



Meeting	Service Leadership Team	Agenda Item	6a (iii)
Meeting Date	13 August 2019	Report Number	19-223
Report Authors	Martin Jones, HR Workforce Information Officer Claire Budgen, T/HR Policy & Strategy Manager Hannah Phipps, HR Policy & Strategy Manager		
Presented by	Colette Black for Karl Edwards, Director of Corporate Services		
Subject	HR Quarterly Report – Q1 2019/20		
Type of Report	Information		

This report reflects activity in the first quarter of the 2019/20 Financial Year. It is proposed that the format of this report is changed to become an HR Assurance Report reflecting a dashboard and snapshot analysis, an example of the proposed layout can be found in Appendix A and SLT are asked for their comments on this proposal for future reports.

ESTABLISHMENT FIGURES – FULL TIME EQUIVALENT (FTE)

	WHOLETIME		ON-CALL		CONTROL		SUPPORT	
	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
April	613.0	620.0	402.50	398.25	33.3	31.3	286.3	276.5
May	607.0	623.0	403.75	403.00	33.2	31.3	286.9	280.1
June	618.0	625.0	400.00	401.50	34.2	33.3	283.8	285.0
July	623.0		400.00		34.0		280.7	
August	619.0		397.00		34.2		278.9	
September	612.0		390.75		34.2		278.2	
October	623.0		386.75		34.0		275.3	
November	624.0		395.75		34.2		276.3	
December	621.0		393.25		34.2		272.2	
January	628.0		386.00		34.2		268.3	
February	631.0		385.75		32.8		270.3	
March	629.0		397.50		31.8		271.3	

Note: employees on career break at the end of a period are excluded from all figures.

There were a total of 9 new Wholetime employees during the period, of which one was a secondment from Cambridgeshire Fire & Rescue Service. There was a net increase of 7.0 FTE in

this employee group when compared to the end of the first quarter in 2018/19. The overall establishment for operational staff remains below the budgeted FTE. The 2019 Wholetime Recruitment process will help to close this gap.

The overall establishment for On-Call staff remains below the budgeted FTE. Control and Support Staff establishment remains fairly static and on budget.

Monthly Employee Turnover

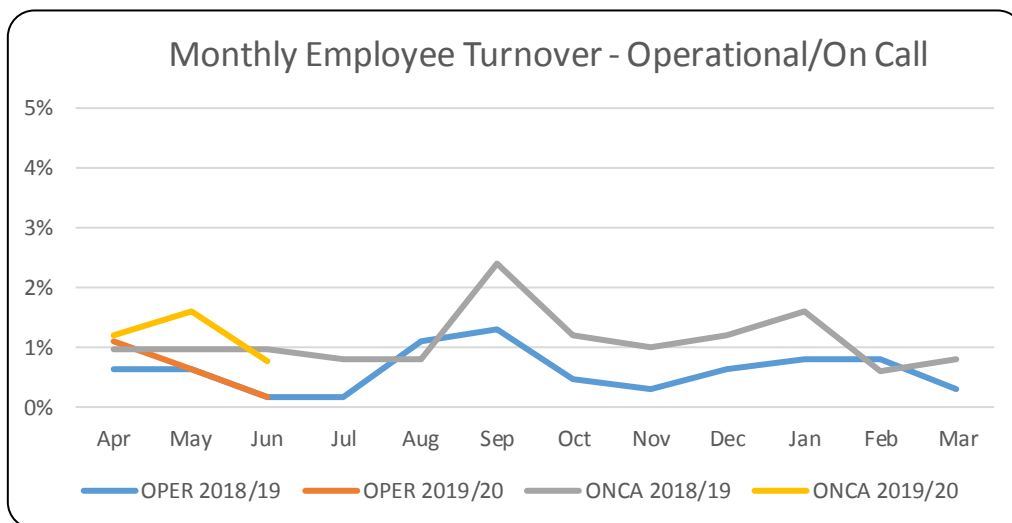
The Chartered Institute of Personnel and Development (CIPD) supports the following calculation method for determining overall employee turnover:

$$\frac{\text{total number of leavers over period}}{\text{average total number employed over period}} \times 100$$

This overall figure is for all leavers, including those who retire, or leave involuntarily due to dismissal or redundancy.

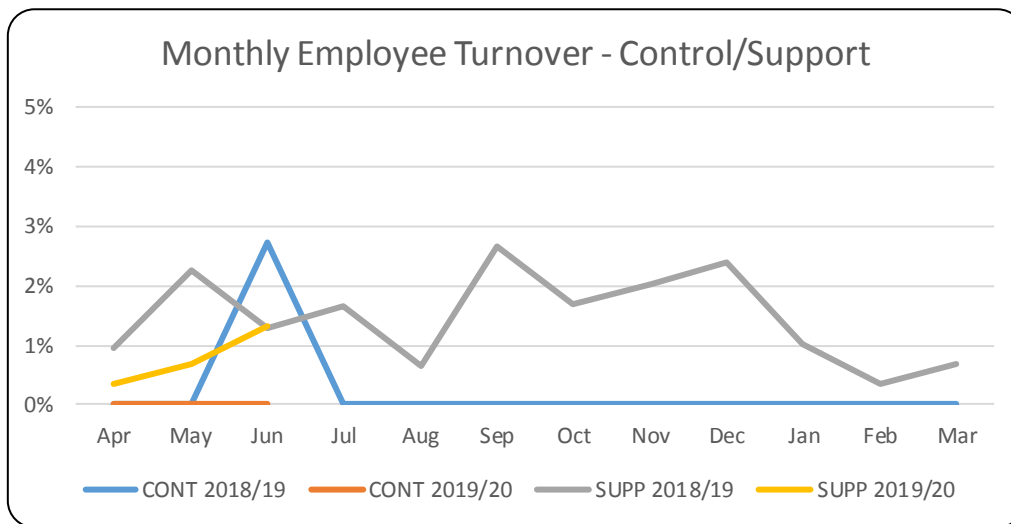
The overall quarterly Service turnover figure in Q1 2019/20 was 2.5%.

The annual turnover figure for the 2018/19 financial year was 11.4%. These figures are considerably lower than the public services overall turnover figure of 22% (Source: CIPD Resourcing and Talent Planning Report 2017) and the XpertHR Labour Turnover Rates Survey 2018, which found that the average public sector turnover rate was 15.7%.



There were 12 Wholetime leavers during the quarter and 18 On Call leavers.

A contributing factor to the latter number remains those leaving On Call roles to transfer to Wholetime and others resigning, citing work/life balance as their reason for resignation.



Control turnover continues to be negligible and this could be due to flexible working arrangements being taken up by more individuals in this employee group. Support turnover has risen slightly from 0.7% in March to 1.3% in June, but still remains below the most recent peak of 2.4% seen in December 2018. There were seven Support leavers during the quarter and none from Control.

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:

$$\frac{\text{number of staff with service of one year or more}}{\text{total number of staff in post one year ago}^1} \times 100$$

The overall stability index again recovered slightly from the previous quarter, increasing from 91.5 to 92.8. A higher stability index value indicates a more stable workforce.

Employee Stability Indices at 30 June 2019	
Wholetime	97.6
On-Call	89.3
Control	91.9
Support	88.9
OVERALL	92.8

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.

RECRUITMENT

Wholetime Recruitment

Start Date	Squad Type	Squad Size
May 2019	New recruits	5

The February On-Call conversion course was successfully completed by one firefighter who subsequently transferred to station in March. The remaining four firefighters required an extended training course and were allocated stations at the end of June.

The May intake of five new recruits were joined at STC by the four On Call conversion squad members mentioned above and a further three January new recruits who also required additional training. One of the January intake was subsequently dismissed, due to their failure to successfully complete the extended training. The others passed out at the end of June. The remaining five are scheduled to pass out on 23 August.

Applications for the 2019 Wholetime Recruitment Campaign went live at 0630 on the 16 April. Within the first hour, we had attracted 786 registrations. Our quota of 1200 applications was filled by 2120 that same day.

Of the 1200 applicants, 145 were existing On Call firefighters and 6 were existing members of Support staff. 845 candidates were invited to take the online tests. 300 candidates passed this stage, while 152 withdrew from the process by not starting any online testing. Existing On Call colleagues were not required to take the online tests and were automatically moved forward to the PQA application stage.

404 PQA applications were submitted and 281 candidates successfully passed this stage. 85 On-Call candidates were fast tracked to interview and 196 candidates were invited to physical assessment. These will take place at Southend Fire Station during June and July. Any candidates who successfully pass the physical assessment will be invited to interview along with the fast-tracked On Call candidates. Interviews will take place during July and August and the first squad of 12 from this recruitment campaign will join the Service on the 17 October.

On Call Recruitment

There were 309 applications received during this quarter, a decrease from the 369 applications received in Q4 2018/19. There was a significant drop in application numbers in April which we believe is due to the Wholetime applications going live in the same month.

Month	Applications	Assessment Day Attendees	Basic Training
April	66	8	n/a
May	103	13	12
June	140	8	9
TOTAL	309	29	21

Two further On-Call firefighters were employed in the quarter, being transfers / Wholetime RDS/ returners. This takes the total employed to 23. The next Assessment Day is scheduled for 7 August, with 20 applicants due to attend. The next scheduled courses are July and October.

Support Staff Recruitment

During Q1, there were 52 open vacancies, of which 27 were newly initiated. This compares to 38 in the previous quarter. Of these 52 vacancies, 31 were for Green book roles, 20 were for Grey Book roles and the status of one role (i.e. whether it is Grey or Green) was to be confirmed.

A total of 81.8 FTE positions were available over 51 roles. Support Trainers are excluded from this figure as hours worked will be paid for as overtime under an employee's main contract. 39 vacancies had one full FTE position available, with the remainder as below:

Position / Vacancy	FTE Vacancies	Employment Terms	Contract Type
Kitchen Chef	2	Green	Permanent
Kitchen General Assistant	1.8	Green	Permanent
BAI Trainers	2	Grey	1 x Perm, 1 x FTC
Group Trainer Opportunities	4	Grey	Fixed Term
Control Operators	2	Grey	Fixed Term
Surveyors	3	Green	Permanent
USAR Reserves	6	Grey	Permanent
Operational and Community Risk Officer	4	Grey	Permanent
On Call Liaison Officer (Pilot)	4	Grey	Fixed Term
Station Manager - Operational Training	2	Grey	Permanent
Brentwood - Crew Manager	2	Grey	1 x Perm, 1 x FTC
Firebreak/Cadet Instructors	10	Casual	Casual
Front of House	TBC	Green	Permanent
Support Trainers ¹	n/a	Grey	n/a

Note 1: hours worked as Support Trainers will be paid for as overtime under an employees' main contracts.

Of the 81.8 FTE available, 44.8 FTE were for permanent contracts and 27 FTE were fixed term contracts. 10 were for casual contracts.

29 offers were made, 27 of which were accepted – an offer acceptance rate of 93%.

The average number of days from a vacancy being signed off at authority to recruit (ATR) stage to successful candidate accepting offer is 66 days/9.4 weeks (please note this does not include the ATR or pre-employment stage yet). This is a significant decrease on last quarter (89 days/12.7 weeks). The benchmarking figure for time to hire is 20 weeks for directors, 14 weeks for managers and 8 weeks for staff (XpertHR).

Conversion rates from application to interview to placement

	Number	Conversion Rate
Applications received	174	-
Interview conducted	76	43.6%
Placements	27	35.5%

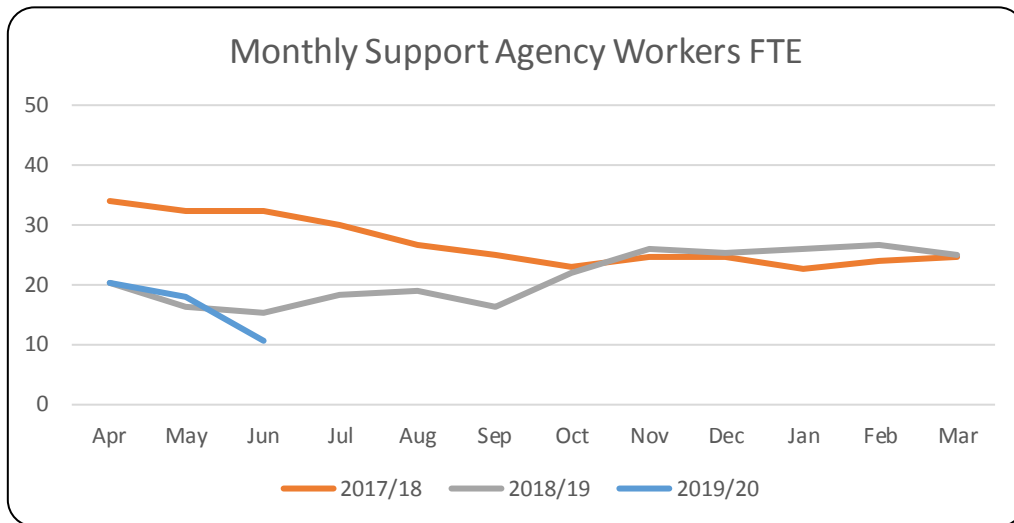
Cost per hire

Advertising costs - nil
 Agency Fees - £2,000 (for one role)
 Cost per hire is £16.95

Temporary staff usage

The number of Agency Workers engaged at the end of June 2019 represents a 30.3% decrease compared to the same time last year. This is a combined figure for workers provided by agencies and self-employed consultants.

The highest usage of agency workers by department continues to be within Catering (3.1 FTE), Property Services (2.1 FTE) and Payroll (2.0 FTE).



Roles in Catering are expected to be filled by permanent recruitment, although there has been a significant delay in the process due to the length of time that it took the hiring manager to progress from application to interview. Payroll continues to have additional resource to support activity post Civica implementation.

Talent Pool

Application Sifting – Supervisory Level

- 79 applications received: 53 at Level 1 and 26 at Level 2.
- 20 applicants expressed an interest, but were fast tracker to assessment centre, due to successfully passing the application stage last time.
- 47 (59.5%) of those who submitted applications successfully passed the Application Sift, considerably lower than last year (77.0%). The majority of candidates that have not yet achieved the required standard submitted their applications just prior to the deadline.
- 67 invitations to assessment centre sent: 49 at Level 1 and 18 at level 2

Supervisory Assessment Centres

- 13 Supervisory Assessment Centre days ran between 4 and 27 June
 - 49 candidates at Level 1: 4 of which are Green Book
 - 18 candidates at Level 2: 1 of which is Green Book
- Outcomes from the assessment centres were sent to all candidates on 4 July
- 53 Candidates were successful
- 14 Candidates did not reach the required standard – 2 were no shows and 1 partially completed/withdrawn
- Overall pass rate is 79.11% which is in line with last year (78.4%)
- Assessors have been very willing to help and we have had 40 assessors support the sifting of applications and assessment centre processes

Talent Pools

The new Talent Pool figures include the new successful candidates from the June Supervisory Level process. There are a total of 87 people currently in the Talent Pool, with 25 people currently covering in temporary/development roles.

LEVEL	NUMBER	TEMPORARY OPPORTUNITIES
Middle Manager – Level 1	15 (10 Grey, 1 External, 4 Green)	4 (3 Grey, 1 Green)
Middle Manager – Level 2	4 (2 Grey, 1 External, 1 Green)	2 Grey
Supervisory – Level 1	48 (42 Grey, 3 Control, 3 Green)	11 (9 Grey, 1 Control, 1 Green)
Supervisory – Level 2	20 (19 Grey, 1 Green)	8 Grey

Of the 42 successful candidates in the Supervisory Level 1 Talent Pool (Crew Manager) 10 of these are from On Call stations.

A total of 27 people have secured substantive roles so far in 2019, 9 of which in this quarter.

LEVEL	DEPARTMENT
Middle Manager Level 2	Training
Middle Manager Level 1	Training
Middle Manager Level 1	Operational Assurance
Middle Manager Level 1	Training
Supervisory Level 2	Southend
Supervisory Level 2	Grays
Supervisory Level 2	Community Risk Development Officer
Supervisory Level 1	Training
Supervisory Level 1	Chelmsford

ATTENDANCE

The following table reflects the amount of sick leave for current employees (in calendar days) taken in the 12 months to 30 June 2019. Periods of absence under 0.5 days in duration are excluded from all calculations.

We continue to see increasing amounts of sickness data being recorded in Civica for On Call employees, following the move from SAP to Civica at the end of 2019. We recognise that there will be a period of learning/adjustment while users become familiar with the system and during this period, it is likely that we may encounter some data quality issues for this group, although we expect these to reduce in volume over time.

SICKNESS ABSENCE SUMMARY - 12 months to 30 June 2019					
	% of Employees taking sick leave	Median Sick Days	Total Days Lost	% Short Term ¹	% Long Term ¹
Wholetime	56%	8.0	8,214	61.1%	38.9%
On-Call ²	25%	8.0	4,997	31.1%	68.9%
Control	49%	5.5	374	72.9%	27.1%
Support	55%	4.0	2,672	74.4%	25.6%
OVERALL ³	44%	7.0	16,257	57.4%	42.6%

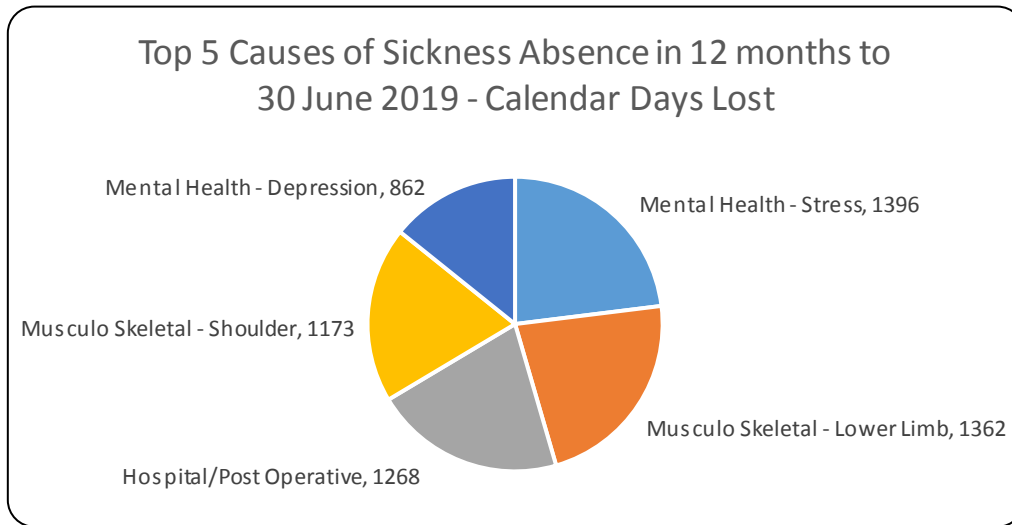
Note 1) Periods of absence lasting 28 calendar days or more are classified as Long Term. All shorter periods than this are considered to be Short Term.

Note 2) On-Call sickness data has not yet been recorded in Civica for a full 12 month period, so these figures are likely to be lower than those for a "standard" 12 months.

Note 3) Overall figures may appear distorted when compared to previous periods, due to the inclusion of On-Call data.

Reasons for Sickness Absence

The chart below identifies the number of calendar days lost to the top 5 reasons for absence in the 12 months to 30 June 2019.



The accompanying table provides further detail to indicate what percentage of total days lost are attributable to each absence cause.

ABSENCE CAUSE	Calendar Days Lost in 12 months to 30 June 2019	% of total days lost
Mental Health – Stress	1396	10.6%
Musculo Skeletal – Lower Limb	1362	10.4%
Hospital/Post-Operative	1268	9.6%
Musculo Skeletal – Shoulder	1173	8.9%
Mental Health - Depression	862	6.6%

EMPLOYEE RELATIONS

Case Management

The following tables present a summary of activity for each case type in Q1 2019/20. The data includes both informal and formal case activity. Where a case remained open 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.

Arrows reflect the movement in case volumes compared to the previous quarter.

ATTENDANCE MANAGEMENT	Active Cases	Expressed as % of headcount	Cases Opened	Cases Closed	Average Case Duration (Calendar Days)
NE Group	9 ↓	3.5%	5	3	99 ↓
NW Group	11 ↑	4.0%	4	2	271 ↓
SE Group	22 ↑	4.8%	11	8	182 ↓
SW Group	10 ↓	7.4%	5	6	122 ↓
Corporate (inc. Control)	23 ↓	6.2%	7	5	187 ↑
OVERALL	75 ↓	5.3%	32	24	179 ↑

DISCIPLINARY	Active Cases	Expressed as % of headcount	Cases Opened	Cases Closed	Average Case Duration (Calendar Days)
NE Group	0 ←	0.0%	0	0	n/a
NW Group	0 ←	0.0%	0	0	n/a
SE Group	1 ↑	0.0%	1	0	28 ↑
SW Group	0 ←	0.7%	0	0	n/a
Corporate (inc. Control)	2 ←	0.2%	1	1	103 ↓
OVERALL	3 ←	0.2%	2	1	78 ↑

GRIEVANCE	Active Cases	Expressed as % of headcount	Cases Opened	Cases Closed	Average Case Duration (Calendar Days)
NE Group	2 ↑	0.0%	2	0	48 ↑
NW Group	2 ↑	0.0%	2	0	18 ↑
SE Group	0 ←	0.0%	0	0	n/a
SW Group	0 ←	0.0%	0	0	n/a
Corporate (inc. Control)	4 ↑	0.5%	4	2	38 ↑
OVERALL	8 ↑	0.1%	8	0	36 ↓

PERFORMANCE MANAGEMENT	Active Cases	Expressed as % of headcount	Cases Opened	Cases Closed	Average Case Duration (Calendar Days)
NE Group	5 ↑	1.4%	3	1	86 ↓
NW Group	2 ←	0.9%	2	0	81 ↓
SE Group	4 ↑	1.1%	4	2	33 ↓
SW Group	1 ↓	1.5%	1	0	77 ↓
Corporate (inc. Control)	5 ↓	1.7%	2	2	136 ↑
OVERALL	17 ↓	1.4%	12	5	87 ↓

Meetings with representative bodies

UNISON	FBU	FRSA (RFU)	FOA
17 April, 14 June	3 May	24 April	9 May 2019

Special Performance Recognition Scheme & Celebrating Our People Awards

The April panel saw 2 nominations (two teams) and 4 Bronze Award winners (from one of these teams). The May panel saw 4 nominations (two teams and two individuals) and 6 Bronze Award winners (one team). The June panel had 3 nominations and 3 Bronze winners. The overall spend on vouchers during Q1 was £975.

The next panel is scheduled for the 8 July.

The 2019 Celebrating Our People Awards will take place on the 3 October.

OCCUPATIONAL HEALTH AND FITNESS TEAMS

Health Promotion

Mental Health Awareness Week in May was successfully marked with participation in the Lord Mayor of London's now national Green Ribbon campaign and also by the distribution of teabags and biscuits to each watch and department across the county encouraging them to take 'time to talk'.

Information for mental health resources available is being reinforced both by news articles on the intranet and by physical information in station briefing packs. We have recently funded one of the firefighters to become a Mental Health First Aid trainer and will be planning courses across the Service.

NHS/IAPT courses continue for Stress Awareness and Mental Health Awareness for Managers.

An eLearning package around suicide prevention has been sourced from NHS Education/Public Health England; using via our Elite eLearning platform has been explore and should be feasible.

Occupational Health Client contacts

The table below reflects the events which have prompted client contacts (telephone calls or face to face appointments) whether that be for health surveillance or management referrals.

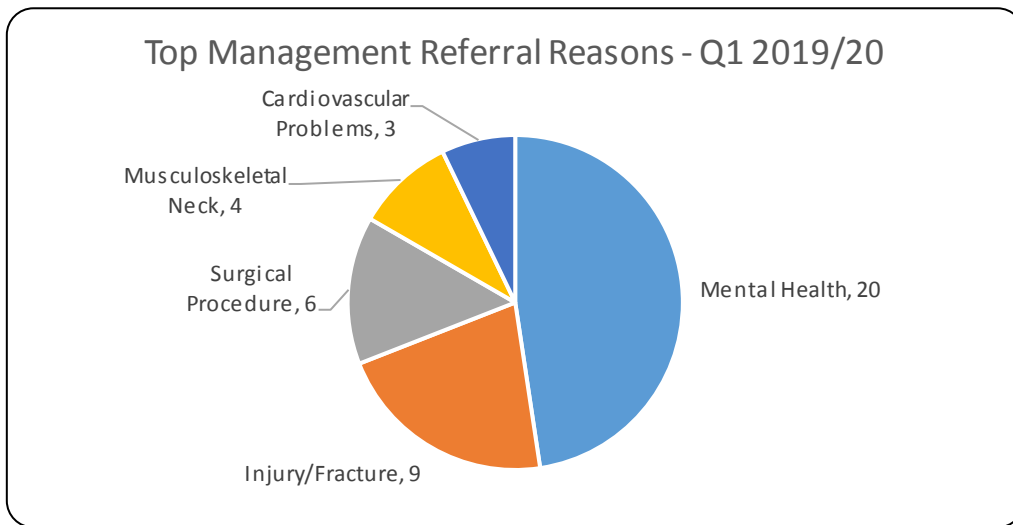
OCCUPATIONAL HEALTH APPOINTMENTS Q1 2019/20				
	Apr	May	Jun	TOTAL
Additional Health Surveillance	0	1	1	2
Annual Health Surveillance	3	0	0	3
BA Instructor Health Assessment	1	0	0	1
Blood Borne Virus Risk	0	0	0	0
Control	0	0	0	0
LGV Health Surveillance	13	9	11	33
Management Referral	23	19	17	59
Physiotherapy	9	17	11	37
Pre Placement Assessment - Non-Operational	1	3	0	4
Pre Placement Assessment - Operational	16	8	5	29
Self-Referral - Direct	7	7	6	20
Self-Referral - via counselling mailbox	7	4	5	16
Standard Health Surveillance	23	30	24	77
Workshops Assessment	1	0	1	2
TOTAL	104	98	81	283

Note 1): "Self-Referral" was previously identified as "Unscheduled Consultation"

Management Referrals

Dedicated Occupational Health time is already set aside to meet with Senior HR Advisers for case discussion; this may now need to take a more proactive approach in terms of arranging meetings with each SHRA. However, with the current state of flux within the HR team this is a challenge.

Review of the Attendance policy may be required to state clearly management referral points for occupational health. We are finding many late referrals where individuals have been off sick – in some cases for many weeks – and referral is last minute as return is imminent and opportunities for advice and support may have been missed. It may also mean a delay in return as in some cases we need to obtain further information or see the individual face-to-face. Input at a monthly managers’ briefing would be beneficial; there is a business need as well as a personal need for referral and the business need is sometimes overlooked.



Fitness Team activity

Station Visit Fitness Assessments

The Fitness Team conducted 292 Fitech fitness assessments on station visits between April and June 2019, a significant increase from 159 assessments during the previous quarter.

RESULT	WHOLE TIME	ON-CALL	TOTAL
Passed	127	127	254
3 monthly review	14	18	32
6 weekly review	2	3	5
3 weekly review	0	1	1
	143	149	292

WHOLE TIME	ON-CALL	TOTAL
89%	85%	87%
10%	12%	11%
1%	2%	2%
0%	1%	0%

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.

FITNESS TEAM ACTIVITY – Q1 2019/20			
STATION APPOINTMENTS		SERVICE HQ APPOINTMENTS	
Wholetime station visits	15	Individual Yearly Fitech Assessments	81
> Individual Appointments	143	3 monthly review	23
On-Call station visits	14	6 weekly review	9
> Individual Appointments	149	3 weekly review	4
Whole Time Assessment Days	3	On-Call Pre Assessments	46
On-Call Assessment Days	5	Functional Assessments	4
<i>Cancelled/Missed Appointments</i>	48	<i>Cancelled/Missed Appointments</i>	22

The 70 cancelled and/or missed appointments represent approximately £1,100 of wasted Fitness Team time. (Calculation based upon a typical FITECH appointment lasting one hour and the average hourly rate of pay for a Fitness Advisor). Please note that station appointments may be cancelled at short notice if crews are called to an incident.

Fitness Reviews

In addition to the regular activity described above, the Service Fitness Team continues to undertake a number of Fitness Reviews of individuals that have been unable to meet the required standard of fitness for their role.

The following table details the number of active reviews as at 30 June 2019. It should be noted that this should be treated as a “snapshot” as the information changes daily as individual cases progress. Over the coming months, we will take data snapshots at the end of each calendar month in order to build a picture of the fluctuating population of firefighters requiring support and review in order to attain the required fitness standard.

Detailed information on overdue cases is available to Station and Group Managers via a secure central file location, and those managers can discuss cases with the Fitness Team should they have any queries or concerns regarding the overdue status of any particular firefighter.

COMMAND GROUP	ACTIVE REVIEWS @ 30 JUNE 2019	NUMBER OVERDUE REVIEW	MAX DAYS OVERDUE
NE	19	3	102
NW	12	6	345
SE	8	2	187
SW	13	7	69
Corporate	2	0	n/a
OVERALL	54	18	345

Recruit Fitness

Time spent with new trainees has increased within the last year due to Wholetime recruitment and training. The Team provided physical training sessions with Wholetime squad members and lectures to both the Wholetime and On-Call squads.

INCLUSION AND DIVERSITY

Activity and themes

A BAME Taster Session was held in April ahead of Wholetime Firefighter recruitment.

Staff across the Service were asked to update their Emergency Contact and Equality information on Civica. We have seen an increase in information being updated in all areas of the Service, which is positive. Requests for updated information will be periodically circulated. Different ways that we could request and capture this information to achieve our objective in this area are currently being explored.

The Inclusion & Diversity Business Partner attended a Disability Summit held by NHS Employers. The event focussed on the benefit of staff networks, the provision of workplace adjustments, wellbeing and mental health support in the workplace.

A session on Dignity at Work was presented at the May Managers Briefing. The session included an overview of the role of Dignity at Work Champions and some recent case studies to highlight to Managers the types of concerns being raised.

Work has commenced to design a two-hour Dignity at Work session to be rolled out to all staff across the Service. Pilot sessions will take place in Q2 2019/20 with a Wholetime and an On-Call station prior to full Service roll out from Q3 2019/20.

The inaugural Inclusion and Diversity Delivery Group met in June. There was a good level of representation from across the Service. A range of concerns and celebrations were raised by the group. Actions will be addressed locally if possible or raised at the People Board or SLT as appropriate. The Inclusion & Diversity Delivery Group aims to help us achieve an inclusive workplace that is workforce and evidence led.

Colette Black, Assistant Chief Executive Officer for People, Culture and Values attended the AFSA Conference in June on behalf of the Service.

ECFRS assessed two people for dyslexia between April and June; they were experiencing challenges in their roles. They would potentially experience barriers to their progression within the organisation as a result of their neurodiversity. Assessments help us to provide appropriate workplace adjustments to enable individuals to thrive and achieve their potential.

HR Business Partner, Steve Tovey, attended the Regional Equality leads meeting in June on behalf of the Inclusion & Diversity Business Partner. Suffolk Fire and Rescue Service were hosting the meeting and had invited Arctic Shores (www.arcticshores.com) to give a presentation. Suffolk FRS have agreed to use Arctic Shores as part of their selection process for Whole-time Firefighter recruitment.

The Service attended Essex Pride in June with a focus on Home Safety and community engagement.

Upcoming Events

Date	Event
July	
2 July	Connecting Communities Conference – Faith Covenant
3 July	HMICFRS Equality & Diversity Focus Group and Interview
15 July	Multi Faith Meeting
16 July	Faith & IAG Working on Tuesdays
24 July	Being Meeting
25 July	Women’s Forum Launch
August	
12-13	Dignity at Work Champions Course
September	
5 September	Inclusion and Diversity Delivery Group
26 September	National Equality Leads Meeting

Diversity Metrics

The following table presents the Service's headline diversity metrics as at 30 June 2019.

EE Group	Gender % that are Female ¹	Majority Age Band	% LGB ¹	% Ethnic Minority ¹	% Disability
Wholetime	6.3%	46-55	4.5%	2.8%	1.1%
On-Call	1.4%	25-35	1.2%	2.5%	0.8%
Control	82.9%	25-35	10.0%	3.8%	0.0%
Support	51.1%	46-55	6.2%	2.1%	3.6%
Overall	15.9%	46-55	4.1%	2.6%	1.5%

Note 1: reflects the proportion of those individuals that explicitly self-identified their gender, sexual orientation or ethnicity.

For reference purposes, 2017/18 national comparators are provided below:

EE Group	Gender % that are Female	Majority Age Band	% LGB	% Ethnic Minority	% Disability ²
Wholetime	6.1%	46-55	3.6%	5.5%	-
On-Call	4.9%	25-35	1.8%	1.3%	-
Support	52.8%	46-55	3.0% ¹	7.8%	-
Control	75.5%	46-55		3.2%	-
Overall	15.9%	46-55	3.0%	4.7%	-

Note 1: national figures for LGB Support and Control employees are combined in order to avoid some individuals being identifiable.

Note 2: national comparators for fire service employees stating that they have a disability are not available.

JOB EVALUATION

There were four job evaluation panels during the quarter, evaluating a total of five roles.

- 11 April – emergency panel to evaluate one role
- 15 May – Job Evaluation training for Business Partners and Senior HR Advisors – 2 roles re-evaluated following appeal
- 30 May – one role
- 27 June – one role

Panel time was not fully utilised. Future panels are scheduled for 17 July, 22 August and 19 September.

LEARNING AND DEVELOPMENT

Compliance with Risk Critical Training – as at 30 June 2019

Day Duty Officers and employees on Career Break are excluded from all calculations.

B.A. Qualifications – Station Based employees

All Firefighters, Crew and Watch Managers should hold a valid B.A. qualification, except for those On-Call Firefighters who are still in Phase 1 or Phase 2 training.

	Valid	Expiring within 90 / 30 days		Expired	Awaiting Initial Training
		30-90 days	< 30 days		
Wholetime	425	39	15	1	18
On-Call	315	5	8	1	9

Incident Command (ICSV Level 1) – Station Based employees

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

	Valid	Expiring within 90 / 30 days		Expired
		30-90 days	< 30 days	
Wholetime	113	24	0	1
On-Call	110	8	0	0

Emergency Response Driver – Qualifications

These figures reflect Station Based Firefighters, Crew and Watch Managers only.

	Valid	Expiring within 90 / 30 days		Expired
		30-90 days	< 30 days	
Wholetime	306	11	1	8
On-Call	244	4	1	1

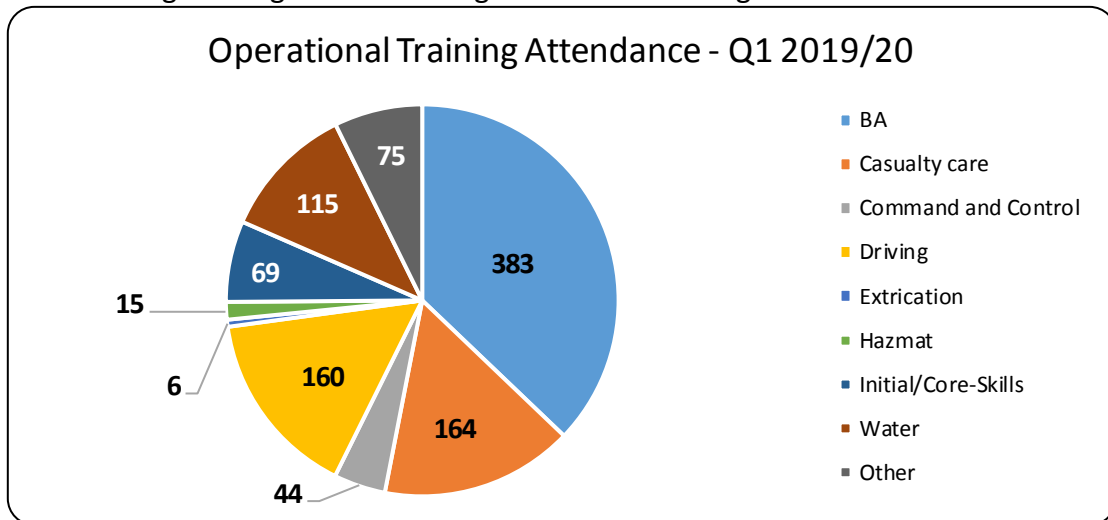
Emergency Response Driver – Watch Cover

Target Cover is 60% per operational watch. Overall cover at 30 June, including those colleagues whose ERD qualification was identified as due to expire within the next 90 days were as follows. Further analysis is required to drill down to individual station and watch level.

	AVERAGE LEVEL OF COVER
Wholetime	64%
On Call	49%

Training Attendance

BA course training once again saw the largest number of delegates.



There were 130 further attendees at Professional Development training events during the quarter, a 50% drop from the previous quarter. In addition, 328 e-learning courses were completed:

eLearning Course Name	Q1	Proportion % of current ¹ workforce that have now completed this course
e-Managing Information	294	46%
e-Prevent	12	61%
e-Safeguarding	22	55%
TOTALS	328	-

Note 1: based on headcount @ 30 June

Course Attendance Cancellations/No Shows

Reasons given for non-attendance were captured as below. These figures are based upon logged reasons for cancellation/non-attendance, as captured by the L&D Administration Team. From Q4, the team have started capturing reason for non-attendance using Civica functionality.

REASON FOR NON-ATTENDANCE	2018/19 Q4	2019/20 Q1
Childcare Issues	0	0
Commitment to Primary Employment	0	0
Forgot/No Show	0	0
Operational/Other work commitments	4	6
Personal Reasons	11	9
Sickness	2	8
Other, not listed above/No reason given	74	38
TOTALS	91	61

There was a spike in non-attendances in the previous quarter, but this quarter's non-attendance levels are consistent with previous periods.