

REPORT REFERENCE NO.	PC/22/11(A)
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	31 OCTOBER 2022
SUBJECT OF REPORT	CORE COMPETENCY PERFORMANCE REVIEW
LEAD OFFICER	ACFO PETE BOND, DIRECTOR OF SERVICE DELIVERY
RECOMMENDATIONS	<i>That the proposal for assessing core competency measures, as identified in Section 3 of this report, and reporting on this to the Committee be approved.</i>
EXECUTIVE SUMMARY	<p>At the previous meeting on 22 July 2022, the Committee requested a review of the performance measure for operational core competency skills.</p> <p>This review has now been undertaken and a number of revisions are now proposed. If implemented, these revisions will enable appropriate quality assurance of data, provide context regarding the Service, Group and Station impact and demonstrate the Service's ability to discharge operational capabilities.</p>
RESOURCE IMPLICATIONS	Nil.
EQUALITY RISKS AND BENEFITS ANALYSIS	N/A
APPENDICES	A. Indicative core competence performance using revised measures.
BACKGROUND PAPERS	Nil.

1. **BACKGROUND AND INTRODUCTION**

1.1. Strategic Policy Objective 3(a), as approved by the Authority, is to:

Ensure that the workforce is highly trained and has the capability and capacity to deliver services professionally, safely and effectively

1.2. Performance against this (and other, relevant Strategic Policy Objectives) is reported regularly to this Committee. At its last meeting, the People Committee resolved (Minute *PC/22/5 refers):

That a review of the performance measure for operational core competency skills be undertaken and reported back to the Committee at a future meeting.

1.3. This review has now been undertaken and, in light of this, it is proposed that moving forwards, the organisational impact of competency be measured rather than reporting simply on competency figures, thereby providing greater assurance that the Service retains the ability to discharge operational capabilities.

2. **CURRENT POSITION**

2.1. At present, the same performance percentage is applied across all competency areas, regardless of competence type, as follows:

Current competence performance threshold:

- 98%-100% Green;
- 95% -98% Amber; and
- <95% Red.

2.2. There can, however, be several elements or qualification levels that contribute to the competency headlines. For example, 4 elements (operational, tactical, strategic and JESIP [Joint Emergency Services Interoperability Programme] feed into the Incident Command competency. Furthermore, all skills are not necessarily relevant to all operational staff. Rather, the skills required may be based on staff role and location e.g. the Service policy for casualty care only requires 60% of operational staff to be appropriately trained.

2.3. The table below illustrates the distribution of skills and how many of the 1,560 operational staff require them:

Core Competence. Inc. Subsections of competence.	No. required out of 1,560
Breathing Apparatus (BA)	1,516
Incident Command (ICS) Inc.: Operational, Tactical, Strategic and JESIP	684
Water Rescue Inc.: Water Rescue 1st Responder, Water Rescue Technician	1,309
Working at Height and Confined Spaces (SHACS) Inc.: Levels 1, 2, 3	1199
Maritime Level 2	432

Core Competence. Inc. Subsections of competence.	No. required out of 1,560
Casualty Care (CC) Inc.: Levels 1, 2	1,258
Response Driving Inc.: Primary Response (Primary Response Driving Competency - PRDC); Fire Appliance (Emergency Fire Appliance Driving - EFAD) Specialist Vehicles	997

- 2.4. Assessing performance at a Service level has the potential to generalise the impact and oversee potential issues at a local level. For example, 1,516 people are required to be trained in Breathing Apparatus (BA). If 10% (151) people were not competent, this equates to less than 2 people per fire station. If this were spread across the whole Service, it would have no impact on overall operational response. If, however, all if all 151 were clustered within a small, defined, geographical area, then it would have a significant impact on the operational response for that area.
- 2.5. The table below identifies other current factors that currently impact and effect Service Delivery in maintaining competence performance figures:

Factors impacting performance	% per month impacting performance
Course failures	1% per month
Returning from long term absences that require a course	0.8% per month.
Course Non-attendances i.e. short term sickness	5.9% per month.
	Total 7.7%.
ICT system limitations.	13% (238) of operational Service staff hold two contracts i.e. wholtime and on-call roles. This impacts the Dashboard as these people are counted twice.

- 2.6. The net impact of these elements is that the current “red, amber, green” targets (as per paragraph 2.1 above) are more challenging to achieve and do not provide the necessary assurance for maintaining appropriate and relevant competency levels across the Service.

3. PROPOSED COMPETENCY MEASURES

- 3.1. To address the issues identified above, the following revisions are proposed:

(a). To revise the competence performance threshold

Given the limiting factors identified above and current Service policy requirements, it is proposed that the overall performance threshold be revised to:

- 95%-100% - Green

- 90%-95% - Amber
- <90% - Red.

Appendix A to this report shows current Service competency based on these revised thresholds.

(b). To present the actual impact of such performance on the Service.

In addition to the competency thresholds, to apply a risk-based impact assessment thereby demonstrating actual impact on front line service provision. This will enable the Committee to review the front-line impact and contextualise the performance figures, thus ensuring any remedial actions required are proportionate.

Where there is a reduction in performance, this will be analysed and presented to the Committee both by overall service impact and impact on service groups.

The charts below use casualty care as a working example due to the current overprovision of trained staff (the current Service Policy only requiring 60% of all operational staff to be trained in this skill).

Chart A below shows the overall Service impact:

Chart A

Competency Map: Casualty Care

This chart shows the proportion of staff competent at each station based on the number of staff that are required to hold the skill.

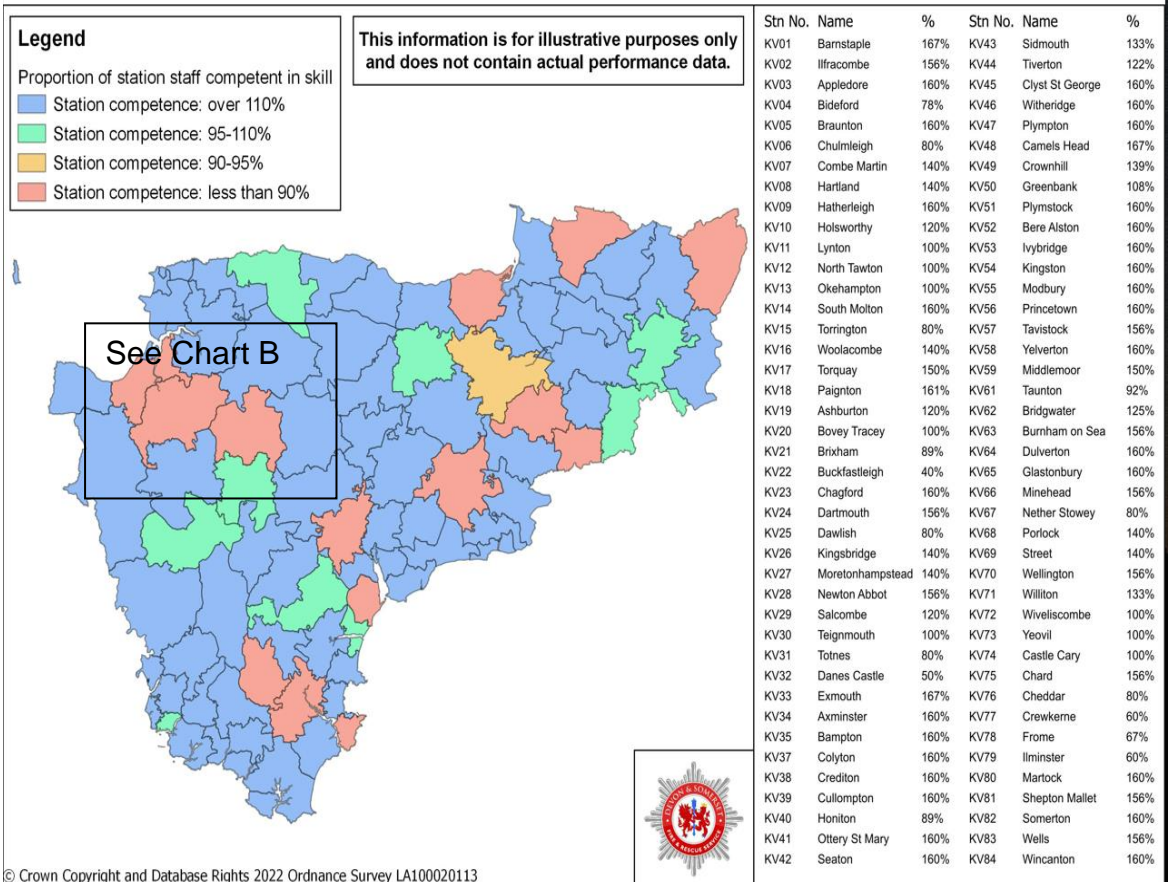
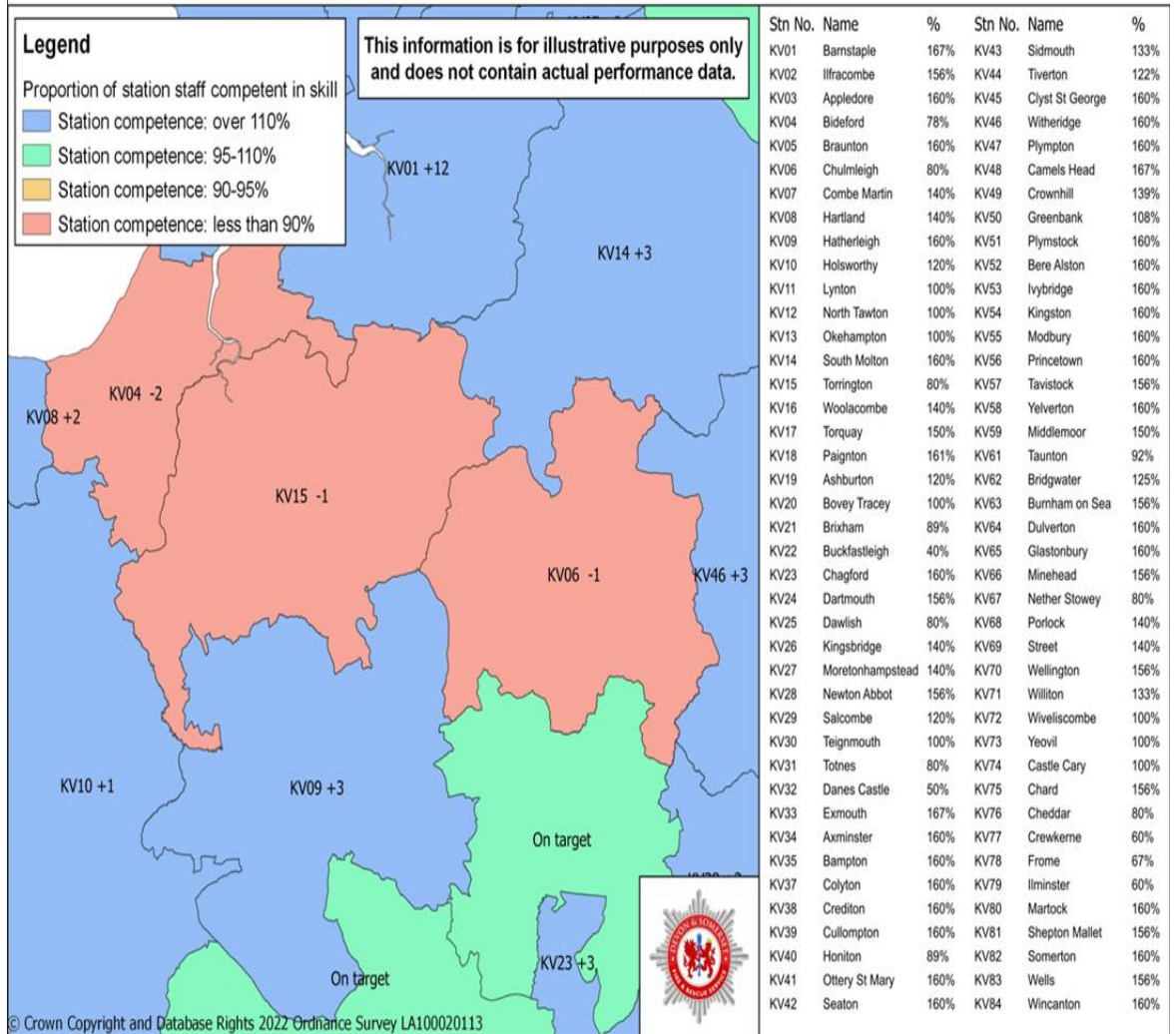


Chart B below shows a deficit in competency level clustered within a particular response group i.e., the red cluster shown in the box above.

Chart B

Competency Map: Casualty Care

This chart shows the proportion of staff competent at each station based on the number of staff that are required to hold the skill.



Where a deficit in competency levels is clustered **within a particular station**, this may result in an inability to respond to incidents only where that skill would be required. The impact of this will be reviewed at a station level, by exception, and remedial actions required presented to the Committee for scrutiny and assurance.

3.2. Using the illustration above the Service would:

- Investigate and illustrate the impact within the clustered red zone (<90%) and, at a group level, present actions to address the clustered deficit illustrated; and
- Present actions to address any over provision of training in certain areas, thereby potentially making saving in courses, instructor time, planning and requalification.

3.3. Ultimately, the intention would be to integrate and automate this information within the competency performance system using visualisation software (e.g., Microsoft PowerApps) to present a real-time view.

4. CONCLUSION

4.1. At its last meeting, the Committee requested that a be review of the performance measure for operational core competency skills, with the outcome reported back to a future meeting.

4.2. This review has now been undertaken and arising from it a number of measures are proposed which, if implemented, should:

- improve core competency performance measurement by reflecting more accurately the actual impact of performance deficits for the Service;
- enable more targeted and proportionate remedial actions to be taken; and
- facilitate more effective and efficient scrutiny by the Committee.

4.3. The revised measures are, therefore, commended for approval.

ACFO PETE BOND
Director of Service Delivery

APPENDIX A TO REPORT PC/22/11(A)

Core Competence. inc. subsections of competence.	Measure	Rationale	% as of 19.10. 2022	Impact and action taken
Breathing Apparatus (BA)	< 90% + Risk based impact identified	All operational staff to be trained in BA. 90% provides tolerance for course failures, personnel returning from long-term absence and non-attendance.	98.6 %	Within tolerance for each location
Incident Command (ICS) Inc.: Operational, Tactical, Strategic and JESIP	< 90% + Risk based impact identified	Only people required to assume operational command have this skill. 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.	98.7 %	Within tolerance for each location
Water Rescue Inc.: Water Rescue 1st Responder Water Rescue Technician	< 90% + Risk based impact identified	<ul style="list-style-type: none"> • A minimum of 2 trained people per appliance is required to enable a response. • If performance is low in a particular area, narrative of corrective actions will be provided. • 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance. 	94.4 %	Within tolerance for each location
Working at Height and Confined Spaces (SHACS) Inc.: Level 1, 2, 3	< 90% + Risk based impact identified	<ul style="list-style-type: none"> • If performance is low in a particular area, narrative of corrective actions will be provided. • 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance. 	90.6 %	Within tolerance for each location
Maritime Level 2 The percentage for Maritime is based on 404 people needing the skill (those on a maritime station).	< 90% + Risk based impact identified	<ul style="list-style-type: none"> • There are 15 stations identified as requiring maritime training. • If performance is low in a particular area, narrative of corrective actions will be provided. • 90% provides tolerance for course failures, personnel returning from long term absence and non-attendance. 	96.6 %	Within tolerance for each location

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<p>Casualty Care (CC) Inc.: Level 1, 2</p>	<p>< 60% + Risk based impact identified</p>	<p>Service policy states 60% of operational personnel trained to this standard.60% is 950 people. Currently 1235 trained (97.1%)</p>	<p align="center">130 %</p>	<p>Within tolerance for each location</p>
<p>Response Driving Inc.: Primary Response (PRDC) Fire Appliance (EFAD) Specialist Vehicles</p>	<p>< 90% + Risk based impact identified</p>	<p>90% provides tolerance for course failures, personnel returning from long term absence and non-attendance.</p>	<p align="center">98.4 %</p>	<p>Within tolerance for each location</p>