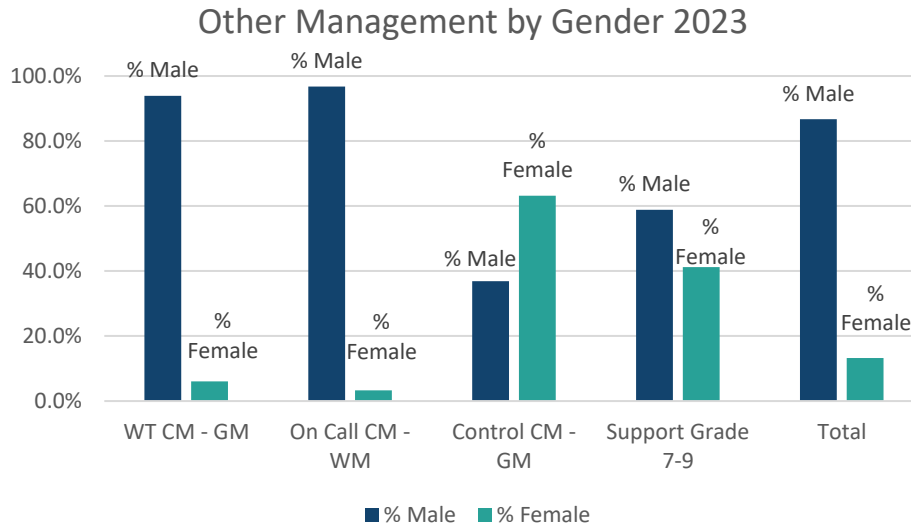


Graph displaying Senior Management by Gender.

Other Management

For operational staff and Control, management is considered at Crew Manager (CM) and Watch Manager (WM), Station Manager (SM) and Group Manager (GM) level. There has been a slight change in percentage of female managers at (CM / WM) level for WT with 6% compared with 4% in 2022.

For Support staff, management level is grades 7 – 9 and the gender split for this group is 58.8% male, 41.2% female which is also a slight increase in the percentage of female staff at this level. For all staff groups at management levels the numbers relating to the other characteristics are too small to be reported on.



Graph displaying other management by Gender.

Leavers

In 2023, 214 people left the organisation, compared with 235 in 2022. 20% of the total leavers were female (the same as 2022), with the highest staff group for women leaving being Support staff at 56%. There were fewer female leavers from operational roles in 2023 compared with 2022.

The most common reason for leaving in operational roles was voluntary retirement, with personal or career progression being the next most common reasons. In the On Call staff group, women were mainly leaving for relocation or work/life balance reasons.

For Control the number of leavers were low but all were due to transferring to another part of the Service. For Support staff, the most common reason for leaving for male leavers was expiration of temporary contracts, while for female leavers it was voluntary retirements, with resignation personal being the next most common for both. All other characteristics are too low to be reported on.

Unpaid Leave

DSFRS allow staff the opportunity to apply for unpaid leave from their role for up to 6 months. Unpaid leave is most commonly used by On Call staff who may have a change in circumstances that mean they are unable to fulfil their contracted hours.

In 2023, the On Call staff group had the highest number of occurrences of unpaid leave with 39. Of these 9% were for female staff and 91% for male, with female staff taking an average of 103 days leave compared to 82 for male staff. The rates of unpaid leave occurrences for the other staff groups are too low to be reported on.

Discipline and Grievance

During 2023, there were 25 Discipline cases compared to 21 in 2022 and 20 grievance cases compared to 25 in 2022. Of those disciplines cases 92% were male and of the grievance cases 80% were male. The numbers for other characteristics are too small to be reported on.

Recommendations

Building on the work that we already do, the key recommendations are:

- **Positive action** should be expanded for On-Call and Support staff roles. These are the staff groups the Service consistently recruits for annually. Look for opportunities for the Service to do this. Collecting data for those we are speaking to at engagement events such as recruitment fayres will help us to understand who we are engaging with and where we need to do better.
- **Explore training in engagement** at events where we come into contact with people from diverse backgrounds. This could include how to broach talking about the Service (who we are, what we do, safety and feedback) and then about working for us. Include did you know boards – with statistics about staff diversity and incidents we go to? Collect data of who we are engaging with, whether that is at an event, a home fire safety visit or incident as business as usual. This will enable us to determine who we are engaging with, where our information is coming from and if we are reaching everyone we need to be.
- **Firefighters to engage at events** and to proactively seek opportunities for engagement with those who they do not usually engage with, particularly from our underrepresented groups.
- **Explore setting up a pool of people with language skills** to mentor prospective applicants who have English as an additional language. This will help with confidence and gaining understanding of what we mean with our questions, for example – what do we mean when we talk about ‘culture’? This will also be useful for engaging with particular communities.
- **Investigate why staff do not want to indicate their sexuality?** Provide info about why and how diversity information is collected and used. Increase visibility of Fire Pride and Allies and education about LGBTQ+ issues to progress understanding, experiences and help improve inclusion and positive workplace culture.
- **Compare applications to that of staff promoted.** Investigate if there are reasons so few women or People of Colour were promoted in On Call.
- **Consider** how we can ensure managers are promoting opportunities to under-represented groups within the Service.
- **Undertake the TIDE assessment with enei (Employers Network for Equality and Inclusion) in 2024.** This was not undertaken in 2023 so we will benchmark against what we were marked against in 2022. Use the outcomes to consider where we can make improvements.
- **Consider** a gap analysis in other areas, such as LGBTQ+ so we can try to understand if there are any issues to address why staff are not declaring their sexual orientation.
- **All** Service priorities and department goals to have EDI objectives within them. This enables measurable criteria and accountability.

- **People Strategy** to be created with clear EDI actions, and EDI strategic pillars to enable us to plan where we want to be.
- **Consider updated EDI training.** Involve staff to indicate what topics they need and this should be delivered in person, not e-learning. Either by EDI staff or external organisations.
- **Relook at EDI categories for collecting personal data** compared to the 2021 census to ensure we are comparable. For example, add a separate category for Roma if that is what is available in the Census. Also, consider making some categories mandatory in line with the 2021 Census for better comparison with the community.
- **Investigate** why so many people of colour are not progressing past the Eligibility Check and Shortlist stage for Support staff which is where 61% of applicants dropped out of the process. Compared to such a high applicant rate per post and for the overall percentage of applications from this group (21.1% compared to 4.5% of the population), it is disproportionate compared to other ethnicities of applicants.
- **Create** a newer version of the Annual EDI Report to include information from staff and what support we have in place for staff, for example staff support networks.
- **Provide** analysis of EDI data on a more regular basis throughout the year to measure progress and consider trends (positive and negative) so we can take action.

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Agenda Item 6

REPORT REFERENCE NO.	PC/24/6
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 APRIL 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 January 2024. The key highlights are that:</p> <ul style="list-style-type: none"> • All actions under the cause of concern have now been marked as completed. The recommendation for closure was approved by Executive Board on 19/03/2024. The Cause of Concern has now been transitioned into Service business as usual. Progress on improving organisational culture will continue to be an area of focus. • Three areas for improvement are 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 currently working on a revised recruitment policy, to include temporary promotion and secondary contracts. The need for prioritisation of resourcing is leading to delays for actions under three areas for improvement (HMI-3.1-202208: Secondary Contracts, HMI-3.2-202210: Temporary Promotions, HMI-3.4-202213: Selection and Promotions Process). • One Area for Improvement, HMI-3.4-202215 (High Potential Staff), will remain 'paused' until new actions against this area for improvement are established.

RESOURCE IMPLICATIONS	Considered within the Action Plan where appropriate.
EQUALITY RISKS AND BENEFITS ANALYSIS	Considered within the Action Plan where appropriate.
APPENDICES	None.
BACKGROUND PAPERS	None

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. All actions under the cause of concern have now been marked as completed. The recommendation for closure was approved by Executive Board on 19/03/2024.
- 2.3. The Cause of Concern has now been transitioned into Service business as usual. Progress on improving organisational culture will continue to be an area of focus.

3. AREAS FOR IMPROVEMENT ACTION PLAN COMPLETION STATUS

- 3.1. Table 1 lists the Areas For Improvement linked to the People Committee and their individual implementation status.

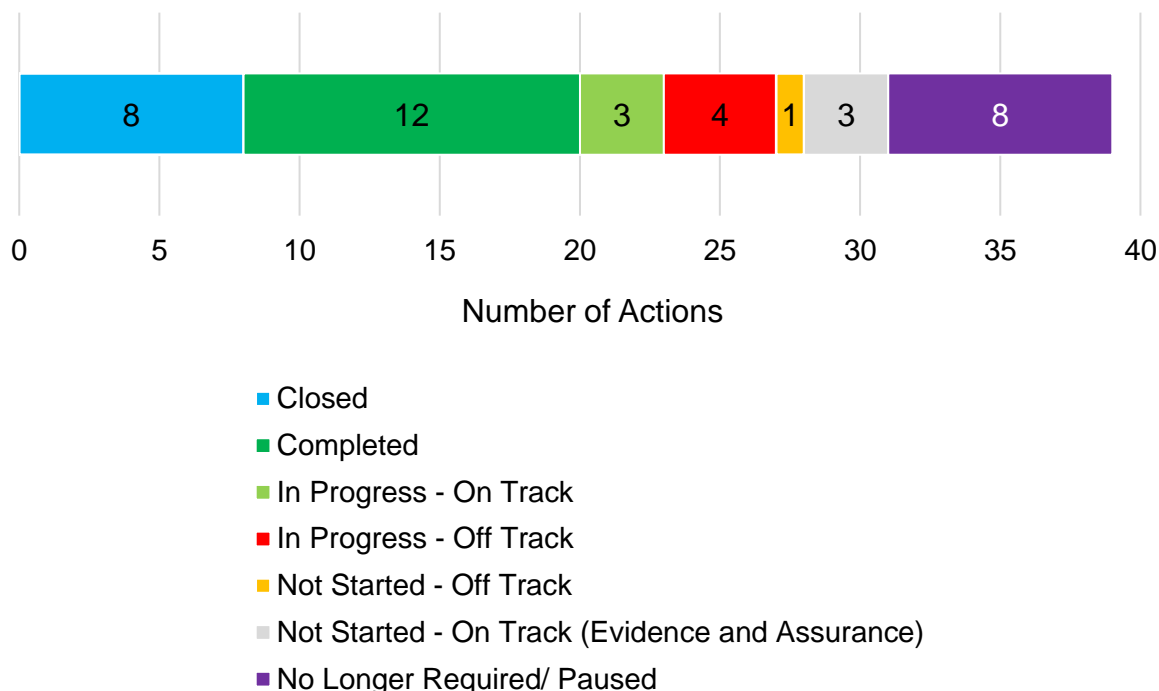
Table 1:

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 – Off Track
HMI-3.2-202209	The service should make sure its workforce plan takes full account of the necessary skills and	30/09/2024	In Progress – On Track

Reference	Description	Target Completion	Status
	capabilities to carry out the integrated risk management plan.		
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	Closed
HMI-3.3-202212	The service should improve staff understanding of the purpose and benefits of positive action.	30/09/2023	Closed
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
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.	<i>Next review scheduled</i> 30/04/2024	Paused

3.2. Figure 1 below outlines the completion status of all actions designed to address the Areas For Improvement linked to the People Committee, as outlined above.

Figure 1: People Committee Action Status - April 2024



3.3. Table 2 below outlines the completion status of these actions in table view.

Table 2: 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
3 * (↓ from 4)	1 (→ at 1)	3 (↓ from 7)	4 (↑ from 1)	12 (↓ from 18)	8 (↑ from 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 3 below outlines three areas for improvement which are currently marked as ‘In Progress – Off Track’.

Table 3:

Improvement Area	Status
HMI-3.1-202208 – Secondary Contracts	In Progress – Off Track
HMI-3.2-202210 – Temporary Promotions	In Progress – Off Track
HMI-3.4-202213 – Selection and Promotions Process	In Progress – Off Track
Factors impacting delivery	
<p>The People Services team are currently working on a revised recruitment policy, to include temporary promotion and secondary contracts. These areas for improvement will remain as ‘In Progress – Off Track’ until the new policy and process have been implemented. The need for resourcing prioritisation is leading to delays for actions under these areas for improvement.</p> <p>The target completion dates for all three areas for improvement will be confirmed based on further scoping of the required work after publication of the new recruitment policy.</p>	

5. ACTION DEADLINE EXTENSIONS

5.1. There have been no additional deadline extensions since the last report to the committee in January 2024.

6. PAUSED AREAS FOR IMPROVEMENT

6.1. Table 4 below outlines one improvement area which remains ‘paused’.

Table 4:

Area for Improvement	Status
HMI-3.4-202215 – High-Potential Staff	Paused
Reason for pause	
<p>New actions against this area for improvement will be established by 30/04/2024 in line with work around the new personal performance development (PPD) system and process.</p>	

GAVIN ELLIS
Chief Fire Officer

Agenda Item 7

REPORT REFERENCE NO.	PC/24/7
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 APRIL 2024
SUBJECT OF REPORT	PEOPLE AND 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 January 2024. The key highlights are that:</p> <ul style="list-style-type: none"> • One recommendation, Monitoring and Evaluating Feedback, has been marked as closed since the last update to the committee. <p>HMICFRS requested services provide a final update on the status and progress against each of the culture recommendations by Tuesday 19/03/2024. The following recommendations have remained marked as 'In Progress':</p> <ul style="list-style-type: none"> • Recommendation 09: Background checks • Recommendation 12: Staff disclosure, complaint and grievance handling standard • Recommendation 14: Misconduct allegations standard • Recommendation 32: Diversity in succession planning
RESOURCE IMPLICATIONS	Considered within the Action Plan where appropriate.
EQUALITY RISKS AND BENEFITS ANALYSIS	Considered within the Action Plan where appropriate.
APPENDICES	None.
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 January 2024.

Table 1:

DSFRS Ref.	Description	Deadline	Status
REC24	Monitoring and Evaluating Feedback	01/10/2023	Closed

- 2.3 Figure 1 below outlines current progress against addressing these recommendations (as at 10/04/2024), 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)
 - Amber (A): In Progress (recommendation deadline not met)

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

- 3.2. HMICFRS requested services provide a final update on the status and progress against each of the culture recommendations by Tuesday 19/03/2024. The following recommendations have remained marked as ‘In Progress’.

Table 2:

DSFRS Ref.	Description	Deadline	Status
REC09	Background checks	01/01/2024	In Progress
REC12	Staff disclosure, complaint and grievance handling standard	01/03/2024	In Progress
REC14	Misconduct allegations standard	01/03/2024	In Progress
REC32	Diversity in succession planning	01/06/2023	In Progress

4. CULTURE RECOMMENDATION ACTIONS WHICH ARE ‘OFF TRACK’

- 4.1. The tables below outline the factors impacting the completion of the culture recommendations that are currently marked as ‘In Progress’.

Improvement Area	Status
REC09 – Background checks	In Progress
Factors impacting delivery	
<p>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.</p> <p>The amendment to the DBS criteria in July 2023 means that the Service can now undertake a ‘standard’ check for staff. All new starters have been checked to the appropriate level since July 2023.</p> <p>A paper outlining the plans for implementation of the new required level of check for all existing staff has been approved by the Executive Board and work has commenced on preparing for implementation. Communications will be sent to all staff outlining the changes.</p>	

Improvement Area	Status
REC12 – Staff disclosure, complaint and grievance handling standard	In Progress
REC14 – Misconduct allegations standard	In Progress
Factors impacting delivery	

As no new standards have been published, the Service can no longer 'provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.' or 'provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.'

As an alternative approach, the Service has provided evidence of compliance against each of the updated criteria from the 'Leading the Service' and 'Leading and Developing People' Fire Standards, as outlined by the NFCC.

Due to the existing challenges around completing actions against recommendation 09 (background checks), and specific requirements for recommendations 12 and 14 in relation to managing staff disclosure and misconduct allegations, the Service will be unable to mark this recommendation as completed. New guidance, including the 'Positive Disclosure Risk Assessment Guidance' and the 'Managing Allegations' guidance, will now be included as part of existing work.

In reference to internal misconduct, this is dealt with under our disciplinary policy and procedure. The Service ensures it aligns to guidance outlined by ACAS in relation to the management and resolution or conclusion of misconduct related allegations.

Improvement Area	Status
REC32 – Diversity in succession planning	In Progress
Factors impacting delivery	
<p>The Service's Strategic Workforce Planning Group considers diversity data in workforce planning at an organisational level. At a department level, the Service will be re-introducing a revised workforce planning toolkit which includes supporting department heads to consider diversity in succession planning. We will monitor implementation of this toolkit.</p> <p>In addition to this, the Service is involved with the 'Our Time' sponsorship programme which aims to remove barriers to increasing diversity and inclusivity in the workforce, particularly in relation to progression for women.</p> <p>The People Services department has started the PPD refresh activity and the recording of succession plans will form part of this conversation and scenario planning. This also links to the high potential work that has begun. These activities will pool together appropriate action areas to better inform succession plans and workforce planning. Regular meetings are in place for PPD refresh and high potential actions. Key actions to be delivered by June 2024.</p> <p>Diversity in succession planning will continue to be an area of focus for the Service.</p>	

GAVIN ELLIS
Chief Fire Officer

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