

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| --- | --- | --- | --- |
| Meeting | **Service Leadership Team** | Agenda Item |  |
| Meeting Date | October | Report Number |  |
| Report Authors | Martin Jones, HR Workforce Information OfficerHannah Phipps, HR Policy & Strategy Manager |
| Presented by | Colette Black, Assistant Director of HR |
| Subject | **HR Quarterly Report – Q2 2018/19** |
| Type of Report | Information |

This report reflects activity in the second 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 | 623.0 | 392.50 | 400.00 | 268.0 | 280.7 | 33.9 | 34.0 |
| **August** | 606.5 | 619.0 | 394.00 | 397.00 | 266.2 | 278.9 | 32.8 | 34.2 |
| **September** | 606.0 | 612.0 | 404.75 | 390.75 | 269.2 | 278.2 | 32.3 | 34.2 |
| **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**

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During Quarter 2 2018-19 On-Call and Wholetime turnover spiked. Wholetime saw a total of 12 ordinary retirements during the quarter and 2 transfers out to other Fire Services. There was a total of 20 On-call leavers during the period with 5 of these transferring to Wholetime in July as part of the Wholetime Recruitment process, with a peak of 12 On-Call leavers during the month of September.

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During Quarter 2 there was also a Support Turnover spike with 16 leavers in total, the most common reason being resignation. In total there were 6 Support joiners during the period.

Exit interviews show that the main reasons, after retirement, given for leaving during the quarter were career progression, promotion prospects and salary/compensation package.

During the quarter there were no leavers or joiners within Control Staff.

**Employee Retention**

The Chartered Institute of Personnel and Development (CIPD) suggests the use of a Stability Index to indicate the retention rate of experienced employees within an organisation. The index is calculated as follows:

|  |  |
| --- | --- |
| number of staff with service of one year or more |  x 100 |
| total number of staff in post one year ago 1 |

|  |
| --- |
| **Employee Stability Indices at 30 Sep 2018** |
| Wholetime | 99.5 |
| On-Call | 87.0 |
| Support | 89.0 |
| Control | 102.9 2 |
| **OVERALL** | **93.0** |

Note 1): the figure for “staff in post one year ago” is based upon the number of employees who have been employed by the Service for one year or more and does not reflect tenure in post

Note 2): the figure for Control is skewed by the inclusion of a long-serving former On-Call colleague who transferred into Control within the past year

# RECRUITMENT

**Wholetime Recruitment**

5 On-Call to Wholetime conversions/transfers took place in July. Fitness assessments were conducted in July for the October Wholetime squad of 8 (fitness levels are only valid for 3 months therefore the October squad had to re-sit their bleep test, equipment carry, ladder lift and casualty carry), in addition Occupational Health medicals, DBS checks and standard pre-employment checks for the October squad were also carried out during Q2.

A further 4 Wholetime recruits were added to the October squad bringing this intake to 12. Their pre-employment checks were conducted during September. Unfortunately, one member of this squad has since resigned during their first week of training, reducing the squad size to 11.

**Current Wholetime recruitment pipeline numbers:**

|  |  |  |
| --- | --- | --- |
| **Start Date** | **Squad Type** | **Squad Size** |
| Jun 2018 | New recruits | 12 |
| Jul 2018 | On-Call conversion | 5 |
| Oct 2018 | New recruits | 12 1 |
| Jan 2019 | New recruits | 12 |
| Early 2019 (exact date TBC) | On-Call conversion | 7 |
| May 2019 | New recruits | 12 |
| **TOTAL** | **56 1** |

Note 1): number before resignation noted in narrative above

Pre-employment checks are currently taking place with all the squads for next year, there may be a potential risk of figures reducing.  An individual who resigned from the October 2018 squad has requested to be added to one of the later squads and this is being looked into.

We have people on the reserve list who we can allocate spaces to should we lose any other candidates as part of the pre-employment checks.

**Support Staff Recruitment**

Within Q2 the recruitment team have initiated 33 new pieces of recruitment for Support, successfully closing 19 recruitment vacancies during this time.

Our average time from initiating a vacancy to making an unconditional offer was 52 days (7.42 weeks). Within this figure, it is taking us 14.6 days to undertake the pre-employment screening that means we can turn our offer from conditional to unconditional. We then need to allow a candidate to potentially give notice to existing employers; notice periods vary.

Our average time to hire compares favourably with benchmarks published by XPert HR, which are showing the average ‘time to hire’, of 192 respondents as:

* 20 weeks for directors;
* 14 weeks for managers; and
* 10 weeks for staff.

The above benchmark includes notice periods.

Our cost per hire (agency fee/advertising/not including internal resources) during Q2 is £823.53. Again, looking at comparator benchmarks published by XPert HR, this appears to be favourable. Of 192 respondents, average costs per hire were:

* £10,584 for directors (median £8,000);
* £4,597 for managers (median £2,500); and
* £2,457 for staff (median £900).

Because of Director level recruitment, our average cost per hire is likely to increase in quarter 3.

Offer acceptance rate within Support recruitment, ECFRS have had 100% acceptance towards these vacancies during this quarter.

The average number of days for a piece of recruitment to be authorised to ‘going live’ via internal/external advertisement (where applicable) is 2.4 days.

**Current Recruitment Activity – On Call**

6 – Booked onto October 31st Assessment day (this is normal at this stage, we predict this to at least double by the assessment date)

25 – Currently going through pre-employment check (to be split between October and November basic training courses)

**Temporary staff usage**

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The current number of Agency Workers represents a 34.5% drop compared to the same time last year.

**Talent Pool**

|  |  |  |
| --- | --- | --- |
| **Group Manager/equivalent** | **Grey Book** | **Green Book** |
| Substantive promotion | 2 (one external) |  |
| Lateral transfer |  |  |
| Temporary promotion |  |  |
| Talent Pool | 3 (one external) | 1 |

|  |  |  |
| --- | --- | --- |
| **Station Manager/equivalent** | **Grey Book** | **Green Book** |
| Substantive promotion | 6 |  |
| Lateral transfer | 2 |  |
| Temporary promotion | 1 |  |
| Talent Pool | 2 \* | 4 |

\*Only 2 people in the grey book Talent Pool leaving vacancies still to fill

|  |  |  |
| --- | --- | --- |
| **Watch Manager/equivalent** | **Grey Book** | **Green Book** |
| Substantive promotion | 26 | 1 |
| Lateral transfer | 7 | 0 |
| Temporary promotion | 6 | 0 |
| Talent Pool | 13 | 0 |

|  |  |  |
| --- | --- | --- |
| **Crew Manager/equivalent** | **Grey Book** | **Green Book** |
| Substantive promotions | 20 | 0 |
| Lateral transfer | 5 | 0 |
| Temporary promotion | 1 | 0 |
| Talent Pool | 19 \*\* | 0 |

\*\*Although this number looks healthy, it comprises of the following:

* 6 Control staff.
* A number of people who, for various reasons will only work at Colchester, Chelmsford or Clacton.
* A number of individuals who recently moved to Wholetime firefighter roles, but who do not want to move into Wholetime crew manager roles yet (although they are On-Call crew managers).
* This has left us in a position where we do not have anyone in the Talent Pool to cover temporary crew manager roles.

|  |  |  |
| --- | --- | --- |
| **Totals** | **Grey Book** | **Green Book** |
| Substantive promotions | 54 | 1 |
| Lateral transfer | 14 | 0 |
| Temporary promotion | 8 | 0 |
| Talent Pool | 37 | 5 |

The review of our talent pool process has concluded. As a result of feedback we have identified a number of ‘lessons learned’. We are making a number of adjustments to the process to take these into account and are entering into ‘phase two’ of the talent pool process for 2019. The talent pool process for 2019 has been agreed.

**Induction**

“Welcome to ECFRS” induction days were held on 2 July and 10 September. The next induction day will take place on the 1 October.

# ATTENDANCE

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

|  |
| --- |
| **SICKNESS ABSENCE SUMMARY – 12 months to 30 September 2018** |
|  | **WHOLETIME 1** | **CONTROL** | **GREY BOOK SUPPORT** | **GREEN BOOK SUPPORT** | **OVERALL 2** |
| **% of EEs taking sick leave** | 65% | 19% | 30% | 59% | **58%** |
| **Median sick days** | 8 | 6 | 6 | 6 | **7** |
| **Mean sick days** | 22.4 | 20.4 | 18.6 | 20.7 | **21.7** |
| **Max sick days** | 365 | 88 | 150 | 365 | **365** |
| **Total calendar days lost to sickness** | 7,805 | 143 | 446 | 3,640 | **12,034** |

Note 1): Wholetime station-based employees only.

Note 2) See note 1 above

Initial comparisons between data for September 2017 and data for September 2018 indicates that there has been an overall decrease in the number of individuals taking sickness-related absence, from 60% to 58%.

The median number of sick days national for the public sector (2017 data) is 9.8 days per annum.

# EMPLOYEE RELATIONS

**Case Management**

The following tables present a summary of activity for each case type in Quarter 2 2018/19. Where a case remained open at 30 September, 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 the duration of all types of cases have increased from the previous quarter apart from disciplinary cases which have decreased.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ATTENDANCE****MANAGEMENT** | **Active Cases** | **Expressed as % of headcount** | **Cases Opened** | **Cases Closed** | **Average Case Duration (Calendar Days)** |
| **NE Group** | 13 | 6.7% | 2 | 6 | 53 |
| **NW Group** | 15 | 8.8% | 0 | 8 | 194 |
| **SE Group** | 18 | 9.5% | 2 | 9 | 260 |
| **SW Group** | 17 | 8.5% | 5 | 8 | 95 |
| **Corporate (inc. Control)** | 22 | 7.0% | 0 | 8 | 203 |

Overall attendance cases have decreased for the third consecutive quarter. 92 during the 20187-19 Q1 compared to 85 during 2018-19 Q2. The HR Business Partner Teams have produced some additional guidance regarding absence management including return to work and attendance management steps as a policy relaunch. This was shared with managers along with offering to meeting with watch managers to support their understanding of attendance management to try to build their confidence in tackling things early.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **DISCIPLINARY** | **Active Cases** | **Expressed as % of headcount** | **Cases Opened** | **Cases Closed** | **Average Case Duration (Calendar Days)** |
| **NE Group** | 2 | 1.1% | 0 | 1 | 241 |
| **NW Group** | 0 | 0.0% | 0 | 0 | n/a |
| **SE Group** | 1 | 0.5% | 0 | 0 | 73 |
| **SW Group** | 4 | 1.4% | 2 | 2 | 45 |
| **Corporate (inc. Control)** | 1 | 0.5% | 0 | 1 | 217 |

Overall disciplinary cases have increased from 6 during the 2018-19 Q1 compared to 8 during 2018-19 Q2. This increase relates to 4 cases in the SW group which represents two separate investigations but within both cases there were two employees being investigated.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **GRIEVANCE** | **Active Cases** | **Expressed as % of headcount** | **Cases Opened** | **Cases Closed** | **Average Case Duration (Calendar Days)** |
| **NE Group** | 3 | 2.1% | 0 | 3 | 74 |
| **NW Group** | 0 | 0.0% | 0 | 0 | n/a |
| **SE Group** | 1 | 0.5% | 0 | 1 | 27 |
| **SW Group** | 0 | 0.0% | 0 | 0 | n/a |
| **Corporate (inc. Control)** | 3 | 0.7% | 0 | 2 | 146 |

Overall grievance cases have increased from 3 during the 2018-19 Q1 compared to 7 during 2018-19 Q2.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PERFORMANCE****MANAGEMENT** | **Active Cases** | **Expressed as % of headcount** | **Cases Opened** | **Cases Closed** | **Average Case Duration (Calendar Days)** |
| **NE Group** | 2 | 0.7% | 1 | 0 | 26 |
| **NW Group** | 6 | 2.9% | 0 | 4 | 276 |
| **SE Group** | 3 | 1.8% | 1 | 2 | 19 |
| **SW Group** | 5 | 1.8% | 0 | 2 | 206 |
| **Corporate (inc. Control)** | 2 | 1.0% | 0 | 1 | 103 |

Overall performance cases have decreased from 27 during the 2018-19 Q1 compared to 18 during 2018-19 Q2.

During Quarter 2 2017/2018 reports were provided monthly therefore the year on year comparison below is for activity during September 2017 and September 2018. This data shows an increase in performance cases year on year from 4 to 11. This reflects a focus on HR advisors working with managers to monitor cases at an early stage of the process when operational staff are unable to achieve the fitness standard. There has also been an active drive to manage On-Call availability which is reflected in the statistics.

|  |  |  |
| --- | --- | --- |
| **Case type** | **Sept 17** | **Sept 18** |
| **Grievance** | 9 | 5 |
| **Disciplinary** | 5 | 7 |
| **Absence** | 52 | 57 |
| **Performance** | 4 | 11 |

**Meetings with our representative bodies**

FBU JNCC – 6 July, 7 September

UNISON JNCC – none during quarter

FOA JNCC – 11 Sept – cancelled

FRSA JNCC – none during quarter

**Special Performance Recognition Scheme & Celebrating Our People Awards**

In July, we received six nominations with a team of four bronze winners. In August, we received six nominations with one bronze award and in September, we had two nominations with one bronze award.

Nominations went ‘live’ on the 28 August for the 2018 Celebrating Our People Awards. Nominations closed on the 28 September and the judging panel are due to meet on the 2 October. The awards ceremony will take place on the 14 November 2018 at Chelmsford City Racecourse.

**Personal Annual Reviews**

Completion rate for personal annual review forms has increased to 65% this year. The employee engagement survey found that 8% more of our staff found the appraisal useful in highlighting where they are performing well and where they can improve in their role. Despite that, we want to make our appraisal process suitable and beneficial for as many of our staff as possible. We asked employees for their thoughts on their experience with the appraisal process by completing a brief survey. This survey is due to close on the 2 October and a summary of the results will be published in the next quarterly report.

**Employee Engagement Survey**

On the 16th July a Manager Briefing session was held for an action planning session using feedback each line manager brought back from their teams. This was reviewed against phase 1 actions to identify correlations. During Quarter 2 managers ran feedback sessions with their teams.

A further managers briefing held on the 17th September looked at key themes; recognition, open communication, feedback/appraisals and Service Leadership Team trust.

# OCCUPATIONAL HEALTH AND FITNESS TEAMS

**Occupational Health Promotions**

Dying to Work – our Service joined representative bodies in September to sign a special charter to show our commitment to staff who are diagnosed with terminal illnesses. The Dying to Work Charter is all about supporting colleagues who are diagnosed with terminal illnesses or diseases. In what is naturally an in incredibly traumatic event for that person, their family and friends, they should not have to be concerned about the consequences of their employment.

Stress management courses – 3 new course dates have been confirmed for the 3rd October, 3rd December and 4th February. The course includes guidance on what stress is, the physical symptoms and how to manage it.

World Suicide Prevention Day 2018 – On Monday 10th September the Service supported World Suicide Prevention Day. Employees were made aware of the support available to them via their local A&E, GP, The Samaritans, Papyru’s HOPELineUK, the Blue Light Charity and the Big White Wall.

The Service is reviewing it mental health provision with the current EAP contract due to end in March 2019 work is underway to look at proposal ideas including an annual mental health MOT being offered and a network of therapists across the county.

**Occupational Health Appointments**

|  |
| --- |
| **OCCUPATIONAL HEALTH APPOINTMENTS 2018-19 Q2** |
|  | **Jul** | **Aug** | **Sep** | **TOTAL** |
| LGV Health Surveillance | 4 | 4 | 6 | 14 |
| Additional Health Surveillance | 0 | 0 | 0 | 0 |
| Annual Health Surveillance | 0 | 1 | 0 | 1 |
| BA Instructor Health Assessment | 1 | 0 | 0 | 1 |
| Blood Borne Virus Risk | 0 | 0 | 0 | 0 |
| Control | 0 | 0 | 0 | 0 |
| Management Referral | 25 | 15 | 14 | 54 |
| Physiotherapy | 9 | 14 | 8 | 31 |
| Pre Placement Assessment - Operational | 1 | 17 | 0 | 18 |
| Pre Placement Assessment – Non-Operational | 2 | 0 | 0 | 2 |
| Standard Health Surveillance | 29 | 17 | 20 | 66 |
| Unscheduled Consultation | 8 | 3 | 7 | 18 |
| Workshops Assessment | 3 | 8 | 0 | 11 |
| **TOTAL** | **82** | **79** | **55** | **216** |

This was an overall decrease of 19 appointments on the previous quarter. Management referrals increased from 42 during the previous quarter to 54 in this quarter.

**Management Referrals**

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

# INCLUSION AND DIVERSITY (I&d)

**Activity and themes**

A Strategic Action Plan has now been ratified and will be utilised until 2020. The action 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 the Strategic Action Plan for ongoing openness and transparency as well as progress reporting.

Improving staff Diversity Data will incur a delay due to the launch of Civica being changed to the 1st December.

The Inclusion and Diversity Lead is writing guidance on the Gender Pay Gap to assist Fire and Rescue Services to achieve consistency in their reporting. Ethnicity Pay Gap guidance will also be written, whilst this is not a legal requirement yet, it is likely to be within the next three years. It would be good practice to commence reporting sooner rather than later.

**Upcoming Events**

4th and 5th October - Dignity at Work Champions Training Course.

10th October - A pan Essex Equality Network meeting.

2nd October – ECFRS to have a home safety and recruitment presence at the Black History Month hosted by African Families in the UK.

Dyslexia and Neurodiversity Awareness Sessions:

16th October

1st November

12th November

21st November – National Diversity & Inclusion Meeting.

22nd and 23rd November – Asian Fire Service Association Conference.

# Job evaluation

Job evaluation panels continue to run on a monthly basis, with an additional panel held in July. Monthly panels have been confirmed for the remainder of the calendar year and the planning of the 2019 panels is due to commence shortly. 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 2 2018/19 and 6 roles have been reviewed. In additional 2 roles have been reviewed externally, 1 in July and 1 in August.

# Learning and developmenT

**Compliance with Risk Critical Training**

Please note, all figures are based upon September’s month-end staffing reports. Day Duty Officers and those on Career Breaks are excluded from all calculations.

**B.A. Qualifications – Station Based employees**

All Firefighters, Crew and Watch Managers should hold a valid B.A. qualification. Figures combine initial B.A. qualifications and renewals.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Valid** | **Expiring within 90 / 30 days** | **Expired** | **Awaiting Initial Training 1** |
|  |  | 30-90 days | < 30 days |  |  |
| **Wholetime** | 486 | 7 | 2 | 10 | 0 |
| **On-call** | 369 | 20 | 10 | 15 | 70 |
| **Overall** | 855 | 27 | 12 | 25 | 70 |

Note 1): On-Call Firefighters are not required to hold a B.A. qualification until they have completed Phase 1 and Phase 2 training. Of the 70 individuals awaiting initial training, 24 are already booked on a course, 43 will be booked to attend a course during 2019. The remaining 3 no longer require a B.A. qualification - 2 colleagues are leaving and one is currently non-operational.

**Incident Command (ICSV Level 1) – Station Based employees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Valid** | **Expiring within 90 / 30 days** | **Expired** | **Awaiting Initial Training** |
|  |  | 30-90 days | < 30 days |  |  |
| **Wholetime** | 145 | 0 | 2 | 0 | 0 |
| **On-call** | 107 | 2 | 11 | 2 | 1 |
| **Overall** | 252 | 2 | 13 | 2 | 1 |

Station-based Crew and Watch Managers are required to hold an ICSV Level 1 qualification.

**Emergency Response Driver – Qualifications**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Valid** | **Expiring within 90 / 30 days** | **Expired** |
|  |  | 30-90 days | < 30 days |  |
| **Wholetime** | 323 | 1 | 0 | 0 |
| **On-call** | 239 | 1 | 0 | 0 |
| **Overall** | 99.6% | 0.4% | 0% | 0% |

Station Based FF, CM, and Watch Managers are included in these figures.

**Emergency Response Driver – Watch Cover**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Blue** | **Green** | **Red** | **White** | **A** | **B** |
| **Wholetime** | 66% | 64% | 61% | 65% | - | - |
| **Day Crewed** | - | - | - | - | 68% | 65% |
| **On-call** | 49% |

Target Cover is 60% per operational watch. Further detailed analysis will be required to break this information down on a station by station, watch by watch basis.

**Course Evaluation**

Responses for courses delivered during Q2 2018/19.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **COURSE TYPE** | **TOTAL RESPONSES** | **RETURN RATE** | **UNSATISFIED** | **SATISFIED** | **VERY SATISFIED** |
| **BA** | 59 | 32% | 0% | 31% | 69% |
| **Command and Control** | 7 | 30% | 0% | 29% | 71% |
| **Driving** | 14 | 13% | 7% | 86% | 7% |
| **OVERALL** | **80** | **-** | **1%** | **40%** | **59%** |

Note: The total number of delegates on each course were not available at the time of preparation, hence unable to calculate an overall evaluation response/return rate.

Return rates for Evaluation Forms are low and we will take the following steps to increase these:

1. Course Evaluation Forms will be made available for all internal training courses.
2. Course joining instructions will refer to the value of completing and returning evaluation forms to the L&D Team.
3. At the beginning of each course delivery session, trainers will explain to delegates why we are asking for their feedback and will encourage them to complete the evaluation form.



**Course Attendance Cancellations/No Shows**

Reasons given for non attendance during Q1 and Q2 were as follows.

These figures are based upon logged reasons for cancellation/non-attendance, as captured by the L&D Administration Team.

|  |  |  |
| --- | --- | --- |
| **REASON FOR NON-ATTENDANCE** | **Q1** | **Q2** |
| Childcare Issues | 3 | 0 |
| Commitment to Primary Employment | 0 | 1 |
| Forgot | 1 | 0 |
| No Show | 1 | 13 1 |
| Operational Cover | 2 | 0 |
| Support Cover (e.g. low staffing levels) | 0 | 2 |
| Sick | 2 | 0 |
| Other, not listed above | 4 | 4 |

Note 1): Of the 13 no-shows in Q2, 9 were line managers that did not attend a “Safer Recruitment” full day course. Valid Service-related reasons were provided, but the non-attendance still meant that the course was under-utilised and spaces were wasted.

**Course Delivery – 2018/19**

|  |  |
| --- | --- |
| **Period** | **Places** |
| Q1 – Apr-Jun | 1,535 |
| Q2 – Jul-Sep | 1,553 |
| **TOTAL** | **3,088** |

**Quality Assurance Meeting**

The Q1 Quality Assurance meeting took place on 30 July 2018. Items covered included reviewing the standardised evaluation process to increase return rate, embedding Standardisation Meetings, the Driver Training review and the External Verifier Visit of 8 May 2018. Reports were received from Professional Development, STC, BA, Incident Command and Water. Trainer CPD was discussed. Minutes attached.

**Learning and Development Advisory Group**

The first meeting of the Learning and development Advisory Group is due to take place on 5 October 2018. Items to be discussed include Apprenticeships, e-learning, Civica and the user specification for a competency recording system.