DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
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

PEOPLE COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Monday, 31st October, 2022

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.

M. Pearson
Clerk to the Authority

SUPPLEMTARY AGENDA NO. 1

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

4.   **a**   Core Competency Performance Review (Pages 1 - 8)

Report of the Director of Service Delivery (PC/22/11(A)).

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Hannaford (Chair), Best, Clayton (Vice-Chair), Kendall, Peart, Thomas and Trail BEM

	NOTES
1.	**Access to Information**
	Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the "Please ask for" section at the top of this agenda.
2.	**Reporting of Meetings**
	Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chair - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority.
	Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.
3.	**Declarations of Interests at meetings (Authority Members only)**
	If you are present at a meeting and you are aware that you have either a disclosable pecuniary interest, personal interest or non-registerable interest in any matter being considered or to be considered at the meeting then, unless you have a current and relevant dispensation in relation to the matter, you must:
	(i) disclose at that meeting, by no later than commencement of consideration of the item in which you have the interest or, if later, the time at which the interest becomes apparent to you, the existence of and – for anything other than a "sensitive" interest – the nature of that interest; and then
	(ii) withdraw from the room or chamber during consideration of the item in which you have the relevant interest.
	If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have an interest of a sensitive nature. You must still follow (i) and (ii) above.
	Where a dispensation has been granted to you either by the Authority or its Monitoring Officer in relation to any relevant interest, then you must act in accordance with any terms and conditions associated with that dispensation.
	Where you declare at a meeting a disclosable pecuniary or personal interest that you have not previously included in your Register of Interests then you must, within 28 days of the date of the meeting at which the declaration was made, ensure that your Register is updated to include details of the interest so declared.

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

This page is intentionally left blank

REPORT REFERENCE NO.	PC/22/11(A)
MEETING	**PEOPLE COMMITTEE**
DATE OF MEETING	**31 OCTOBER 2022**
SUBJECT OF REPORT	**CORE COMPETENCY PERFORMANCE REVIEW**
LEAD OFFICER	**ACFO PETE BOND, DIRECTOR OF SERVICE DELIVERY**
RECOMMENDATIONS	***That the proposal for assessing core competency measures, as identified in Section 3 of this report, and reporting on this to the Committee be approved.***
EXECUTIVE SUMMARY	At the previous meeting on 22 July 2022, the Committee requested a review of the performance measure for operational core competency skills. This review has now been undertaken and a number of revisions are now proposed. If implemented, these revisions will enable appropriate quality assurance of data, provide context regarding the Service, Group and Station impact and demonstrate the Service's ability to discharge operational capabilities.
RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ANALYSIS	N/A
APPENDICES	A. Indicative core competence performance using revised measures.
BACKGROUND PAPERS	Nil.

1. BACKGROUND AND INTRODUCTION

1.1. Strategic Policy Objective 3(a), as approved by the Authority, is to:

Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively

1.2. Performance against this (and other, relevant Strategic Policy Objectives) is reported regularly to this Committee. At its last meeting, the People Committee resolved (Minute *PC/22/5 refers):

That a review of the performance measure for operational core competency skills be undertaken and reported back to the Committee at a future meeting.

1.3. This review has now been undertaken and, in light of this, it is proposed that moving forwards, the organisational impact of competency be measured rather than reporting simply on competency figures, thereby providing greater assurance that the Service retains the ability to discharge operational capabilities.

2. CURRENT POSITION

2.1. At present, the same performance percentage is applied across all competency areas, regardless of competence type, as follows:

Current competence performance threshold:

- 98%-100% Green;
- 95% -98% Amber; and
- <95% Red.

2.2. There can, however, be several elements or qualification levels that contribute to the competency headlines. For example, 4 elements (operational, tactical, strategic and JESIP [Joint Emergency Services Interoperability Programme] feed into the Incident Command competency. Furthermore, all skills are not necessarily relevant to all operational staff. Rather, the skills required may be based on staff role and location e.g. the Service policy for casualty care only requires 60% of operational staff to be appropriately trained.

2.3. The table below illustrates the distribution of skills and how many of the 1,560 operational staff require them:

Core Competence. Inc. Subsections of competence.	No. required out of 1,560
Breathing Apparatus (BA)	**1,516**
Incident Command (ICS) Inc.: Operational, Tactical, Strategic and JESIP	**684**
Water Rescue Inc.: Water Rescue 1st Responder, Water Rescue Technician	**1,309**
Working at Height and Confined Spaces (SHACS) Inc.: Levels 1, 2, 3	**1199**
Maritime Level 2	**432**

Core Competence. Inc. Subsections of competence.	No. required out of 1,560
Casualty Care (CC) Inc.: Levels 1, 2	**1,258**
Response Driving Inc.: Primary Response (Primary Response Driving Competency - PRDC); Fire Appliance (Emergency Fire Appliance Driving - EFAD) Specialist Vehicles	**997**

2.4. Assessing performance at a Service level has the potential to generalise the impact and oversee potential issues at a local level. For example, 1,516 people are required to be trained in Breathing Apparatus (BA). If 10% (151) people were not competent, this equates to less than 2 people per fire station. If this were spread across the whole Service, it would have no impact on overall operational response. If, however, all if all 151 were clustered within a small, defined, geographical area, then it would have a significant impact on the operational response for that area.

2.5. The table below identifies other current factors that currently impact and effect Service Delivery in maintaining competence performance figures:

Factors impacting performance	% per month impacting performance
Course failures	1% per month
Returning from long term absences that require a course	0.8% per month.
Course Non-attendances i.e. short term sickness	5.9% per month.
	Total 7.7%.
ICT system limitations.	13% (238) of operational Service staff hold two contracts i.e. wholetime and on-call roles. This impacts the Dashboard as these people are counted twice.

2.6. The net impact of these elements is that the current "red, amber, green" targets (as per paragraph 2.1 above) are more challenging to achieve and do not provide the necessary assurance for maintaining appropriate and relevant competency levels across the Service.

3. **PROPOSED COMPETENCY MEASURES**

3.1. To address the issues identified above, the following revisions are proposed:

(a). To revise the competence performance threshold

Given the limiting factors identified above and current Service policy requirements, it is proposed that the overall performance threshold be revised to:

- 95%-100% - Green

- 90%-95% - Amber
- <90% - Red.

Appendix A to this report shows current Service competency based on these revised thresholds.

(b). To present the actual impact of such performance on the Service.

In addition to the competency thresholds, to apply a risk-based impact assessment thereby demonstrating actual impact on front line service provision. This will enable the Committee to review the front-line impact and contextualise the performance figures, thus ensuring any remedial actions required are proportionate.

Where there is a reduction in performance, this will be analysed and presented to the Committee both by overall service impact and impact on service groups.

The charts below use casualty care as a working example due to the current overprovision of trained staff (the current Service Policy only requiring 60% of all operational staff to be trained in this skill).

Chart A below shows the overall Service impact:

Chart A

Compentency Map: Casualty Care
This chart shows the proportion of staff competent at each station based on the number of staff that are required to hold the skill.

Legend
Proportion of station staff competent in skill
- Station competence: over 110%
- Station competence: 95-110%
- Station competence: 90-95%
- Station competence: less than 90%

This information is for illustrative purposes only and does not contain actual performance data.

Stn No.	Name	%	Stn No.	Name	%
KV01	Barnstaple	167%	KV43	Sidmouth	133%
KV02	Ilfracombe	156%	KV44	Tiverton	122%
KV03	Appledore	160%	KV45	Clyst St George	160%
KV04	Bideford	78%	KV46	Witheridge	160%
KV05	Braunton	160%	KV47	Plympton	160%
KV06	Chulmleigh	80%	KV48	Camels Head	167%
KV07	Combe Martin	140%	KV49	Crownhill	139%
KV08	Hartland	140%	KV50	Greenbank	108%
KV09	Hatherleigh	160%	KV51	Plymstock	160%
KV10	Holsworthy	120%	KV52	Bere Alston	160%
KV11	Lynton	100%	KV53	Ivybridge	160%
KV12	North Tawton	100%	KV54	Kingston	160%
KV13	Okehampton	100%	KV55	Modbury	160%
KV14	South Molton	160%	KV56	Princetown	160%
KV15	Torrington	80%	KV57	Tavistock	156%
KV16	Woolacombe	140%	KV58	Yelverton	160%
KV17	Torquay	150%	KV59	Middlemoor	150%
KV18	Paignton	161%	KV61	Taunton	92%
KV19	Ashburton	120%	KV62	Bridgwater	125%
KV20	Bovey Tracey	100%	KV63	Burnham on Sea	156%
KV21	Brixham	89%	KV64	Dulverton	160%
KV22	Buckfastleigh	40%	KV65	Glastonbury	160%
KV23	Chagford	160%	KV66	Minehead	156%
KV24	Dartmouth	156%	KV67	Nether Stowey	80%
KV25	Dawlish	80%	KV68	Porlock	140%
KV26	Kingsbridge	140%	KV69	Street	140%
KV27	Moretonhampstead	140%	KV70	Wellington	156%
KV28	Newton Abbot	156%	KV71	Williton	133%
KV29	Salcombe	120%	KV72	Wiveliscombe	100%
KV30	Teignmouth	100%	KV73	Yeovil	100%
KV31	Totnes	80%	KV74	Castle Cary	100%
KV32	Danes Castle	50%	KV75	Chard	156%
KV33	Exmouth	167%	KV76	Cheddar	80%
KV34	Axminster	160%	KV77	Crewkerne	60%
KV35	Bampton	160%	KV78	Frome	67%
KV37	Colyton	160%	KV79	Ilminster	60%
KV38	Crediton	160%	KV80	Martock	160%
KV39	Cullompton	160%	KV81	Shepton Mallet	156%
KV40	Honiton	89%	KV82	Somerton	160%
KV41	Ottery St Mary	160%	KV83	Wells	156%
KV42	Seaton	160%	KV84	Wincanton	160%

See Chart B

© Crown Copyright and Database Rights 2022 Ordnance Survey LA100020113

Chart B below shows a deficit in competency level clustered within a particular response group i.e., the red cluster shown in the box above.

Chart B

Competency Map: Casualty Care
This chart shows the proportion of staff competent at each station based on the number of staff that are required to hold the skill.
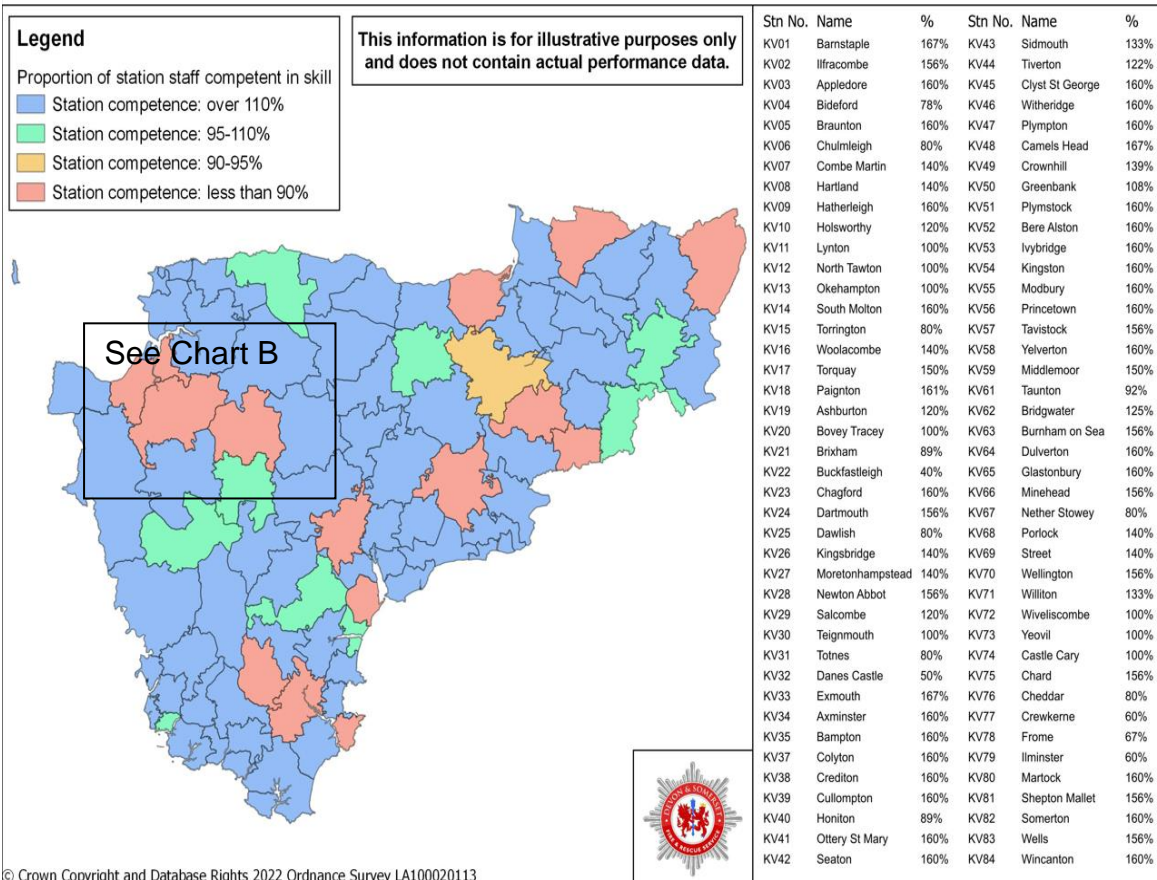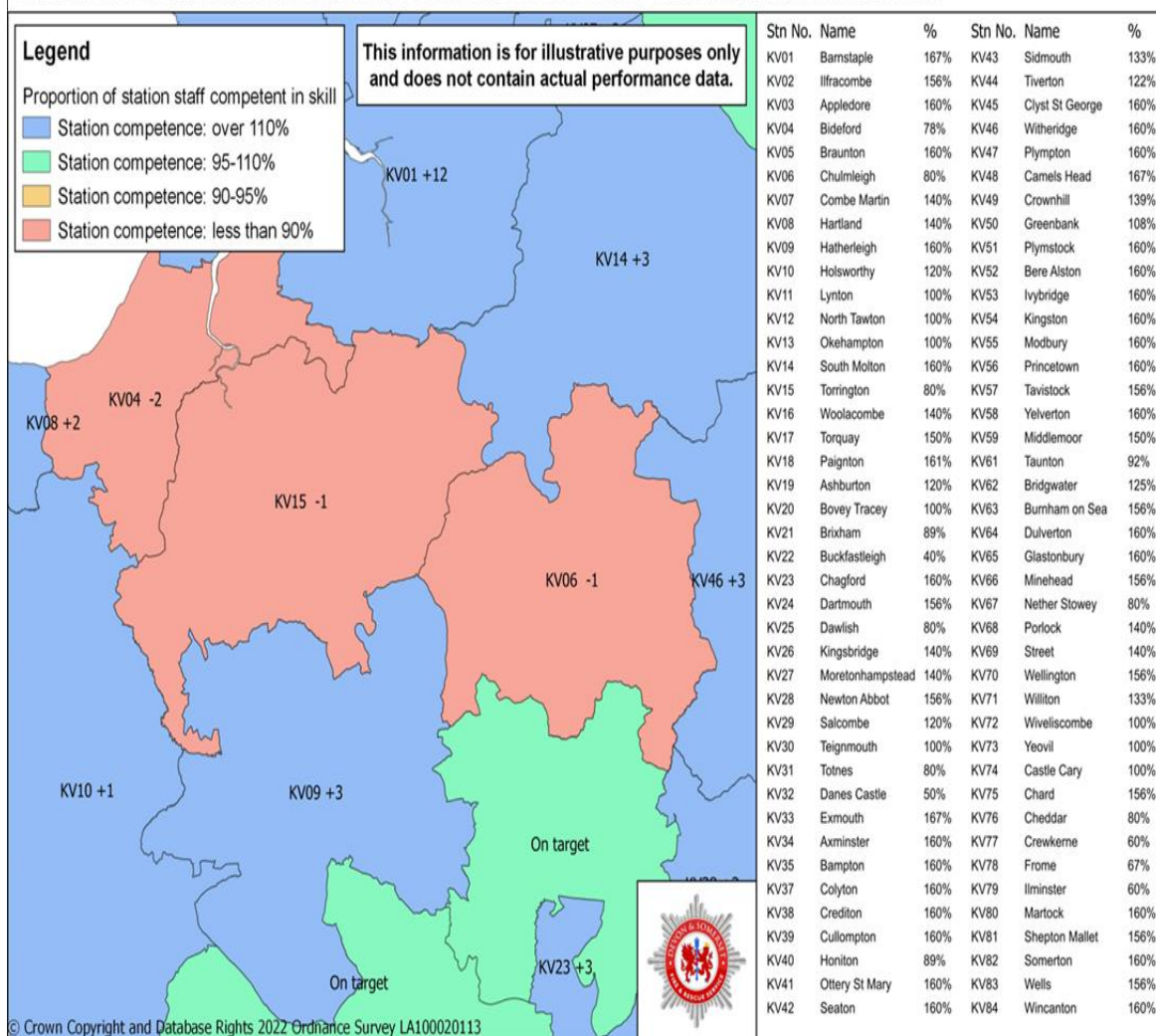

Legend

Proportion of station staff competent in skill
- Station competence: over 110%
- Station competence: 95-110%
- Station competence: 90-95%
- Station competence: less than 90%

This information is for illustrative purposes only and does not contain actual performance data.

© Crown Copyright and Database Rights 2022 Ordnance Survey LA100020113

Stn No.	Name	%	Stn No.	Name	%
KV01	Barnstaple	167%	KV43	Sidmouth	133%
KV02	Ilfracombe	156%	KV44	Tiverton	122%
KV03	Appledore	160%	KV45	Clyst St George	160%
KV04	Bideford	78%	KV46	Witheridge	160%
KV05	Braunton	160%	KV47	Plympton	160%
KV06	Chulmleigh	80%	KV48	Camels Head	167%
KV07	Combe Martin	140%	KV49	Crownhill	139%
KV08	Hartland	140%	KV50	Greenbank	108%
KV09	Hatherleigh	160%	KV51	Plymstock	160%
KV10	Holsworthy	120%	KV52	Bere Alston	160%
KV11	Lynton	100%	KV53	Ivybridge	160%
KV12	North Tawton	100%	KV54	Kingston	160%
KV13	Okehampton	100%	KV55	Modbury	160%
KV14	South Molton	160%	KV56	Princetown	160%
KV15	Torrington	80%	KV57	Tavistock	156%
KV16	Woolacombe	140%	KV58	Yelverton	160%
KV17	Torquay	150%	KV59	Middlemoor	150%
KV18	Paignton	161%	KV61	Taunton	92%
KV19	Ashburton	120%	KV62	Bridgwater	125%
KV20	Bovey Tracey	100%	KV63	Burnham on Sea	156%
KV21	Brixham	89%	KV64	Dulverton	160%
KV22	Buckfastleigh	40%	KV65	Glastonbury	160%
KV23	Chagford	160%	KV66	Minehead	156%
KV24	Dartmouth	156%	KV67	Nether Stowey	80%
KV25	Dawlish	80%	KV68	Porlock	140%
KV26	Kingsbridge	140%	KV69	Street	140%
KV27	Moretonhampstead	140%	KV70	Wellington	156%
KV28	Newton Abbot	156%	KV71	Williton	133%
KV29	Salcombe	120%	KV72	Wiveliscombe	100%
KV30	Teignmouth	100%	KV73	Yeovil	100%
KV31	Totnes	80%	KV74	Castle Cary	100%
KV32	Danes Castle	50%	KV75	Chard	156%
KV33	Exmouth	167%	KV76	Cheddar	80%
KV34	Axminster	160%	KV77	Crewkerne	60%
KV35	Bampton	160%	KV78	Frome	67%
KV37	Colyton	160%	KV79	Ilminster	60%
KV38	Crediton	160%	KV80	Martock	160%
KV39	Cullompton	160%	KV81	Shepton Mallet	156%
KV40	Honiton	89%	KV82	Somerton	160%
KV41	Ottery St Mary	160%	KV83	Wells	156%
KV42	Seaton	160%	KV84	Wincanton	160%

Where a deficit in competency levels is clustered ***within a particular station***, this may result in an inability to respond to incidents only where that skill would be required. The impact of this will be reviewed at a station level, by exception, and remedial actions required presented to the Committee for scrutiny and assurance.

3.2. Using the illustration above the Service would:

- Investigate and illustrate the impact within the clustered red zone (<90%) and, at a group level, present actions to address the clustered deficit illustrated; and

- Present actions to address any over provision of training in certain areas, thereby potentially making saving in courses, instructor time, planning and requalification.

3.3.   Ultimately, the intention would be to integrate and automate this information within the competency performance system using visualisation software (e.g., Microsoft PowerApps) to present a real-time view.

4.   CONCLUSION

4.1.   At its last meeting, the Committee requested that a be review of the performance measure for operational core competency skills, with the outcome reported back to a future meeting.

4.2.   This review has now been undertaken and arising from it a number of measures are proposed which, if implemented, should:
- improve core competency performance measurement by reflecting more accurately the actual impact of performance deficits for the Service;

- enable more targeted and proportionate remedial actions to be taken; and

- facilitate more effective and efficient scrutiny by the Committee.

4.3.   The revised measures are, therefore, commended for approval.

ACFO PETE BOND
Director of Service Delivery

Core Competence. inc. subsections of competence.	Measure	Rationale	% as of 19.10. 2022	Impact and action taken
Breathing Apparatus (BA)	< 90% + Risk based impact identified	All operational staff to be trained in BA. 90% provides tolerance for course failures, personnel returning from long-term absence and non-attendance.	**98.6 %**	Within tolerance for each location
Incident Command (ICS) Inc.: Operational, Tactical, Strategic and JESIP	< 90% + Risk based impact identified	Only people required to assume operational command have this skill. 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.	**98.7 %**	Within tolerance for each location
Water Rescue Inc.: Water Rescue 1st Responder Water Rescue Technician	< 90% + Risk based impact identified	• A minimum of 2 trained people per appliance is required to enable a response. • If performance is low in a particular area, narrative of corrective actions will be provided. • 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.	**94.4 %**	Within tolerance for each location
Working at Height and Confined Spaces (SHACS) Inc.: Level 1, 2, 3	< 90% + Risk based impact identified	• If performance is low in a particular area, narrative of corrective actions will be provided. • 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.	**90.6 %**	Within tolerance for each location
Maritime Level 2 The percentage for Maritime is based on 404 people needing the skill (those on a maritime station).	< 90% + Risk based impact identified	• There are 15 stations identified as requiring maritime training. • If performance is low in a particular area, narrative of corrective actions will be provided. • 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.	**96.6 %**	Within tolerance for each location

Casualty Care (CC) Inc.: Level 1, 2	< 60% + Risk based impact identified	Service policy states 60% of operational personnel trained to this standard.60% is 950 people. Currently 1235 trained (97.1%)	**130 %**	Within tolerance for each location
Response Driving Inc.: Primary Response (PRDC) Fire Appliance (EFAD) Specialist Vehicles	< 90% + Risk based impact identified	90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.	**98.4 %**	Within tolerance for each location