

REPORT REFERENCE NO.	PC/21/7
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	14 OCTOBER 2021
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT
LEAD OFFICER	DEPUTY CHIEF FIRE OFFICER
RECOMMENDATIONS	<p>(a). <i>That future reports include an annual measure on grievance, capability and disciplines;</i></p> <p>(b). <i>That Diversity statistics be reported on a separate annual report to avoid duplication; and</i></p> <p>(c). <i>That subject to (a). and (b). above, the report be noted.</i></p>
EXECUTIVE SUMMARY	<p>At the first People Committee meeting on 23 July 2021, it was agreed that performance measures for the three 'People' policy objectives would be monitored on a quarterly, six monthly and annual basis. The agreed reporting and supporting comments are detailed in this report at Appendix A for reference.</p> <p>The strategic priorities against which this Committee is measuring performance are:</p> <p style="padding-left: 40px;">3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively;</p> <p style="padding-left: 40px;">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 style="padding-left: 40px;">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 Service's performance against these strategic priorities for the period April to June 2021 in accordance with the agreed measures. A summary is also set out at Appendix A for ease of reference.</p>
RESOURCE IMPLICATIONS	N/a
EQUALITY RISKS AND BENEFITS ANALYSIS	N/a
APPENDICES	A. Summary of Performance against Agreed Measures.

**BACKGROUND
PAPERS**

People Committee minutes 23 July 2021 (Minute PC/21/3 refers).

1. **BACKGROUND AND INTRODUCTION**

1.1. At the annual meeting on 29 June 2021, the Authority approved the policy objectives and established this Committee (to replace the former Human Resources Management & Development Committee) with the following main objective:

‘To scrutinise and monitor the effectiveness of Service performance against the Authority approved People Strategic Policy Objectives.’

1.2. The 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

1.3. At the first People Committee meeting held on 23 July 2021 performance measures were agreed to be monitored on a quarterly, six monthly and annual basis (Minute PC/21/3 refers). The agreed reporting and supporting comments are presented below. It should be noted that as this is the first report it also includes some annual data as a benchmark and some of the reporting periods in different areas are not fully aligned. This will be improved once new performance management software is in place.

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 and Casualty Care (CC). The People Committee agreed to monitor at 95% and to request more detail if competency fell below 95%. Current performance against competency is:

Skill	Breathing Apparatus	Incident Command Support	Water Rescue	Working at Height (SHACS)	Maritime	Driving	Casualty Care
Current %	98.7	95.3	90.9	95.9	96.6	97.3	97.3

2.2. Water Rescue is currently at 90.9%. The table below explains the rationale for performance dropping below 95% and the actions in progress to correct this.

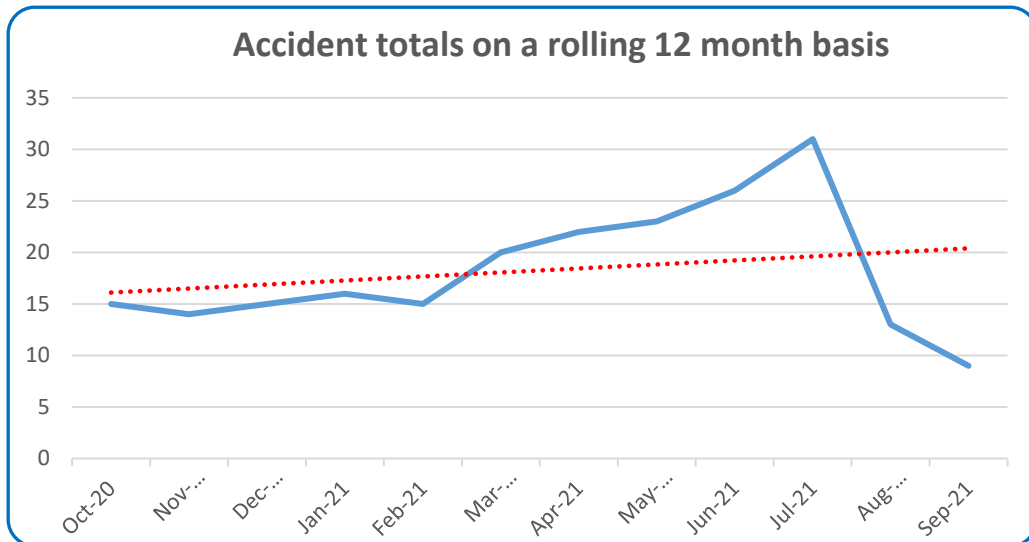
Skill	Current %	Rationale	Actions taken
Water Rescue At April 2021, performance was 98.2% competence.	90.9	<p>The Water Rescue training season runs from October – April due to availability of the facility (River Dart Country Park) and is dependent on river water levels.</p> <p>Due to Covid, access to training facilities was limited. Therefore, an extension of qualifications by water rescue accrediting body was given.</p> <p>However, this led to qualifications expiring during summer months.</p>	<p>Increase course capacity to normal levels will requalify expired staff.</p> <p>Expired staff have been prioritised to attend courses thus returning competence back to previous performance (98%) by the end of December 2021.</p> <p>Flood response exercises have been conducted for operational and strategic members of staff to maintain skills.</p> <p>Winter months to include additional water rescue training for all stations for maintenance of skills.</p>

Workforce planning:

- 2.3. This is a 6 monthly measure to evaluate if the Service has adequate plans in place to ensure vacancies are filled with the right candidates. The agreed measure is time to fill vacancies.
- 2.4. The Service is currently developing the capability to measure and benchmark this performance measure for each process including External Wholetime, On-Call, and Support roles and will report at the next People Committee and six monthly thereafter.
- 2.5. A Workforce Planning Board has been created to support strategic workforce planning and creative solutions have been applied to mitigate the current national (and global) recruitment challenges.

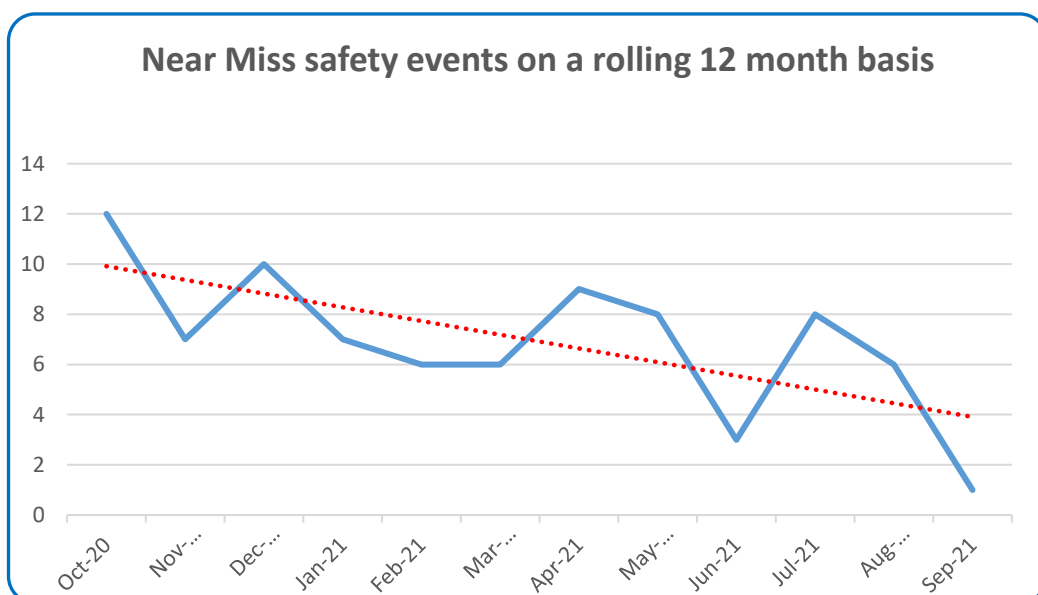
Health & Safety:

- 2.6. Accidents: There has been a slight increase in the overall trend for accidents over the last 12 months, a spike in incidents in July 2021 pulling the trend line in a less positive direction. Incidents in July 2021 were primarily vehicle related, though this area also saw an increase in injury related safety events. During 2020, there were fewer safety events, possibly as a result of COVID-19 restrictions, staff being more self-aware with regards to their safety and the controls around them resulting in fewer accidents.



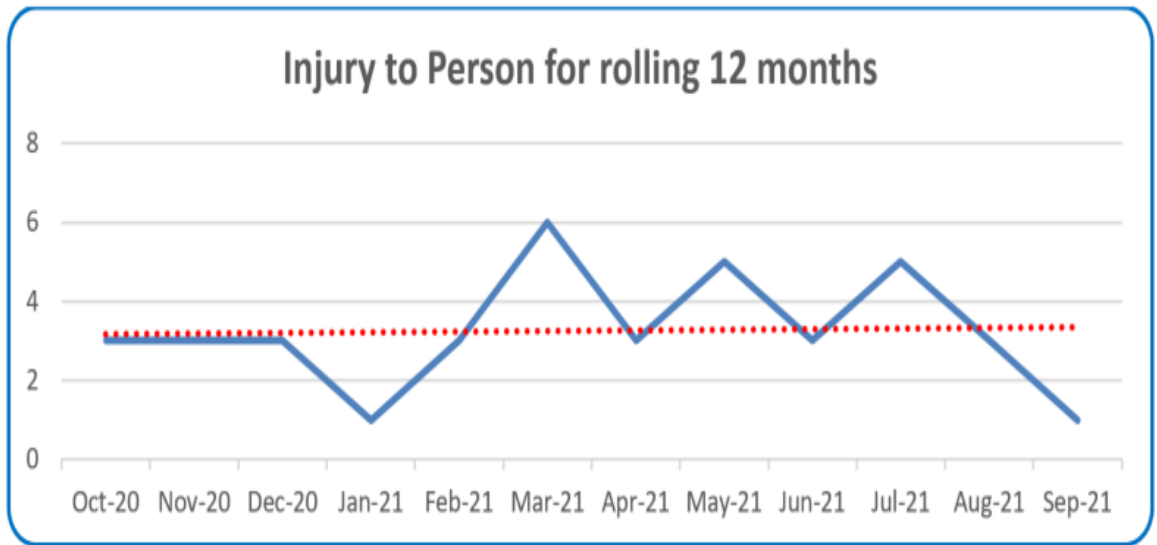
Near Miss:

- 2.7. Near miss reporting remains an area for improvement, though this has fluctuated over the years. The Health & Safety Team promote the benefits of near miss reporting during staff induction and Manager briefings, they will continue to promote the benefits of near miss reporting via available channels. Of the 16 near misses this quarter 9 were related to COVID-19 and the risk of exposure to the virus.

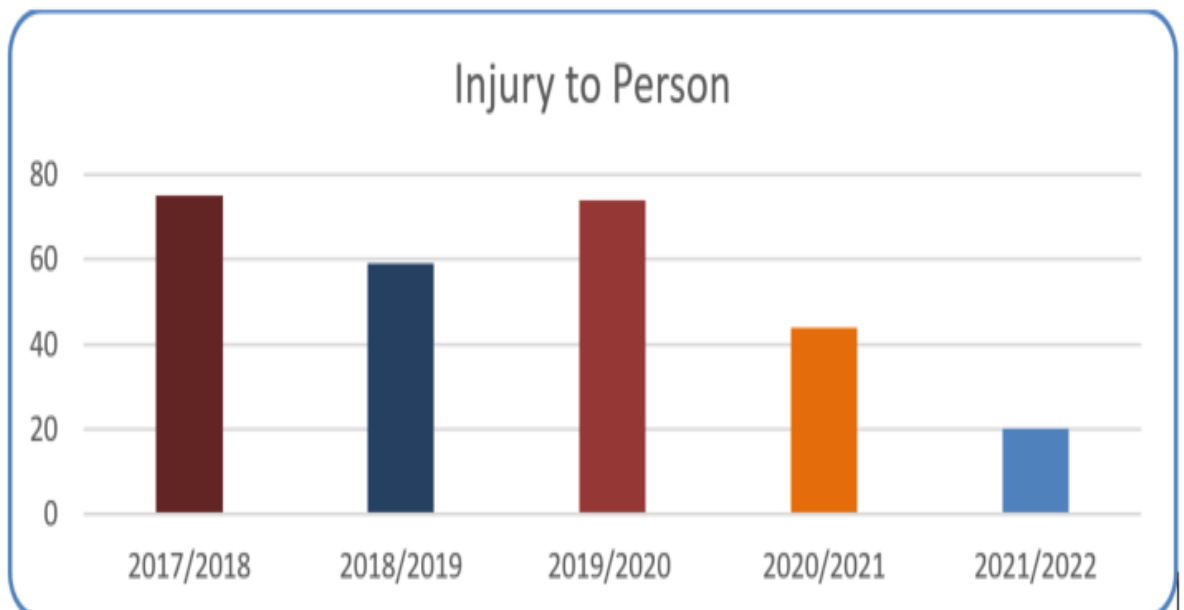


Personal Injuries:

2.8. The chart below compares the Service's injury rates over a rolling 12 month period showing no notable trend.



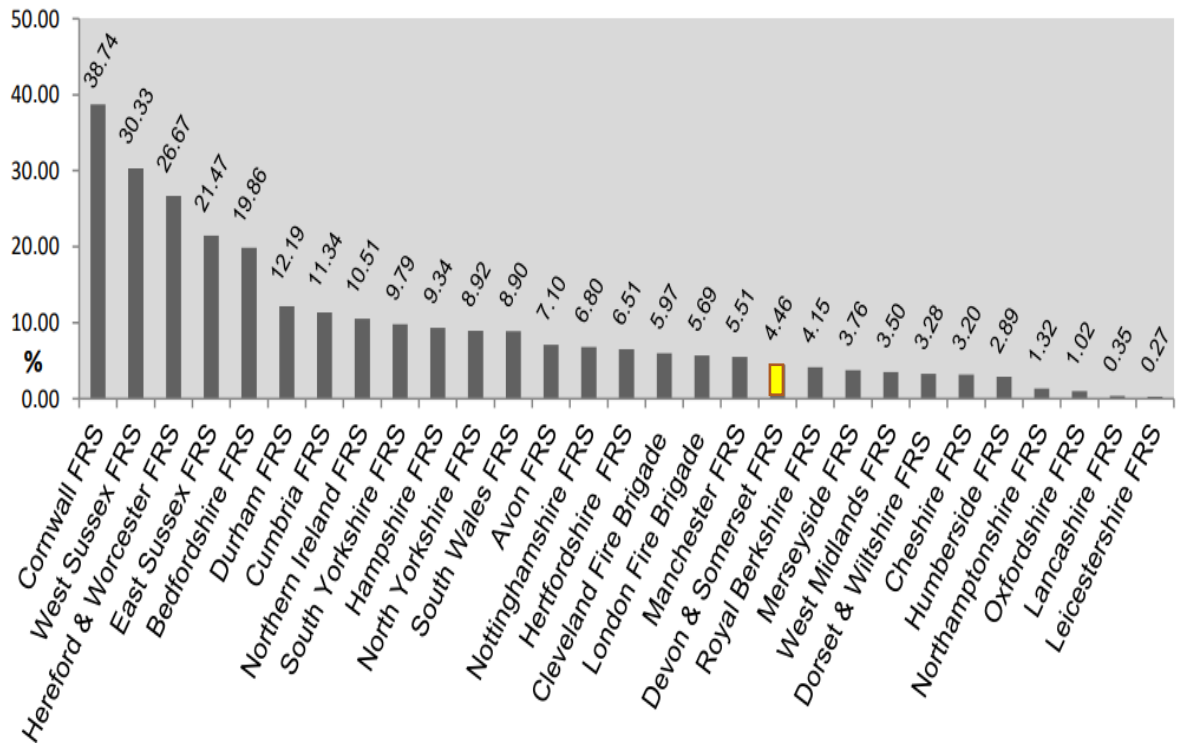
2.9. The annual trend over the last 4 years (2017/18 – 2021/22), however, is reducing:



National Benchmarking with other FRS (April-June 2021).

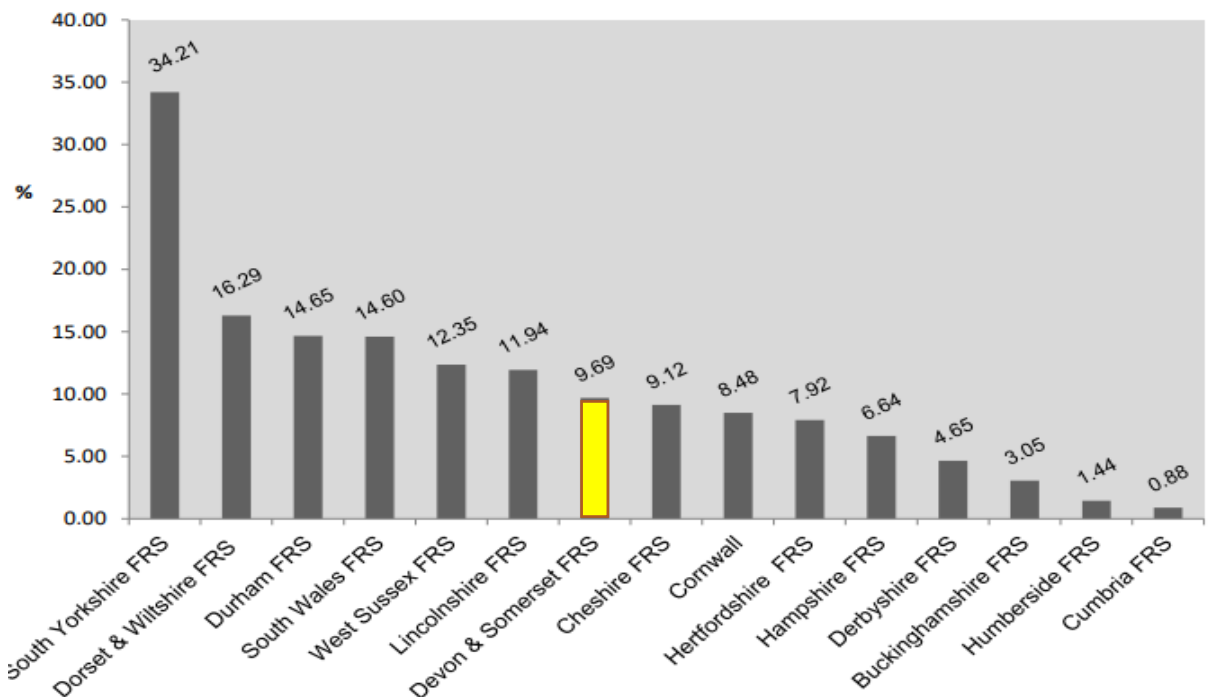
2.10. The national average percentage of sickness due to an accident at work for Wholetime Firefighters is 9.44%. The Service is below that average at 4.46% as set out in the table overleaf.

Percentage of sickness due to an Accident at Work Wholetime Firefighters



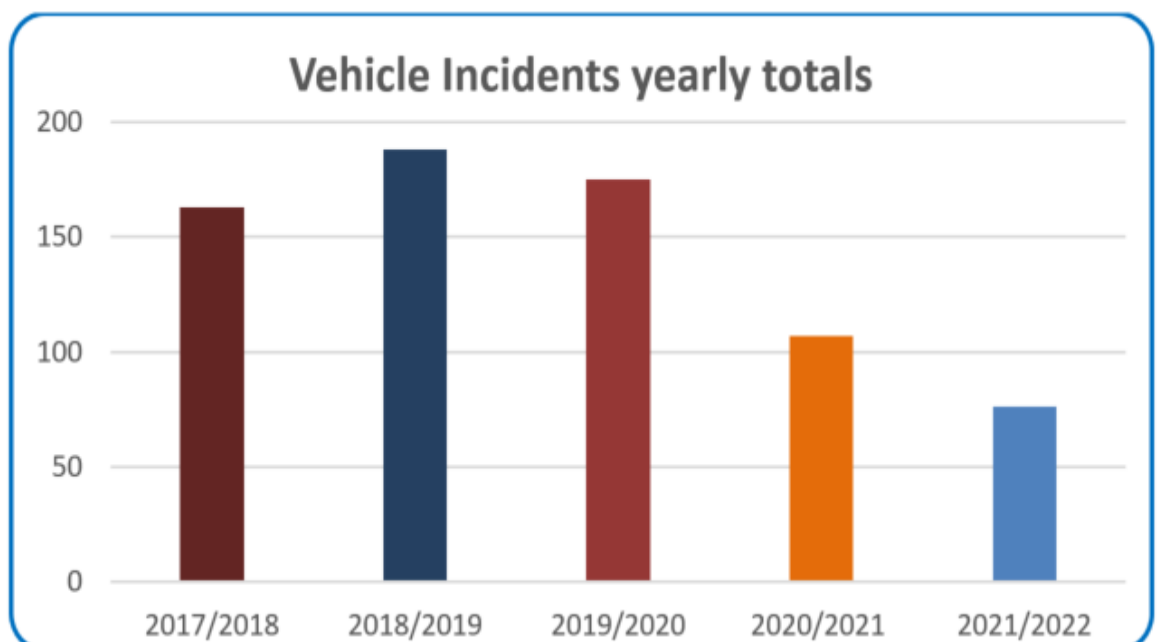
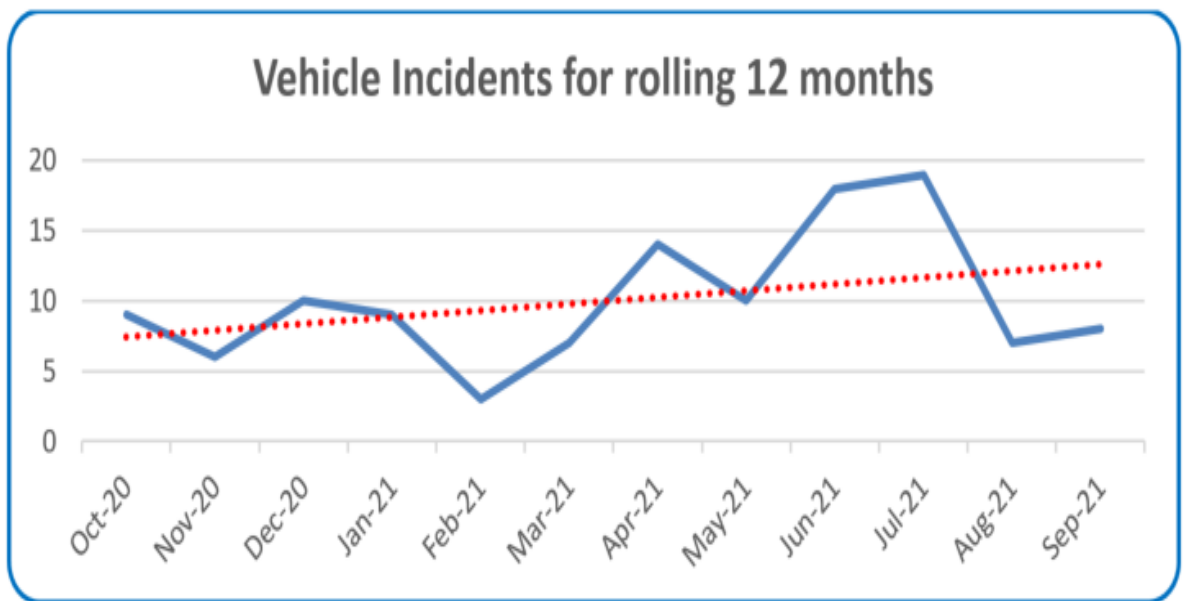
2.11. The national average percentage of sickness due to an accident at work for On-call Firefighters is 10.39%. The Service is below that average at 9.69 as shown in the table below.

Percentage of sickness due to an Accident at Work - Retained Firefighters



Vehicle Incidents:

- 2.12. Vehicle related incidents are primarily during non-blue light activity. The majority of these incidents occur in the Light Fleet (vans) as opposed to Fire Appliances (Red Fleet) & Cars.
- 2.13. To help reduce the number of incidents and improve road risk, the Service has signed up to the Government's Driving for Better Business initiative. An assessment has already been completed that helps organisations identify areas for improvement. Additionally, the Service is deploying front facing cameras and telematics within the vehicle fleet, which will improve the ability to learn from vehicle related safety events.
- 2.14. Over the last 12 months (October 2020 to September 2021) the Service has seen a slight increase in vehicle accidents although there is a reduction compared to previous years:



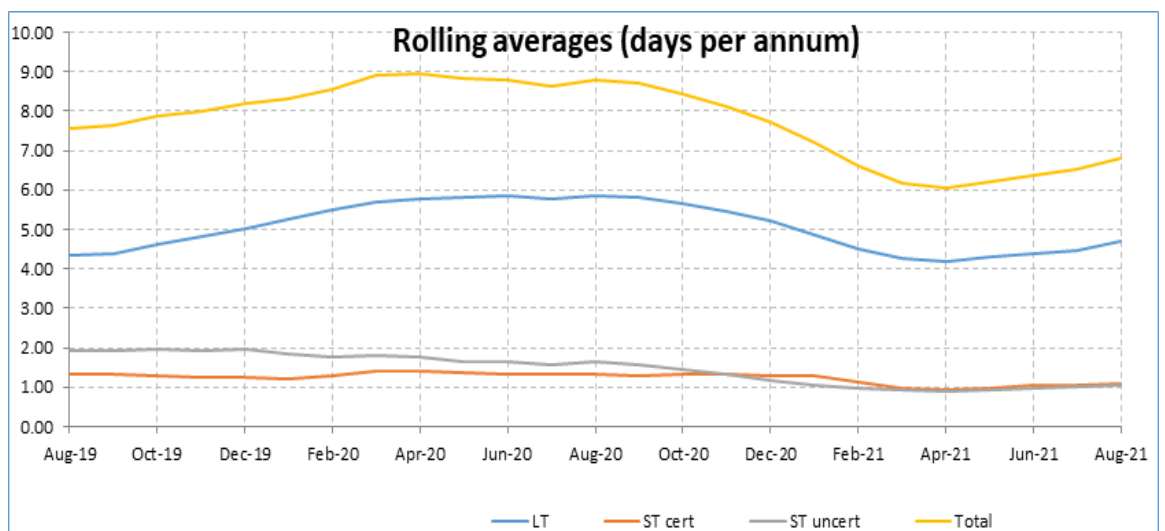
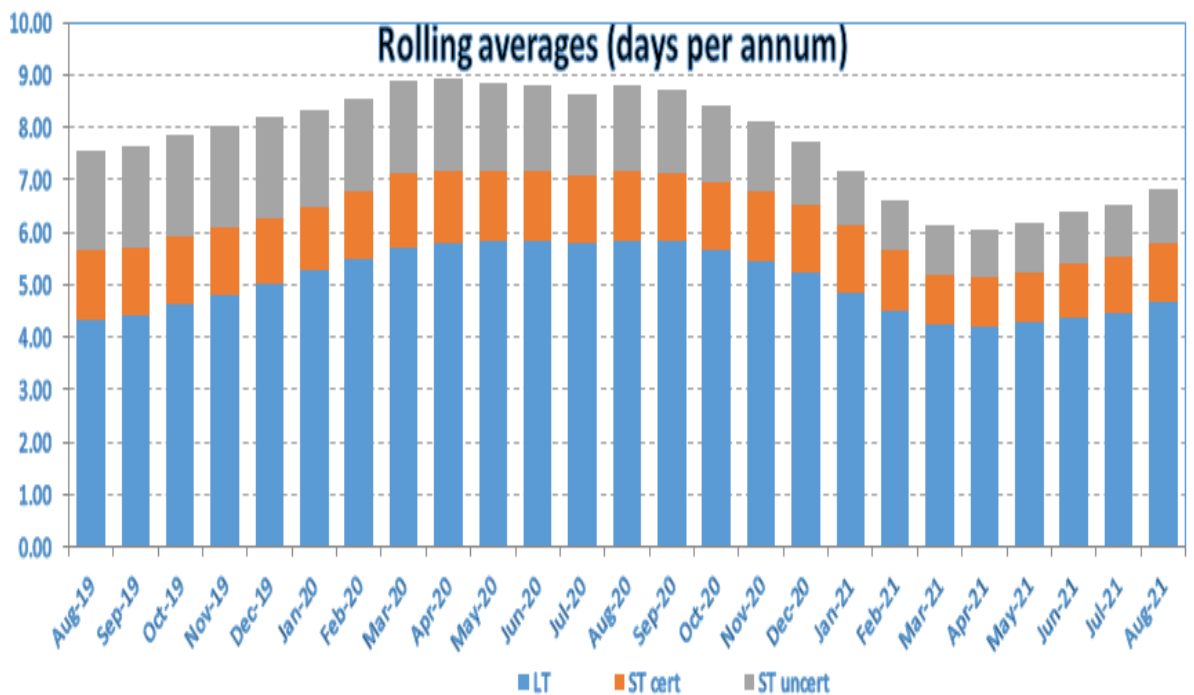
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR):

2.15. The Service is required to report certain types of work related safety event outcomes to the Health and Safety Executive (HSE) as required under the RIDDOR regulations. This will be reported on an annual basis as a year by year comparison.

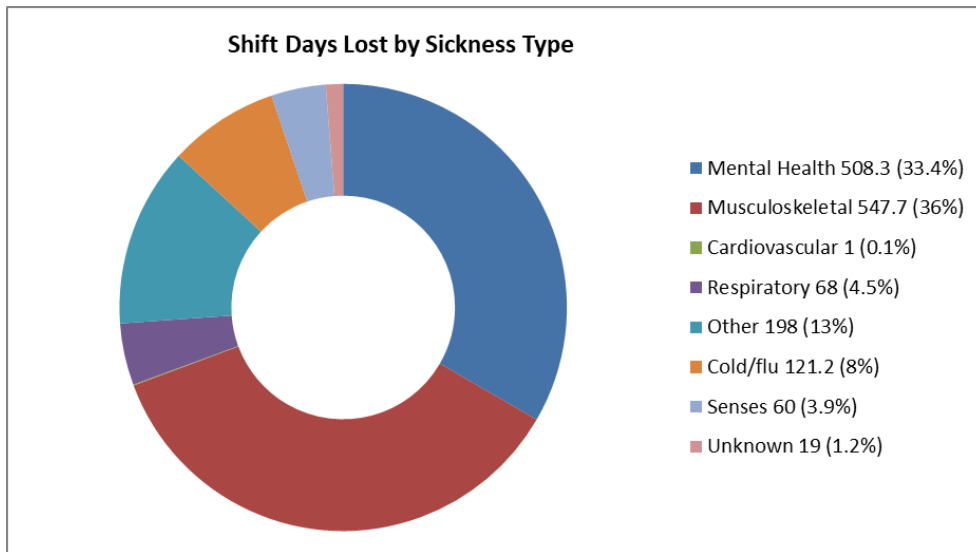
Sickness and Absence:

2.16. The agreed measure is aiming for a reduction in quarterly absence figures for short & long term sickness and to benchmark against other fire and rescue services.

2.17. In summary, there is an increase compared to the start of the financial year (2021-22) which is mainly attributable to long term absence (blue on both charts below), with little change to short term absence rates in the last six months (grey/orange).



Shifts days lost by sickness type for all staff:



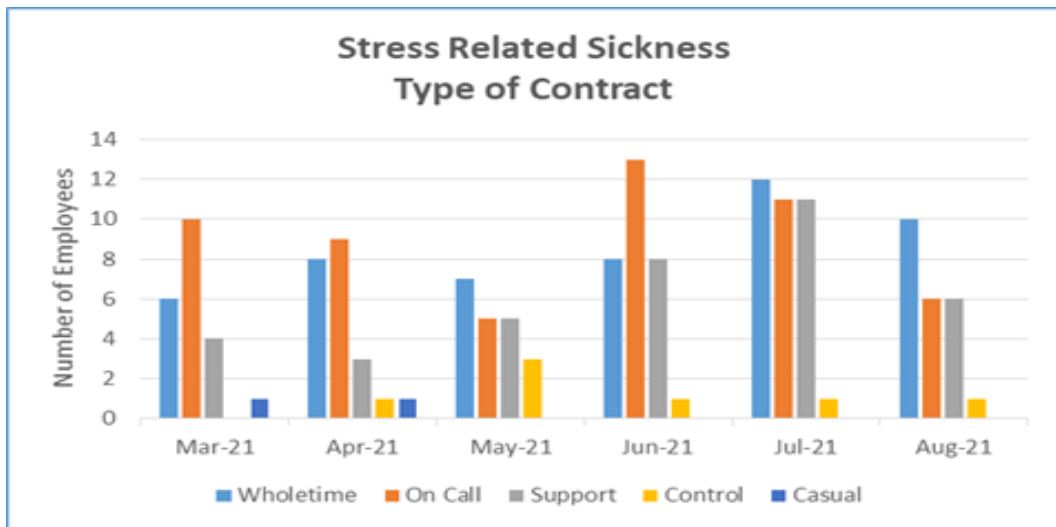
Mental Health:

- 2.18. At the previous meeting the Committee requested a report on any increase in mental health absence due to the Covid 19 pandemic. Whilst it is not possible to isolate mental health absence related to Covid 19, the charts below show that staff absent in particular from non-work related stress is increasing, although there is some signs of improvement for August.

	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21
Work Related	1	2	2	3	1	1
Non Work Related	13	15	15	25	32	21
Unknown	7	5	3	2	2	1



By contract type:



Stress interventions:

- 2.19. The Service has a number of interventions and support to help staff who are affected by mental health, including: critical incident defusing, manager training on stress awareness, health & wellbeing advisors, mental health first aiders, counselling services, new wellbeing policy and guidance, Ops Surfwell, Virtual Hope programme, Long-Covid recovery programme, team effectiveness sessions and a new pilot residential experience based on self-care.

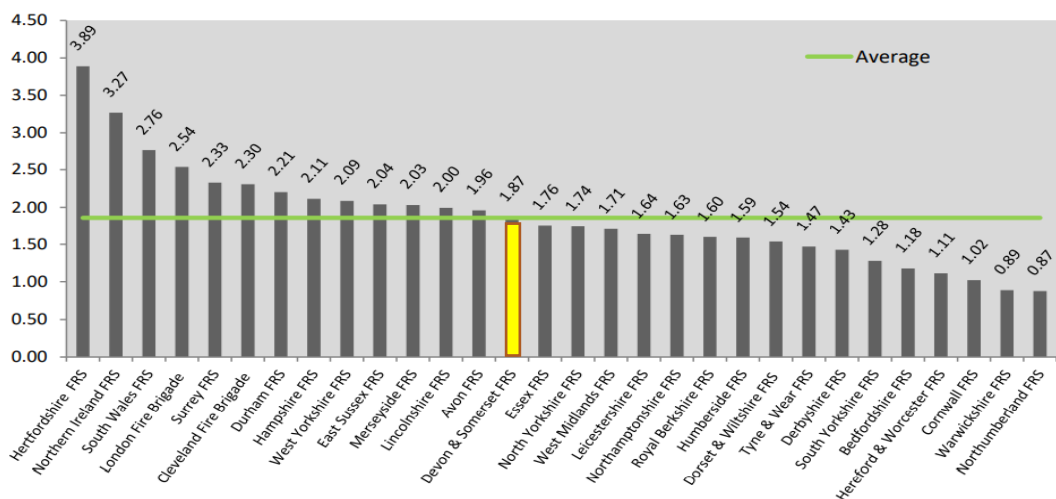
National Fire & Rescue Service benchmarking statistics April-June 2021:

- 2.20. The Committee requested that the Service absence figures are benchmarked against other fire & rescue services. The graphs below display national absence statistics and different staff groups (Wholetime, On-call, Control and Green book).

Overall:

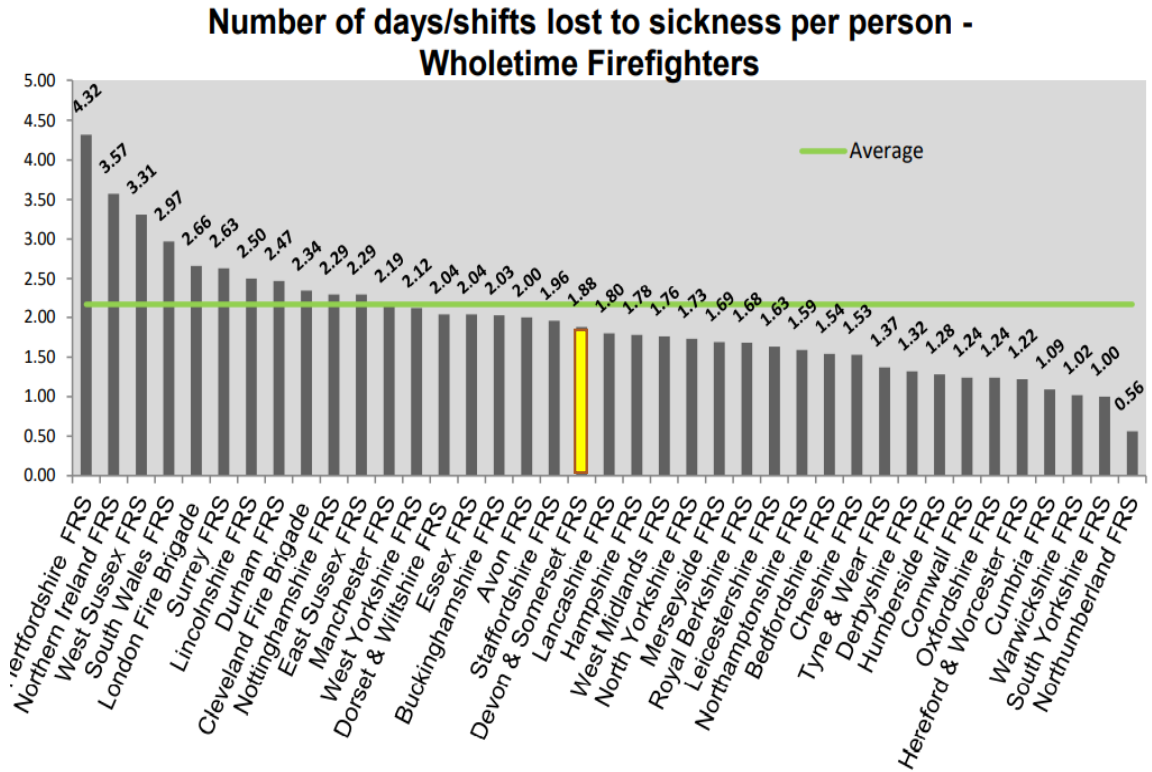
- 2.21. The average is 1.86 duty days sickness absence per staff member across all fire and rescue services that sent data. The Service is just above average (by 0.01) at 1.87 for this quarter.

Wholetime, Control and Green Book



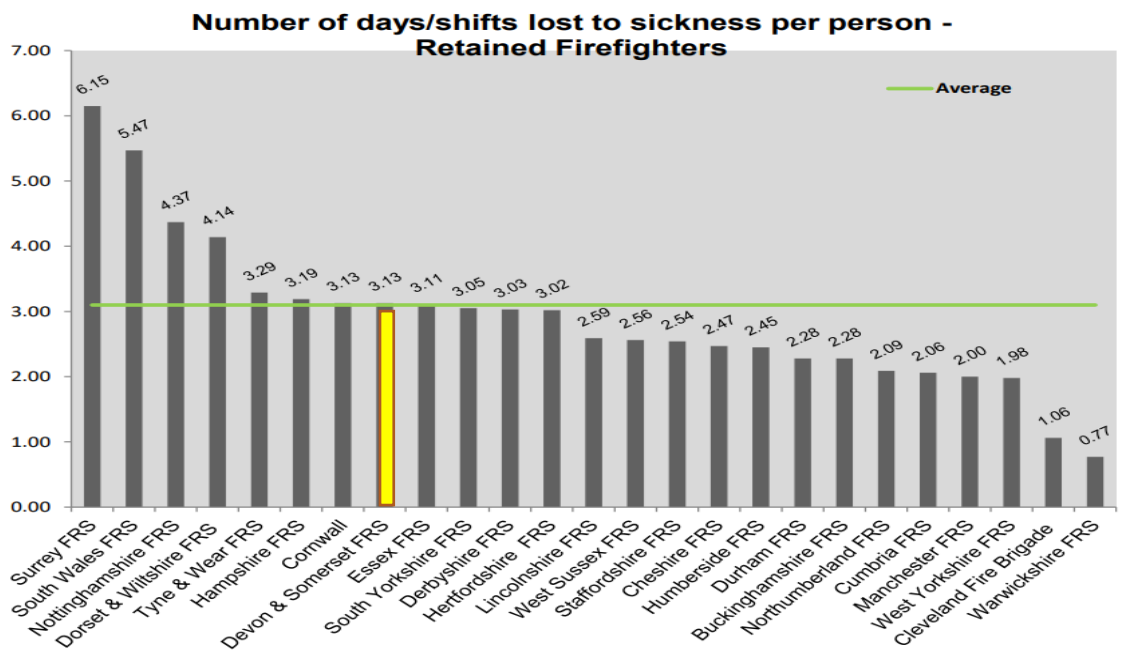
Wholetime Firefighters:

2.22. In comparing Wholetime Firefighter shifts lost to sickness per person, the average is 2.17 duty days. The Service is below average at 1.88 duty days.



On-call Staff:

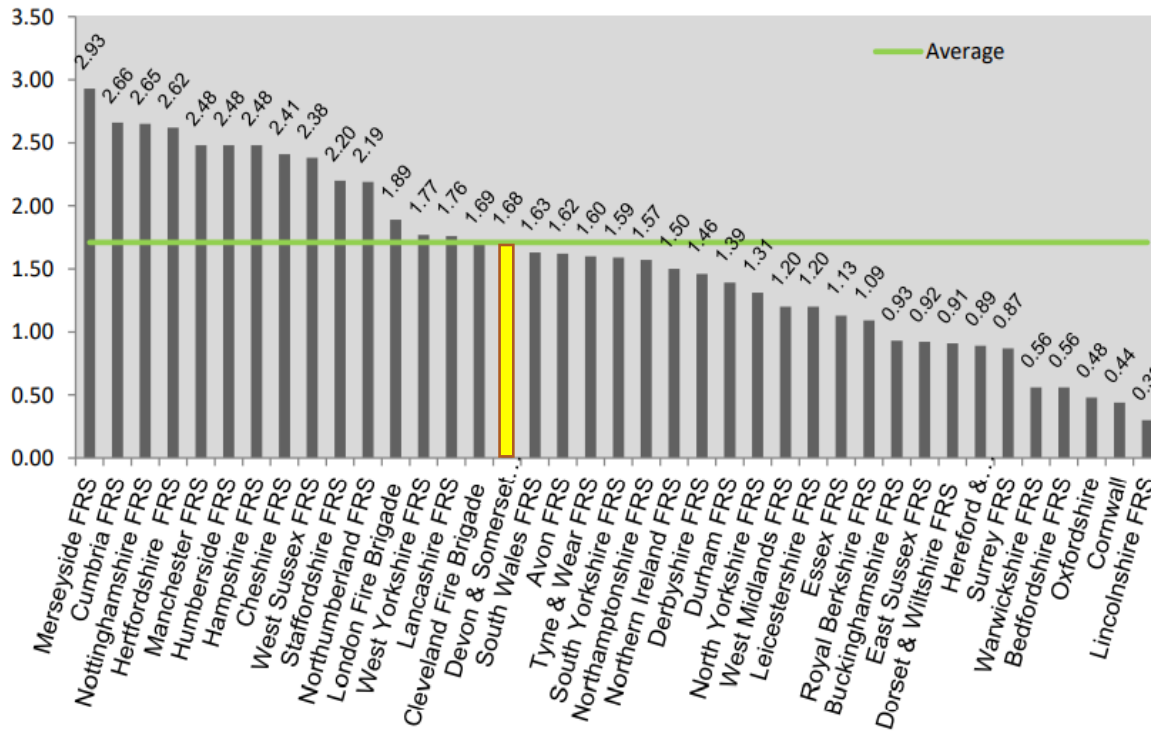
2.23. In comparing On-call Firefighter shifts lost to sickness per person the national average is 3.1. The Service is just above average (by 0.03) at 3.13.



Green book (non-operational) staff:

- 2.24. The average number of duty days lost for green-book staff is 1.71. The Service is below average with 1.63

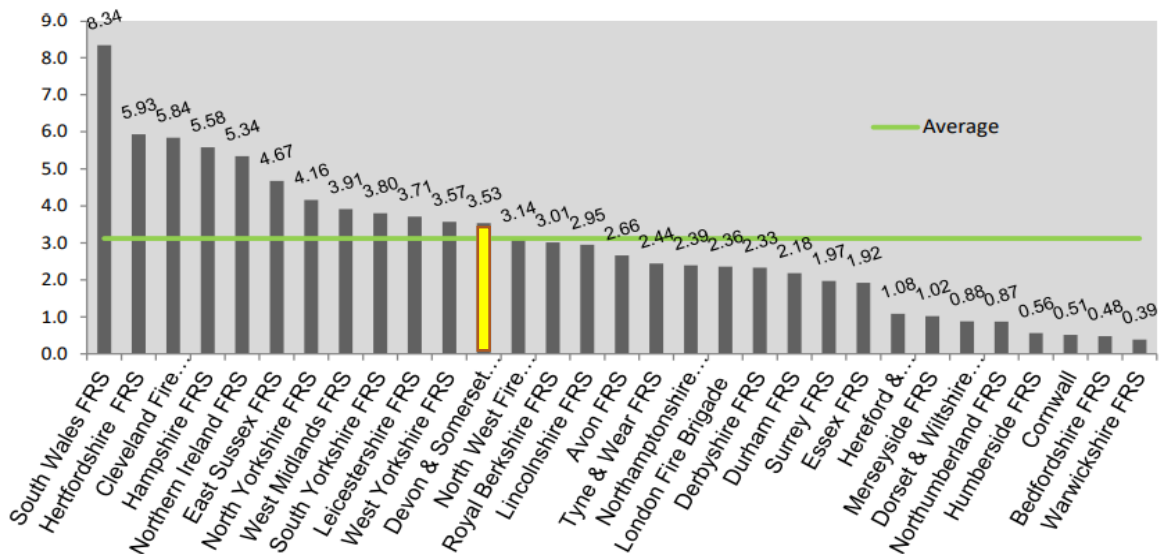
**Number of days/shifts lost to sickness per person
Green Book staff**



Control Staff:

- 2.25. The average for Control staff absence is 3.12 shifts per operator. The Service is above average at 3.53.

**Number of days/shifts lost to sickness per person - Fire
Control**



Fitness Testing:

- 2.26. The agreed measure is to monitor the percentage of operational staff who have passed the annual fitness test and three yearly medical. The fitness data is displayed below. However, due to the impacts of Covid 19 on the external supplier who manages the medicals, there is currently a backlog in medicals therefore the Service is not able to supply accurate data on three yearly medicals for this report. We anticipate that this issue will be resolved by the next Committee meeting.
- 2.27. The Committee also requested that the Service fitness rates are benchmarked against other FRS national statistics. As explained at the previous meeting, this is difficult to achieve as services all complete the tests slightly differently, which takes some time to cleanse before it can be reported. We aim to produce a benchmarking report when the annual reports are produced.
- 2.28. There has been significant work carried out to improve data collection and accuracy over the last year. This has been carried out retrospectively on the 2020 tests so they can be compared accurately which now includes an amalgamation of station based staff, unified non-operational staff and officers
- 2.29. With regards to improved accuracy, the data now includes fitness tests carried out during medicals, ad hoc tests (such as return to works), and fitness retests. The previously reported data was just annual fitness tests. This change will improve trend analysis but does slightly alter numbers from previous reports.
- 2.30. It should also be noted that in 2020 due to Covid the bleep test and timed run were used for the annual station based tests, however this year the whole suit of tests as per the Fitness policy has been utilised allowing staff to pick and train for the test that best suits them.
- 2.31. The table below shows comparison of all eligible operational employees who qualify for a Fitness test, including those who have not been tested (largely due to medical reasons) from September 2020 with September 2021. This shows a 10% improvement to the pass rate from the previous year as well as a 9% increase in staff who were tested.

All Operational Employees Sept 2022/2021 comparison					
	Result	Count 2021	Percentage 2021	Count 2020	Percentage 2020
	Pass	1,203	82%	1,102	72%
	Fail	84	6%	106	7%
	Not tested	175	12%	313	21%
	All employees in scope	1,462		1,521	

- 2.32. The table below excludes untested staff and shows the comparison of all tested operational employees from September 2020 with September 2021. This shows a 2% improvement to the pass rate from the previous year.

Employees who performed fitness tests Sept 2022/2021 comparison					
	Result	Count 2021	Percentage 2021	Count 2020	Percentage 2020
	Pass	1,203	93%	1,102	91%
	Fail	84	7%	106	9%
	All employees in scope	1,287		1,208	

- 2.33. Please note that these statistics are a September to September comparison only. The full Annual comparison will be reported at a future meeting.

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. Annual measure looking to see a year on year increase. Below is a table that shows 2020 employment based on protected characteristics of sex, race and sexual orientation. This is a placeholder and this section will be updated at the end of 2021 in the annual report to show the comparison.

Protected Characteristic	WT	On-call	Control	Green book	Total	Community
	2020	2020	2020	2020	2020	2020
% Female Staff	6.3	6.1	75.0	44.5	13.9	50.5
% BAME	2.0	2.4	7.5	4.0	2.7	5.3
% Female Senior roles	14.3	N/A	N/A	33.0	20.8	
% BAME Senior roles	0	N/A	N/A	0	0	
% LGBT Senior roles	0	N/A	N/A	0	0	

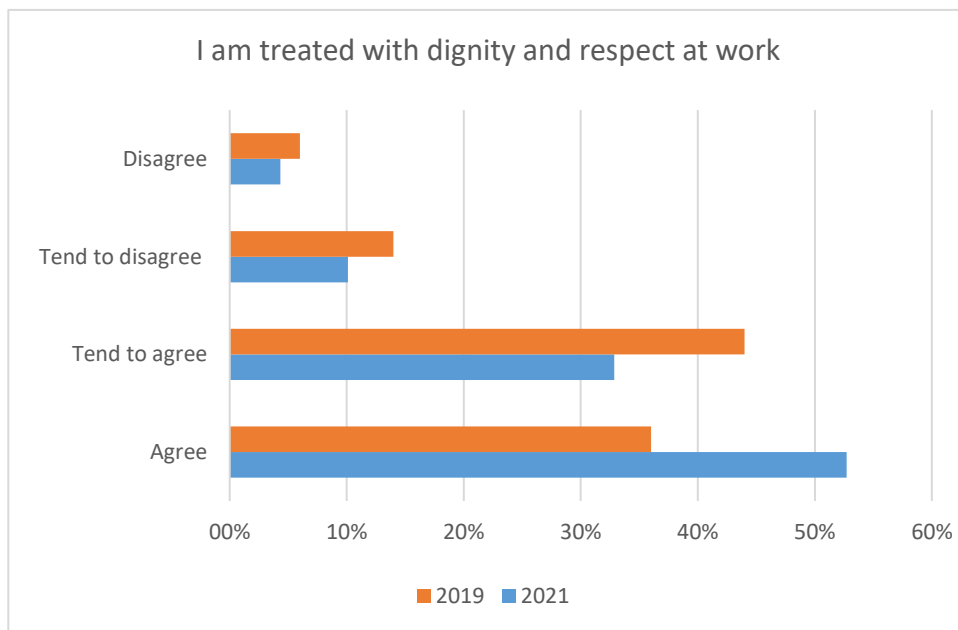
Promoting Inclusion, developing strong leaders, living the values, a fair place to work:

3.2. The performance measures in this section are extracted from external and internal staff surveys, with the Service aiming for a year on year improvement.

3.3. In this report data is compared from the 2019 and 2020 HMICFRS staff survey to determine how staff feel about being included, how well leaders are performing through living service values, being able to challenge safely and if people feel bullied or harassed. The Service is awaiting the results of the 2021 HMICFRS staff survey and will report this in a future report.

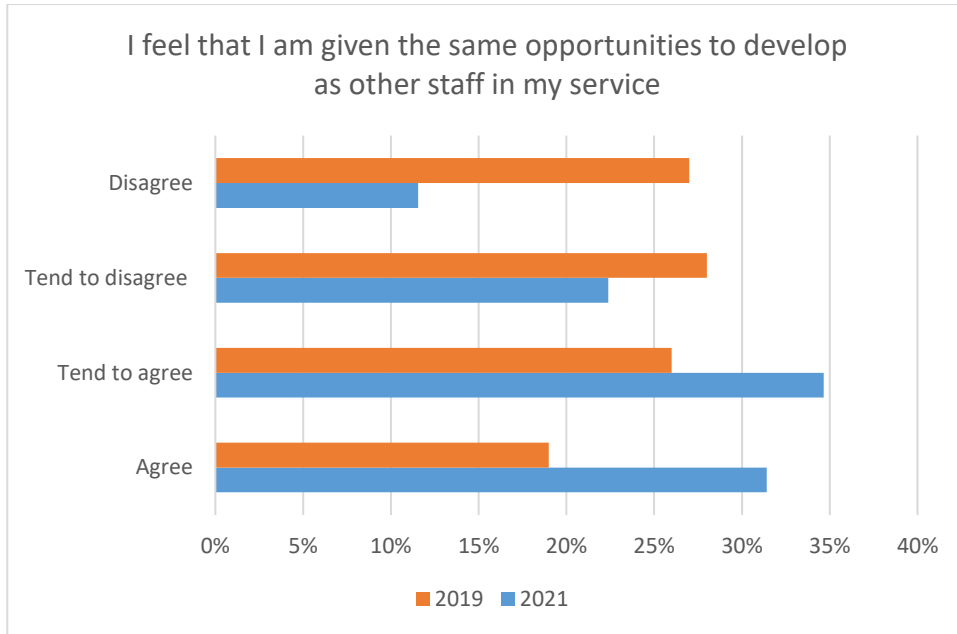
Inclusion:

3.4. Inclusion is measured through a feeling of belonging. A feeling of belonging is created through trust and respect. When comparing the question 'I am treated with dignity and respect at work 'there is a 5% improvement on agree/tend to agree from the previous year.



Leadership and staff development:

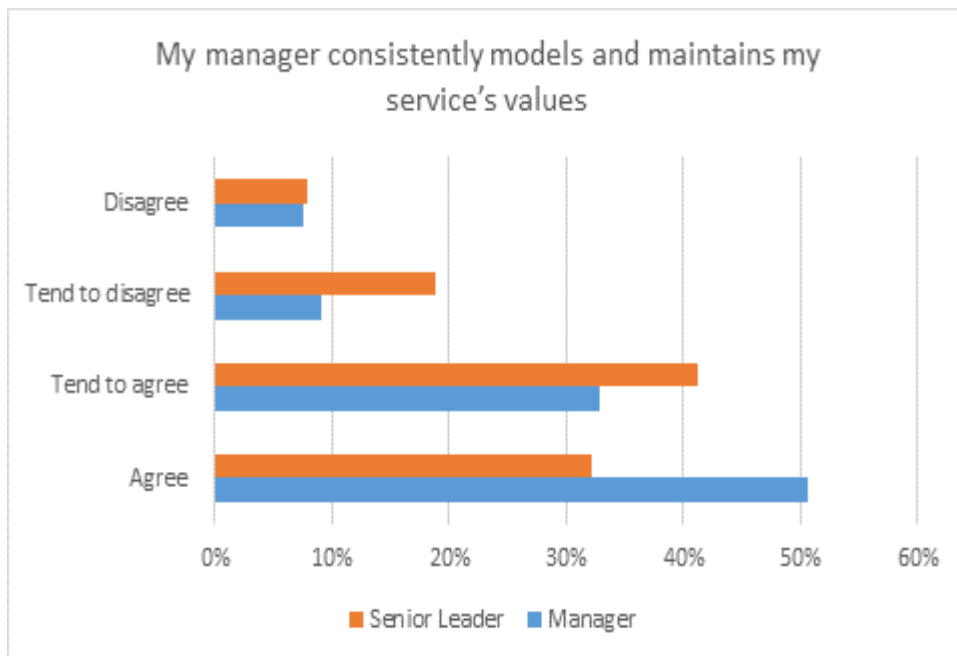
3.5. There is a 21% improvement on agree/tend to agree since the previous year in people feeling that they are given the same opportunities to develop as others as shown in the bar chart overleaf.



Living the values:

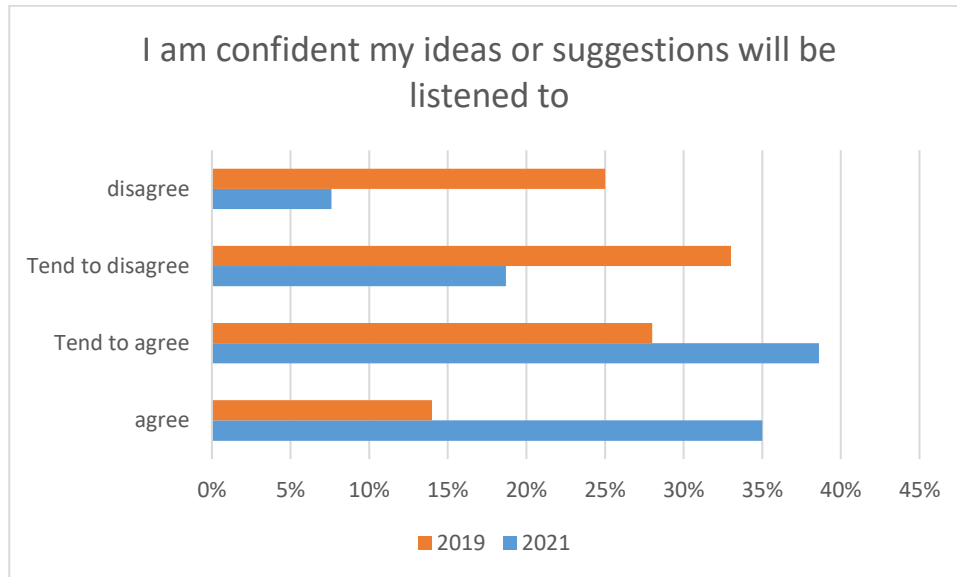
3.6. There is no data regarding values from the 2019 survey however the following was an area identified for improvement in the 2019 HMICFRS report 'The service should make sure that its values and behaviours are understood and demonstrated at all levels of the organisation.'

3.7. The 2020 survey shows that 83% of staff agree their manager consistently models the Service values and 73% agree that Senior Managers do the same.



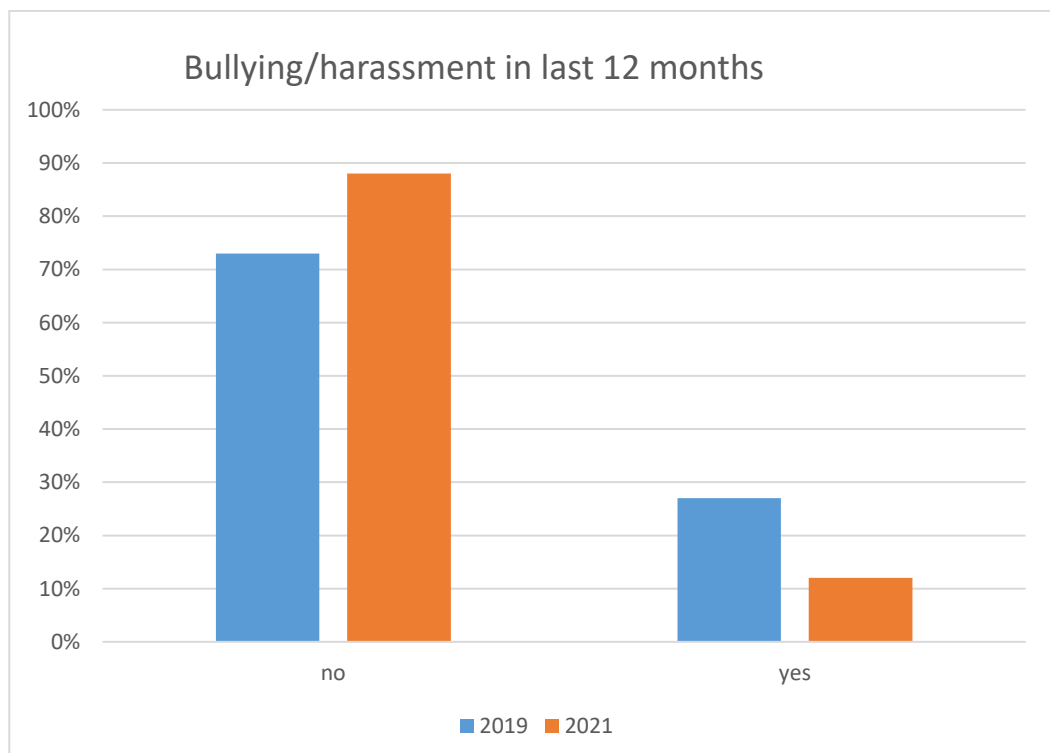
Challenger Safety:

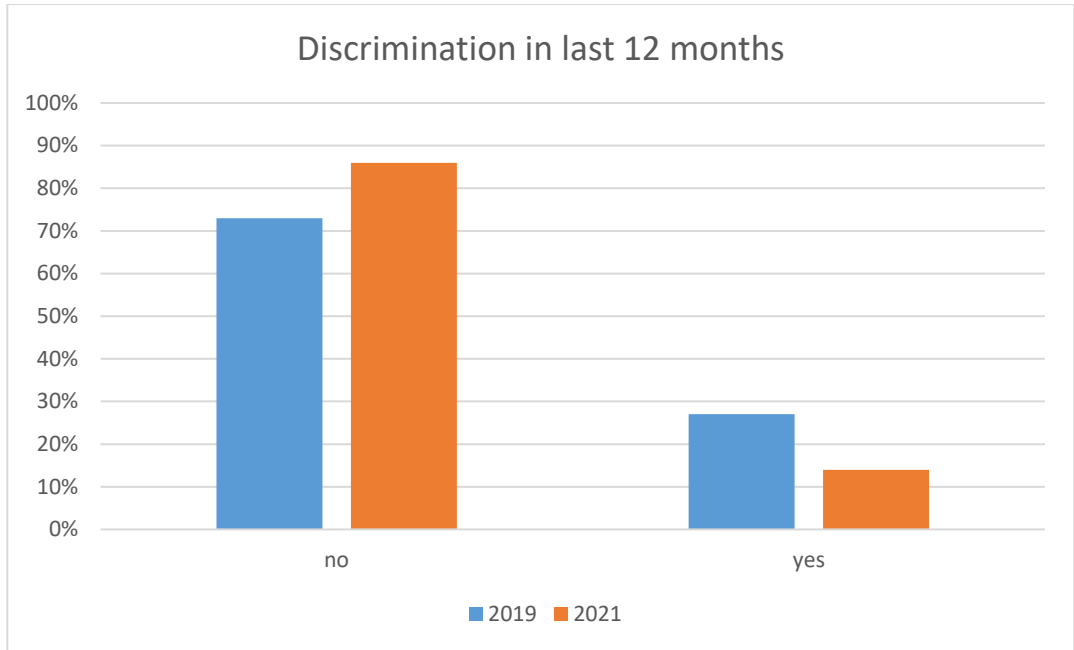
- 3.8. The question 'I am confident my ideas or suggestions will be listened to' is a question to measure 'contributor safety' linked to the 'Safe To' intervention noted in the People Strategy update. A significant improvement can be seen here with agree/tend to agree increasing from 42% to 72%.



Bullying, Harassment & Discrimination:

- 3.9. Reports of bullying, harassment and discrimination have seen a significant reduction since 2019, with cases of respondents experiencing bullying and harassment reducing from 27% to 12% and experiences of discrimination from 27% to 14%.





Grievance, Capability and Disciplinary

- 3.10. In early 2021 a review of several critical policies was undertaken to ensure they were creating a fair, consistent and transparent process to manage employee issues in a timely and effective manner.
- 3.11. The Service introduced a Human Resources (HR) Business Partner approach in May 2021 to provide a pro-active and customer centric HR service to the business. The HR Business Partners conduct weekly case reviews to ensure changes in our policies are embedded consistently across the Service. This allows for timely remediation on all employees matters - escalating and de-escalating the right processes at the right time.
- 3.12. The Service has seen an increase in cases involving disciplinary action for this current year from 13 to 19. We believe this is a positive demonstration of having a robust policy and a proactive HR service addressing inappropriate behaviour promptly with the correct process.
- 3.13. With new policies and processes now in place, we would expect to see a reduction in grievances as a reflection that staff feel Service policy decisions are fair and proportional. This is the case in our current numbers to date, from 14 in 2020 to five in 2021. While this is still early days since the new policies were implemented, this is encouraging and we will continue to monitor closely to ensure our processes are fair and consistent.
- 3.14. The Service recommends in future this data is reported on an annual basis.

Date	Grievances	Capability	Disciplinary
2020	14	2	13
2021 (Jan – Aug)	5	4	19

4. PERFORMANCE MONITORING – STRATEGIC POLICY OBJECTIVE 3(a)

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. Pay for Availability Benefits. An agreed measure is specific to On-call regarding the benefits of Pay for Availability in increasing recruitment (the measure would be reduced vacancies) and increasing retention (linked to the increase in pay and flexible contracts).

4.2. This information is currently not available as Pay for Availability is still in implementation phase. A full report will be included in the future.

Employee Recruitment and retention

4.3. This is reported in the Annual Diversity report (discussed at the previous People Committee meeting) and will be presented on an annual basis. It is recommended this is removed from this report to avoid duplication.

Employee Engagement

4.4. Annual or ad hoc measure from internal and external staff surveys aiming to see an increase in participation. None available at present. To be included in the Annual Report.

**JOE HASSELL
Deputy Chief Fire Officer**

APPENDIX A TO REPORT PC/21/7

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Strategic priority 3(a) - Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively:

Target area:	Agreed performance measure:	Actual performance trend:
Training		
Firefighter Competence	95%	1 of 7 core competencies below 95%
Health and Safety:		
Annual Accidents	Decrease	Increased from previous year
Annual Near Miss-	Not defined	Decreased from previous year
Personal injuries (12 month rolling)	Decrease	Neither increase or decrease
Annual Personal Injuries –	Decrease	Decreasing
Vehicle Accidents (12 month rolling)	Decrease	Increasing
Vehicle accidents annual comparison -	Decrease	Decreasing
Absence:		
National Benchmarking WTFF absence due to injury	National Average	Below average
National Benchmarking On-call FF absence due to injury	National Average	Below average
Sickness Absence	Improvement	Increasing
Stress related absence	Improvement	Increasing
National Benchmarking sickness absence total	National Average	Above average
National Benchmarking days lost to sickness (Wholetime)	National Average	Below average
National Benchmarking days lost to sickness (On-call) –	National Average	Above average
National Benchmarking days lost to sickness (Green book) –	National Average	Below average
National Benchmarking days lost to sickness (Control) –	National Average	Above average
Fitness testing pass rates	Improvement	Increased
Annual Fitness testing – 3 yearly Medicals	Not defined	data not available (supplier issue)

Strategic priority 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

Target area:	Agreed performance measure:	Actual performance trend:
2019 -202 HMICFRS staff survey comparison:		
Inclusion	Improvement from previous report	5% improvement
Leadership & staff development	Improvement from previous report	21% improvement
Leaders living the Values	Improvement from previous report	only 2020 data available
Challenger safety –	Improvement from previous report	30% improvement
Bullying and Harassment	Improvement from previous report	15% reduction
Discrimination	Improvement from previous report	9% reduction
Grievance, Capability and Discipline cases:		
Grievance	Not defined	decrease
Capability	Not defined	increase
Discipline	Not defined	increase

Strategic objective 3(c) - Recognise and maximise the value of all employees, particularly the commitment of on-call firefighters, improving recruitment and retention

No Quarterly reports in the section.