

REPORT REFERENCE NO.	PC/22/11
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	31 OCTOBER 2022
SUBJECT OF REPORT	PERFORMANCE MONITORING REPORT 2022 - 23 QUARTER 2
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 July 2022 to September 2022 (Quarter 2) 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. HMICFRS Survey Comparison</p> <p>C. 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 People Committee agreed to monitor organisational competency at 95% and to request more detail if competency fell below. The previous meeting requested a review of this competency report to enable the People Committee to evaluate the front-line impact and contextualise the performance figures presented. This discussion paper is attached, and recommendations are presented.
- 2.2. The review aims to present a risk-based assessment and a refined performance table to demonstrate the impact on the front line and the service response to mitigate risk.
- 2.3. As of 20.10.22, the performance against competency is illustrated in figure 1 below:

Skill	Breathing Apparatus	Incident Command	Water Rescue	Working at Height (SHACS)	Maritime	Driving	Casualty Care
Current % (As of 09.10.22)	98.7	98.4	94.4	91.4	96.6	98.4	97.1

2.4. The rationale for performance at <95 is:

Water Rescue 94.4%

2.5. Access to training facilities during the summer months is limited due to the river water levels. The Water Rescue training season is now open, and performance will increase as all staff requiring this competency are booked onto a course.

2.6. 94.4% competency rate does not impact the operational Water Rescue response capability as the deficit is spread across the service area. Furthermore, a responding appliance requires a minimum of two qualified staff on the appliance at any one time to be available.

Working at Height (SHACS) 91.4%

2.7. The rationale for this is that:

- A temporary reduction in training staff of 1/3 thus impacting capacity;
- Since April, course non attendance and cancellations have resulted in 70% capacity;
- Instructor sickness resulted in 2 weeks of SHACS courses being cancelled;
- The Queen's funeral resulted in 1 week worth of SHACS courses being cancelled;
- Relocation of training facilities resulted in a course cancellation; and
- The impact of this 91.4% does not impact operational delivery or specialist response.

Action taken

2.8. The action taken to mitigate this performance level is:

- A service delivery report to identify non-attendance of courses to improve performance;
- Introduced a text messaging service to remind staff of their course booking;
- Recruitment of instructor staff and options to create capacity; and
- An organisational communication release to reaffirm course booking and management process.

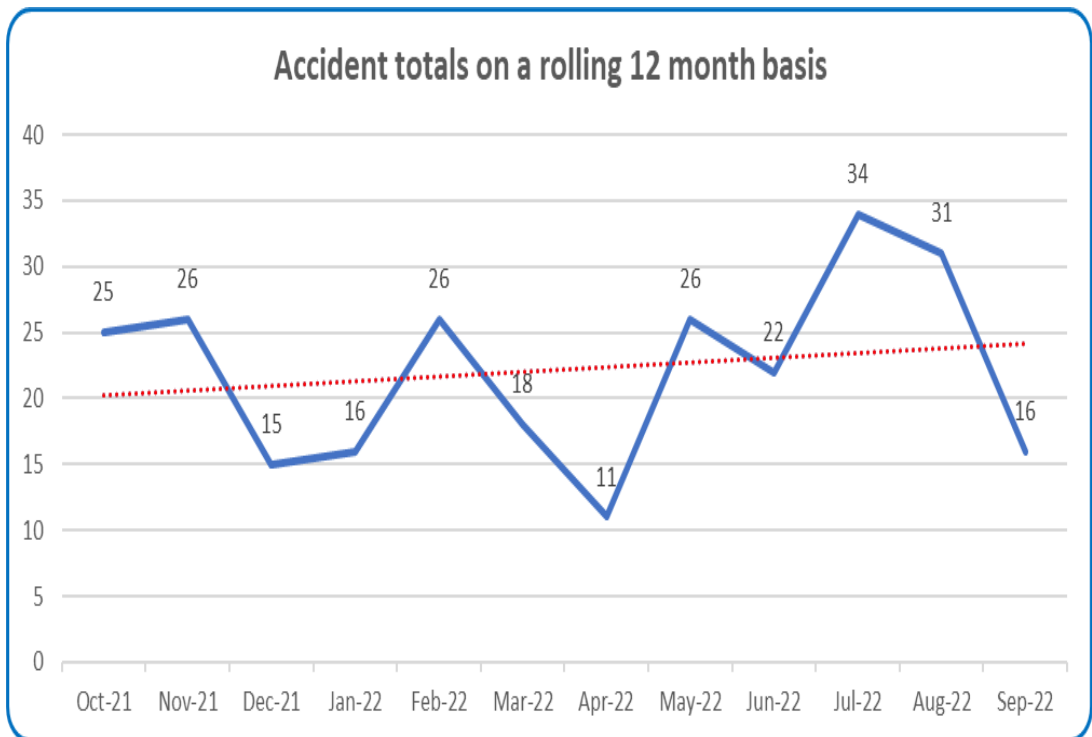
Workforce planning:

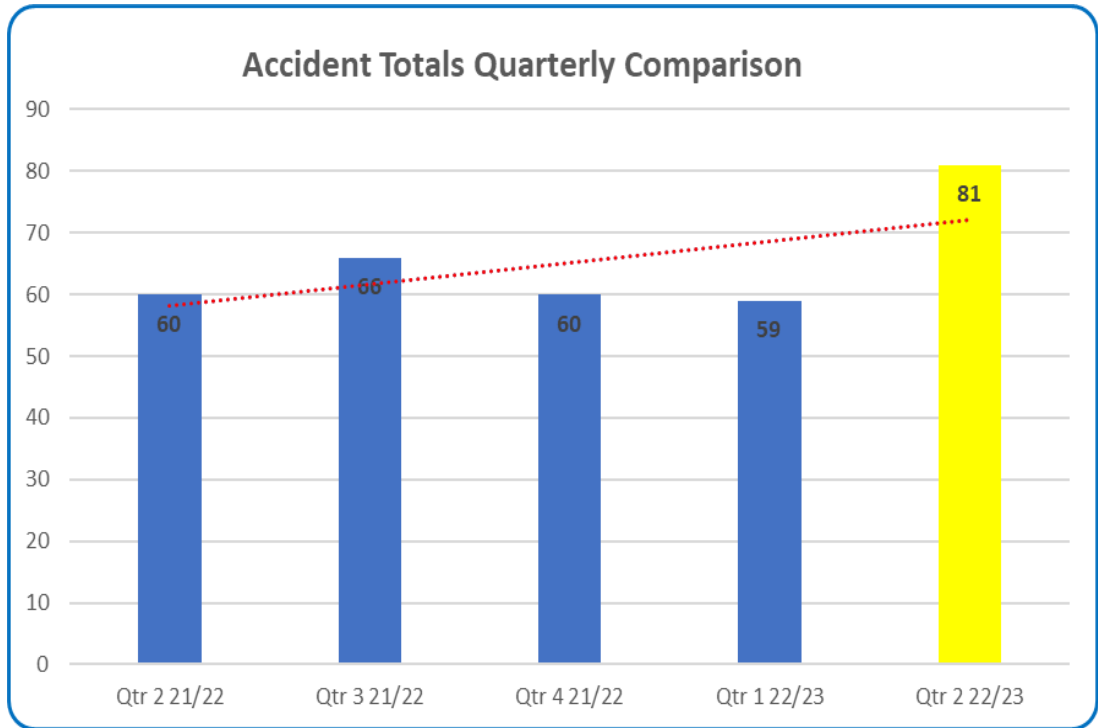
2.9. Due to changes in the information provided to the Strategic Workforce Planning Group there is increased confidence in understanding the current demographics of the workforce and the early trends that are developing. This information enables the group to make early decisions to mitigate any potential risk to operational service delivery.

Health & Safety:

Accidents:

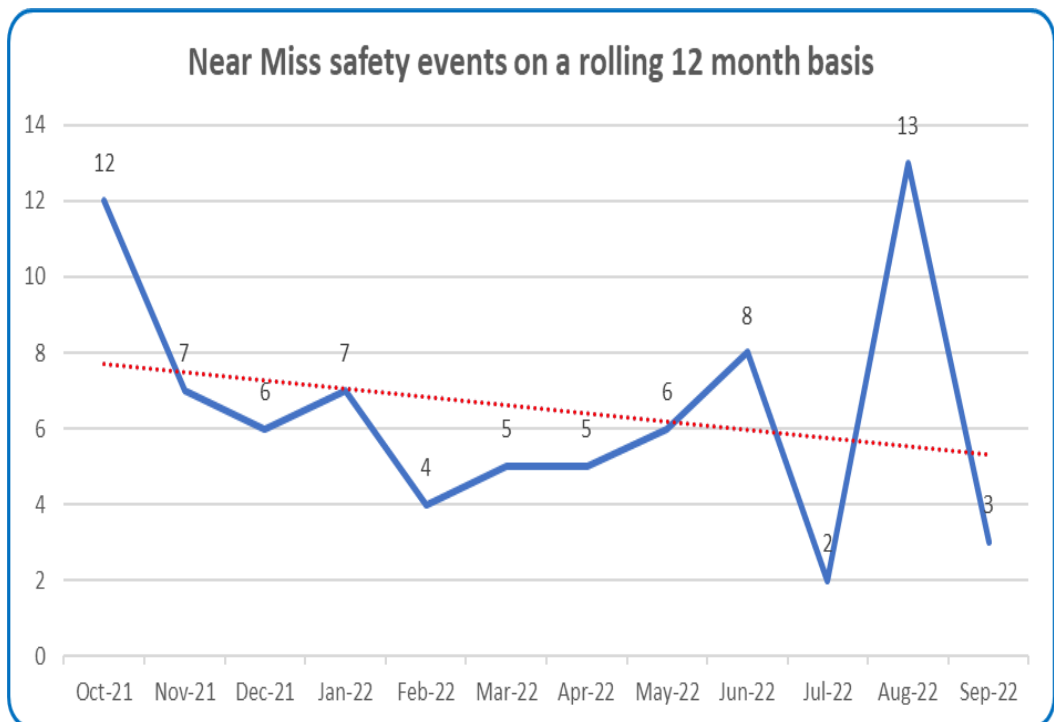
2.10. The overall trend for accidents has moved from a declining trendline to an increasing trend since the last reporting period. There was an increase in vehicle related safety events during July and August which accounts for the movement of the trendline. The Quarter 2 accident numbers are up by 22 on the previous quarter as shown in the graph, this increase will be monitored to identify any trends and corrective action required to reduce the number of safety events.

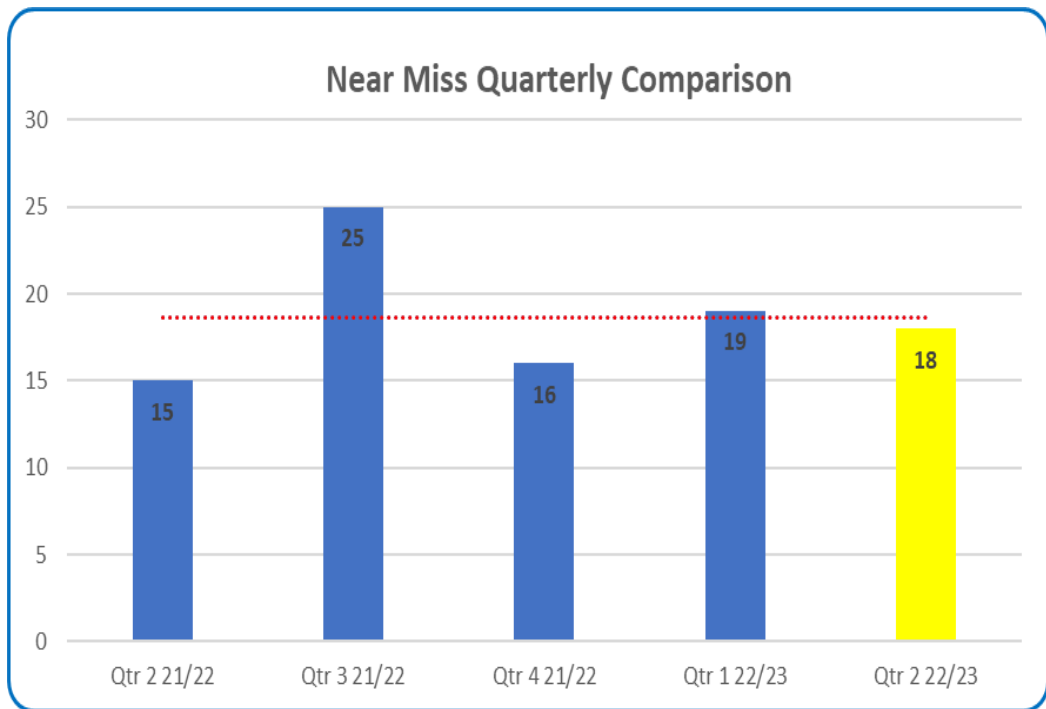




Near Miss:

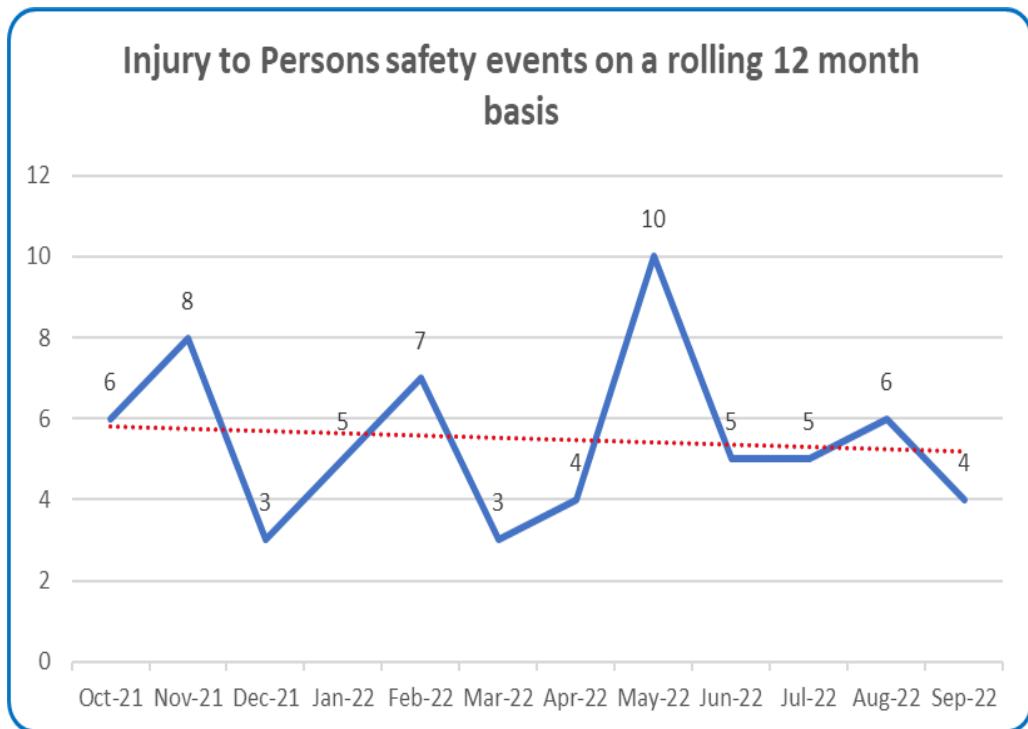
- 2.11. There were 18 near misses in Quarter 2, a reduction of 1 event on the previous quarter. The benefits of near miss reporting continue to be communicated by the Health and Safety Team and the Organisational Development team. The wider cultural work with the 'Safe to' campaign will help to influence improvements in this area.
- 2.12. The near miss reports during Quarter 2 are varied, there is no trend or ones of a similar nature. The majority were reported during August.

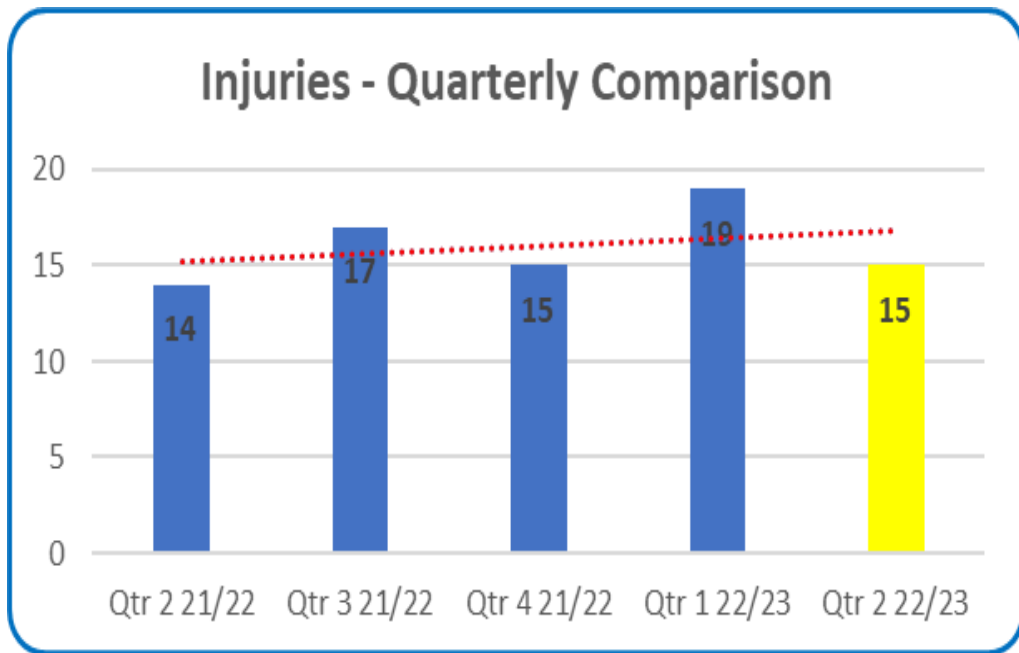




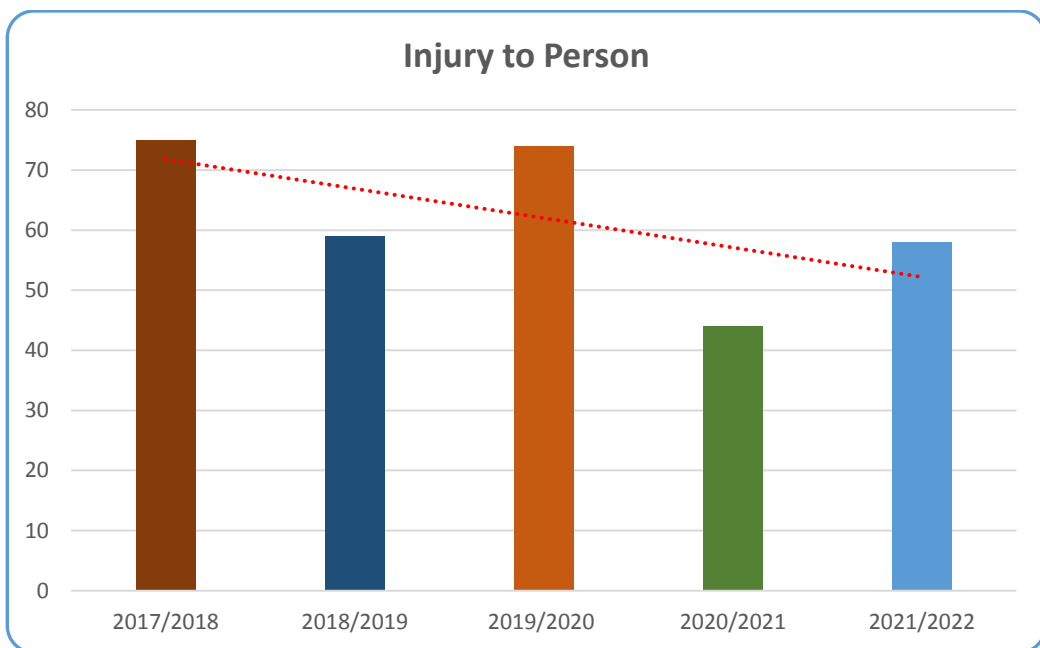
Personal Injuries:

2.13. The charts overleaf compare the Service's injury rates over a rolling 12-month period, as well as highlighting the Quarter 2 figures. The injury figures in general remain low, with a slight decrease over the 12-month trend. Quarter 2 showed a decrease of 4 injuries when compared to the previous quarter, a 21% decrease in injuries.



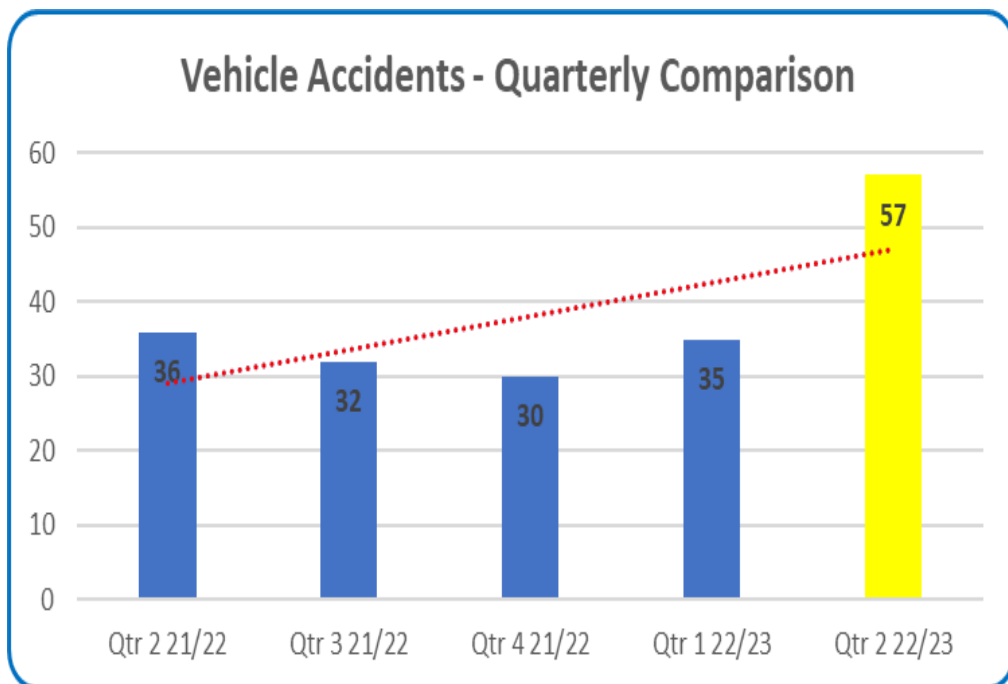
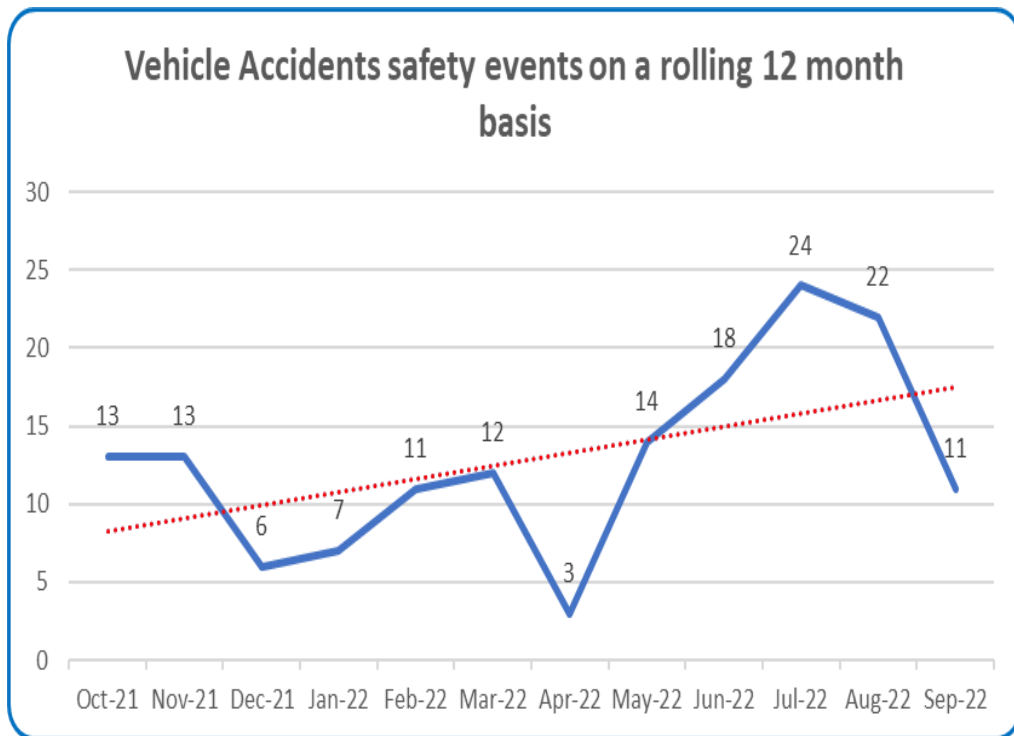


2.14. The annual trend over the last 4+ financial years (2017/18 – 2021/22), however, is reducing as shown on the graph below:



Vehicle Incidents:

2.15. Vehicle related incidents have increased over quarter 2. The majority of the incidents are slow speed manoeuvring, either along narrow rural roads, congested urban streets or positioning at the incident ground. 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.



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

- 2.16. 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.

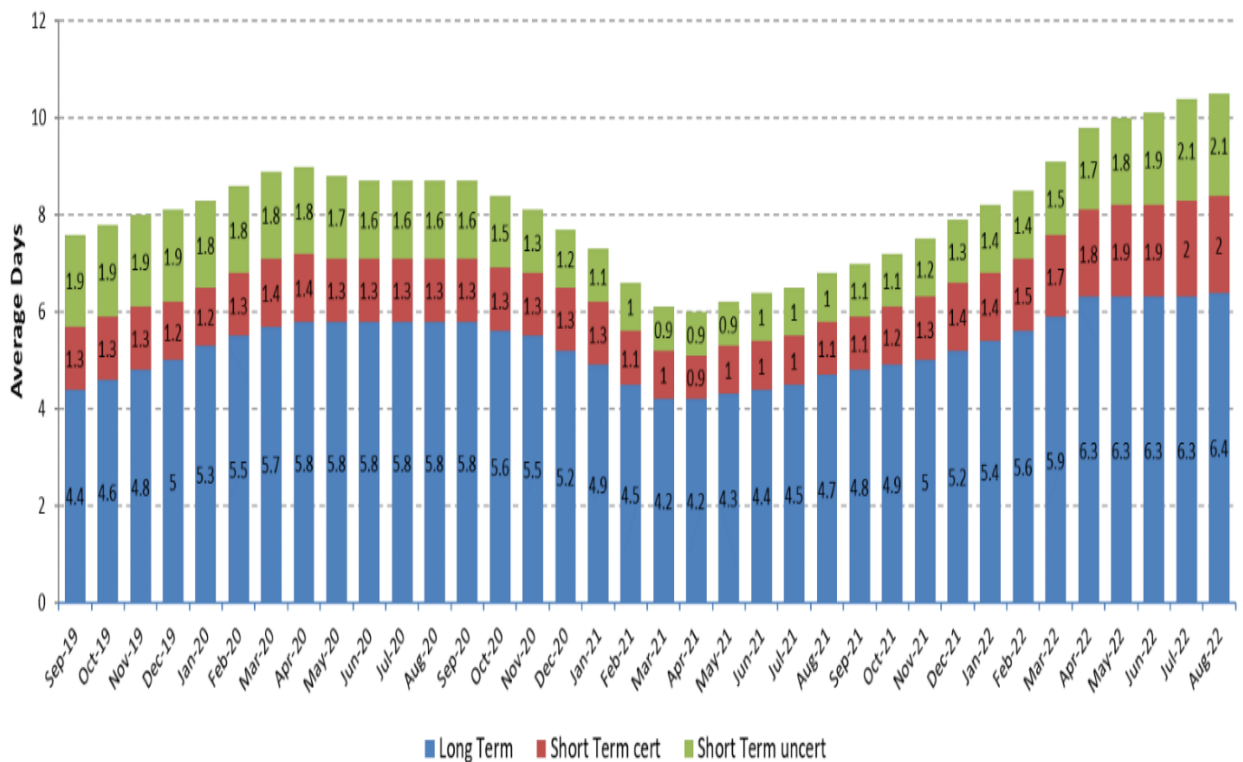
Sickness and Absence:

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

All staff figures	Quarter 2 (Apr – Aug 2021)	Quarter 1 (Apr – Jun 2022)	Quarter 2 (Apr – Aug 2022)
Average sick days (pp, per month)	3.14	2.51	4.23
Long term	2.52	1.57	2.71
Short-term	0.81	0.94	1.74

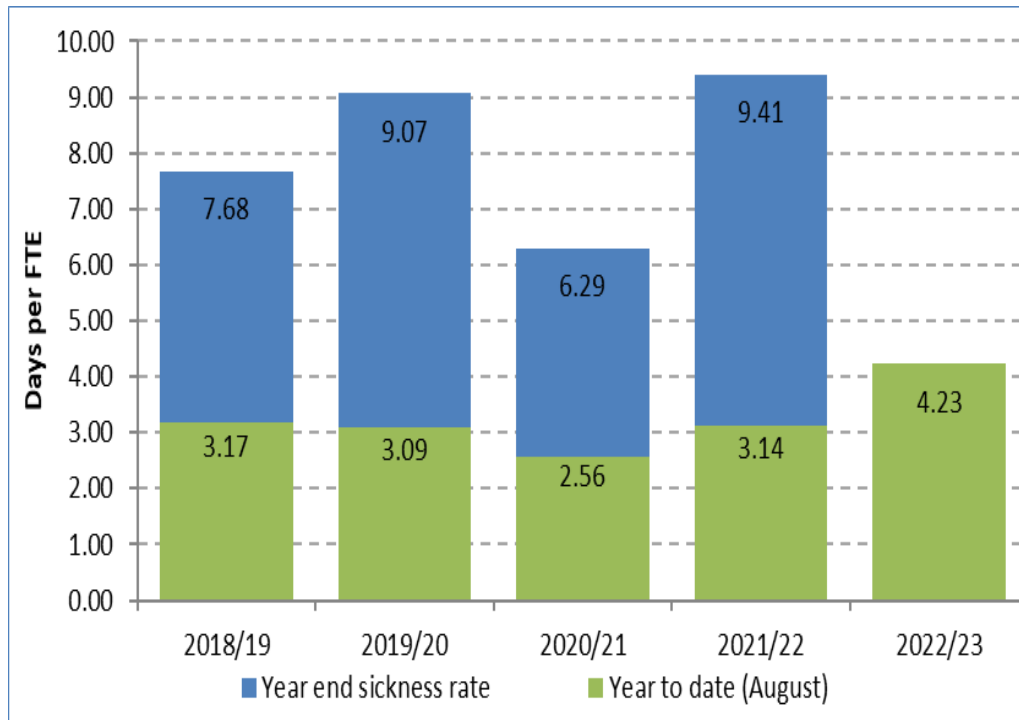
2.18. There continues to be an overall increase in sickness absence average days lost from our pre-Covid figures of 2019 to August 2022, across the 3 absence types; long-term sickness, short term certified and uncertified. This is because Covid is calculated within our general sickness absence symptoms.

Average days per FTE over rolling 12 months



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

- 2.19. The Service showed an increase in average days lost from 3.14 last year April 2021 to August 2021 to 4.23 this year for the same period for 2022, an increase of 35%. This level of sickness absence has not been seen since 2014/2015.



- 2.20. The Service showed an increase in average days lost from 3.14 last year April 2021 to August 2021 to 4.23 this year for the same period for 2022, an increase of 35%. This level of sickness absence has not been seen since 2014/2015. Covid related sickness absence in 2020 and 2021 was not recorded within our sickness data but collated separately. Since 1 April 2022 any Covid related sickness has been recorded, reflecting an increase to our sickness absence figures.

- 2.21. The National Fire Service report for Quarter 1 April – June 2022, showed a variance between FRSs, from the lowest at 1.49 to the highest of 4.06 sickness days per FTE. For the same period our Service was at 2.46.

- 2.22. In comparing our local Fire Services and understanding their workforce population in comparison to this Service, our sickness average days lost per FTE falls below all of them and reflects a lower number when compared to South Wales who have a similar size workforce.

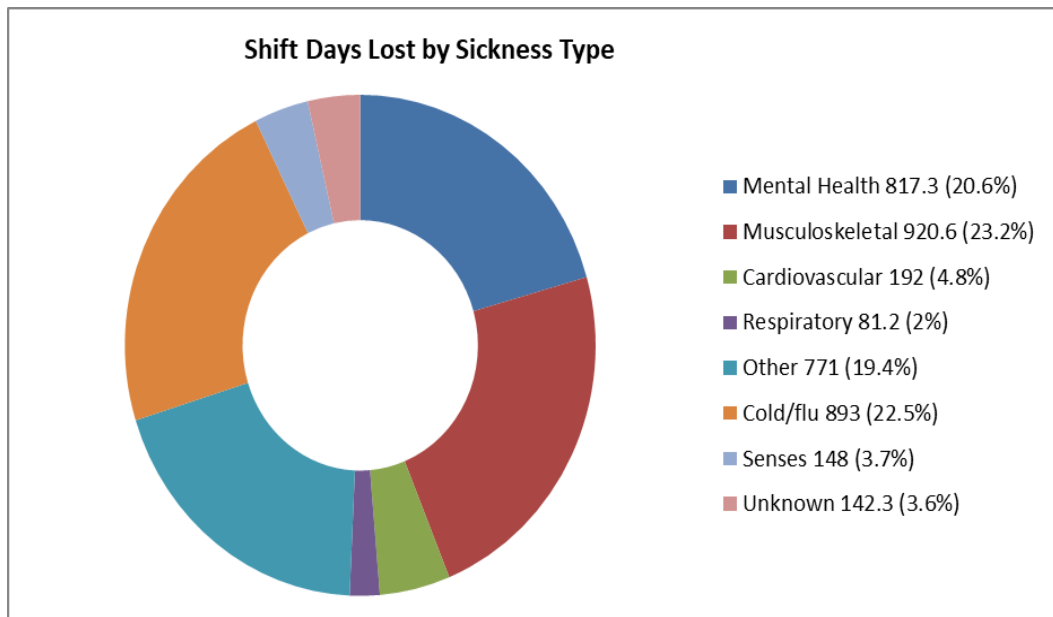
Comparative Neighbouring Fire Service Sickness Days FTE

Service	Total	W/T	On Call	Support	Control	Sickness FTE April-June 2022
Cornwall						2.82
Avon	838	478	150	166	44	2.62
Dorset/Wilts	1358	402	590	333	33	3.01
South Wales	1720	800	627	250	43	3.09
DSFRS	1872	415	849	572	36	2.46

2.23. The National Fire Service (NFS) data indicates that for the period April 2022 – August 2022, the total musculoskeletal and mental health sickness days lost has decreased and a significant increase has been reflected in the other absence types that correlate with Covid type symptoms, such as, respiratory, cold/flu, viral and gastro related illness.

Shift days lost by sickness type

2.24. This quarter 'cold and flu' 'mental health' and 'musculoskeletal' are the primary sickness absence reasons across all staff groups, with Musculoskeletal at 23.2%, Colds and flu 22.5% and mental health 20.6%. This reflects a similar upward trend in the cold/flu category as seen by the NFS.



2.25. Understanding this data enables us to understand our wellbeing interventions and we continue to deliver these to our Line Managers and employees through the Human Resource Business Partners and the Health and Wellbeing team. The health and wellbeing services continues to develop iterative education programmes, early interventions and support.

Mental Health

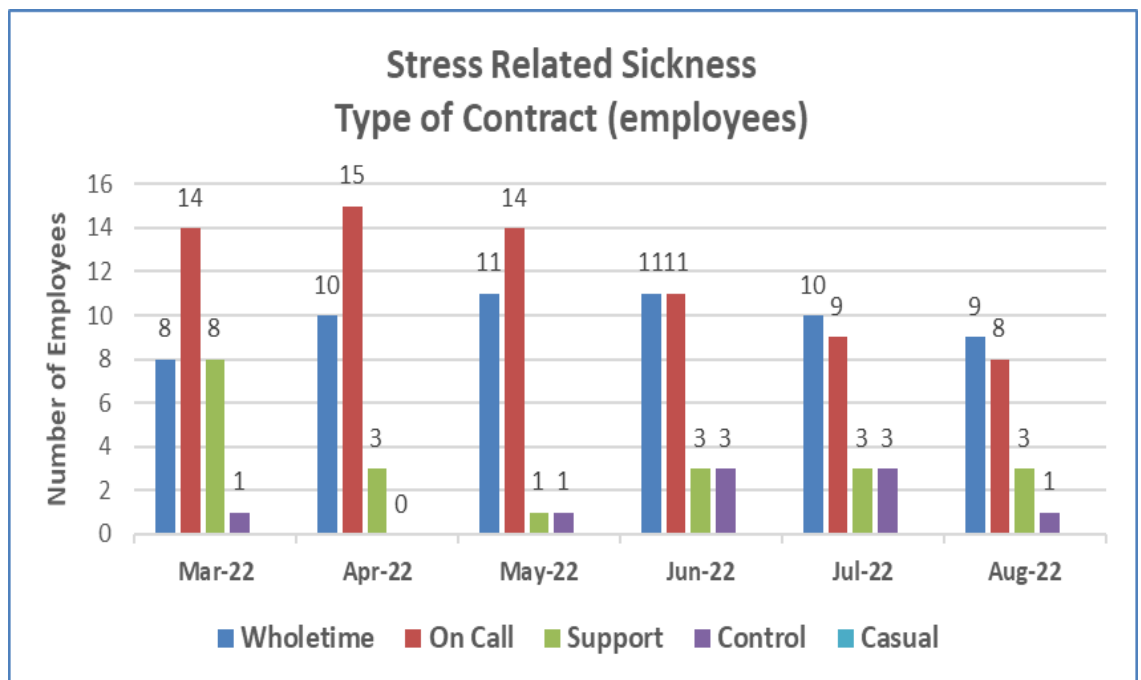
- 2.26. The table below details stress related sickness reported at the time of absence in the period March 2022 to August 2022 for work related and non-work-related sickness absence. It shows a minor decrease in non-work-related absences.
- 2.27. Where data has been collated through Personal Stress Assessments, there is a correlation between non-work related and work-related stress. The data collated highlights a noticeable increase in the number of employees affected by difficulties in their personal relationships, financial and childcare issues.
- 2.28. The Service is exploring options to offer financial education and support.

Stress related sickness absences

	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22
Work Related	1	1	1	1	1	1
Non-Work Related	30	27	26	27	24	20
Unknown	0	0	0	0	0	0

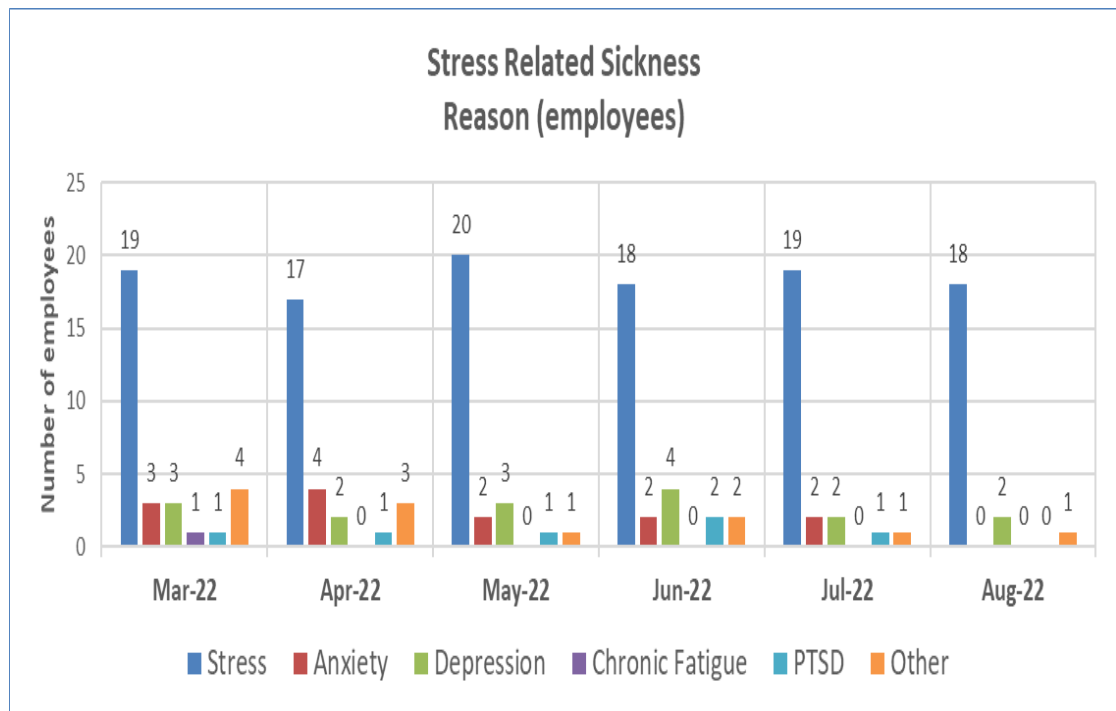
By Contract Type

- 2.29. Contract type shows that there has been a reduction across 3 of the 4 staff groups since the last quarter.



Stress related absence by reason

- 2.30. 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. There has been minimal variation in the number of stress cases since March 2022 and the Service continues to monitor targeted interventions and the overall impact on these figures.



Health and Wellbeing Support

- 2.31. Since the Service recently teamed up with Benenden Health from 1 July 2022 there are 79 active members signed up from 57 reported in the last quarter. This has given members the opportunity to access several easily accessible health benefits at a reasonable monthly fee. From July to August those scheme members who accessed a benefit were 75% for 24-hour GP advice line and 25% for diagnostic consultation & tests.
- 2.32. The Service has recently team have recently piloted two projects focussed on mental health support for some of our employees: These are:
- **Yoga on the Frontline** – The Yoga for the Front Line (YFL) ® pilot continues and after their initial programme delivered to employees based near SHQ, they are reaching out to Barnstaple group as part of this delivery. Feedback and evaluation of those more frequently exposed to stress will be provided. 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** (conducted by Dr Chris Kay of Leeds Beckett University) – 5 participants took part in the pilot course, 3 had been off long term sick and 2 were individuals who experienced on-going stress symptoms. The project was targeted at employees suffering from low wellbeing and mental ill health, cultivating teamwork, fostering friendships and camaraderie, by using outdoor adventurous activities, workshops, and movement to deliver coaching solutions.

2.33. The Service is exploring similar courses for the future and engaging with a cost effective Health and Wellbeing solution for resilience training.

2.34. Out of the participants that partook, of the 3 that returned, 2 were in a full capacity and 1 returned onto restricted duties. The other 2 remained in work.

2.35. Testimonials were received from the Save Project participants as follows:

“The SAVE programme provided me with a timely opportunity to explore ways in which I could help myself to overcome personal struggles and manage workplace behaviours before they had the potential to impact negatively on my mental health. The course was delivered in such a way that made it feel a safe place to disclose personal information and explore solution. I felt the course had a profound effect on me and has led to changes in my daily life and an ability to approach challenges with a much more positive outlook. I recognise this is a journey and since the course I have continued to build on this learning experience and feel both my work and personal life have been enriched by this experience.”

“I didn’t realise how much I need this, I feel like I’ve got a new lease of life”

“I’ve got so much to think about in the way in which I have been living my life and what I really want for myself”

“I realised I’ve been approaching my life with a negative mindset, that’s going to change.”

“I’m up for work, bring it on”

2.36. 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.

2.37. Three employees who were long term sick returned to work and those that remained in work, feel far more productive and resilient.

2.38. Other Health and Wellbeing interventions being supported across the Service include a series of workshops to support managers. This includes understanding how to facilitate a Personal Stress Assessment to support individuals, application of HSE standards and tips on holding a good wellbeing conversation with supportive signposting information. These have been attended by over 70 managers to date, face to face and virtually. Data collated from completed Personal Stress Assessments is used to enable us to identify key stress indicators within the Service and put in place appropriate interventions such as the workshops.

Fitness Testing

2.39. The table below shows fitness testing results for all operational employees who qualify for a fitness test as of October 22. The fitness standard is based upon a national requirement to test all in-scope operational staff every year.

	Total number (as of October 2022)	Percentage of Service (as of October 2022)
Number requiring test (in-scope)	1415	100%
Number passed	1334	95%
Red & Amber (additional support)	18	1%
Booked for testing October/November 2022	63	4%

2.40. 1415 'in-scope' staff have taken a fitness test in the 2022/23 testing cycle, 1334 met the required standard and 18 did not. 63 individuals are due for a test in October/November.

Supporting the Red & Amber groups

2.41. This 1% Red and Amber (Fail) group equates to 18 individuals who require additional support.

2.42. 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.

2.43. 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.

A review of fitness testing

2.44. The People Development Team are reviewing the current approach to fitness testing and standards to explore a more inclusive role-related functional fitness test for operational staff. For example, a driver-only role.

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 in full in Quarter 4 of 2022-23.
- 3.2. It is clear from the Service's workforce statistics that there is an underrepresentation of women in our organisation. As of 30 September 2022, the figures are as follows:
 - female representation in the Devon & Somerset workforce - 14.7%; and
 - Wholetime and On Call representation - 7.1% and 6% respectively.
- 3.3. Although the gender pay gap has been decreasing for the fourth year in a row, nearly half of all the women employed by the organisation are in the lower quartile compared to only 21% of men. 80% of uniformed women are in a Firefighter role and only five are in Station Manager or Group Manager roles.
- 3.4. At the previous meeting in July 2022, the Committee asked for a focus on activities aimed at increasing the number of operational women and supporting their development and retention. The Gender Pay Gap report (included elsewhere on the agenda for this meeting) gives a statistical overview of performance and areas for improvement. Below is an update on activity in key areas.

Recruitment:

- 3.5. The Service engages with all women who submit on call firefighter applications to provide support and guidance in the process. As evidence has shown us that there are more women who need support with strength and fitness compared to male applicants, Firefighter Fitness sessions are held every month, aimed at under-represented groups.
- 3.6. Direct engagement is a route for highlighting opportunities to young people, and therefore young women, to support diverse recruitment in the longer term. Career events at schools, colleges and recruitment fairs enable the promotion of the Service, a space to dispel myths around the role and to share the opportunities presented by the Fire Service. There have been 55 visits this year by the specialist officer who leads on this engagement, with the most recent of these being at The Maynard School for Girls in Exeter.

- 3.7. On-call stations with vacancies are provided with a Positive Action Toolkit and resources to support them in reaching women and other groups who are under-represented in the Service. A complete review of On-call recruitment is underway, and a new research-led campaign is being developed. Female firefighters were involved in the insight work for the campaign which included a focus group and survey of our On-call firefighters. This research was invaluable in shaping the messages and design work for the campaign.
- 3.8. The research showed that members of the public interested in becoming firefighters, and existing firefighters, were motivated more by a sense of purpose and helping people than by specifically attending incidents, so the focus is on those skills in the new campaign.
- 3.9. A priority for the start of the campaign is to increase awareness through driving traffic to the On-call pages of our website. The initial Facebook advertising targets as wide a range of people as possible within geographic areas where there are vacancies. As a secondary phase of the campaign, more specific groups will be targeted using images, messages and channels aimed at women and other groups under-represented in the workforce.
- 3.10. The On-Call recruitment process is undergoing a complete review, and over the past few weeks task and finish groups from the Recruitment team and Service Delivery have worked to simplify and to impact assess the process, to ensure there is no direct or indirect discrimination at any point in the journey. Once complete, the new process will launch in January alongside the refreshed campaign.
- 3.11. The Collaboration Team have successfully developed an On-call assessment vehicle which will allow for mobile and local assessment and promotion of the Service. This enables a wider reach and means that assessment can be carried out more locally in communities in the future. That level of flexibility should help to attract a more diverse range of applicants.

Retention:

- 3.12. The Service's data collection and analysis show that operational women are leaving faster than operational men. Work is underway to find out the reasons why and to support the retention of operational women. Some activities already undertaken to support retention include:
- 3.13. A group - F3 (Female Firefighter Forum) – was established some years ago for all women firefighters within DSFRS to network, support and encourage each other. Via social media and quarterly meetings rurally based women firefighters connect, share challenges and successes with each other. An annual camping weekend is a social occasion which also supports connection and collective voice.

- 3.14. The Service is active in Women in the Fire Service (WFS), the national group campaigning and highlighting diversity issues at a national level. WFS run an annual training and development weekend. The Service supports a number of places on the weekend each year. The Vice Chair of WFS, a Regional Representative and Local Representative are DSFRS employees.
- 3.15. The Exit process for the service has been redesigned over the summer to enable more consistent and detailed capture of reasons for leaving the Service, which in turn will enable better analysis and action planning in retention.

Progression:

- 3.16. Our Time: In line with a national drive to move towards a diverse workforce and inclusive within the Fire and Rescue Service, it is recognised that certain initiatives can positively affect the gender balance of senior leadership teams. Sponsorship is one of the initiatives mentioned specifically by the Government Equalities Office as being effective for this purpose. Sponsorship models help people build relationships with senior leaders who will advocate on their behalf and create opportunities capable of propelling their career forward.
- 3.17. Research has shown that women are 54% less likely to have a sponsor, typically because they are less likely to seek one and also underestimate its importance. Organisations can facilitate a sponsorship model to remove the systemic challenges women face concerning exposure to senior roles. The model provides an opportunity for development and support, and then it is still down to the individual to drive their success and demonstrate their performance and potential.
- 3.18. 'Our Time: Supporting future leaders' ultimately aims to break down the systemic barriers that underrepresented groups face in reaching senior leadership positions. The programme is designed for women in middle management positions who are looking to develop their leadership skills and to progress and it is facilitated in collaboration with Devon & Cornwall Constabulary, Dorset Police, Dorset & Wiltshire Fire & Rescue, and Devon County Council.
- 3.19. The programme pairs seven women with identified talent and potential with sponsors at senior management level, either female or male, for a minimum of 12 months. The sponsors provide mentoring and coaching, and advocate for and use their influence to help women access the networks, contacts and opportunities needed to progress to the next stage in their careers.
- 3.20. Eligibility for the second Our Time programme was extended to include women at Crew Manager and Grade 5, which means that more than double the number of women in the organisation are eligible. (Last time the pool was 56, and this time the pool was 125). Fifteen women applied, of which six are operational. The programme started on 29 September with an event to introduce the programme and inspire their journey.

- 3.21. Feedback from the previous programme, which ran from September 2020 for 12 months, was positive with participants and sponsors indicating the real value in the sponsorship relationship and cross-organisational learning.
- 3.22. Sponsors indicated they had gained valuable insights and developed as a leader. Participants mainly benefited in building their networks and relationships with senior people who could provide them with development opportunities. They felt more ready to progress to the next stage in their career. 3 of 7 women, all uniformed, achieved a promotion as a result of the development opportunities in the programme.
- 3.23. Leadership potential: The Service has recently opened the 'Leading the Function' Assessment Centre, which provides a gateway to development for the next leadership level to Crew Managers in addition to Watch Managers. This provides an opportunity to identify and develop leadership potential earlier in an operational career for all staff and demonstrates a focus on values led leadership skills alongside operational competence.

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

- 3.24. A section of data from the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) staff survey related to culture and leadership is reported in the table set out at Appendix B of this report. Progress against actions related to both this data and other findings in the People Pillar of the HMICFRS report are being reported to this Committee separately to this performance report (which can be found elsewhere on the agenda for this meeting).

Grievance, Capability and Disciplinary

- 3.25. The Service has spent time this quarter concentrating on updating key HR policies that required review and this continues to be a primary focus over the next 12 months to ensure they meet the organisation's needs and legislation. This will continue to require extensive support from the Human Resources Business Partners (HRBP) for Line managers to assimilate these into everyday business practice once they are reviewed. We have reviewed and relaunched the capability policy and procedure, updating the forms and template letters that compliment this process. A presentation has been created for the HRBP's to work with all line managers to become familiar with the process.
- 3.26. The Service reports annual figures on Grievance, Capability and Disciplinary matters. It is worth noting at this time there are 8 Grievances (vs 8 cases until Oct 2021), 6 Capability (vs 6 cases until Oct 2021) and 10 Disciplinary cases (vs 27 cases until Oct 2021) open at various stages in the process.

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.

- 4.1. The measure of % of On-Call stations moving to Pay for Availability is scrutinised by the Community Safety Committee. 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.
- 4.2. From 1st June 2022 the Service has recruited 20 on call personnel with a variety of contracts. Only 2 have started with a 30 hour per week contract, the other 18 have an average of 50 hours per week contracts.
- 4.3. To support diversity and inclusion the Service has anonymised all applications for all roles until the offer stage of the recruitment process.
- 4.4. The Service is currently focussing upon on call recruitment for 58 stations with vacancies in hours of availability. Of the 58 stations 29 are priority stations as identified by the operational management team as high risk to operations due to the level of vacancies. We have created new advertisements for the stations and the Communications team have been engaging in higher social media presence and plan an on call relaunch of the new recruitment process from January 2022.

Employee Engagement

- 4.5. Annual or ad hoc measures 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 2023 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/22/11

SUMMARY OF PERFORMANCE AGAINST INDICATORS

Quarterly Reporting:

Target area:	Agreed performance measure:	Q3 performance :	Q4 performance:	Q1 (22-23)	Q2 (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	66	60	59	81	
Near Miss-	Monitor	24	16	19	18	
Personal injuries	Decrease	17	15	19	15	
Vehicle Accidents	Decrease	32	30	35	57	
Short term <i>(average days per person, per month)</i>	Improvement	0.69	1.06	1.10	0.94	
Long term <i>(average days per person, per month)</i>	Improvement	1.59	1.76	1.53	1.57	
Stress related absence <i>(average number of people per month)</i>	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	Decrease (42)	Increase (58)	
Annual Vehicle accidents	Decrease (106)	Increase (140)	
RIDDOR	Increase (19)	Decrease (10)	

APPENDIX B TO REPORT PC/22/11

HMICFRS SURVEY COMPARISON

Agreed performance measure for all questions – improvement from previous report.

2020 HMICFRS Survey – 227 respondents (13% of workforce)

Wholetime FF	On-Call FF	Green Book	Control Room	Other
26%	21%	39%	1%	13%

2021 HMICFRS Survey – 586 respondents (29% of workforce)

Wholetime FF	On-Call FF	Support Staff	Control Room	Other
27.1%	43.0%	21.8%	2.2%	5.8%

The data below relates to the percentage of staff surveyed who answered with either ‘agree’ or ‘tend to agree’ to the following statements which relate to culture and leadership:

Question	2020	2021	Trend
I am treated with dignity and respect at work	85.56%	83.62%	1.94% decrease
I am confident my ideas or suggestions will be listened to	73.65%	60.75%	12.9% decrease
I feel confident in the mechanisms for providing feedback to all levels	65.35%	50.34%	15.01% decrease
I feel able to challenge ideas without any detriment as to how I will be treated afterwards	67.87%	55.46%	12.41% decrease
Are you aware of your service’s statement of values	98.19%	97.10%	1.09% decrease
Senior leaders consistently model and maintain my service’s values	73.29%	65.56%	7.73% decrease
My manager consistently models and maintains my service’s values	83.39%	84.19%	0.8% increase
My colleagues consistently model and maintain my service’s values	90.98%	89.98%	1.0% decrease
I feel that I am given the same opportunities to develop as other staff in my service	66.07%	55.97%	10.1% decrease

Question	2020	2021	Trend
I am treated fairly at work	83.03%	79.52%	3.51% decrease
Have you felt bullied or harassed at work in the last 12 months?	11.91%	13.99%	2.08% increase
Have you felt discriminated against at work, in the last 12 months?	14.44%	17.92%	3.48% increase

APPENDIX C TO REPORT PC/22/11

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