

<b>REPORT REFERENCE NO.</b>	<b>PC/23/12</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>30 OCTOBER 2023</b>
<b>SUBJECT OF REPORT</b>	<b>PERFORMANCE MONITORING REPORT 2023 – 2024: QUARTER 2</b>
<b>LEAD OFFICER</b>	<b>DIRECTOR OF FINANCE &amp; CORPORATE SERVICES (TREASURER)</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 July - Sept 2023 (Quarter 2) 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 2 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 2 as measured against the revised core competencies is shown in the following table.

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
<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>98.3 %</b>  <b>Green</b>	Within tolerance for each location. No remedial 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 relates to 700 members of staff.	<b>98.3%</b>  <b>Green</b>	Within tolerance for each location. No remedial action required.
<b>Water Rescue</b> Inc.: 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>• 1361 members of staff are competent across the various levels.</li> </ul>	<b>96.7%</b>  <b>Green</b>	Within tolerance for each location. No remedial action required
<b>Working at Height and Confined Spaces (SHACS)</b> Inc.: Level 1, 2, 3	< 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> <li>• SHACS competency is 92% across the 3 Levels.</li> <li>• This does not impact service delivery and therefore does not require intervention.</li> </ul>	<b>92.6 %</b>  <b>Amber</b>	Within tolerance for each location.  There has been a slight increase from Quarter 1. However, monitoring attendance of planned training courses will continue.

<b>Core Competence inc. subsections of competence.</b>	<b>Measure</b>	<b>Rationale</b>	<b>%</b>	<b>Impact and action taken</b>
<b>Maritime Level 2</b>	< 90% + Risk based impact identified	<ul style="list-style-type: none"> <li>450 people, across 15 stations are required to maintain the Maritime Skill.</li> </ul>	<b>97.1%</b>  <b>Green</b>	Within tolerance for each location. No remedial action required.
<b>Casualty Care (CC) Inc. Level 1, 2</b>	< 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 839 people. Currently 1375 members of staff are trained in casualty care.</li> </ul>	<b>97.9%</b>  <b>Green</b>	Within tolerance for each location. No remedial action required.
<b>Response Driving Inc.:</b> 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>98.8%</b>  <b>Green</b>	Within tolerance for each location. No remedial action required.

**Fitness testing:**

2.4. Performance on fitness testing between April to October 2023 is set out in the table overleaf:

	As of October 2023	Percentage as of October 2023	As of 14 <sup>th</sup> July 2023	Percentage as of 14 <sup>th</sup> July 2023	As of April 2023	Percentage as of April 2023
Number requiring test (in scope)	1520	100%	1546	100%	1560	100%
Number passed	1493 (green, amber, blue)	98.22%	1454 (green amber blue)	94.05%	1549	99%
Red	27*	1.78%	92	5.95%	11	1%

- 2.5. So far in 2023-24, 1520 members of staff have met the fitness standards, 27 did not. The Service has 21 station-based staff with a red status for fitness, 4 of which have not failed a test but have refused to undertake it due to impending retirements. 3 of the 4 have been removed from operational duties as there is no evidence to prove that they are fit for duty. 1 of the 4 had a special measures risk assessment to remain operational despite being out of date for fitness and was not removed from operational duties.

### **Supporting the Red & Amber groups**

- 2.6. 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.
- 2.7. At 6 months, if staff are still unable to achieve the required standard, then a capability process is started, working with the Human Resources (HR) business partners.

### **Health & Safety:**

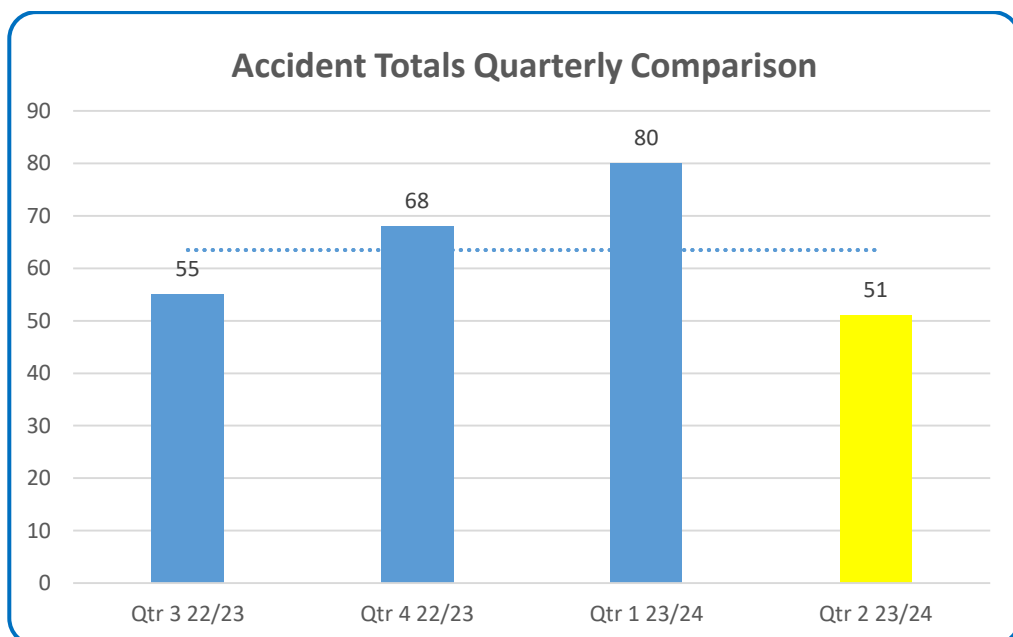
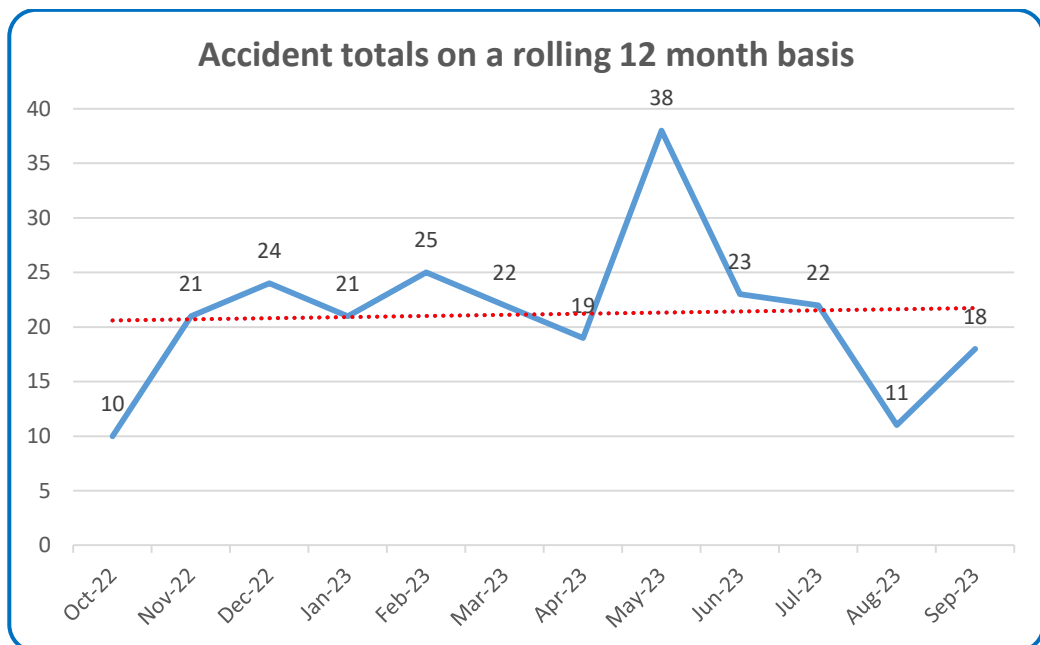
#### *General:*

- 2.8. The Health and Safety Team have commenced with the Control of Substances Hazardous to Health (COSHH) audits which will see a proportion of the Service locations audited over 12 months. The audit was developed out of the findings from the Premises Audits. The audit is being received well and is helping to enhance the management of COSHH within the Service.
- 2.9. Work continues to take place to reduce the risk from contaminants; this is structured through the project management process. The project is finalising the full business case for delivering on measures to reduce the risk from fire ground contaminants. Work packages have been developed and issued.

2.10. All operational risk assessments have been reviewed and brought into alignment with National Operational Guidance. The Policy, Procedure and Guidance team completing these earlier than anticipated.

**Accidents**

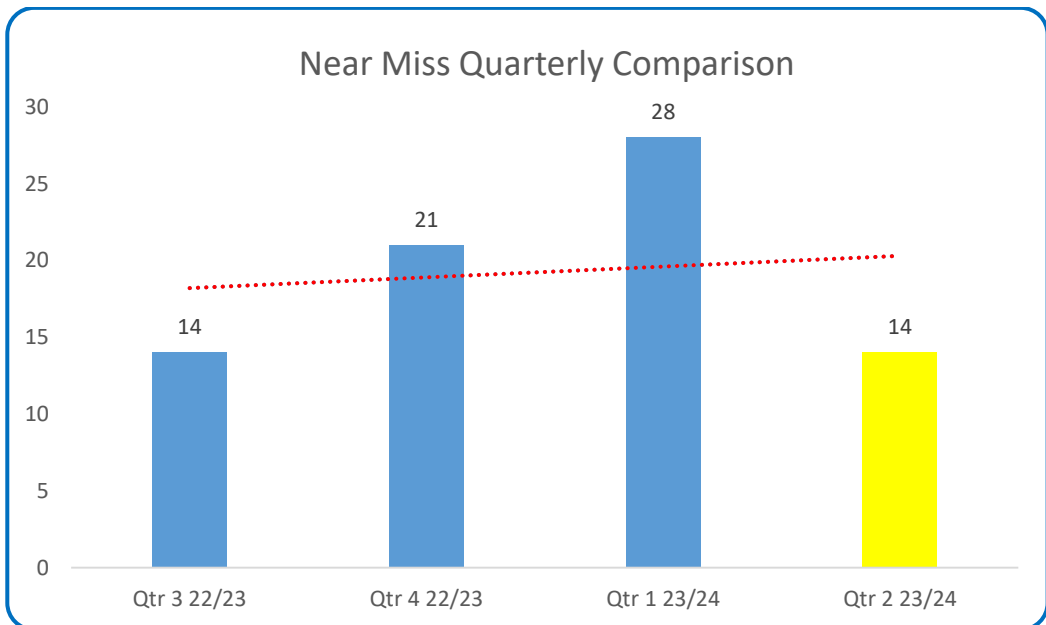
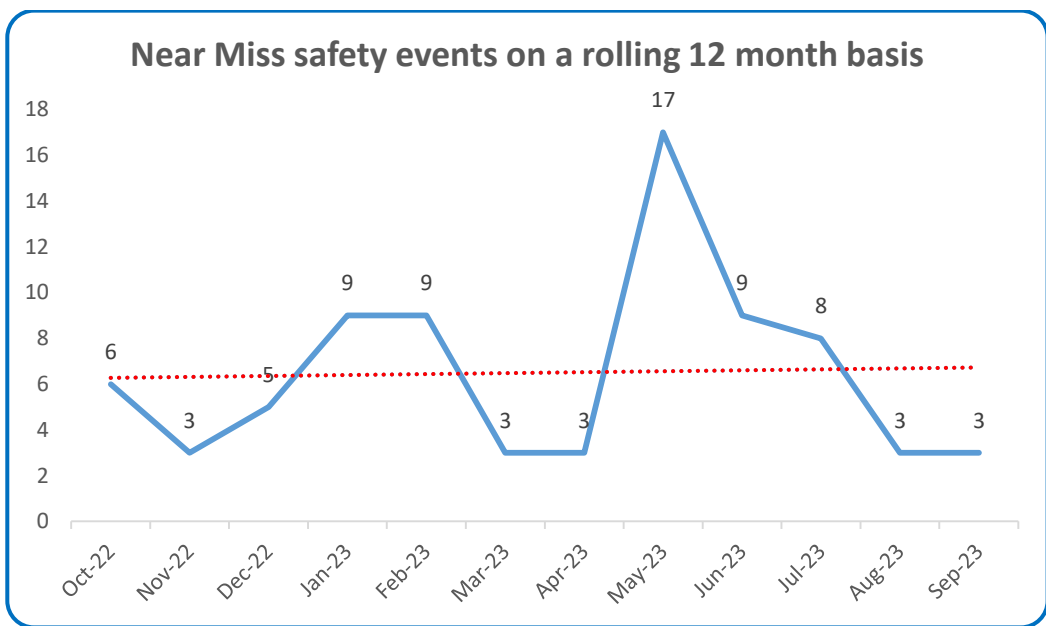
2.11. There has been a slight increase in the overall trend for accidents over the last 12 months. The quarter 2 accident numbers are down by 29 on the previous quarter and down 30 for the same quarter in 2022. Vehicle related safety events remain the greater proportion of safety events. Though when compared to vehicle mobilisations over quarter 2, only 0.4% resulted in a vehicle related safety event. The Organisational Road Risk Group has increased their meetings to monthly in order to review and improve safety in this area.



**Near Miss:**

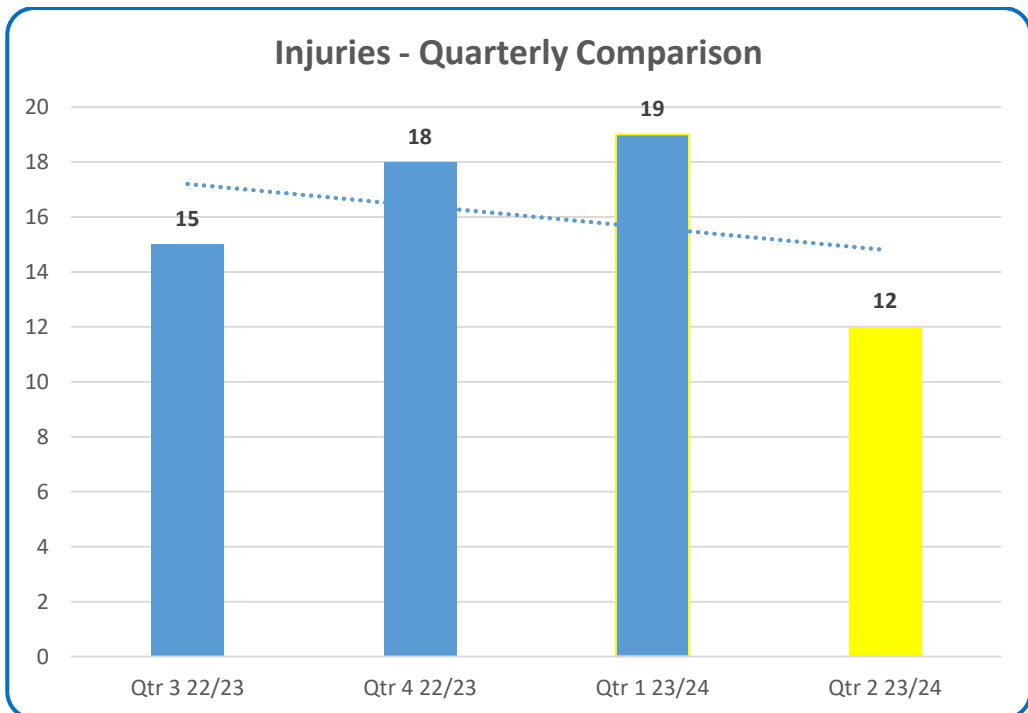
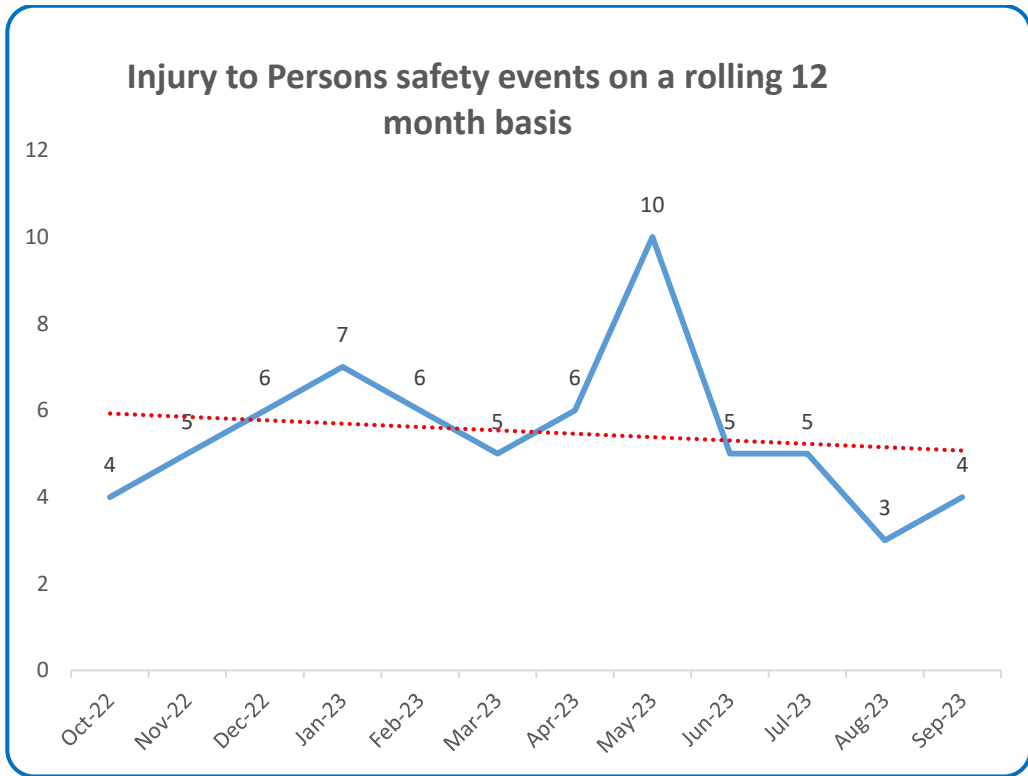
2.12. There were 14 near misses in Quarter 2 of 2023-24, a 50% (14 events) reduction on reporting from the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team. The wider cultural work with the 'Safe to' campaign will help to influence improvements in this area.

2.13. The near miss reports during Quarter 2 are varied. There are no trends but one of note relates to the driver of a Medium Rescue Pump noticing the bridge was too low for the appliance to fit under. And another relating to crews working on a railway track when a train was due, but the driver had not been alerted to the presence of firefighters on the track. The train driver stopped the train once they observed people trackside.



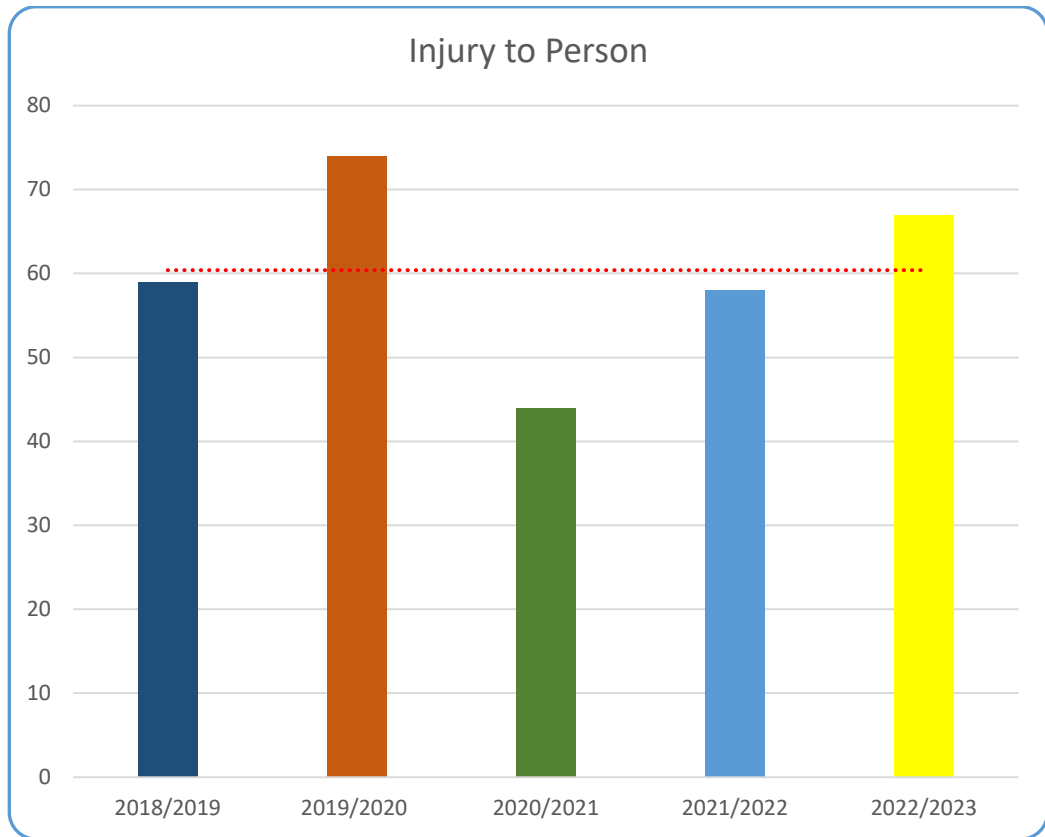
**Personal Injuries:**

2.14. The charts compare the Service's injury rates over a rolling 12-month period, as well as highlighting the Quarter 2 figures. The injury figures in general remain low, the trendline showing a decrease over the 12-month period. Quarter 2 showed a reduction of 7 injuries when compared to the previous quarter, a 37% decrease in injuries.





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

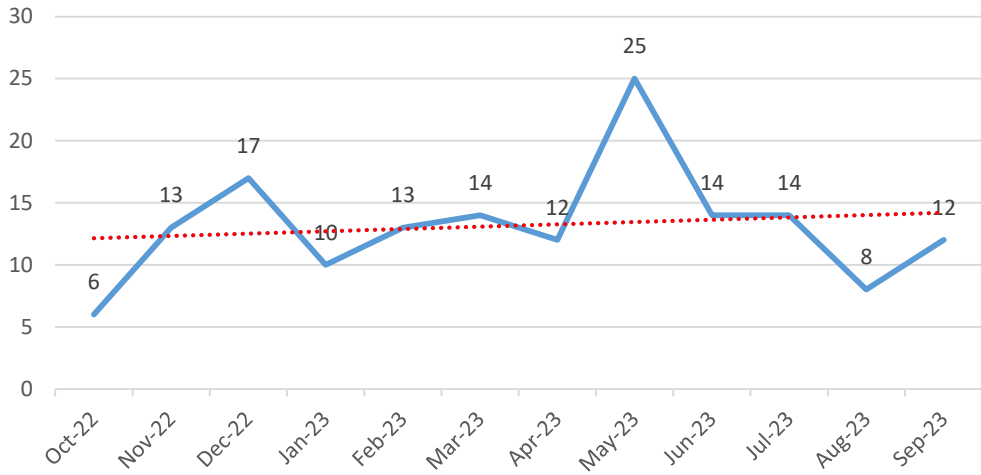


**Vehicle Incidents:**

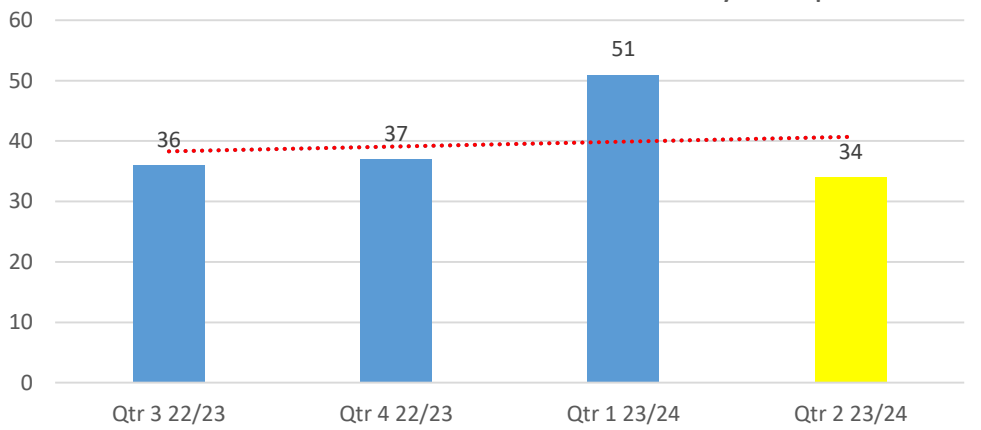
2.16. Vehicle related incidents decreased in quarter 2 of 2023-24, with a 33% (17 incidents) reduction on the previous quarter. Vehicle related accidents are primarily during non-blue light activity, the majority related to slow speed manoeuvring, for example, clipping hedges and banks on tight lanes, or another vehicle in congested streets, as well as when manoeuvring at the incident. Of the 8471 mobilisations in quarter 2, only 0.4% resulted in a vehicle related safety event.

2.17. The Organisational Road Risk Group is meeting monthly due to the spike in vehicle related safety events in May 2023. The Group is looking to circulate communications to raise awareness of the areas where vehicle accidents are occurring whilst also providing supporting advice and guidance where required. The Service's exposure to road risk is high but the outcomes (vehicle safety events) are relatively low in comparison.

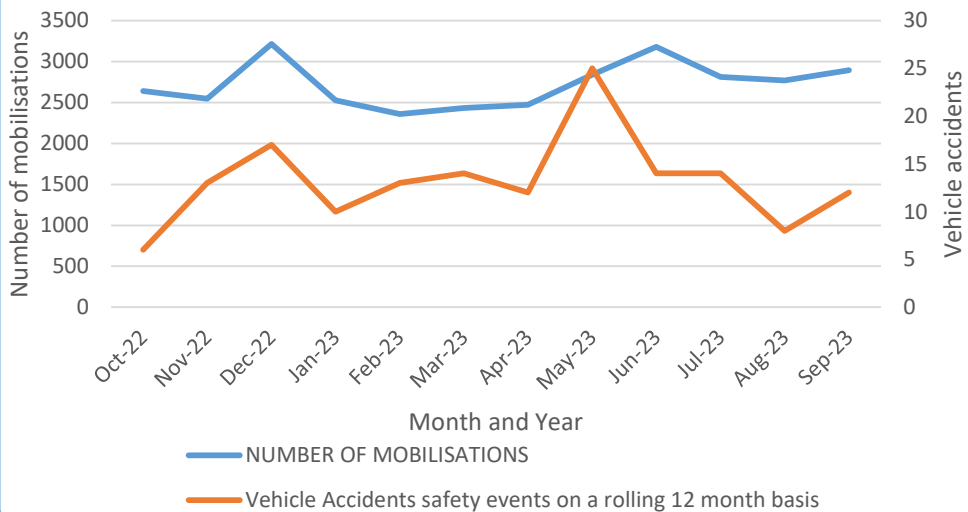
### Vehicle Accidents safety events on a rolling 12 month basis



### Vehicle Accidents - Quarterly Comparison

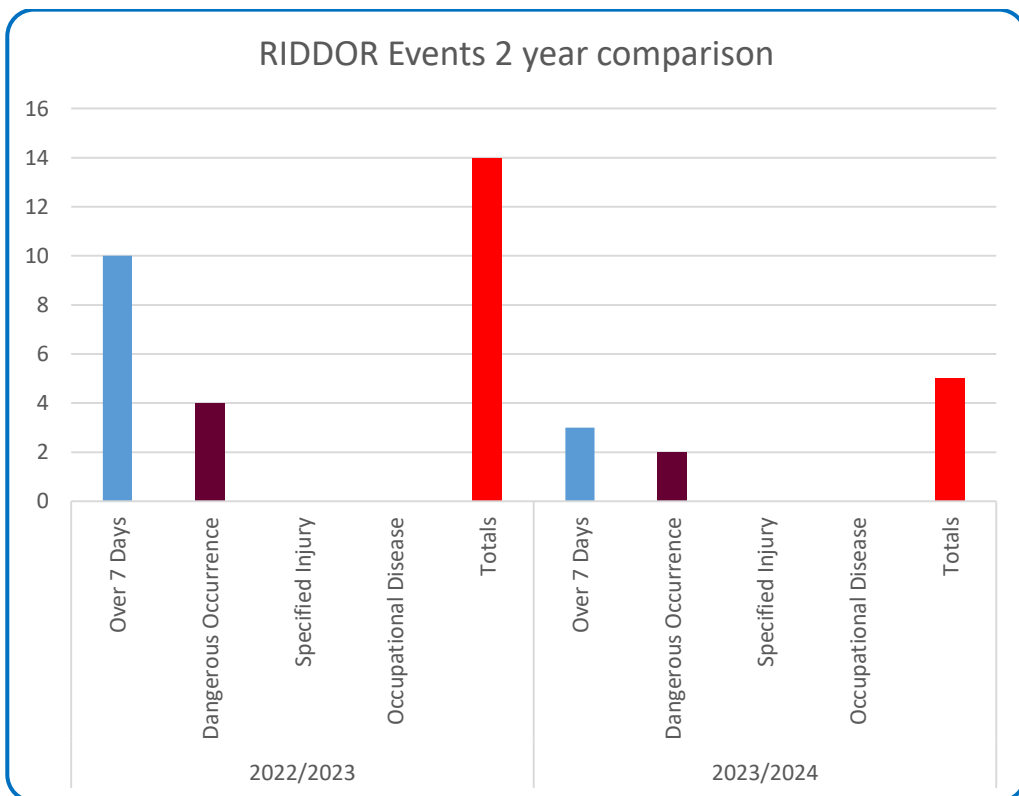


### Mobilisations / Vehicle Accident Comparison



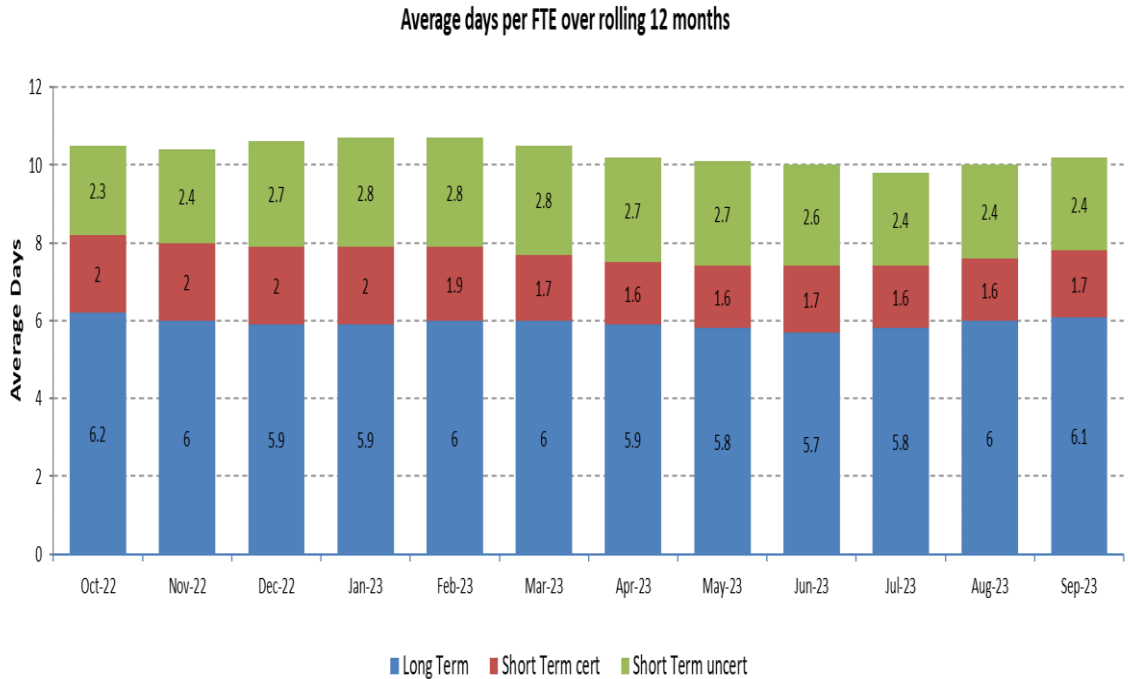
**Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR):**

- 2.18. There have been 3 reported RIDDOR incidents during this reporting period (Quarter 2 of 2023-24), 2 'Over 7-day injury' and 1 'Dangerous occurrence'. The 2 'Over 7-day injury' were:
- a firefighter injured their ankle whilst withdrawing in BA from a building at an operational incident; and
  - another ankle injury when dismounting the appliance at an incident.
- 2.19. The dangerous occurrence relates to a Breathing Apparatus (BA) set failure at an operational incident; the inhalation valve remained open during the start up at entry control. The BA set will be examined as part of the investigation to identify the learning outcomes.
- 2.20. The RIDDOR numbers in quarter 2 this year mirror that of the same quarter in 2022-23. RIDDOR numbers have been decreasing over the last 5 years. The 2-year comparison below provides a comparison of RIDDOR reporting in 2023-24 compared against the final total for 2022-23.



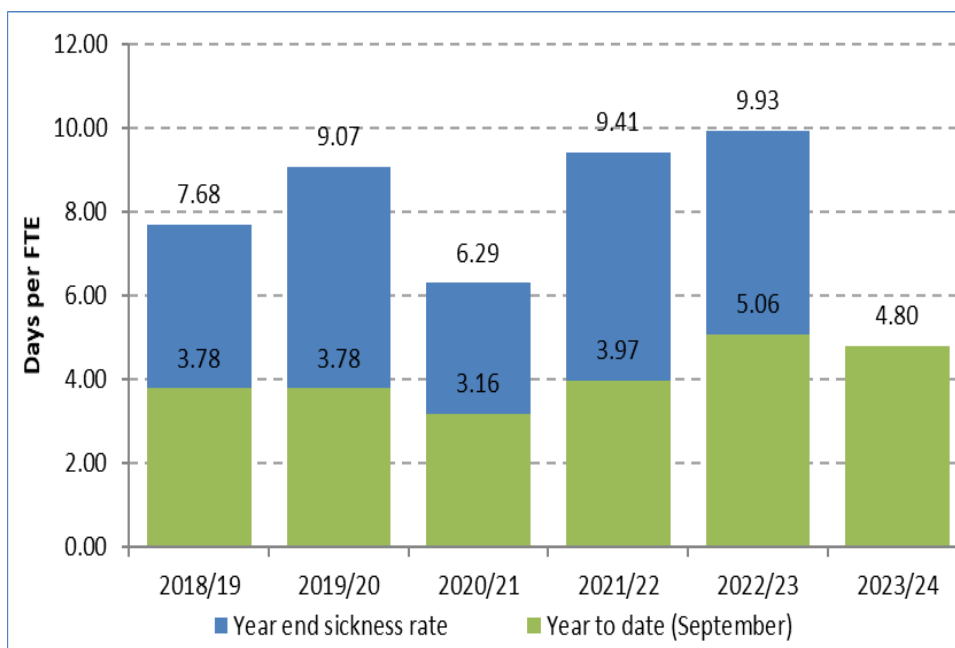
## Sickness and Absence

- 2.21. Total sickness absence average days have marginally increased during Quarter 2 of 2023-24. This is to be expected for this time of year and the Service is continuing to manage long term absence through the absence procedure.



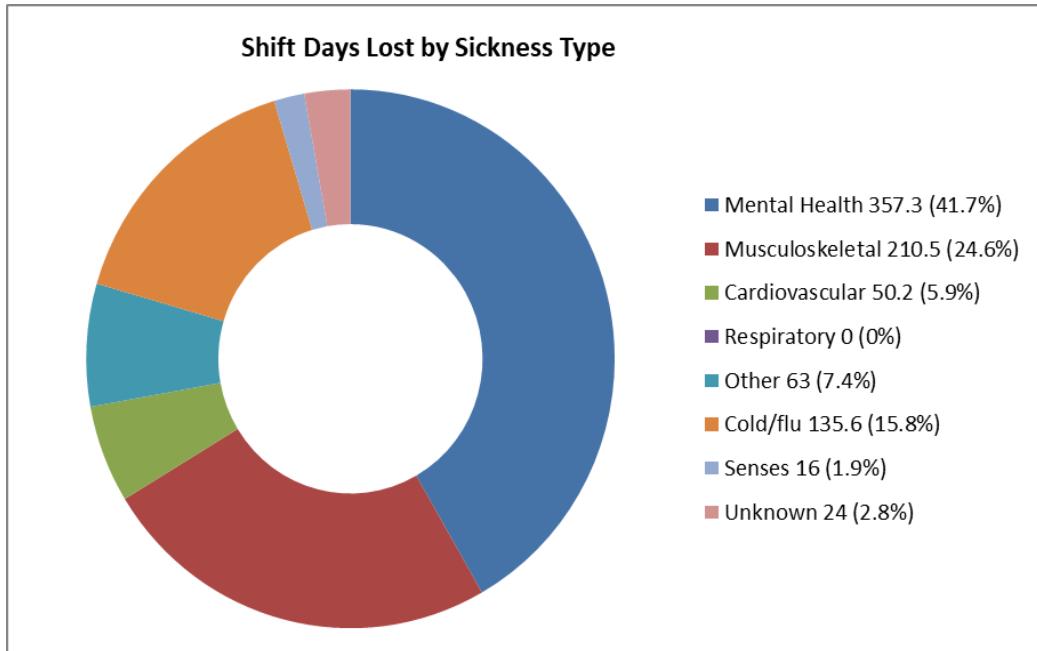
### Annual comparison (average days lost) year on year per FTE:

- 2.22. When comparing average days lost per Full Time Equivalent (FTE), it can be seen that the year-to-date figure is slightly lower than in 2022-23 but still higher than pre-pandemic figures at this stage in 2023-24.



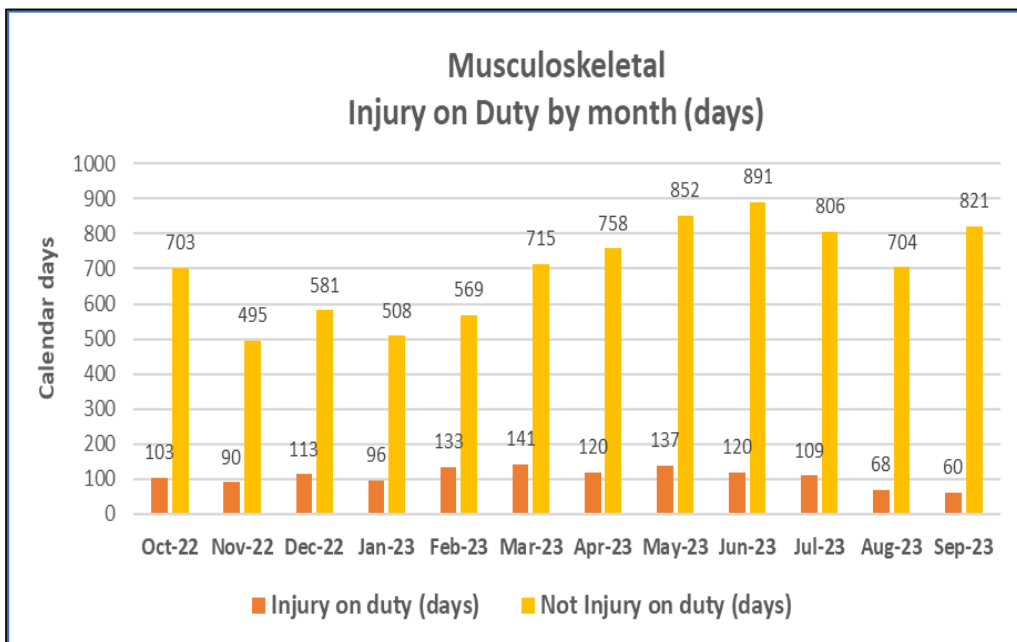
### Shift days lost by sickness type

2.23. In terms of sickness types, 'mental health' and 'musculoskeletal' continue to account for highest number of working days lost. Notably, since the previous report in July 2023, 'musculoskeletal' has reduced from 28% to 24% of absences, whereas 'mental health' increased from 37% to 41%.



2.24. Understanding the top reasons for absence allows the Service to establish and maintain interventions which directly address them, for example, the instigation of physiotherapy provision for musculoskeletal injuries and counselling service for mental health issues.

2.25. Musculoskeletal injuries remain in the top 2 causes for absence. When reviewing the data for areas where the Service could improve, it became clear that most injuries are not occurring as a result of being on duty.

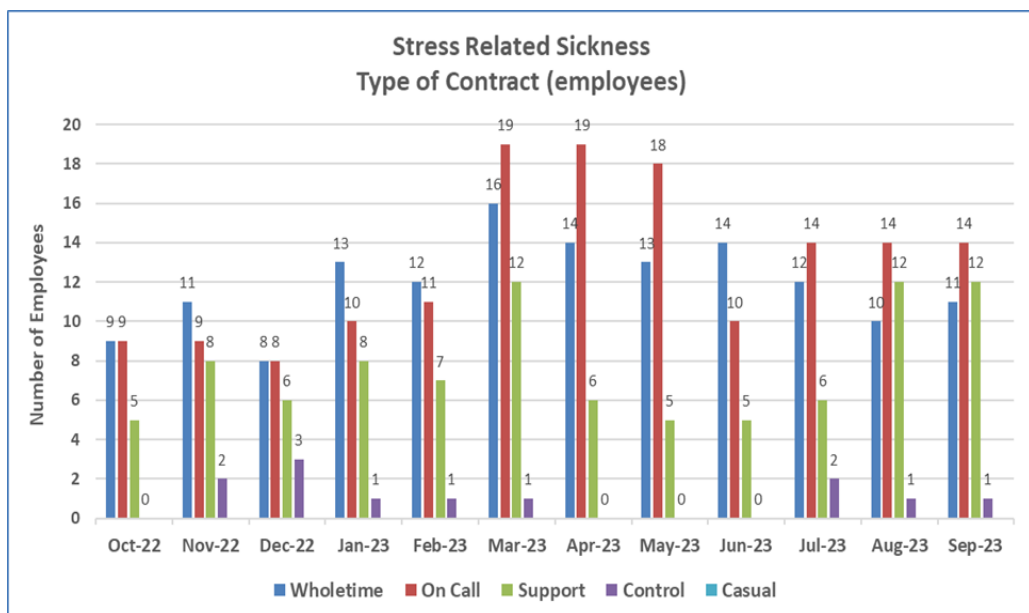


## Mental Health

- 2.26. The graph below shows stress related sickness reported over the last 12 months for work related and non-work-related sickness absence. Stress related absences have significantly increased over the course of the year, but where there had broadly been a 50:50 split between work related and non-work-related absences in January and February 2023, this has shifted to approximately 80% of stress related absences being attributed to non-work-related stress.



- 2.27. Looking at the staff groups, you can see our On-Call colleagues had a spike in March, which corresponds to the increase in non-work-related stress peak in the previous chart. More recently, we have also seen an increase in Support staff stress related absence. We are reviewing our support packages and looking at ways to better support our On-Call and Support colleagues.



- 2.28. 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. Referrals for Counselling sessions have a steady uptake.

### **Health and Wellbeing Support**

- 2.29. The Service continues to monitor the performance of the Occupation Health providers, Health Partners. Following inconsistent service levels, the Service issued an improvement notice and held a subsequent contract review meeting. Early indications show a slight improvement and the next review meeting is scheduled in November 2023 at which it is hoped to receive reports of further improvements.
- 2.30. The Service continues to work closely with the Firefighters Charity to support the wellbeing provision that can be offered. Wellness workshops are being run on nutrition, mindfulness and relaxation, stress, sleep, mental and physical health and resilience. There has been a good uptake so far. The Menopause Training for managers is also booked for November 2023.
- 2.31. The Service's Mental Health First Aiders and Wellbeing Champions are booked in for refresher training ready for relaunch in the New Year. Work is also being undertaken with the Academy to upskill the team in understanding mental health.
- 2.32. International Men's Day is taking place on the 17<sup>th</sup> of November 2023 with guest speakers sharing insight on a range of Men's Health topics. Planning for International Women's Day in March 2024 will begin in the new year.
- 2.33. The Service is working with the fitness team to plan some wellbeing initiatives for employees in January.
- 2.34. Upcoming training for employees/managers on Domestic Abuse with Fear Free and in partnership with Trevi House.
- 2.35. Health and Wellbeing information has now been fully embedded within the induction packs and sessions. This will embed the awareness of support from the start of employment with the Service.

### **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 2024.

### **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. During October and November 2023, the Service is are running a number of workshop sessions for middle manager population focussing on the skills needed to enable and provide confidence in having difficult conversations and managing conflict. It is felt these sessions will be a great skills learning opportunity for our people managers to be more positively equipped to tackle workplace issues. Anecdotal feedback so far has been positive.
- 3.4. With the appointment of a Speak Up Guardian and Deputy Guardians, the Service is providing additional ways for staff to highlight and address issues quicker and in a confidential way. Since starting this initiative there have been 21 cases raised. 8 are from uniformed colleagues and 13 are non-uniform.
- 3.5. With October 2023 being Black History Month, the Service's Multicultural Staff Support Network has set up several events for staff to learn more about interesting topics. The latest event was a Black History Month talk focussed on 'Windrush Resistance' and Caribbean Anti-colonialism.
- 3.6. The Recruitment team is currently evaluating Equality & Diversity (EDI) data gathered to identify areas of concern or success to enable action planning and the active management of themes identified.
- 3.7. The Service has successfully appointed a new Culture and Service Transformation Manager to replace our previous EDI Manager. A key focus of the role is Equality, Diversity & Inclusion and how improvements are enabled across the service.

### **Update on Strategic Workforce Planning**

- 3.8. The Strategic Workforce Planning group continues to meet monthly to review our People metrics and agree next steps regarding recruitment and selection processes.
- 3.9. Changes to the On-Call Recruitment process have been received well and have seen a dramatic improvement in outcomes. With 100% attendance at practical assessment centres and 90% of candidates progressing to the next stage. Previously this figure was closer to 30-40%.



- 3.10. Changes to public sector pension scheme legislation came into effect on 1 October 2023. The Service has seen an increase in retirement enquiries and notifications. This is being monitored closely at the monthly meetings to ensure succession planning and skills provision.

### Turnover and attrition

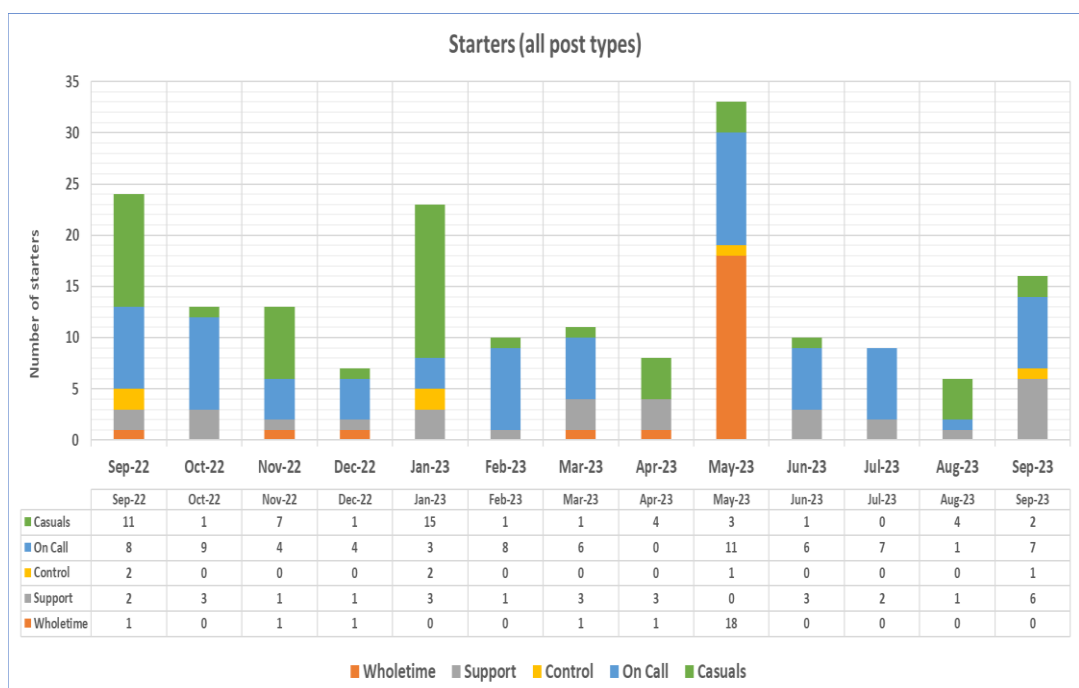
- 3.11. Since the previous meeting of the People Committee in July 2023, work has been underway to better understand attrition rates within staff groups. The rate is reached by averaging the staff population across the start and end of a 12-month period and then dividing the number of leavers within the period by this average. Based on data up to 30 September 2023, the attrition rates are as set out in the table below:

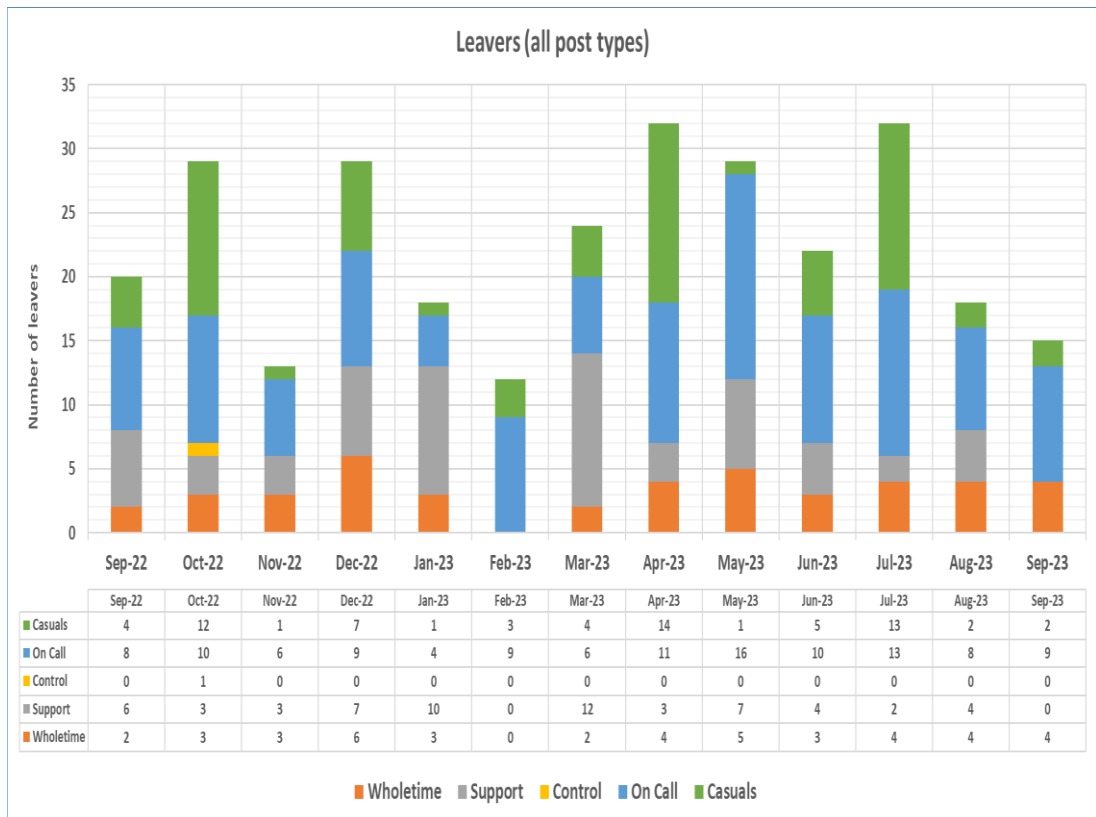
Staff Group	Attrition Rate
Wholetime	7%
On-Call	11%
Support	16%

- 3.12. Based on the September 2023 figures, the attrition rates for on-call and wholetime remain unchanged. For support staff, the rate has dropped from 19% to 16%.

- 3.13. From the leavers questionnaire undertaken by the Service, the reasons for leaving are captured where this is disclosed. Looking at leaving reasons recorded for Quarter 2 of 2023-24, 34% were retirements, 23% were resignation for personal or relocation and 17% were resignations due to work/life balance or management issues.

- 3.14. 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.





## People Services Systems Project

- 3.15. The implementation of iTrent as our new HR system has made significant progress, but with some greater challenges than originally anticipated. Final checks and validations of data and system functionality are currently underway and staff have been attending live demonstrations of how to access and use the employee self-service and people management elements of the system. As well as enabling greater visibility of relevant people data for managers, this launch will include the submission and approval of time and expense claims that will link directly to our payroll software. Initial go-live is anticipated for later this month.

## 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. Following the update at the previous People Committee, a summary of core actions and next steps are presented in a separate paper at today's committee.









**SHAYNE SCOTT**

**Director of Finance & Corporate Services (Treasurer)**

## APPENDIX A TO REPORT PC/23/12

### SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q3 (2022-23)	Q4 (2022-23)	Q1 (2023-24)	Q2 (2023-24)	Trend
Firefighter Competence	90% (as of October 2022)	1 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	55	68	80	51	
Near Miss-	Monitor	14	21	28	14	
Personal injuries	Decrease	15	18	19	12	
Vehicle Accidents	Decrease	36	37	51	34	
Short term (average days per person, per month)	Decrease	4.5	4.7	4.3	4.1	
Long term (average days per person, per month)	Decrease	6.0	6.0	5.8	6.0	
Stress related absence (average number of people per month)	Decrease	26	37	37.5	36	

## APPENDIX B TO REPORT PC/23/12

### 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>
October 2023	Quarter 2	Performance Monitoring report including 6 - monthly data: <ul style="list-style-type: none"><li>• Workforce planning</li><li>• People survey action plan update</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>