



July 2018





End of Year Performance report 2017-18

Performance Report

Performance Summary

Outcome Headlines

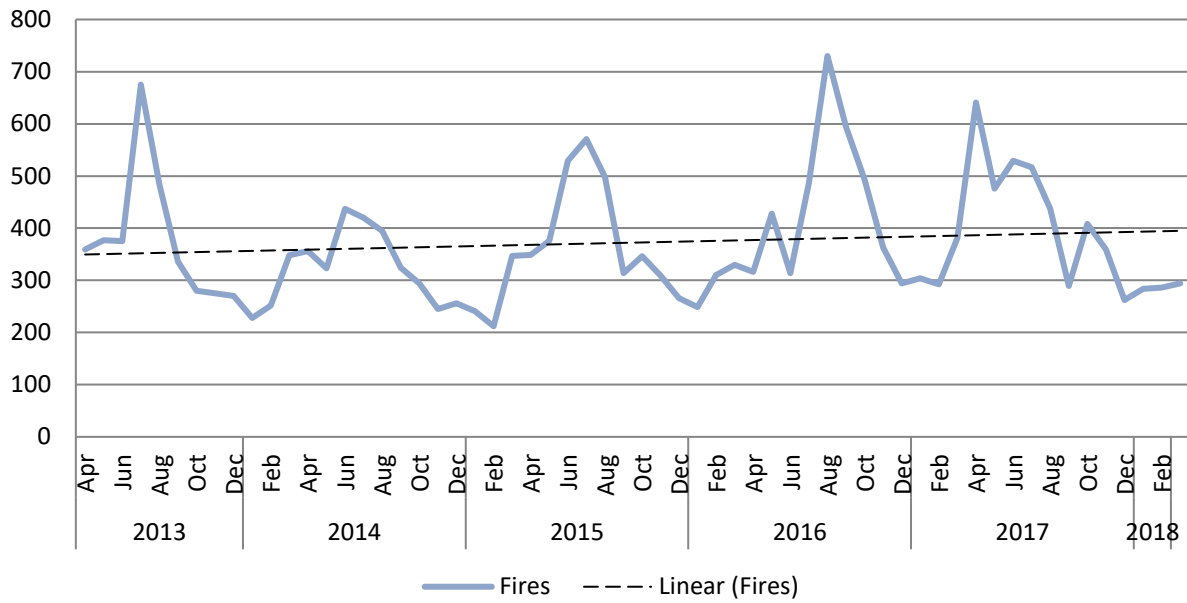
Incidents – Attended by the Service in 2017/2018

	Incident numbers	Fire	Special Services	False Alarms
	15620 	4783 	4502 	6335 
Change on Previous Year	-96	-217	-141	+262

- There were 96 fewer incidents in 2017/18 compared to the previous year.
- In 2017/18 Fire Incidents had an overall decrease of 217 incidents. Primary Fires had a decrease of 194 incidents (7.5%), whilst Secondary fires had an increase of 136 incidents (5.9%), Chimney fires saw a decrease of 34 incidents (36%). A longer trend of Fire incidents can be seen on the next page.
- Accidental Dwelling Fires had a reduction of 94 (5.6%) incidents, whilst Deliberate Dwelling Fires also had a reduction of 44 (7.6%) incidents.
- False Alarms have increased for the fifth consecutive year, with the biggest increase being in Malicious False Alarms which saw an increase of 53 Incidents (32%), but it should be taken into account that Malicious False Alarms only count for 3% of all False Alarm incidents.

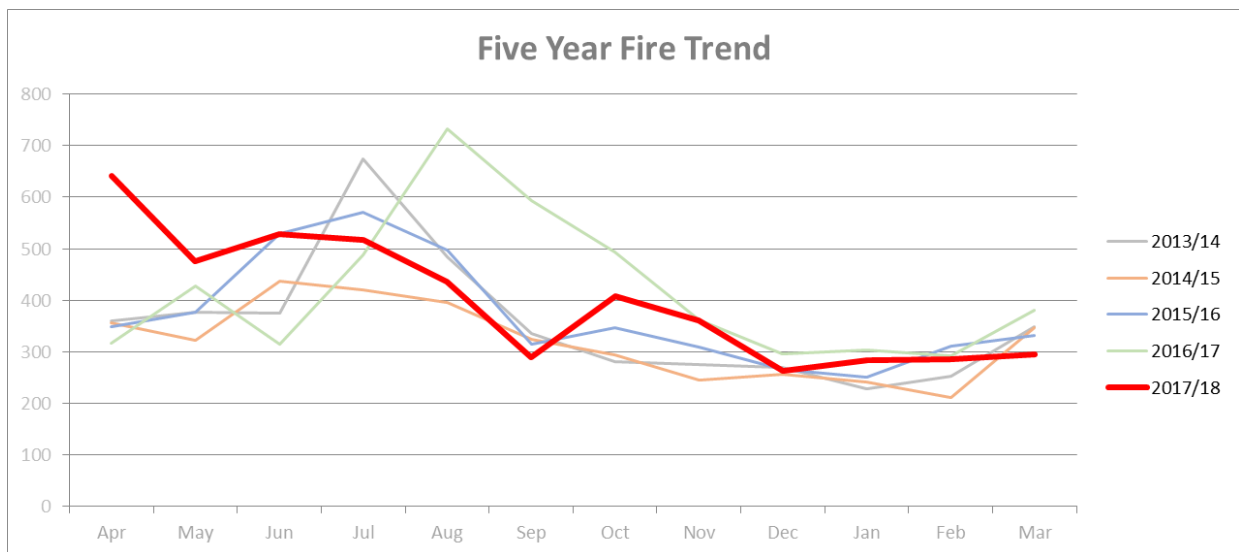
Fire Trends

Fires Trend



The overall number of fires has decreased over the past year when comparing to the previous financial year, with the long-term trend remaining slightly upward.

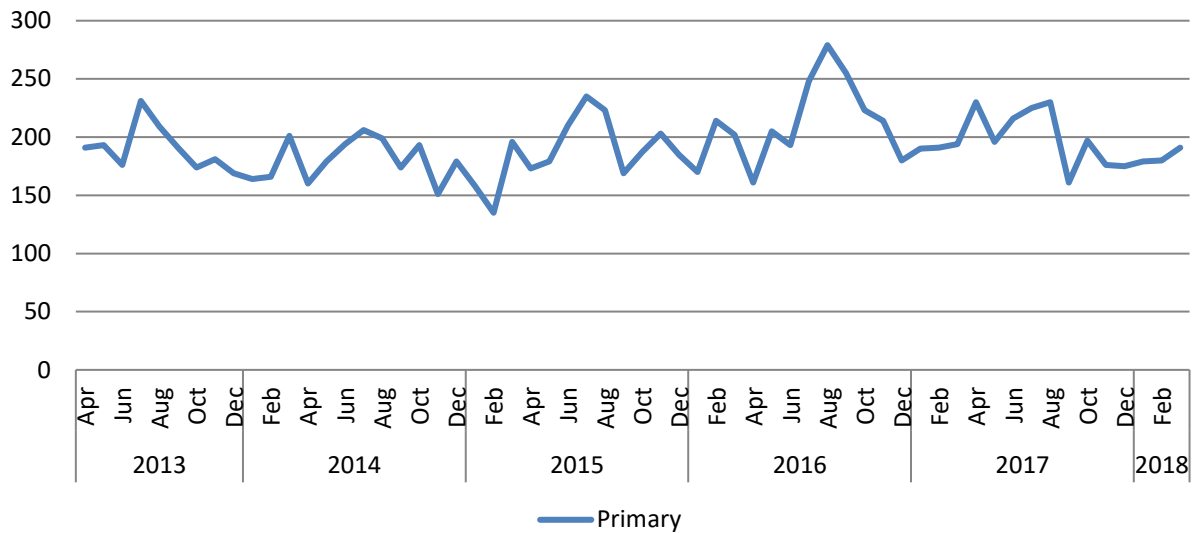
When looking at Fire Trends we can see that Summer 2016 saw a significant peak in incidents which did not follow normal fire trends within Essex. This year's data has reverted to norm.



In 2017/18 Primary fires¹ saw the expected summer increase with the rest of the year levelling off to consistently lower figures than 2016/17. Please note that in only two months the figures were higher than the corresponding month in 2016/17.

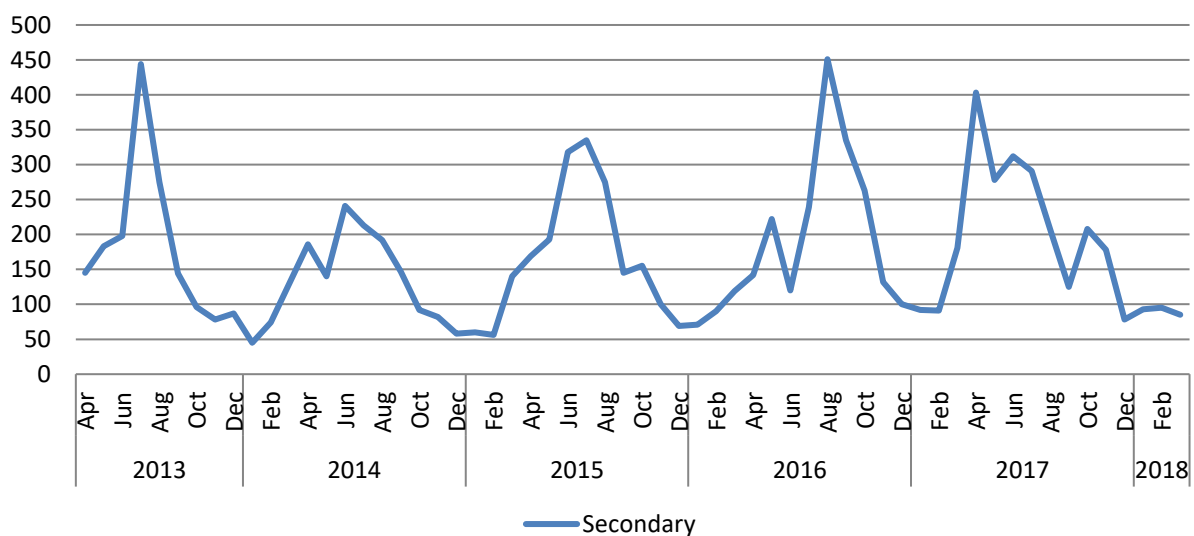
¹ Primary Fire: Includes all fires in buildings, vehicles and most outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Primary Fire Trend



Secondary fires² were the only fire type to increase over 2017/18. There were particularly high figures in Spring, with a dip in the summer (the opposite of 2016/17)

Secondary Fire Trend



² Secondary Fire: An incident that did not occur at a Primary location, was not a chimney fire in an occupied building, did not involve casualties (otherwise categorised as a Primary incident) and was attended by four or fewer appliances (otherwise categorised as a Primary incident).

Prevention

01 April 2017 – 31 March 2018

We keep people safe when they travel in and through Essex

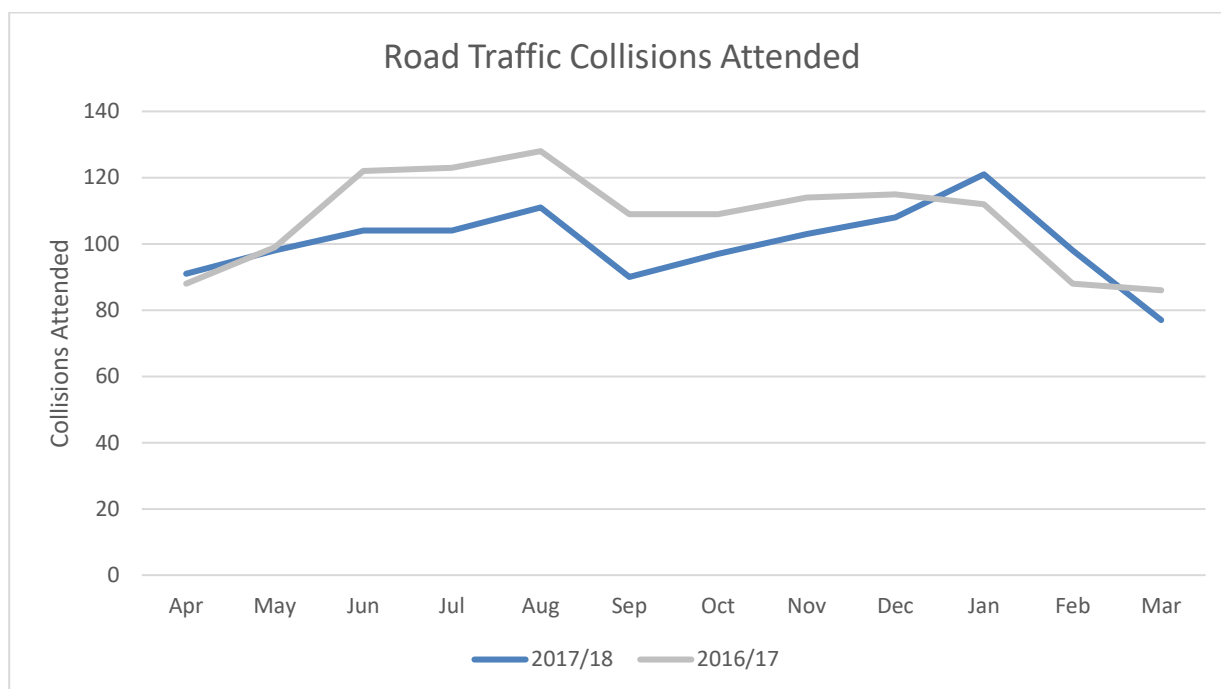
Number of People Killed or Seriously Injured in Road Traffic Collisions

2016/17	2017/18	Trend	Target	Target
753	943	Away from Target	676	Off Target

Data taken from ACCSMAPS which is maintained by Essex Highways show that there were a total of 858 accidents, resulting in 936 individuals being killed or seriously injured. This is an overall reduction of 5% on 2016/17 figures which show there were 897 accidents with a total of 987 individuals killed or seriously injured.

	2016/17	2017/18	Difference
Accidents resulting in serious injury or death	897	858	-4%
Killed	51	45	-11%
Seriously injured	936	891	-5%

This reduction corresponds with the number of attendances made at Road Traffic Collisions by Essex Fire Service. In 2017/18 the Service attended 1202 incidents compared to 1293 in 2016/17 (A reduction of 7%). Injury details are not recorded by the Service as the severity of injuries is not always known at the time of the incident.



We will educate young people in Essex, so they become safer adults. 100% of schoolchildren are delivered an age appropriate safety message.

In 2017/18 the Service visited 81% of schools in Essex and delivered 1744 lessons on a variety of safety topics. During this period the Service interacted with a total of 202,281 of the 282,769 students in Essex(72%)

Core programmes (offered to all schools):

- Year 3: Home Safety (fire safety and stranger awareness – at front door).
- Year 6: Cyber Safety
- Year 7: Arson and Hoax call prevention (linking in with anti-social behaviour)
- Year 7: Pedestrian Safety
- Year 8: Home Safety (fire safety and home security)
- Year 9: Healthy relationships (linking in with domestic abuse, consent, sexting, CSE)
- All years groups: Firework / Halloween safety (linking in with antisocial behaviour).
- Summer Safety assemblies (field fires, water safety, pedestrian / bike safety).

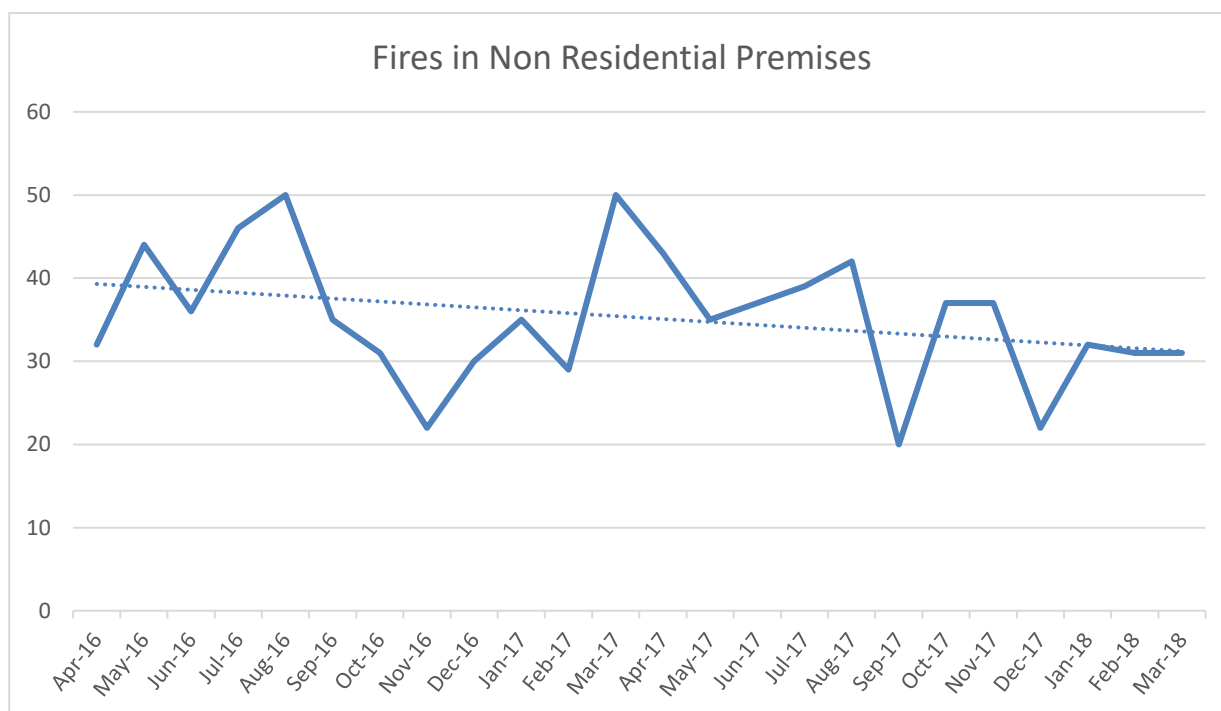
Non-core (attended to on request – not actively promoted)

- Reception / year 1: People who help us (fire and police)
- Year 2: Great Fire of London
- Year 6: (Visit to Grays Fire Museum) – History of Fire Service and Home Safety
- Year 9 / 10 (Prison Me No way) – Arson and Hoax call prevention
- Year 9/10 Knife crime -(trialled in May / June / July, to be added to core programme in Sept)
- Secondary schools (all year groups): Cycle Safety – assemblies.
- Secondary schools (all years groups): Cyber Safety – assemblies.

We keep people safe in their workplaces and at leisure in Essex.

Fires in Non-Residential Properties

2016/17	2017/18	Trend	Target	Target
440	406	Improvement on last year	440	On Target



The most common types of non-residential premises that had incidents in 2017/18 were, Prisons, Private Garages and Garden Sheds.

Property Type	2016/17	2017/18
Prisons	6.6%	9.6%
Private Garage	11%	9.3%
Garden Sheds	13.4%	8.9%

Enforcements

There were no enforcement notices served in 2017/18.

Prohibitions

Three prohibition notices were served on takeaway businesses across Essex in 2017/18.

Prosecutions

In 2017/18, a successful prosecution took place against a Restaurant in Tilbury, after a long running case lasting two years. The court case took place in October 2017 and was for failure to comply with the requirements of a Prohibition Notice. The responsible person was found guilty on two counts and received a suspended prison sentence.

Safety messages relevant to all potentially life threatening calls attended by the Fire Service are shared with the communities we are here to serve.

The Corporate Communications and Marketing Team proactively identify opportunities where relevant and timely safety messages are partnered with information about recent incidents, giving clear call-to-actions to help keep the communities of Essex safe.

Safety information is shared on the website and through our social media channels, linking to more information around the particular cause of incident/campaign message.

Our website is a source of truth for our public and it is also where journalists are signposted to report on events happening in the county. In 2017 the web site received more than one million pages views - 1,750,945 – and our incident page had 442,319 page views.

Examples of some of our social media messages are shown below.

The image shows a screenshot of a Facebook post from the Essex County Fire and Rescue Service. The post text reads: "We have been to 23 chimney fires since January 1st - including FIVE in the last week. If you have an open fire or burner - please read our fire safety advice to keep your family and home safe. #chimneyfires #staysafe https://goo.gl/2mYaUG". Below the text is a photograph of a fireplace with a fire burning, and a decorative pumpkin in the foreground. To the right of the post is a performance analytics panel. At the bottom of the post, it says "13,422 people reached" and "Boost Post".

Performance for your post		
0 People Reached		
93 Reactions, comments & shares		
59 Like	12 On post	47 On shares
1 Love	0 On post	1 On shares
7 Comments	7 On Post	0 On Shares
74 Shares	74 On Post	0 On Shares
0 Post Clicks		
0 Photo views	0 Link clicks	0 Other Clicks
NEGATIVE FEEDBACK		
0 Hide Post	0 Hide All Posts	
0 Report as Spam	0 Unlike Page	
Reported stats may be delayed from what appears on posts		

Essex County Fire and Rescue Service Like Page ...
 Published by CrowdControlHQ Posting [?] · 27 June 2017 ·

Do you have a Hotpoint fridge freezer FF175BP (white) or FF175BG (grey)? Please read:
<https://goo.gl/oEMMBn>

Product Notice - Hotpoint Fridge Freezer.

We have been made aware of a incident involving a Hotpoint branded Fridge Freezer, manufactured between March 2006 and July 2006, model numbers FF175BP (white) and FF175BG (graphite).

To confirm if your appliance is affected, please check your model and serial number, usually located on a sticker behind the salad container, or look for the model data label below on your appliance.

Models:

- FF175BP (White)
- FF175BG (Graphite)

How to find your model number

Get more likes, comments and shares
 When you boost this post, you'll show it to more people.

39,131 people reached Boost Post

Performance for your post

0 People Reached

345 Reactions, comments & shares

52 Like	9 On post	43 On shares
1 Love	0 On post	1 On shares
7 Wow	2 On post	5 On shares
1 Sad	0 On post	1 On shares
2 Angry	2 On post	0 On shares
11 Comments	11 On Post	0 On Shares
325 Shares	325 On Post	0 On Shares
0 Post Clicks		
0 Photo views	0 Link clicks	0 Other Clicks

NEGATIVE FEEDBACK

Facebook and Twitter	Direct messages	Outbound posts	Total clicks from post
2016 - 2017	342	4957	513,000
2017 - 2018	1338	2944	517,000

Campaigns

Throughout the year, we also ran a number of campaigns focused on the recruitment of On-Call firefighters and Wholetime firefighters, as well as supporting the national Fire Kills campaigns.

Month	ECFRS campaign	Fire Kills/Community Safety Campaign
April 2017	On-call recruitment BAU	Be Water Aware Mother's Day
May 2017	On-call recruitment BAU	Beware of Garden Weed Burners Spring Clean

June 2017	On-call recruitment BAU On-call recruitment: SWF	High-Rise Fire Safety Summer/BBQ/Camping Fire Safety
July 2017	On-call recruitment BAU	High Rise Fire Safety continued
August 2017	On-call recruitment BAU	Staying Safe a V festival Smoke alarms Register your household appliances
September 2017	On-call recruitment BAU On-call recruitment: Waltham Abbey Firefighting Sexism	Badly Parked Cars Fire Door Safety Week
October 2017	On-call recruitment BAU On-call recruitment: Great Baddow Firefighting Sexism	Halloween Fire Safety Diwali
November 2017	On-call recruitment BAU Firefighting Sexism	Bonfire Fire Safety
December 2017	Female positive action On-call recruitment BAU	Christmas
January 2018	Wholetime recruitment On-call recruitment BAU	Register your appliances
February 2018	Wholetime recruitment On-call recruitment BAU	Pancake Fire Safety Chimney Fire Safety Mother's Day
March 2018	On-call recruitment BAU	Press to Test – Smoke alarms

Protection

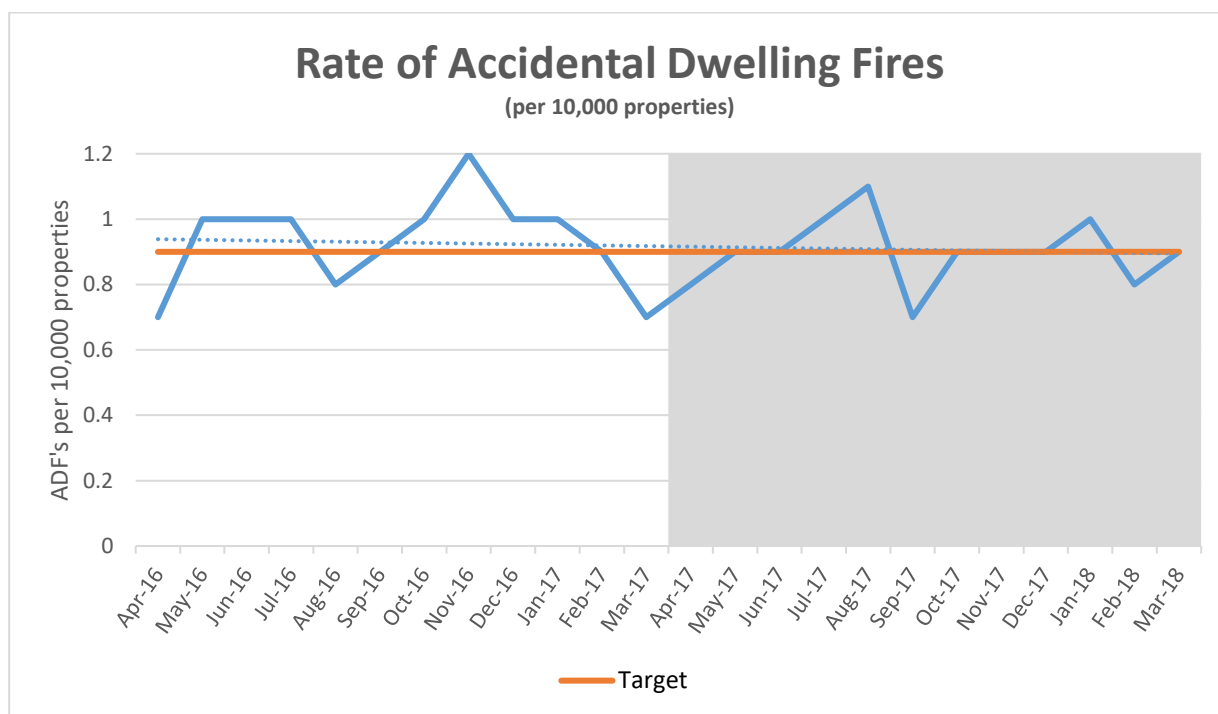
01 April 2017 – 31 March 2018

We keep people - including the elderly and vulnerable - safe in their homes protected by a working smoke alarm, and for higher risk buildings, a sprinkler.

Rate of Accidental Dwelling Fires (per 10,000 properties)

2016/17	2017/18	Trend	Target	Target
11.3	10.8	Towards Target	10.3	Off Target

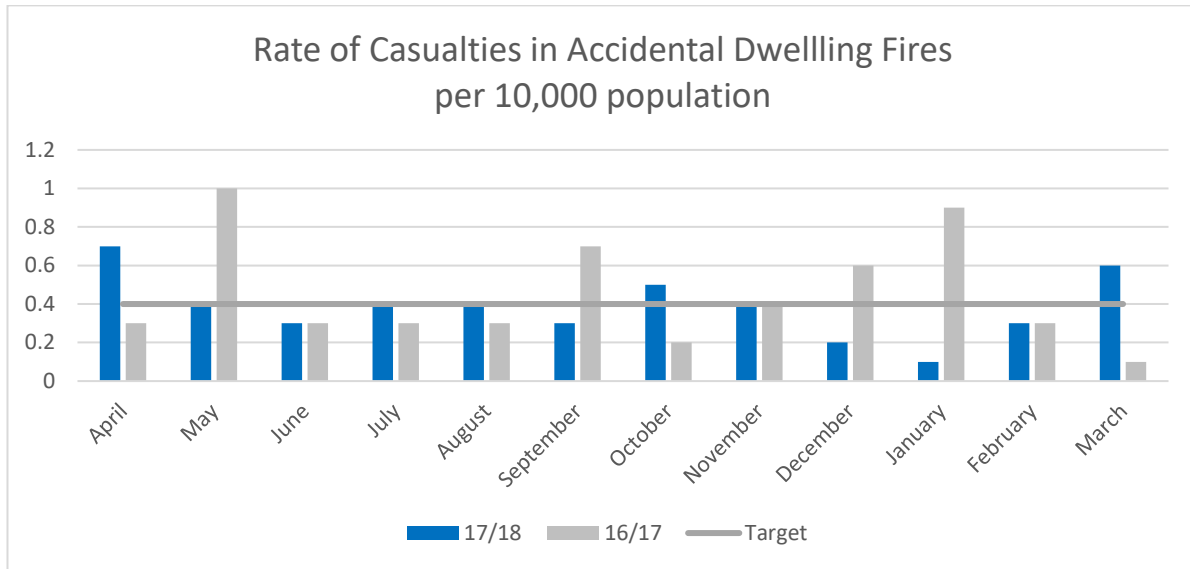
This rate equates to 809 Accidental Dwelling Fires over the reporting year compared to 821 in the previous reporting year. Whilst the target was missed in 2017/18 there is clear reduction in comparison the previous year. A similar decrease in 2018/19 is likely to see the target achieved.



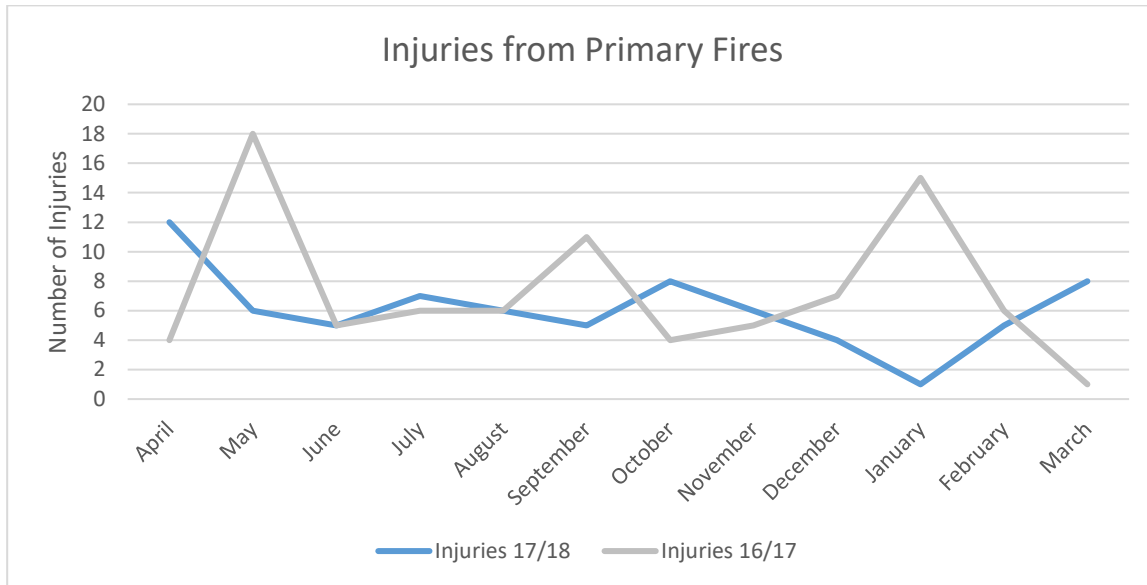
August saw 80 Accidental Dwelling Fires, the highest number seen in any month within the reporting period. The average number of Accidental Dwelling Fires was 67 per-month, in the previous reporting year the average was 68. The most common fire start locations for Accidental Dwelling Fires in the reporting year are the kitchen (60%), the bedroom (7%) and the living room (6%).

The most common causes for fires in 2017/18 were Cooking (33%), Combustible articles being too close to heat source (14%), Fault in Electrical Equipment (12%). Rate of Casualties (per 10,000) resulting from Fires.

Injuries In Accidental Dwelling Fires



2017/18	Non-Fatal	Fatal
Apr	12	1
May	6	1
Jun	5	-
Jul	7	1
Aug	6	-
Sep	5	-
Oct	8	-
Nov	6	1
Dec	4	-
Jan	1	-
Feb	5	1
Mar	8	2
Total	73	7



The number of injuries from Primary Fires reduced in 2017/18 by 15 casualties (17%). This is consistent with the reduction in Primary Fires from the 2016/17 figure. There were 7 fatalities, which was the same as the previous year.

Strategic After Incident Response (SAIR)

SAIR's are carried out following a serious or fatal fire in a dwellings. Community Safety engagement staff will allow a respectful period before entering the community and gathering relevant information regarding the occupant, such as their lifestyle and support needs. This information assists in the report compilation and presented to the relevant Community Safety management to identify any patterns and action points to reduce further occurrences.

A recent SAIR carried out indicated that the fatality was in receipt of care at the time of fire and that an emollient was a contributing factor to the fire. ECFRS are now in the process of engaging with Domiciliary Care managers and teams highlighting the flammability risk of emollients and raising awareness of an E-learning package for carers to identify and reduce fire risks to clients and referral into ECFRS. Reassurance and our Home Safety Visits are also offered to the community and talks to groups on fire safety in order to reduce risk within these areas.

After Incident Response (AIR's)

Our Community Safety engagement team monitor the Incident Reporting System (IRS) on a daily basis and identify any fires that have occurred in domestic premises or sheltered accommodation. The surrounding areas of a property are identified on a map and sent to the Station/Watch for implementation. The Station/Watch will carry out a local door-knocking exercise to have a conversation about the fire and to offer our Home Safety Visit (HSV) advice to reduce the risk. All HSV referrals are recorded and sent to our admin team to arrange the visit.

Number of Home Safety Visits

Type	Technicians	Parish Safety Volunteers	Volunteers	Community Safety Officers	Station Personal	Total
2016/17	6882	455	1001	463	223	9024
2017/18	6713	511	1100	141	49	8829

The demand for HSV's increased from May 2017 following the Grenfell fire. This is evident in the increase in visits conducted from May to November 2017.

Community Safety Officers provided The Service 2 full days a week to conduct HSV's, and this came to an end the latter part of 2017.

Technician numbers have increased in number from 5 full-time to 9 full-time as of February 2018 increasing our capacity for HSV's

Volunteer hours provided

As is common in all volunteer involving organisations, the pattern of a volunteer's engagement varies, as does the length of time they spend with an organisation.

In 2017 we experienced a significant amount of change in the work stream, including the completion of the Parish Safety Volunteer initiative, managing a vacancy and a long term sickness in the team, as well as the change in Home Safety delivery with the introduction of Safe and Well.

Despite these difficulties Home Safety Volunteers still accounted for 20% of all visits 2017/18.

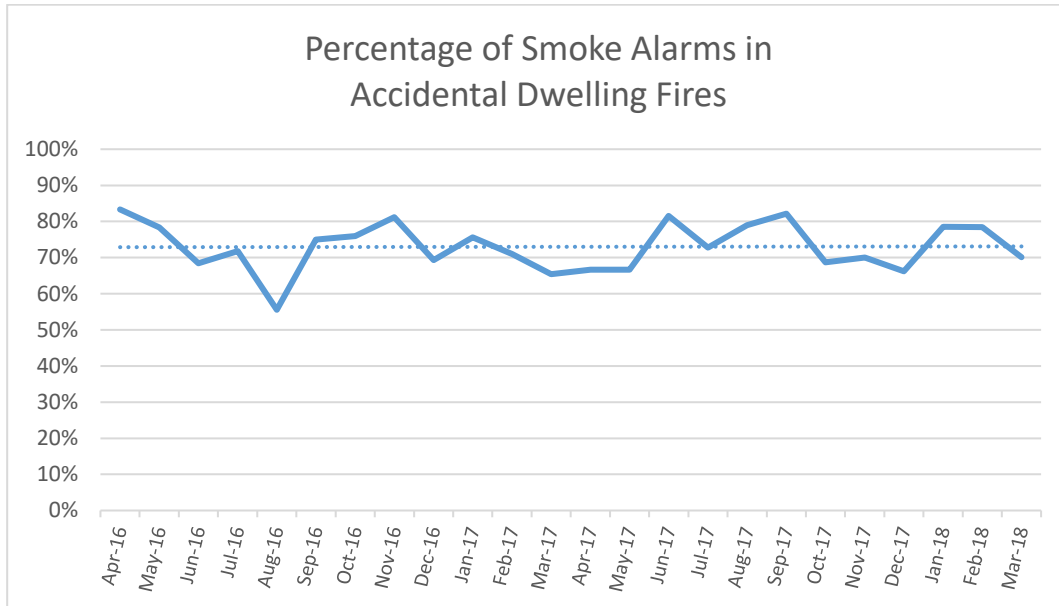
The Essex Fire Museum's 10 year anniversary open day saw the biggest turn out yet with 800 visitors. Overall open days at the museum saw 3849 visitors, up by 1617 from 2232 visitors in 2016/17

Breakdown of Volunteer Hours against Activities

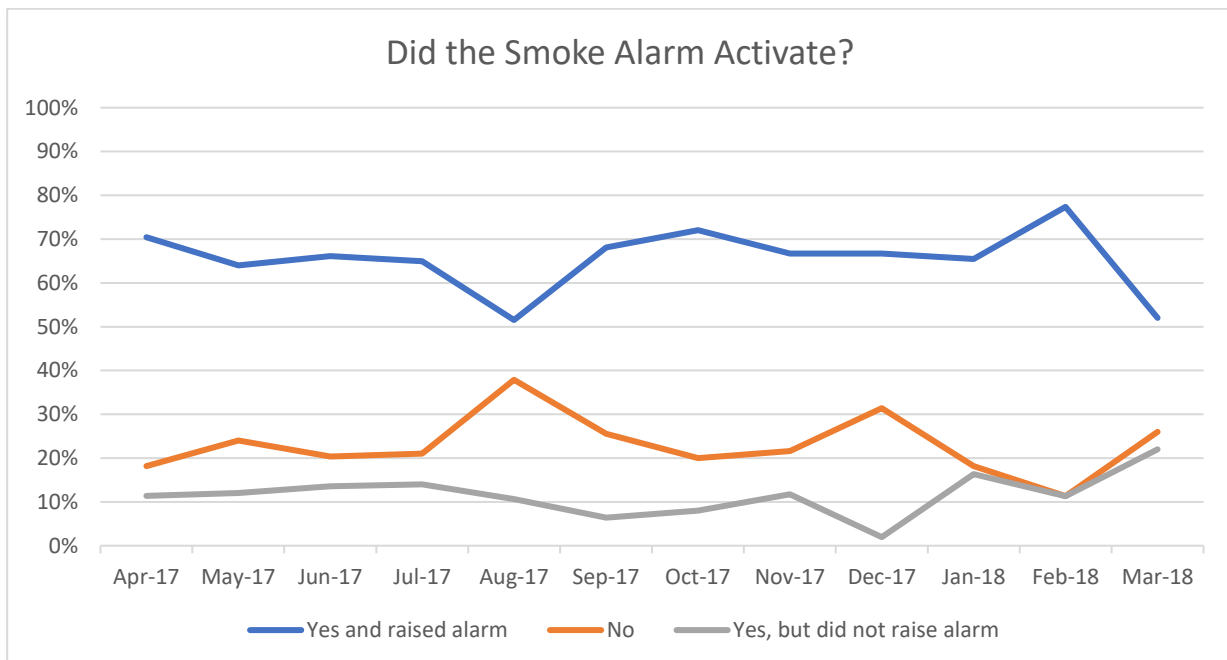
	Home Fire Safety Visits	Community Safety Activities	Museum	Training	Total
2016/17	2887	2043	2160	566	7656
2017/18	2731	1560	1872	372	6535

Fires, fatalities and casualties in dwellings, by presence or operation of smoke alarms

Smoke Alarms were present within 73% of Accidental Dwelling Fires (ADFs) attended by The Service within the reporting period 2017/18. This accounts for 596 incidents and is exactly the same percentage as 2016/17.



In the reporting period, where Smoke Alarms are present, they activated and raised an alarm in 65% of occasions, in 12% of occasions they activated but did not raise an alarm, and in 23% the alarm did not activate at all.



Response

01 April 2016 – 31 March 2017

We ensure the safety of firefighters at all operational incidents, regardless of the nature and scale and that those with responsibility for incident command decision-making are consistently competent to undertake that role.

Injuries during operational incidents

	Injuries at Fire		Injuries at Road Traffic Collisions		Injuries at other Special Services		Total
	Wholetime	On-call	Wholetime	On-call	Wholetime	On-call	
2016/17	19	9	7	0	11	5	51
2017/18	17	9	2	1	6	0	35

In 2017/18 there was 16 fewer people injured during Operational Incidents compared to 2016/17* This equates to a 31% reduction.

Injured Persons at Non-Operational Incidents							
Year	Operational Training		Fitness Training		Injuries During Routine Activities		Total
	Wholetime	On Call	Wholetime	On Call	Wholetime	On Call	
2016/17	15	8	3	1	10	3	40
2017/18	16	0	5	0	23	3	47

2017/18 saw an increase of 7 injured persons during Non-Operational Incidents compared to 2016/17.

There has been an increase in minor injuries reported and the 26 injuries during routine activities and the majority are made up of the following:- 5 x manual handling, 8 x slips, trips & falls, and 4 illness/medical reasons.

*The data for 2016/17 has now been amended as there was a discrepancy in the figures published in last year's report. These figures reflected multiple injuries to individuals sustained during a single event and not the total number of injured personnel.

Number of Health and Safety Incidents

Accidents

2016/17	2017/18	Trend	Target	Target
123	133	Away from Target	128	Off Target

There has been an increase of 10 accidents reported in 2017/18 compared to 2016/17. Following a campaign to encourage staff to report all incidents we have seen an increase in minor injuries reported. Overall we have seen more hazards and near misses reported than the total number of accidents.

Hazards

2016/17	2017/18	Trend	Target	Target
129	118	Towards Target	117	Off Target

Near Miss

2016/17	2017/18	Trend	Target	Target
65	69	Away from Target	89	On Target

RIDDOR

2016/17	2017/18	Trend	Target	Target
12	26	Away from Target	20	Off Target

RIDDOR is the “Reporting of Injuries, Diseases and Dangerous Occurrences Regulations” to the Health and Safety Executive for which the organisation and staff have an obligation to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).

RIDDOR					
2016/17	Over 7 days	11	2017/18	Over 7 days	24
	Specified Injuries	0		Specified Injuries	1
	Dangerous Occurrences	1		Dangerous Occurrences	1
Total		12	Total		126

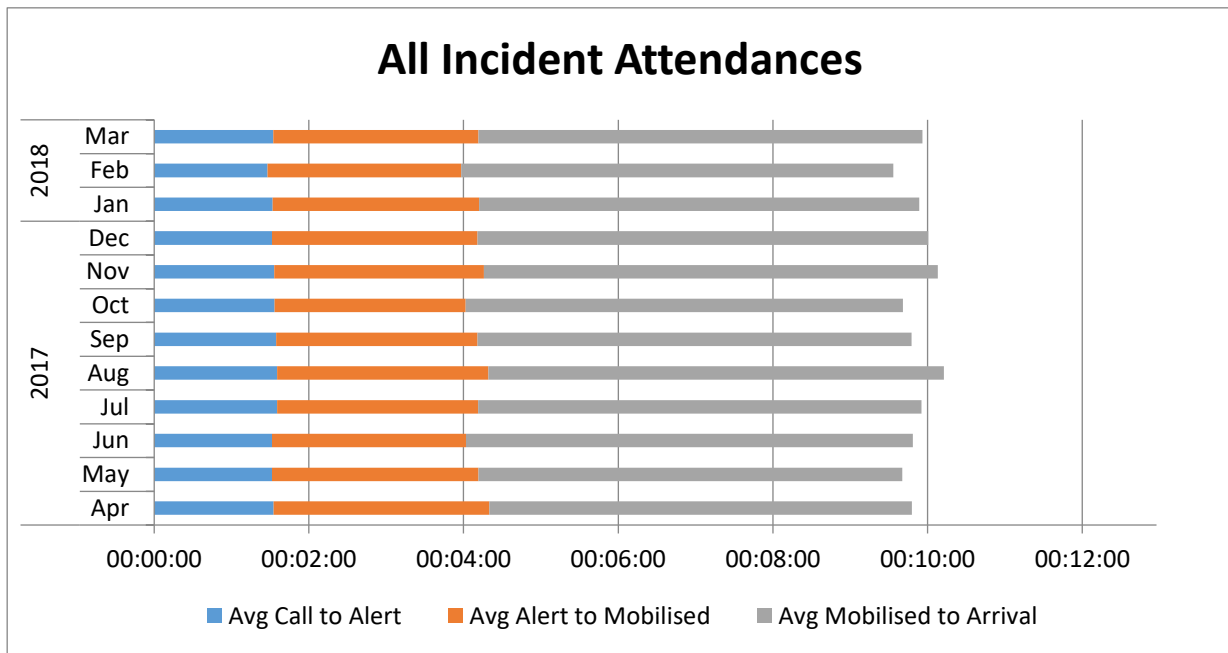
Although ‘over 7 day RIDDOR’s’ increased by 13, the total number of shifts lost between 2016/17 and 2017/18 saw only a minor increase of 3 shifts, meaning the average number of shifts lost per incident reduced.

We deal with incidents safely and effectively and that for every known high-risk location in Essex there is an up-to-date and effective Tactical Fire Plan where the content is understood by those who are most likely to discharge it.

To get first attendance to an incident within 15 minutes on 90% of occasions

2016/17	2017/18	Trend	Target	Target
88%	87%	Away from Target	90%	Off Target

In 2017/18, 87.2% of incidents were attended within 15 minutes. This is marginally lower than 2016/17.



The breakdown of these incidents shows that the average time a call was being dealt with at Control was 93 seconds. Average turnout time was 1 minute 38 seconds. The average journey time was 3 minutes 42 seconds.

We ensure that lessons learned from all operational incidents, regardless of the nature and scale, are captured, fed back and acted upon.

Completion rate of debriefs

In 2017/18 there were 87 Debriefs carried out by the Service.

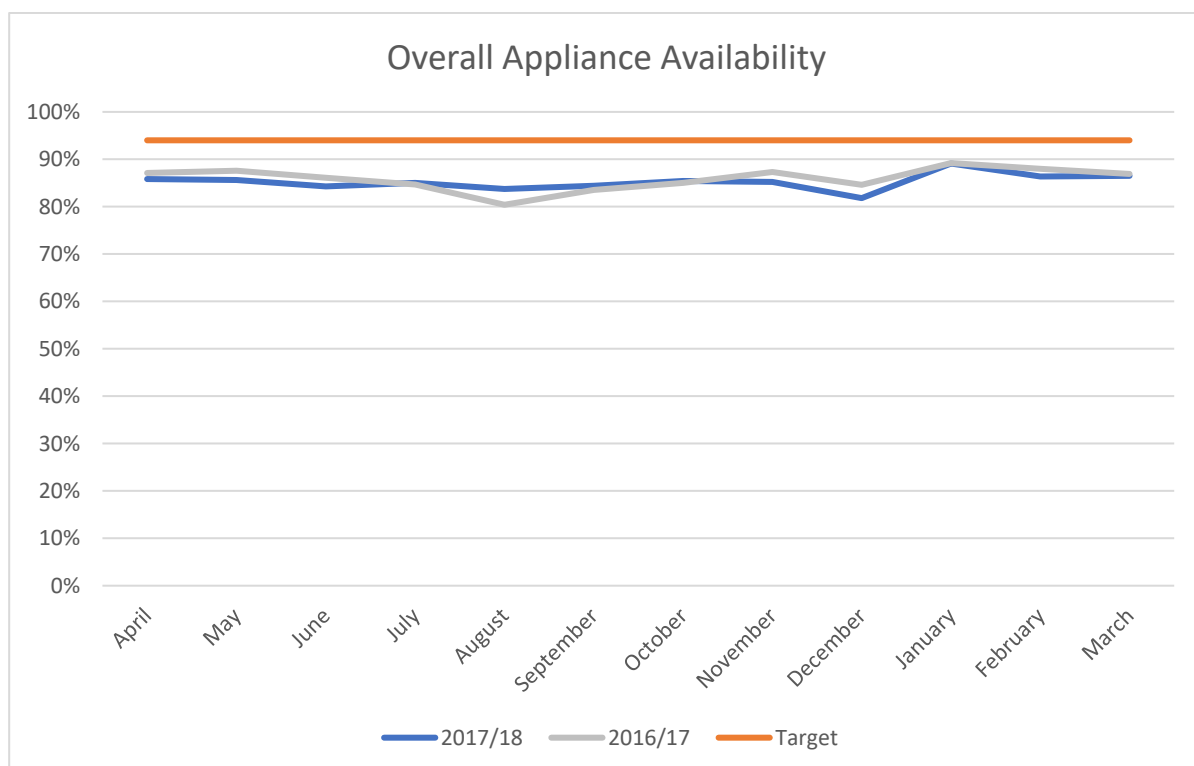
	2016/17	2017/18
Level 1 Operational Debriefs	37	27
Level 2 Strategic Debriefs	10	7
Level 3 Tactical Debriefs	51	53
Total	98	87

We maximise the availability and utilisation of resources within our operational response model.

Total Pumping Appliances Availability

2016/17	2017/18	Trend	Target	Target
86%	85%	Away from Target	94%	Off Target

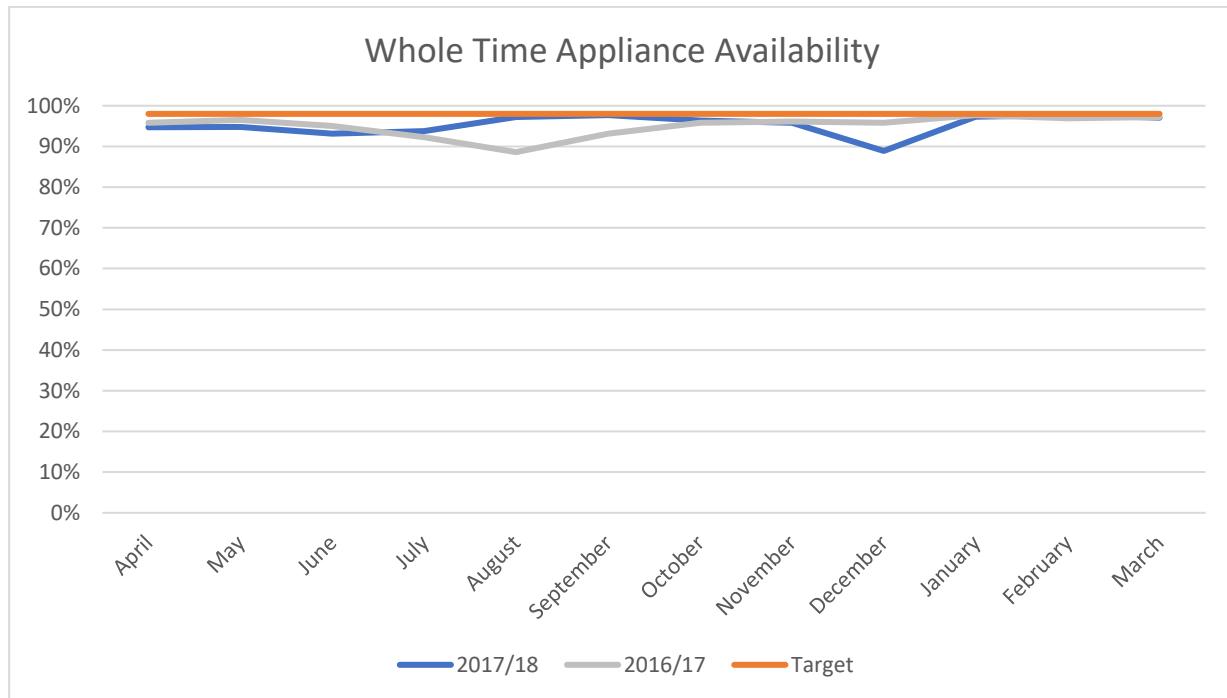
The chart below shows the 12-month appliance availability. As you can see this year follows the same seasonal trends as previous years and has fluctuated above and below previous year's figures but is consistently below the target set for this measure.



Wholetime Pumping Appliances Availability

2016/17	2017/18	Trend	Target	Target
95.1%	95.4%	Towards Target	98%	Off Target

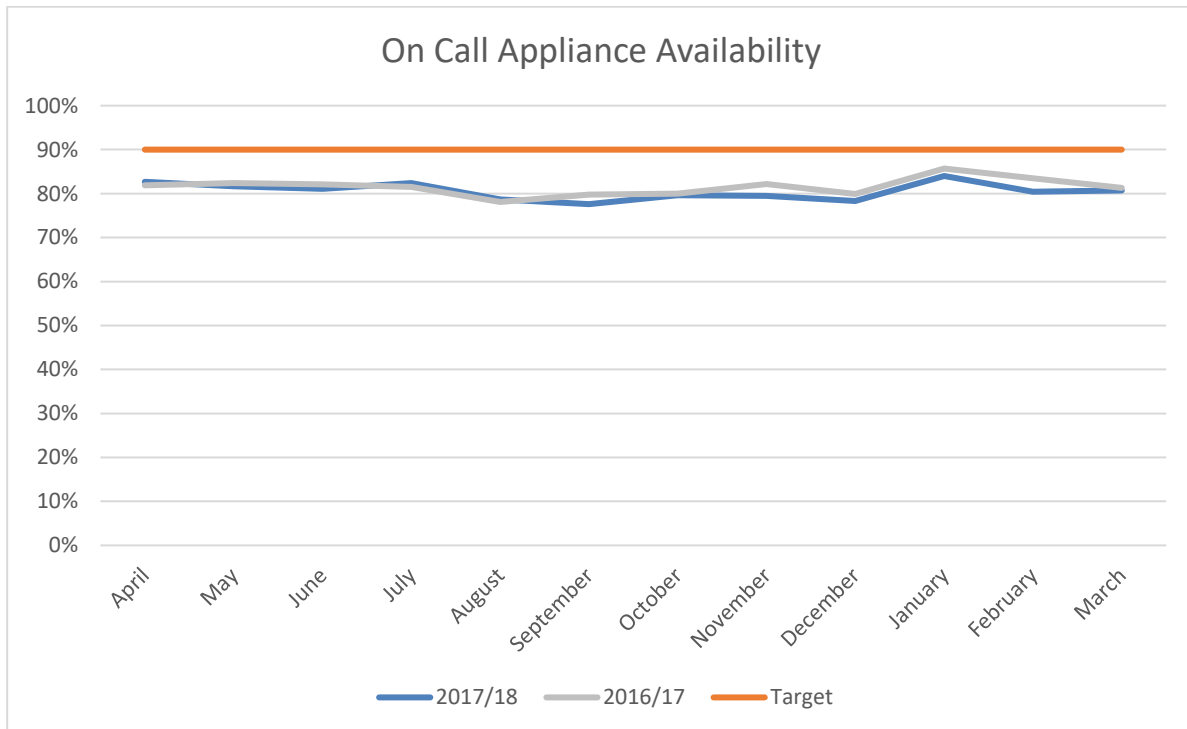
The chart below shows the 12-month Wholetime Pumping appliance availability. This year the dip in availability in August was not evident, however there was an equivalent dip in December. We are slowly increasing performance, year on year, towards our target.



On Call Pumping Appliances Availability

2016/17	2017/18	Trend	Target	Target
82%	81%	Away from Target	90%	Off Target

The chart below shows the 12-month On-Call Pumping appliance availability. Performance is slightly down on 2016/17 with performance only better than 2016/17 in three months of the year.



People and Leadership

01 Apr 2017 – 31 March 2018

Our leaders are clear on our aims, our expectations of each other, and how we make decisions and how we measure success.

We ensure our values are lived, we create a kind culture we are proud of and we reward people for what they do and how they do it.

As outlined in the People Strategy 2017-2020, we are committed to valuing people and the work they do. A key strand of this was the introduction of a scheme for rewarding and recognising the contribution made by individuals and teams that go above and beyond the normal expectations of their role. During Quarter Two categories were published and nominations went live on the 11 September 2017. The plans for the Celebrating Our People Awards culminated during Quarter Three with 90 nominations made across seven categories by colleagues from across our Service. Shortlisting took place during October and the panel scored all the award entries against set criteria. The awards ceremony was held on the 16th November 2017 and was an opportunity to recognise some incredible individuals and teams who go above and beyond in their roles every day to make Essex safer.

A Special Performance Recognition Scheme was launched during Quarter Four to recognise those staff who have given an exceptional personal investment to the Service through their work, living the Service values and contributing to the vision of making Essex a safer place to live, work and travel. Nominations can be made at any time and by any member of staff, individuals or teams. This ensures that recognition continues throughout the year. During February we received 18 nominations, 1 individual was awarded a silver award and 4 individuals were awarded a bronze award. During March we received 10 nominations which resulted in 7 winners, 1 individual a silver and 2 teams and an individual receiving bronze.

Our People Structures Project is all about ensuring we have the right structure to deliver our Service Strategy. During Quarter Two the Service determined how duties and responsibilities were to be reflected and during Quarter Three our Service changed, with a few exceptions, from rank to role. All current substantive Sub and Station Officers were assimilated to Watch Managers, and Leading Firefighters to Crew Manager, based on their current rank. The official changeover date was the 1st November 2017.

How are we ensuring that the values are lived?

The Dignity at Work Policy was launched in May 2017 and defines acts of bullying and harassment making clear what is considered as unacceptable behaviour. The policy gives our staff the choice of a formal or an informal route. We are developing a group of fifty employees to act as Dignity at Work Champions and training courses have been held

throughout Quarter Three and Four. The Dignity at Work Champions will form part of a network to enable peer support led by the Inclusion and Diversity Lead.

The Service understands that unconscious bias can influence decisions in recruitment, promotion and performance management. Unconscious Bias training was held during Quarter Two and Quarter Three to help us better understand its impact and what we can do about it. The purpose of the training was to challenge our natural unconscious biases and make us more aware of them.

Leavers

Reason For Leaving	2016-17	2017-18
End of Contract	7	3
Multiple Employment	4	26
Other	1	0
Redundancy	3	1
Relocation	3	0
Resign - Work / Life Balance	7	4
Resignation - Other	70	64
Retirement - 30 Year's Service	22	10
Retirement - Early	46	1
Retirement - Ordinary	20	20
Terminated - Other	9	4
Terminated - Performance or Conduct	2	1
Transfer to Other Service	6	11
Total	200	145

Number of Exit Interviews

The number of exit interviews returned remained low in 2017-18, but still represent an increase over the previous year.

Period	Leavers	Exit Interviews Returned	Proportion
2016-17	200	19	9.5%
2017-18	145	18	12.4%

Why are people leaving our Organisation?

The top three reasons for leaving the organisation that were cited in exit interviews were as follows, in descending order:

Period	Top 3 reasons for leaving
2016-17	Retirement
	Career Progression or Career Change
	Dissatisfaction with job
2017-18	Retirement
	End of Fixed Term Contract
	Travelling/Location

Number of Inductions

The first 'Welcome to ECFRS' induction day took place on the 25th October 2017. This face-to-face session is aimed at introducing new colleagues to the strategy and values of the Service. Further sessions followed on a monthly basis.

Number of Grievances and Disciplines

During the 2017/2018 period there were twenty two formal disciplinary cases, four of which were still open at the end during the period. Seventeen grievances were raised during the period, one of which was still open at the end of the period.

The ACAS final report was submitted to SLT during Quarter Three in relation to the work conducted with the objective:

"To work jointly to surface and discuss what are seen as current problems in the area of discipline and grievance; to identify potential solutions and consider how they might be implemented".

ACAS held further meetings with key stakeholders to clarify understanding of the recommendations within the ACAS report. A workshop is scheduled for Quarter One of the next financial year which will be designed to reach common understanding on how discipline and grievance will be facilitated in future. Consultation will be conducted jointly or separately as required by the various representative bodies.

We create forums for regular feedback on our talent, their strengths and suitability for promotion as well as identify future opportunities for development.

Number of End of Year Appraisals Completed

Reference Period	Number completed	Percentage	Target	Predicted Performance against target
2016-17	596	41%	90%	Not expected to meet target
2017-18	388	64%	90%	↓

In 2018 the performance appraisal process changed and was simplified. A range of additional tools were provided and the emphasis of our communications was around the need to have a meaningful conversations. These changes seem to have made a positive difference to the completion rate. There are still some forms being returned and so we anticipate final completion rate being in the region of 70%'

We ensure that every manager has the skills and attitude to effectively discharge the role expected of them.

We are developing high-performing, high-potential employees with the potential to be able to assume greater responsibilities when opportunities become available in our Service. During Quarter Two the Service launched Phase One of the Talent Pool process for Crew Managers and Station Managers. The Area Manager for Prevention, Protection, and Response Policy was also appointed during Quarter Two.

During Quarter Three the Talent Pool for all employees was launched with the first being for Supervisory Manager level and Supervisory Manager level – Watch Manager process. There were 120 applications from across the Service. The next stage of the Talent Pool process will focus on the middle manager level and was launched at the end of March 2018.

We develop ourselves and our teams to deliver more in a complex and uncertain environment.

Average Day/Shifts lost to sickness absence per person

Average number of days lost to sickness by employees during the reference period (based upon employee numbers at the end of the financial year).

Employee Group	2016-17	2017-18	Trend
Wholetime Operational	12.4	14.1	↑
On Call Operational	-	-	
Support	8.4	12.2	↑
Control	16.7	9.7	↓
Overall	11.4	13.3	↑

* Note that sickness data is not available for On Call operational staff and the Overall figures exclude these employees.

Proportion of employees that did NOT take sick leave during the reference period. (Based upon employee numbers at the end of the financial year).

Employee Group	2016-17	2017-18	Trend
Wholetime Operational	38.9%	38.9%	→
On Call Operational	-	-	
Support	40.2%	37.9%	↓
Control	25.7%	60.0%	↑
Overall	38.8%*	39.3%*	↑

* Note that sickness data is not available for On Call operational staff and the Overall figures exclude these employees.

We will ensure that our Service reflects the diversity of our communities

Employee Profile at 31 March 2018

Gender Profile

GENDER PROFILE						
	Wholetime	On Call	Support	Control	2017/18	2016/17
Male	94.4%	99.4%	48.6%	20.0%	84.5%	85.9%
Female	5.6%	0.6%	51.4%	80.0%	15.5%	14.1%

Age Profile

AGE PROFILE						
	Wholetime	On Call	Support	Control	2017/18	2016/17
16-24	0.2%	11.6%	3.5%	2.9%	4.9%	4.3%
25-35	13.1%	36.9%	19.6%	34.3%	23.2%	22.6%
36-45	36.6%	23.0%	20.8%	28.6%	28.3%	30.0%
46-55	47.9%	22.0%	29.7%	28.6%	34.6%	34.4%
56+	2.3%	6.5%	26.5%	5.7%	9.0%	8.7%

Ethnicity Profile

ETHNICITY PROFILE						
	Wholetime	On Call	Support	Control	2017/18	2016/17
White	37.7%	49.5%	54.3%	57.1%	45.8%	47.3%
Mixed	0.7%	0.6%	0.0%	2.9%	0.5%	0.6%
Asian/Asian British	0%	0%	0%	0%	0%	0%
Black/Black British	0.2%	0%	0.3%	0%	0.1%	0.1%
Chinese/Other ethnic group	0%	0.2%	0%	0%	0.1%	0%
Not stated	4.6%	4.1%	6.0%	5.7%	4.8%	4.2%
Not recorded	56.9%	45.6%	39.4%	34.3%	48.7%	47.8%
% from ethnic minority ¹	2.1%	1.6%	0.6%	4.8%	1.6%	1.5%

¹ The percentage of those who stated an ethnicity, does not include ethnic origin “not stated” or “not recorded”. Due to the high number of employee records without a recorded ethnicity, these figures appear artificially inflated.

Religion Profile

RELIGION PROFILE						
	Wholetime	On Call	Support	Control	2017/18	2016/17
Christian	9.5%	8.1%	17.7%	20.0%	11.0%	12.4%
Buddhist	0.3%	0%	0%	0%	0.1%	0.1%
Hindu	0%	0%	0%	0%	0%	0%
Jewish	0.2%	0%	0%	0%	0.1%	0.1%
Muslim	0%	0%	0%	0%	0%	0%
Sikh	0%	0%	0%	0%	0%	0%
Other	1.5%	1.0%	1.6%	2.9%	1.4%	1.5%
No religion	7.4%	2.8%	4.7%	17.1%	5.4%	6.0%
Not stated	3.6%	5.9%	6.6%	11.4%	5.2%	5.6%
Not recorded	77.6%	82.3%	69.4%	48.6%	76.8%	74.3%

Sexual Orientation Profile

SEXUAL ORIENTATION PROFILE						
	Wholetime	On Call	Support	Control	2017/18	2016-17
Bisexual	1.0%	0.2%	0.3%	2.9%	0.6%	0.7%
Gay/Lesbian	0.3%	0%	1.3%	2.9%	0.5%	0.5%
Heterosexual	28.1%	30.5%	29.7%	42.9%	29.6%	32.5%
Not stated	5.1%	2.4%	5.7%	2.9%	4.2%	4.6%
Not recorded	65.5%	67.0%	63.1%	48.6%	65.1%	61.7%
% that are LGB²	4.4%	0.6%	5.1%	11.8%	3.5%	3.6%

² The percentage of those who stated an orientation, does not include orientation “not stated” or “not recorded”. Due to the high number of employee records without a recorded sexual orientation, these figures appear artificially inflated.

Next Steps for People and Leadership

Our Middle Manager Talent Pool process will continue to run during Quarter One.

A role profile for the Dignity at Work Champion is being developed and refresher training will be held during Quarter One. These volunteers will be a point of contact for staff seeking guidance or advice around inclusion, diversity, equality, or fairness at work that falls outside of other processes. Skills will be updated twice yearly to ensure continual development to meet the needs of the workforce.

The second Celebrating our People celebration evening will be held in Quarter three. Throughout the year we will continue to recognise those staff who have given an exceptional personal investment to the Service through their work, living the Service values and contributing to the vision of making Essex a safer place to live, work and travel through the Special Recognition Awards.

During Quarter Four of 2017/2018 we ran our first Wholetime Recruitment process in 9 years. The first squad of 12 will join the Service in Quarter One and further squads across a period of 12 months.

During Quarter One we will run our annual Employee Engagement Survey.

We are committed to become a learning organisation.

Number of Complaints, Compliments and suggestions received within the Service

The Service received a total of 54 complaints of which 48 were resolved with 20 days (89%). A total of 7 compliments were processed centrally.

It is recognised that this does not include feedback provided directly to staff and at Stations, a communications plan will be drafted within the next quarter to highlight this to all staff to make sure all feedback is collated in one place and to ensure all learning and good practice is shared.

What are the recognised forums for feedback?

We hold a number of recognised forums where our employees are able to share their feedback with other members of staff and senior leaders, including:

- Your Voice Employee Engagement Forum
- Leadership Forum
- Manager Briefings

How well are these forums attended?

	2016-17	2017-18
Managers Briefing	5 sessions 221 attendees	10 sessions 575 attendees
Your Voice Employee Engagement Forum	7 sessions 115 attendees	7 sessions 91 attendees
Leadership Forums	6 sessions 189 attendees	3 sessions 32 (+ 2x Unconscious Bias Training – L&D providing)

Public Value and Collaboration

01 April 2017 – 31 March 2018

We demonstrate value for money in our activities.

The Service Revenue Account

The financial results for the year to 31st March 2018 show that the Authority had a total net expenditure of £70.3m, resulting in an overspend of £0.2m against budget.

Information Requests

In 2017/18 there were a total of 581 Information Requests received by the Service. This is an increase of 74 requests. Subject Access requests were not monitored in 2016/17 so do not appear in the table below.

Of the 581 requests received, 89% were responded to within the 20 day target.

	2016/17	On Time	2017/18	On Time
Environmental Information Requests	331	94%	375	90%
Freedom of Information requests	176	84%	187	86%
Subject Access Requests	-	-	19	84%
Total	507	90%	581	89%