REPORT REFERENCE NO.	PC/25/1
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 JANUARY 2025
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2024 – 2025: QUARTER 3
LEAD OFFICER	Assistant Director (People)
RECOMMENDATIONS	*That the report be noted.*
EXECUTIVE SUMMARY	The strategic priorities against which this Committee is measuring performance 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. This report sets out the Services' performance against these strategic priorities for the period October to December 2024 (Quarter 3) in accordance with the agreed measures. A summary is also set out at Appendix A for ease of reference.
RESOURCE IMPLICATIONS	N/A
EQUALITY RISKS AND BENEFITS ANALYSIS	N/A
APPENDICES	A.　　Summary of Performance against Agreed Measures. B.　　Forward Plan
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 2024-25 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 Service's performance against the core competencies as indicated at paragraph 2.7. overleaf are all green apart from SHACS which is red and Maritime which is amber.

2.4. At the end of Quarter 3 of 2024/25, overall SHACS competency stood at 86.7%. There is a significant difference, however, in the percentage of roles that are competent across the three levels of provision. The distinction between the different competency levels for SHACS is set out below:

- **Level 1** competency is the minimum level required for response personnel. Performance at the end of Quarter 3 of 2024/25 stood at 93.2% (854 of 916 roles competent);

- **Level 2** competency is an enhanced level of training that enables some stations to effect more complex rescues and support safe systems of work should a level 3 response be required. Performance at the end of Quarter 3 of 2024/25 stood at 73.3% (261 of 356 roles competent); and

- **Level 3** competency is a required skill for Technical Rescue Teams (TRT) who undertake the most complex rescues from height and confined spaces. Performance at the end of Quarter 3 of 2024/25 stood at 68.7% (57 of 83 roles competent).

2.5.   The Academy has separated the old working at height qualification standards from the dashboard percentage figures and the transition will impact competence figures until all staff are fully migrated in the new training SHACS standard. The changeover has several staff showing as red as they have not yet started on the new standard but were competent in the old SHACS standard. Therefore, until these colleagues are re-assessed under the new SHACS, they will impact the overall competence levels as it is not possible to separate the data.

2.6.   The advantage of having the new reporting system is it will contribute to more accurate reporting when staff are fully integrated and provide much easier access to competence standards for managers to manage performance.

2.7.   Maritime remains in Amber for Quarter 3 at 94.7%. The Service anticipates that this competence will be back in the Green by Quarter 4. The drop experienced in recent quarters was due to a need to focus on ensuring the competency of firefighters in breathing apparatus following the challenge of the Hot Villa not being in service. With the reopening of the Hot Villa on the 16th January 2025, all the Academy instructors will be able to revert back to their normal training specialisms.

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.	**97.8 %** **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.	**98.3%** **Green**	Within tolerance for each location. No remedial action required.

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
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. • 1361 members of staff are competent across the various levels.	**95.9%** **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	• 90% provides tolerance for course failures, personnel returning from long-term absence and non-attendance.	**86.7%** **Red**	In Red SHACS level 3 has the lowest competence. Monitoring attendance of planned training courses will continue and further action planned to address this issue.
Maritime Level 2	< 90% + Risk based impact identified	• 450 people, across 15 stations are required to maintain the Maritime Skill.	**94.7%** **Amber**	In Amber. Remedial action is to recommence courses at STC.
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 839 people. Currently 1375 members of staff are trained in casualty care.	**97.0%** **Green**	Within tolerance for each location. No remedial action required.

Core Competence inc. subsections of competence.	Measure	Rationale	%	Impact and action taken
Response Driving 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.	**98.6%** **Green**	Within tolerance for each location. No remedial action required.

Fitness testing

	As at 15th Jan 2025	Percentage as of 15th Jan 2025	As of end of October 2024	Percentage as of at the end October 2024
Number requiring test (in scope)	1474	100%	1489	100%
Number passed	1461	99%	1462	98%
Red - Failures	13	1%	27	2%

Fitness details:

2.8. The actual failures and staff off the run for this quarter are as follows:

- 11 individuals that are off the run due to failing a fitness test (11/13 on the dashboard)

- 1 on secondment to HMI so not within the organisation to test but still shows as red (12/13 on the dashboard)

- 1 on call, who also has a WT role in prevention so shows as red on the dashboard twice (13/13 on the dashboard)

2.9. There are 9 other staff members currently out of date, but these individuals have been or will be tested this month (there is usually a delay of 1-2- weeks for the dashboard to catch up with the fitness results entered due to the manual system). There are an additional 8 staff members who are long term absent.

2.10.   Off the run for fitness by group is:

- Barnstaple - 1
- Yeovil - 3
- Exeter - 3
- Taunton - 1
- Plymouth - 1
- Torquay - 2

2.11.   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.

2.12.   At 3 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 (H&S):

*General***:**

2.13.   To further promote the importance of health and safety in the Service, and support the drive for a positive safety culture, the Chief Fire Officer has taken up the position of chair for the Service's 'Strategic Safety Committee'.

2.14.   Key learning from the internal investigation and from the Health and Safety Executive (HSE) into the firefighter collapse at the Academy has been shared nationally via the National Fire Chief Council.

2.15.   Considerable work has been undertaken on the system used by the Service for Control of Substances Hazardous to Health (CoSHH) management. Due to contractual changes for the system, and a short timeline, one of the H&S Team was tasked with a priority to adjust the organisational structure and quantity of CoSHH assessments on the system. Over 3500 assessments had to be reviewed and reduced to under 500 assessments. The adjustments were completed in time and should improve the ease of CoSHH management for the organisation.

Accidents:

2.16.   The overall trend for the rolling 12-month reporting period has moved from its usual downward trend to one that indicates an increasing trend in accidents. In Quarter 3 of 2024-25, accident numbers were up by 9 on the previous quarter and up 2 for the same quarter in 2023-24. During Quarter 3, there was one level 3 significant safety event, this related to a BA failure. The proportion of incidents are: 1 level 3, 25 level 2 and 36 level 1 safety events.

Accident totals on a rolling 12 month basis

Accident Totals Quarterly Comparison
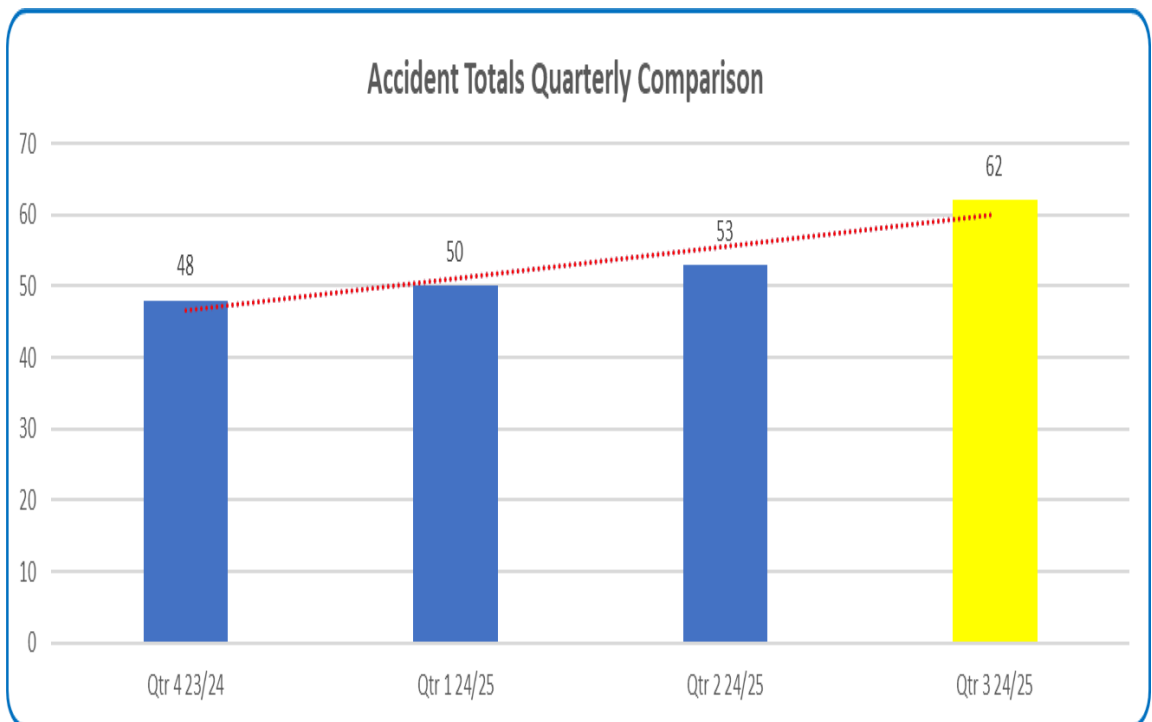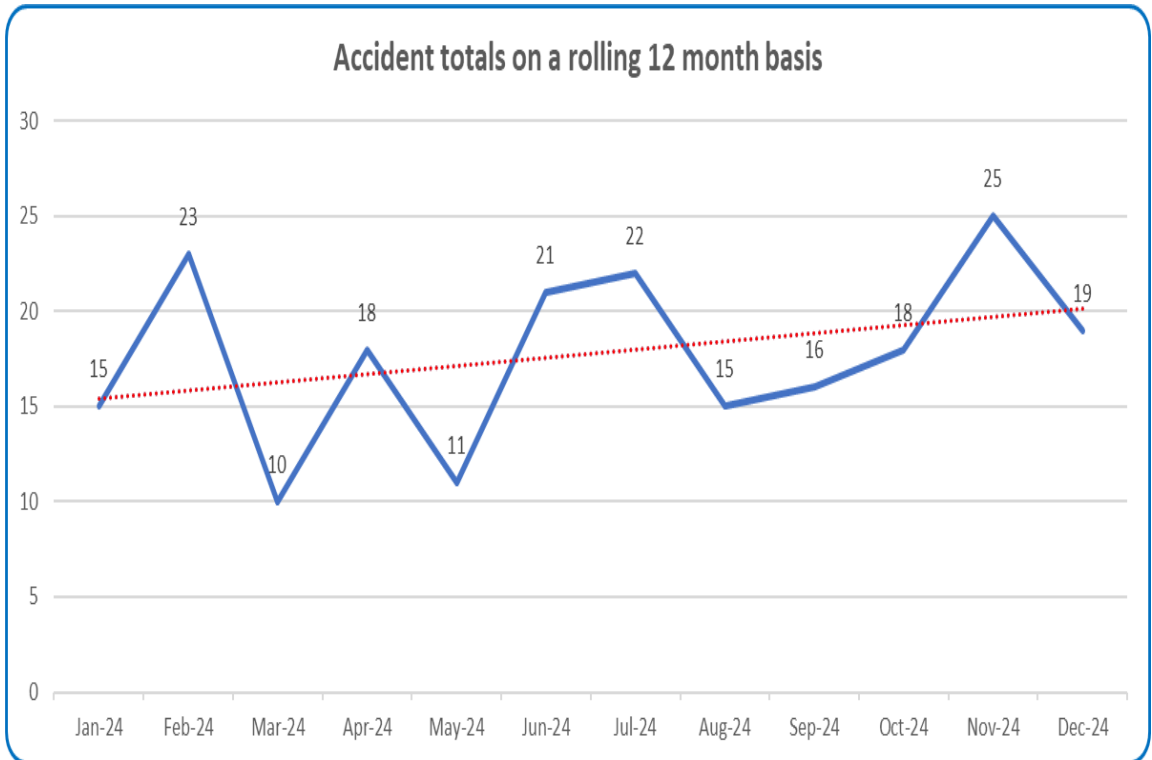
Near Miss:

2.17.   There were 19 near miss reports in Quarter 3 2024, this is up 9 on the previous quarter, and up 7 on the same quarter in the previous year. A quarterly 10% increase in near miss reporting has been established as the Key Performance Indicator (KPI), item PC/24/4 refers. This quarter the increase has been 90% on the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team, the 90% increase is not due to any specific campaign but a general fluctuation of near miss incidents occurring.

Near Miss safety events on a rolling 12 month basis

Month	Value
Jan-24	10
Feb-24	3
Mar-24	2
Apr-24	4
May-24	3
Jun-24	7
Jul-24	6
Aug-24	3
Sep-24	1
Oct-24	9
Nov-24	8
Dec-24	2

Near Miss Quarterly Comparison

Quarter	Value
Qtr 4 23/24	15
Qtr 1 24/25	14
Qtr 2 24/25	10
Qtr 3 24/25	19
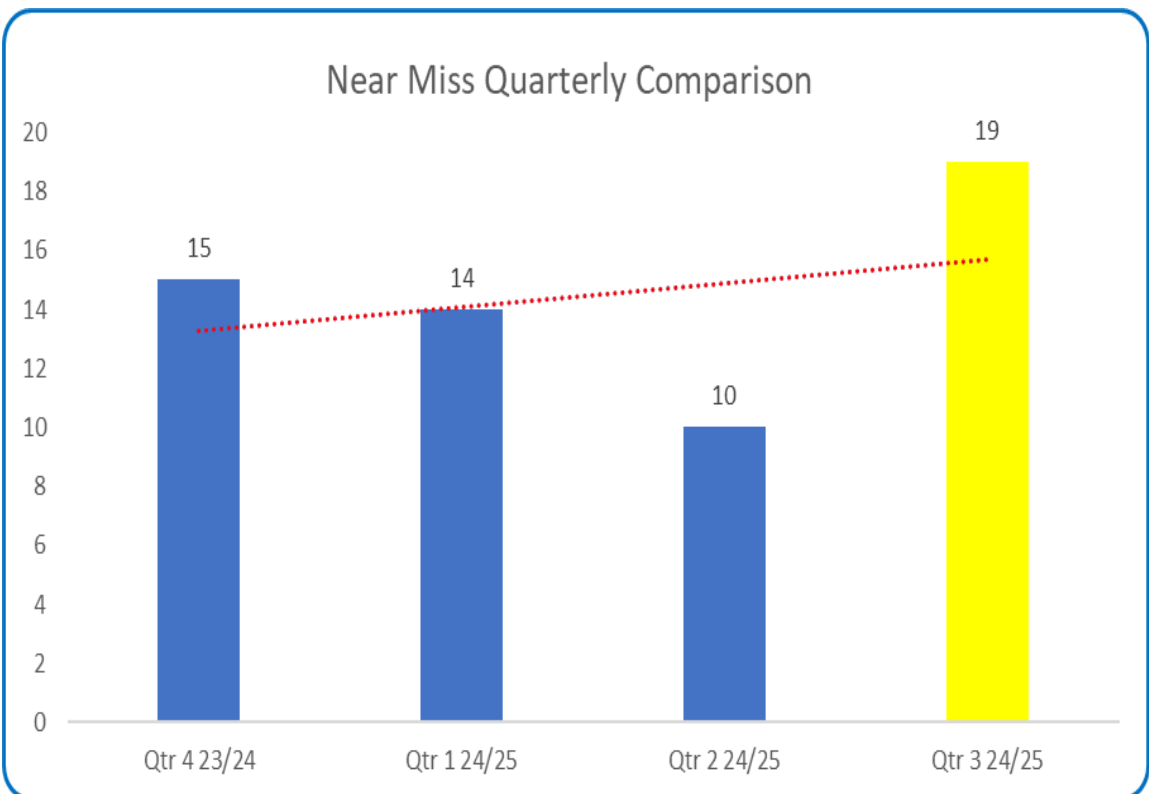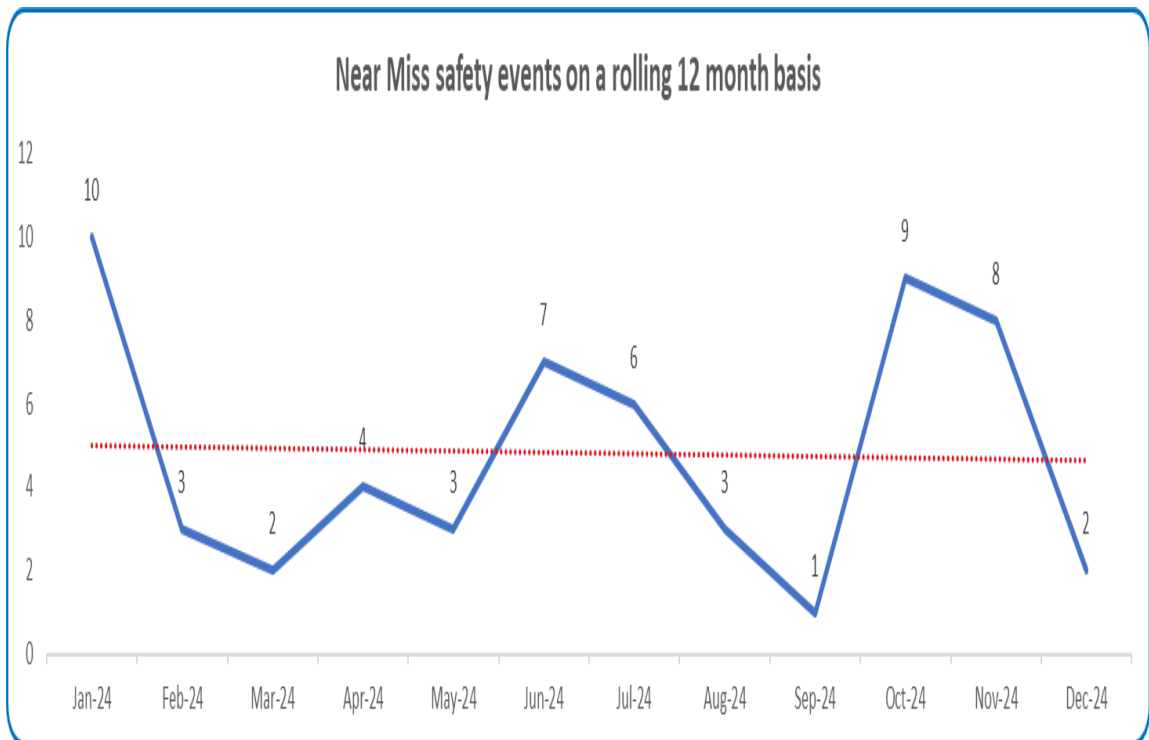
***Personal Injuries*:**

2.18.   During Quarter 3 of 2024-25, there were 13 injuries, a 8.33% (1 injury) increase on the previous quarter. Injury numbers in Quarter 3 are the same as for Quarter 3 of 2023-24. The injury figures in general remain low when compared to the size of the workforce and nature of the activities. The trendline shows a slight increase over the 12-month period.

Injury to Persons safety events on a rolling 12 month basis

(Monthly values: Jan-24: 1, Feb-24: 6, Mar-24: 4, Apr-24: 4, May-24: 3, Jun-24: 2, Jul-24: 5, Aug-24: 2, Sep-24: 5, Oct-24: 4, Nov-24: 7, Dec-24: 2)

Injuries - Quarterly Comparison

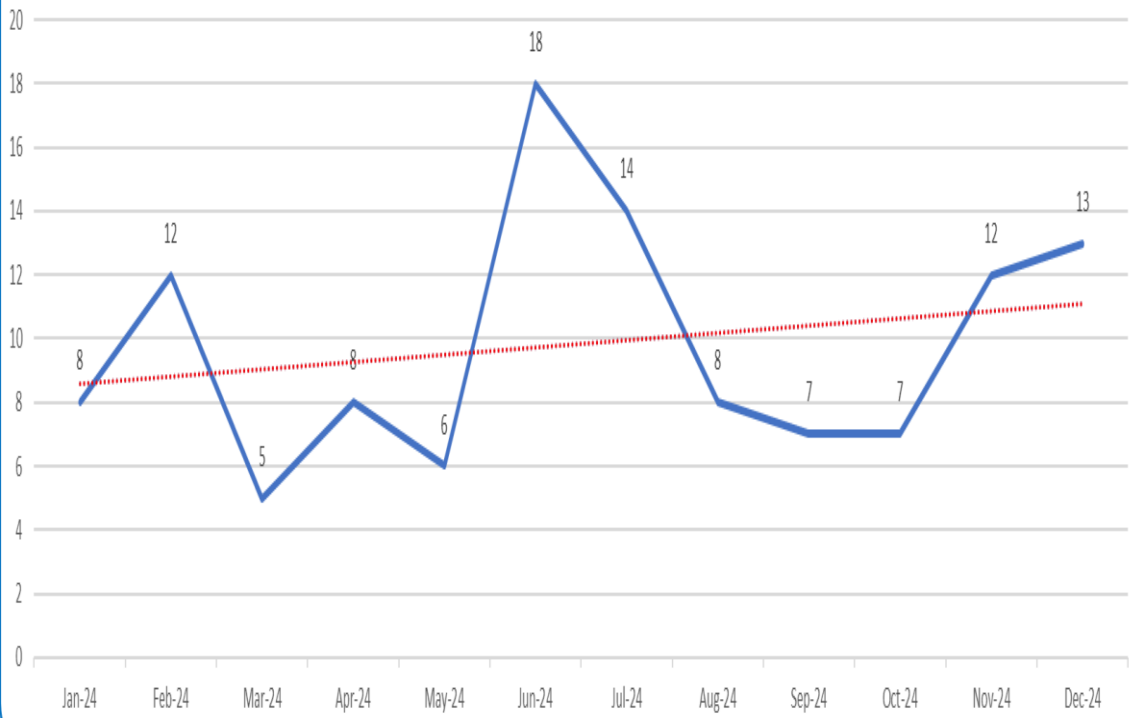(Qtr 4 23/24: 11, Qtr 1 24/25: 9, Qtr 2 24/25: 12, Qtr 3 24/25: 13)
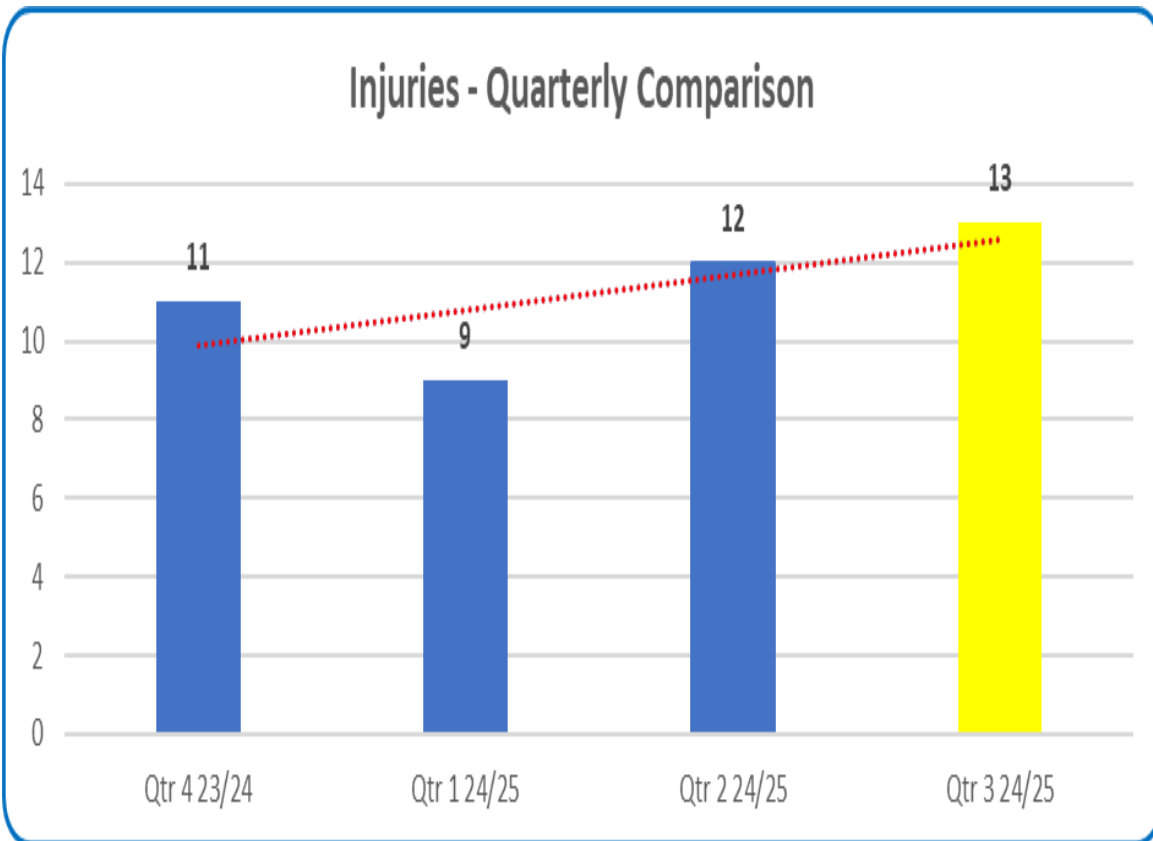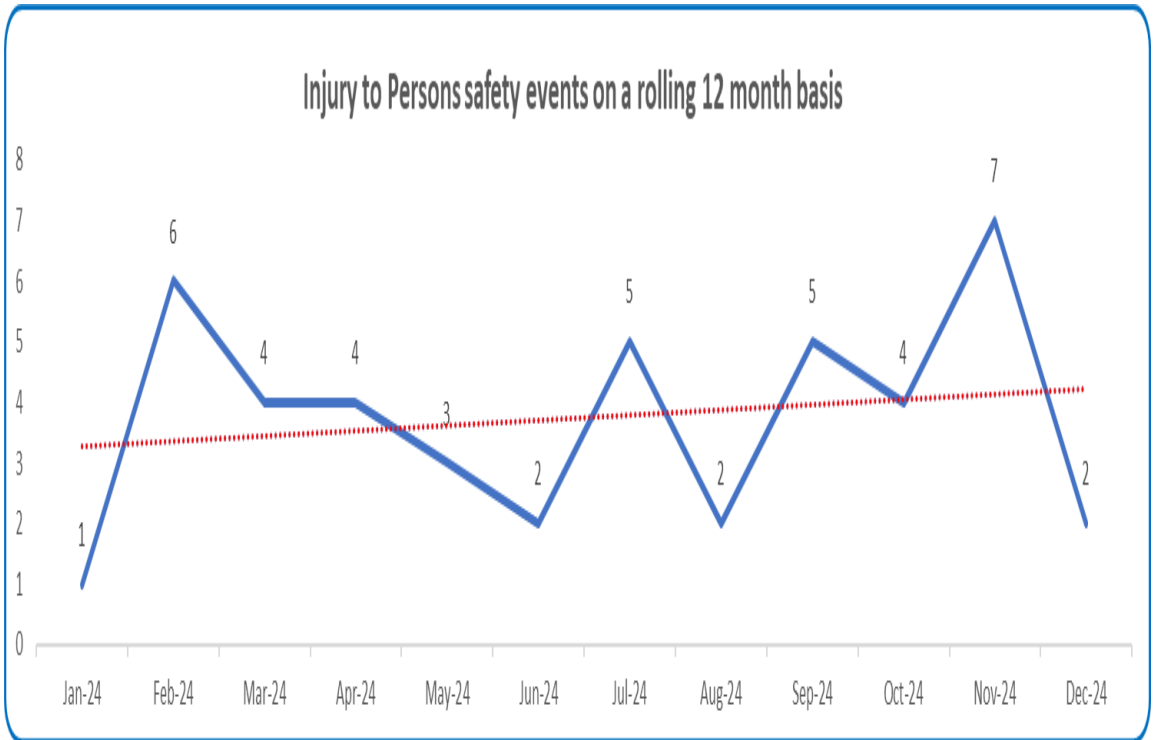
2.19.   The annual trend over the last 5 financial years (2019/20 – 2023/24) indicates a slight reduction in injury related safety events.
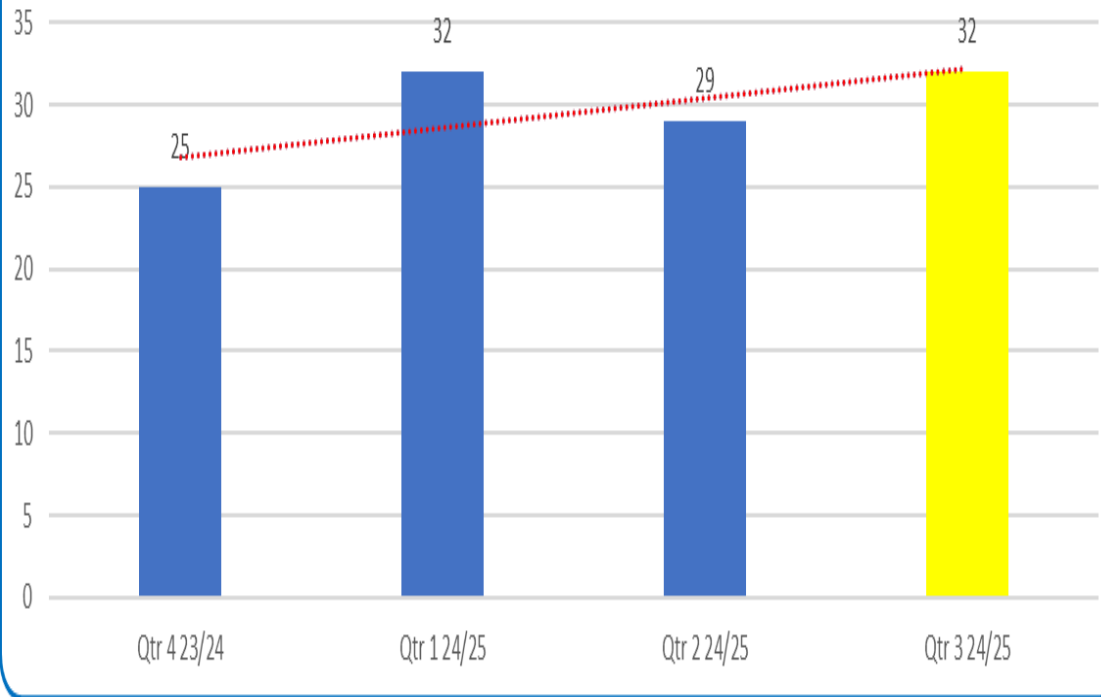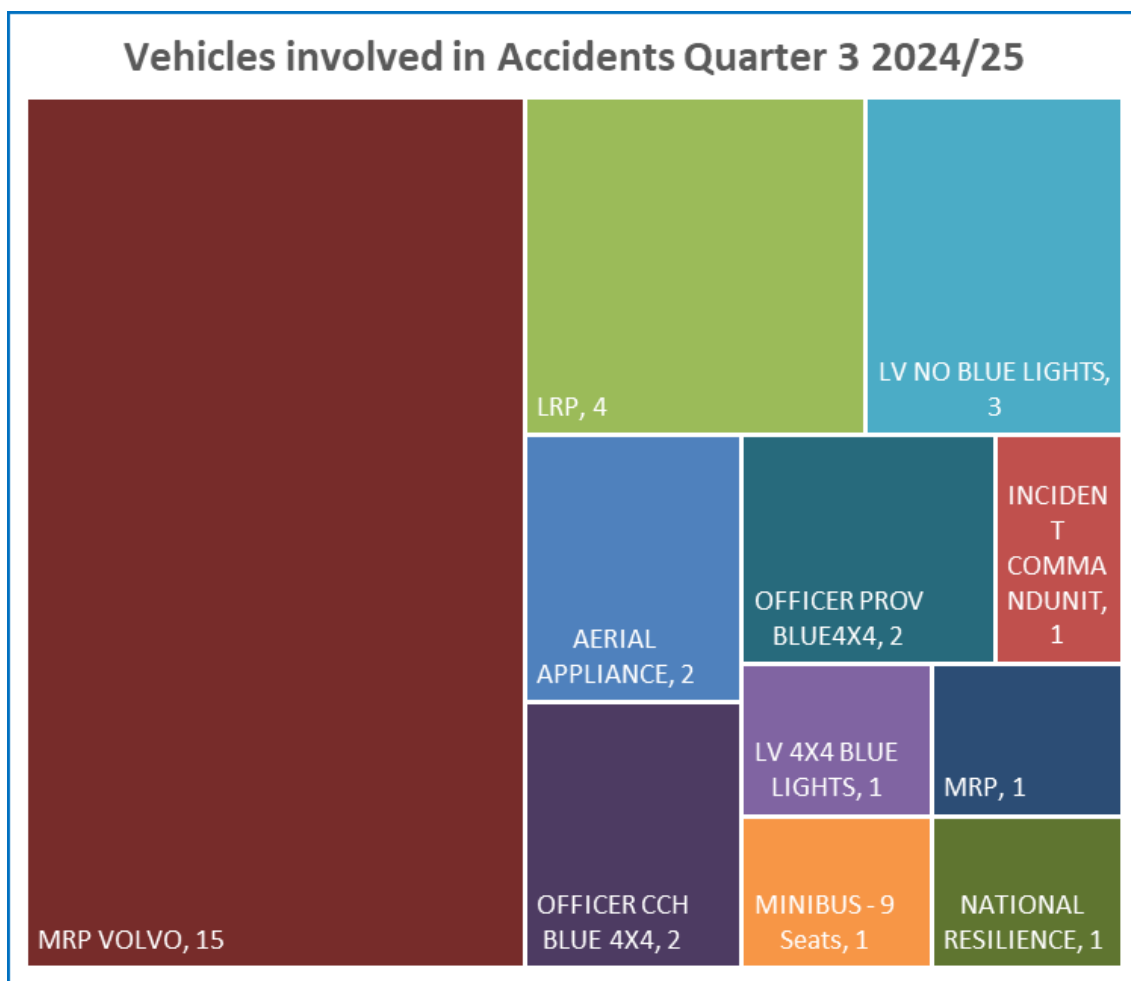
Injury to Person
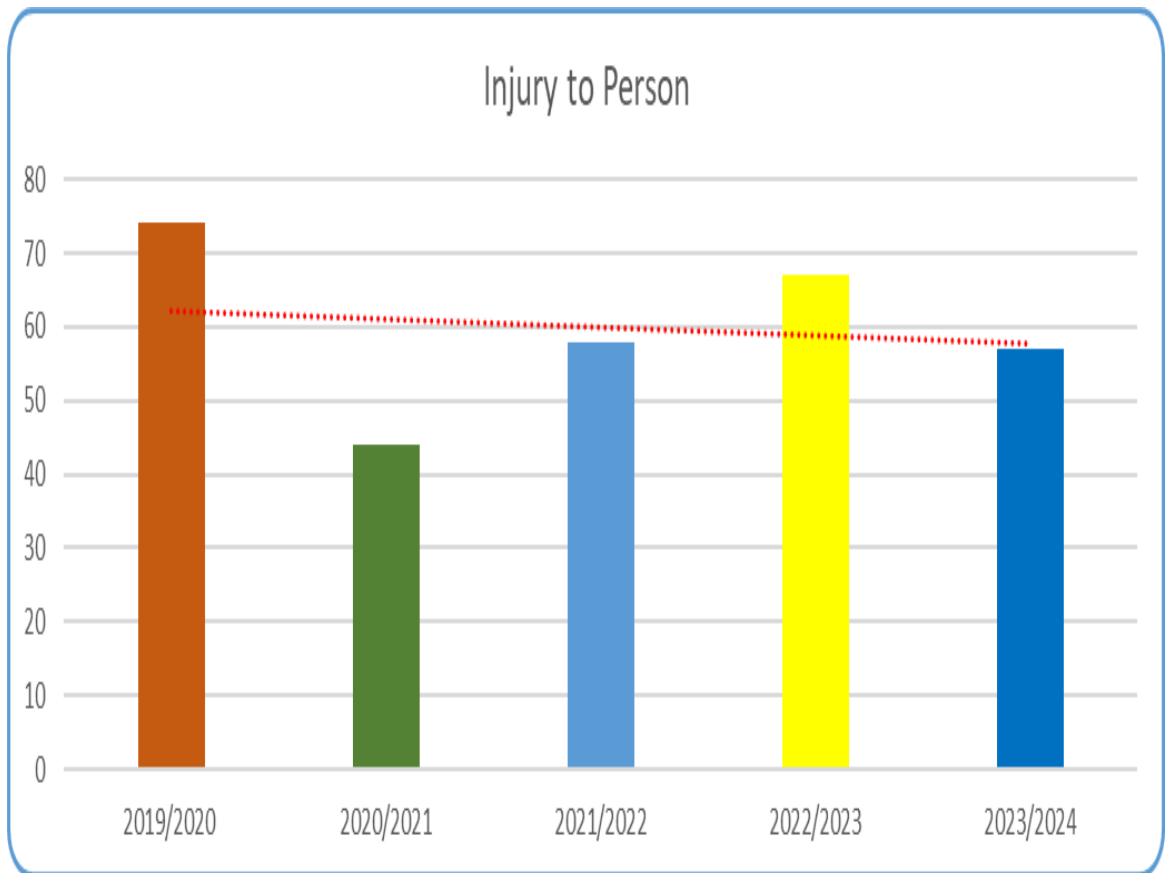
Vehicle Incidents:

2.20.   There were 32 vehicle incidents in Quarter 3 of 2024-25, this is an increase of 3 (10%) on the previous quarter. There were 8,047 mobilisations in Quarter 3, of this 0.39% resulted in a vehicle related safety event. This is a slight increase on the previous quarter (0.37%). 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. The Vehicles Involved chart overleaf indicates that Medium Rescue Pumps (MRP) are more frequently involved in accidents.

2.21.   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

Month	Value
Jan-24	8
Feb-24	12
Mar-24	5
Apr-24	8
May-24	6
Jun-24	18
Jul-24	14
Aug-24	8
Sep-24	7
Oct-24	7
Nov-24	12
Dec-24	13

Vehicle Accidents - Quarterly Comparison

Quarter	Value
Qtr 4 23/24	25
Qtr 1 24/25	32
Qtr 2 24/25	29
Qtr 3 24/25	32

Vehicles involved in Accidents Quarter 3 2024/25

MRP VOLVO, 15
LRP, 4
LV NO BLUE LIGHTS, 3
AERIAL APPLIANCE, 2
OFFICER PROV BLUE4X4, 2
INCIDENT COMMANDUNIT, 1
OFFICER CCH BLUE 4X4, 2
LV 4X4 BLUE LIGHTS, 1
MRP, 1
MINIBUS - 9 Seats, 1
NATIONAL RESILIENCE, 1

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

2.22.   There were 2 reported RIDDOR incidents during Quarter 3, an 'over 7 day' injury and a 'Dangerous Occurrence'. The Dangerous Occurrence was a result of a Breathing Apparatus (BA) failure whilst in an irrespirable atmosphere. The BA incident is under investigation.

2.23.   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.

RIDDOR Events 2 year comparison
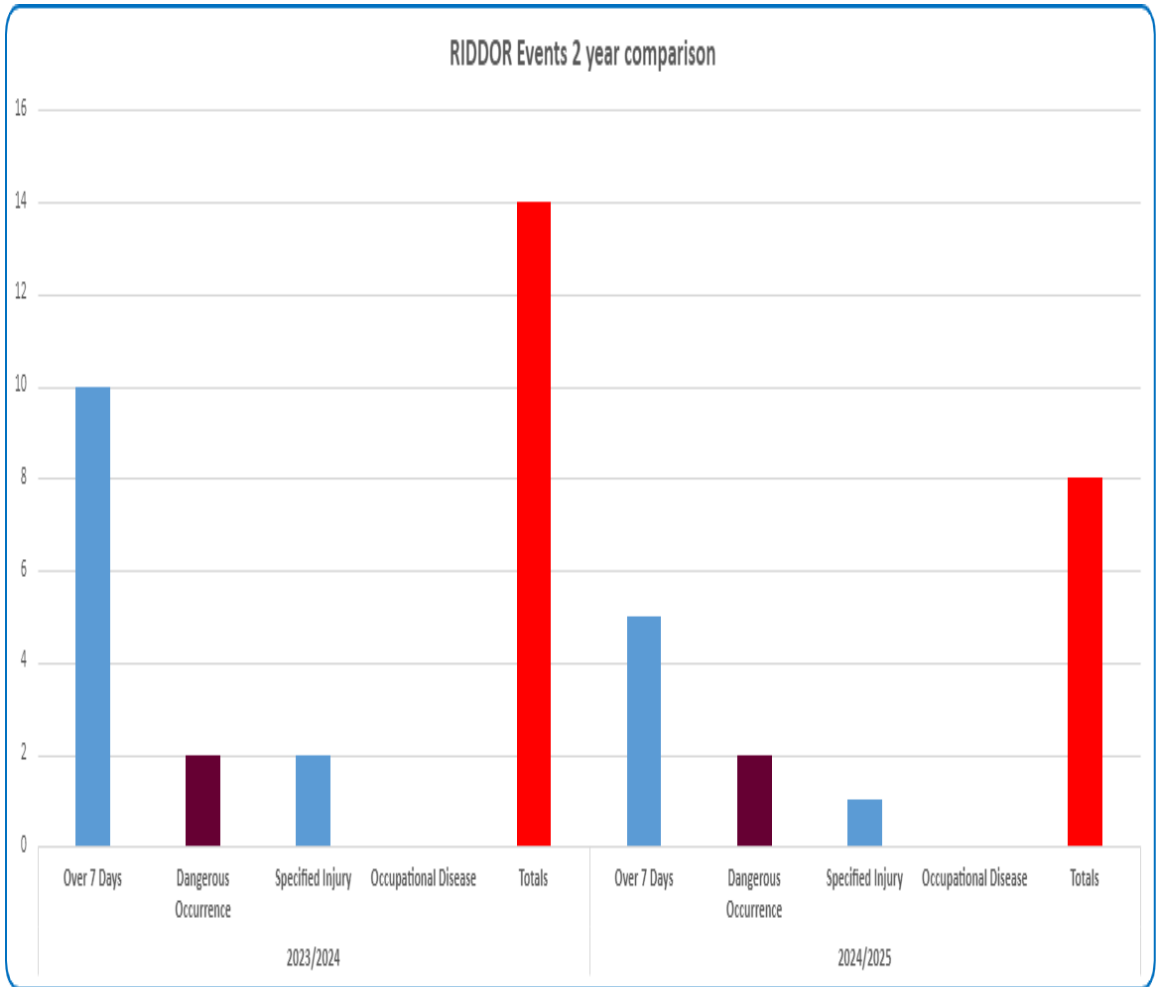
Sickness and Absence:

Proportion of calendar days during Quarter 3 by sickness type.

2.24.   In terms of sickness types, 'musculoskeletal' peaked in Quarter 2 and has now returned to 33% percent of sickness absence recorded. Quarter 3 has seen a seasonal increase in respiratory conditions and Cold/flu. Mental Health has peaked to the highest all year.
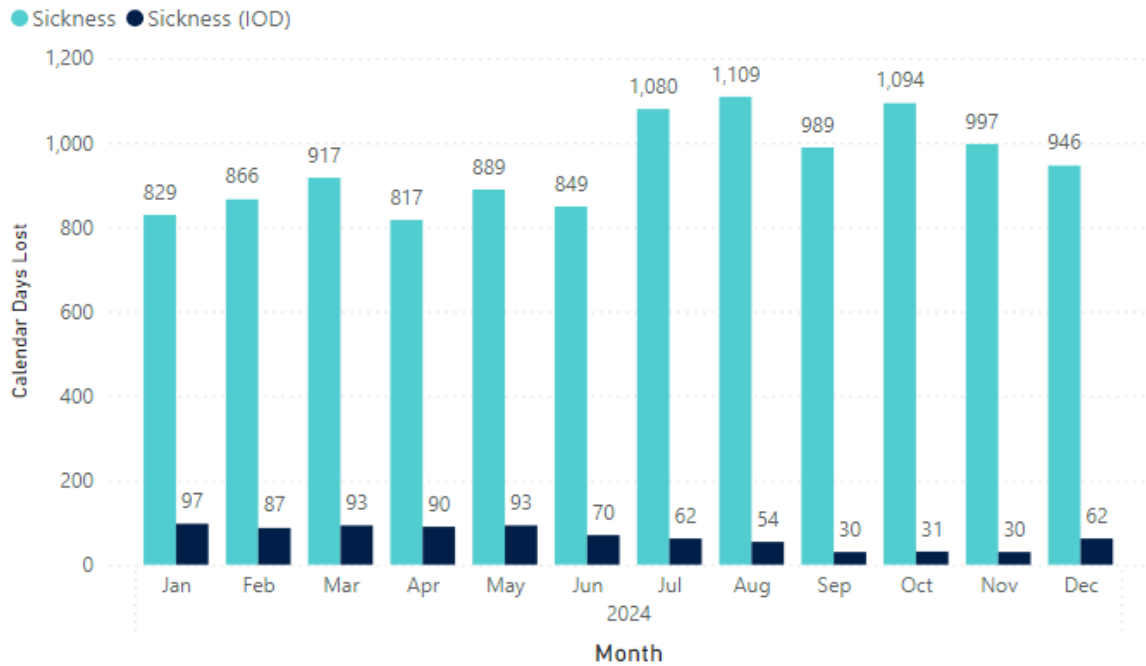
Calendar Days Lost by Reason
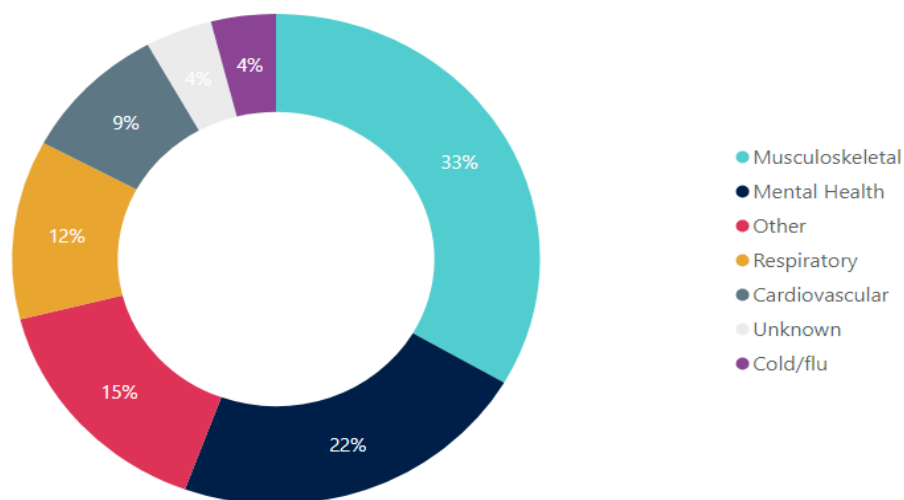
Sickness Type:	% of days lost in Quarter 4 (2023-24)	% of days lost in Quarter 1 (2024-25)	% of days lost in Quarter 2 (2024-25)	%of Days lost in Quarter 3 (2024-25)
Musculoskeletal	31.5%	33%	42%	33%
Other, including gastro, gynaecological, neurological and cancer	29.2%	24%	21%	15%
Mental Health	19.5%	17%	17%	22%

Musculoskeletal (MSK)

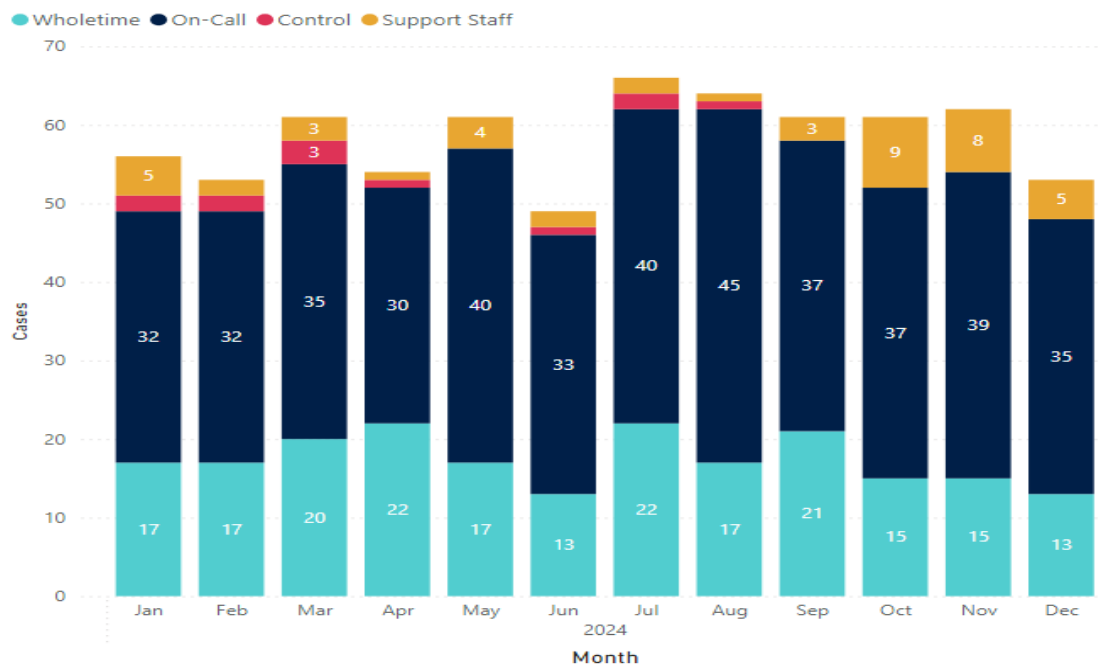2.25.   When reviewing the data for musculoskeletal injuries, overleaf, it can be observed that a significant majority of injuries continue to be not due to service-related work. In Quarter 3 of 2024-25, there was a return to the Quarter 1 levels of Injury on Duty (IOD) related injuries, after a reduction in Quarter 2, although these were still significantly lower than in the early part of 2024.

Musculoskeletal Injury on Duty by Month (calendar days)

● Sickness ● Sickness (IOD)

Month	Sickness	Sickness (IOD)
Jan	829	97
Feb	866	87
Mar	917	93
Apr	817	90
May	889	93
Jun	849	70
Jul	1,080	62
Aug	1,109	54
Sep	989	30
Oct	1,094	31
Nov	997	30
Dec	946	62

Calendar Days Lost — Month — 2024

2.26.   It can be observed, in the graph below, that there remain significantly more MSK injuries/cases with the On-Call workforce. However, this corresponds with an average of 3.2 shifts lost per Full Time Equivalent (FTE) in Wholetime and 1.8 shifts lost per FTE in On-call over the last quarter (Shifts lost are calculated using working patterns for wholetime and by multiplying calendar days by FTE for on-call)

Musculoskeletal Cases by Job Family

● Wholetime ● On-Call ● Control ● Support Staff

| Month	Wholetime	On-Call	Control	Support Staff
Jan	17	32		5
Feb	17	32		
Mar	20	35	3	3
Apr	22	30		
May	17	40		4
Jun	13	33		
Jul	22	40		
Aug	17	45		
Sep	21	37		3
Oct	15	37		9
Nov	15	39		8
Dec	13	35		5

Cases — Month — 2024

Mental Health

2.27.   The graph below identifies the number of open cases in Quarter 1 and Quarter 2 of 2024-25 represented the lowest level that they have been within the last rolling 12 months. While Quarter 3 has seen an increase, the October, November and December 2024 figures are lower than they were in the equivalent time period in 2023 (43, 55 and 38 cases in 2023 compared to 35, 40 and 38 respectively with fewer long term cases).

Mental Health Cases by Absence Term
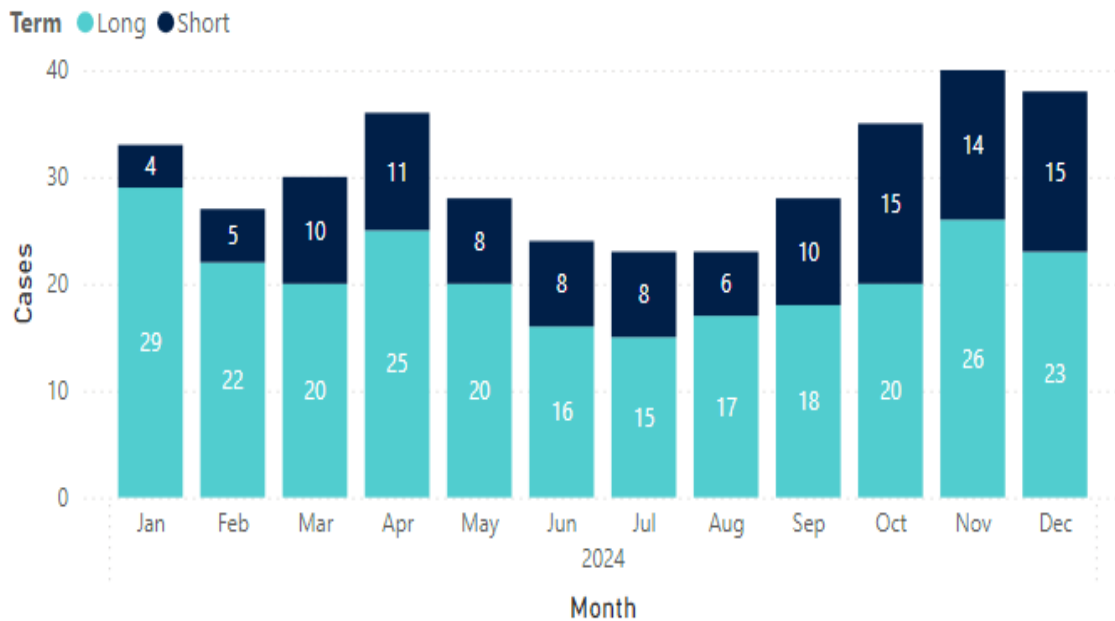
2.28.   When considering the mental health cases by staff groups, it can be observed in the graph overleaf, that there continues to be a higher case of numbers of On-Call colleagues' absence, however even at its peak in November 2024 this equated to 2.02% of the workforce. Across all staff groups, overall case numbers remain lower than at the same time in the previous year.

Mental Health Cases by Contract Type

Contract Type ●Wholetime ●On-Call ●Control ●Support Staff
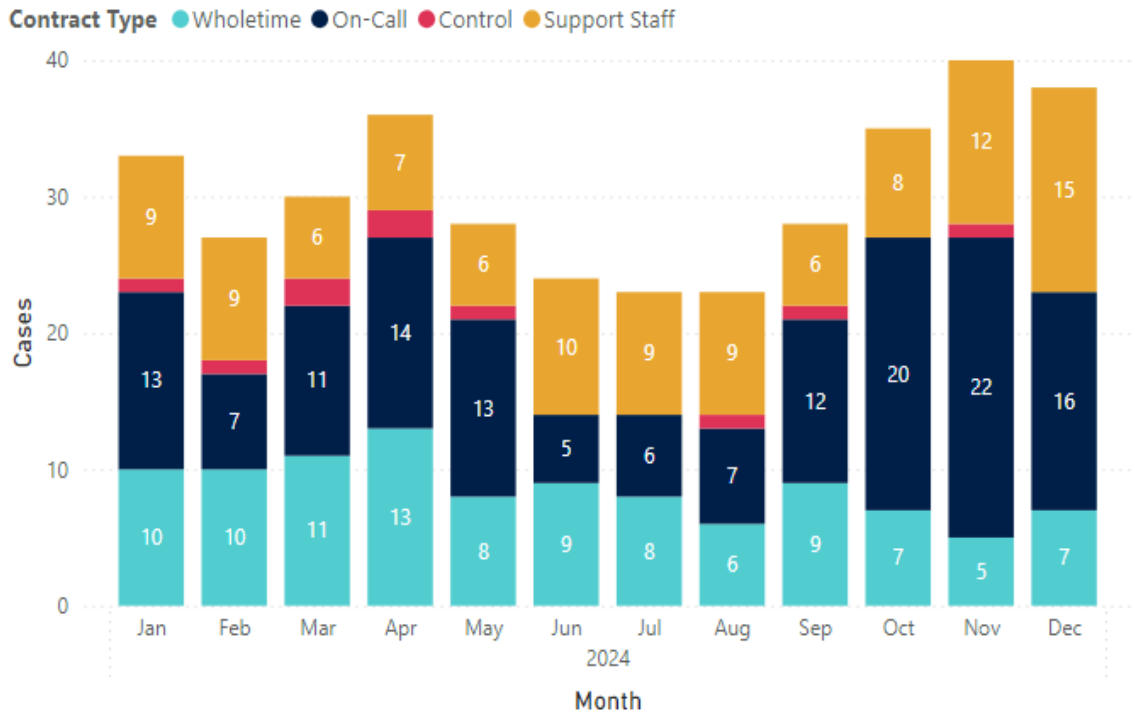
2.29. When considering mental health cases in relation to population of the workforce, it can be observed that the Support areas have the highest percentage of the workforce suffering from mental health conditions. In Control and Wholetime the cases represent a much smaller proportion of the workforce. Preventative support and increased communication in this area will now be a focus.

Job Family	Percentage of workforce (at end of Q3)
On-Call	2.02%
Support	4.07%
Wholetime	1.34%
Control	0%

2.30. There is still work to do with supporting colleague's mental health, something that should be a key focus as the Service progresses through the various change programmes underway, now and in the future.

2.31. The table overleaf displays long term sickness (LTS) absence across the staff groups. Whilst work is underway to support and manage cases more effectively than in the past, an increase across some staffing groups as the year progresses, particularly in Support areas, is observed. Wholetime has seen a steady reduction into single figures.

Number of Employees on LTS by Month

| Year | | | | | | 2024 | | | | | | |
Job Family	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Wholetime	10	10	11	13	8	9	8	6	9	7	5	7
On-Call	13	7	11	14	13	5	6	7	12	20	22	16
Control	1	1	2	2	1	0	0	1	1	0	1	0
Support Staff	9	9	6	7	6	10	9	9	6	8	12	15

Health and Wellbeing Support

2.32.   A new Health and Wellbeing advisor has started in their role, supporting the existing Health and Wellbeing advisor, in providing welfare provision across the service.

2.33.   Despite some improvements, the Service continues to experience difficulties with the Occupational Health (OH) provider. Unfortunately, the regular (weekly) meetings that were held with the provider to manage the account have not been able to take place, due to the unexpected departure of the OH's account manager and a delay before allocating a new one to the Service. The contract is due to end in 2026.

2.34.   The Service continues to collaborate closely with the Firefighters' Charity to support the wellbeing provision it can offer. There are several workshops being put to everyone in the Service to attend virtually. They start in January and include topics such as Developing resilience, Mental health and exercise and Managing stress. Several On-Call stations have also signed up for specific wellbeing workshops around nutrition, sleep and exercise.

2.35.   During Quarter 3 of 2024-25, an increase in mental health wellbeing interventions and requests for support has been experienced. These have been from colleagues requesting support for themselves, before feeling the need to have time off, as well as colleagues and line managers requesting support for others or their whole team. The common themes are stress due to workload and the support functions and the proposed changes to Wholetime shift patterns for our operational colleagues.

2.36.   The Service has held several internal mediation sessions between colleagues. These would have historically been outsourced incurring spend. Themes are again resulting mainly from workload, stress, and how people respond to each other due to those pressures.

3. **Capability, Disciplinary & Grievance case summary (last financial year)**

Capability Cases

3.1.   Across the Service from 1st April to 31st December 2024, there have been 9 formal capability cases. Comparatively, in the same period in 2023, there were 17 formal capability cases (19 capability formal cases in total in 2023-2024). These figures show a significant reduction in the number of formal capability cases for the same period in 2023-24.

3.2.   To date, Financial Year (FY) 2024/2025 has had the highest number of formal capability cases with 19 cases compared to 7 cases in the FY 2023/2024.

3.3.   From 1st Apri to 31st December 2024, there have been 7 open, formal capability cases and 2 cases have been closed.

3.4.   From 1st April to 31st December 2024, the reasons for capability cases are visualised below:
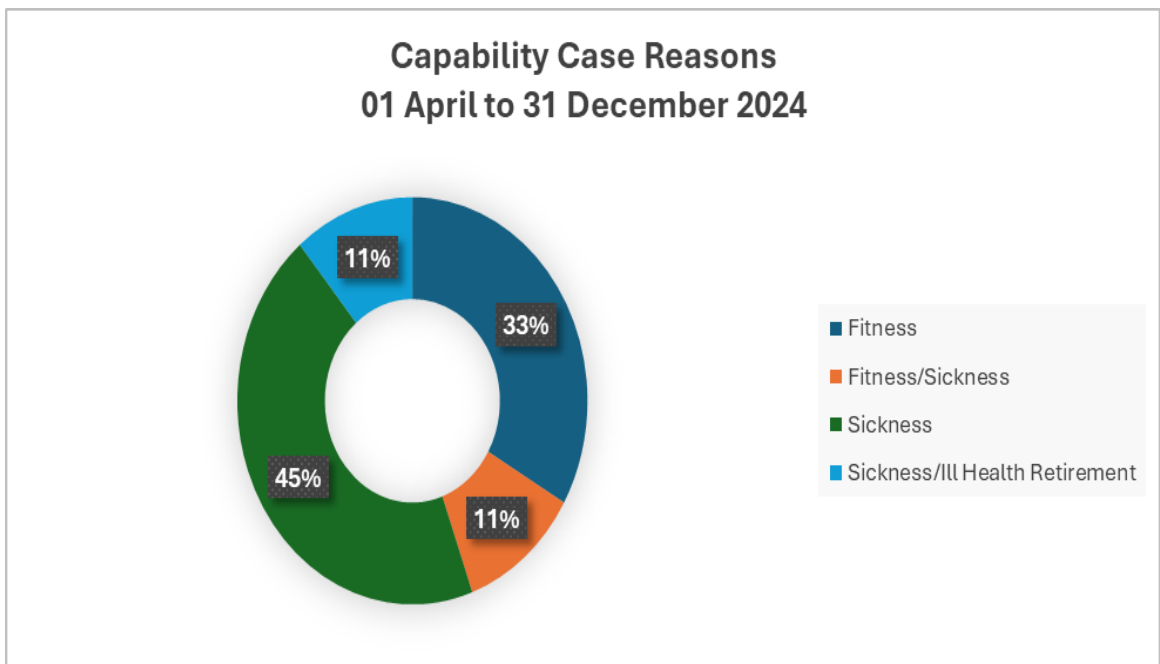
Capability Case Reason 01/04/24 - 31/12/24	%	Number
Disability	0	0
Fitness	33	3
Fitness/Sickness	11	1
Performance	0	0
Sickness	45	4
Sickness/Ill Health Retirement	11	1
Total Number of Capability Cases	**100%**	**9**

3.5. From 1st April to 31st December 2024, fitness and sickness were the main reasons for formal capability cases. This was the case for the previous two financial years also.

3.6. The table below shows the number of formal capability case reasons over the last two financial years and the current financial year from 1st April to 31st December 2024:

Capability Case Reason	Number of Cases FY 2022/2023 (01/04/2022 to 30/03/2023)	Number of Cases FY 2023/2024 (01/04/2023 to 30/03/2024)	Number of Cases FY 2024/2025 (01/04/2024 to 31/12/2024)
Disability	1	0	0
Fitness	2	8	3
Fitness/Sickness	1	1	1
Performance	1	2	0
Sickness	2	5	4
Sickness/Ill Health Retirement	0	3	1
Total Number of Capability Cases	**7**	**19**	**9**

Disciplinary Cases

3.7. From 1st April to 31st December 2024, there were 12 disciplinary cases across the Service. Of the 12 cases, 3 cases progressed to a formal disciplinary hearing, 8 cases did not progress to a disciplinary hearing and 1 case is currently being investigated.

3.8. 3 cases of alleged Gross Misconduct progressed to a disciplinary hearing from which there were 2 cases of breach of Service policy and 1 case of cultural issues – e.g. inappropriate language and/or behaviour.

3.9. Of the 8 cases that did not progress to a disciplinary hearing, these were due to no evidence to support allegations (2 cases), no action taken by police (2 cases), resignation during investigation (1 case), note for file (1 case) and informal action (2 cases).

3.10. There are currently 3 open cases and 9 cases closed of the total disciplinary cases from 1st April to 31st December 2024.

3.11. From 1st April to 31st December 2024, the reasons for the disciplinary cases are visualised overleaf:

Disciplinary Case Reasons
01 April to 31 December 2024
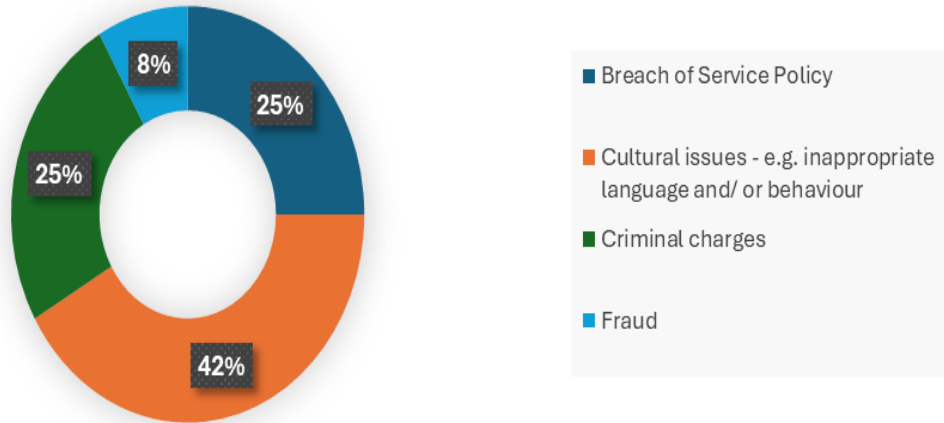
Disciplinary Case Reason (01/04/24-31/12/24)	%	Number
Breach of Service Policy	25	3
Cultural issues - e.g. inappropriate language and/ or behaviour	42	5
Failure to comply with contractual obligations and/ or HR policy	0	0
Fraud	8	1
Unauthorised use of and/ or damage to Service assets	0	0
Criminal charges	25	3
*Total Number of Disciplinary Cases	100%	12

3.12. In 2022-23, 2023-24 and the current year from 1st April to 31st December 2024, breach of Service policy and cultural issues were the main reasons for disciplinary cases. In 2025, the Service will be rolling out new training for all employees on The Workers Protection Act 2024 and prevenintg sexual harassment in the workplace. This will provide an overall reminder about acceptable standards of behaviour in and out of the workplace.

3.13. In 2024-25 (to 31 December 2024), the number of criminal charges remains at 3 cases which is the same as in 2023-24.

3.14. Additionally, there has been a significant reduction in fraud cases with zero formal cases recorded in 2023-24 and one case for the period 1st April to 31st December 2024 which is pending a disciplinary hearing.

Disciplinary Case Reason	Number of Cases 2022/2023 (01/04/2022 to 31/03/2023)	Number of Cases 2023/2024 (01/04/2023 to 31/03/2024)	Number of Cases 2024/2025 (01/04/2024 to 31/12/2024)
Breach of Service Policy	8	9	3
Cultural issues - e.g. inappropriate language and/ or behaviour	8	4	5
Failure to comply with contractual obligations and/ or HR policy	1	1	0
Fraud	5	0	1
Unauthorised use of and/ or damage to Service assets	2	0	0
Criminal charges	0	3	3
*Total Number of Disciplinary Cases	24	17	12

*includes all disciplinary cases – cases progressed to a disciplinary hearing and also cases which did not progress to a hearing.

3.15.   The table below shows the number of disciplinary case outcomes over the last two financial years and the current financial year from 1st April 2024 to 31st December 2024:

Disciplinary Case Outcome	Number of Cases 2022/2023 (01/04/2022 to 31/03/2023)	Number of Cases 2023/2024 (01/04/2023 to 31/03/2024)	Number of Cases 2024/2025 (01/04/2024 to 31/12/2024)
Unknown – under investigation	1	4	1
Note for File	2	0	1
No Case to Answer	7	5	2
First Written Warning	5	1	0
Final Written Warning	1	4	0
Dismissal	1	1	1*
Other	0	2	2
Resigned/retired during process	7	0	1

*Employee resigned during process. Disciplinary hearing took place in their absence and decision was summary dismissal.

Grievance Cases

3.16.   Between 1st April and 31st December 2024, there were 9 grievance cases raised across the Service. There are currently 5 open cases and 4 cases have been closed.

3.17.   Of the 9 grievance cases, 1 case was resolved informally and 2 cases currently awaiting an outcome of informal resolution.

3.18.   From 1st April to 31st December 2024, the reasons for the grievance cases were as shown in the below pie chart and table:
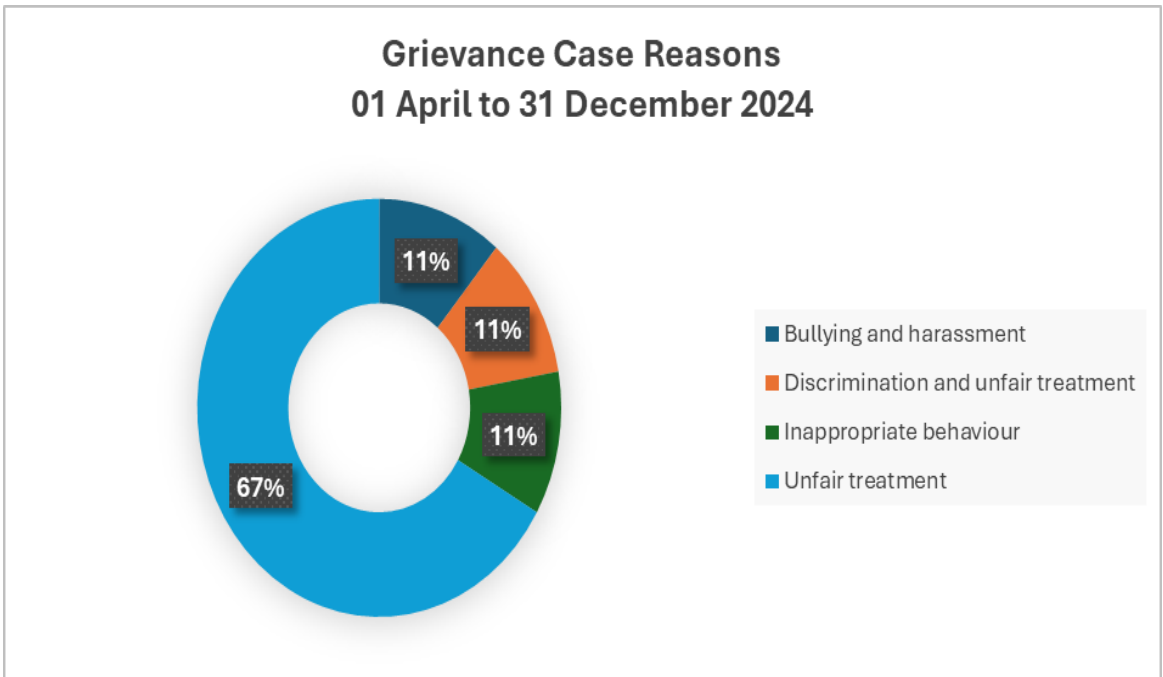
Grievance Case Reason 01/04/2024 - 31/12/2024	%	Number
Bullying and harassment	11	1
Bullying and unfair treatment	0	0
Discrimination	0	0
Discrimination and unfair treatment	11	1
Inappropriate behaviour	11	1
Loss of earnings	0	0
Management communication	0	0
Process issue	0	0
Racial harassment	0	0
Unfair investigation	0	0
Unfair promotion process	0	0
Unfair treatment	67	6
Total Number of Grievance Cases	**100**	**9**

3.19. Unfair treatment continues to be the main reason for grievance cases across all financial years, including in the current financial year from 1st April to 31st December 2024. Discrimination, racial harassment and inappropriate behaviour cases remain low across all financial years to date.

Grievance Case Reason	Number of Cases 2022/2023 (01/04/2022 to 31/03/2023)	Number of Cases 2023/2024 (01/04/2023 to 31/03/2024)	Number of Cases 2024/2025 (01/04/2024 to 31/12/2024)
Bullying and harassment	0	3	1
Bullying and unfair treatment	1	1	0
Discrimination	1	0	0
Discrimination and unfair treatment	0	1	1
Inappropriate behaviour	0	2	1
Loss of earnings	0	5	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	1	0
Unfair treatment	6	9	6
Total Number of Grievance Cases	**16**	**23***	**9**

*includes 5 cases resolved informally and 1 case resolved by settlement agreement

3.20. The table overleaf shows the number of grievance case outcomes over the last two financial years and the current financial year from 1st April 2024 to 31st December 2024.

3.21. In 2023/2024, more grievance cases were resolved through informal resolution actions and mediation than the previous financial year. With the majority of cases from 1st April to 31st December 2024 currently under investigation (5 out of 9 cases), it is hoped there will be more cases in the current financial year that can be resolved informally, where possible.

Grievance Case Outcome	Number of Cases 2022/2023 (01/04/2022 to 31/03/2023)	Number of Cases 2023/2024 (01/04/2023 to 31/03/2024)	Number of Cases 2024/2025 (01/04/2024 to 31/12/2024)
Not upheld	4	5	2
Partially upheld	8	6	0
Upheld	2	3	1
Withdrawn	1	0	0
Other*	1	8	1
Unknown – under investigation or awaiting informal resolution outcome	0	1	5

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

4. 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:

4.1. 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 in April 2025.

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

4.2. The new Leading Others development process has received excellent feedback, following the re-design earlier this year. Leading the Function is booked to take place in January 2025, following the successful trial in November 2024.

4.3. The Service has now run several 'Have-a-go' days for On-Call recruitment. There are more planned throughout 2025. Two (Yeovil and Middlemoor) are dedicated positive action events for underrepresented groups.

4.4. The Service has identified, through Strategic Workforce Planning, that Firefighter recruitment is now required. Several processes are running to achieve this; On-Call to Wholetime, Direct Transfer from another Fire and Rescue Services and next year an External Wholetime Firefighter recruitment drive, with a course planned in Sept 2025.

4.5.   All recruitment processes have been reviewed to ensure they are accessible for everyone. This has resulted in several changes in how things are achieved but have not hindered the overall effect or outcomes and received positive initial feedback from His Majesty's Inspectorate of Constabulary & Fire & Rescue Services.

5.   UPDATE ON STRATEGIC WORKFORCE PLANNING

Turnover and attrition:

5.1.   The attrition rate is reached by averaging the headcount staff population across a 12-month period and then dividing the number of leavers within the period by this average. (If a person leaves multiple positions, they are counted once for each position. This will also include people who have left a position but remain employed in another one although it will exclude transfers. The attrition rates for Quarter 3 of 2024-25 are set out below.

Staff Group	October	November	December
Wholetime	11.3%	10.9%	11.9%
On-Call	10.1%	9.9%	10.6%
Support	10.0%	10.3%	10.3%

5.2.   Since the previous People Committee meeting, it has been observed that the attrition rates across the Service has remained at 10.8%. While the wholetime staff attrition rate has increased over Quarter 3 it has continued at a similar rate for on-call and support with a 0.3% increase between the Quarter 2 and Quarter 3 figures.

5.3.   Work 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 and concerns. An overview of starters and leavers month-on-month is shown overleaf.

Starters by Month

Job Family ● Wholetime ● On-Call ● Control ● Support Staff ● Casuals
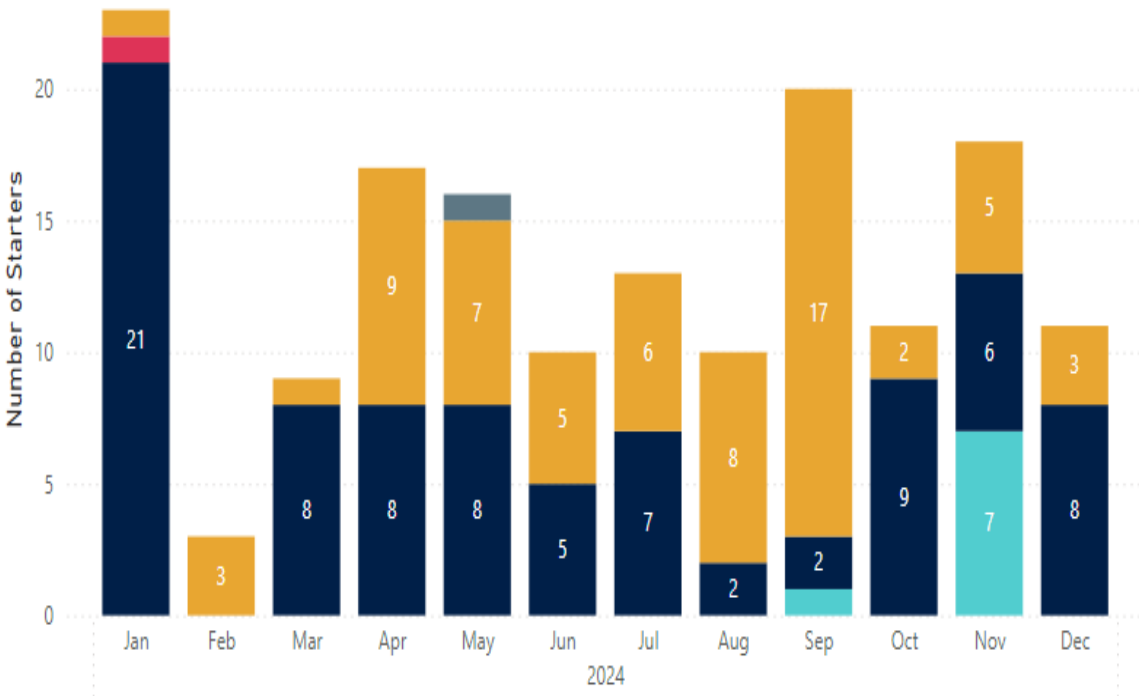
Year	2024											
Job Family	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Wholetime	0	0	0	0	0	0	0	0	1	0	7	0
On-Call	21	0	8	8	8	5	7	2	2	9	6	8
Control	1	0	0	0	0	0	0	0	0	0	0	0
Support Staff	1	3	1	9	7	5	6	8	17	2	5	3
Casuals	0	0	0	0	1	0	0	0	0	0	0	0

5.4.   The relatively high numbers of starters in support areas largely correspond with the leaver figures of the preceeding months and there have been a greater number of operational posts recruited in Quarter 3.

Leavers by Month

Job Family ● Wholetime ● On-Call ● Control ● Support Staff ● Casuals
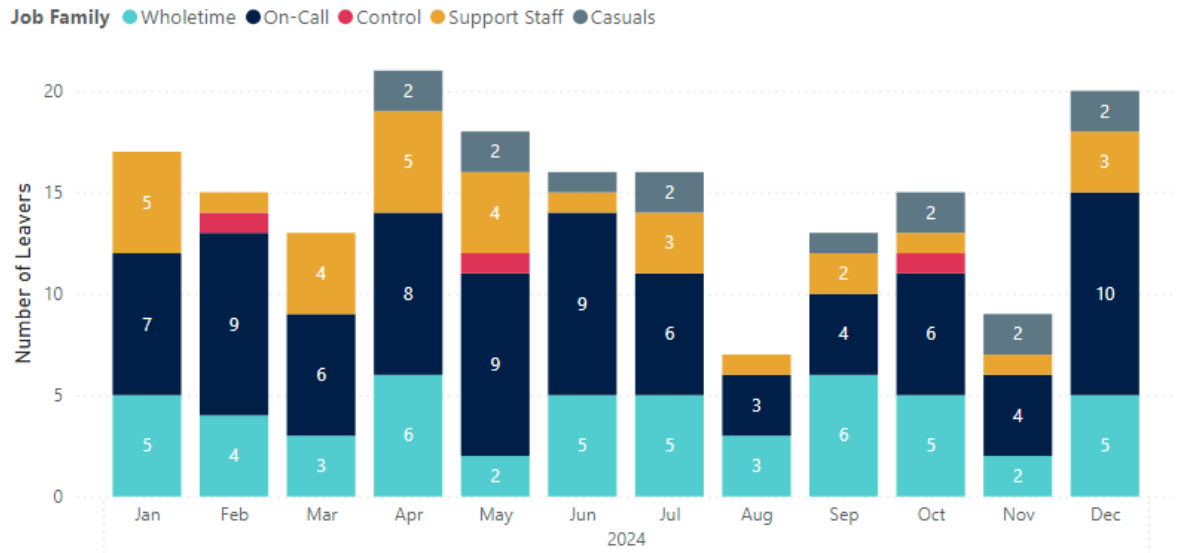
Year						2024						
Job Family	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Wholetime	5	4	3	6	2	5	5	3	6	5	2	5
On-Call	7	9	6	8	9	9	6	3	4	6	4	10
Control	0	1	0	0	1	0	0	0	0	1	0	0
Support Staff	5	1	4	5	4	1	3	1	2	1	1	3
Casuals	0	0	0	2	2	1	2	0	1	2	2	2

5.5.   The chart overleaf shows the reasons for leaving over the last quarter by gender. 'Resignation – personal' will generally refer to situations where a lifestyle reason or personal circumstance has prompted a decision to leave, rather than for other reasons, such as career advancement or pursuing an opportunity elsewhere.

Reasons for leaving (by gender)

Leaving Reason	Number of Leavers
Career Break	1 (female), 1
Dismissal - Misconduct	3
End of contract	1 (female)
Resignation	1 (female), 7
Resignation - Personal	1 (female), 8
Retirement	10
Retirement - Ill Health	4
Settlement Agreement	1
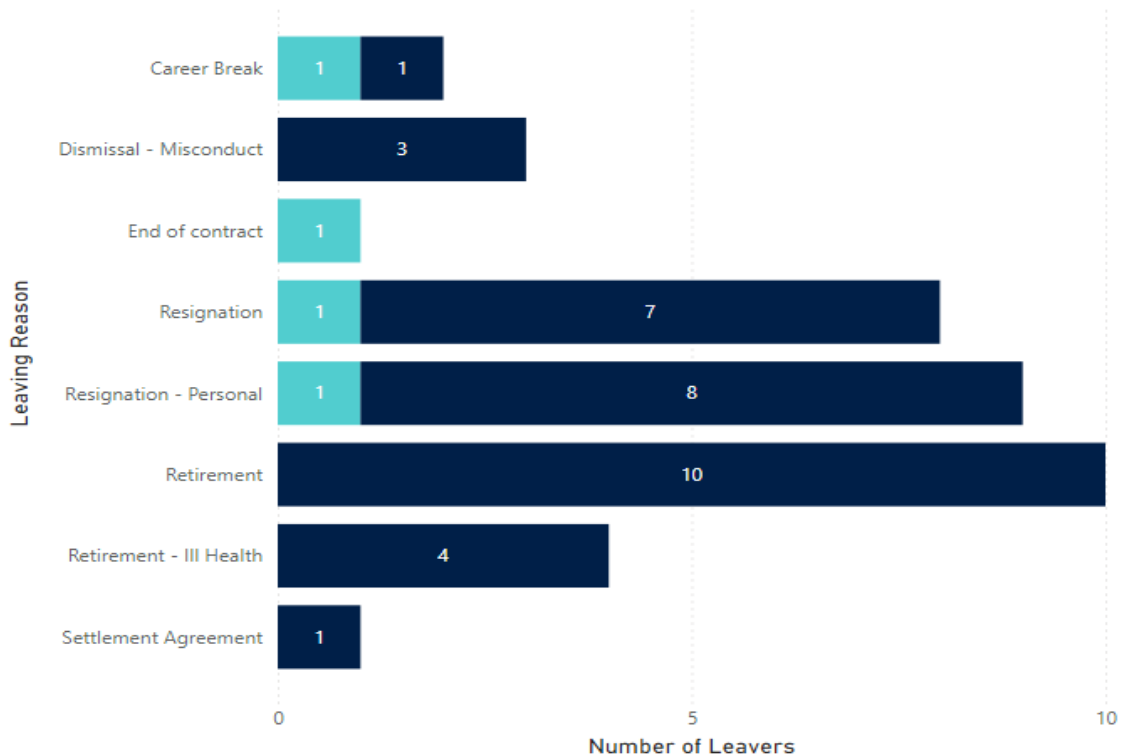
*light blue represents a female leaver

6.   PEOPLE SERVICES SYSTEMS PROJECT

6.1.   The build of the performance review module in iTrent is now complete and the module was launched on 1st November 2024. Early adopters are now using the system for 'one to one's and performance management activity. 'How to' videos have been released to embed usage.

6.2.   Most 'data dashboards' of management information have been handed over to People Services by the project team with a few outstanding data sets due to happen in line with the reporting calendar over the next two months. This work has created 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 His Majesty's Inspectorate of Constabulary & Fire & Rescue Services, the Home Office and the Office for National Statistics.

6.3.   The Digitisation of Personnel Files project is on track to be completed by the estimated end date of 31st March 2025. All leavers' files have been digitised and around 75% of the estimated 1850 active files have undergone a data cleanse in line with data retention requirements. The Service is in the process of finalising the file structure for digitisation of active files and plans to send the first batches for digitisation by the end of January 2025.

7. 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

7.1.   Reported above, at Section 5, within the update on Strategic Workforce Planning.

CHRIS HOWES
Assistant Director (People)

SUMMARY OF PERFORMANCE AGAINST AGREED MEASURES

Quarterly Reporting:

Target area:	Agreed performance measure:	Q4 (2023-24)	Q1 (2024-25)	Q2 (2024 -25)	Q3 (2024-25)	Trend
Firefighter Competence	90% (as of October 2022)	0 of 7 core competencies below 90%	0 of 7 core competencies below 90%	1 of 7 core competencies below 90%	1 of 7 core competencies below 90%	⬇ (red)
Accidents	Decrease	48	50	53	62	⬆ (red)
Near Miss-	Monitor	15	14	10	19	⬆ (green)
Personal injuries	Decrease	11	9	12	13	⬆ (red)
Vehicle Accidents	Decrease	25	32	29	32	⬆ (red)
Short term *(average days per person, per month)*	Decrease	-	0.83	0.73	1	⬆ (red)
Long term *(average days per person, per month)*	Decrease	-	*2.38*	*2.3*	*2.6*	⬆ (red)
Mental Health related absence *(average number of **cases** per month)*	Decrease	-	29.6	*25*	37.6	⬆ (red)

(* Please note that due to the change in sickness reporting systems and processes the Service have needed to change how it captures this specific item. Historically the quarterly averages for long-term and short-term sickness absence were based off the 12-month rolling average for each month in that quarter. There is not currently a full 12 months of directly comparable data, but reference can be made against the quarterly returns that align to the Cleveland reporting process. This will mean that the reporting is more consistent and comparable to national datasets going forward.)

FORWARD PLAN

Meeting scheduled	Reporting on	Subjects
April 2025	Quarter 4	Performance Monitoring report including financial year data: • RIDDOR reporting, • Workforce planning • Annual Diversity data report
July 2024	Quarter 1	Performance Monitoring report including financial year data: • National FRS Sickness comparisons • National FRS H&S comparisons, • Grievance, Capability & Disciplinary
October 2024	Quarter 2	Performance Monitoring report including 6 - monthly data: • Workforce planning • People survey action plan update
January 2025	*Quarter 3*	*Performance Monitoring report including Calendar Year data:* • *Fitness testing,* • *Grievance, Capability & Disciplinary*