

REPORT REFERENCE NO.	PC/22/1
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	27 JANUARY 2022
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2021-22 - QUARTER 3
LEAD OFFICER	DEPUTY CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<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 Service's performance against these strategic priorities for the period October to December 2021 (Quarter 3) 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	<p>A. Summary of Performance against Agreed Measures.</p> <p>B. Forward Plan</p>
BACKGROUND PAPERS	N/a

1. **BACKGROUND AND INTRODUCTION**

1.1. The Service '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

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 % (As of 7.1.22)	98.6	96.8	91.4	95.8	96.5	95.8	97.0

2.2. Water Rescue is currently at 91.4%, the same as Quarter 2 due to a training supplier issue.

2.3. In 2020, the accrediting body (Rescue 3) applied a 6-month extension to qualifications expiring during the lockdown period. This extension was applied to the Water Rescue qualification for all staff for a period of six months, however, the Rescue 3 extension was only intended for staff expiring within the lockdown period, not those outside of it.

2.4. The impact of this error resulted in a rebase line of data which saw a further 9% reduction from 91.3% to 82.8% in October 2021.

2.5. The Academy has worked hard to bring the competency level back up to 91.4%. Actions to move from October 2021 (82.8) to current (January) 91.3% and to achieve above 95% are:

- Course numbers increased to pre COVID levels with additional safety measures;
- Technician courses booked with Rescue 3 to provide extra capacity;
- Red One instructors hired to help deliver on our internal courses;
- Outsourced courses to Red One to increase capacity;
- Strict no event cancelation procedures introduced;
- Expired staff have been prioritised to attend courses;
- Flood response exercises have been conducted for operational and strategic members of staff to maintain skills;
- Additional water rescue training for all stations as maintenance of skills;
- Emails, text messages and proactive staff engagement sent to maximise attendance; and
- Course cancellations and non-attendance are investigated.

2.6. This has not impacted Service Delivery Water Rescue response capability as the required number of qualified staff has been maintained on appliances. Based on current planning, providing further Covid-19 restrictions are not introduced, the Academy has predicted a competency figure above 95% in February.

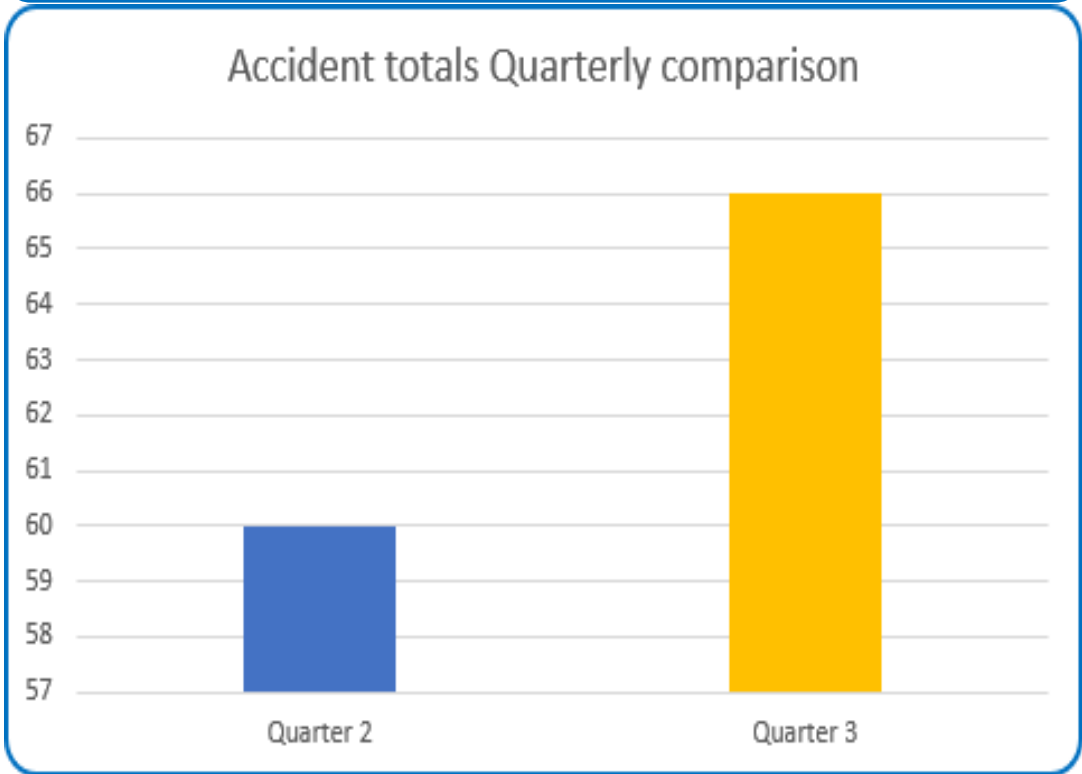
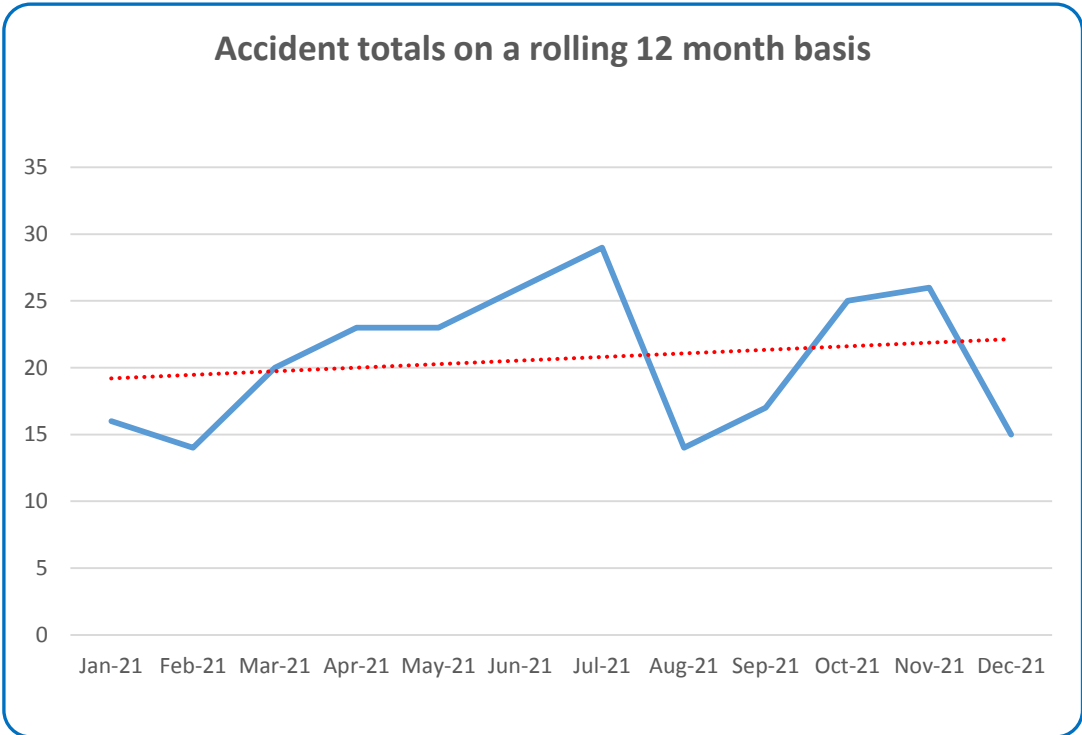
Workforce planning:

2.7. 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. This information will include performance data from quarters 3 & 4 and will be available in the next report.

Health & Safety:

Accidents:

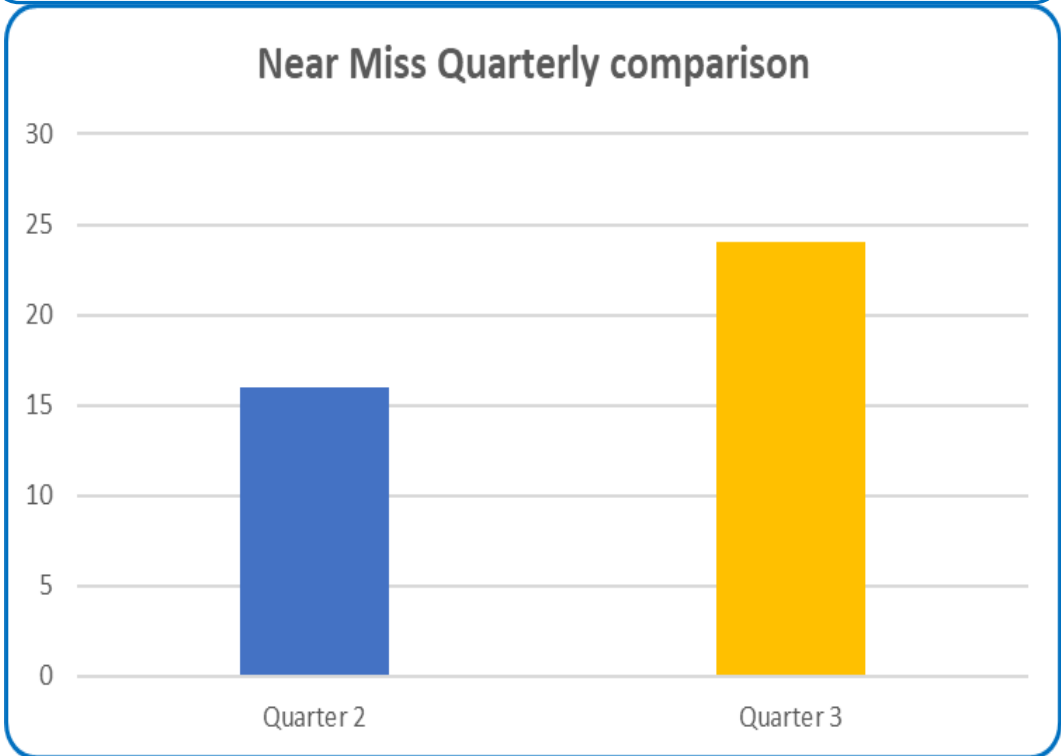
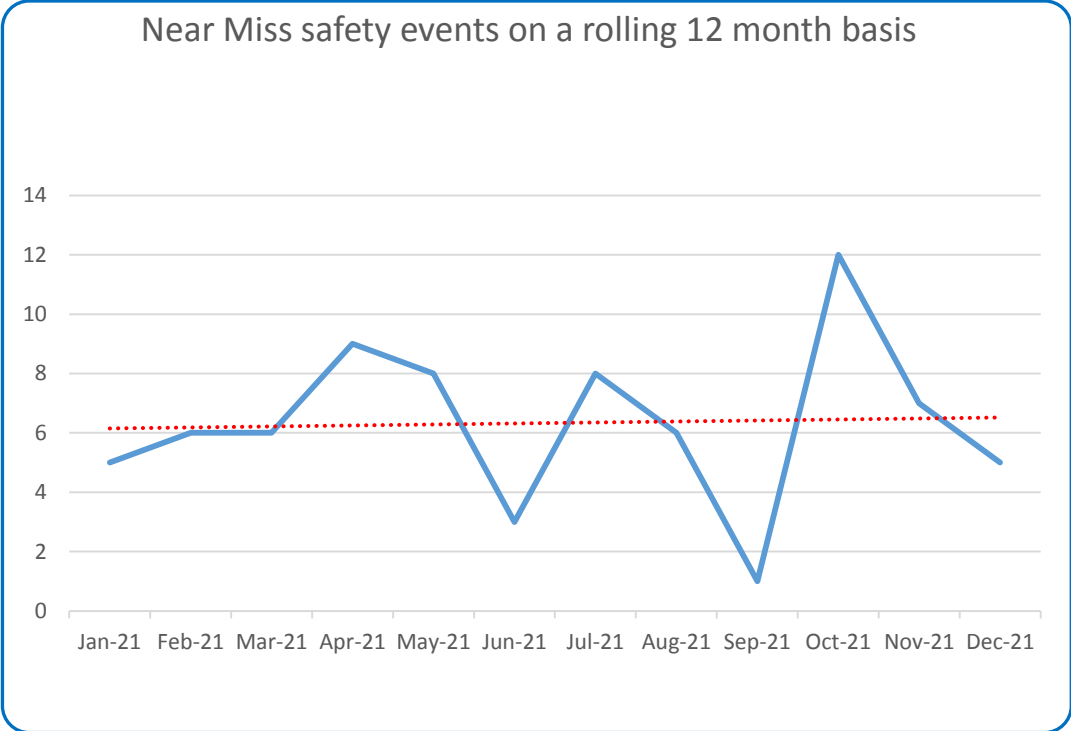
2.8. There has been a slight increase in the overall trend for accidents over the last 12 months (January to December 2021), though the Quarter 3 accident numbers are 6 higher than the previous quarter as shown in the graph overleaf.

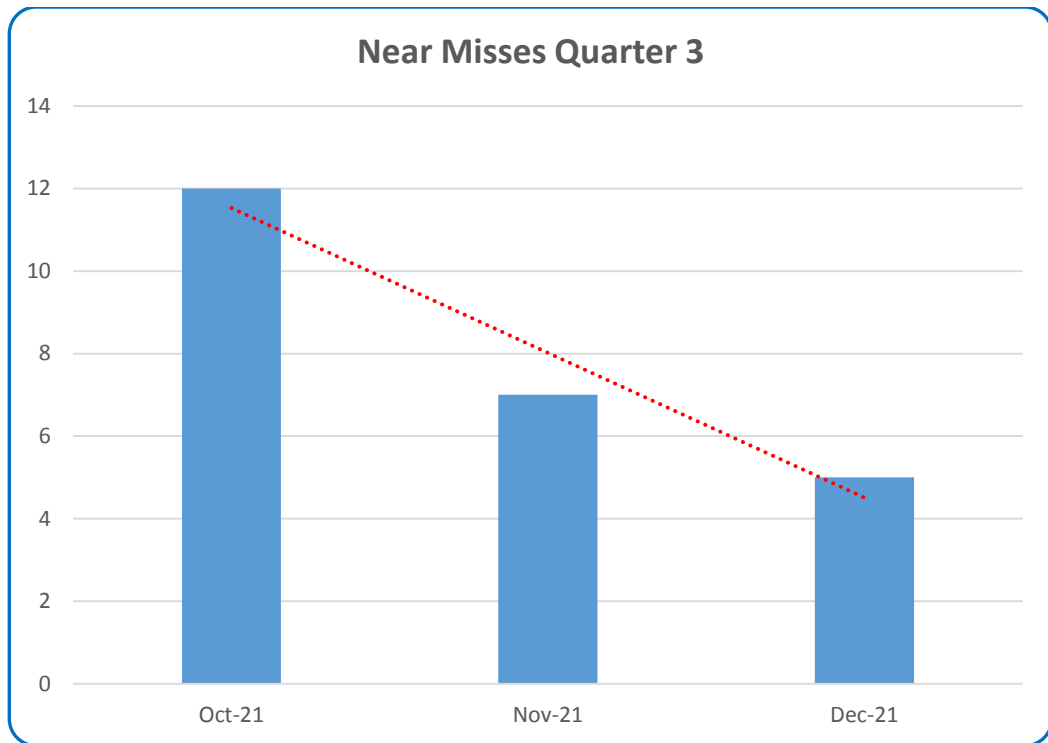


Near Miss:

2.9. There were 24 near misses in Quarter 3, a 50% increase on reporting from the previous quarter in 2021-22. This is a positive step as staff are being more pro-active in identifying and reporting near misses which ultimately should reduce the amount of accidents.

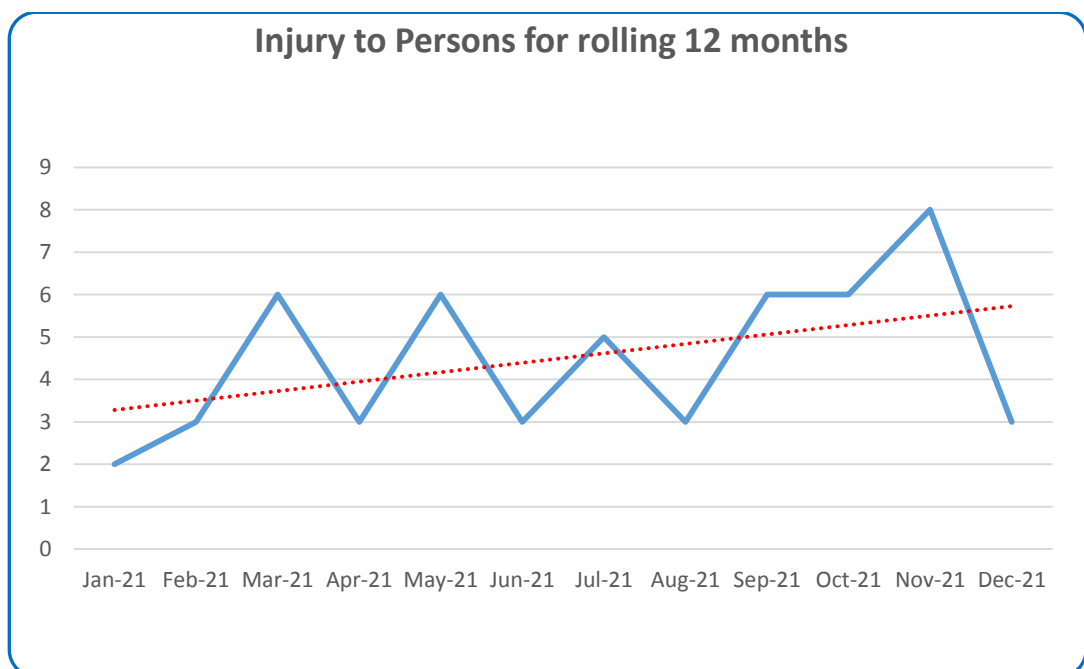
2.10. During Quarter 3, there were 6 COVID-19 related Near Misses, there were 2 other notable near misses linked to potential for aggression or assault on our staff. An individual threatened attending fire fighters with a knife and another incident where crews attended and were informed the occupants of the property could be dangerous and armed. In both incidents police support was requested.

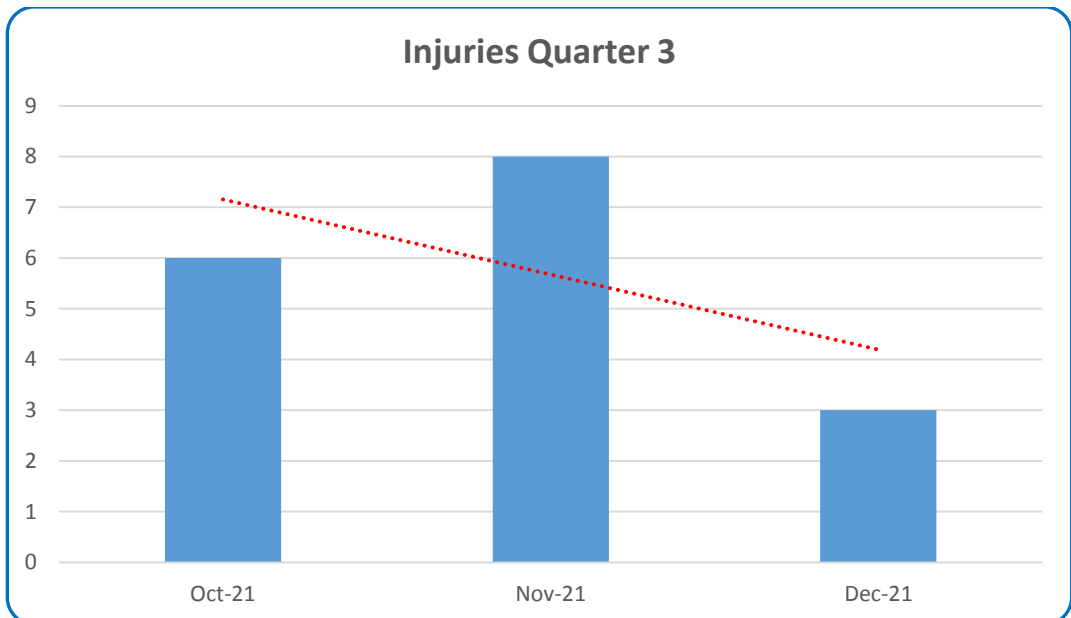
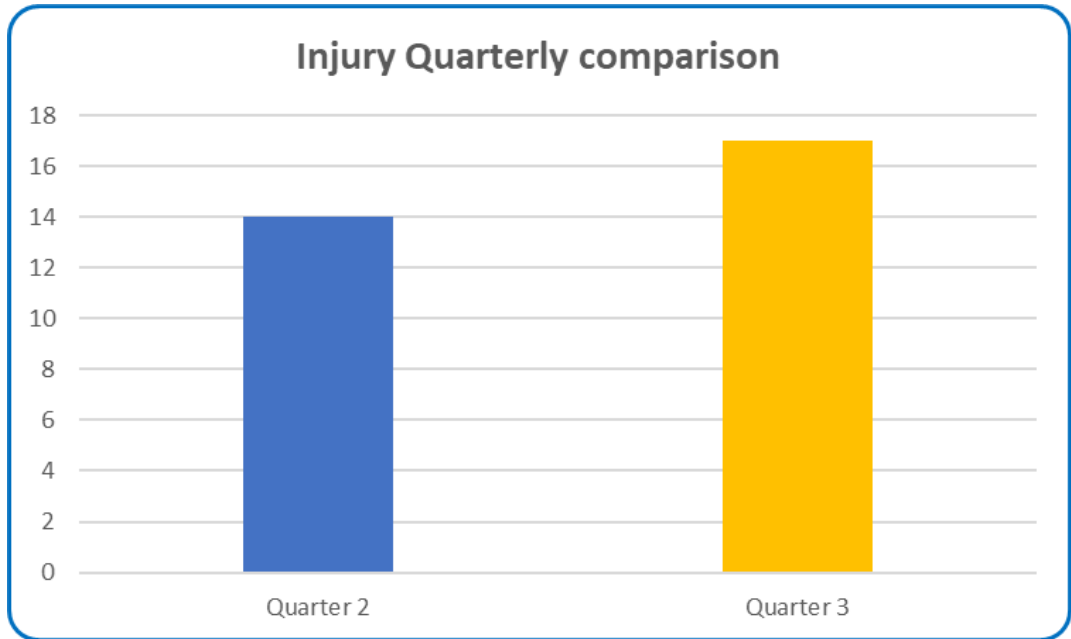




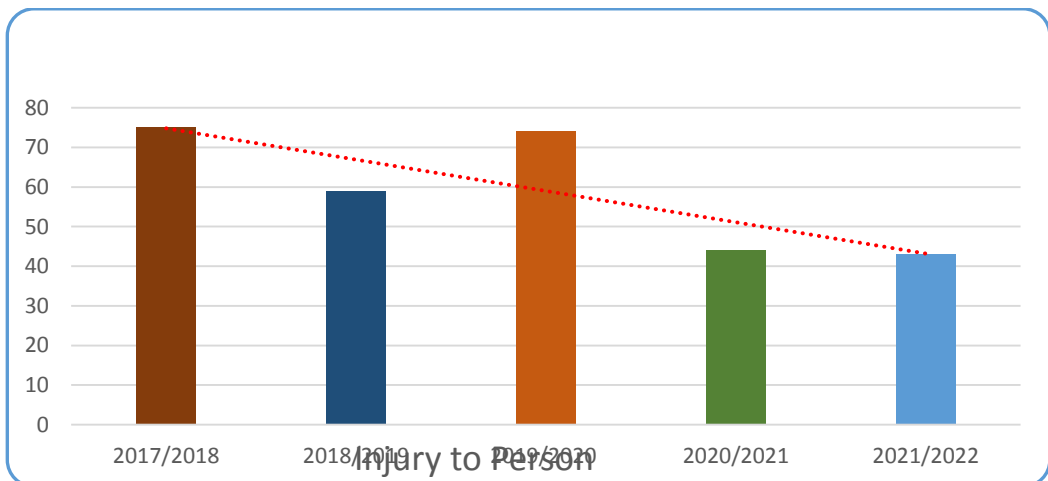
Personal Injuries:

2.11. The charts below and overleaf compare the Service's injury rates over a rolling 12 month period, as well as highlighting the Quarter 3 figures. The injury figures remain low, and although the 12 month trend shows an increased trajectory, the quarter 3 trend shows more positive improvements. The incidents and causation of the injuries are varied, sprains and strains related to manual handling and conducting rescues in more challenging conditions (e.g., rapidly removing an entrapped casualty from a lorry) are more frequent. There has been a 21% increase in injury related safety events since quarter 2, this equates to an increase of 3 injuries.



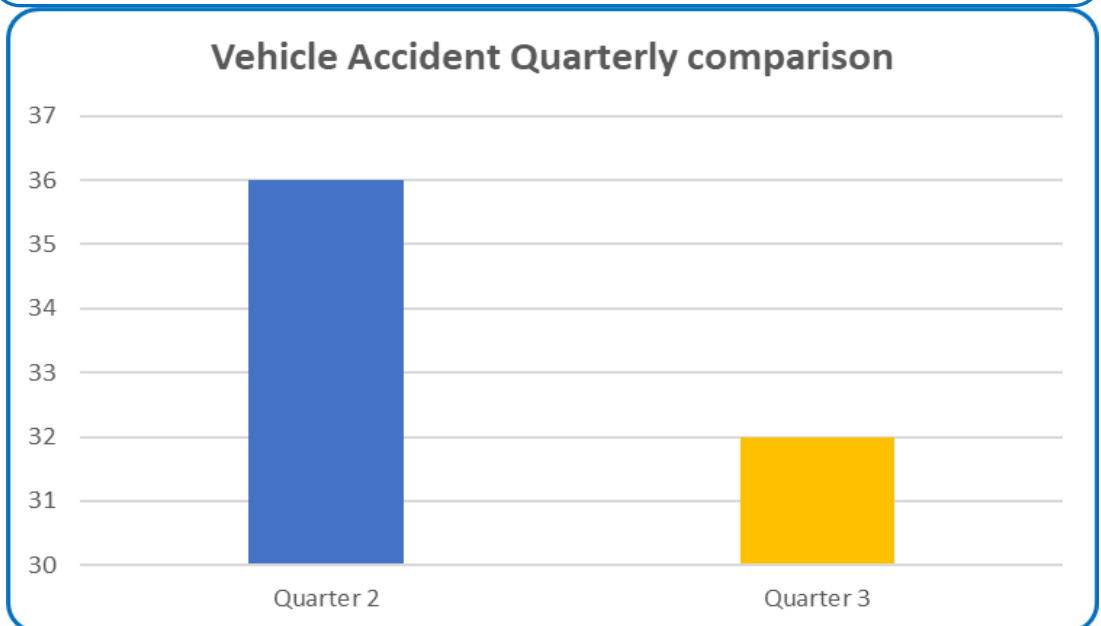
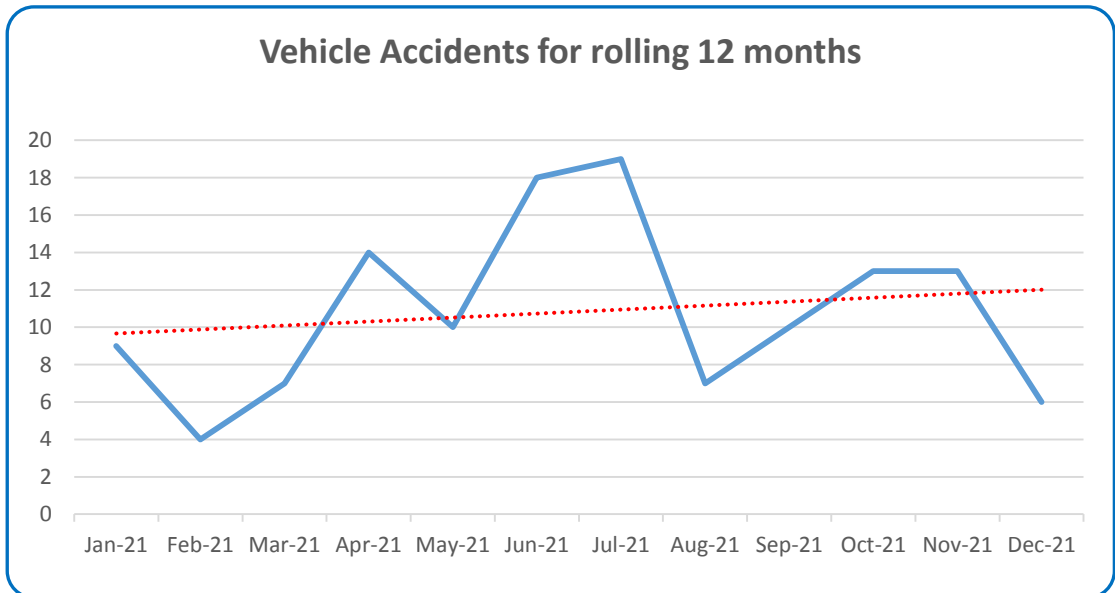


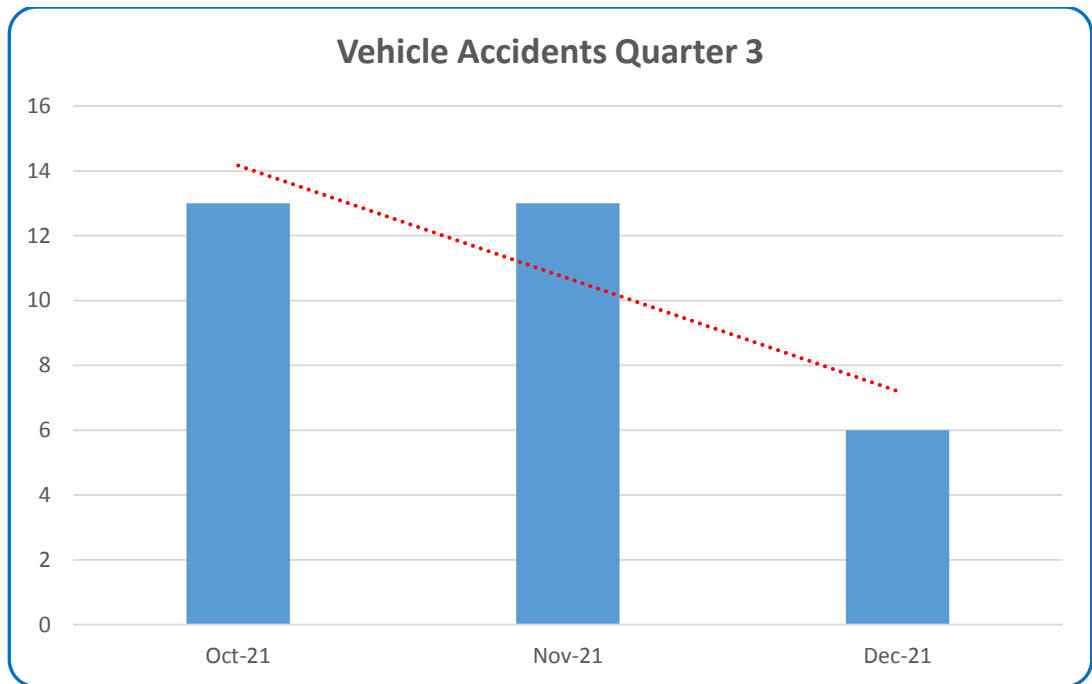
2.12. The annual trend over the last 4+ financial years (2017/18 – 2021/22), however, is reducing as shown on the graph below:



Vehicle Incidents:

- 2.13. Vehicle related incidents are primarily during non-blue light activity, the majority of these are related to slow speed manoeuvring. Clipping hedges and banks on tight lanes, or another vehicle in congested streets, as well as when manoeuvring at the incident. These result in scratches, scrapes, dents and scuffs on Service vehicles and public vehicles / property. The introduction of smaller appliances is being monitored in order to identify if this improves and reduces these types of vehicle related accidents.
- 2.14. To help reduce the number of incidents and improve road risk, the Occupational Road Risk (ORR) group meet to review vehicle related issues, consider ways to improve, and developing campaigns and communications as required. A recent proactive communication circulated by the ORR group reminded staff of the speed limits when driving Service vans. During Quarter 3, there has been an 11% reduction in vehicle accidents on the previous quarter, this equates to 4 less vehicle accidents.





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

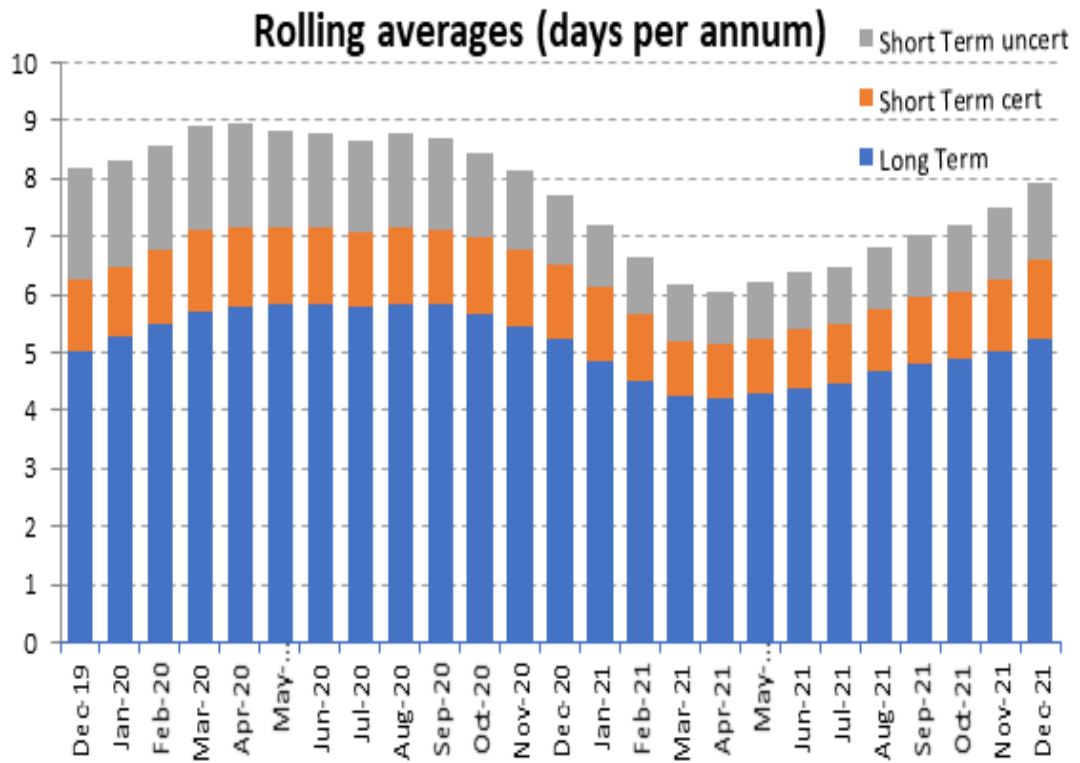
- 2.15. The Service is required to report certain types of work-related safety event outcomes to the Health and Safety Executive (HSE) as required under the RIDDOR regulations. This will be reported on an annual basis as a financial year by year comparison (Q1).

Sickness and Absence:

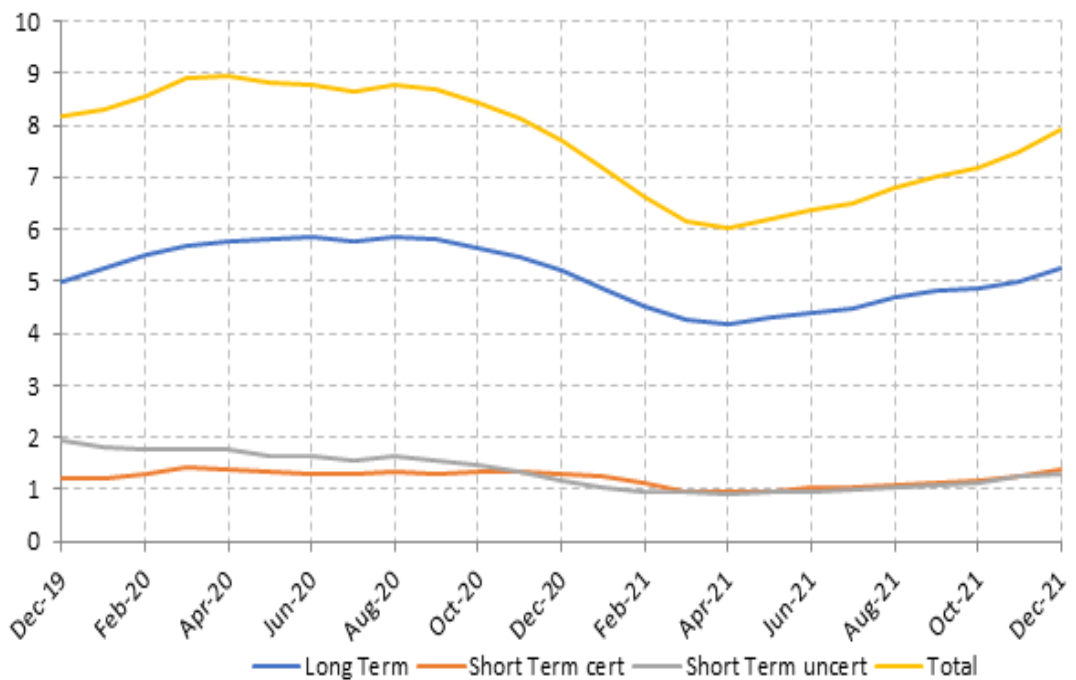
- 2.16. The agreed measure is aiming for a reduction in quarterly absence figures for short- and long-term sickness.

All staff figures	Quarter 1 (Apr – Jun 2021)	Quarter 2 (Jul – Sept 2021)	Quarter 3 (Oct – Dec 2021)
Average sick days (pp, per month)	1.69	2.28	2.82
<i>Long term</i>	<i>1.27</i>	<i>1.59</i>	<i>1.76</i>
<i>Short-term</i>	<i>0.42</i>	<i>0.69</i>	<i>1.06</i>

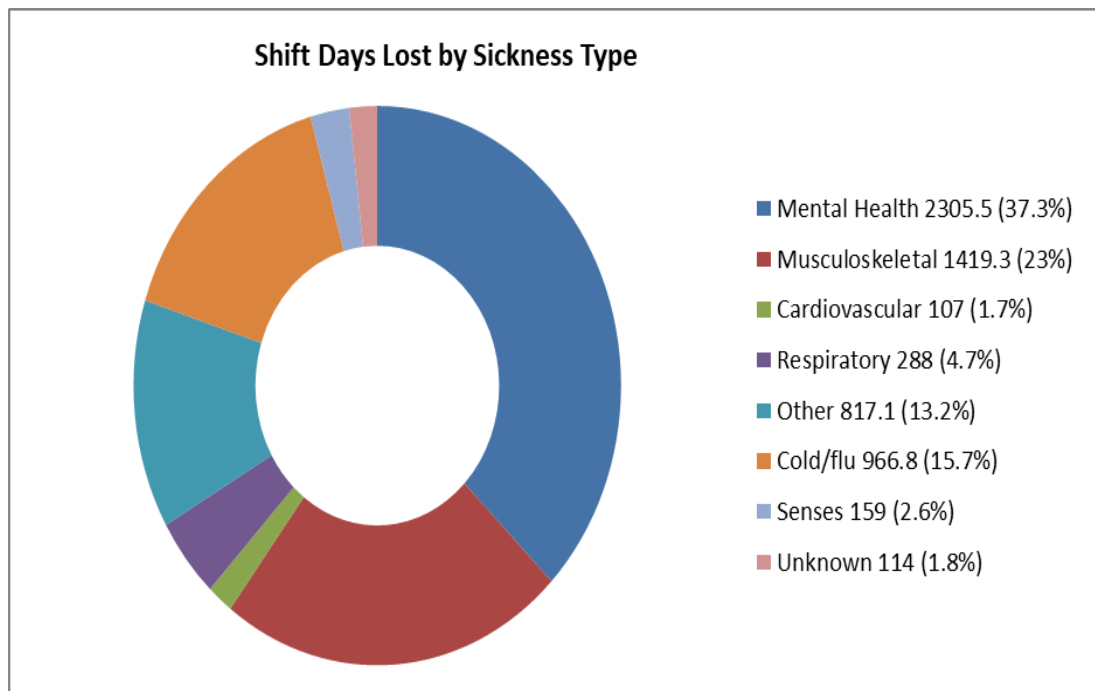
- 2.17. In summary, there continues to be an increase compared to the start of the financial year (2021-22) which is mainly attributable to the continuation of long-term absence (blue section in the graph overleaf), and some increase to short-term absence rates in the last six months (grey/orange sections in the graph overleaf).



Line graph to show long-term and short-term comparisons for same period:



Shifts days lost by sickness type for all staff (Year to Date):



2.18. In comparison to the previous report to the Committee on 14 October 2021, 'mental health' and 'musculoskeletal' continue to be the primary sickness types. As an overall percentage for year-to-date figures, 'mental health' has increased from 33% to 37% whereas 'musculoskeletal' has decreased from 36% to 23%. The other notable change in this period is that the overall percentage of cold/flu absences has increased from 8% to just under 16%.

Mental Health

2.19. The table below details stress related sickness in the period July to December 2021 for work related and non-work related sickness absence. It shows a slight decrease in Quarter 3 compared to Quarter 2. Where data has been collated, significantly through RA10 personal stress risk assessments, there is a correlation between non-work related and work related stress and vice versa and very occasionally individual cases have cited the impacts of Covid, particularly early to mid-year 2021 in relation to solely working from home.

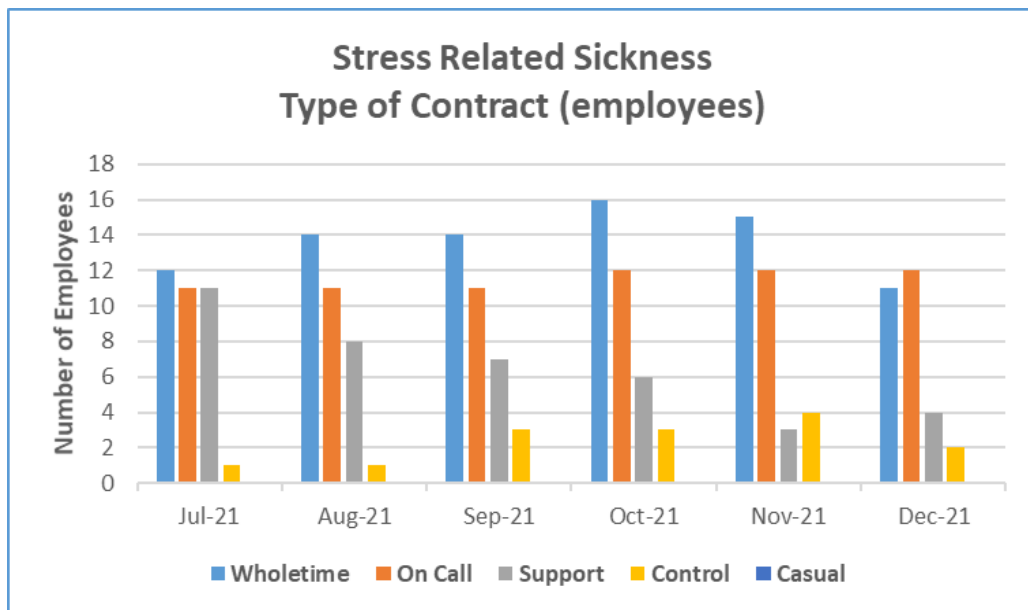
Number of staff absent with stress related sickness	Q2			Q3		
	Average 34.7 people per month			Average 33.3 people per month		
Month	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Work Related	2	2	2	2	2	1
Non Work Related	32	32	33	35	32	28
Unknown	1	0	0	0	0	0

By Contract Type

- 2.20. Contract type shows that Wholetime and On-call personnel are increasing in stress related sickness, however, this has reduced in Support staff as set out in the table below:

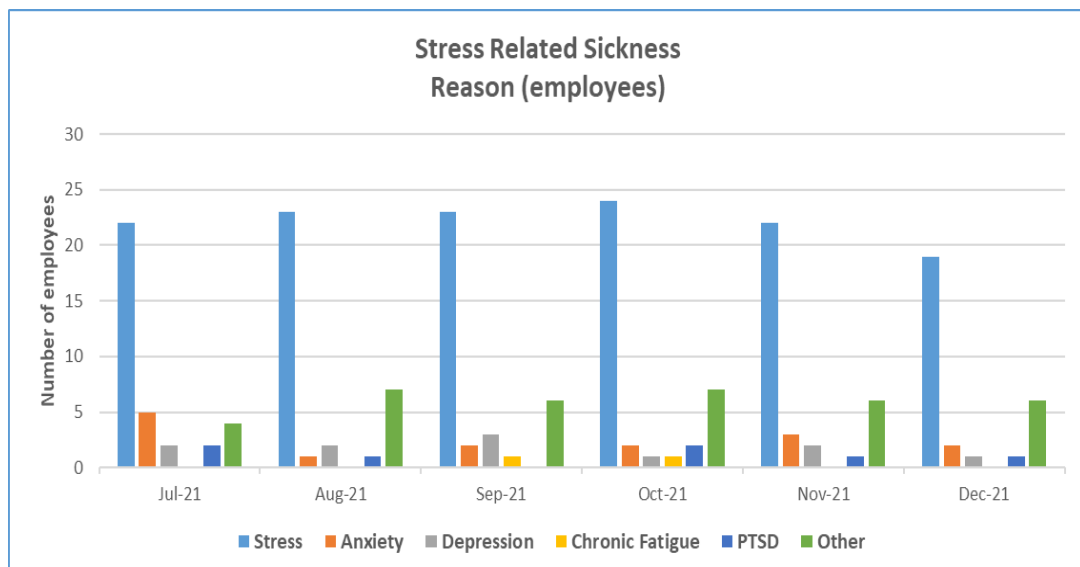
	Wholetime	On Call	Support	All Staff(*)
Quarter 2	40	33	26	104
Quarter 3	42	36	13	100

(*Specific figures not given for Control and Casual as sample is low enough to make data identifiable to personnel)



- 2.21. This information can be further broken down into the other reasons which capture stress related absence, with some of the collective mental health conditions cited of anxiety, depression and Post Traumatic Stress Disorder (PTSD).

Average absences per month for Quarter 2 and Quarter 3, by Stress-Related Reason:



	Stress	Anxiety	Depression	Chronic Fatigue	PTSD	Other
Quarter 2	22.67	2.67	2.33	0.33	1.00	5.67
Quarter 3	21.67	2.33	1.33	0.33	1.33	6.33

Stress interventions

- 2.22. The Service has a number of support interventions as highlighted within the previous report to the Committee on 14 October 2021, which are very well used. With many of these interventions, numbers using the services are collated and regularly reported back to the Health and Wellbeing team and Strategic Safety Committee.
- 2.23. Where stress is cited, personnel are encouraged to undertake a Personal Stress Assessment which is a preventative, supportive measure to assist an individual. In these circumstances, one to one advice can be given, appropriate sign-posting, along with continued support and guidance for the individual and line managers.

Fitness Testing:

- 2.24. The table below shows comparison of all eligible operational employees who qualify for a fitness test as of January 2022.

All Operational Employees 2021/2022 comparison					
	Result	Count 2022	Percentage 2022	Count 2021	Percentage 2021
	Pass	1,467	98%	1,203	82%
	Fail (Red and Amber)	30	2%	84	6%
	Not tested	0	0%	175	12%
	All employees in scope	1497		1,462	

- 2.25. All 30 individuals that are in the Red and Amber (Fail) groups are subject to 3 month retests and staff are provided with fitness and nutrition input, as well as ongoing support and frequent check-ups at their request. At the 6 month mark, if staff are still unable to achieve the required standard then a capability process will be started.
- 2.26. An independent assurance report has been completed which included an action plan based on feedback from Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS). This plan is currently green and early feedback and indications from HMICFRS are positive.
- 2.27. A new data system has been introduced to capture and centralise all fitness information, including protected characteristics to improve planning and inclusivity. The Academy skills dashboard will be populated from 12 January 2022 to integrate fitness information.






2.28. An online platform for fitness testing is being developed to further enhance service delivery.

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. There have been some small improvements within the majority of areas other than the % of female senior roles which has reduced. The Service has a number of positive action initiatives in place and is reviewing these and current recruitment practices to look for improvements.

Protected Characteristic	WT	On-call	Control	Green book	Total %	Community	Trend
% Female Staff							
2021	6.3	6.2	72.5	47	14.6	50.5	
2020	6.3	6.1	75.0	44.5	13.9	50.5	
% Ethnic Minority background							
2021	2.2	2.4	7.5	4.6	2.8	5.3	
2020	2.0	2.4	7.5	4.0	2.7	5.3	
% Female Senior roles							
2021	0			30.8	18		
2020	14.3			33.0	20.8		
% Ethnic Minority Background Senior roles							
2021	0			11	4.5		
2020	0			0	0		
% LGBT Senior roles							
2021	0			11	4.5		
2020	0			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 The Service is awaiting the results of the 2021 HMICFRS staff survey to compare against previous surveys 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. This information is dependent on HMICFRS publication dates and it is hoped to have this information included within the next report to this Committee.

Grievance, Capability and Disciplinary

- 3.4 In early 2021, a review of several critical policies was undertaken to ensure the Service was creating a fair, consistent and transparent process to manage employee issues in a timely and effective manner.
- 3.5 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 policies are embedded consistently across the Service. This allows for timely remediation on all employee matters - escalating and de-escalating the right processes at the right time.
- 3.6 The Service has seen an increase in cases involving disciplinary action from 13 to 24 and Capability (mainly focusing on fitness) from 2 to 8. This suggests that having robust policies and a proactive HR service addressing inappropriate behaviour promptly with the correct process is starting to have an effect, however the Service would like to see this reduce in the future.
- 3.7 With new policies and processes now in place, the Service would expect in 2022 to see a reduction in grievances as a reflection that staff feel Service policy decisions are fair and proportional. There is a small reduction in our current numbers to date, from 14 in 2020 to 13 in 2021 as shown in the table below. The Service will continue to monitor this closely to ensure its processes are fair and consistent.

Date	Grievances	Capability	Disciplinary
2020	14	2	13
2021	13	8	24

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

Pay for Availability Benefits.

- 4.1. 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 the implementation phase. It is anticipated that performance in this area will be included in future reports to this Committee. The measure of % of On-call stations moving to Pay for Availability is scrutinised by the Community Safety Committee.

Employee Engagement



- 4.3. Annual or ad hoc measure from internal and external staff surveys aiming to see an increase in participation. No data was available at present, however, a staff survey is due to be carried out in early 2022 and the results will be presented in a future report to this Committee.

JOE HASSELL
Deputy Chief Fire Officer







APPENDIX A TO REPORT PC/22/1

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q2 performance:	Q3 performance:	Trend:
Training				
Firefighter Competence	95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%	
Health and Safety:				
Accidents	Decrease	60	66	
Near Miss-	Monitor	16	24	
Personal injuries	Decrease	14	17	
Vehicle Accidents	Decrease	36	32	
Absence:				
Short term <i>(average days per person, per month)</i>	Improvement	0.69	1.06	
Long term <i>(average days per person, per month)</i>	Improvement	1.59	1.76	
Stress related absence <i>(average number of people per month)</i>	Improvement	34.67	33.33	
Workforce Planning (6 monthly)				
% Vacancies	Reduction	Not available	NA	NA

Annual Reporting (Calendar Year)

Calendar Year	Agreed Measure	2020	2021	Trend
Grievance, Capability and Discipline cases				
Grievance	Monitor	14	13	Decrease
Capability	Monitor	2	8	Increase
Discipline	Monitor	13	24	Increase
Fitness Testing				
Fitness testing pass rates	Increase	82%	98%	
Diversity				
% Female Staff	Increase	13.9	14.6	
% Ethnic Minority background	Increase	2.7	2.8	
% Female Senior roles	Increase	20.8	18	
% Ethnic Minority Background Senior roles	Increase	0	4.5	
% LGBT Senior roles	Increase	0	4.5	

Annual Reporting (Financial Year)

Placeholder - Data due in next report

Q1-4	2020	2021	Trend
Absence:			
National Benchmarking WTFF absence due to injury	Below average		
National Benchmarking On-call FF absence due to injury	Below average		
National Benchmarking sickness absence total	Above average		
National Benchmarking days lost to sickness (Wholetime)	Below average		
National Benchmarking days lost to sickness (On-call) –	Above average		
National Benchmarking days lost to sickness (Green book) –	Below average		
National Benchmarking days lost to sickness (Control) –	Above average		
Health & Safety			
Annual Personal Injuries	Increase		
Annual Vehicle accidents	Decrease		
RIDDOR			

HMICFRS Survey Comparison:

Placeholder - Data due in future report

Target area:	Agreed performance measure:	2020:	2022:	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		

APPENDIX B TO REPORT PC/22/1

People Committee Performance Reporting Forward Plan

Meeting Quarter	Subjects
Quarter 1: April - June	Quarter 4 Performance Monitoring report including Financial year data: <ul style="list-style-type: none">• National FRS Sickness comparisons• National FRS H&S comparisons,• RIDDOR reporting,• Workforce planning
Quarter 2: July - September	Quarter 1 Performance Monitoring report
Quarter 3: September - December	Quarter 2 Performance Monitoring report including 6 - monthly data: <ul style="list-style-type: none">• Workforce planning
Quarter 4: Jan-March	Quarter 3 Performance Monitoring report including Calendar Year data: <ul style="list-style-type: none">• Fitness testing,• Diversity,• Grievance, Capability & Disciplinary