

REPORT REFERENCE NO.	PC/22/7
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	22 April 2022
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2021-22 - QUARTER 4
LEAD OFFICER	DIRECTOR OF FINANCE, PEOPLE & ESTATES
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 Services' performance against these strategic priorities for the period January 2022 to March 2022 (Quarter 4) 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. Operational Core Competence Skills: The Core Competence skills recognised by the Service are Breathing Apparatus (BA), Incident Command (ICS), Water Rescue, Working at Height (SHACS), Maritime, Driving and Casualty Care (CC). 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	Water Rescue	Working at Height (SHACS)	Maritime	Driving	Casualty Care
Current % (As of 8.4.22)	99.1	98.2	94.5	95.2	95.6	96.6	97.3

2.2. Water Rescue currently fluctuates between 94.5% and 96% based on course dates. This has not impacted Service Delivery Water Rescue response capability as the required number of qualified staff are maintained on appliances.

2.3. Review of each competency was completed. It considered the current target of 95% and despite some areas such as Water Rescue and Casualty Care which have greater tolerance it recommends this 95% remains across the board.

2.4. A further review is in progress to ensure the Service can improve its training efficiency, estates provision and future training requirements against legislative changes.

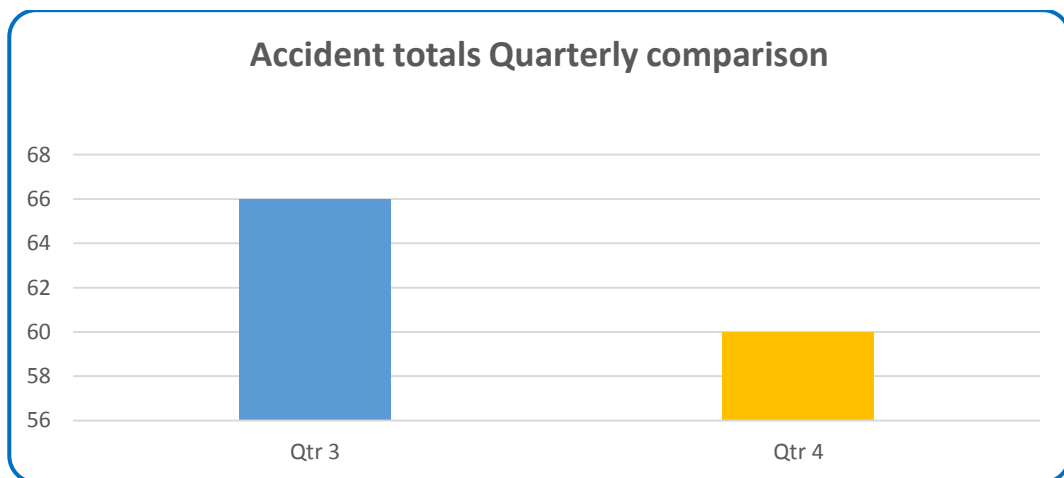
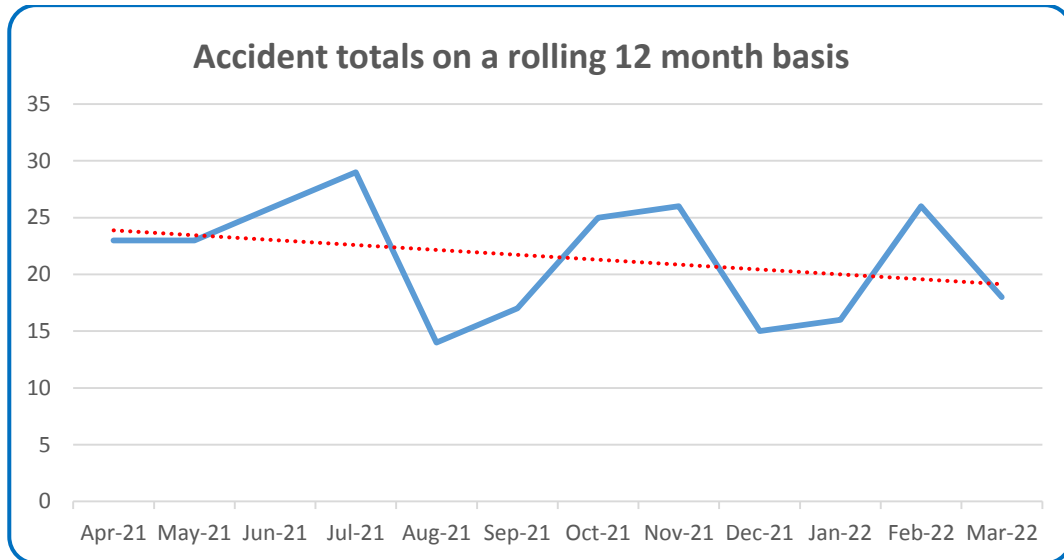
Workforce planning

2.5. 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. The ability to collect and report on this data is currently being developed and is expected to be made available in Q1 2022/23 reporting.

Health & Safety

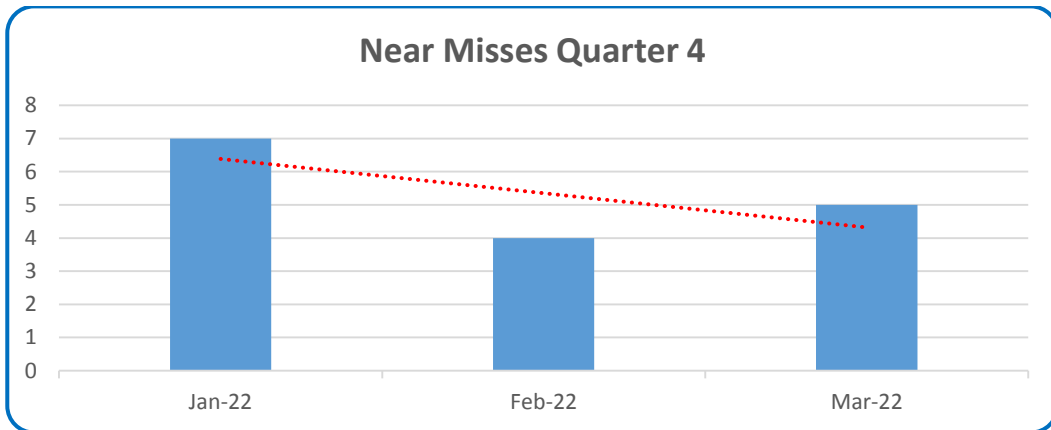
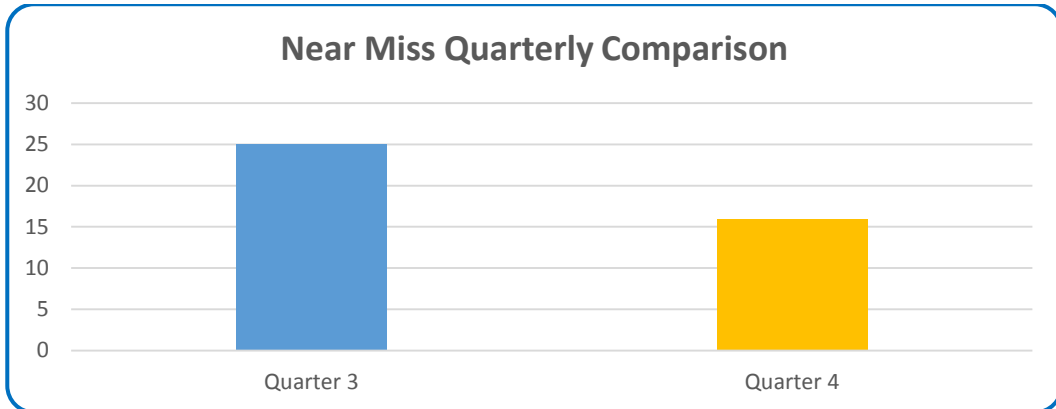
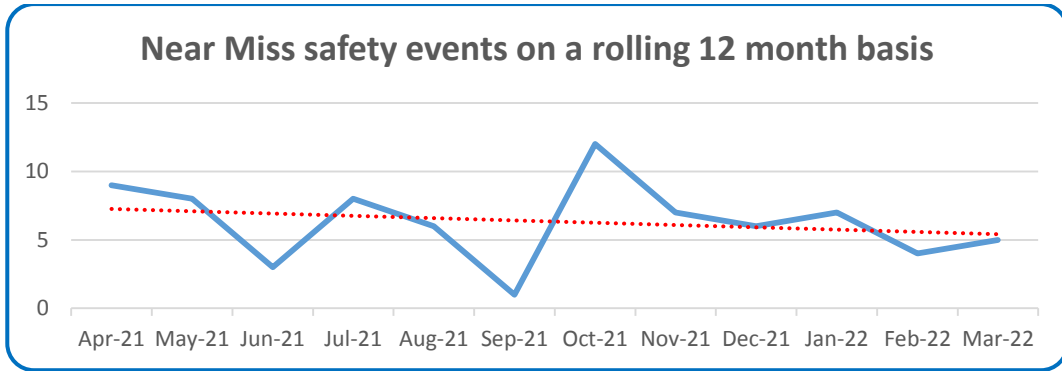
Accidents

- 2.6. There has been a slight decrease in the overall trend for accidents over the last 12 months (April 2021 to March 2022), the Quarter 4 accident numbers down by 6 on the previous quarter as shown in the graphs below.



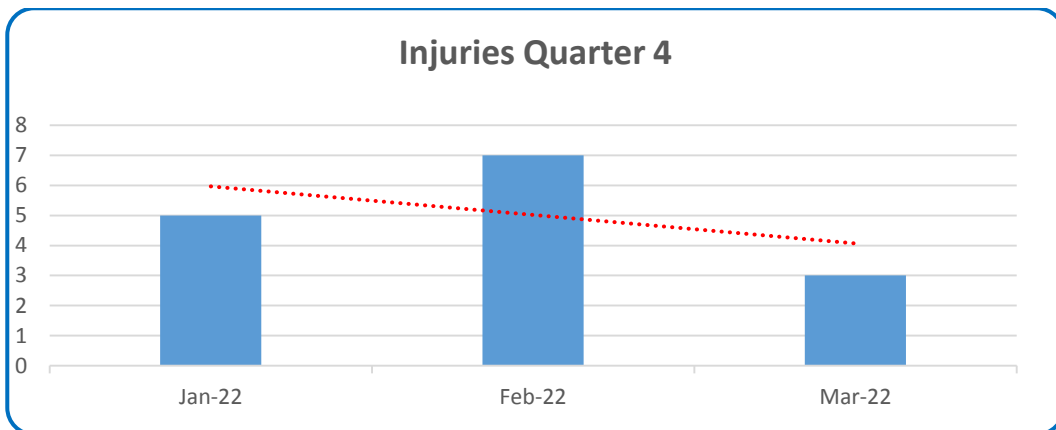
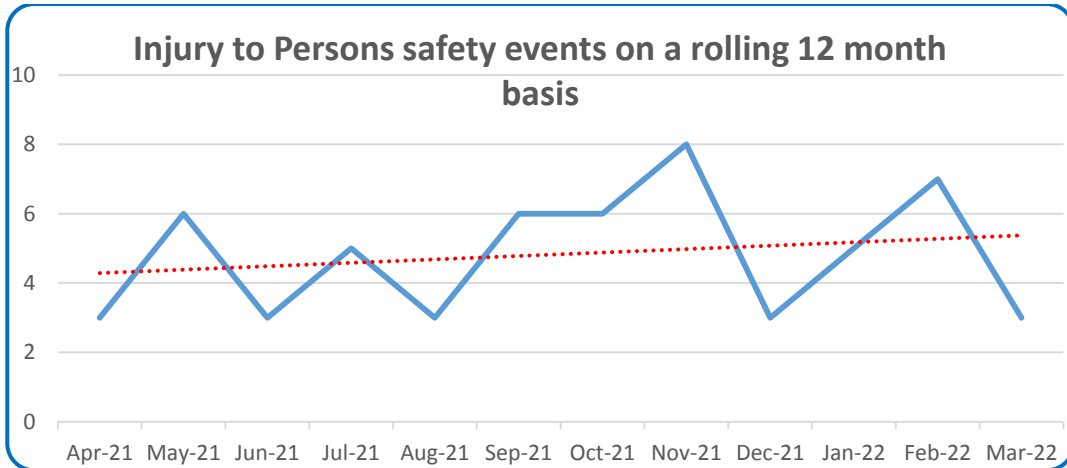
Near Miss

- 2.7. There were 16 near misses in Quarter 4, a 36% (9 events) reduction on reporting from the previous quarter. The benefits of near miss reporting continue to be communicated by the H&S Team & Organisational Development team. The wider cultural work will help to influence improvements in this area.
- 2.8. The near miss reports during Quarter 4 are varied, there is no trend or ones of a similar nature. They range from a BA board falling from its stowage position nearly hitting a firefighter in the face to identifying a short safety line which was made from the wrong type of rope. The safety line was made from static rope though it should have been a dynamic rope, a fall on a static rope could result in a significant injury. The rope issue is being investigated as a level 3 significant near miss event.

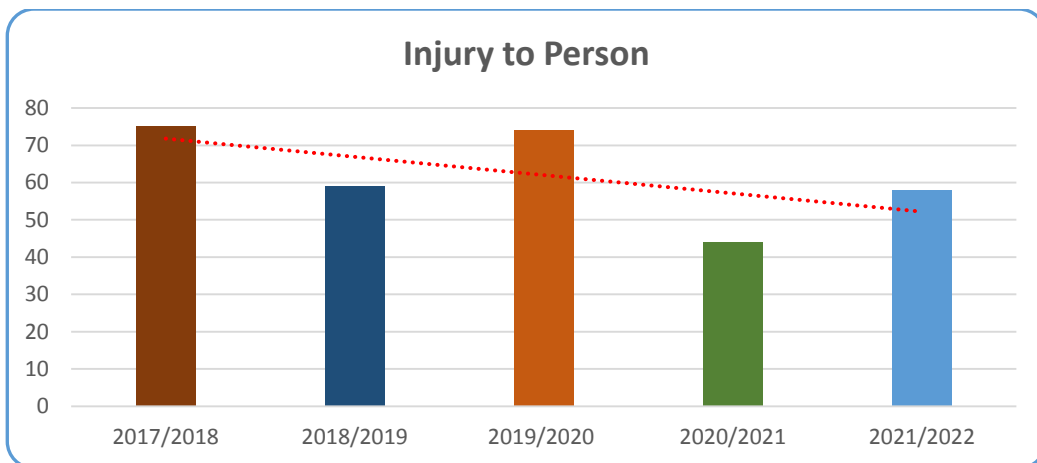


Personal Injuries

2.9. The charts overleaf compare the Service’s injury rates over a rolling 12-month period, as well as highlighting the Quarter 4 figures. The injury figures remain low, and although the 12-month trend shows an increased trajectory, the quarter 4 trend shows more positive improvements. The incidents and causation of the injuries are varied, musculoskeletal injuries remain the main injury type linked to lifting, carrying and working on uneven ground. There has been a 11% decrease in injury related safety events since quarter 3, this equates to a decrease of 2 injuries.

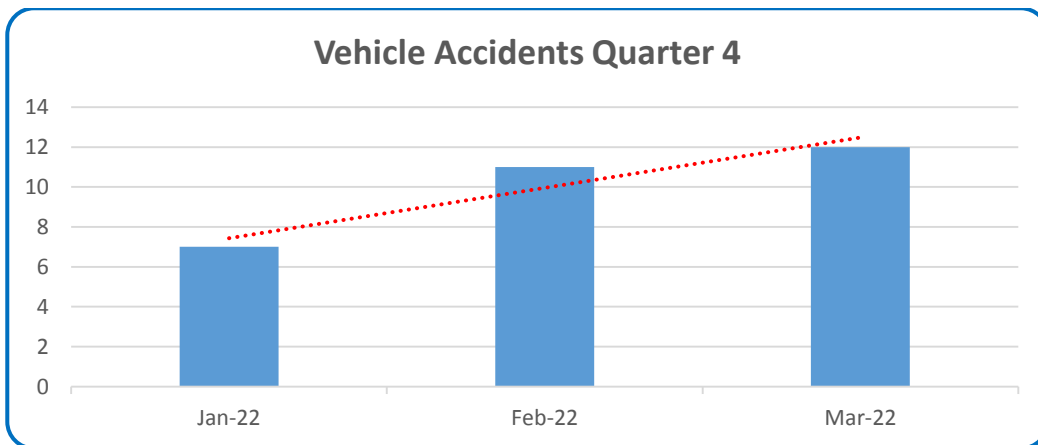
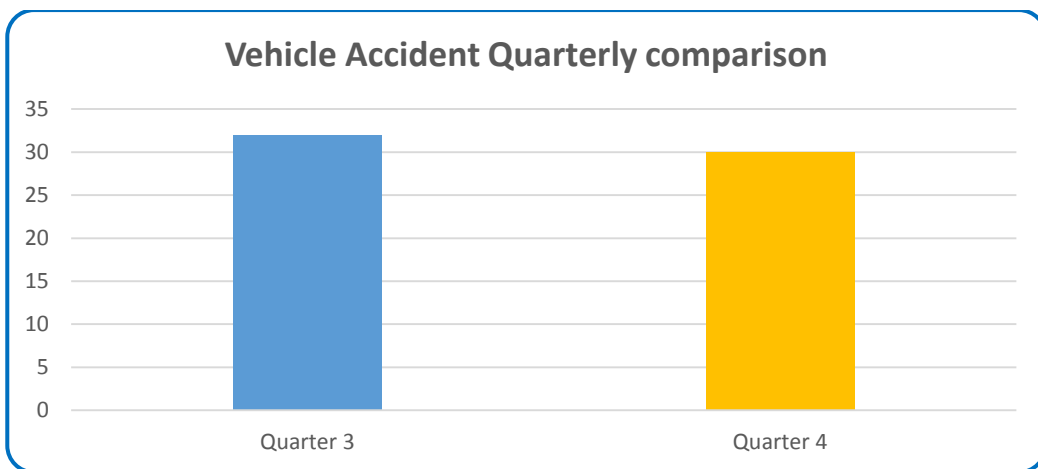
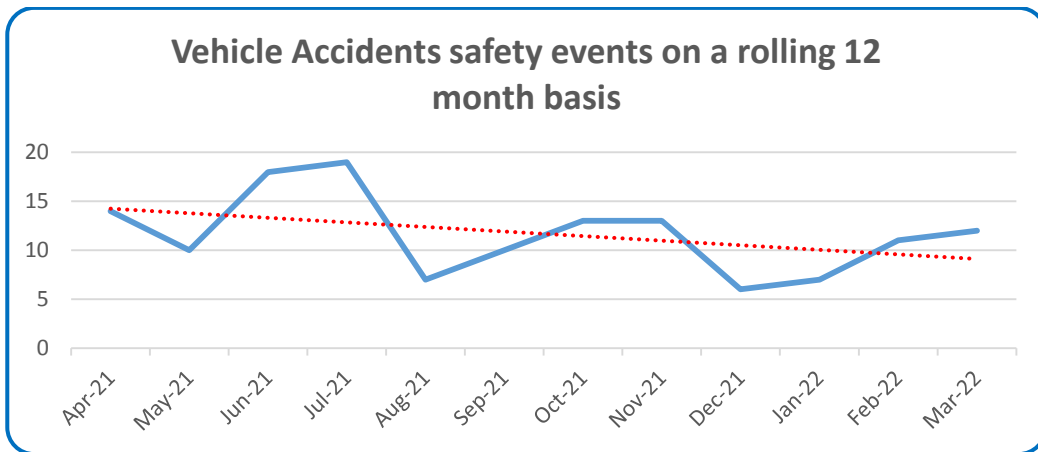


2.10. The annual trend over the last 4+ financial years (2017/18 – 2021/22), however, is reducing as shown on the graph below:



Vehicle Incidents

2.11. 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, there have been no safety events related to the smaller Rapid Intervention Vehicles during this quarter.



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

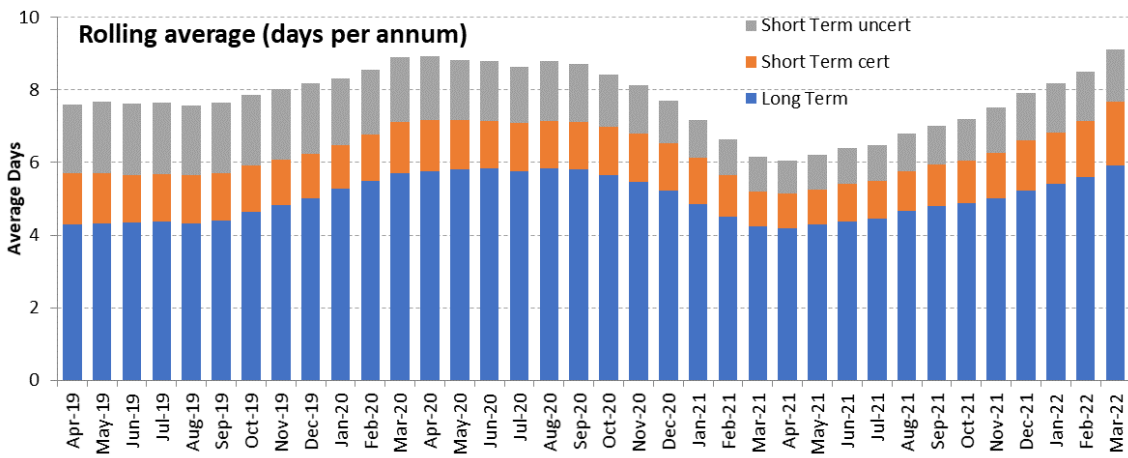
- 2.12. The Service is required to report certain types of work-related safety event outcomes to the Health and Safety Executive (HSE) as required under the RIDDOR regulations. This will be reported on an annual basis as a financial, year by year comparison as at Q1.

Sickness and Absence

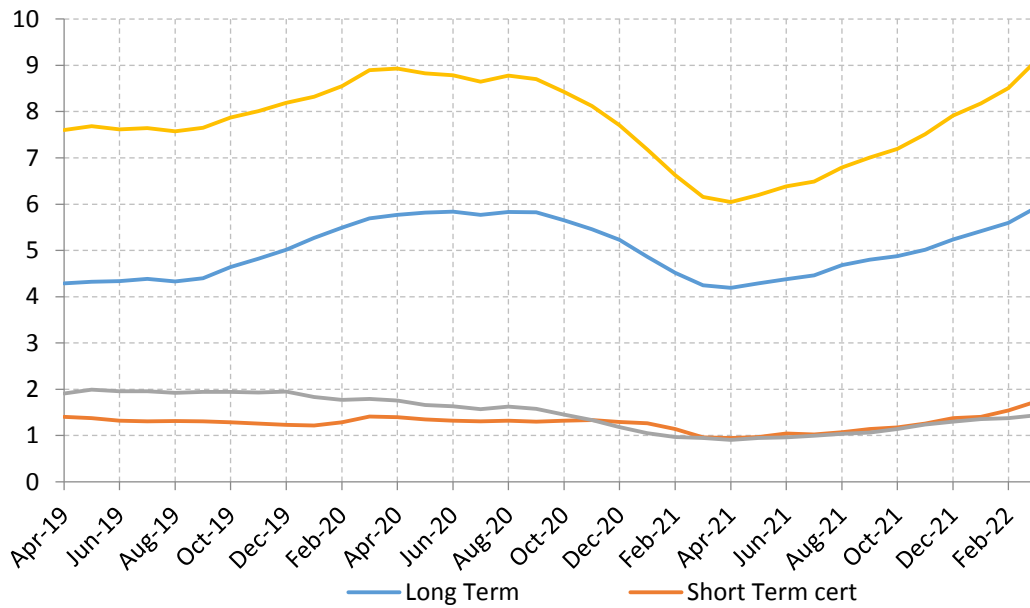
- 2.13. The agreed measure is aiming for a reduction in quarterly absence figures for short- and long-term sickness.

All staff figures	Quarter 1 (Apr – Jun 2021)	Quarter 2 (Jul – Sept 2021)	Quarter 3 (Oct – Dec 2021)	Quarter 4 (Jan – Mar 2022)
Average sick days (pp, per month)	1.69	2.28	2.82	2.63
<i>Long term</i>	1.27	1.59	1.76	1.53
<i>Short-term</i>	0.42	0.69	1.06	1.10

2.14. 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 below), and some increase to short-term absence rates in the last six months (grey/orange sections in the graph below).

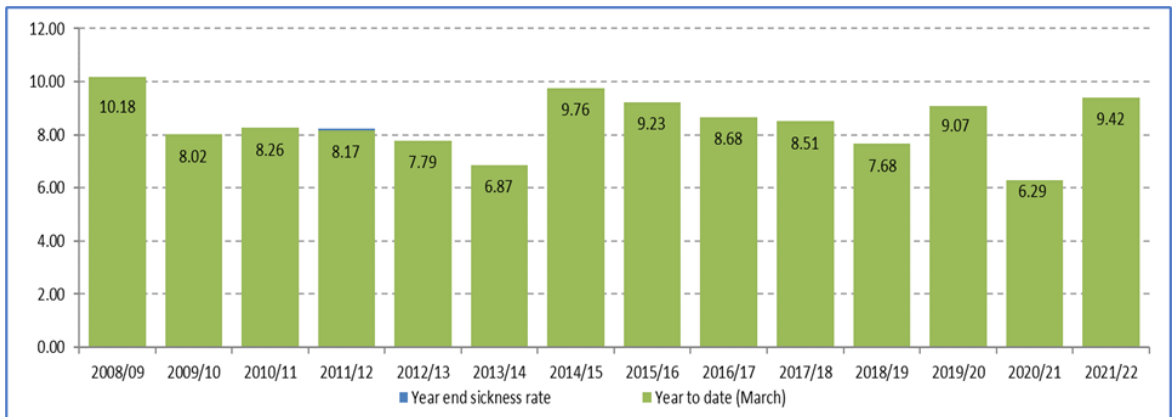


Line graph to show long-term and short-term comparisons for same period:



Year to date comparison (average days lost) year on year per FTE

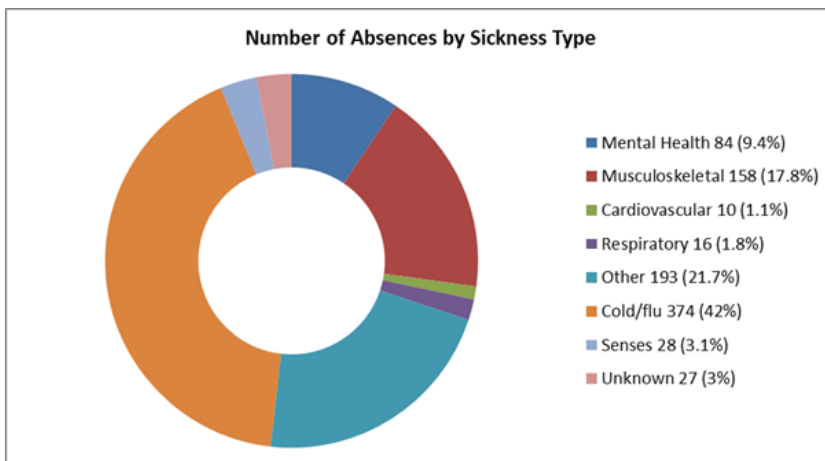
2.15. The year-to-date annual figures reflect an increase for 2021/22 at 9.42 average days lost, which has not been seen since 2014 to 2016. The lower reported figure of 6.29 average days lost for 2020/21 reflects a national drop in sickness absence reported due to the pandemic. The Office for National Statistics has, at least in part, attributed this reduction to a change in working practices (e.g. working from home etc.) during the pandemic. The National Fire Service (NFS) data for the period April 2021 to December 2021 is 8.31 days lost. The NFS data to financial year end is not available at the time of this report to determine the national average at year end March 2022 position.



2.16. Since May 2020 until March 2022, employees have been paid Statutory Sick Pay when self-isolating with Covid or Covid symptoms, from the first day of absence as opposed to day 4, at an additional cost to the Service. In addition, these Covid related absences were not recorded within sickness absence statistics but coded separately. Since 1 April 2022 any Covid related sickness will be recorded within sickness absence so by the next quarter with the high number of cases of Covid still prevalent, we will see a potential high increase to our sickness absence figures.

Number of absences by sickness type for all staff

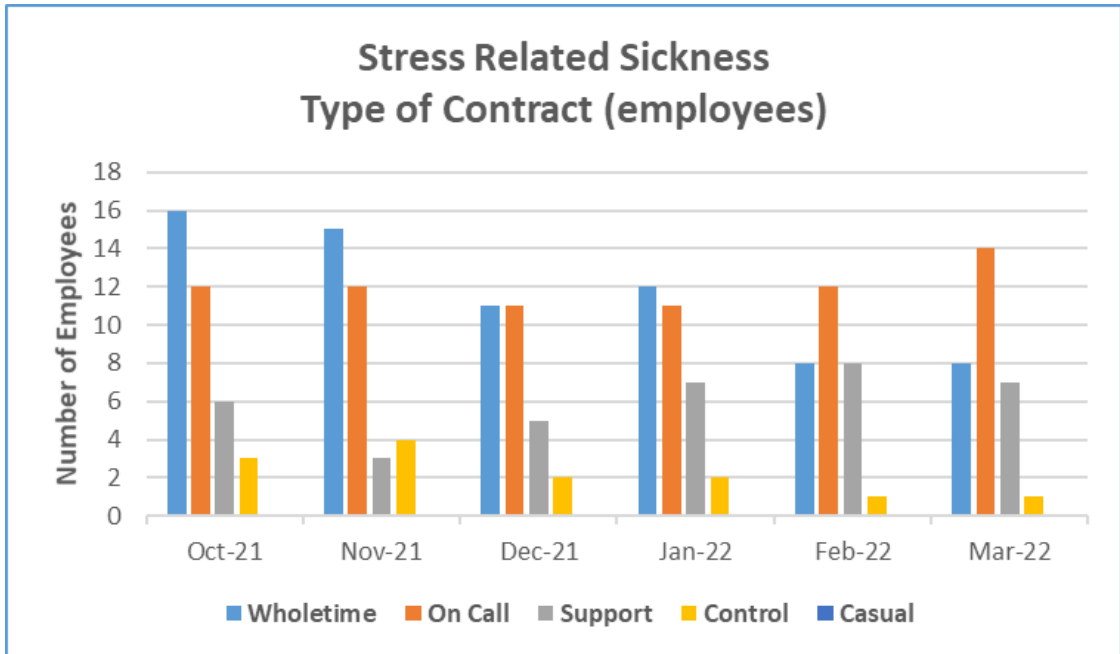
2.17. In comparison to the previous report, 'mental health' and 'musculoskeletal' continue to be the primary sickness absence reason, across all staff groups, with musculoskeletal at 17.8% and mental health at 9.4%.



By Contract Type

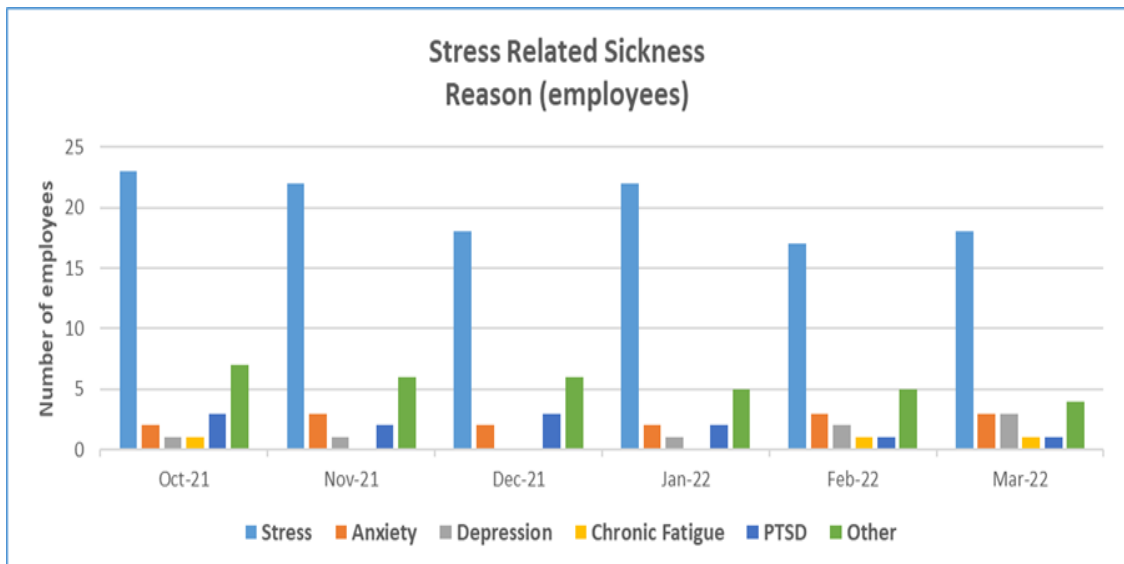
2.20. Contract type shows that the number of On Call personnel have seen an increase in stress related sickness in the last quarter, shifting from Wholetime personnel.

March 2022 report



Stress related absence by reason

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 PTSD.



Health and Wellbeing Support

2.22. The People Services department has gone through a transformation over the last 12 months, enabling a collaborative approach to Health and Wellbeing.

2.23. There have been some key areas of progress and development:

- Identifying acceptable and unacceptable behaviour and creating an engaged safety culture a focus on our values and incorporating the code of ethics
- An HR Business Partner model, introduced in April 2021, working collectively with Line Managers to ensure sickness absence management is supported effectively and where long-term sickness is periodically reviewed at 3,6,9 and 12 months
- Improved analysis and sharing of wellbeing data, identifying reasons impacting on individual wellbeing
- A review of health and wellbeing processes
- Blue Light Self-Assessment to identify gaps within our wellbeing provision that is peer assessed
- Creating a culturally aware environment of wellbeing and in particular mental health, with various supportive learning tools:
- Mandatory Stress Awareness e-learning for Line Managers
- E Learning for all - Mind UK Raising Awareness of Mental Health at Work
- A new Wellbeing Policy and Procedure which includes supportive interventions
- Exploration of new wellbeing interventions
- A dedicated Welfare Cell looking at other wellbeing issues post Covid
- Wellbeing education included within inductions for all personnel
- Bespoke delivery of wellbeing sessions to Watches and departments

Fitness Testing

2.24. The table below shows fitness testing results for all eligible operational employees who qualify for a fitness test as of 1 April 2022. The fitness standard is based upon a national requirement to test all in scope operational staff every year.

	As of 1st April 2022	Percentage as of 1st April 2022
Number requiring test (in scope)	1574	100%
Number passed	1559	99%
Red & Amber (Additional support)	15	1%

All in scope staff have taken a fitness test, 99% met the required standard and 1% did not.

2.25. This 1% Red and Amber (Fail) group equate to 15 individuals who require additional support. Any member of staff in the Red Amber category is subject to a 3-month retest period and receives a development plan. Including, a fitness and nutrition plan and ongoing additional support from the fitness instructor. At the 6-month mark, if staff are still unable to achieve the required standard, then a capability process will be started working with the HR business partners.

Fitness Assurance

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). There are no outstanding actions on this plan and early feedback and indications from HMICFRS is positive.

2.27. Furthermore, a new data system has been introduced to capture and centralise key fitness information, including protected characteristics to improve planning and inclusivity:


- Age
- Disability
- Ethnic Origin
- Gender
- Test type
- Contract type





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							
2021/22	7.1	6.3	76.3	47.5	15.2	50.5	
2020/21	6.6	6.0	70.0	46.5	14.2	50.5	
2019/20	5.5	5.9	76.3	45.4	13.4	50.5	

Protected Characteristic	WT	On-call	Control	Green book	Total%	Community	Trend
% Ethnic Minority background							
2021/22	2.6	2.3	7.9	4.8	3.0	5.3	
2020/21	2.0	2.3	7.5	4.2	2.7	5.3	
2019/20	2.3	2.1	5.3	4.9	2.6	5.3	
% Female Senior roles							
2021/22	0			30.8	20.0		
2020/21	0			33.3	20.8		
2019/20	10			33.3	24.0		
% Ethnic Minority Background Senior roles							
2021/22	0			7.7	5.0		
2020/21	0			0	0		
2019/20	0			6.7	4.0		
% LGBT Senior roles							
2021/22	0			7.7	5.0		
2020/21	0			0	0		
2019/20	9.1			0	4.0		

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. These are currently under review for undated regulatory changes.
- 3.5 Many HR policies are overdue review and will be a primary focus over the next 24 months to ensure they meet the organisation's needs. This will require extensive support from the HRBP's for Line managers to assimilate these into everyday business practice

- 3.6 The Service introduced a Human Resources Business Partner (HRBP) 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.

Date	Grievances	Capability	Disciplinary
2020-21	14	3	10
2021-22	20	17	34

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.

SHAYNE SCOTT
Director of Finance, People & Estates

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q2 performance:	Q3 performance:	Q4 performance:	Trend:
Training					
Firefighter Competence	95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%	
Health and Safety:					
Accidents	Decrease	60	66	60	
Near Miss-	Monitor	16	24	16	
Personal injuries	Decrease	14	17	15	
Vehicle Accidents	Decrease	36	32	30	
Absence:					
Short term (average days per person, per month)	Improvement	0.69	1.06	1.10	
Long term (average days per person, per month)	Improvement	1.59	1.76	1.53	
Stress related absence (average number of people per month)	Improvement	34.67	33.33	30.33	
Workforce Planning (6 monthly)					
% Vacancies	Reduction	Not available	N/A	N/A	N/A

Annual Reporting (Financial Year)

Placeholder - Data to be made available in Q1 22/23 reporting as Q4 benchmarking data not yet available

Q1-4	2020	2021	Trend
Absence:			
National Benchmarking WFFF 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 to be made available in Q1 22/23 reporting*

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/22/7

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">• RIDDOR reporting,• Workforce planning
Quarter 2: July - September	Quarter 1 Performance Monitoring report including financial year data: <ul style="list-style-type: none">• National FRS Sickness comparisons• National FRS H&S comparisons,
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