



Appendix 3

<b>HMICFRS Area for improvement (culture-related only)</b>	<b>SYFR Analysis as at 30/11/23</b>	<b>Timescale</b>	<b>RAG Rating</b>
<p>The Service should make sure staff have access to services to support both their mental and physical health via an effective occupational health (OH) service.</p>	<p>A policy matrix has been developed for Occupational Health (OH) and Wellbeing policies and a plan is in place to review these going forward with some policies already being completed and going through consultation at Joint Consultative Forum.</p> <p>A recent OH internal audit highlighted some required changes to systems including the logging and tracking of referrals and the use of Octopus for clinical notes. These have been discussed with ICT and changes are to be implemented in the coming months.</p> <p>Discussions on improvements to Officers Critical Incident Wellbeing Support and how this can be factored in to Systel are ongoing and in the meantime reminders are being sent in relation to the manual system in place. Attendance at critical incidents is now recorded in OH so that we are aware of individuals with high exposure rates and are then able to ensure they are offered further support/ signposting should they require it.</p> <p>OH statistics are now being presented at both the Health, Safety and Wellbeing Committee and the People and Culture Board, with improvements ongoing in this area.</p> <p>The Fitness Advisor is now undertaking the Sports Therapy side of his role with a dedicated therapy room now available at Training and Development Centre (TDC). This will look to reduce external physiotherapy costs and reduce the waiting time for treatment which in turn should facilitate an earlier return to work for those absent or on modified duties.</p> <p>After significant issues recruiting, the Senior Occupational Health Nurse (SOHN) position has now been filled and the individual started on 15/05/23. This role is integral to the progression of the OH department and will provide clinical day-to-day management and support to the OH team.</p> <p>There had been significant capacity issues due to absences and resignations, however established roles within the team are now permanently filled.</p>	<p>31 March 2024</p>	
<p>The Service should make sure that it has effective absence/ attendance procedures in place.</p>	<p>Standardised absence metrics are now presented at management meetings by the link People Partner that provide a breakdown of shifts lost to sickness and number of absences per station per month. The statistics also include a comparison of how each district compares with the other three.</p> <p>The number of Return to Works (RTWs) with outstanding actions and where the responsibility lies with is reported at the management meetings by the People Partners. The presentation of these figures has resulted in a significant decrease in the number of RTWs that are awaiting processing and stuck in the process. As a result of this, cases are now progressing to completion much more quickly which has seen an increase in absence</p>		

	<p>management meetings taking place and notices of improvement in relation to absence issued. Case conferences are continuing with the aim of facilitating an earlier return to work where possible.</p> <p>There has been a significant improvement in the turnaround of OH reports which allows the process to be followed in a timely manner.</p>		
<p>The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p>	<p>Recent activity to overcome barriers:</p> <ul style="list-style-type: none"> <li>• Animation created by corporate communications about allyship.</li> <li>• Further updates to the Positive Action Toolkit and draft Positive Action guidance in development.</li> <li>• New provider for the one-day Equality, Diversity and Inclusion (EDI) training course selected. Looking to roll out training late September 2023.</li> <li>• New provider for E-learning content now agreed with a timetable for the content -Inclusion Essentials for everyone and Inclusive Leadership for Managers.</li> <li>• Review of how to log EDI related activity ongoing.</li> <li>• Draft Annual EDI Report and Workforce Diversity Profiles submitted. Annual EDI Report includes LPI on completion rate for all EDI training.</li> <li>• Draft EDI Strategy in progress.</li> </ul> <p>Planned work:</p> <ul style="list-style-type: none"> <li>• Carry out consultation on draft Workforce Diversity Profile and Annual Report.</li> <li>• Develop work around attendance at careers events and carry out analysis on resources needed for careers and other positive action activities. Will link to the update of the Positive Action Handbook, requirements around sustainability and a future paper on Positive Action.</li> <li>• Further updates to internet – awaiting input from staff groups</li> <li>• Campaign materials designed and presented at People and Culture Board. Further work to be carried out to produce supporting videos / case studies.</li> <li>• Further analysis required on completion rates for EDI LearnPro to review completion rate for the new content only.</li> </ul>	Ongoing	
<p>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.</p>	<p>People Relations People Partners work closely with managers when dealing with grievances to provide support, guidance and a level of governance.</p> <p>A two-part survey has been introduced that will be sent to everyone who has raised a grievance. The first part is completed after the initial meeting has taken place and asks the employee about their experience when raising the grievance and focuses on the level of support the individual feels they received. The second part is sent after the process has concluded and asks for their view on the process as a whole. The survey may be completed anonymously although it is hoped that individuals will provide their details so follow-up contact can be made if the experience was not a positive one.</p> <p>Casework debrief forms continue to be sent to managers who have dealt with grievance cases and returned to People Relations Manager to progress any areas for development in the process.</p>		