

REPORT REFERENCE NO.	PC/22/10
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	29 JULY 2022
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2022 - 23 QUARTER 1
LEAD OFFICER	DIRECTOR OF FINANCE, PEOPLE AND 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 April 2022 to July 2022 (Quarter 1) 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 20.7.22)	98.9	98.8	94.6	90.4	94.6	96.8	97.0

2.2. Water Rescue currently fluctuates between 94% and 96% as access to training facilities during the summer months is limited due to river water levels. This does not impact Service Delivery Water Rescue response capability, as the required number of qualified staff on the appliance at any one time is less i.e. two.

2.3. SHACS. Since late June, the SHACS competency has fallen to 90.1 percent. This is due to temporary a reduction in training staff, reduced course attendance, the relocation of training venues and scheduling of courses. This is a temporary reduction in performance and does not impact operational delivery or specialist response.

- 2.4. The Maritime competency has reduced from 95.6 to 94.6 percent due to access to facilities such as the ship firefighting structure, the relocation of facilities resulting in the shared use. This is being addressed in the training plan and estate strategy and does not impact our operational availability
- 2.5. A review of each competency reporting figure was completed. This considered the current target of 95 percent, and despite some areas such as Water Rescue (minimum of 2 trained operatives per appliance) and Casualty Care (policy states a minimum of 60%) allowing greater tolerance, it is recommended that 95% remains across the board until further CRMP training review is completed.
- 2.6. A revised approach to training delivery across the Service will be announced shortly to improve efficiency, financial savings and estates provision. This policy change demonstrates compliance with national standards, guidance and legislative changes. This will result in bespoke training against the CRMP and a review of performance figures.

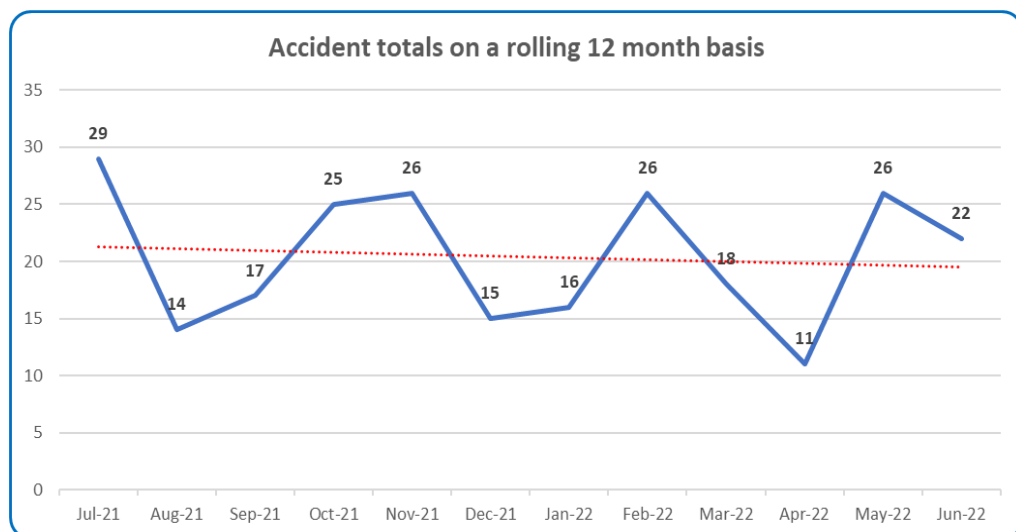
Workforce planning:

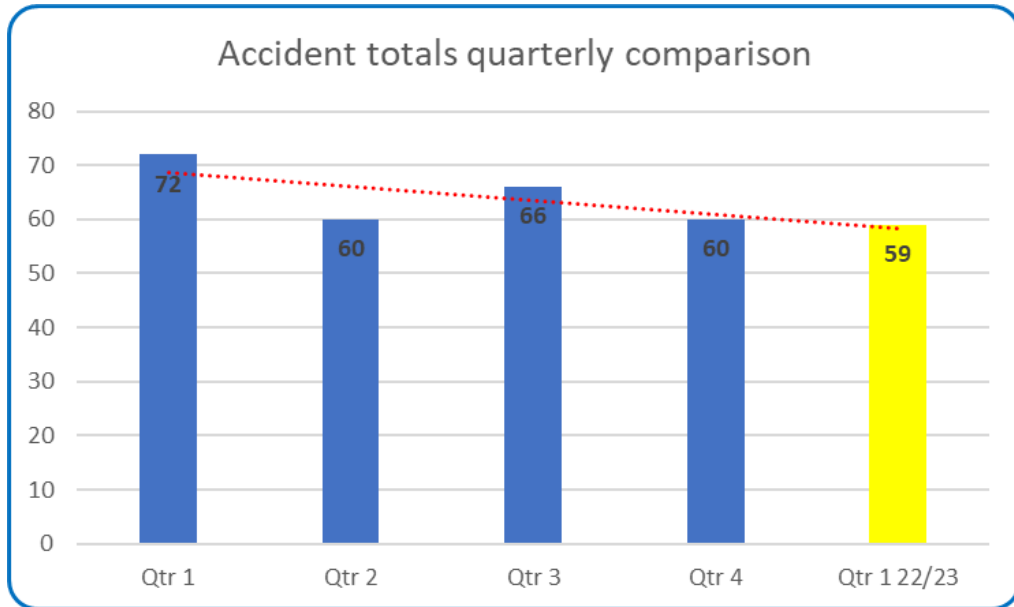
- 2.7. The time to hire measure is being reviewed across role types to ensure that it supports effective evaluation and information to support continuous improvement.

Health & Safety:

Accidents:

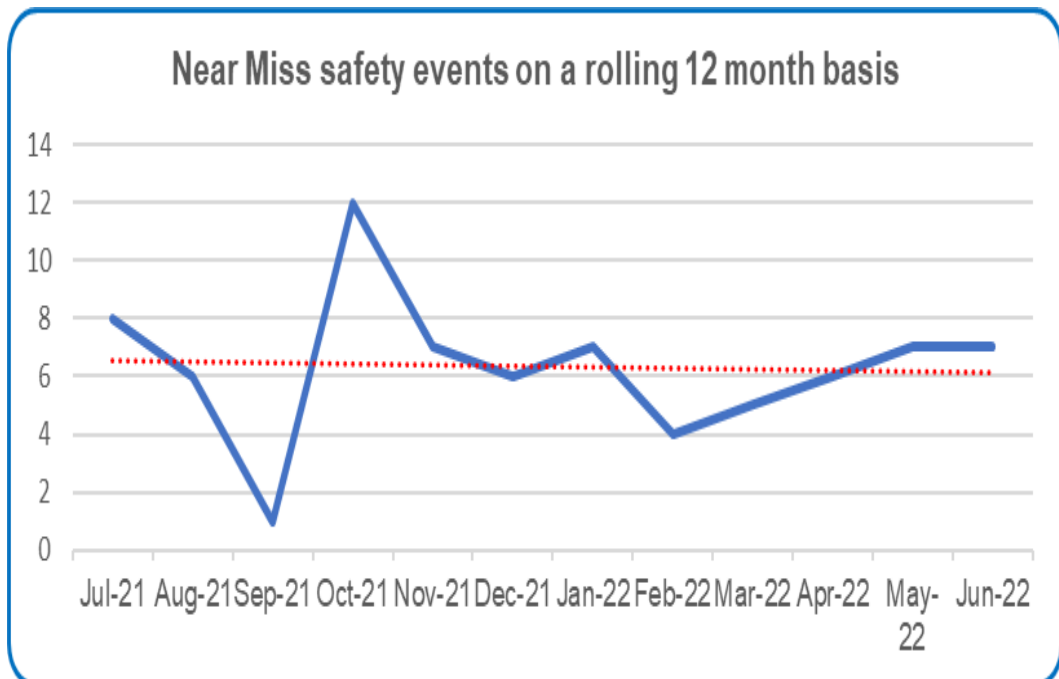
- 2.8. The overall trend for accidents continues to show a decrease over the last 12 months (July 2021 to June 2022). The Quarter 1 accident numbers are down by 1 on the previous quarter as shown in the graph below, though down by 13 on the 2021 quarter 1 figures.

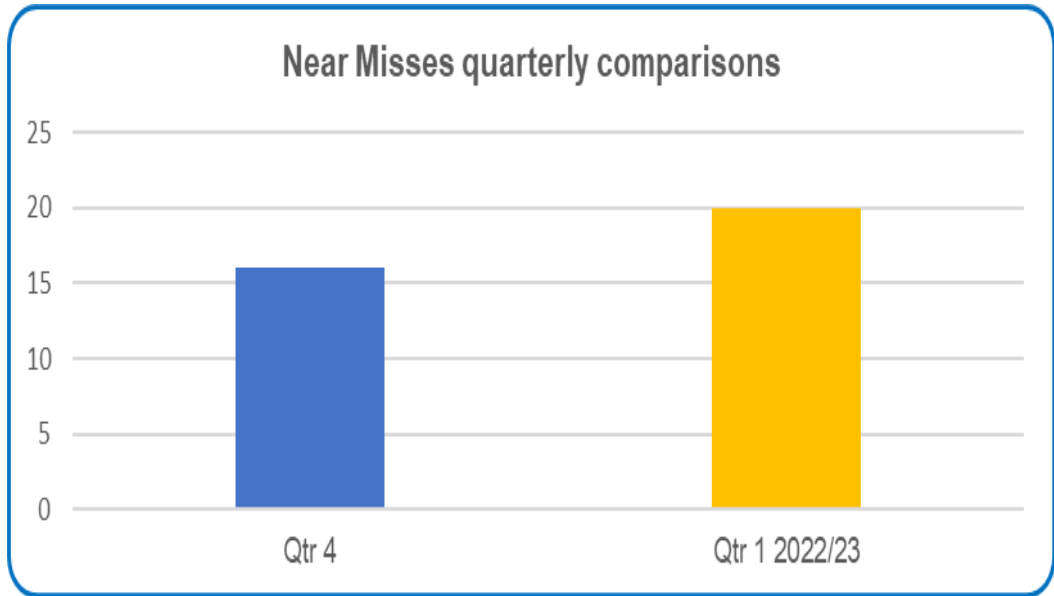




Near Miss:

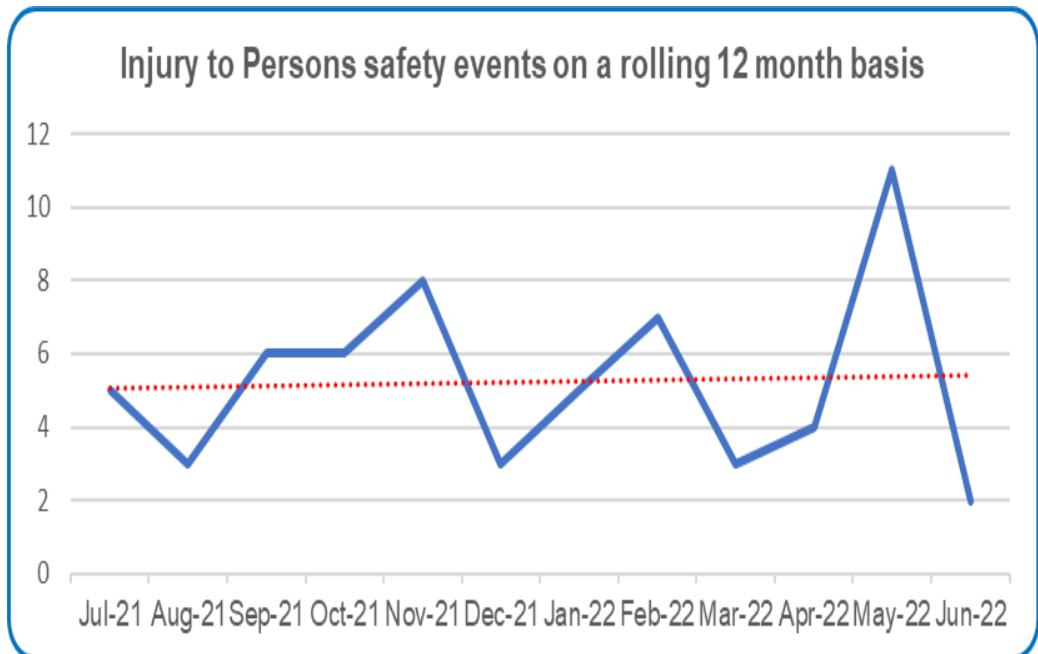
- 2.9. There were 20 near misses in Quarter 1, a 25% (4 events) increase on reporting from the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team and the Organisational Development team. The wider cultural work with the 'Safe to' campaign will help to influence improvements in this area.
- 2.10. The near miss reports during Quarter 1 are varied, there is no trend or ones of a similar nature. Though it is encouraging to see proactive near miss reporting.

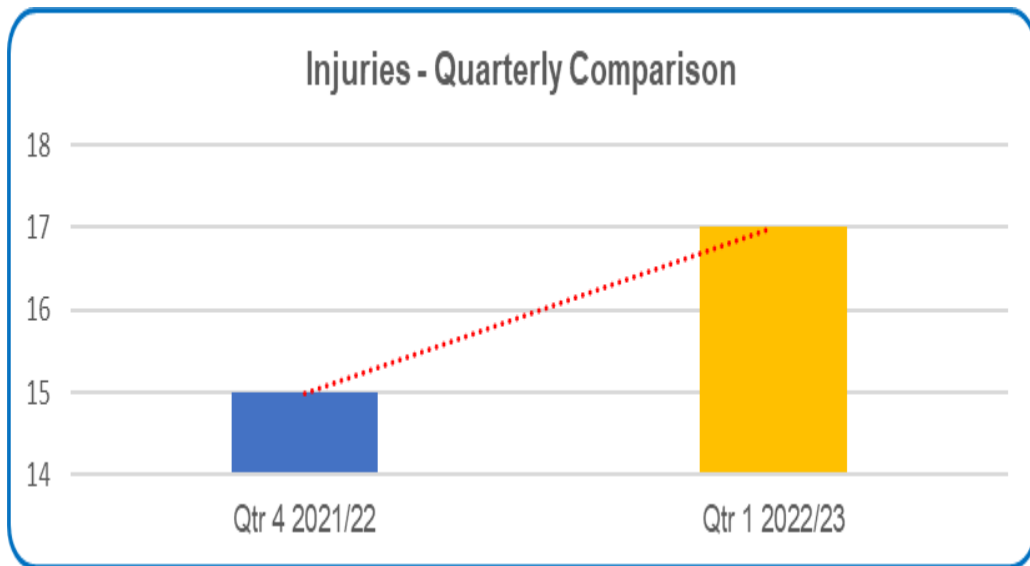




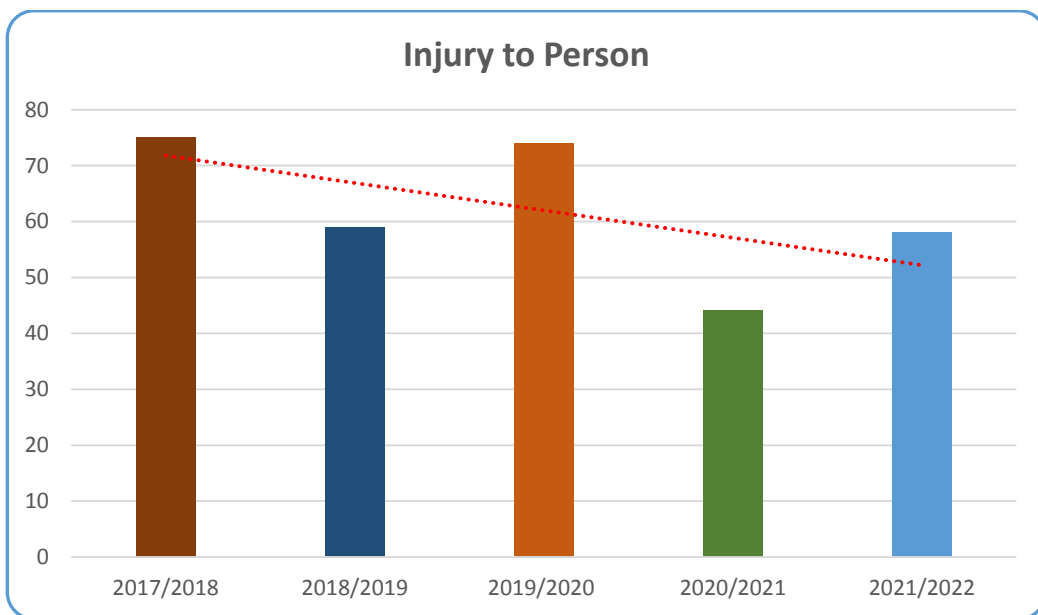
Personal Injuries:

2.11. The charts overleaf compare the Service’s injury rates over a rolling 12-month period, as well as highlighting the Quarter 1 figures. The injury figures in general remain low, with a slight increase over the 12-month trend. Quarter 1 showed an increase of 2 injuries when compared to the previous quarter, a 13% increase in injuries. Of the 17 injuries that occurred in quarter 1, 11 of them took place in May. Making May the highest monthly recorded number of injuries over the last 12 months.





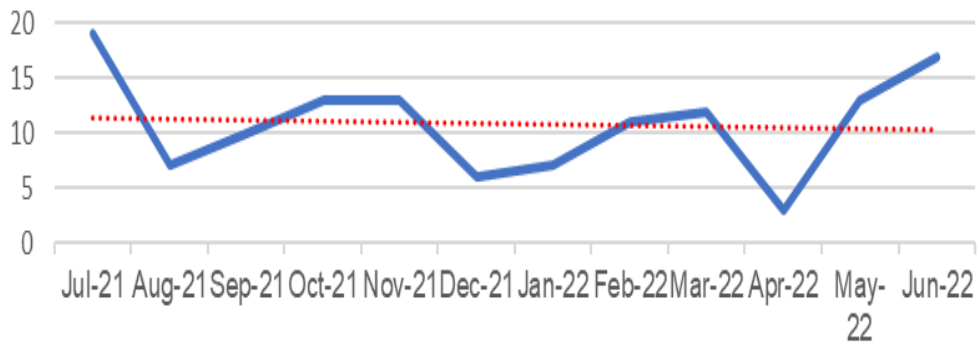
2.12. The annual trend over the last 4+ financial years (2017/18 – 2021/22), however, is reducing as shown on the graph below:



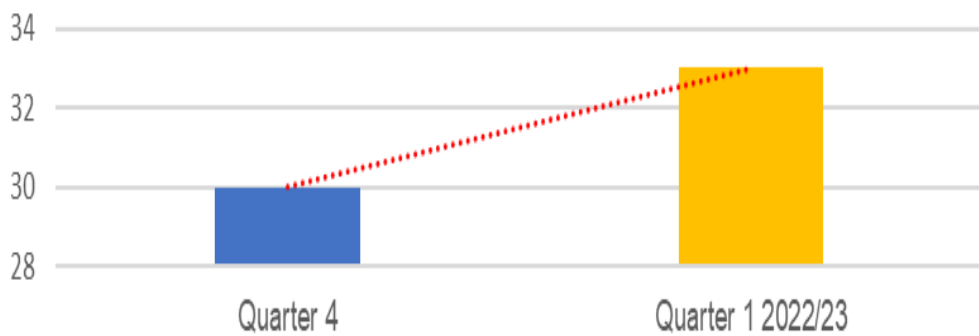
Vehicle Incidents:

2.13. Vehicle related incidents continue to be primarily during non-blue light activity, the majority 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 Services Occupational Road Risk group meets quarterly to review driving and vehicle related issues. This includes suggesting proactive action to improve individual or organisational driving and vehicle related outcomes.

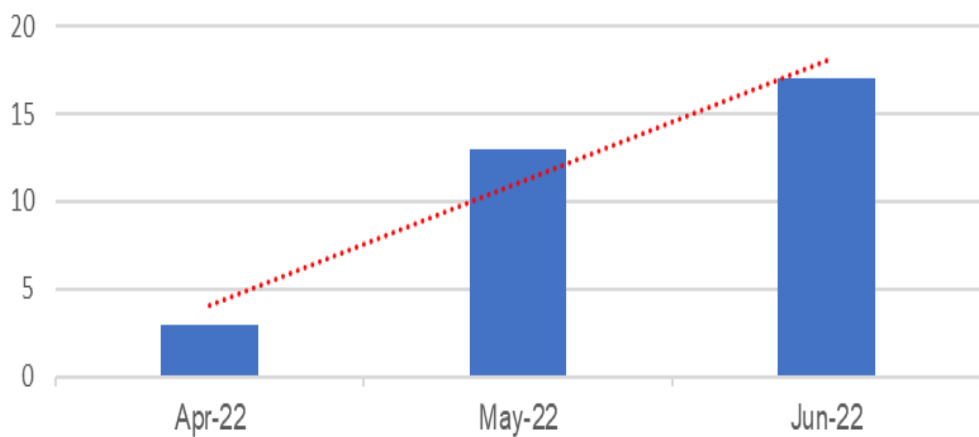
Vehicle Accidents safety events on a rolling 12 month basis



Vehicle Accidents - Quarterly comparison

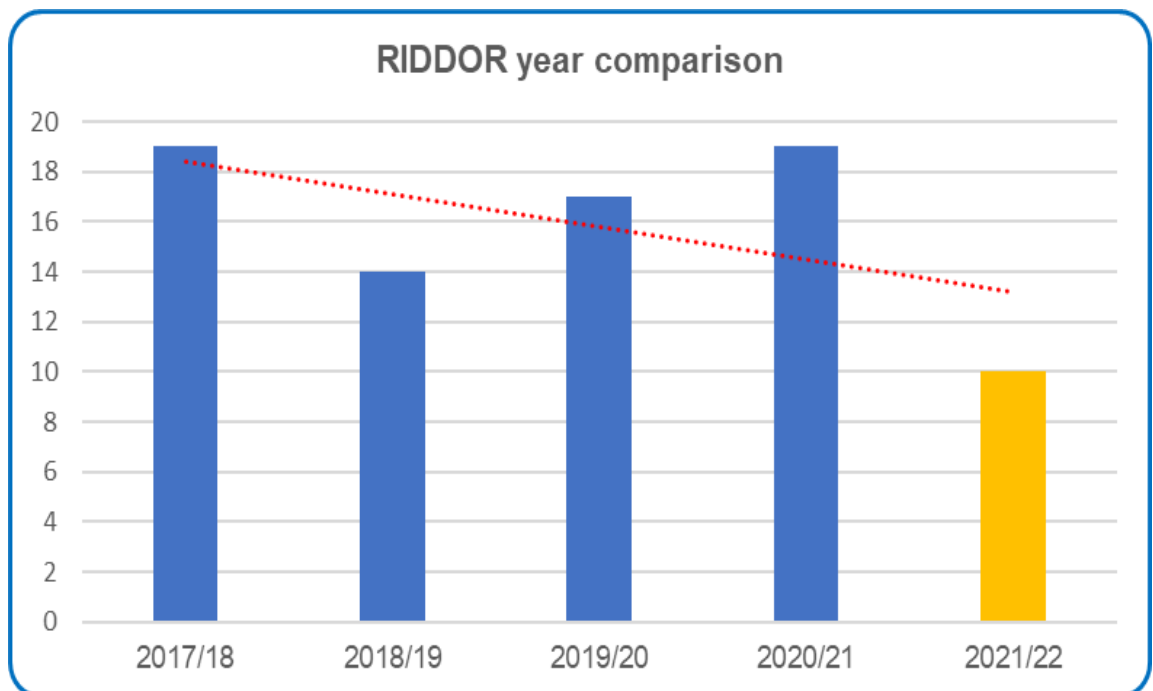


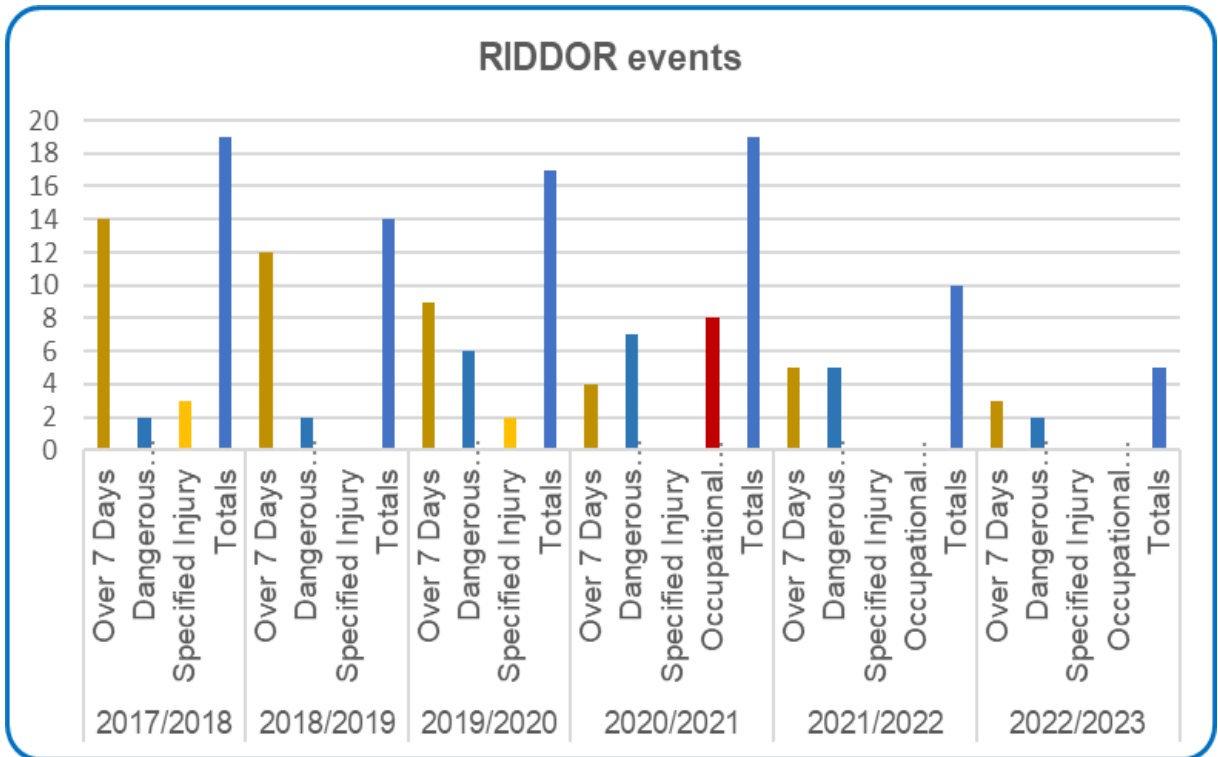
Vehicle Accidents - Quarter 1 2022/23



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

- 2.14. 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.
- 2.15. The trend line for RIDDOR events over the last 5 years maintains a positive path with a reduction in RIDDOR reported events. Historically 'Over 7-day injury' reports have been the main category of RIDDOR event reported. However, during the 2 years dominated by the COVID pandemic there was a shift in RIDDOR categories. 'Dangerous occurrence' and 'occupational disease' categories increasing and 'Over 7-day injury' reducing. The increase in occupational disease RIDDOR reporting was a direct result of the need to report certain workplace exposures of COVID to the HSE. Introducing a change to the cleaning process for breathing apparatus to reduce the risk of spreading COVID resulted in an increase in dangerous occurrence reports. A fault that would usually be picked up during the post cleaning testing of breathing apparatus was not being discovered until the set was about to be used in training or operationally. Which can result in a RIDDOR if the wearer is about to enter an irrespirable atmosphere. A return to pre pandemic BA cleaning processes should mitigate this issue.



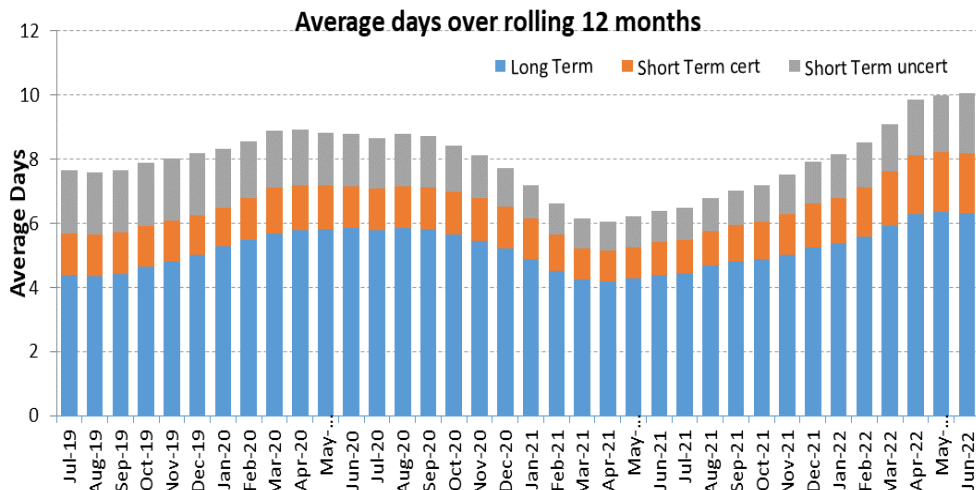


Sickness and Absence:

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

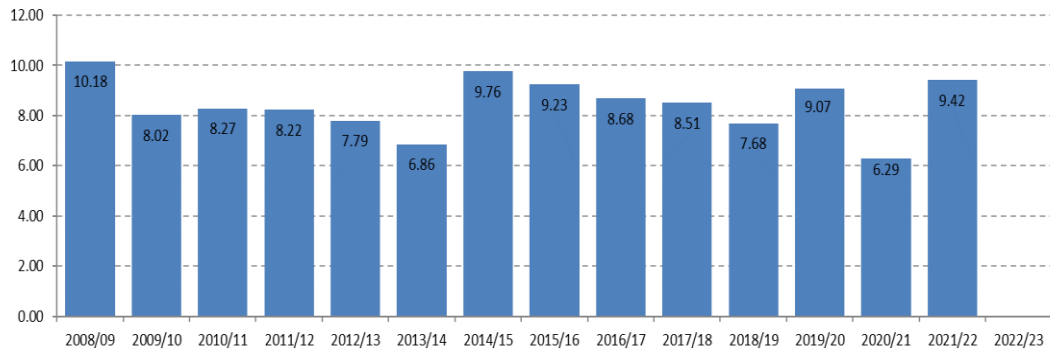
All staff figures	Quarter 1 (Apr – Jun 2021)	Quarter 1 (Apr – Jun 2022)
Average sick days (pp, per month)	1.69	2.51
<i>Long term</i>	1.27	1.57
<i>Short-term</i>	0.42	0.94

2.17. There continues to be an overall increase in sickness absence which reflects both a continuation of long-term sickness (LTS) absence (blue section in the graph below), and a sustained increase to short-term absence rates over the last twelve months (grey/orange sections in both of the graphs below).



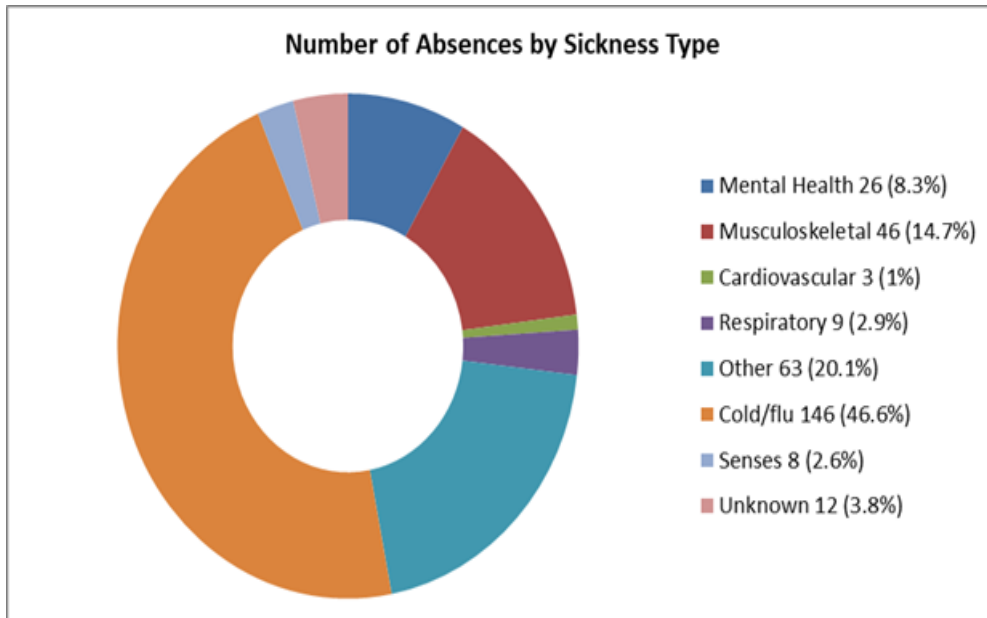
Annual comparison (average days lost) year on year per FTE

2.18. The previous report showed an increase for 2021/22 over the prior year at 9.42 average days lost. The national Fire Service average (per FTE) for the same period was almost identical at 9.41 days lost (per FTE) and this represents an average of 2.58 additional days lost per FTE in FY21/22 (across the participating fire services in England, Wales and Northern Ireland).



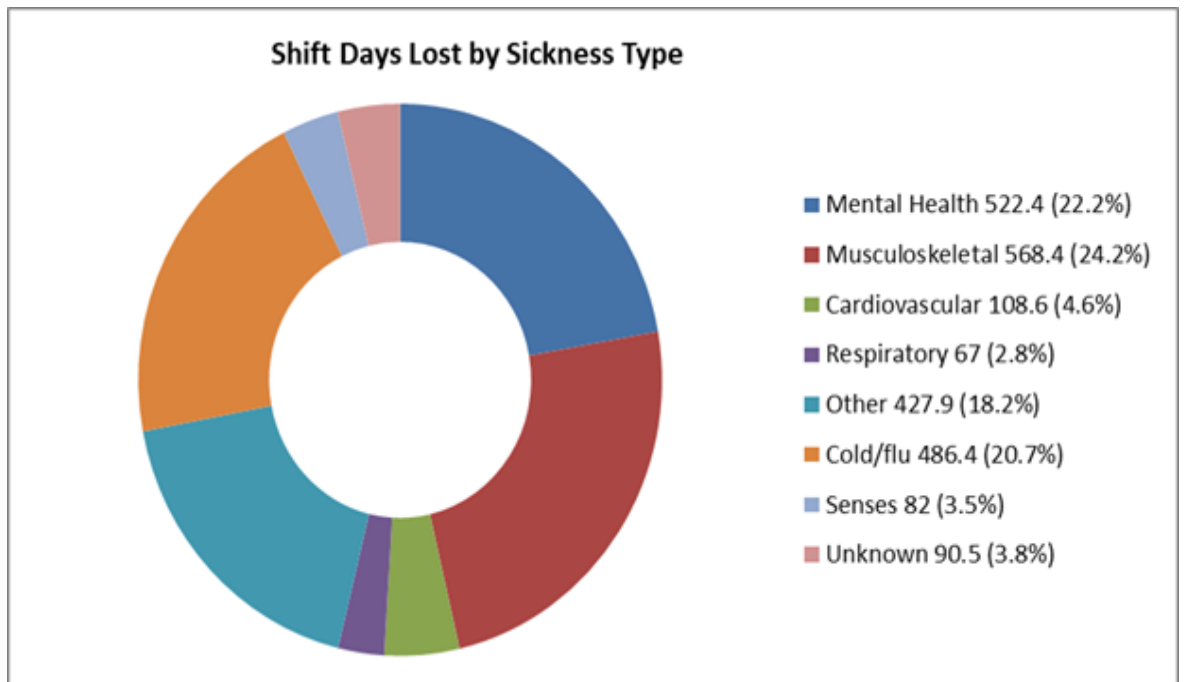
Number of absences by sickness type for all staff

2.19. 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 14.7% and mental health at 8.3%.



Shifts days lost by sickness type for all staff (year to date):

2.20. In comparison to the last report, musculoskeletal is currently the primary reason for shift days lost, representing 24.2% of absences this quarter. Mental health follows a close second at 22.2% of absences and then cold/flu continues to be the third most significant reason for sickness absences year to date.



Mental Health

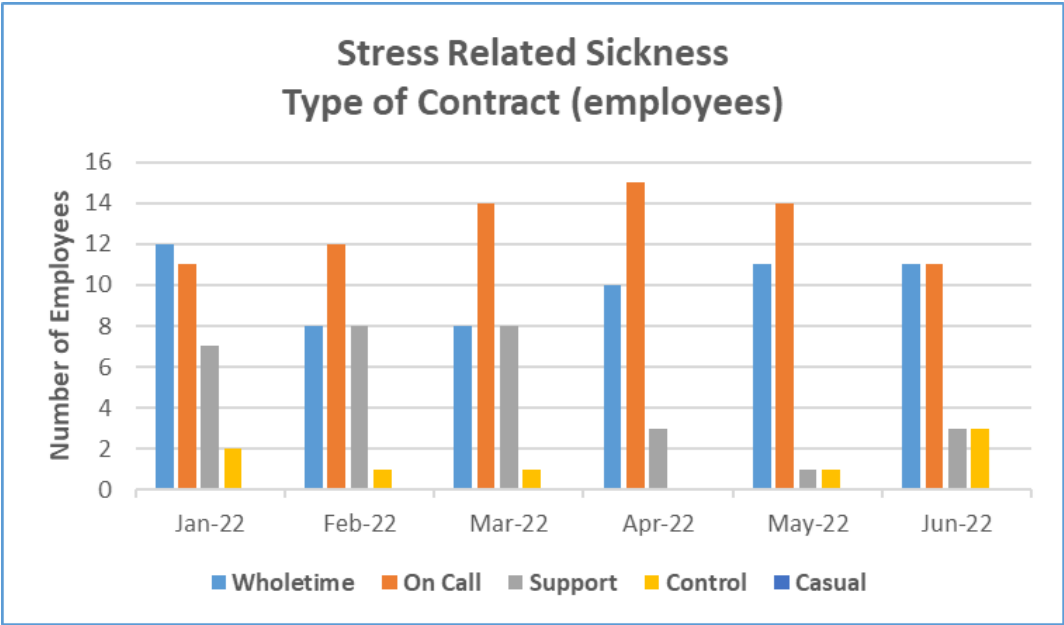
- 2.21. The table below details stress related sickness reported at the time of absence in the period July 2021 to June 2022 for work related and non-work-related sickness absence. It shows a minor decrease in non-work related absences particularly from October onwards.
- 2.22. Where data has been collated, through Personal Stress Assessments, there is a correlation between non-work related and work-related stress and vice versa. The increased figures from July to December 2021 were particular to the impacts of Covid and working from home, with other top reasons cited as childcare issues, bereavement and home relationships. Over recent months the Service has seen a managed return to the workplace for non-uniformed personnel.

Stress related sickness absences

	Jul – Sept 21	Oct - Dec 21	Jan – Mar 22	Apr – June 22
Work Related	6	5	3	3
Non-Work Related	97	95	89	80
Unknown	1	0	0	0

By Contract Type

- 2.23. Contract type shows that there has been a reduction since the last quarter, in the number of On Call personnel with stress related sickness, however, there has been a slight increase in Control and Support staff.



Stress related absence by reason

2.24. 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

2.25. The Service have recently teamed up with Benenden Health to offer their services to our employees from 1 July 2022. They offer affordable private healthcare and employees join direct with the provider to access the benefits. These include:

- Access to private medical diagnosis where there has been a wait of more than 3 weeks on the NHS
- Assistance to 200+ approved common procedures for medical treatments and surgery if the wait on the NHS is over 5 weeks
- Access to up to 6 sessions of physiotherapy
- Access to short term mental health counselling support
- Financial assistance where there is a severe/terminal illness

2.26. Since the launch date 57 employees have signed up to the scheme.

2.27. The People Services team has piloted two projects recently focussed on mental health support for some of our employees:

Yoga on the Frontline – a cost free intervention to support employees who may be more frequently exposed to stress. It is a platform that is built on prevention to deliver much needed access to tools for effectively managing stress and building mental and physical resilience and build on optimising performance in their roles.

SAVE Project - a three-day residential experience based at the Firefighter Charity premises, Harcombe House delivered by The Service, The Royal British Legion's Battle Back health coaches and The Fire Fighters Charity Participating employees with suffering from low wellbeing and mental ill health engaged with the programme, cultivating teamwork, fostering friendships and camaraderie, by using outdoor adventurous activities, workshops, and movement to deliver coaching solutions. One to one coaching continues after the project to solidify information and personal direction which will last for around three months. Currently empirical research is being conducted by Leeds Beckett university into the effectiveness of SAVE on its impact on subjective wellbeing in both the short and long term. Initial feedback from participants was very favourable.

SAVE is based on four pillars, these are:

- Self-care – learn how to take care of ourselves better.
- Adopt - new ways of thinking and sustainable behavioural change.
- Venture - in to nature and self-connection, create space to look at and understand the problem.

- Empower - through experience, education and mind management.

Fitness Testing

2.28. The table below shows fitness testing results for all operational employees who qualify for a fitness test as of 19 July 2022. The fitness standard is based upon a national requirement to test all in scope operational staff every year.

	As of 19 July 2022	Percentages as of 19 July 2022
Number requiring test (in scope)	1582	100%
Number passed	1558	98.48%
Red & Amber (additional support)	24	1.52%

2.29. All in scope staff have taken a fitness test, 1,558 met the required standard and 24 did not.

Fitness Support

2.30. This 1.52% Red and Amber (Fail) group equates to 24 individuals who require additional support. Every 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 6 months, if staff are still unable to achieve the required standard, then a capability process is started, working with the HR business partners.

Fitness Assurance

2.31. An independent assurance report was completed in 2021 and recommended key changes aligned with NFCC fitness guidance. The amended policy and procedure will be released for consultation to improve efficiency and provide assurance of the testing process.

Fitness testing 2023

2.32. The People Development Team are engaging nationally to ensure that DSFRS is continuing to develop an inclusive and proactive approach to fitness. Data is being collected to identify trends associated with test performance aligned to specific characteristics, including age, disability, ethnic origin, gender, test type and contract type. These trends are being monitored to support the Service in maintaining a diverse, fit and healthy workforce.

ICT upgrades

- 2.33. Following an ICT upgrade, the fitness performance data included in 2.22 will be presented in the same format as other operational skills such as BA, Water Rescue and ICS.

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 and will be next reported on in Q4 2022-23.

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

- 3.2 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. HMICFRS is expected to publish their report by the end of July 2022, and an update will be provided within the next report to this Committee.

Grievance, Capability and Disciplinary

- 3.3 Some HR policies are overdue for review and will be a primary focus over the next 12 months to ensure they meet the organisation's needs. This will continue to require extensive support from the Human Resources Business Partners (HRBP) for Line managers to assimilate these into everyday business practice
- 3.4 The Service introduced a 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.
- 3.5 We report annual figures on Grievance, Capability and Disciplinary matters. It is worth noting at this time there are 4 Grievances, 10 Capability and 5 Disciplinary cases open. Some of these cases were raised in the 21/22 financial year.

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 the benefits realisation assessment for Pay for Availability is currently underway. 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 late 2022 and the results will be presented in a future report to this Committee.








SHAYNE SCOTT

Director of Finance, People and Estates








APPENDIX A TO REPORT PC/22/10

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q2 performance:	Q3 performance:	Q4 performance:	Q1 (22-23)	Trend :
Firefighter Competence	95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%	1 of 7 core competencies below 95%		
Accidents	Decrease	60	66	60		
Near Miss-	Monitor	16	24	16		
Personal injuries	Decrease	14	17	15		
Vehicle Accidents	Decrease	36	32	30		
Short term (average days per person, per month)	Improvement	0.69	1.06	1.10	0.94	
Long term (average days per person, per month)	Improvement	1.59	1.76	1.53	1.57	
Stress related absence (average number of people per month)	Improvement	34.67	33.33	30.33		
% Vacancies	Reduction	Not available	N/A	N/A		N/A

Annual Reporting (Financial Year)

Q1-4	2020-21	2021-22	Trend
Absence:			
National Benchmarking WT FF absence due to injury	Below average	Below average	
National Benchmarking On-call FF absence due to injury	Below average	Above average	
National Benchmarking sickness absence total	Above average	Above average	
National Benchmarking days lost to sickness (Wholetime)	Below average	Below average	
National Benchmarking days lost to sickness (On-call) –	Above average	Below average	
National Benchmarking days lost to sickness (Green book) –	Below average	Below average	
National Benchmarking days lost to sickness (Control) –	Above average	Above average	
Health & Safety			
Annual Personal Injuries	Increase		
Annual Vehicle accidents	Decrease		
RIDDOR			

HMICFRS Survey Comparison:

Placeholder - *Data to be made available in Q2 22/23 reporting*

Target area:	Agreed performance measure:	2020:	2022:	Trend
2019 -2022 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/22/10

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