

ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY
 Essex County Fire & Rescue Service



Meeting	Service Leadership Team	Agenda Item	11
Meeting Date	17th October 2017	Report Number	17-226
Report Authors:	Martin Jones, HR Workforce Information Officer Hannah Phipps, HR Policy & Strategy Manager		
Presented By	Colette Black, Assistant Director of HR		
Subject	HR Monthly Report		
Type of Report:	Information		

This is the third of our enhanced HR reporting, we are on a journey that:

- Starts at the provision of up to date data that can be accessed easily, that we use consistently and that we communicate well,
- Moves on to analysis of that data,
- Finishes at using different data sets to explore hypothetical scenarios and predict trends.

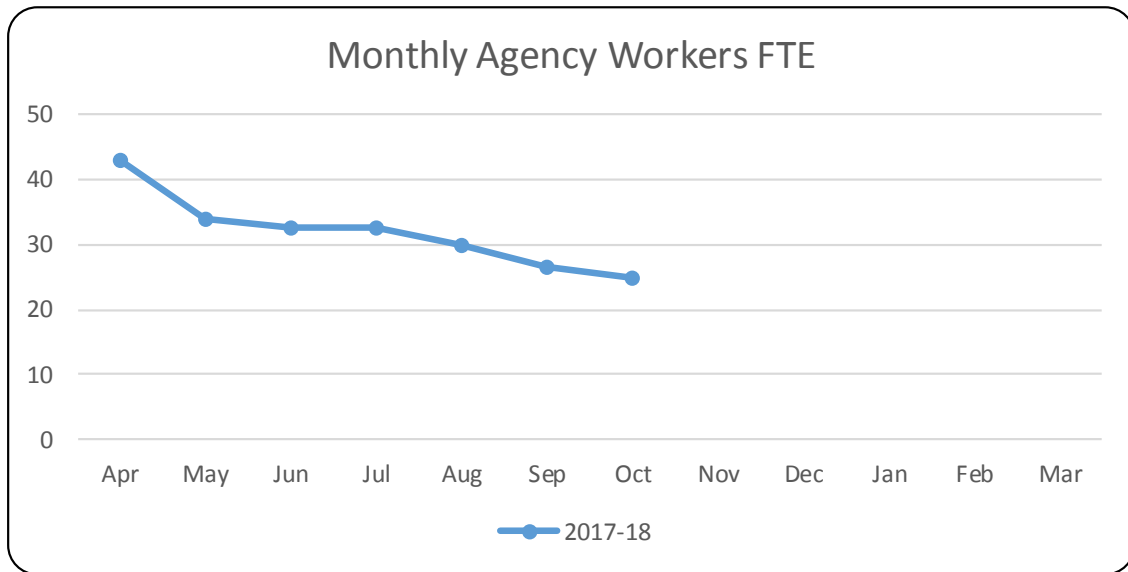
We will continue to provide monthly reports until the end of the calendar year after which the reporting period will move to quarterly. The first quarterly report will be presented in April 2018.

Workforce Composition and Demographics

	Wholetime		On Call		Support		Control *	
	2016-17	2017-18	2016-17	2017-18	2016-17	2017-18	2016-17	2017-18
Apr	733.0	614.5	379.5	379.5	257.1	259.4		33.8
May	731.0	612.5	376.5	392.5	255.2	261.2		35.8
Jun	725.8	610.5	377.0	393.5	252.2	263.4		34.8
Jul	721.8	610.5	380.5	392.5	276.1	268.0		33.9
Aug	712.8	606.5	377.5	394.0	247.6	266.2		32.8
Sep	710.8	606.0	379.8	404.8	240.6	269.2		32.3
Oct	673.8		374.5		239.4			
Nov	671.8		379.5		241.3			
Dec	667.8		379.0		246.5			
Jan	662.3		382.3		254.3			
Feb	657.3		380.8		259.0			
Mar	620.5		383.5		257.6			

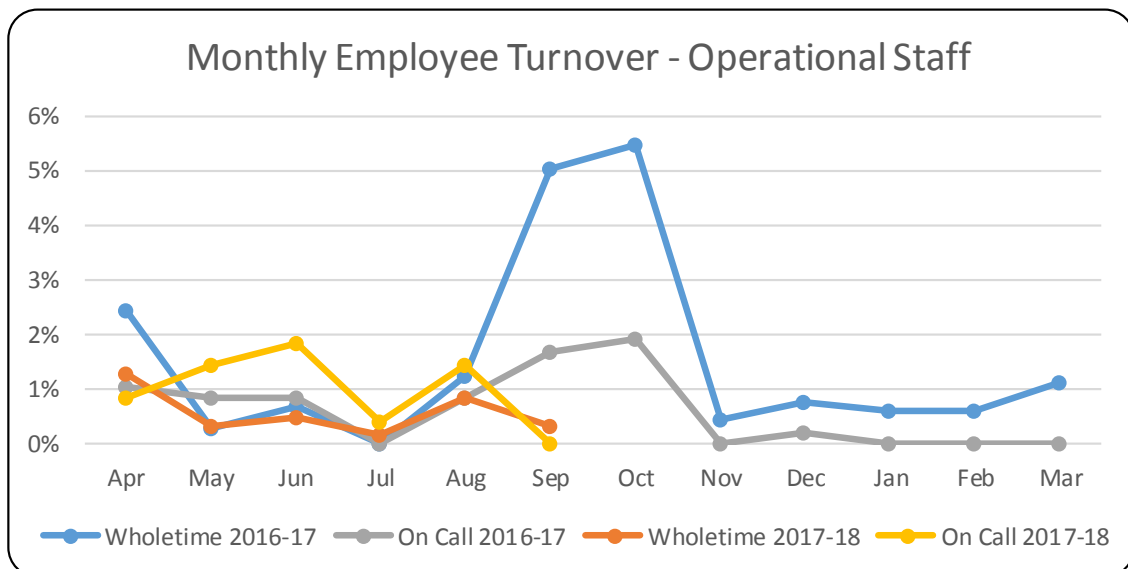
* Control FTE data not readily available for Financial Year 2016-17

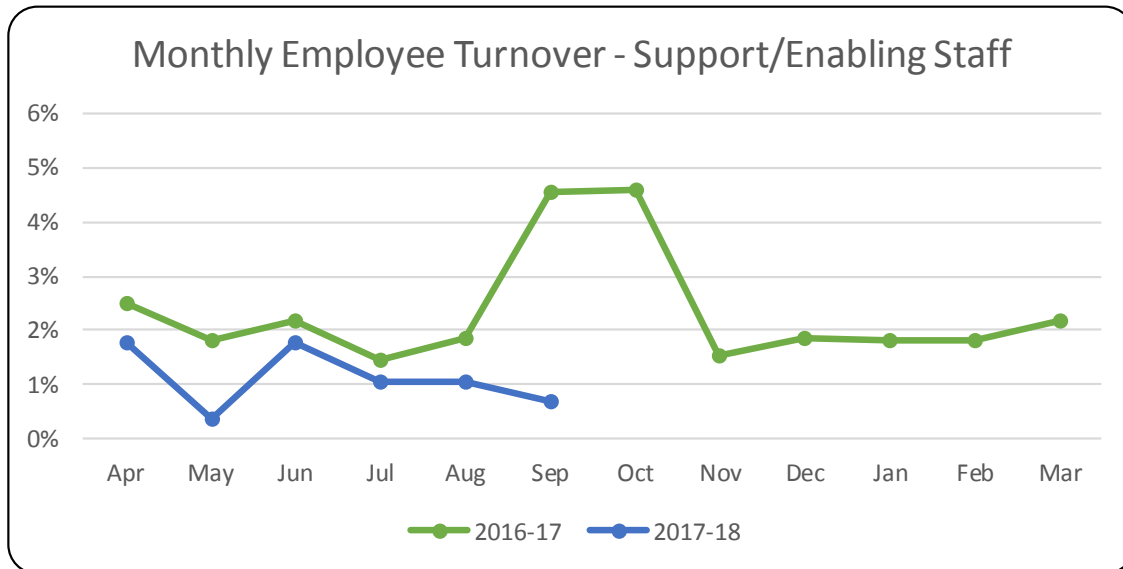
Agency Workers



The process for hiring agency staff was centralised on 1 April 2017. The HR Support Team now manage all requests to source temporary staff. HRBPs and Finance Managers review temporary allocations and spend by department at monthly meetings with the overall objective to focus on effective utilisation of resources. A workshop was held with managers on the 29th June 2017 to explain and discuss the changes made to the process for requesting temporary staff. The graph above shows an ongoing reduction in the number of agency workers being engaged across the Service. A number of agency workers had over 12 weeks service via agencies and have been employed on a fixed term contract.

Monthly Employee Turnover





Turnover levels continue to broadly mirror those from 2016-17, with a reduction in Support/Enabling employee turnover compared to last year. The absence of an Early Exit programme in 2017-18 is reflected in the lack of a turnover spike this year.

Recruitment & Selection

Talent Pool / Sept 2017 Promotions

The HR Support Team have been providing assistance with the Crew Manager ADC process to support the L&D Team (led by Vicky Howells).

	Number of applications	Number passed sift	Number sat technical test	Number passed technical test	Number attended assessment centre	Number of assessment days	Number passed assessment centre
Crew Manager	85 (49 apps)	23	51	29	29	7 (14 x ½ days)	23

The overall number of applicants was 85 although 4 later withdrew. The number of application completed was 49, the remaining would have been 18 month service in role so bypassed some of the process on this occasion.

Recruitment

Total number of vacancies open:	22
Number of roles advertised in September:	6
Total number of new starters:	4

Vacancy Title	Number of Applicants	Number in Shortlist
Role 1	6	4
Role 2	7	5

Average Number of Weeks to fill a Vacancy

A core recruitment metric is the time taken to hire candidates – the typical length of time it takes from deciding a vacancy exists to the successful applicant starting work. Research shows that average time to hire depends on the level of seniority in an organisation. The median length of total time is:

- 20 weeks for directors
- 13 weeks to hire managers; and
- Eight weeks to hire others

Taking a cross section of roles placed in the last month, our time to hire has varied from 4 weeks to 17.5 weeks. The detail of this reporting will be easier from November as our recruitment system will be in place. This detail will be helpful in supporting our managers to plan.

Induction

The Service is launching 'Welcome to ECFRS', a face-to-face session aimed at introducing new colleagues to the strategy and values of our Service. The first session is due to take place on the 25th October 2017. These sessions are due to be held quarterly.

Manager Inductions are being held for new/newly promoted managers. Crew Managers, Station Manager and Group Managers will be combined to offer support and mentoring from the more experienced to the less experienced managers. The first of these runs on the 10th October 2017. This initial induction session will focus on Values, Managing Performance, Inclusive workplace and Dignity at Work. It will also pave the way for additional development and support on appraisal, inclusion and diversity, managing conflict (including difficult conversations and discipline and grievance), leading yourself and others, train the trainer and political and organisational awareness.

Attendance

The following reflects the amount sick leave (in calendar days) taken in the 12 months to 30 September 2017.

	Entire Service	Operational	Corporate (inc Control EEs)
Proportion of EEs taking sick leave	60% *	59% *	70%
Median sick days	6	7	4
Mean sick days	21.4	23.8	17.9
Max sick days	330	330	250
Total calendar days lost to sickness	11,845	7,743	4,102

* Data excludes On Call employees due to system limitations which mean that we are unable to report On Call sickness.

Our next report will compare our year to date attendance data with our family group.

Employee Relations

Case Management

	SW	SE	NW	NE	Corporate (inc Control)	Total
Grievance	2	2	2	0	3	9
Disciplinary	3	1	1	0	0	5
Absence Management	9	15	7	13	8	52
Performance Management	2	2	7	1	2	14
Case raised as D/G but resolved informally using alternative methods	1	0	0	3	0	4
Case resolved prior to being raised formal	1	1	1	0	0	3

The number of formal disciplinary cases has fallen for a third month from 9 cases in July, 6 in August down to 5 in September. The number of grievances increased from 9 in July to 12 in August however cases have reduced to 9 in September. Overall absence management cases have been fluctuating from 44 in May to 55 in July, reducing in August to 49 and finally increasing to 52 cases in September.

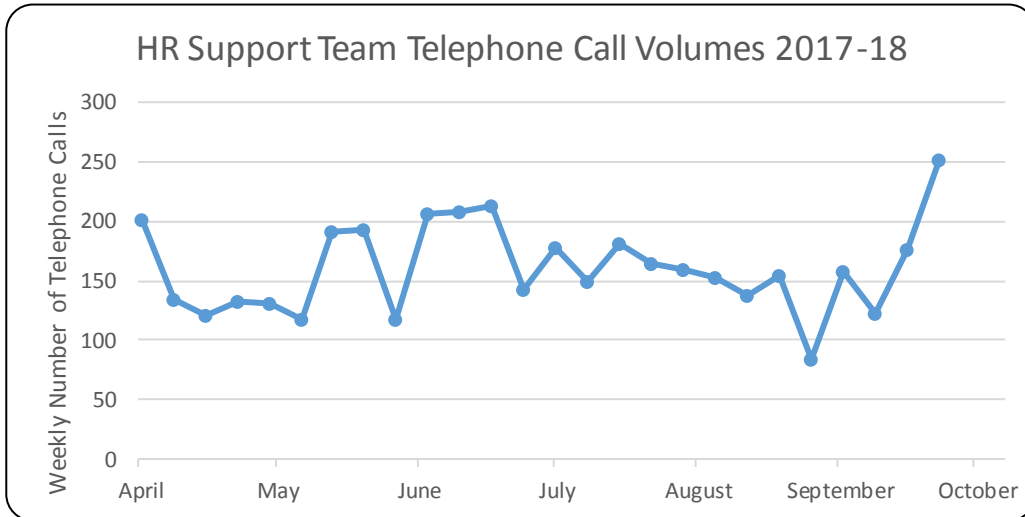
The HR Case Management statistics for September have been compiled using the Cherwell Case Management System reporting function. We are finalising the testing of the full suite of reports and Sollertis (Cherwell developer) will be rolling out the full reporting functionality over the forthcoming weeks.

HR Support Team Activity

Call Volumes

The HR Support Team are handling a rolling weekly average of 161 telephone calls. The dip in call volumes in late August corresponds with the August Bank Holiday, when the office was closed.

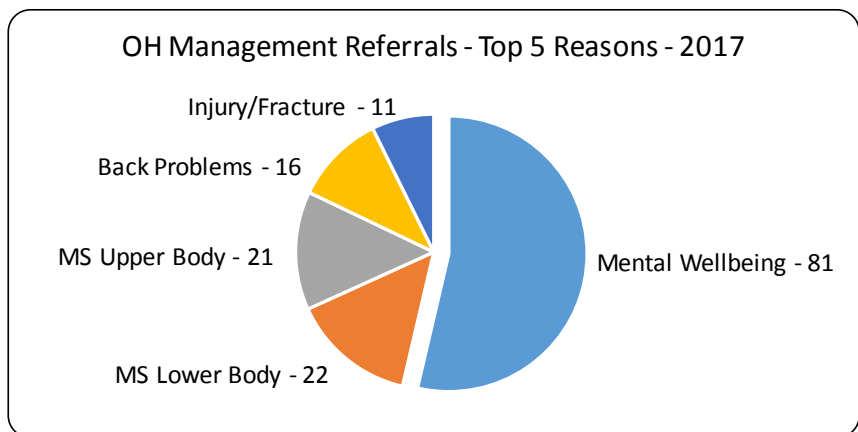
Following on from the implementation of the Cherwell Employee Relations Case Management system, we are working with the software provider, to devise a set of reports that will allow us to interrogate the Cherwell transactional call management system and report upon the HR Support Team's productivity. This will extend to both Business as Usual transactional activity and On Call recruitment activity.



Occupational Health & Fitness Team activity

Monthly Management Referrals

	2016-17	2017-18
Apr		19
May		25
Jun		29
Jul		20
Aug		13
Sep		18
Oct		
Nov		
Dec		
Jan	22	
Feb	23	
Mar	20	



Figures above reflect number of referrals not percentage share

Occupational Health Appointments – Jan to Sep 2017	
Additional Health Surveillance	9
Annual Health Surveillance	33
BA Instructor Health Assessment	6
LGV Health Surveillance	56
Physiotherapy	107
Pre-Employment Assessment – Operational	53
Pre-Employment Assessment – Non Operational	20
Standard Health Surveillance	202
Unscheduled Consultation	30
Workshops Assessment	14
Total	530

The number of referrals has dropped slightly since the summer. We are working with the Senior HR Advisers as they begin to interact with their new Station Managers structure in Area commands. We will be working to support and enable Watch and Station Managers to assess, intervene and refer at an earlier stage to ensure appropriate support and advice is given as early on in a case as possible.

Mental wellbeing is still our major factor as underlying cause and we have now begun to separate out trauma related mental health referrals which will build more of a picture of the effects of operational incidents. Trauma Risk Management (TRiM) is gaining momentum and will be highlighted again this month as part of World Mental Health Day along with the emphasis on 'time to talk' encouraging teams to be more open about mental health in the workplace.

It cannot be ignored that there are still underlying issues relating to some elements of our culture which influence mental health in the workplace.

We have met with Mind in Suffolk to look at a training package for individuals around emotional needs being met and a proposal for a pilot will be put forward to L&D as part of the mental health training plan for this year. We will also pursue Mind Blue light training packages. We have had some success with Mind Blue Light Champions and this will be an ongoing program.

Fitness Team activity

Station Visit Fitness Assessments

The Fitness Team conducted 48 fitness assessments (FITECH) on station visits in September 2017.

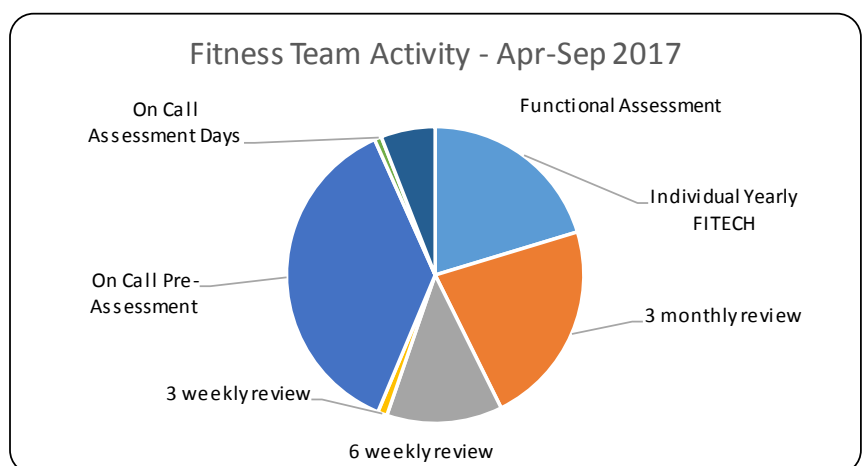
RESULT	Wholetime	On Call	TOTAL	Wholetime	On Call	TOTAL*
Passed	20	15	38	80%	75%	79%
3 monthly review	5	3	8	20%	15%	17%
6 weekly review	0	2	2	0%	10%	4%
3 weekly review	0	0	0	0%	0%	0%
	25	20	48			

Employees that are placed on a 3-weekly review are removed from operational duties by their Station Manager.

Monthly Appointments attended at Service Headquarters

As well as individual FITECH assessments which are performed on stations and follow-up reviews at Service Headquarters, appointments were also conducted for functional assessments, On Call pre-assessments and On Call assessment days. These are mainly conducted at Kelvedon Park in the fitness suite.

Fitness Team Activity 2017-18	
Individual Yearly FITECH	79
3 monthly review	87
6 weekly review	49
3 weekly review	4
On Call Pre Assessment	144
On Call Assessment Days	3
Functional Assessment	23



The total number of yearly FITECHs conducted were lower this month due to it being the end of the quarter. We utilise this time to catch up with those missed on station. There was a significant increase in the number of pre-assessment appointments. This was due to the upcoming on-call recruitment at Waltham Abbey.

In September the fitness team launched an Instagram account (@ecfrs_fitness) to provide health and fitness advice. The aim of this account is to help increase interest in the on call recruitment.

The Fitness Team have achieved the above while one full time member of the team has been on maternity leave. Therefore, the team have slightly reduced the amount of educational / guidance work they would normally do for both stations and KP. The introduction of the new fitness policy that is due to be implemented, including the 6 month support period will also have an impact on the team's workloads.

Workforce Diversity

In July, we reported specifically on the diversity of our employees. This information will be provided on a quarterly basis and is being presented again this month and then again in January 2018, to reflect the positions at the end of 2017-18 Q2 and Q3 respectively.

Employee Group	< 25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60+
Control	1	5	7	7	3	5	4	3	
Operational		7	53	107	107	191	121	19	1
On Call	58	98	71	56	62	64	59	23	15
Support	8	26	28	32	26	41	46	40	43
	67	136	159	202	198	301	230	85	59

Employee Group	Male	Female
Control	7	28
Operational	572	34
On Call	503	3
Support	148	142
	1229	207

Employee Group	White British	Other	Not recorded
Control	20	1	14
Operational	208	13	385
On Call	258	8	240
Support	160	4	126
	646	26	764

Calendar of events

Date	Event
3 October	Tending Job Fair
12-19 November	Inter-Faith Week
13-17 November	Anti-Bullying Week

Communications

Date	Event
25 September – 1 October	National Inclusion Week
October	Black History Month
2-8 October	Dyslexia Awareness Week
10 October	World Mental Health Day
19-23 October	Diwali

Job Evaluation

A Job Evaluation Panel was held on the 28th September 2017. To respond to demand, two further panels have been booked for the 6th October 2017 and 3rd November 2017.