

<b>REPORT REFERENCE NO.</b>	<b>PC/23/4</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>26 APRIL 2023</b>
<b>SUBJECT OF REPORT</b>	<b>PERFORMANCE MONITORING REPORT 2022 – 23: QUARTER 4</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF FINANCE, PEOPLE AND ESTATES</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	<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 January – March 2023 (Quarter 4) in accordance with the agreed measures. A summary is also set out at Appendix A for ease of reference.</p>
<b>RESOURCE IMPLICATIONS</b>	N/a
<b>EQUALITY RISKS AND BENEFITS ANALYSIS</b>	N/a
<b>APPENDICES</b>	<p>A. Summary of Performance against Agreed Measures.</p> <p>B. Forward Plan</p>
<b>BACKGROUND PAPERS</b>	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 4 of 2022-23 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. As of 1<sup>st</sup> April 2023, all 'Day Duty' operational staff (FF-WM) are required to provide Operational Cover on a regular basis. Historically operational staff in a day duty role were not required to requalify in:

- Water Rescue
- SHACS height and Confined Space
- Manual Handling level 2.

2.2. As a result, an additional 90 members of staff's skills are now captured across the full suite of Operational Core Competencies

2.3. 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 and Casualty Care (CC).

2.4. The newly agreed (as per the October 2022 People Committee meeting, Minute PC/22/8 refers).

2.5. Core Competency performance thresholds are:

- 95% - 100% Green
- 90% - 95% Amber
- <90% Red

2.6. The performance in quarter 4 as measured against the revised core competencies.

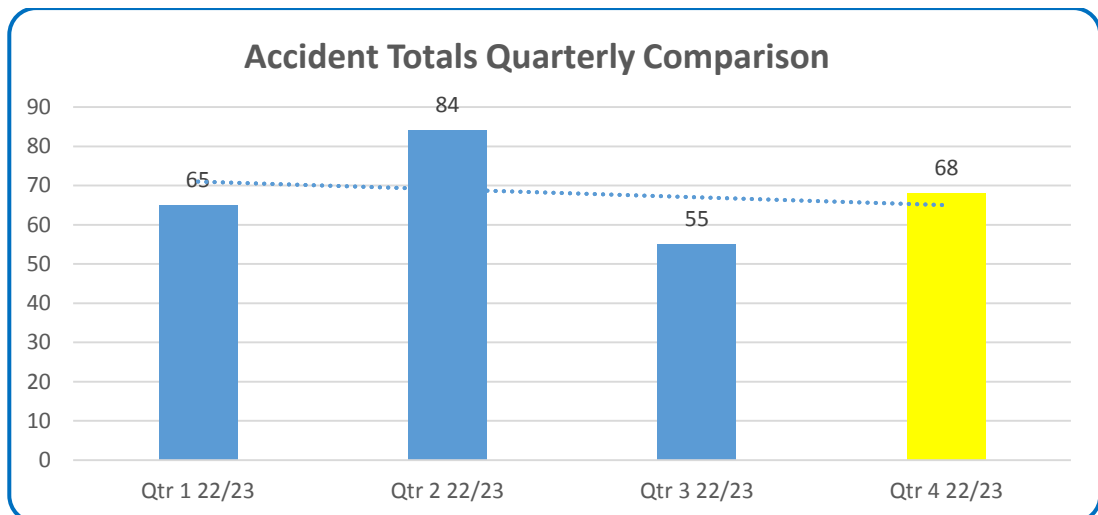
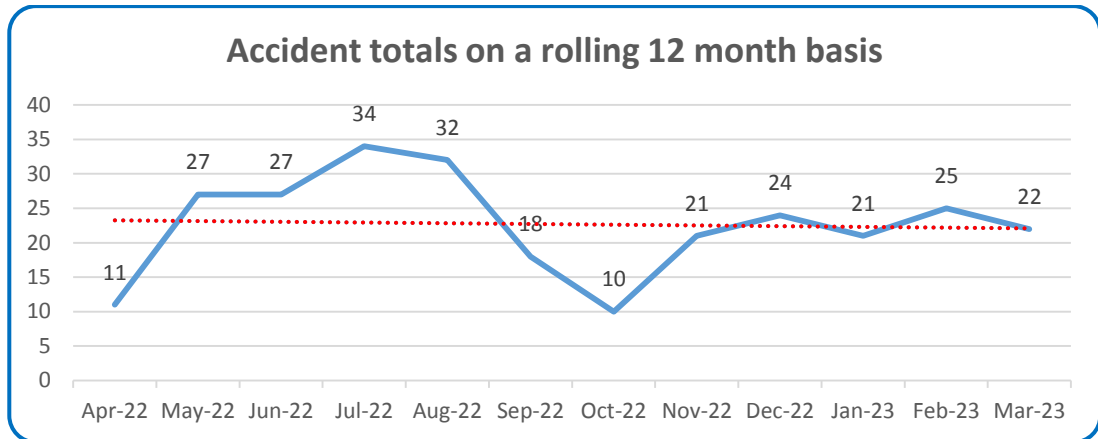
Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
<b>Breathing Apparatus (BA)</b>	< 90% + Risk based impact identified	90% provides tolerance for course failures, personnel returning from long-term absence and non-attendance.	<b>99 %</b>	Within tolerance for each location. No action required.
<b>Incident Command (ICS) Inc.:</b> Operational, Tactical, Strategic and JESIP	< 90% + Risk based impact identified	Only people required to assume operational command have this skill this is currently 713 members of staff.	<b>98.1 %</b>	Within tolerance for each location. No action required.
<b>Water Rescue Inc.:</b> Water Rescue 1st Responder Water Rescue Technician	< 90% + Risk based impact identified	<ul style="list-style-type: none"> <li>• A minimum of 2 trained people per appliance is required to enable a response.</li> <li>• Water Rescue Training has now been completed for 2022/23.</li> </ul>	<b>96.5 %</b>	Within tolerance for each location. No action required
<b>Working at Height and Confined Spaces</b>	< 90% + Risk based	<ul style="list-style-type: none"> <li>• In December 2022 the Service introduced a new SHACS recording system</li> </ul>	<b>93 % (87% )</b>	Within tolerance for each location.

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
<b>(SHACS)</b> Inc.: Level 1, 2, 3	impact identified	for training undertaken from December onwards. <ul style="list-style-type: none"> <li>• The Service dashboard (New System) for SHACS is 87%</li> <li>• The total number of SHACS competency across both recording systems is 93% which does not impact service delivery.</li> </ul>		No action required.
<b>Maritime Level 2</b>	< 90% + Risk based impact identified	<ul style="list-style-type: none"> <li>• 464 people, across 15 stations are required to maintain the Maritime Skill.</li> </ul>	<b>99 %</b>	Within tolerance for each location. No action required.
<b>Casualty Care (CC)</b> Inc.: Level 1, 2	< 60% + Risk based impact identified	<ul style="list-style-type: none"> <li>• Service policy states 60% of operational personnel trained to this standard.</li> <li>• 60% is 844 people. Currently 1383 trained.</li> </ul>	<b>98.3 %</b>	Within tolerance for each location. No action required.
<b>Response Driving</b> Inc.: Primary Response (PRDC) Fire Appliance (EFAD) Specialist Vehicles	< 90% + Risk based impact identified	<ul style="list-style-type: none"> <li>• 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.</li> </ul>	<b>98.5 %</b>	Within tolerance for each location

## Health & Safety:

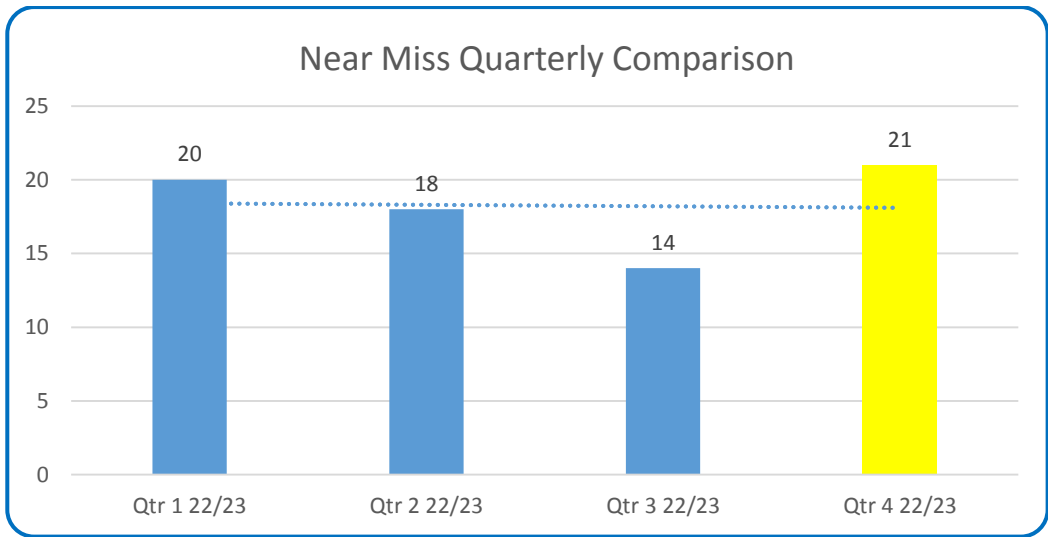
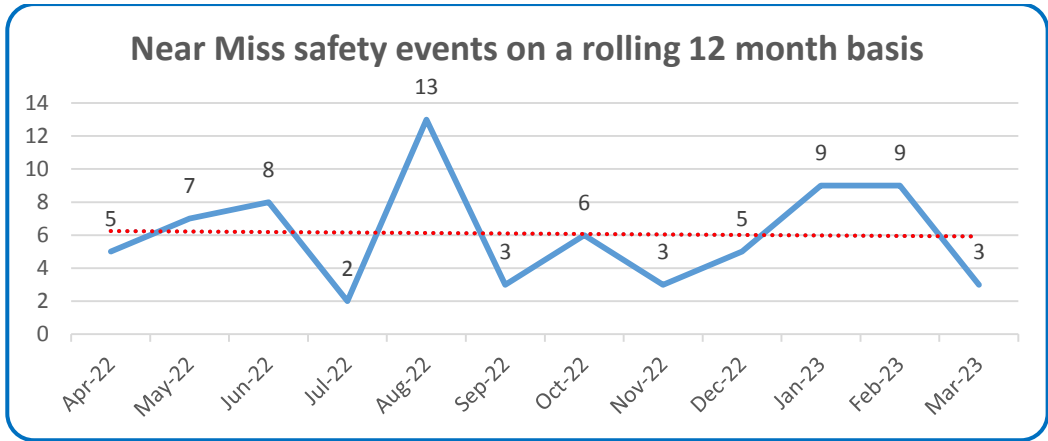
### Accidents:

- 2.7. The overall trend for accidents in 2022/23 financial year showed a very slight decrease. Accident rates fluctuating through the year, which were in general linked to periods of increased operational activity. The quarter 4 accident numbers are up by 13 on the previous quarter.



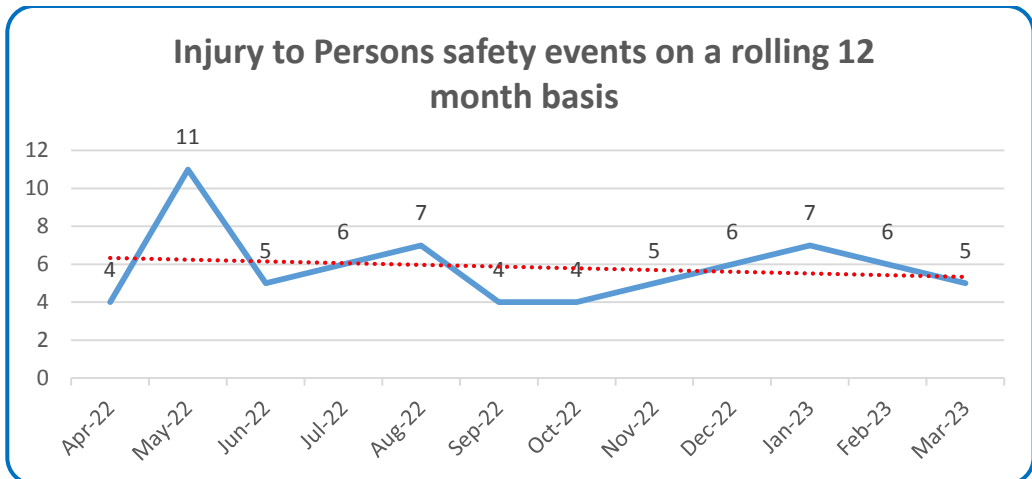
### Near Miss:

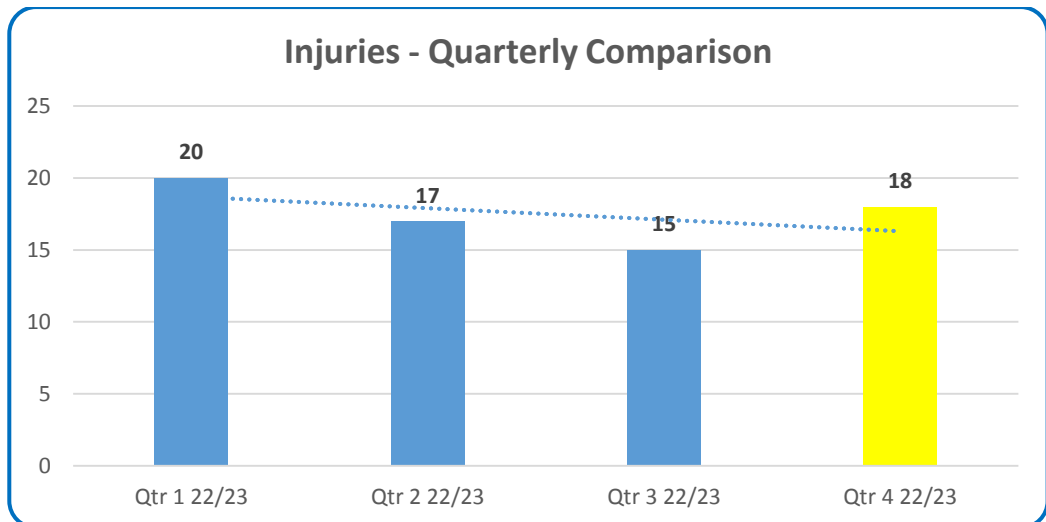
- 2.8. There were 21 near misses in Quarter 4, a 50% (7 events) increase on reporting from the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team and the Organisational Development team. The wider cultural work with the 'Safe to' campaign will help to influence improvements in this area.
- 2.9. The near miss reports during Quarter 4 are varied, there is a theme of them being predominantly equipment orientated. I.e., loss of water pressure when firefighting, appliance door opening whilst mobile, water rescue line not secured to throw bag.



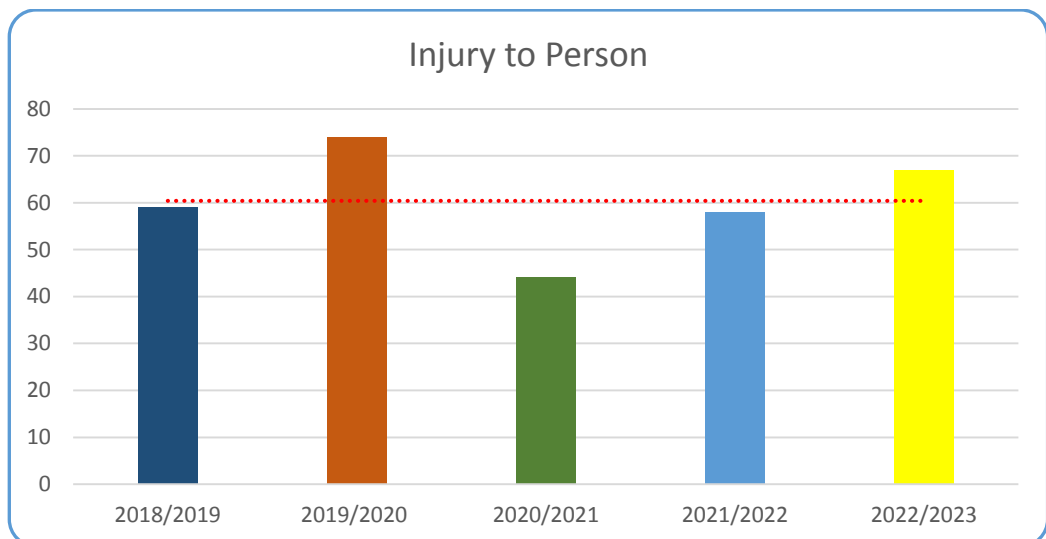
*Personal Injuries:*

2.10. The charts overleaf compare the Service’s injury rates over a rolling 12-month period, as well as highlighting the Quarter 4 figures. The injury figures in general remain low, the trendline showing a reduction over 2022/23 financial year. Quarter 4 showed an increase of 3 injuries when compared to the previous quarter, a 20% rise in injuries.





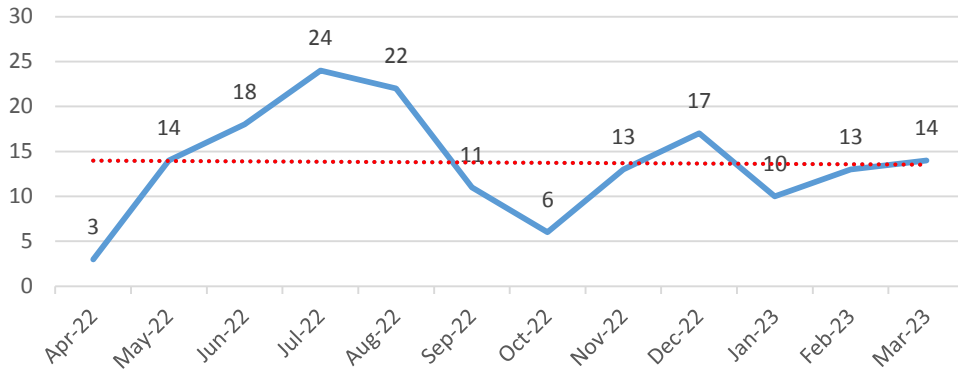
2.11. The annual trend over the last 5 financial years (2018/19 – 2022/23), however, has remained level:



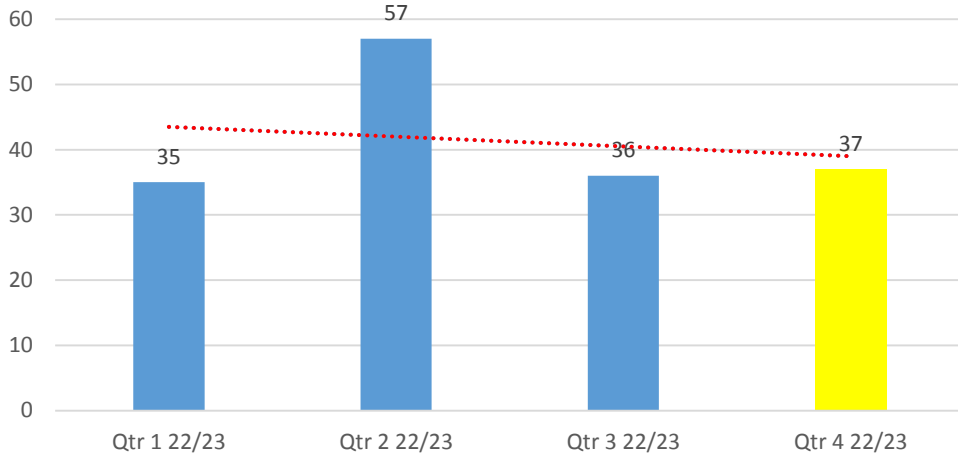
*Vehicle Incidents:*

2.12. Vehicle related incidents increased in quarter 4, though by one incident. Vehicle related accidents are primarily during non-blue light activity, the majority related to slow speed manoeuvring. Clipping hedges and banks on tight lanes, or another vehicle in congested streets, as well as when manoeuvring at the incident. There were a few in January linked to icy road conditions. Investigations into more significant vehicle incidents has been greatly enhanced through the increase in telematics and cameras within Service vehicles. The Services Occupational Road Risk group meets quarterly to review driving and vehicle related issues. This includes suggesting proactive action to improve individual or organisational driving and vehicle related outcomes.

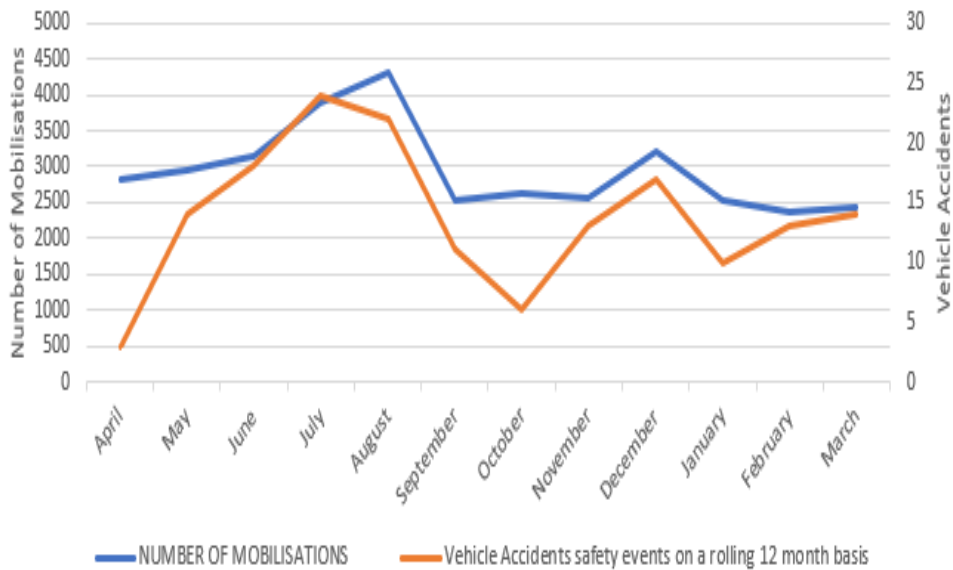
### Vehicle Accidents safety events on a rolling 12 month basis



### Vehicle Accidents - Quarterly Comparison



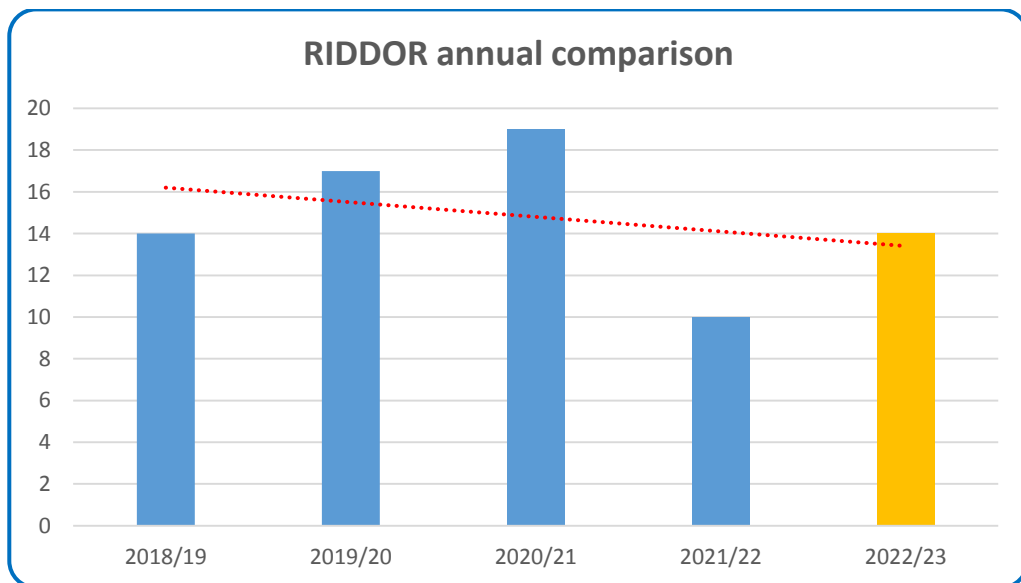
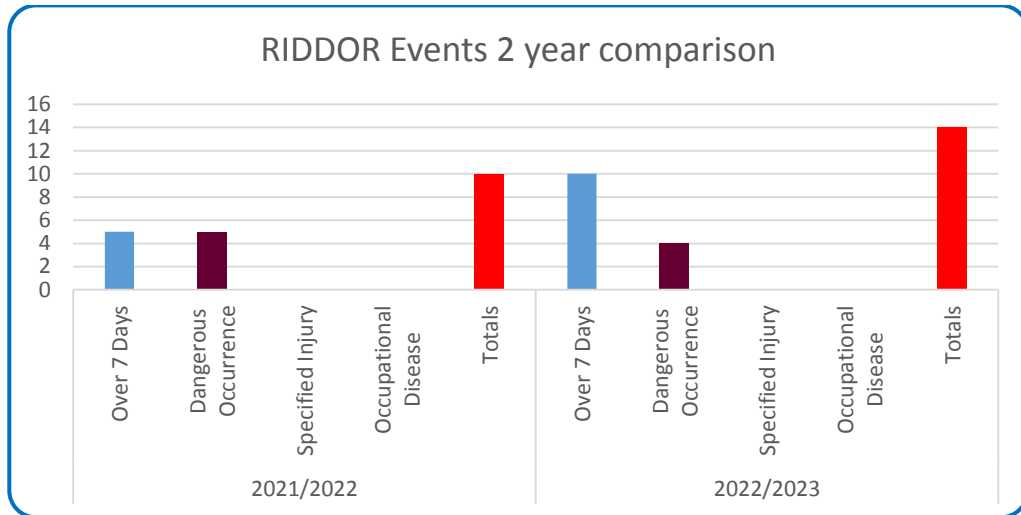
### Total appliance mobilisations and vehicle incidents April 2022 - March 2023





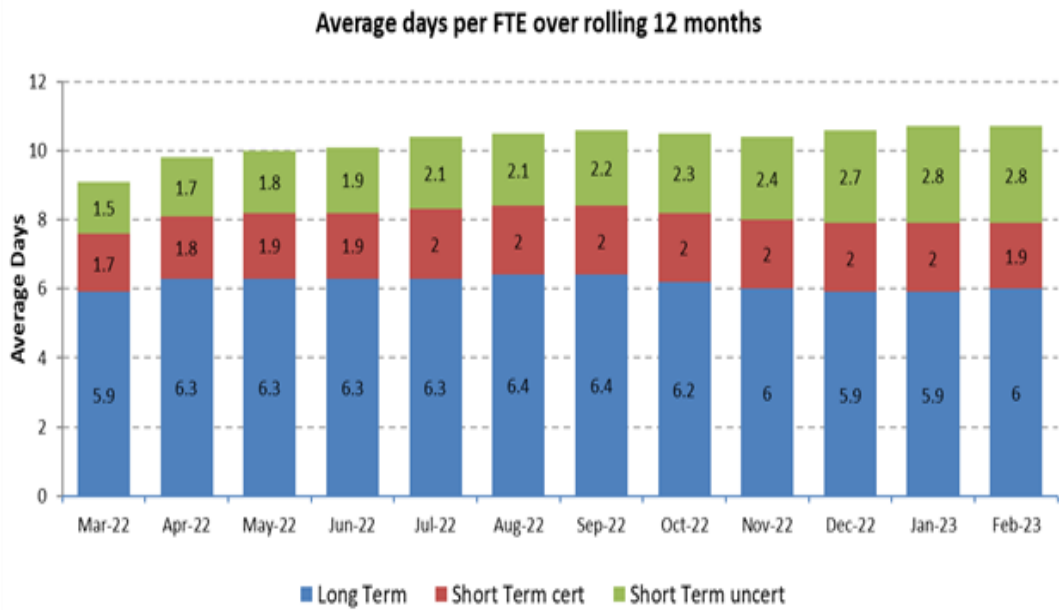
*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR):*

2.13. The RIDDOR trend line over the last 5 years indicated a decline in RIDDOR reports. During the COVID-19 Pandemic there was a reduction in RIDDOR reportable events, mostly a reduction in 'Over 7 day injury' related events. The 'Dangerous occurrence' events are predominantly related to Breathing Apparatus failures. All have been investigated with the lessons learnt communicated.



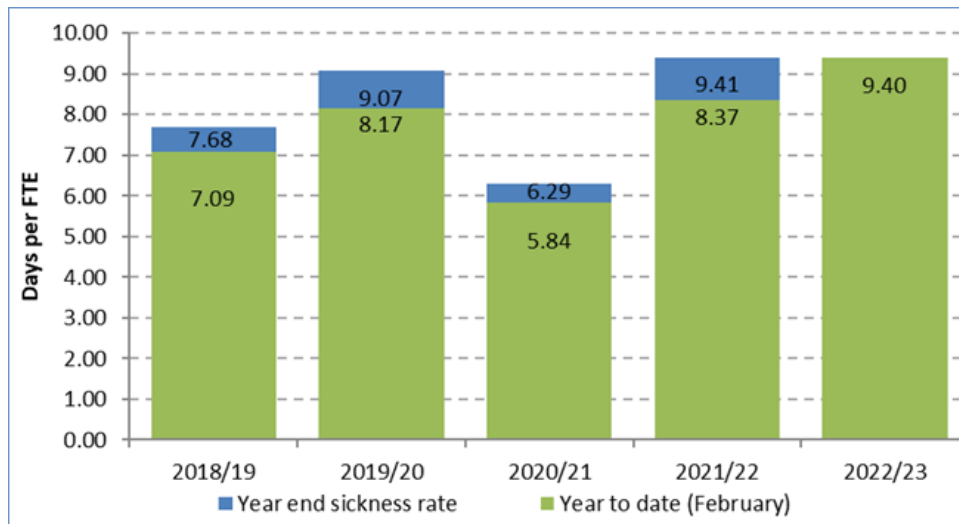
**Sickness and Absence:**

2.14. Total sickness absence average days have stabilised since July 2022, but there is a difference in contribution from the 3 absence types; short term uncertified (1-7 days), short term certified (8-27 days) and long-term sickness (28 days or more), with the latter now contributing less than at the start of the period. Short term certified absence has remained largely unchanged during this reporting period, but the big difference can be seen in the increase of absences with a length of between 1 and 7 days, caused by cold/flu.



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

2.15. The Service increase in average days lost at 9.40 April to February compared to 8.37 for the same period last year, an increase of 1.03 days per employee, 12.3%.



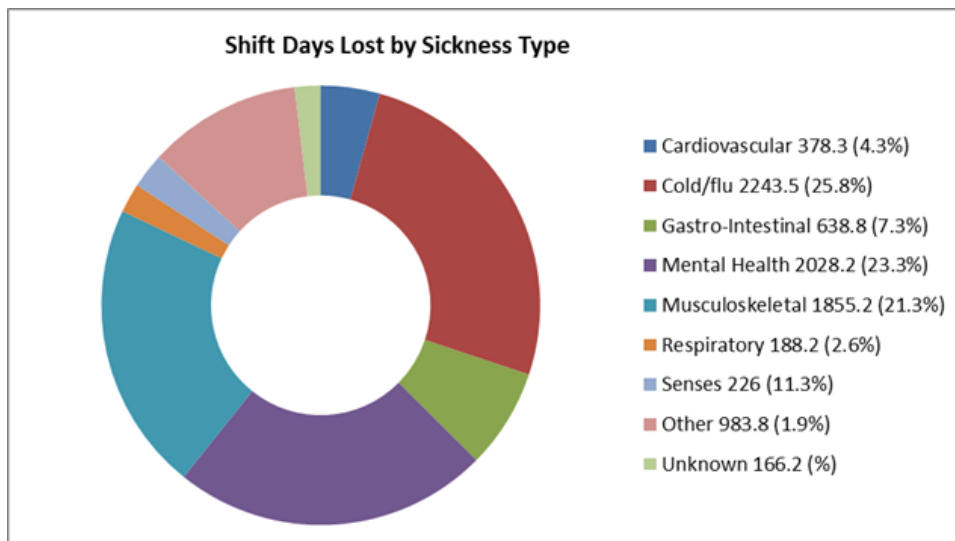
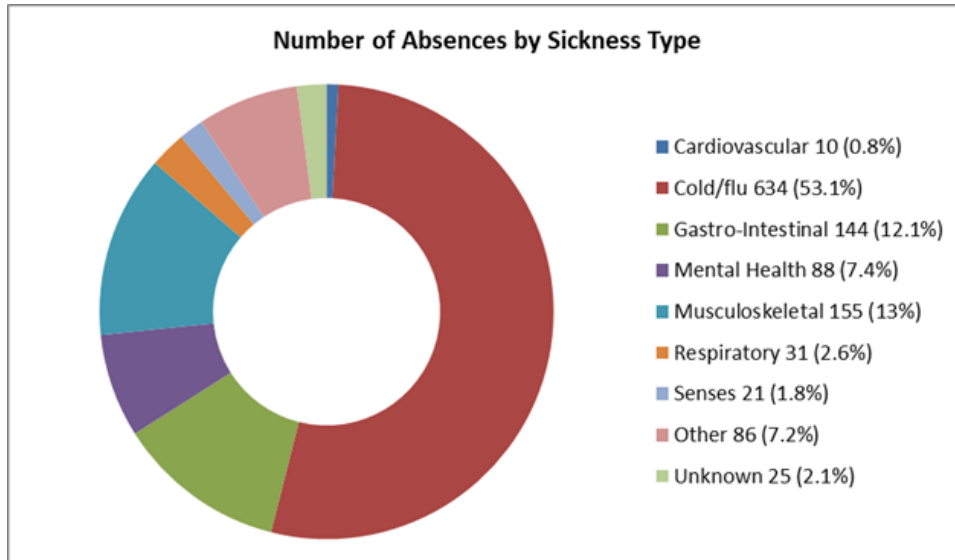
2.16. Covid related sickness absence in 2020 and 2021 was not recorded within our sickness data but collated separately. Since 1 April 2022 any Covid related sickness has been recorded, reflecting an increase to our sickness absence figures within the colds/flu category.

**National Fire Service Data**

2.17. The Cleveland National Fire Service report for Quarter 4 will be published in July and reported at the next People Committee.

### Shift days lost by sickness type

- 2.18. In the year to date 'cold and flu' 'mental health' and 'musculoskeletal' are the top 3 sickness absence reasons across all staff groups. The highest number of absences is caused by cold/flu, but as they are often the shorter absences, they don't lead to the most shift days lost. Musculoskeletal absence, although lower in number, on average, lead to longer absences.



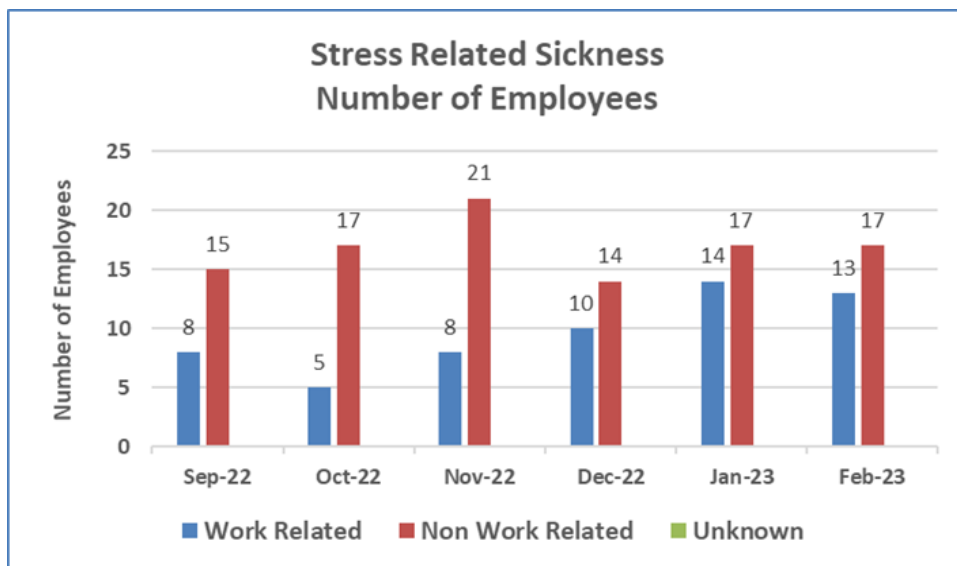
- 2.19. Understanding our top 3 reasons for absence allows us to establish and maintain interventions which directly address those, for example our physio provision for musculoskeletal injuries, counselling service for mental health issues and the flu jab for cold/flu related absence.
- 2.20. Musculoskeletal injuries are the main cause for absence in our operational staff groups, with most reports in our On Call staff group. This is not surprising as this is also our largest staff group, i.e. twice the size of our Wholetime staff group.

2.21. Since November there has been a slight increase in the number of absences due to musculoskeletal injuries in our operational staff groups, although the number is still far lower than earlier in 2022. There has been a healthy uptake of physiotherapy sessions in line with this. Around 10% of the number of musculoskeletal absences is as a result of an injury on duty.

### Mental Health

2.22. The graph below shows stress related sickness reported from September to February for work related and non-work-related sickness absence. It shows a fairly steady number of non-work-related absences, but a higher number of work-related absences towards the end of the period.

### Stress related sickness absences



2.23. Where stress is, or is likely to, affect performance at work a Personal Stress Assessments (PSA) can be undertaken to identify means to support the employee as an early intervention. There is a correlation between the number of (non-)work related stress absences and the number of PSAs and an increase has been observed in recent months. Referrals for Counselling sessions have a steady uptake.

2.24. In response to the increase in PSAs and to ensure staff are receiving appropriate support, the welfare team are upskilling managers in having mental health conversations. In addition, more staff have been trained as mental health first aiders to identify issues and signpost/support where required.

2.25. The Service works closely with the Firefighters Charity to anticipate stress related issues, engaging in workshops and providing access to resources. Teams and departments dealing with significant change in staffing and structure are supported by the welfare team with targeted initiatives.

## Health and Wellbeing Support

- 2.26. Since the Service started a partnership with Benenden Health in July 2022 there has been a reduction in participating members from 94 to 78. It is most likely a result of the cost-of-living crisis, and other factors which may affect a family's financial situation, leading to families reviewing their monthly spending and setting different priorities.
- 2.27. From July 2022 to February 2023 those scheme members who accessed a benefit were 64% for 24-hour GP advice line and 25% for diagnostic consultation & tests.
- 2.28. The current wellbeing network which includes trained Staff Supporters and Mental Health First Aiders is being rebranded and supported to develop into a Wellbeing Champions network. This will pro-actively support the health and wellbeing agenda across the Service.
- 2.29. Since December, a new restricted duties procedure has been implemented together with the relevant risk assessments, guidance and advice. This will support both management and employees when a return to full duties is not possible in the short term.
- 2.30. At the same time, a new maternity procedure has been published together with a toolkit to support returning mothers and line managers, including Frequently Asked Question pages. The procedure implements the more beneficial terms and conditions introduced in 2022, which may result in better retention and attraction of women.
- 2.31. Health and Wellbeing information has now been introduced within the induction packs and sessions. This will embed the awareness of support from the start of employment with the Service.

## Fitness Testing

	Total Number as of 16/04/2023	Percentage as 16/04/2023
Number requiring test (in scope)	1560	100%
Number passed	1549	99%
Red & Amber (additional support)	11	1

- 2.32. All in scope staff have taken a fitness test. 1549 met the required standard and 11 did not. The remaining 6 individuals are out of date for various reasons (long term absence etc.) 2 of which are being case managed by HR Business Partners.

### Supporting the Red & Amber groups



- 2.33. The 1 Red and Amber (Fail) group equates to 11 individuals who require additional support. Every member of staff in the Red/Amber category is subject to a 3 month retest period and receives a development plan, including a fitness and nutrition plan and ongoing additional support from the fitness instructor.
- 2.34. 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.

### 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 January 2022 – December 2022. The data in the table is the most recent data from 31<sup>st</sup> March 2023.

Protected Characteristic (as per 31 <sup>st</sup> March)	WT	On-call	Control	Green book	Total %	Community	Trend
<b>% Female Staff</b>							
2022	6.9	6.0	75.6	46.8	<b>14.4</b>	51.0	
2021	6.3	6.2	72.5	47	<b>14.6</b>	51.0	
2020	6.3	6.1	75.0	44.5	<b>13.9</b>	50.5	
<b>% Ethnic Minority background</b>							
2022	3.7	2.8	8.1	4.7	<b>3.5</b>	8.3	
2021	2.2	2.4	7.5	4.6	<b>2.8</b>	8.3	
2020	2.0	2.4	7.5	4.0	<b>2.7</b>	5.3	
<b>% Female Senior roles</b>							
2022	11.1			36.4	<b>20.0</b>		
2021	0			30.8	<b>18.0</b>		
2020	14.3			33.0	<b>20.8</b>		
<b>% Ethnic Minority Background Senior roles</b>							
2022	0			9.1	<b>5.0</b>		
2021	0			11.1	<b>4.5</b>		
2020	0			0	<b>0</b>		
<b>% LGBT Senior roles</b>							
2022	0			9.1	<b>5.0</b>		
2021	0			11	<b>4.5</b>		
2020	0			0	<b>0</b>		

**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. A new training presentation and facilitated conversation on values, behaviours and ethics has been delivered face to face to all staff. This training, together with an increase in internal communications around cultural reform, has embedded the expectations of the organisation specifically in relation to addressing inappropriate behaviour. Members of ELT visit teams, together with cultural leads, further support that work in operational teams.
- 3.4. A confidential reporting line has been established and a Speak Up Guardian has been appointed, both providing additional ways for staff to highlight and address issues.
- 3.5. International Women's Day was celebrated on 8 March with an event at which female speakers presented their views and experiences within the fire sector.
- 3.6. E-learning packages have been released in relation to 'Banter' and management of hybrid teams, and throughout the year more will be released, to develop capability in managers to create a work environment which is inclusive and psychologically safe.
- 3.7. A working group has revised our onboarding and induction process for all staff, specifically but not solely, to include the setting of expectations of behaviour, values and ethics. New induction sessions have been implemented for On Call, Professional, Control and Wholetime staff

**Update on Strategic Workforce Planning**

- 3.8. On a monthly basis, the People Services team provide the following information to the Strategic Workforce Planning group:
  - Current position on the overall establishment to provide an overview of current establishment figures, starters and leavers for staff groups.
  - Sickness absence data, including long term and short-term sickness and an overview of restricted duties cases
  - Updates on recruitment and selection processes, including information on uniformed positions to give clear indication on where current vacancies are, and the overall effect on workforce numbers.
  - Development Programme updates to outline and inform the number of individuals progressing through assessment centres in order to be ready to apply for promotion into crew, watch, station manager roles as and when they become vacant.

- Apprenticeships update.

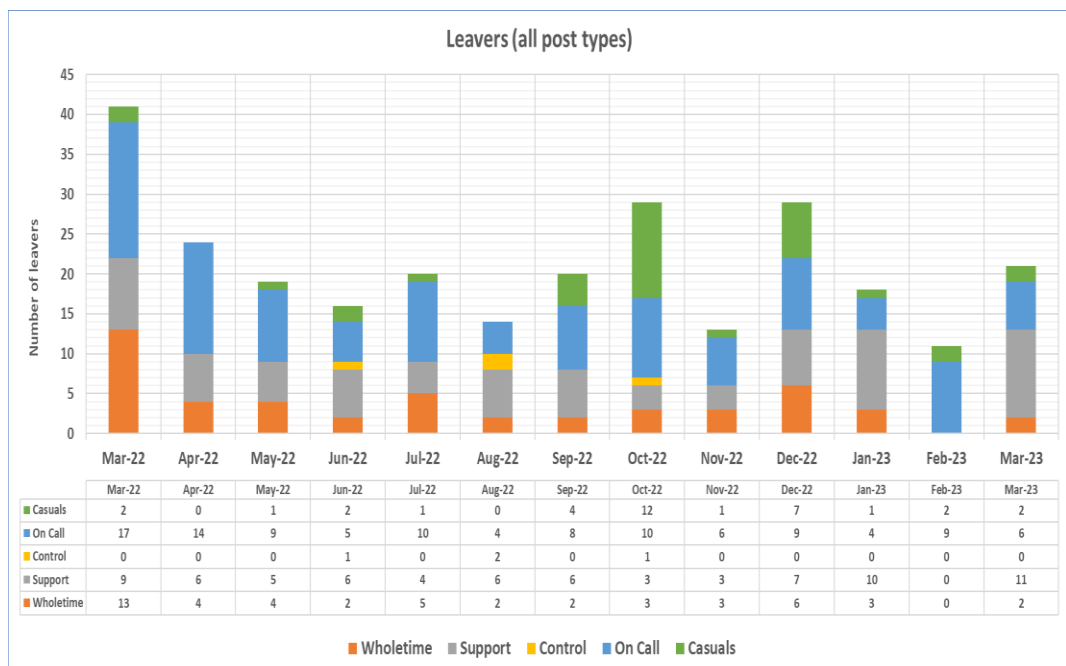
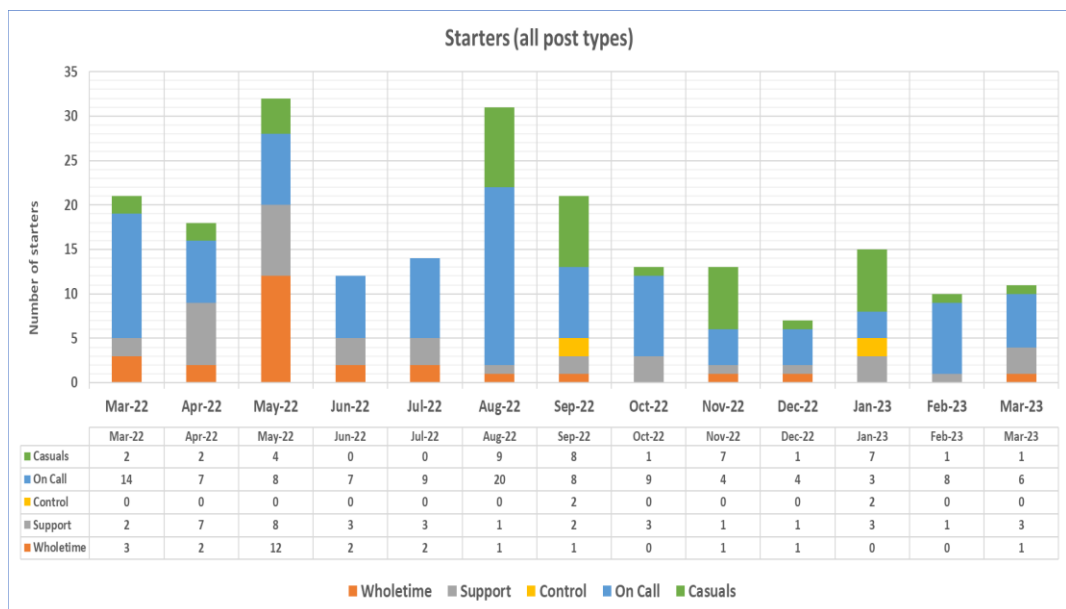
3.9. This data enables the Service to workforce plan effectively in a proactive way, giving assurance on overall establishment numbers and enabling us to identify trends more easily going forward.

3.10. The following iterations of the data presented will start to inform the Committee on trends that are relevant to workforce planning.

### Turnover

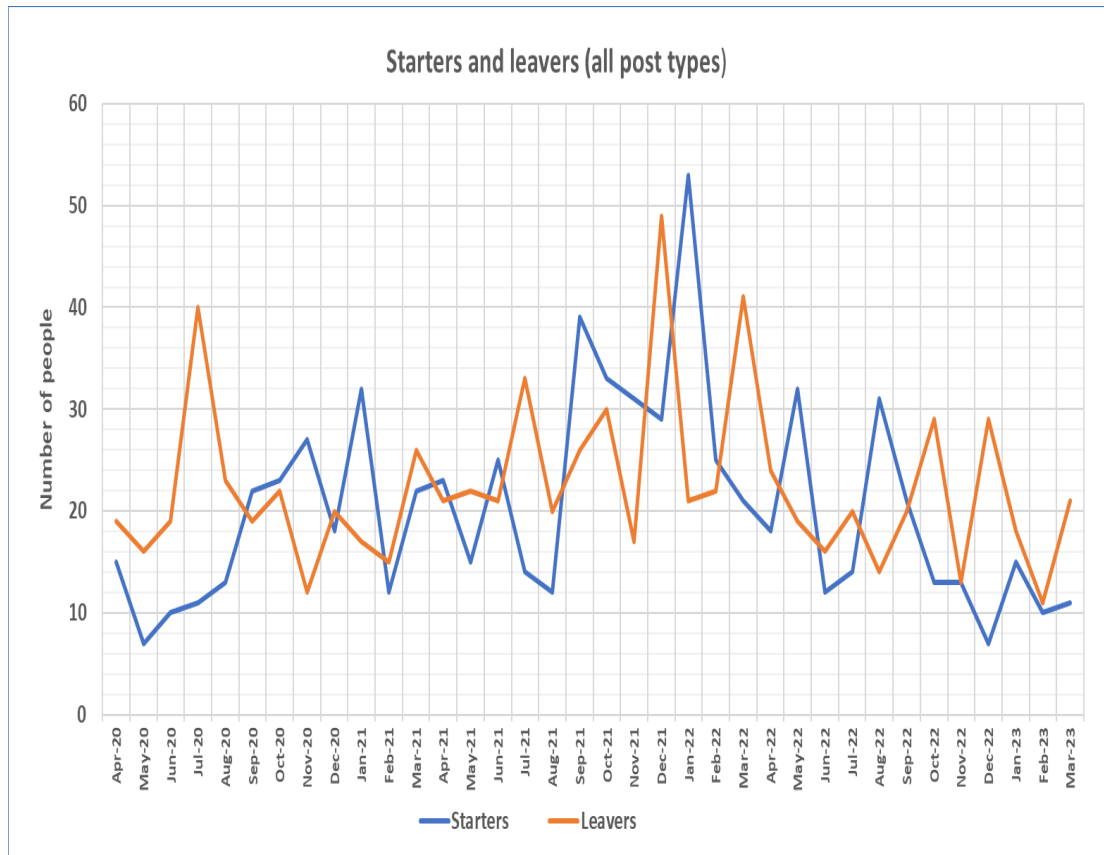
3.11. The impact of restricting recruitment activity over the last year has meant that staff numbers are dropping overall in comparison to earlier years. The Service will need to monitor this closely in terms of what can be effectively delivered with reduced resourcing in place.

3.12. The tables below show the last 12 months of starters and leavers.





3.13. The graph below provides an overview of starter and leaver activity (all role types) in the last 3 years:



3.14. Looking at data that is currently available, the highest turnover is from on-call roles. In the 2022-23 year:

- there was a total of 94 on-call leavers (average of 7.8 people per month);
- For support roles, a total of 67 leavers (average of 5.6 per month);
- For wholetime staff, a total of 36 leavers (averaged of 3 per month).

3.15. In terms of starter averages:

- On call totals 93 (average of 7.75 per month);
- Support staff totals 36 (average of 3 per month);
- Wholetime totals 23 (average of 1.9 per month).

3.16. These figures continue to indicate that the Service is losing more staff than it is recruiting for. The Service is currently in the process of establishing some cross-function working groups to better assess the requirements for improving staff engagement and retention levels with on-call colleagues.

- 3.17. The project to implement a new HR system is now underway. This will provide managers with greater visibility of people management data within their teams, including structure, performance, sickness and other absences. Phase 2 of the project (early 2024) will include the introduction of an integrated recruitment module and help to better inform workforce planning at an organisational level. Project benefits include improvements to a number of processes and enable more efficient working practices, but a high level of effort and time will need to be invested to make this implementation successful.

4. **PERFORMANCE MONITORING – STRATEGIC POLICY OBJECTIVE 3(c)**

*Strategic Policy Objective 3c) ‘Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention.’*

**Recruitment & Retention**

- 4.1. Reported above within the update on Strategic Workforce Planning.

**Employee Engagement**









- 4.2. A new annual staff survey is launching at the end of April 2023, and the response rates and results will be presented in a future report to this Committee.

**SHAYNE SCOTT**  
**Director of Finance, People and Estates**

## APPENDIX A TO REPORT PC/23/4

### SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q1 (2022-23)	Q2 (2022-23)	Q3 (2022-23)	Q4 (2022-23)	Trend
Firefighter Competence	90% (as of October 2022)	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 90%	0 of 7 core competencies below 90%	
Accidents	Decrease	65	84	55	68	
Near Miss-	Monitor	20	18	14	21	
Personal injuries	Decrease	20	17	15	18	
Vehicle Accidents	Decrease	35	57	36	37	
Short term (average days per person, per month)	Improvement	4.0	4.2	4.7	4.7	
Long term (average days per person, per month)	Improvement	6.3	6.4	5.9	6.0	
Stress related absence (average number of <b>people</b> per month)	Improvement	28	24.3	25	30.5	

## APPENDIX B TO REPORT PC/23/4

### People Committee Performance Reporting Forward Plan

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