

**Essex Police, Fire and Crime
Commissioner Fire & Rescue Authority
Essex County Fire & Rescue Service**



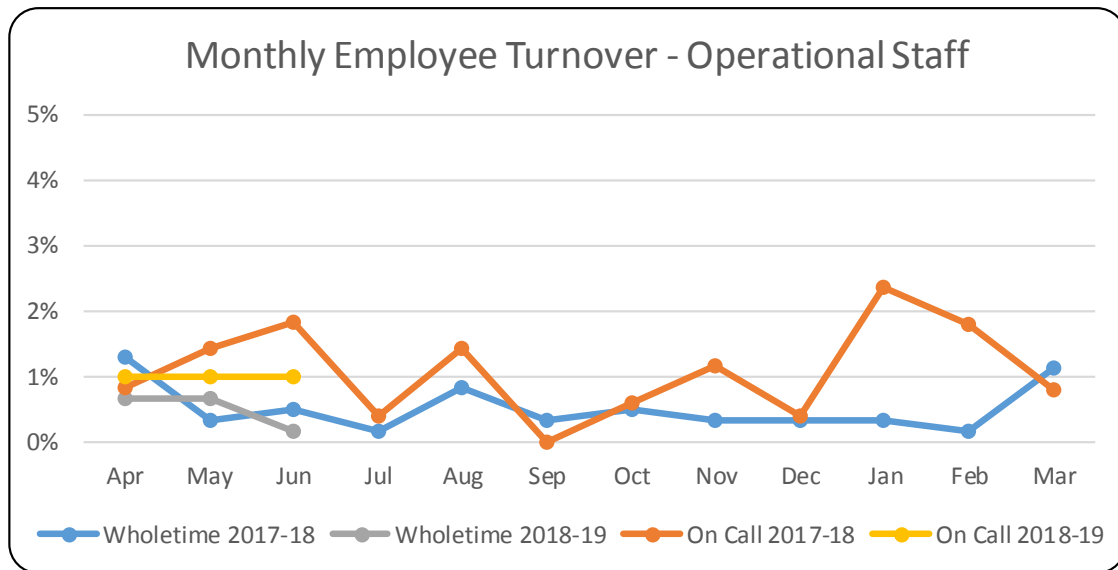
Meeting	Service Leadership Team	Agenda Item	14
Meeting Date	17 th July 2018	Report Number	18-162
Report Authors:	Martin Jones, HR Workforce Information Officer Hannah Phipps, HR Policy & Strategy Manager		
Presented By	Colette Black, Assistant Director of HR		
Subject	HR Quarterly Report – Q1 2018/19		
Type of Report:	Information		

This report reflects activity in the first quarter of the 2018-19 Financial Year.

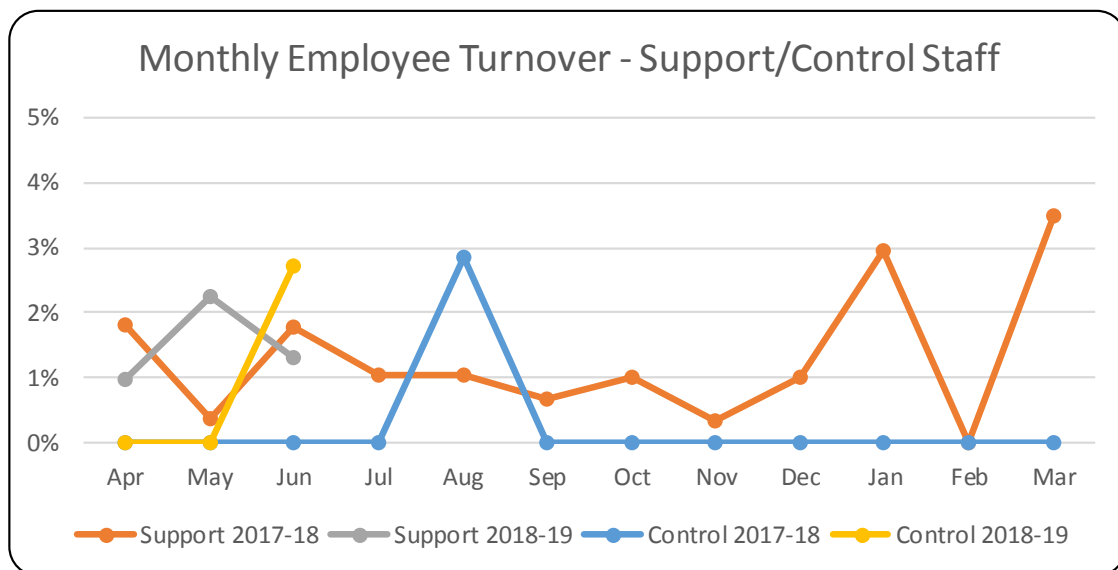
**WORKFORCE COMPOSITION AND DEMOGRAPHICS
Establishment Figures**

	WHOLETIME		ON CALL		SUPPORT		CONTROL	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
April	614.5	613.0	379.50	402.50	259.4	286.3	33.8	33.3
May	612.5	607.0	392.50	403.75	261.2	286.9	35.8	33.2
June	610.5	618.0	393.50	400.00	263.4	283.8	34.8	34.2
July	610.5		392.50		268.0		33.9	
August	606.5		394.00		266.2		32.8	
September	606.0		404.75		269.2		32.3	
October	601.0		409.25		272.3		32.3	
November	601.0		407.75		275.8		32.3	
December	600.0		406.75		278.2		32.3	
January	617.0		405.75		281.2		32.3	
February	616.0		402.00		289.2		32.3	
March	612.0		404.00		292.4		32.3	

Monthly Employee Turnover



Q1 monthly turnover levels broadly mirror those from 2017-18.



We are now in a position to be able to accurately compare year-on-year Control turnover levels. The overall turnover rate for the Service is lower than the average total turnover rate for public sector services; 14.7% (XpertHR).

Workforce Diversity

The following tables reflect the Service's position at the end of the first quarter of the 2018-19 financial year. The five datasets correspond with those that we are required to submit to the Home Office on an annual basis.

AGE PROFILE @ 30 June 2018					
AGE	WHOLETIME	ON CALL	SUPPORT	CONTROL	OVERALL
16-24	0.4%	10.2%	4.6%	2.7%	4.6%
25-35	15.0%	37.5%	18.3%	32.4%	23.6%
36-45	37.0%	23.5%	19.6%	29.7%	28.0%
46-55	45.2%	22.3%	31.0%	29.7%	34.9%
56+	2.4%	6.6%	26.5%	5.4%	9.0%

The age profile of the workforce remains largely unchanged from the same period during 2017 with the majority of the workforce falling in the 46-55 age group.

Overall nationally, the age of firefighters is increasing. In 2017 the average age of a firefighter was 42 compared with 40 five years ago (Fire and rescue workforce and pensions statistics: England. April 2016 to March 2017). Essex Wholetime Firefighters average age during 2018 Quarter 1 was between 46-55.

GENDER PROFILE @ 30 June 2018					
GENDER	WHOLETIME	ON CALL	SUPPORT	CONTROL	OVERALL
Male	511	498	148	7	
% Male	94.2%	99.2%	48.4%	18.9%	
Female	24	4	158	30	
% Female	5.8%	0.8%	51.6%	81.1%	

Overall the number of men and women in the Support Staff category are very similar. Overall the number of men in Operational (Wholetime, On-call and Control) roles is significantly higher than female. 5.2% of firefighters were women in England in 2017 (Fire and rescue workforce and pensions statistics: England, April 2016 to March 2017).

Of the 59 conditional offers made to successful candidates during the most recent Wholetime recruitment process, 6 were female (10.2%) we should therefore see a minor shift over the next 12 months.

ETHNICITY PROFILE @ 30 June 2018					
ETHNICITY	WHOLETIME	ON CALL	SUPPORT	CONTROL	OVERALL
White	37.2%	48.8%	52%	54.1%	45.4%
Mixed	0.7%	0.6%	0%	2.7%	0.5%
Asian/Asian British	0%	0%	0%	0%	0%

Black/Black British	0.2%	0%	0.3%	0%	0.1%
Chinese/Other ethnic group	0%	0.2%	0%	0%	0.1%
Not stated	4.5%	3.8%	5.9%	5.4%	4.6%
Not recorded	57.4%	48.8%	41.8%	37.8%	45.4%
% from ethnic minority ¹	2.0%	1.6%	0.6%	4.8%	1.6%

1) Note: % 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.

The last census data (2011) shows that ethnicity data for the county of Essex shows that Essex has become more diverse although, as with England and Wales figures, most of Essex residents are in the White ethnic group; at 94.4% however, Essex is less diverse than England and Wales overall (85.5%). There are smaller proportions in all other ethnic groups in the residents of Essex compared with England and Wales (2011 census data – Office of National Statistics). Nevertheless, based on current data the Service is not representative of the community which it serves. Unfortunately the most recent Wholetime Recruitment campaign did not engender a wider range of diversity despite opening applications to all residents of Essex, and also all residents of the following London Boroughs:

- Barking & Dagenham
- Havering
- Redbridge
- Waltham Forest

RELIGION PROFILE @ 30 June 2018					
RELIGION	WHOLETIME	ON CALL	SUPPORT	CONTROL	OVERALL
Christian	8.6%	7.8%	17.6%	18.9%	10.7%
Buddhist	0.4%	0%	0%	0%	0.1%
Hindu	0%	0%	0%	0%	0%
Jewish	0.2%	0%	0%	0%	0.1%
Muslim	0%	0%	0%	0%	0%
Sikh	0%	0%	0%	0%	0%

Other	1.7%	1.0%	1.3%	2.7%	1.3%
No religion	6.4%	2.8%	4.2%	16.2%	5.1%
Not stated	3.0%	5.6%	6.5%	10.8%	5.0%
Not recorded	79.8%	82.9%	70.3%	51.4%	77.6%

SEXUAL ORIENTATION PROFILE @ 30 June 2018					
ORIENTATION	WHOLETIME	ON CALL	SUPPORT	CONTROL	OVERALL
Bisexual	1.1%	0.2%	0.3%	2.7%	0.6%
Gay/Lesbian	0.4%	0%	1.3%	2.7%	0.5%
Heterosexual	25.2%	29.7%	28.4%	40.5%	28.5%
Not Stated	5.2%	2.4%	5.9%	2.7%	4.2%
Not recorded	68.0%	67.7%	64.1%	51.4%	66.2%
% that are LGB²	4.6%	0.7%	5.4%	11.8%	3.7%

2) Note: % 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.**

RECRUITMENT AND RETENTION

The HR Team were notified of 25 new pieces of recruitment, reflecting 27 vacancies.

Of the 24 vacancies that closed to applicants during the quarter, we received 92 applications.

Average time to hire in 2018-19 Q1 was 53 days. This is defined as the number of days between initial notification of the vacancy and the date on which the candidate accepted our offer. (Based upon offers accepted during the quarter).

Wholetime Recruitment

Interviews were held at Kelvedon Park between the 3 and 18 April. In total assessors interviewed 250 candidates.

As a result of advanced workforce planning the Service has been able to immediately utilise the talent pipeline to offer a significantly higher number of roles, across a periods of 12 months, than the 12 originally planned for.

We have made offers to 5 firefighting squads starting in:

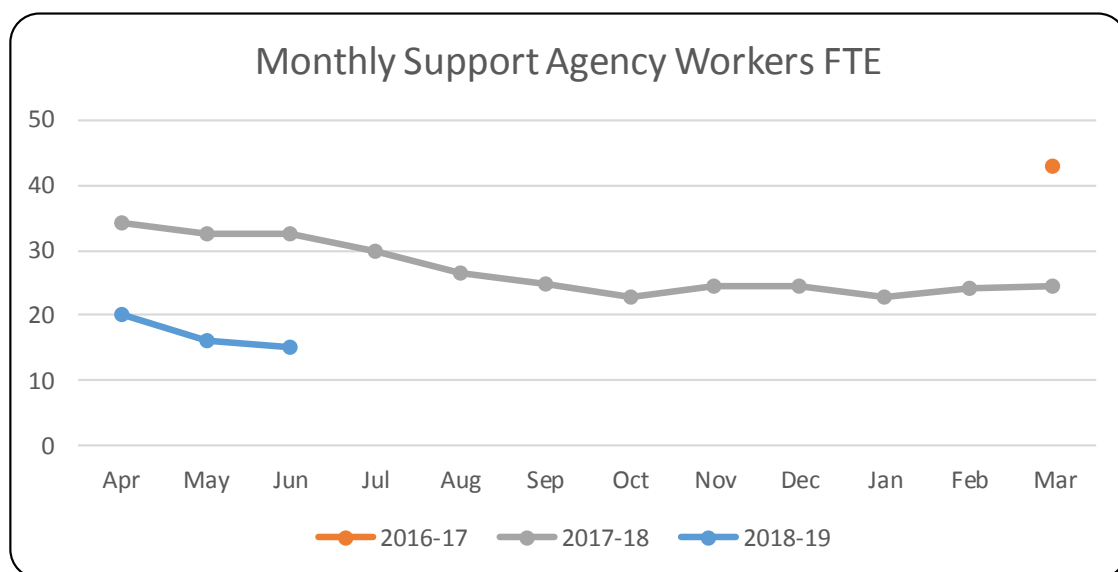
- June 2018 (12)
- July 2018 (5 on-call conversion)
- October 2018 (8)
- January 2019 (12)
- March 2019 (12)

A total of 175 unsuccessful candidates requested feedback and this was provided during quarter 1. In addition 3 feedback meetings have been arranged for on-call staff.

As on-line testing was carried out in an uncontrolled environment, all candidates offered a position in the October, January and March squads will be invited to undertake a verification test during quarter 2 prior to being invited to physical re-assessment ahead of their pre-employment checks. During quarter 1 we undertook verification for the squad joining the Service in June, of these 12 recruits 1 failed the verification test and was taken out of the process.

A programme of activity will be planned during quarter 2 and quarter 3 for unsuccessful female candidates to attend upcoming events, fitness advice and to receive important information to continue changing perceptions. During quarter 1 all female unsuccessful candidates were emailed to explain that we would like to keep in contact with them to tell them about upcoming events, fitness advice and important information to make sure they know what is going on. Due to the data protection laws we have to ask these unsuccessful candidates to opt-in to give consent. 25 females have opted in.

Temporary staff usage



Agency worker numbers continue to decrease and current levels represent a 53% reduction compared to this time last year and a 70% drop compared to March 2017 when energies began to be focussed on the reduction of this cost. There remain a number of

long term agency workers/consultants in Property Services that are yet to convert to Fixed Term Contracts or have their arrangements terminated.

Talent Pool

The Middle Manager Talent Pool process was open between 27 March and 10 April. The results are:

Level	Candidates level	No. applications	Through to ADC	Successful Candidates now in talent pool
Middle Manager	Watch Manager/SO1-SO2	33	24	15 Station Manager
Middle Manager	Station Manager/PO1-PO3	13	7	6 Group Manager (2 external)

All Talent Pools:		
Supervisory Level:	Crew Manager	31
	Watch Manager	44
Middle Manager:	Station Manager	15
	Group Manager	6

Role specific process had started for Supervisory Manager and Middle Manager is being planned. There will be an Appointments and Promotion Board on the 3rd August for Watch Manager and the 23rd/24th August for Crew Manager and Station Manager.

Induction

“Welcome to ECFRS” induction days were held on 16 April, 14 May and 4 June. The next induction day will take place on the 2 July.

ATTENDANCE

The table reflects the amount sick leave (in calendar days) taken in the 12 months to 30 June 2018.

SICKNESS ABSENCE SUMMARY – 12 months to 30 June 2018					
	WHOLETIME ¹	CONTROL	GREY BOOK SUPPORT	GREEN BOOK SUPPORT	OVERALL ¹
% of EEs taking sick leave	65%	35%	61%	35%	60%
Median sick days	7	15	5	6	7
Mean sick days	22.1	25.3	19.9	16.2	21.1
Max sick days	365	88	292	110	365

Total calendar days lost to sickness	7,725	329	3,736	471	12,261
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- 1) Note: Wholetime station-based employees only.
 2) See note 1 above

Initial comparisons between data for June 2017 and data for June 2018 indicates that there has been an overall increase in the number of individuals taking sickness-related absence, from 40% to 60%. Further investigation will be required to determine the pattern of change over the course of the last financial year and also whether there are any particular “hotspots” in particular areas of the organisation.

EMPLOYEE RELATIONS

Formal Case Management

The following tables present a summary of activity for each case type in Quarter 1 2018/19. Where a case remained open as at 30 June, the calculation for the average case duration takes this into account and references the length of time that the case had been open as at that date.

Overall all types of cases have decreased from the previous quarter apart from performance cases which have increased. Overall the duration of all types of cases have decreased from the previous quarter apart from performance cases which have increased.

ATTENDANCE MANAGEMENT	Active Cases	Expressed as % of headcount	Cases Opened	Cases Closed	Average Case Duration (Calendar Days)
NE Group	14	5.0%	3	11	96
NW Group	18	7.5%	6	4	163
SE Group	20	8.3%	5	6	170
SW Group	17	6.4%	11	7	92
Corporate (inc. Control)	23	5.4%	12	7	109

Overall attendance cases have decreased from 95 during the 2017-18 Q4 compared to 92 during 2018-19 Q1.

DISCIPLINARY	Active Cases	Expressed as % of headcount	Cases Opened	Cases Closed	Average Case Duration (Calendar Days)
NE Group	3	1.1%	0	1	211
NW Group	0	0.0%	0	0	n/a

SE Group	1	0.4%	0	1	310
SW Group	3	0.0%	0	1	211
Corporate (inc. Control)	2	0.5%	0	1	130

Overall disciplinary cases have decreased from 4 during the 2017-18 Q4 compared to 3 during 2018-19 Q1.

GRIEVANCE	Active Cases	Expressed as % of headcount	Cases Opened	Cases Closed	Average Case Duration (Calendar Days)
NE Group	1	0.4%	1	0	32
NW Group	0	0.0%	0	0	n/a
SE Group	0	0.0%	0	0	n/a
SW Group	0	0.0%	0	0	n/a
Corporate (inc. Control)	2	0.5%	0	1	219

Overall grievance cases have decreased from 4 during the 2017-18 Q4 compared to 3 during 2018-19 Q1.

PERFORMANCE MANAGEMENT	Active Cases	Expressed as % of headcount	Cases Opened	Cases Closed	Average Case Duration (Calendar Days)
NE Group	7	2.5%	2	7	92
NW Group	6	2.5%	3	1	167
SE Group	5	2.1%	3	3	116
SW Group	6	2.3%	4	1	106
Corporate (inc. Control)	3	0.7%	2	2	67

Overall performance cases have increased from 19 during the 2017-18 Q4 compared to 27 during 2018-19 Q1.

These trends are positive; we are proactively seeking to increase our focus on developing the performance of our teams. We continue to proactively seek alternative methods of resolution before utilising disciplinary or grievance actions.

Informal Case Management

The table below sets out the disciplinary and grievance incidents that are resolved informally using alternative methods of resolution like mediation, facilitation or restorative justice. During quarter 1 there were no disciplinary or grievance cases resolved informally without a need to utilise our full formal process. There were no mediation interventions or facilitated meetings.

Meetings with our representative bodies

FBU JNCC – 4 May
 UNISON JNCC – 16 April, 14 June
 FOA JNCC – 8 May
 RFU JNCC – 23 April

Special Performance Recognition Scheme

During Quarter 1 the Service launched a Special Recognition Scheme. There were 12 nominations (3 teams and 9 individuals) in April with 2 bronze winners. In May, we received 7 nominations (5 teams and 2 individuals), awarded 1 silver award, 2 team bronze award and 1 individual bronze. In June, 3 nominations were received (1 team and 2 individuals). Of those the judges decided that 1 very special colleague was worthy of a silver award. The next panel will be held on the 5 July. We are beginning to plan for our next annual ‘Celebrating our People Awards’ this will be held on 14th November 2018.

Personal Annual Reviews

During April line managers were encouraged to have meaningful conversations focusing on both performance and development. To help prepare for end of year review discussions we provided a range of extra tools this year. Two workshops were run, one aimed at team members and how to get the most out of their personal annual review and the other at line managers to get a clear understanding of the process and awareness of tools that can be used to enable a meaningful performance review conversation.

Our revised approach to personal annual review has resulted in an increased return rate of 59% (up from 41% last year). We are expecting this to increase further.

Employee Engagement Survey

People Insights conducted the Service’s fourth annual employee engagement survey. The survey was available for employees to complete between 30 April and 20 May. Our engagement score has increased by 3% compared to last year, up to 71%. However, our overall completion rate is down from last year; 485 employees completed the survey.

There were some positive trends with more staff are confident in the future of our Service, and would recommend us as a place to work. There was also a rise in staff feeling valued and recognised for their work by senior managers.

Questions with the most improvement	May 2018	March 2017	% increase
1. I have confidence in the future of ECFRS	38%	24%	14%
2. If asked, I would recommend to friends and family that ECFRS is a good place to work	48%	40%	8%

3. My last appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well	42%	34%	8%
4. I feel valued and recognised for the work that I do by senior managers	37%	29%	8%
5. I receive feedback on my work	52%	45%	7%

However there were some very concerning trends. Areas of decline:

Questions with the fall in results	May 2018	March 2017	% decrease
1. I feel ECFRS treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability , pregnancy or age	17%	53%	36%
2. Bullying, harassment and discrimination are not tolerated at ECFRS	48%	56%	8%
3. I am encouraged to suggest new ideas for improvement	50%	55%	5%
4. I feel able to make decisions without fear of being blamed if things go wrong	39%	43%	4%
5. People communicate openly here regardless of position or level	34%	37%	3%

We are taking immediate action to understand this serious concern more and to act on it.

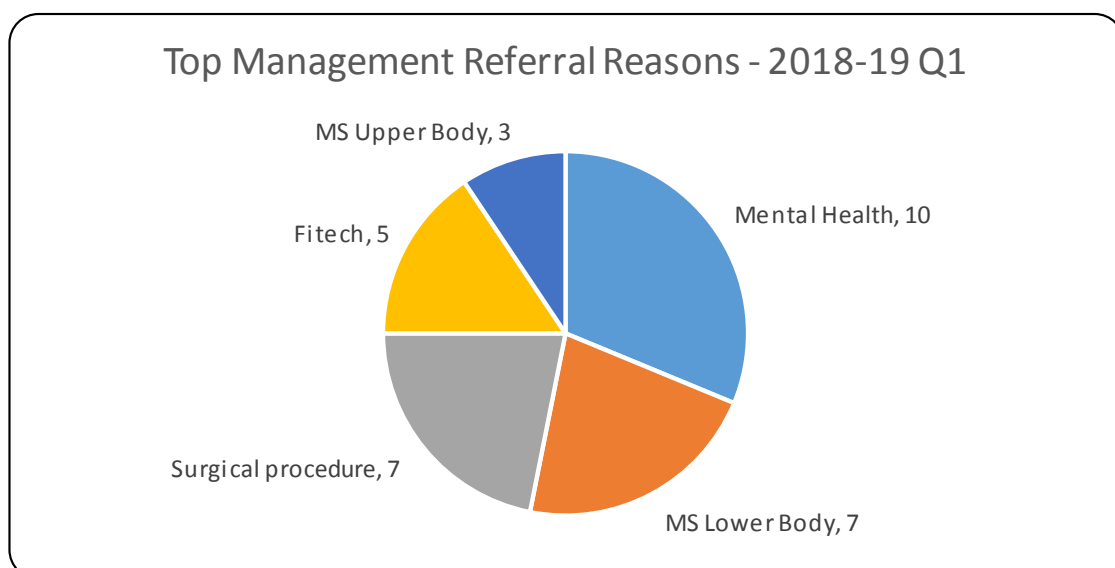
OCCUPATIONAL HEALTH AND FITNESS TEAM

Occupational Health Appointments

OCCUPATIONAL HEALTH APPOINTMENTS 2018-19 Q1				
	Apr	May	Jun	TOTAL
LGV Health Surveillance	10	8	9	27
Additional Health Surveillance	1	1	0	2
Annual Health Surveillance	2	1	0	3
BA Instructor Health Assessment	1	0	0	1
Blood Borne Virus Risk	0	0	0	0
Control	1	0	1	2
Management Referral	12	15	15	42
Physiotherapy	7	15	9	31
Pre Placement Assessment - Operational	6	0	0	6
Pre Placement Assessment – Non-Operational	3	4	0	7
Standard Health Surveillance	33	24	31	88
Unscheduled Consultation	11	3	7	21
Workshops Assessment	0	2	3	5
TOTAL	87	73	75	235

This was an overall decrease of 37 appointments on the previous quarter. Management referrals decreased from 74 during Quarter 4 2017/18 to 42 during this quarter.

Management Referrals



*Note: Figures above reflect number of referrals received, not percentage share.

Fitness Team activity
Station Visit Fitness Assessments

The Fitness Team conducted 155 Fitech fitness assessments on station visits between April and June 2018 this is an increase from 143 assessments during the previous quarter.

RESULT	WHOLE TIME	ON CALL	TOTAL	WHOLE TIME	ON CALL	TOTAL
Passed	71	64	135	89%	85%	87%
3 monthly review	8	9	17	10%	12%	11%
6 weekly review	0	2	2	0%	3%	1%
3 weekly review	1	0	1	1%	0%	1%
	80	75	155			

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.

The large proportion of Individual yearly Fitech assessments conducted at Kelvedon Park is partly attributable to the requirement for On Call candidates for Wholetime roles to have an up to date Fitech.

In April, the Fitness Team conducted 6 full days of Wholetime Assessments, as part of the Wholetime recruitment process.

One member of the Fitness Team, Simon Maskell, secured a place in the June squad of Wholetime Trainees.

FITNESS TEAM ACTIVITY – 2018-19 Q1	
Wholetime station visits	19
On Call station visits	10
Individual Yearly Fitech Assessments	52
3 monthly review	38
6 weekly review	19
3 weekly review	8
On Call Pre Assessments	40
On Call Assessment Days	1
Whole Time Assessment Days	6
Functional Assessments	7
TOTAL	200

INCLUSION AND DIVERSITY (I&D)

Activity and themes

The Strategic Action Plan will be finalised by the end of July 2018. The plan incorporates requirements from HMICFRS Inspection methodology, National FRS Equality Framework and Equality Act 2010 Requirements, as well as Best Practice from a range of credible sources. Our Equality Objectives have been included in to the Strategic Action Plan for ongoing openness and transparency as well as progress reporting.

The following updates are relevant:

- 20 Dignity at Work Champions will launch in July 2018 – ‘Welcome to the role’ meetings are taking place on 12th and 16th July with a communication plan in place. First Communication will go out on e-Brief on 16th July 2018.
- Staff Diversity Data will be requested from all staff when as part of the implementation of our new HR system, Civica in September 2018. This will improve monitoring and evaluation of processes including recruitment and selection, promotion, retention, discipline & grievance, absence, appraisal, modified duties etc. to ensure equality of opportunity and to identify disproportionate outcomes for further action.
- Improved workforce data will also support workforce information reporting as part of the Public Sector Equality Duty and Gender Pay Gap Regulations. It will enable a Race Pay Gap to be undertaken in 2019/20 ahead of likely Legislative change anticipated post 2020.
- Professional & Inclusive Workplace Visits have now taken place at Orsett, Ongar & Colchester with Action Plans created from each visit which are now in progress. Themes from these visits include PPE, uniform quality, concern about the crest being removed from the national uniform and the pride that is associated with it. Overall feedback has been positive and staff feel they are being heard.
- Multi Faith Work – Emergency Planning Faith Plan Meeting on 3rd July was postponed. This is collaborative work with ECC, Emergency Planners across Essex, Essex Police and Street Pastors with support from the ECFRS Chaplain. This will link in with the Essex Faith Covenant longer term.
- ECFRS Chaplain Rev'd Rob Binks is now being line managed by Inclusion & Diversity Lead to improve strategic direction and intervention. We do not currently offer a chaplaincy service for other faiths as a conversation with a chaplain is not about faith but a listening ear.
- ECFRS were represented at Essex Pride on 16th June by Fire Car, 6 Fire Cadets, 2 x HR 1 BEING Chair, Red Watch Chelmsford and the Inclusion & Diversity Lead. The team engaged with approx. 1000 members of the public regarding Road Safety, Home Safety and Recruitment. ECFRS worked with Essex Police and East of England Ambulance to create an Emergency Services Zone and visible partnership working.

- Texthelp Software installed on all Service computers on 2nd July 2018. Communications will be shared w/c 9th July 2018.
- Software was designed to support people with Dyslexia but is a really useful tool for many, especially those with auditory or kinaesthetic learning styles. This will be a truly valuable reasonable adjustment for staff with dyslexia or other learning difficulties but has potential to improve performance across a range of areas.

Upcoming Events

Dyslexia & Neurodiversity Awareness Sessions

Target Audience: Managers and HR

Trainers: Nikki Geaves & Occupational Psychologist

Dates:

17th July

13th September

16th October

12th November

Roma Event led – 1st August

National Diversity & Inclusion Meeting – 3rd August - East Sussex

Brighton Pride – 4th August

National Inclusion Week - 24-28 September

Dignity at Work Champions Course – 4th & 5th October

Job Evaluation

Handover from the project team to HR Support to manage BAU for job evaluations took place in May. Panels continued to run on a monthly basis, with an additional panel being held in June. Monthly panels have been scheduled for the remainder of the year, regular reviews will be taken to assess if the frequency can be moved to a quarterly basis, as per the policy.

There have been 4 panels during Quarter 1 2018/19 and 9 roles have been reviewed.

Learning and Development

In May 2018, line management of the Learning and development function transferred to the Assistant Director of HR, Colette Black. This quarterly report will develop to encompass Learning and Development headlines and analysis. In this first instance we have some information regarding training volume.

Actual Training 1 April 2018-30 June 2018			
Row Labels	Sum of Total Persons Trained	Sum of Total training days	Sum of Total Person Days
Breathing Apparatus	316	86	432
Civil Resilience	271	49	336
Development	313	104	483
Driving	94	106	186
First Aid	29	21	81
Hazardous Materials	23	6	46
Health & Safety	19	4	35
Incident Command	58	37	37
Investigation	49	17	57
RTC	118	17	118
Technical Fire Safety	2	2	4
USAR	6	25	25
Grand Total	1241	441	1807