



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

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

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

(see below)

**SERVICE HEADQUARTERS
THE KNOWLE
CLYST ST GEORGE
EXETER
DEVON
EX3 0NW**

Your ref :
Our ref : DSFRA/SJS/
Website : www.dsfire.gov.uk

Date : 18 July 2024
Please ask for : Samantha Sharman
Email : ssharman@dsfire.gov.uk

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

PEOPLE COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Friday, 26th July, 2024

A meeting of the People Committee will be held on the above date, **commencing at 10.00 am in Committee Room B, Somerset House, Devon & Somerset Fire & Rescue Service Headquarters, Clyst St George, Exeter** 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 previous meeting held on 24 April 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 2024-25: Quarter 1 (Pages 5 - 32)

Report of the Assistant Director, Corporate Services (PC/24/8) 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 April 2024

Present:

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

Apologies:

Councillors Atkinson and Carter

* **PC/23/15** **Minutes**

RESOLVED that the Minutes of the meeting held on 24 January 2024 be signed as a correct record.

* **PC/23/16** **Performance Monitoring Report 2023-24: Quarter 4**

The Committee received for information a report of the Assistant Director - Corporate Services (PC/24/4) detailing performance as at Quarter 4 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);
- fitness testing (including support offered for red and amber groups);
- 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 musculoskeletal, mental health and other absence) for wholetime, on-call, support, Control and casual staff, proportion of sickness absence per reason, details of the health and wellbeing support offered by the Service;
- diversity (although a separate report on the Annual Diversity Data was included elsewhere on the agenda for this meeting);
- strategic workforce planning including details of staff turnover and attrition in all categories of the workforce; and
- an overview of the People Services Systems project.

These areas were expanded upon in more depth at the meeting as follows:

- operational core competencies, all performance measures were on or above target of 95% (green) with the exception of Working at Height and Confined Spaces (SHACS) which was at 92.8% (amber). The reasons behind this were explained at the meeting;
- fitness, it was noted that 1504 staff had been tested as of 18 March 2024 and had met the required standard with 11 staff failing to meet the required fitness level;
- the Health & Safety team had completed all of the audits in respect of the Control of Substances Hazardous to Health (COSHH);
- Accidents - there had been a decrease in the overall trend for accidents during 2023-24. The quarter 4 accident numbers were down by 12 on the previous quarter and down 12 for the same quarter in 2022-23. Vehicle related safety events remained the greater proportion of safety events though;
- There were 12 near misses in Quarter 4 of 2023-24, a 15% (3 events) increase on reporting from the previous quarter with a total of 70 recorded incidents for the year. The benefits of near miss reporting continue to be communicated by the Health and Safety Team;
- Personal injuries- there were 57 in 2023-24 showed a reduction of one event on the previous year. There were 11 injuries in quarter 4 of 2023-24 representing a 15% reduction on the previous quarter. The injury figures in general remained low with the trend line showed a continuous reduction over the 12 month period;
- Vehicle accidents – there were 144 vehicle incidents in 2023-24, an increase of 4 over the previous year. quarter 3, the same number as in quarter 2. There were 32,400 mobilisations in the same year with 0.4% resulting in a vehicle related safety event. 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 5 reports during quarter 4 of 2023-24 which were all “over 7 days” injury events. The incidents were all being investigated further. There were 10 “over 7 day” incidents, 2 “dangerous occurrences” and 2 “specific injury” incidents in 2023-24 in total;
- It was noted that the changeover to the new People Services system had resulted in issues with reporting on the position on sickness absence and associated trends at the year end. This would be reported in depth at the next meeting together with national comparisons available from the Cleveland report. Musculoskeletal injuries was now the main causes of absence, however, with mental health absence dropping to third behind other causes which was a positive position as it showed that the interventions made had been successful. It was noted that the Service continued to promote the support available to staff absent due to mental health issues;
- The report provided an overview of the work being undertaken on diversity and inclusion issues within the Service, a matter which was covered in more detail in a report later in the agenda (Minute PC/23/17 refers). An update on strategic workforce planning was also included which included an analysis of turnout and attrition rates together with starters and leavers. The Committee requested that a line setting out the total numbers of each group of staff on attrition rates together with the total be added to future reports which the Head of People Services undertook to include.

* **PC/23/17** **Diversity Data Annual Report 2023**

The Committee received for information a report of the Assistant Director, Corporate Services (PC/24/5) setting out the Service’s Diversity Data Annual Report for 2023 in accordance with the requirement placed on public bodies under Section 149 of the Equality Act 2010 to publish all information pertaining to the makeup of its workforce. The report covered all protected characteristics including gender, disability, ethnic group, religion and sexual orientation.

The key findings included (but were not limited to):

- Female Wholetime new starters in Crew Manager and/or Watch Manager positions rose by 12.5% to 25% in 2023;
- The percentage of female promotions in Wholetime positions rose from 5.6% to 10.3% in 2023;
- Total promotions for support staff were 16.7% male and 83.3% female, an increase of 29% for female staff;
- No applicants who identified as People of Colour were hired in support staff roles in 2023 (21.3 % of applicants).

The report set out a number of key recommendations, progress against which would be reported back to the Committee in due course.

* **PC/23/18** **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/24/6) 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.

The key point highlighted was that all actions under the Cause of Concern had been completed now and the recommendation for closure approved by the Executive Board on 19 March 2024.

There were three Areas for Improvement marked currently as "In Progress – Off Track" and the reasons behind this were set out within the report.

* **PC/23/19** **People and Culture Update**

The Committee received for information a report of the Chief Fire Officer (PC/24/7) 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. 20 of these recommendations were specific to the fire and rescue service and 14 required action at national level with 1 specific to the Police.

One recommendation (REC24 – Monitoring and Evaluating Feedback) had been closed following review by the HMICFRS Governance Board and the Service's Executive Board since the previous meeting of the Committee. 4 actions were "in progress" (as below) with the reasons behind this also set out within the report:

- REC09– background checks;
- REC12 – staff disclosure, complaints and grievance handling standard;
- REC14 – Misconduct allegations standard; and
- REC32 – diversity in succession planning.

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

The Meeting started at 10.00 am and finished at 11.35 am

Agenda Item 4

REPORT REFERENCE NO.	PC/24/8
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	26 JULY 2024
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2024 – 2025: QUARTER 1
LEAD OFFICER	Assistant Director, 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. 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 table overleaf.

2.4. The competence percentages, as shown in the table overleaf, are all green apart from SHAC's. With some further investigation, it is clear the SHAC's Level 2 is what brings the overall SHAC's percentages into Amber at 83.7%. SHAC's Level 1 this quarter (April to June 2024) is 94.1%, and SHAC's Level 3 95.9%. The ongoing SRT review, if agreed, will have a positive impact on the SHAC's Level 2 percentages.

2.5. In addition, the Academy is about to separate the old working at height qualification standards from the existing percentage figures and fully migrate the new training SHAC's standard. This will contribute to more accurate reporting and provide much easier access to competence standards for managers to manage performance.

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.	96.3 % Green	Within tolerance for each location. No remedial action required.
Incident Command (ICS) Inc.: Operational, Tactical, Strategic and JESIP	< 90% + Risk based impact identified	Only people required to assume operational command have this skill. This relates to 700 members of staff.	97.7% 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. 	96.2% 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. 	91.9 % Amber	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
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. 	97.2% 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. 	97.5% Green	Within tolerance for each location. No remedial action required.
Response Driving 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. 	98.5% Green	Within tolerance for each location. No remedial action required.

Fitness testing:

	As of 11 th July 2024,	Percentage as of 11 th July 2024	As of 16 th January 2024,	Percentage as of 16 th January 2024
Number requiring test (in scope)	1504	100%	1520	100%
Number passed	1448	96%	1511	99.4%
Red	15*	1%	9*	0.6%

Fitness details:

2.6. The actual failures for this quarter are 15 which represents 1% of those tested.

- 2.7. There are 31 other staff members currently out of date, but these individuals will be tested this month (July 2024) with their station annual test, as this is the most effective way of ensuring all 31 are tested. They may have only recently gone out of date due to several factors, for example sickness, transfers etc.
- 2.8. There are also 8 staff members who are long term absent, for example secondments.
- 2.9. Off the run for fitness by group is:
- Barnstaple - 1
 - Yeovil- 2
 - Exeter - 5
 - Taunton - 4
 - Plymouth - 1
 - Torquay - 2
- 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.

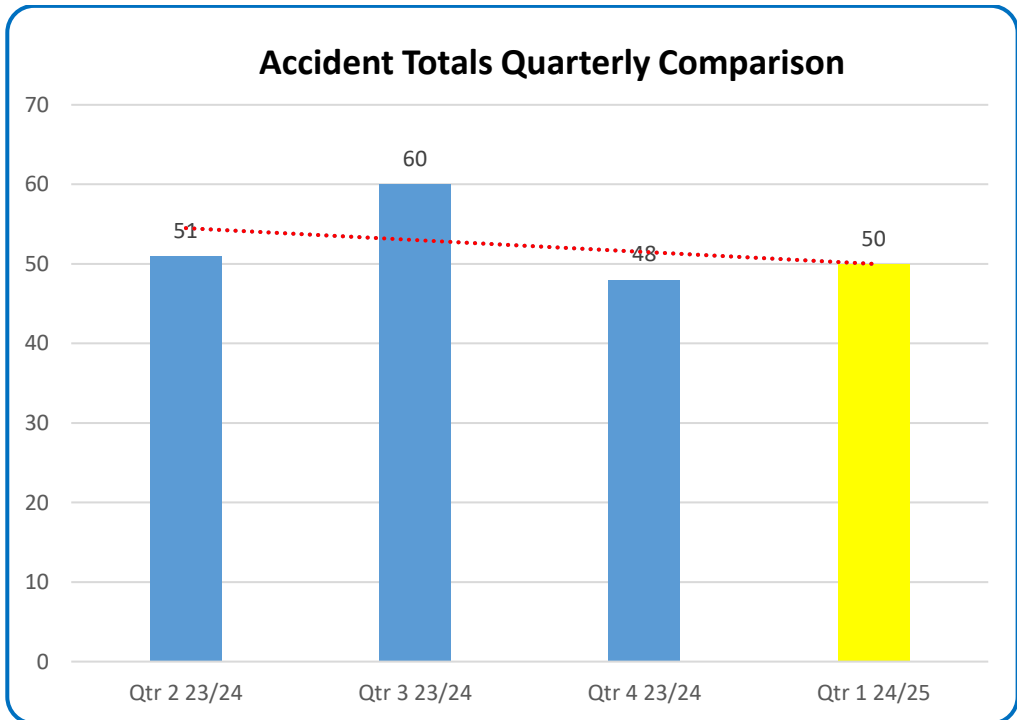
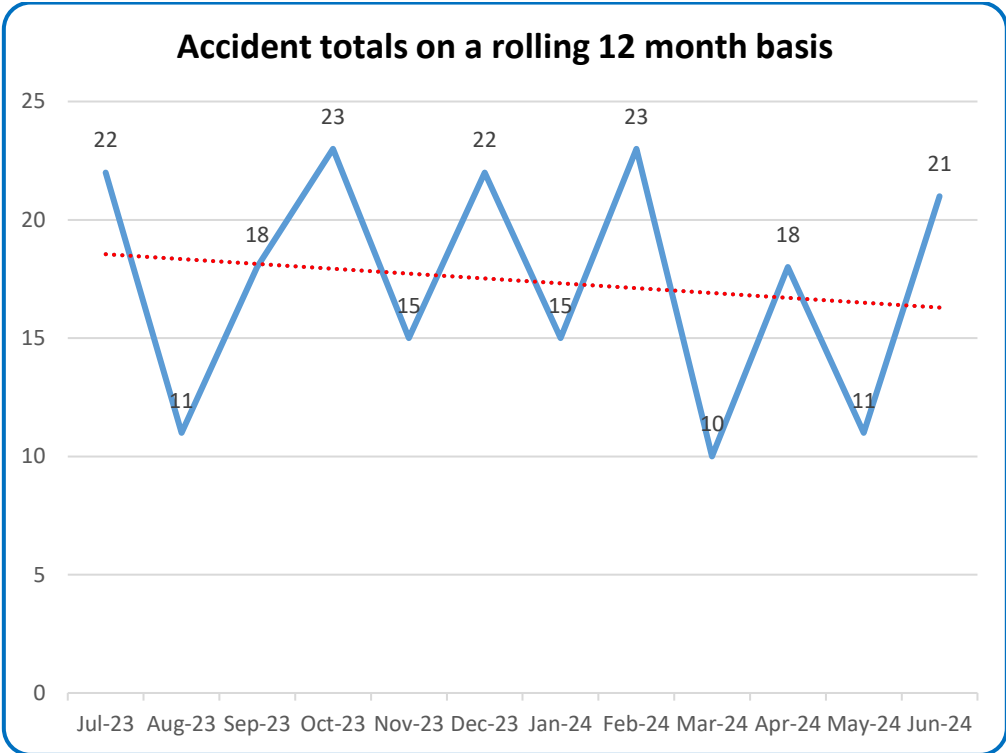
Health & Safety:

General:

- 2.12. Following a Reporting of Incidents, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable accident at the Academy BA facilities, the Health and Safety Executive (HSE) visited the site. The HSE reviewed the facility, internal accident investigation report and spoke with relevant staff. The HSE inspector praised the Services internal investigation and swift action following the incident. However, a 'Notice of Contravention' letter has been issued to the Service which requires action and response by 19 July 2024. A material breach of legislation was identified. The risk assessment was deemed not to be suitable and sufficient.
- 2.13. The Service took immediate action following the accident and is progressing the recommendations from the investigation and HSE letter.
- 2.14. The H&S Team have recruited 1FTE and 0.6FTE H&S Officers and 1 casual contract Senior Accident Investigator. All have taken post.

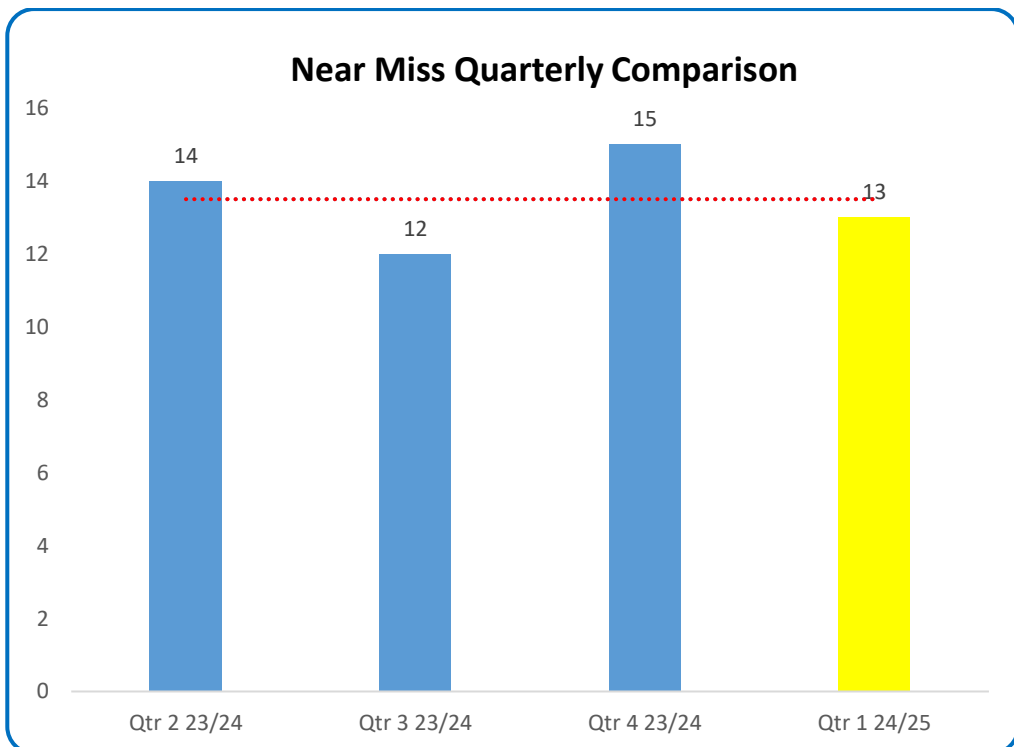
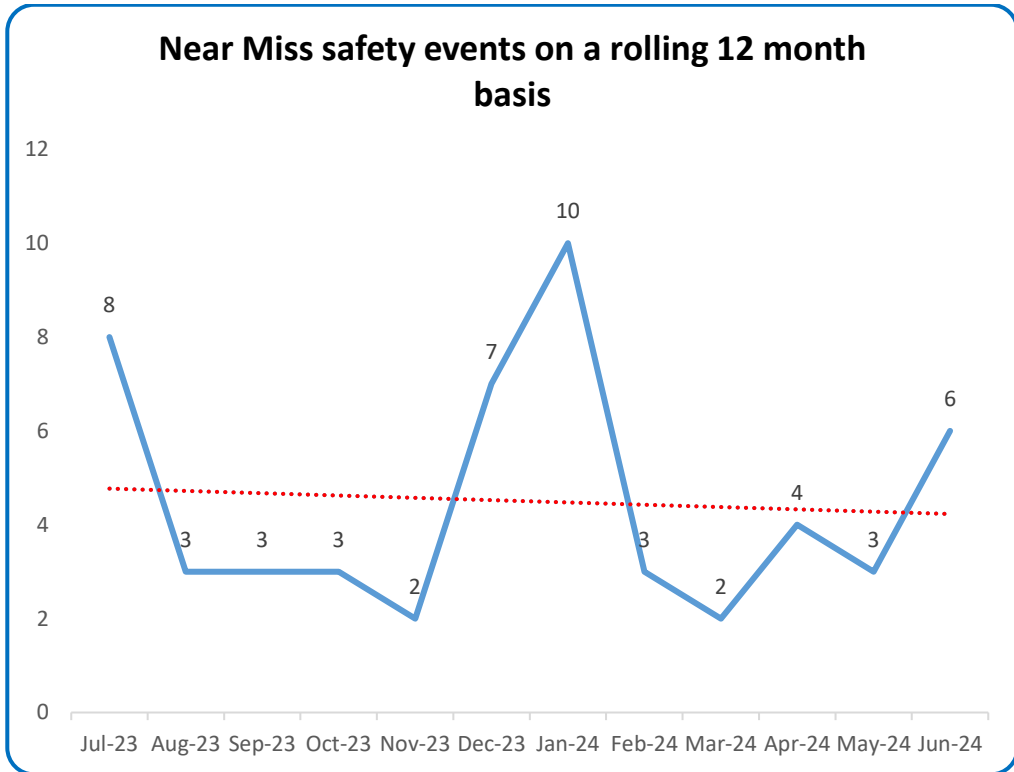
Accidents:

2.15. The overall trend for the rolling 12-month reporting period continues to show a positive position with a continued downward trend in accidents. The quarter 1 accident numbers are up by 2 on the previous quarter and down 30 for the same quarter in 2023. During Q1 there was 1 level 3 safety event. This related to the RIDDOR reportable incident at the Academy BA facility where a firefighter had a heat induced injury.



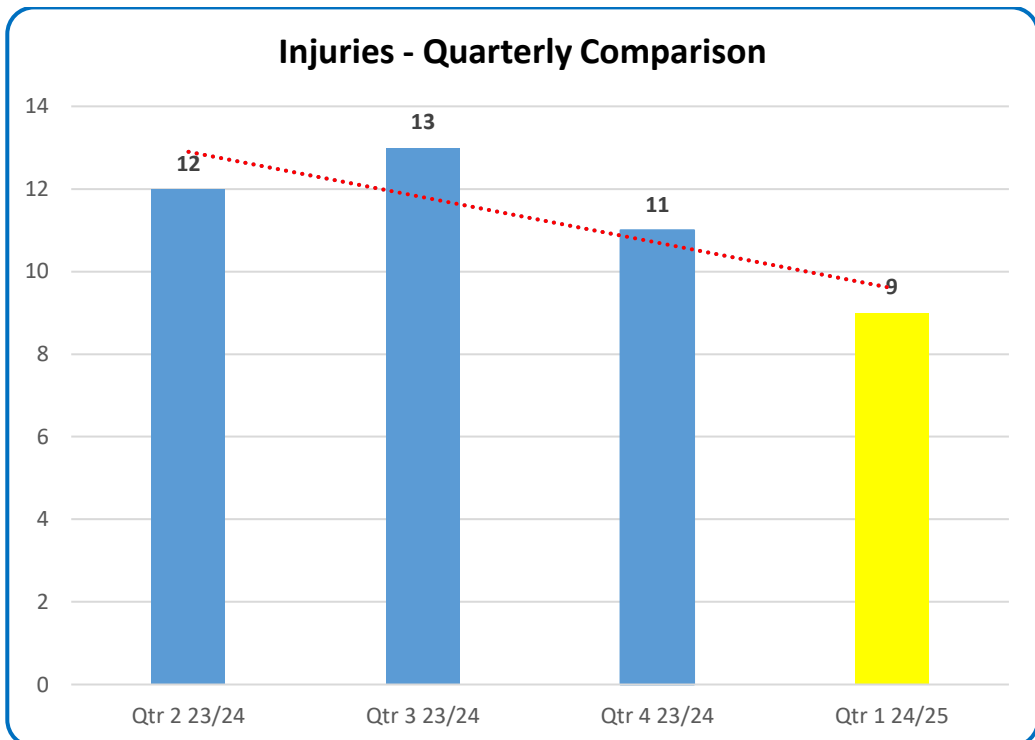
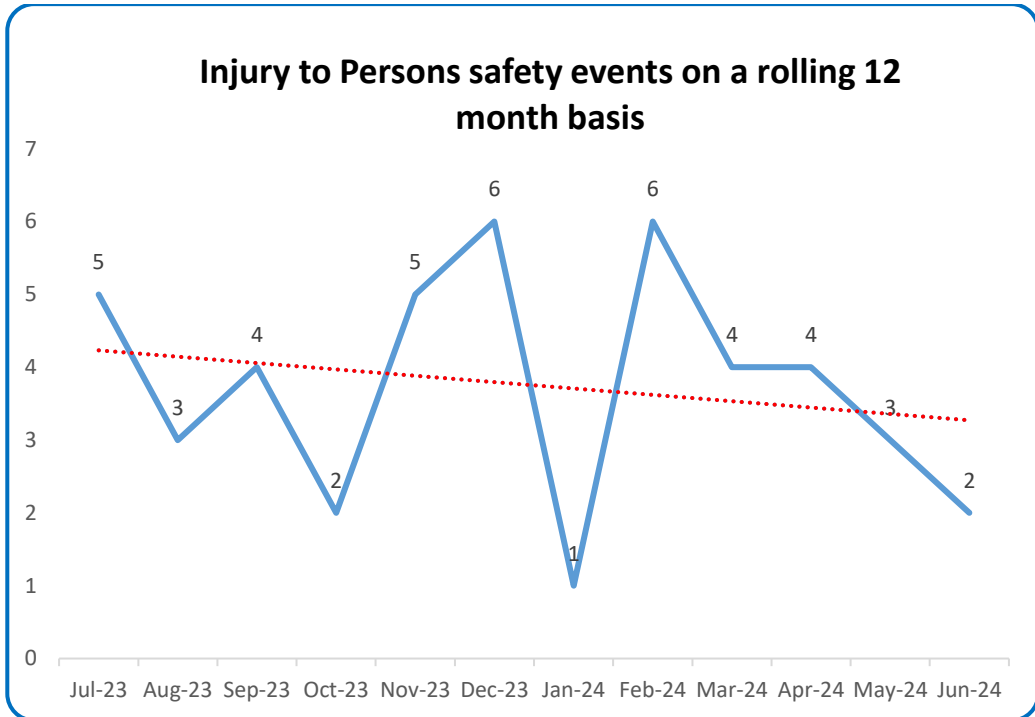
Near Miss:

2.16. There were 13 near miss reports in quarter 1 of 2024, this is down 2 on the previous quarter. This is a 13% (2 events) reduction in near miss 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.

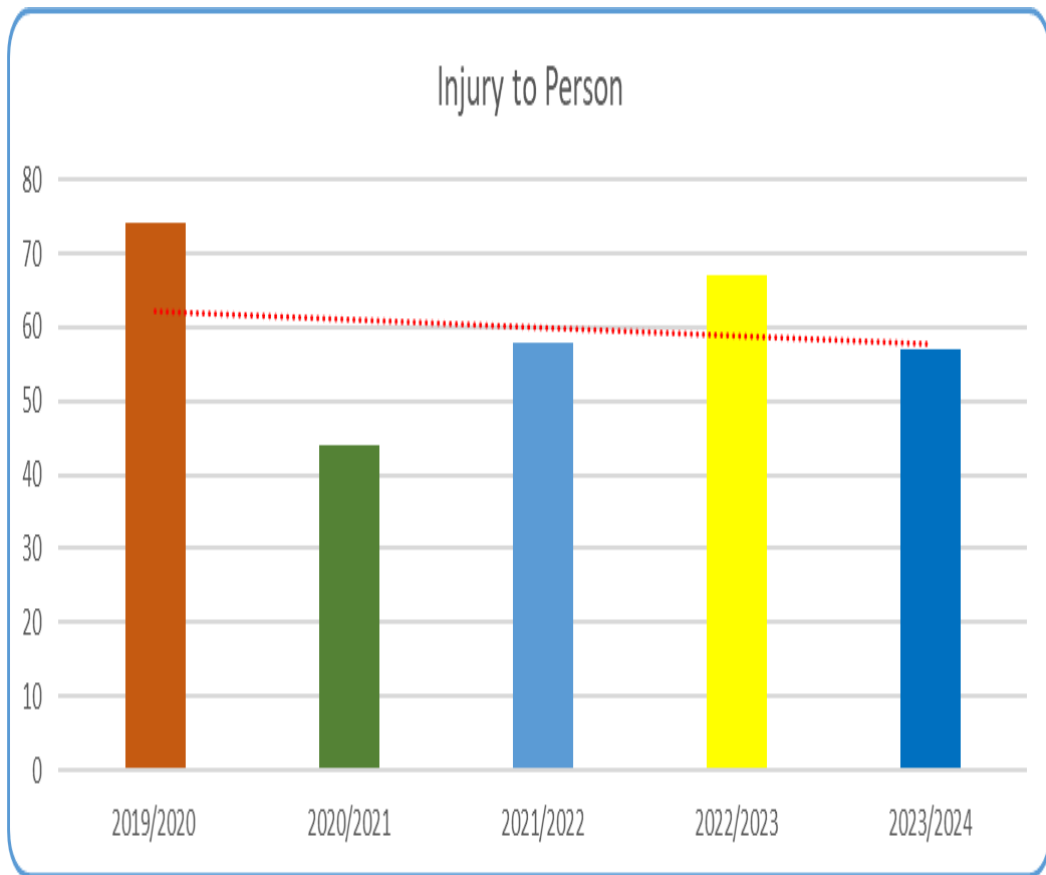


Personal Injuries:

2.17. During quarter 1, there were 9 injuries, a 18% (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.



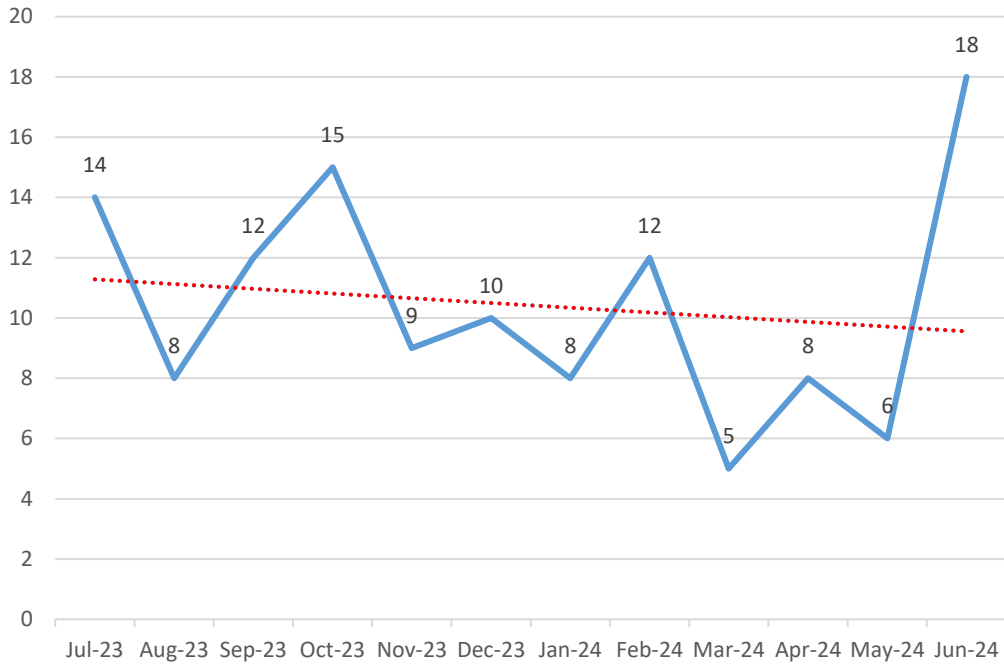
2.18. The annual trend over the last 5 financial years (2019/20 – 2023/24) indicates a slight reduction in injury related safety events.



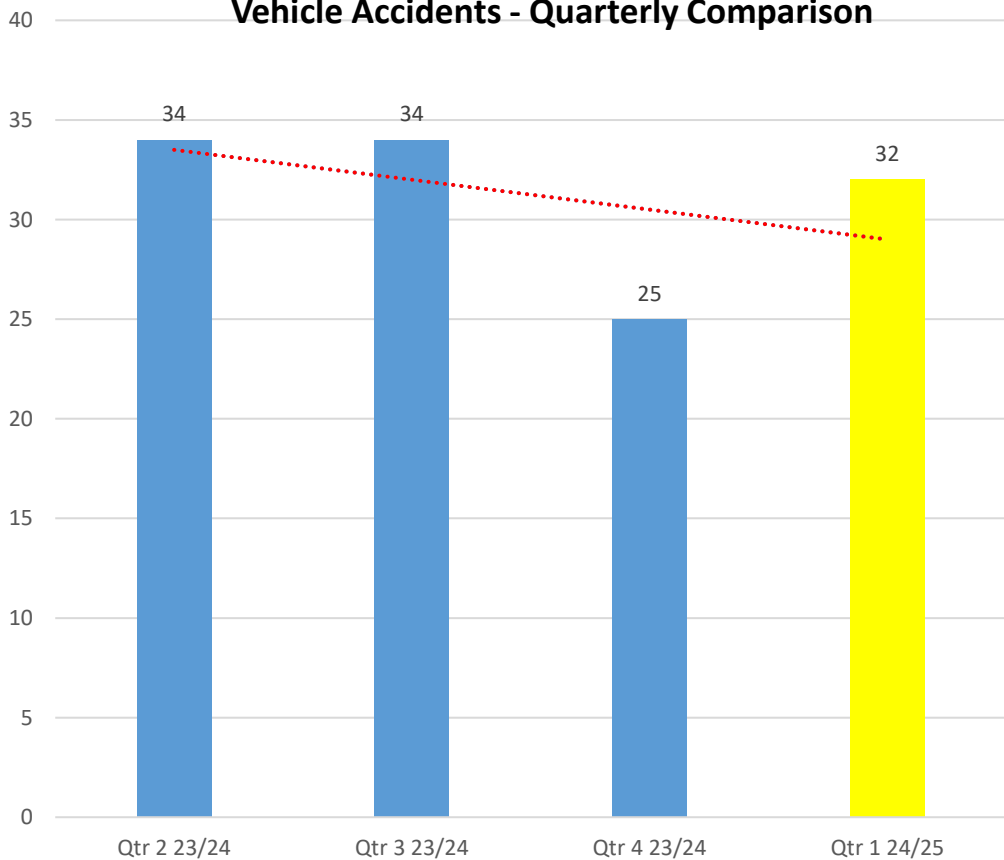
Vehicle Incidents:

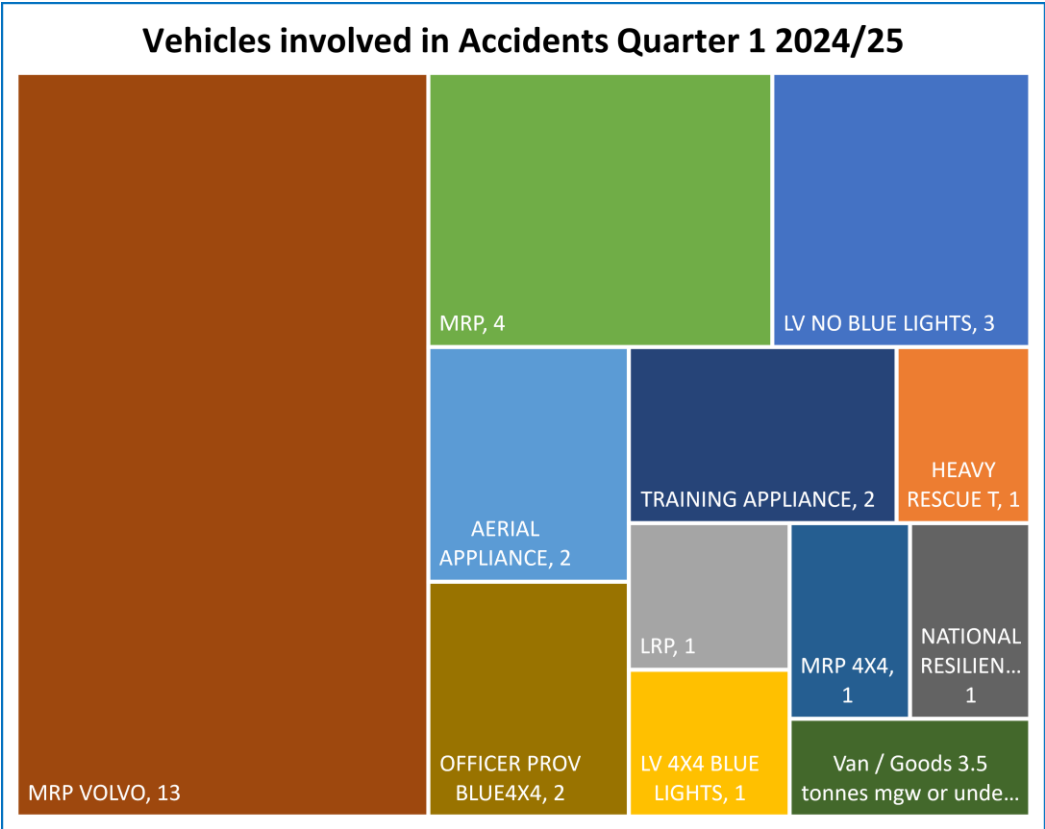
- 2.19. There were 32 vehicle incidents in the quarter 1 reporting period, this is an increase of 7 (28%) on the previous quarter. There were 7,136 mobilisations in quarter 1 of this 0.4% resulted in a vehicle related safety event. This is a slight increase on the previous quarter (0.35%). Vehicle related 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. It is notable in the Vehicles Involved chart that MRP's are more frequently involved in accidents. Our larger appliance impacted by the topography of our region.
- 2.20. The Organisational Road Risk group meets monthly. The group are 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.

Vehicle Accidents safety events on a rolling 12 month basis



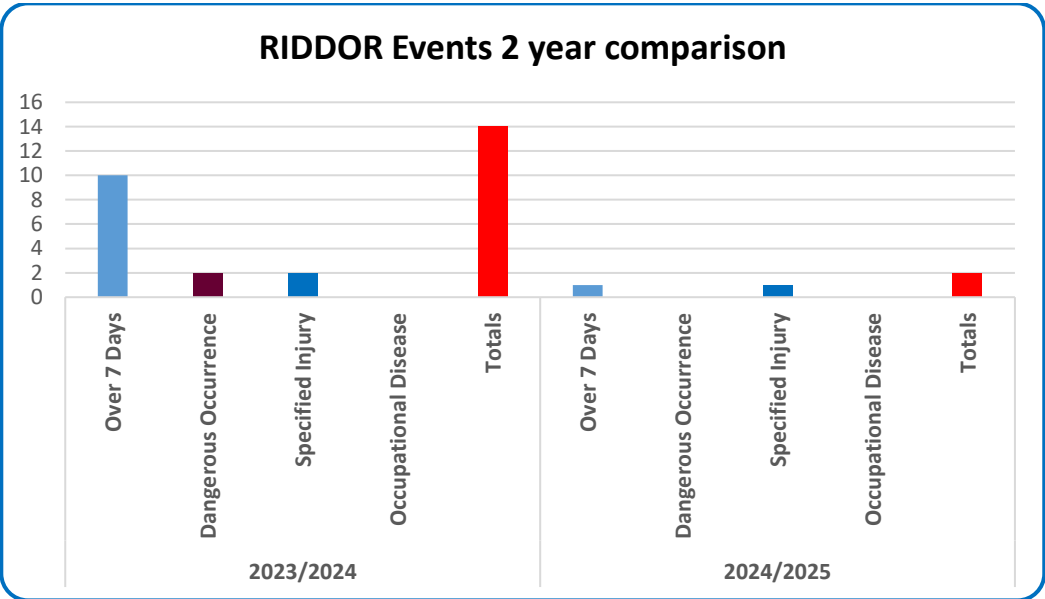
Vehicle Accidents - Quarterly Comparison

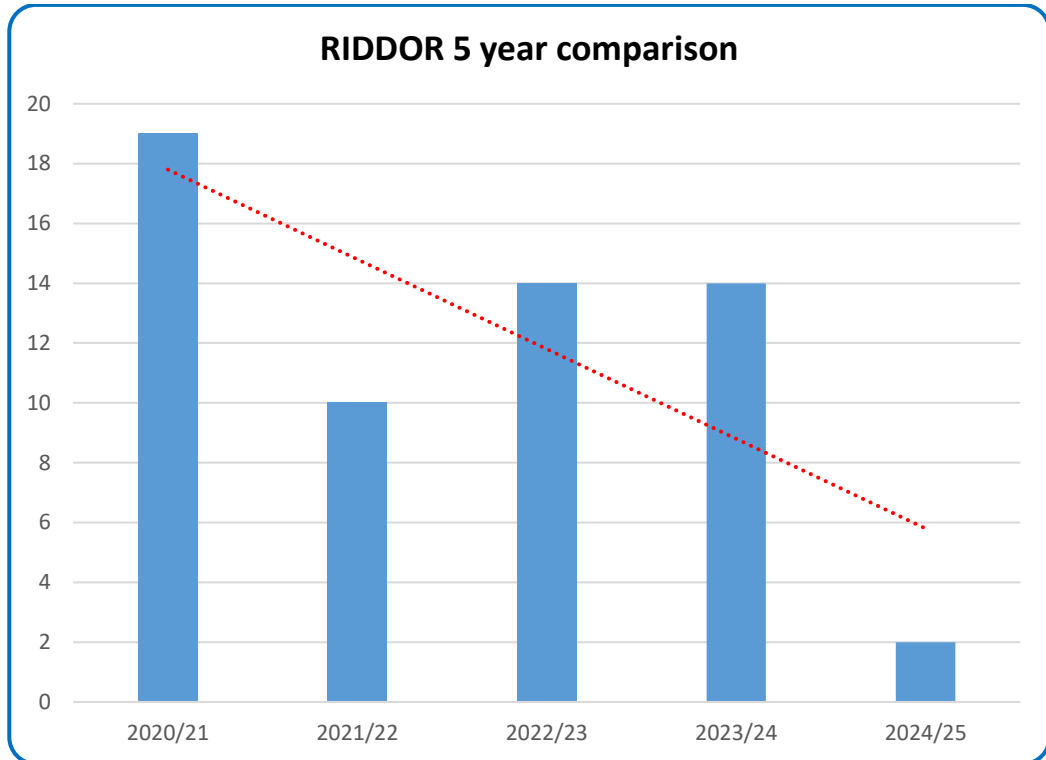




Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR):

- 2.21. There have been 2 reported RIDDOR incidents during this reporting period (Quarter 1), an 'Over 7-day injury' and 'Specified Injury'. The specified injury report fell under the criteria of an injury arising from working in an enclosed space which leads to heat-induced illness.
- 2.22. 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.





National FRS H&S Comparisons:

2.23. Benchmarking of accident data has been discussed at the NFCC H&S Committee. There is a desire that the sector reviews their accident data against other FRS's. However, it has been identified that we all report differently and use various software packages to record our accidents. At present outside of the information gathered for the Home Office fire statistics there is no formal national comparison of H&S data. Fire statistics tables can be viewed via:

- <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables>

2.24. Tables related to H&S are:

- FIRE0508: Injuries sustained by firefighters and firefighter fatalities, by fire and rescue authority.
- FIRE0509: Firefighter fatalities whilst on duty, England.
- FIRE0510: Attacks on firefighters during operational incidents.
- FIRE1402: Accidents occurring to fire and rescue authority vehicles, by fire and rescue authority.

2.25. The data is of limited use as it is focused on operational activity and does not offer the full depth and detail to fully benchmark and compare accident data.

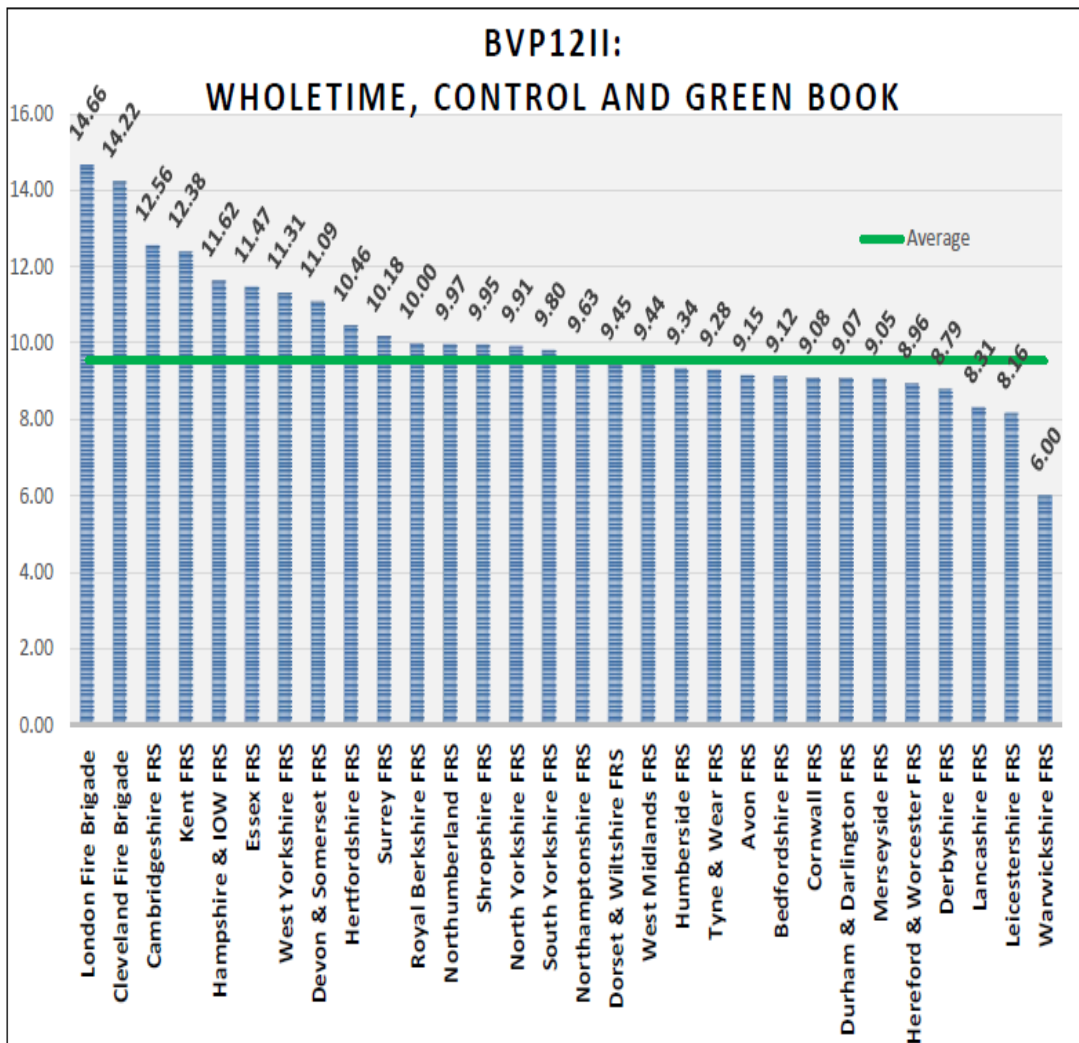
Sickness and Absence:

National FRS sickness data

2.26. The Cleveland report for 2023-24 has now been published and indicates that at a national level, there have been the following increases in overall sickness absence levels for different staff groups:

- 10% increase for on call
- 13% increase for wholetime
- 24% increase for support / green book

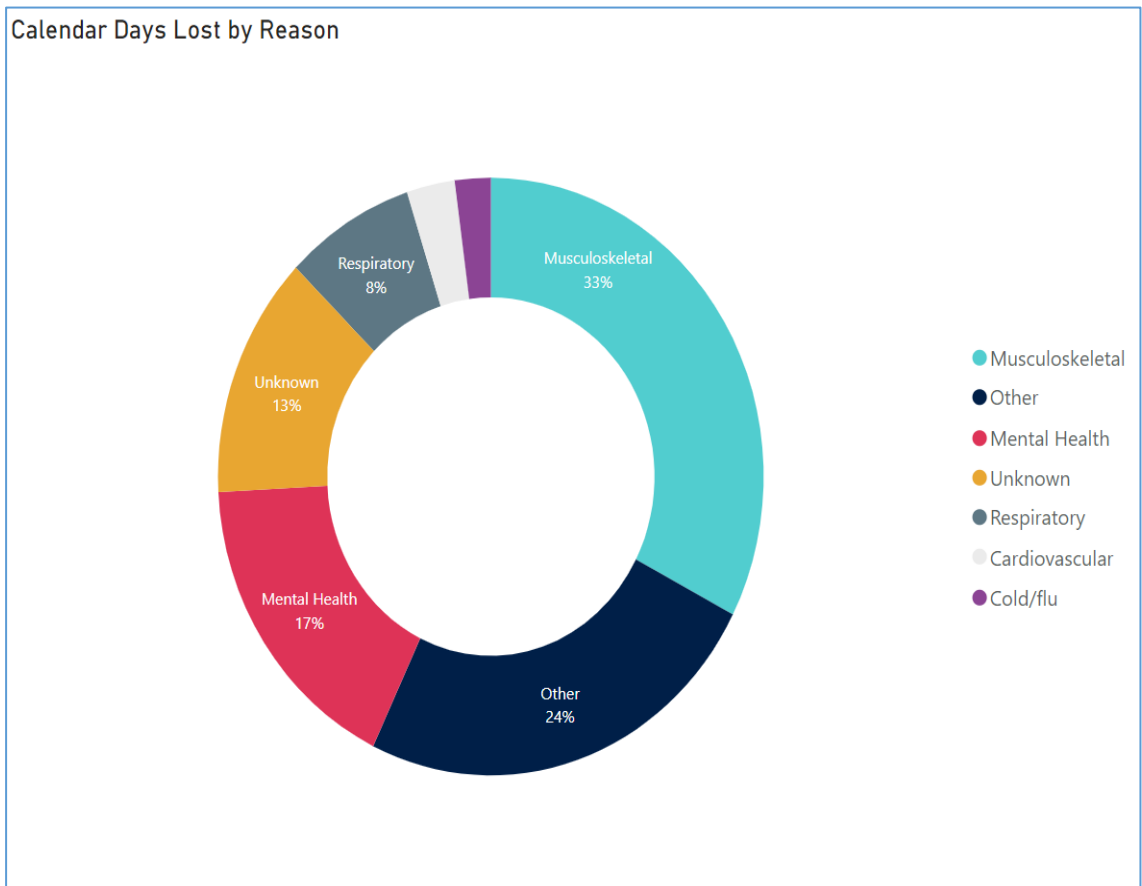
2.27. When grouped together, the average number of duty days lost per staff member comes to 9.54 for the reporting period. Devon and Somerset are listed 8th with an average of 11.09 duty days lost per staff member and Warwickshire have the lowest average at 6 duty days per staff member:



2.28. The Cleveland report also shows that mental health and musculoskeletal related absences account for the highest proportion of sickness absence at a national level, but the proportion differs significantly by staff grouping; on the operational side, 45% of on call sickness absence and 33% of wholetime sickness absence was attributed to musculoskeletal reasons, whereas for control and green book colleagues, 35% of sickness absence was attributable to mental health related categories including stress, anxiety and depression.

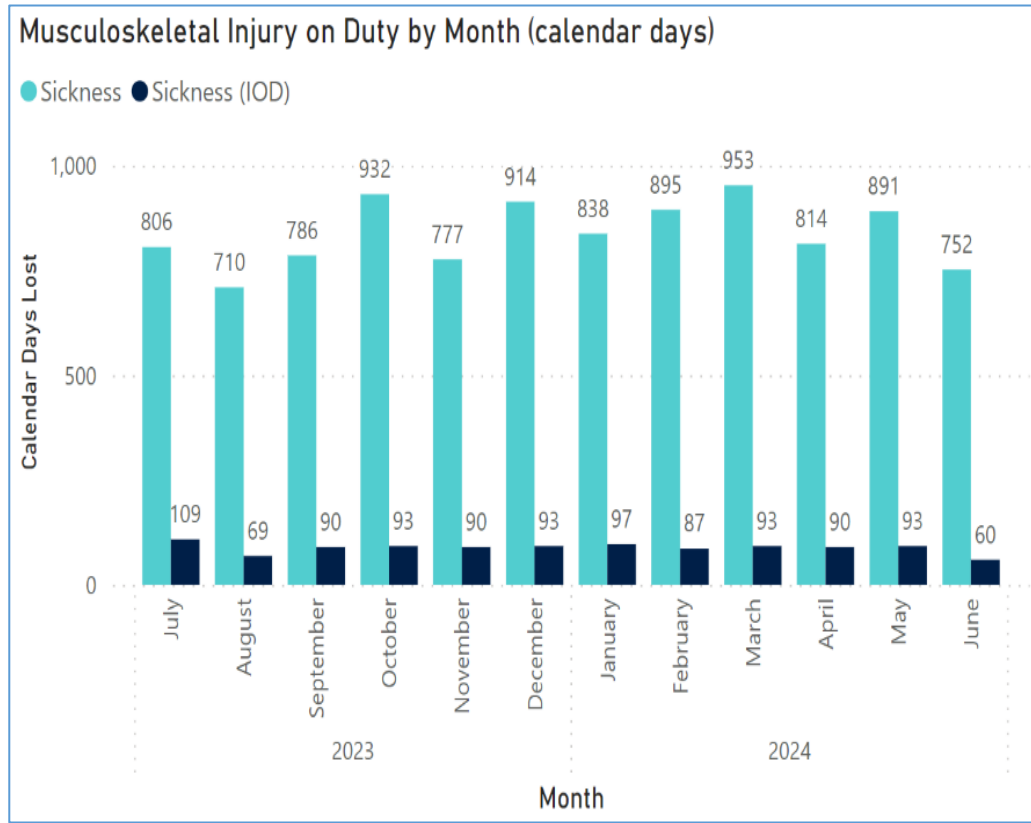
Proportion of calendar days during Q1 by sickness type:

2.29. In terms of sickness types, 'musculoskeletal' continue to account for approximately one third of all absences.



Sickness Type:	% of days lost in Q4	% of days lost in Q1
Musculoskeletal	31.5%	33%
'Other', including gastrointestinal, gynaecological, neurological and cancers	29.2%	24%
Mental Health	19.5%	17%

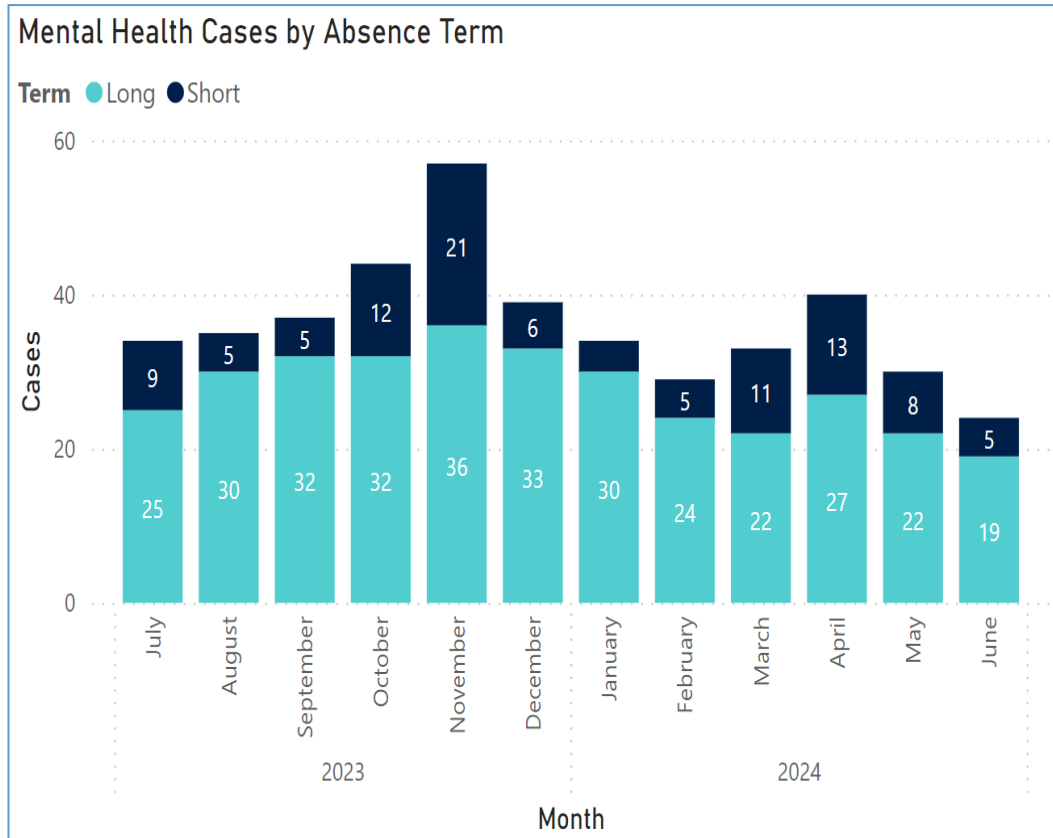
2.30. When reviewing the data for musculoskeletal injuries, we can see that a significant majority of injuries are not due to service-related work.



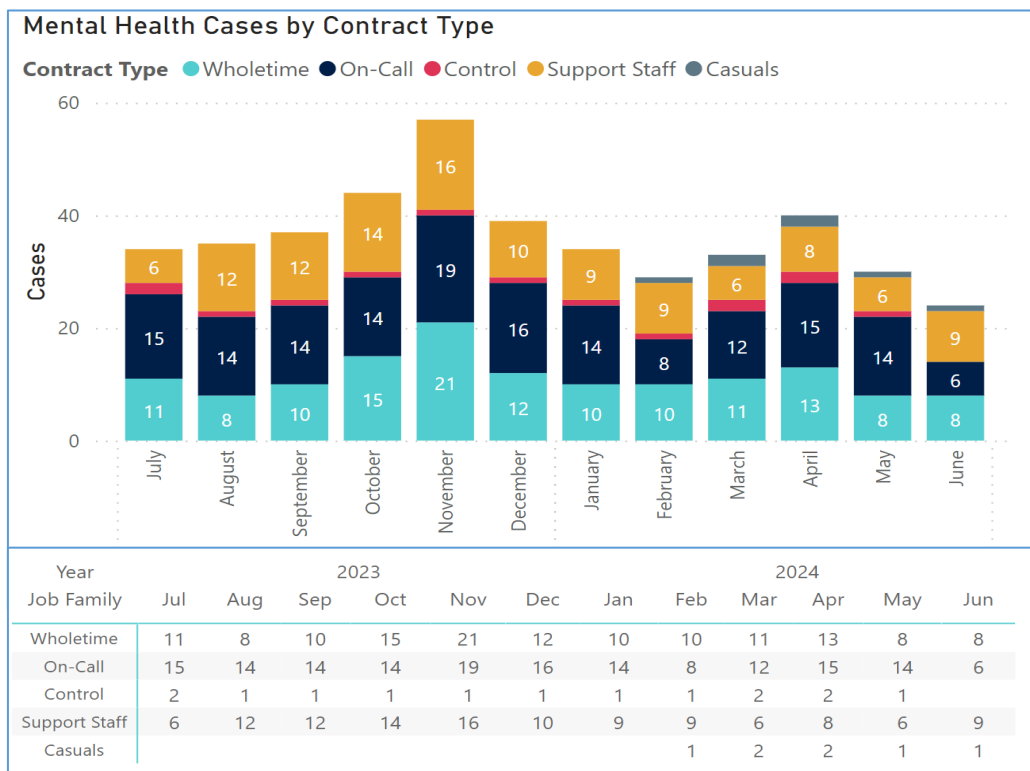
Mental Health:

2.31. The graph below shows that mental health account for significant proportion of long-term absences.

2.32. 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 and April have been managed effectively and not resulted in a wholesale increase of long-term absences.



2.33. Looking at the mental health cases by staff groups, you can see that we have seen a decrease in on call and wholetime mental health absence, but a greater number of support staff, which are a proportionately smaller staff group.



Health and Wellbeing Support:

- 2.34. Unfortunately, we continue to experience significant challenges with our Occupational Health provider, who became our OH provider in Nov 22. Despite regular review meetings and bi-weekly contract management meetings we are not seeing an improvement in their service. We are working closely with Procurement to address this, as well as exploring internal options for some of the services.
- 2.35. The Service has seen 44 physiotherapy referrals this quarter (Jan-March 48). However, our physiotherapy provider has noticed a slight increase in individuals with injuries relating to poor manual handling practices e.g. lifting. They have asked for information on our manual handling training, to see if additional improvements can be made, or additional guidance issued.
- 2.36. Wellbeing Champions service was launched in April (Stress awareness month). The Wellbeing Champions offer short-term peer support. They can explore with you what you need and help you to put it into action, whether this is reaching out for counselling, physio, help to construct a difficult conversation with a line manager, use the Speak Up Guardians or raise a grievance. We are looking to increase this service by recruiting more Wellbeing Champions in September.
- 2.37. April 2024 (Stress awareness month) also provided opportunities to remind all colleagues about the tools we have available, such as wellness plans for prevention and personal stress assessment tools if going through a period of stress.
- 2.38. The Domestic Abuse procedure and support plan document has now been completed.
- 2.39. Several colleagues have undertaken mediation training and have been able to use this to undertake facilitated conversations to improve working relationships. All mediation would have been outsourced in the past.
- 2.40. We have been creating a learning profile support document to provide support with neurodiversity and wellbeing needs, particularly in the first 2 years, when operational colleagues undertake several training courses, with different trainers and providers. This enables the trainers to differentiate their training material, and styles, to the needs of colleagues, maximising understanding and improving outcomes.
- 2.41. The collaboration with the Firefighters Charity continues to increase. We have run several wellbeing workshops available to all staff on the following subjects, mental health and exercise; developing resilience and what's strong with you?
- 2.42. Looking at preventing trauma, we have been working with the Firefighters Charity to deliver TIPT (trauma intervention prevention techniques) training. A trial is planned with Camels Head station in the first instance.

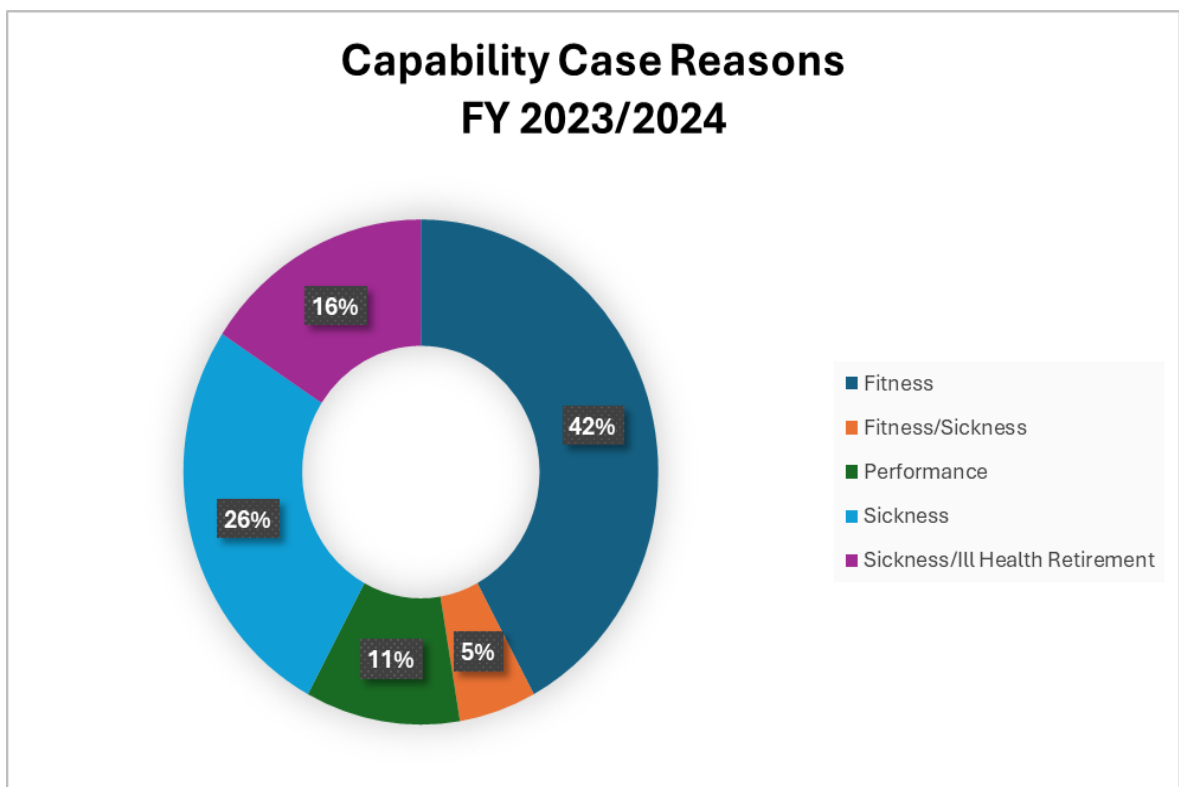
2.43. The Service has created and distributed a new video and trauma informed guidance document to support operational crews responding to incidents involving a mental health crisis

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

Capability Cases

2.44. Across the Service between 1st April 2023 and 30th March 2024, there have been 19 formal capability cases. Comparatively with the previous financial year, there were 7 formal capability cases. The Service has placed a greater focus on progressing capability cases, particularly in relation to fitness cases, which is likely to be one of the key factors for an increase in formal fitness capability cases in the FY 2023/2024. In Quarter 1 of FY 2024/2025, there have been 3 formal capability cases up to 30th June 2024 across fitness, sickness and sickness/ill-health retirement.

2.45. In FY 2023/2024, the reasons for capability cases were:



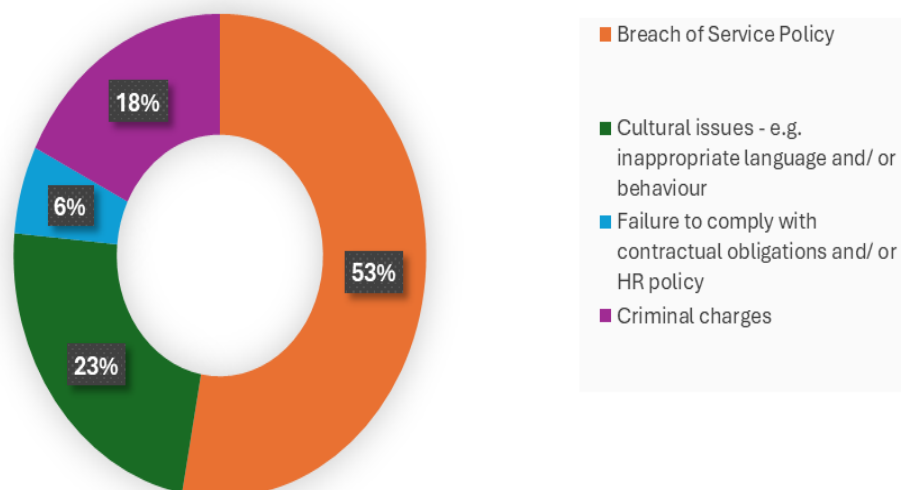
2.46. In 2022/2023, fitness and sickness are the main reasons of capability cases and both show an increase in the following 12 month period. They remain the main reasons of capability cases in FY 2023/2024. In FY 2023/2024, there has also been an increase in sickness/ill health retirement cases.

Capability Case Reason	Number of Cases FY 2022/2023	Number of Cases FY 2023/2024	Number of Cases FY 2024/2025 (Q1)
Disability	1	0	0
Fitness	2	8	1
Fitness/Sickness	1	1	0
Performance	1	2	0
Sickness	2	5	1
Sickness/III Health Retirement	0	3	1
Total Number of Capability Cases	7	19	3

Disciplinary Cases

- 2.47. In 2023/2024, there were 17 disciplinary cases across the Service. Of the 17 cases, 7 cases progressed to a formal disciplinary hearing. 10 cases did not progress to a disciplinary hearing due to no case to answer, the investigation has not yet concluded or an informal sanction was given.
- 2.48. Of the 7 cases that progressed to a disciplinary hearing, there were 4 cases of breach of Service policy, 2 cases of criminal charges and 1 case of cultural issues – e.g. inappropriate language and/or behaviour.
- 2.49. Of the total disciplinary cases in 2023/2024, there were 4 cases of Gross Misconduct, 2 cases of Misconduct and 1 case to be confirmed, currently under investigation.
- 2.50. By comparison in FY 2022/2023, there were 24 disciplinary cases across the Service and 8 of these cases proceeded to a disciplinary hearing. There were 9 cases where the investigation concluded there was no case to answer/note for file, 7 cases where the employee resigned/retired before the disciplinary investigation concluded and 1 case pending an external investigation.
- 2.51. Of the 17 disciplinary cases in FY 2023/2024, the reasons for the disciplinaries are as shown in the chart overleaf:

Disciplinary Case Reasons FY 2023/2024



2.52. In 2022/2023, breach of service policy and cultural issues are the main reasons for disciplinary cases. Breach of service policy remains the main reason for cases in FY 2023/2024 with a small increase by 1 case compared to the previous financial year. By contrast, there has been a decrease in cultural issues cases from 8 cases in 2022/2023 to 4 cases in FY2023/2024. *includes all disciplinary cases – cases progressed to a disciplinary hearing and also cases which did not progress to a hearing.

Disciplinary Case Reason	Number of Cases FY 2022/23	Number of Cases FY 2023/24	Number of Cases FY 2024/25 (Q1)
Breach of Service Policy	8	9	2
Cultural issues - e.g. inappropriate language and/ or behaviour	8	4	2
Failure to comply with contractual obligations and/ or HR policy	1	1	0
Fraud	5	0	0
Unauthorised use of and/ or damage to Service assets	2	0	0
Criminal charges	0	3	1
*Total Number of Disciplinary Cases	24	17	5

2.53. There were 5 fraud cases in FY 2022/2023 which were low level fraudulent pay claims/data input.

2.54. The table below shows the number off disciplinary case outcomes over the last two financial years and for Quarter 1 of the current financial year:

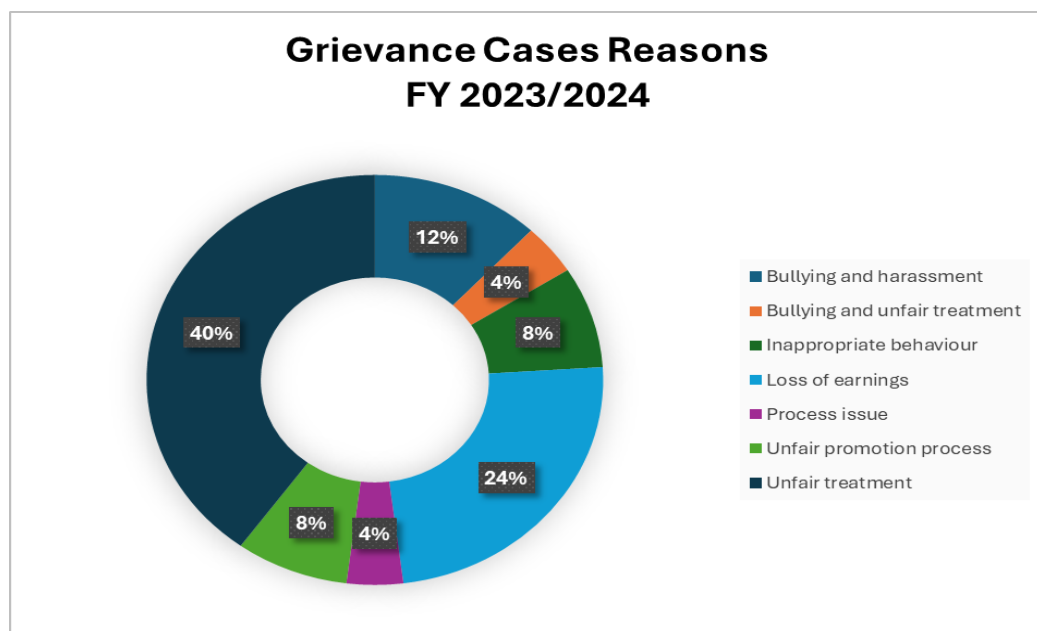
Disciplinary Case Outcome	Number of Cases FY 2022/2023	Number of Cases FY 2023/2024	Number of Cases FY 2024/2025 (Q1)
Unknown – under investigation	1	4	5
Note for File	2	0	0
No Case to Answer	7	5	0
First Written Warning	5	1	0
Final Written Warning	1	4	0
Dismissal	1	1	0
Other	0	2	0
Resigned/retired during process	7	0	0

Grievance Cases

2.55. Between 1st April 2023 and 30th March 2024, there were 25 grievance cases raised across the Service. Of the 25 grievance cases, 4 cases were resolved informally and 1 case by settlement agreement.

2.56. In 2022/2023, there were 16 grievance cases raised, of which there were no cases resolved informally and 1 case was partially resolved informally.

2.57. Of the 25 grievance cases in FY2023/2024, the reasons for these grievances were as shown in the chart overleaf:



2.58. Unfair treatment is the main reason for grievance cases in FY 2022/2023 and FY 2023/2024. In FY 2023/2024, bullying and harassment, inappropriate behaviour and loss of earnings had the biggest increase in cases but also a decrease in unfair investigation and process issue cases. Discrimination and racial harassment cases remains low over both financial years.

Grievance Case Reason	Number of Cases FY 2022/2023	Number of Cases FY 2023/2024	Number of Cases FY 2024/2025 (Q1)
Bullying and harassment	0	3	0
Bullying and unfair treatment	1	1	0
Discrimination	1	0	0
Inappropriate behaviour	0	2	0
Loss of earnings	0	6	0
Management communication	1	0	0
Process issue	3	1	0
Racial harassment	1	0	0
Unfair investigation	2	0	0
Unfair promotion process	1	2	0
Unfair treatment	6	10	4
Total Number of Grievance Cases	16	25*	4

*includes 4 cases resolved informally and 1 case resolved by settlement agreement.

2.59. In FY 2023/2024, there have been more cases resolved through informal resolution actions and mediation than the previous financial year. This increase could be attributed the Service's focus on early intervention to resolve grievances issues informally where possible. There has also been a slight increase in cases not upheld but less partially upheld in FY 2023/2024. There are several cases currently either under investigation or attempts being made to resolve informally.

Grievance Case Outcome	Number of Cases FY 2022/2023	Number of Cases FY 2023/2024	Number of Cases FY 2024/2025 (Q1)
Not upheld	4	5	0
Partially upheld	8	4	0
Upheld	2	2	0
Withdrawn	1	0	0
Other*	1	7	0
Unknown – under investigation	0	7	4

*includes cases resolved by informal resolution, mediation and settlement agreement

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 2025.

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

- 3.2. The Service launched its new Leadership development process to ensure opportunities are available for all, regardless of terms and conditions colleagues are employed under. The new process has a modular approach, tailored to the nature of the role (Operational/Control/Green book). We launched in April with Leading Others. Aimed at supervisory management level. Since the launch in April, we have seen just under 70 colleagues from all over the service attend the Leading Others Skill Build session. Passing/completing all relevant modules allows access to the development pool, with a structured development plan. Leading the Function aimed at middle managers is currently being developed, for launch in the autumn/winter 24.
- 3.3. 8 Have-a-go days have now been planned across the service for On-Call recruitment. 2 (Yeovil and Middlemoor) are dedicated positive action events for underrepresented groups.
- 3.4. All Interview questions have been reviewed to provide a greater focus on ethics and values, allowing greater reassurance that new appointments, and promotional processes result in the successful applicants sharing the values and ethics of the Service.

Update on Strategic Workforce Planning:

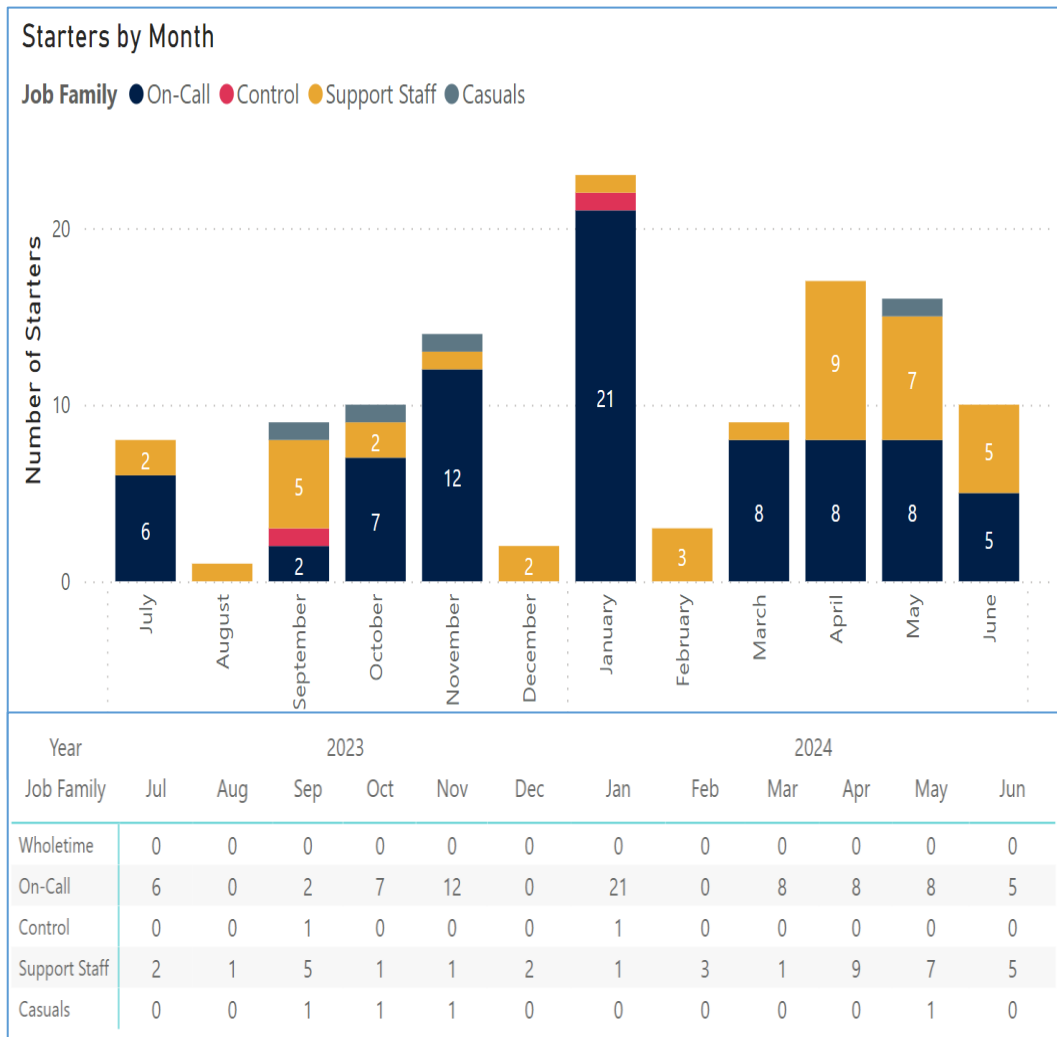
Turnover and attrition

- 3.5. 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. The attrition rates for Q1 are below.

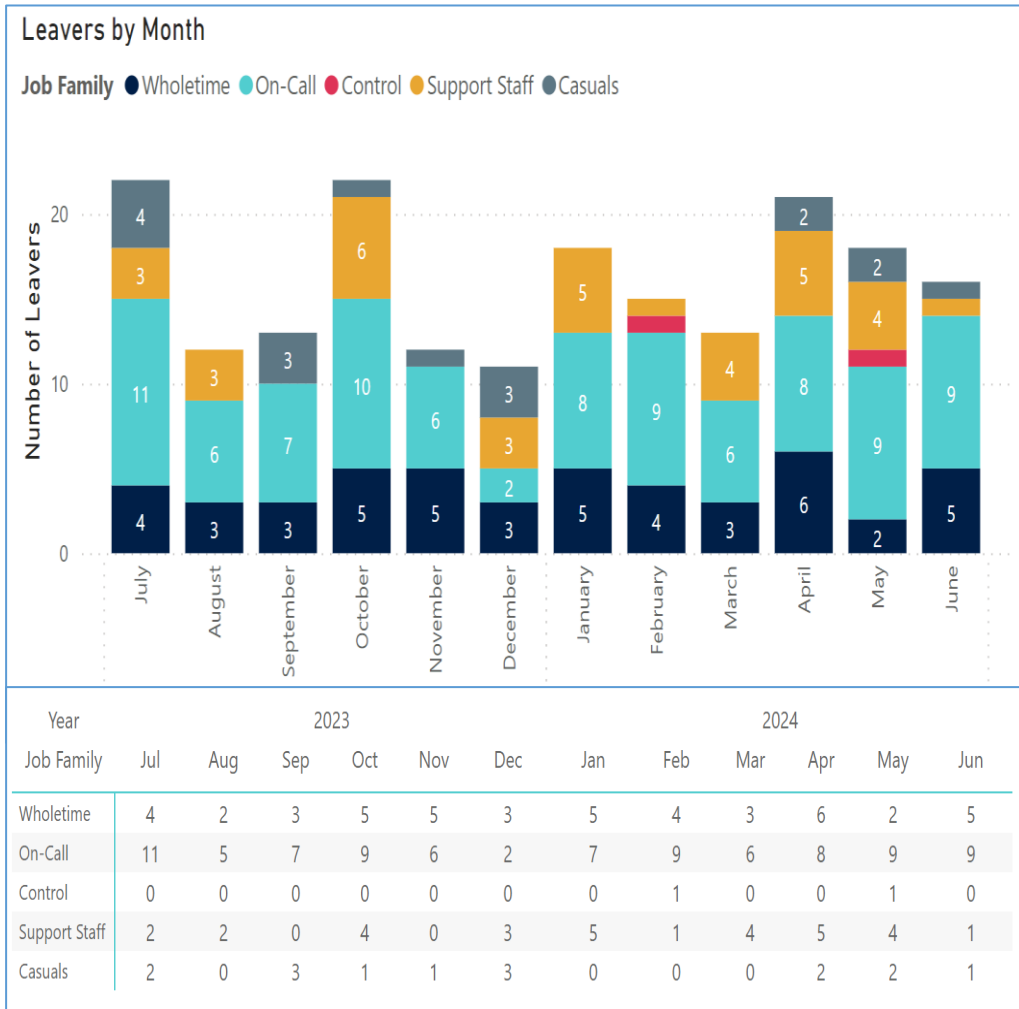
Staff Group	April	May	June
Wholetime	8.5%	8.1%	8.5%
On-Call	11.7%	11.2%	11.4%
Support	11%	10.1%	9.2%

3.6. Since the last People Committee, we have seen the attrition rates for on-call and wholetime colleagues continue to remain stable, whereas the attrition rate for support staff rate has continued to reduce each month.

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. An overview of starters and leavers month, on month are below.



Leavers



People Services Systems Project

- 3.8 The build of the performance review module in iTrent is now underway, with testing planned over the next few weeks ahead of a launch planned for September.
- 3.9 Colleagues in the project team have been working hard to refine the reporting capabilities of centralised iTrent data and using PowerBI to create suitable 'dashboards' of management information. This work has started to create efficiencies and greater consistency in what is being reported to different stakeholder groups including the Strategic Workforce Planning Group and the People Committee as well as HMI, the Home Office and the Office for National Statistics.

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/24/8

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q2 (2023-24)	Q3 (2023-24)	Q4 (2023-24)	Q1 (2024 - 25)	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	51	60	48	50	
Near Miss-	Monitor	14	12	15	13	
Personal injuries	Decrease	12	13	11	9	
Vehicle Accidents	Decrease	34	34	25	32	
Short term (average days per person, per month)	Decrease	2.1	2.0	-	0.83	*please see below
Long term (average days per person, per month)	Decrease	6.0	6.7	-	2.38	*please see below
Stress related absence (average number of cases per month)	Decrease	36	48	32	31	

(* Please note that due to the change in sickness reporting systems and processes we have needed to change how we capture this specific item. Historically the quarterly averages for long-term and short-term sickness absence were based on the 12-month rolling average for each month in that quarter. We do not currently have a full 12 months of directly comparable data but we can refer to the quarterly returns that align to the Cleveland reporting process. This will mean that the reporting is more consistent and also comparable to national datasets going forward.)

APPENDIX B TO REPORT PC/24/8

People Committee Performance Reporting Forward Plan

Meeting scheduled	Reporting on	Subjects
April 2024	Quarter 4	Performance Monitoring report including financial year data: <ul style="list-style-type: none"> • RIDDOR reporting, • Workforce planning • Annual Diversity data report
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