



1,006 employees (66.8%) with a recorded appraisal conversation at the end of the quarter



Over three quarters of all employees (77.7% or 1,170) took no sickness absence in the quarter

Quarterly People Report

workforceinfo@essex-fire.gov.uk

Q3 Special Performance Recognition Awards Scheme



A total of 24 nominations received

8 Silver Awards

3 Bronze Awards

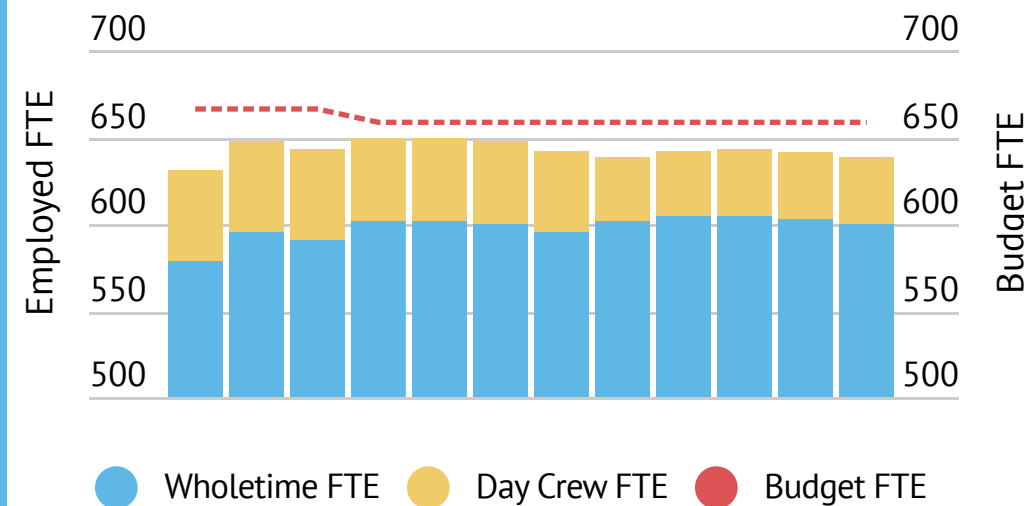


Q3 2020/21

Data as at 31 December 2020

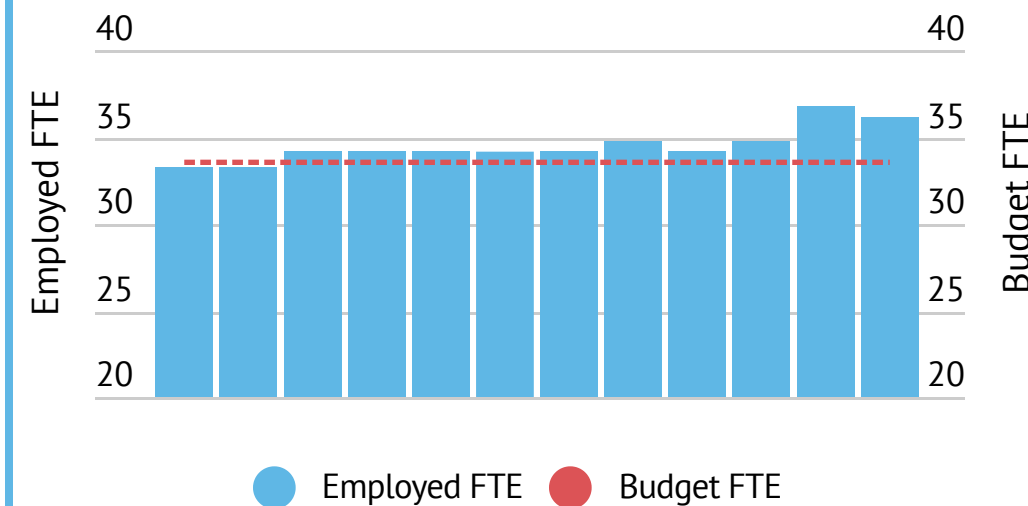
ESTABLISHMENT - WHOLETIME

This Quarter	Budget FTE	Variance To Budget
600.0 + 38.0	658	- 20.0
Last Quarter	% Change	
604.0 + 38.0	- 0.6%	



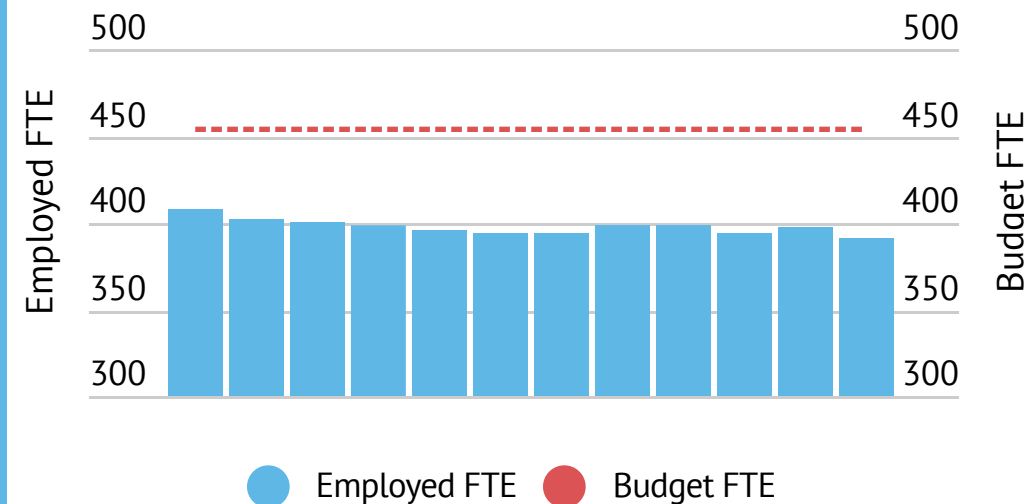
ESTABLISHMENT - CONTROL

This Quarter	Budget FTE	Variance to Budget
36.2	33.5	+ 2.7
Last Quarter	% Change	
34.2	+ 5.8%	



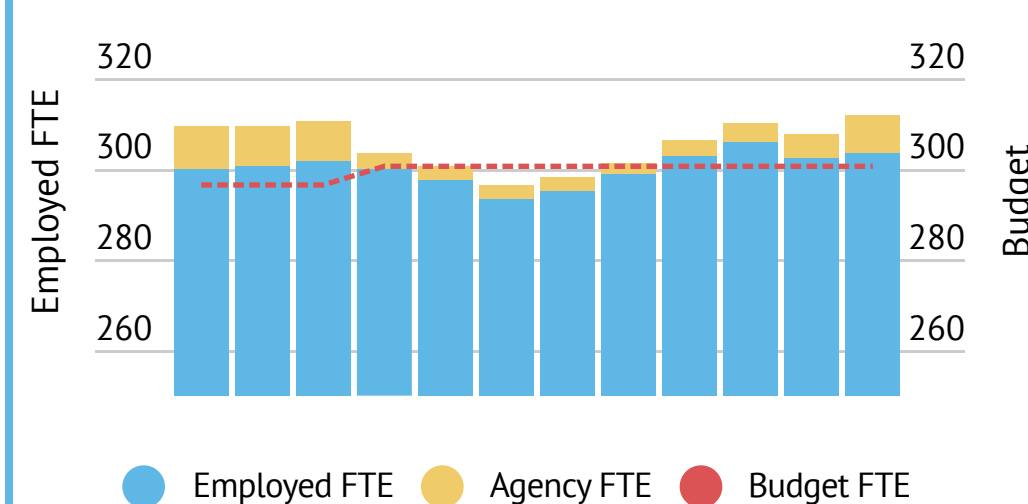
ESTABLISHMENT - ON-CALL

This Quarter	Target FTE	Variance to Budget
390.5	453.75	- 63.2
Last Quarter	% Change	
398.5	- 2.0%	



ESTABLISHMENT - SUPPORT

This Quarter	Budget FTE	Variance to Budget
303.2	298.9	+ 1.0%
Last Quarter	% Change	Agency FTE
303.0	+ 0.1%	8.1

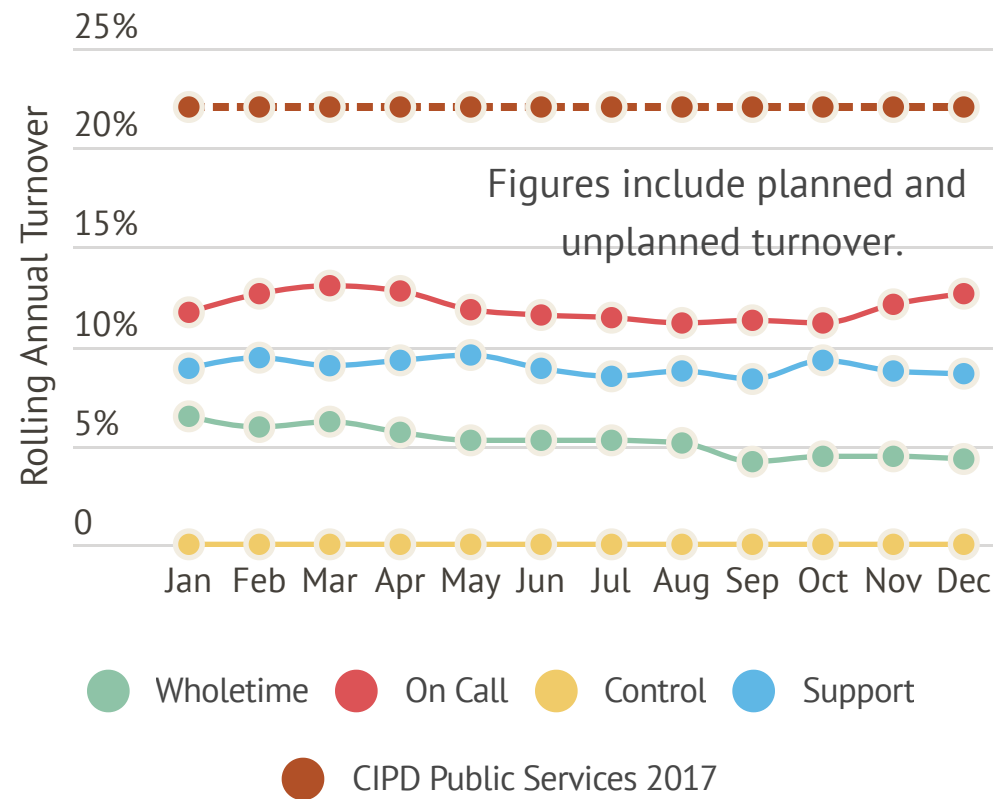


Insights

- The Wholetime and On-Call campaigns continue with the new approaches in place attracting a reasonable volume of interest. We are on track to select and on-board our April 2021 Wholetime squad and continue the selection process for the September 2021 Wholetime squad. On-Call recruitment progress at Dovercourt is being made and we have reviewed the demand at each of our other stations with a view to launching focused campaigns at our priority locations.
- The over-establishment in Control is in place to ensure business continuity; as sickness absence has been relatively high in this employee group.
- Support staff are currently over-established due to various factors including additional resources required for recent ICT activities/improvement, support to Payroll, maternity cover and support for Covid activities.

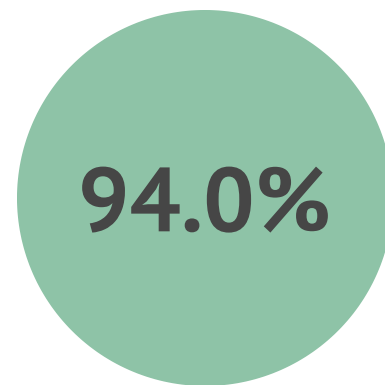
ACTION: Implement the new recruitment arrangements for On-Call

TURNOVER - ROLLING 12 MONTH AVERAGE



JOINERS AND LEAVERS IN Q3 2020/21

EE Group	Joiners	Leavers
Wholetime	1	6
On Call	7	21
Control	2	0
Support	11	8



ONE YEAR RETENTION

UK PUBLIC SECTOR: 84%
UK WHOLE WORKFORCE: 83%

Insights

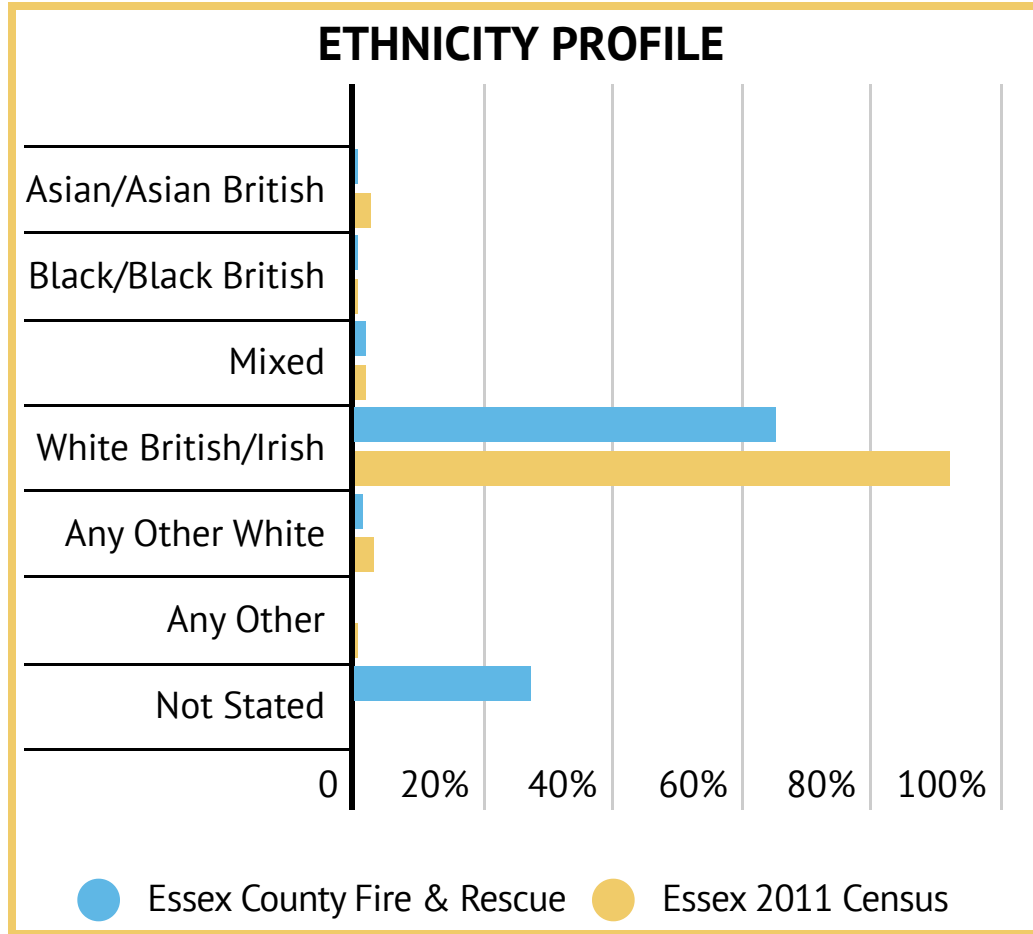
- Turnover remains low, except for On-Call.
- Further detailed information regarding turnover is provided on the left.
- The On-Call development programme activity around attraction and retention, including the proposed pilot for up to 8 stations to introduce several bands of availability hours and retainer payments, should enable us to begin to reduce turnover in this employee group.
- There were 3 On-Call leavers each from Canvey Island and Ingatestone in the quarter. The average length of service of those leavers was 4.3 years and 8 years, respectively.

CAUSES OF TURNOVER

- Our new online Exit Interview form launched in December 2020, will enable us to identify reasons for leaving in a more in-depth way. This will be reported in more detail in Q4's report.
- 8 forms were completed during launch month
- 2 of these interviews were for December leavers, while the remainder were for expected future leavers
- This suggests that the optimum time for collecting exit interview feedback is in the immediate period following receipt of resignation/retirement notification
- The majority of Wholetime turnover is planned retirement
- A number of redundancies and retirements accounted for 63% of Support turnover.

Retention Data source/reference: Office for National Statistics - "Is staff retention an issue in the public sector?" - June 2019

ACTION: Continue to review On-Call reasons for leaving and put in place arrangements that support attraction and retention



GENDER PROFILE

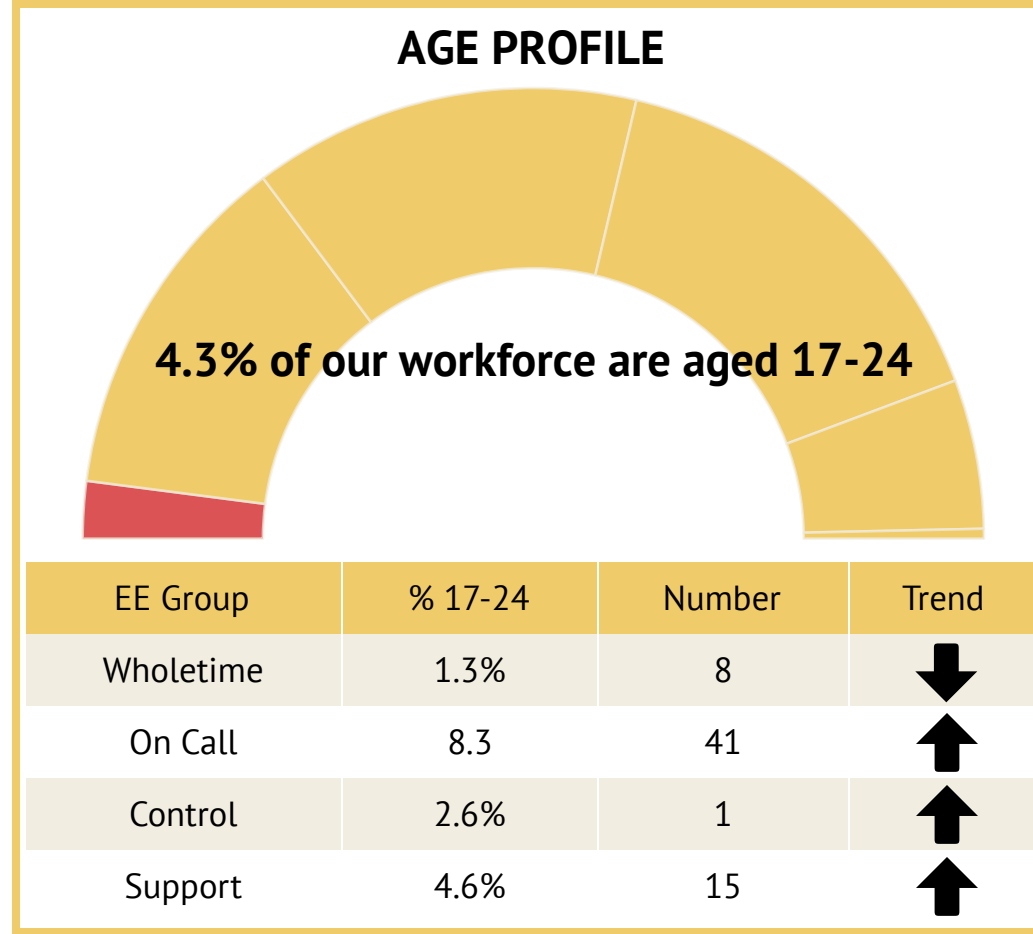
EE Group	Female	Male	Other	Essex %	National %
Wholetime	42	529	38	7.3%	6.8%
On Call	11	442	9	2.4%	5.6%
Control	33	5	0	86.8%	77.0%
Support	165	150	3	52.4%	53.2%

Notes:
 The "Other" grouping includes employees that identify as Non-Binary, Other or Prefer Not to Say.
 Essex % and National % compare the ECFRS % female employees with national fire service % female staff levels.

DIVERSITY SELF-CLASSIFICATION

Characteristic	Number undeclared	% of workforce	Trend
Gender	74	4.9%	↓
Sexual Orientation	490	30.6%	↓
Ethnicity	328	21.9%	↓
Religion	485	32.3%	↓

Notes:
 These figures represent the number of Service employees that have not yet actively self-classified themselves in the above protected characteristics. A downward trend represents an improvement in the levels of missing data.



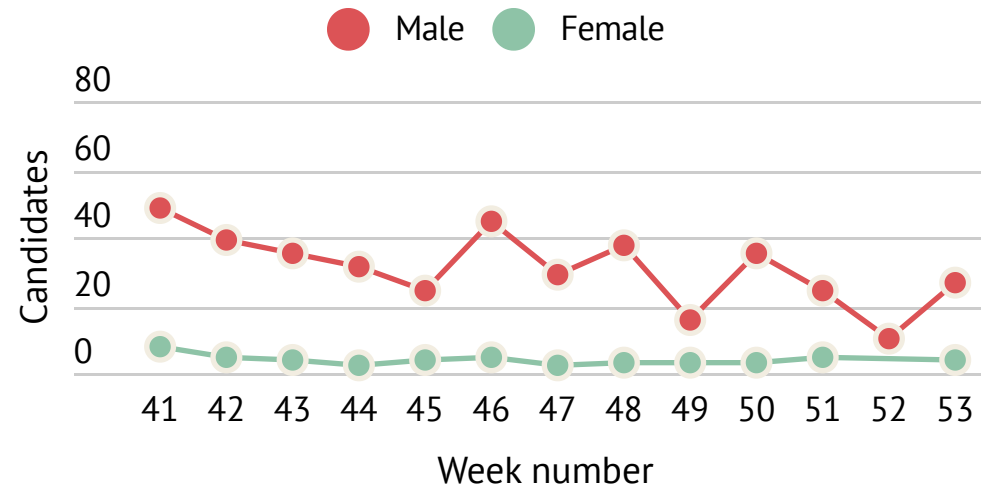
Insights

- Inclusive employer of choice:** Positive action for wholetime recruitment continues, engagement opportunities have been limited due to Covid-19 restrictions. We held Virtual Q&A 'Meet our Firefighter' sessions for Women and Ethnic Minorities. In addition to our Open to All sessions, we had 104 attendees in Phase 1 and 119 in Phase 2. Increasing Diversity visible in Open sessions. Applicant representation: Women - 10%, Ethnic Minorities - 7% and under 21 years - 3%. Candidates from our target underrepresented groups have been offered a buddy from our positive action team. We have trained Firefighters and support colleagues to improve the diversity of interview assessors
- Diversity Data:** Declaration of diversity data has improved. Key to improvement has been personal interaction. Pausing this for one month to allow other areas of focus. Civica development being explored to enable technical control measure and aid increased completion rates.
- Service Delivery:** See Prevention Action Plan. Risk and Harm model and the introduction of PIAs will further support this objective.
- People Impact Assessments (PIA):** 23 people attended PIA training. NFCC PIA approach adopted for assessment of Policies, Projects and Changes to Service Delivery. PIA screening to be introduced for all SLT decision papers from Feb 2021.
- Dignity at Work:** Next phase commences on 18 February with a series of Neurodiversity webinars, plus a Neurodiversity workshop for STC trainers and HR on 26 February. Year of Allyship – educate colleagues to become Allies throughout 2021, via a programme of learning
- Review and Challenge:** Our self-assessment against the Fire and Rescue Service Equality Framework has been completed. A new external benchmark has been selected - Inclusive Employers Standard will be completed in Autumn 2021.

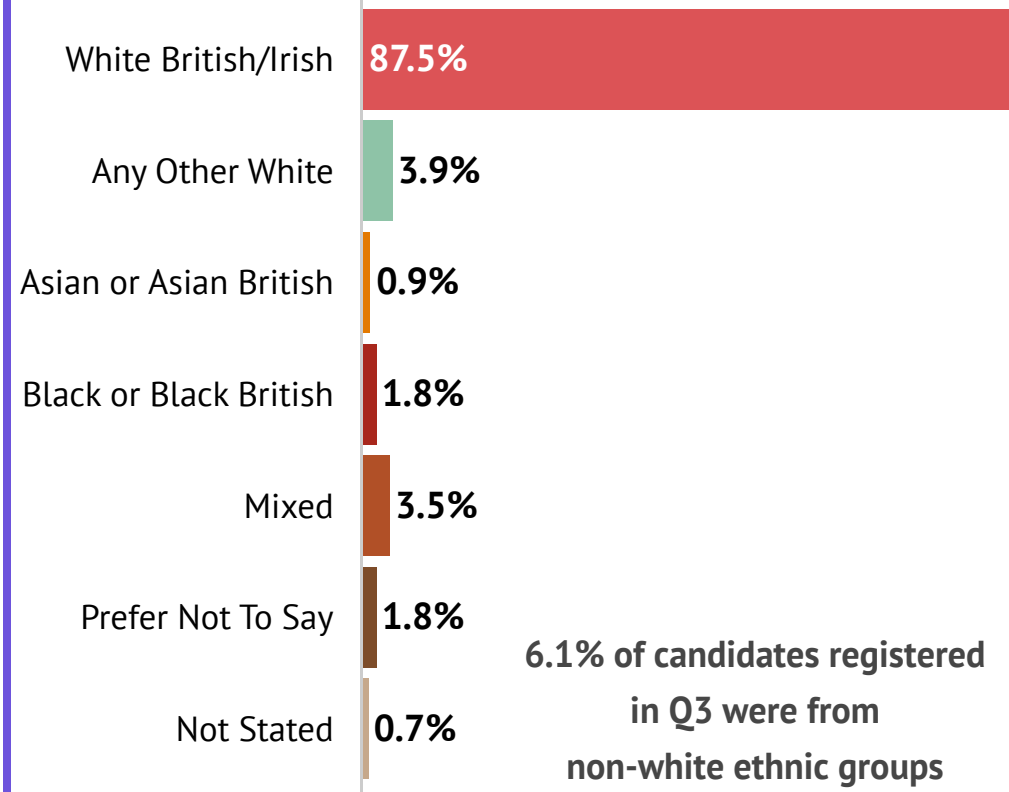
ACTION: Align to area of allyship area of focus - e.g. Feb LGBTQ history month

CANDIDATE REGISTRATIONS - Q3 2020/21

Registrations	Weekly Average
450	35
Total Male	Total Female
402 (89.3%)	48 (10.7%)



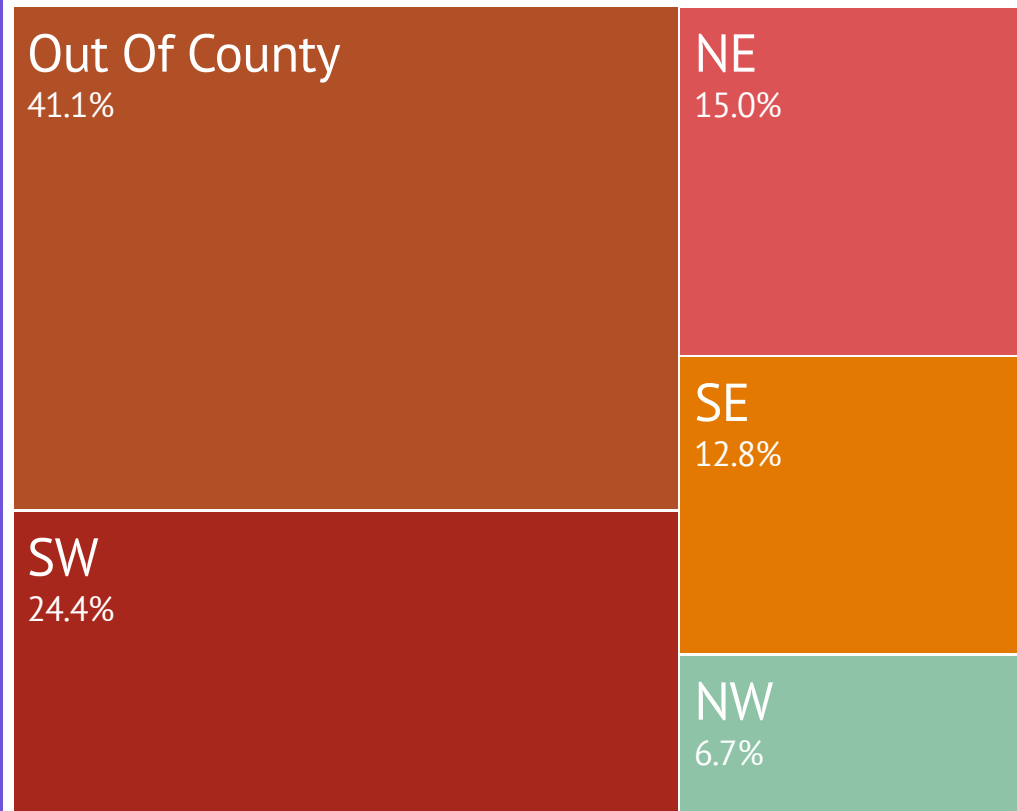
CANDIDATE ETHNIC DIVERSITY - Q3 2020/21



Insights

- The Wholetime recruitment campaign continues.
- A further 450 candidates registered during the quarter. This is a significant drop from the initial rush of almost 800 registrations in the first few weeks of the campaign, but is as expected
- Where candidates provided a home post code during their initial registration, 41.1% were from outside of Essex. 24.4% stated that their home address was within the SE Command Group area. 61.3% of Q3 candidate applicants failed to provide a home post code during the initial registration process. Further data, including expanded diversity information, is captured after initial registration.
- Further detailed information will be provided in the forthcoming Wholetime Recruitment update.

CANDIDATE LOCATIONS - Q3 2020/21

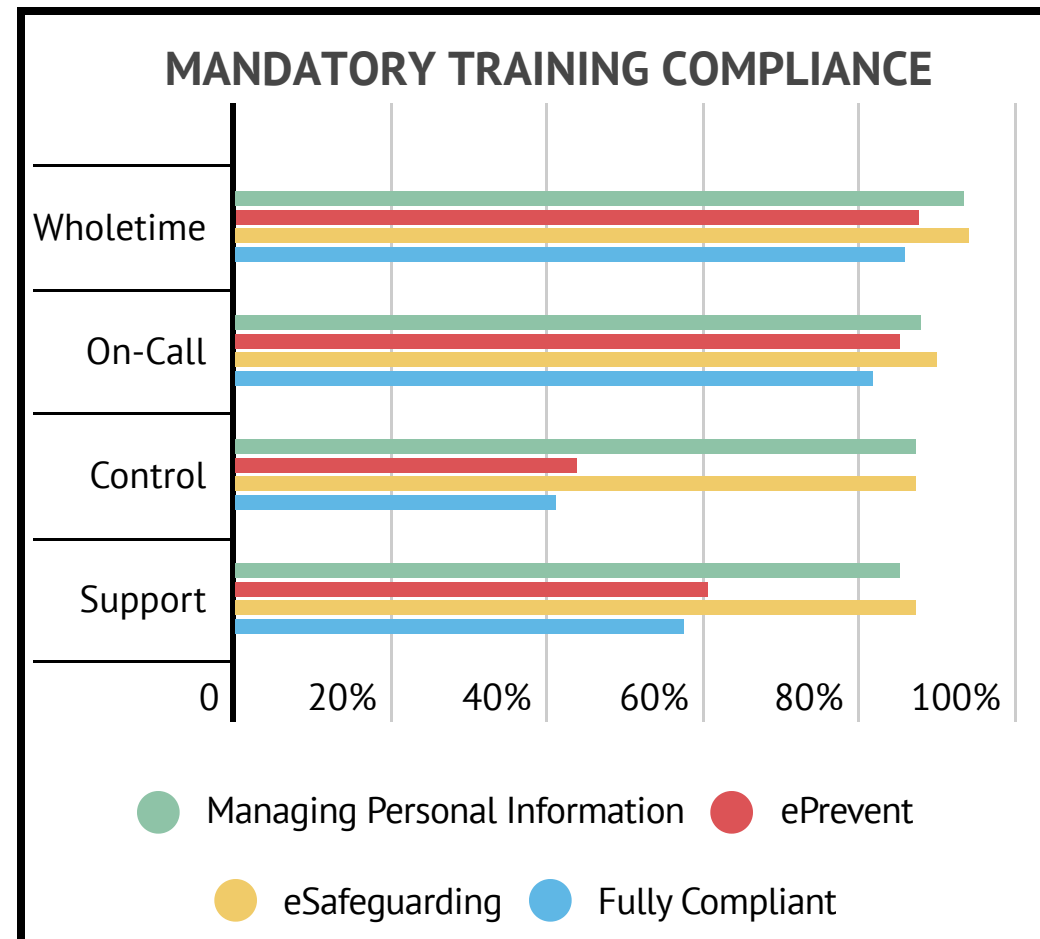
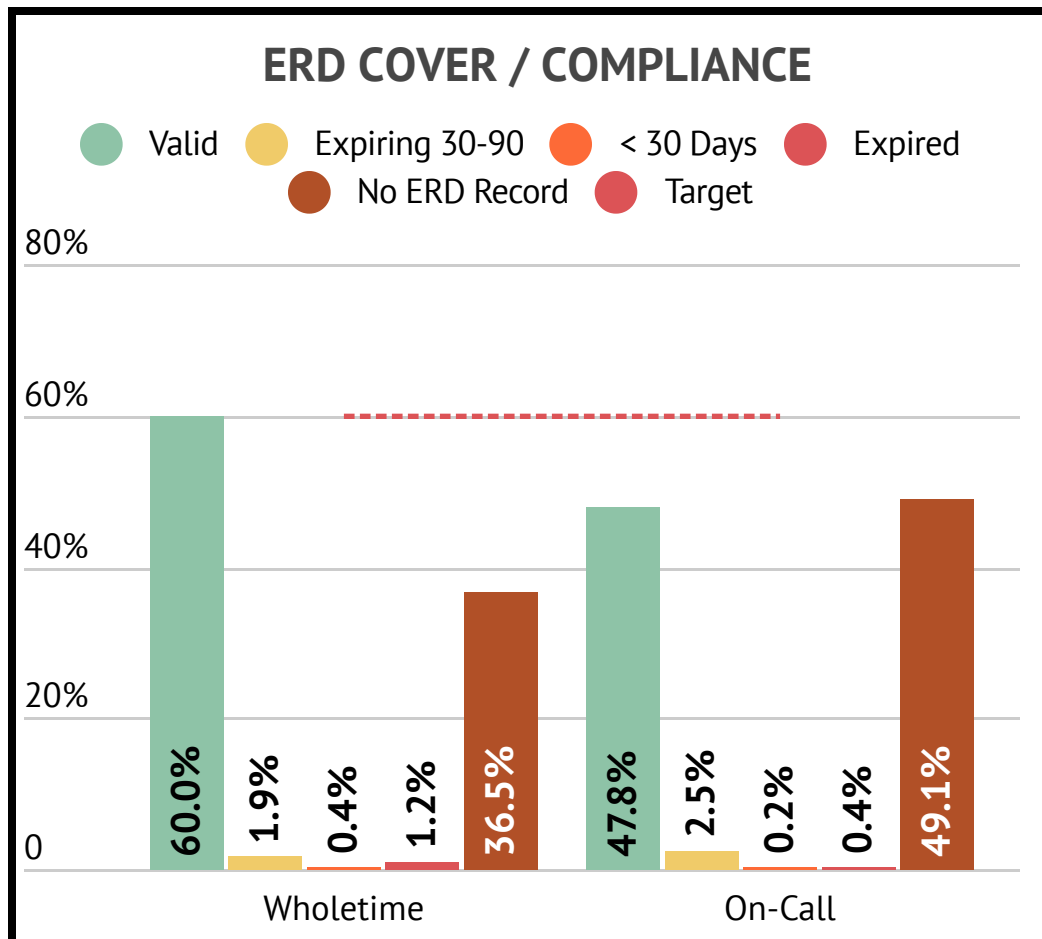
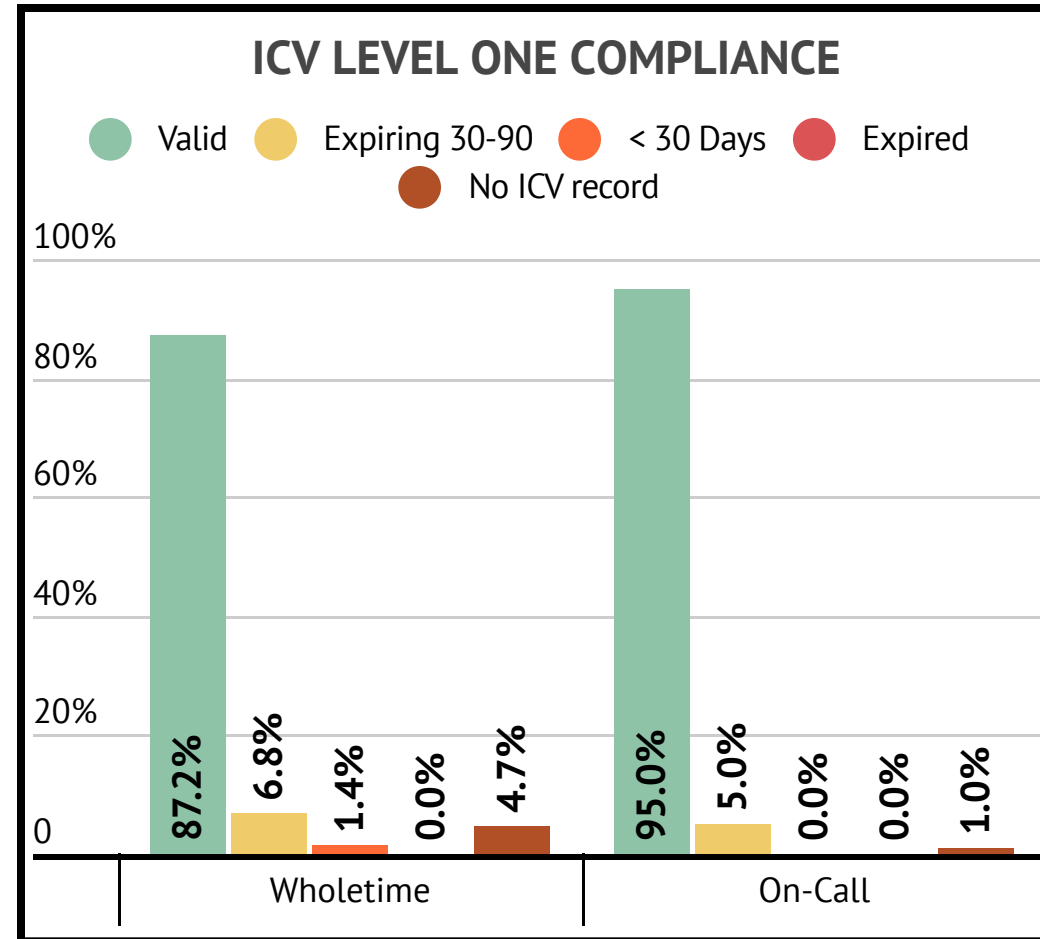
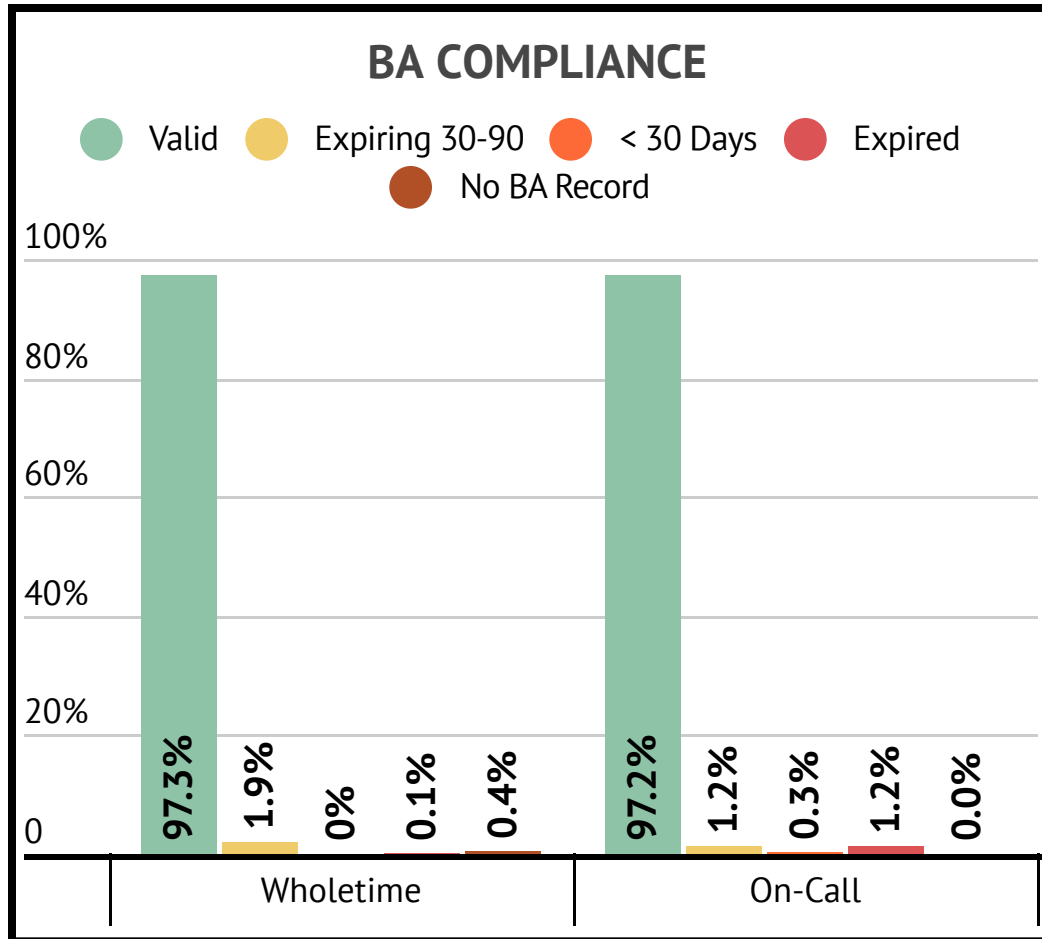


CANDIDATE GENDER SPLIT - Q3 2020/21



ACTION: We will design and present a bi-monthly update detailing ongoing Wholetime recruitment activity

Insights



Leadership Development:

- 78 colleagues signed up for Leadership Development courses from January - June 2021.
- 47 places available for remainder of year.
- 9 coaching partnerships currently in place

Professional Development:

- 26 colleagues completed ILM 3, 5 and EQIA courses
- 20 colleagues signed up for ILM 3 and 5 starting February
- Department development plans being created for 2021/22
- Average course feedback score 4.5/5

Personal Development:

- LEAP will launch in Q4
- Essential training completion currently at 82% (fluctuation due to joiners and leavers) - problems with access to Elite platform

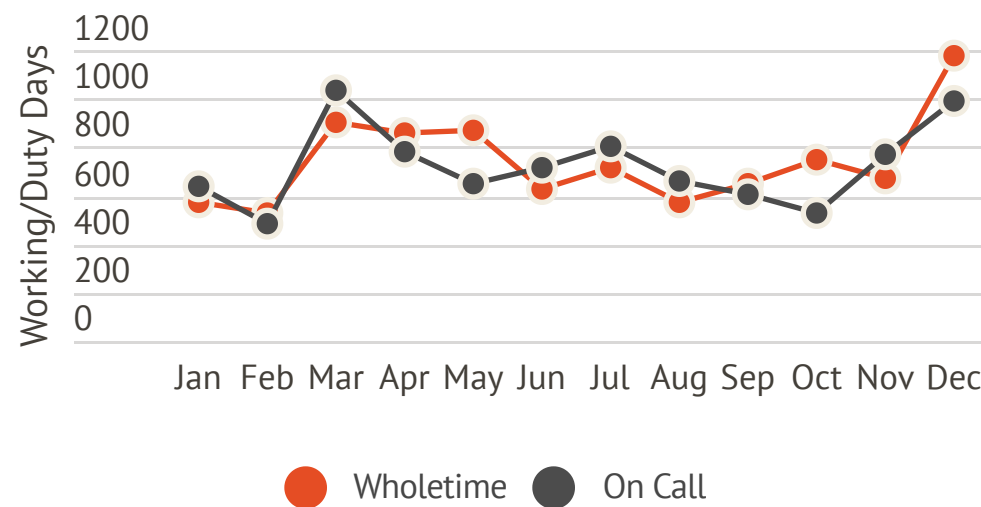
ACTIONS: Create development pathways across the Service and bring life to the four pillars of learning as outlined in the four year strategy

Insights

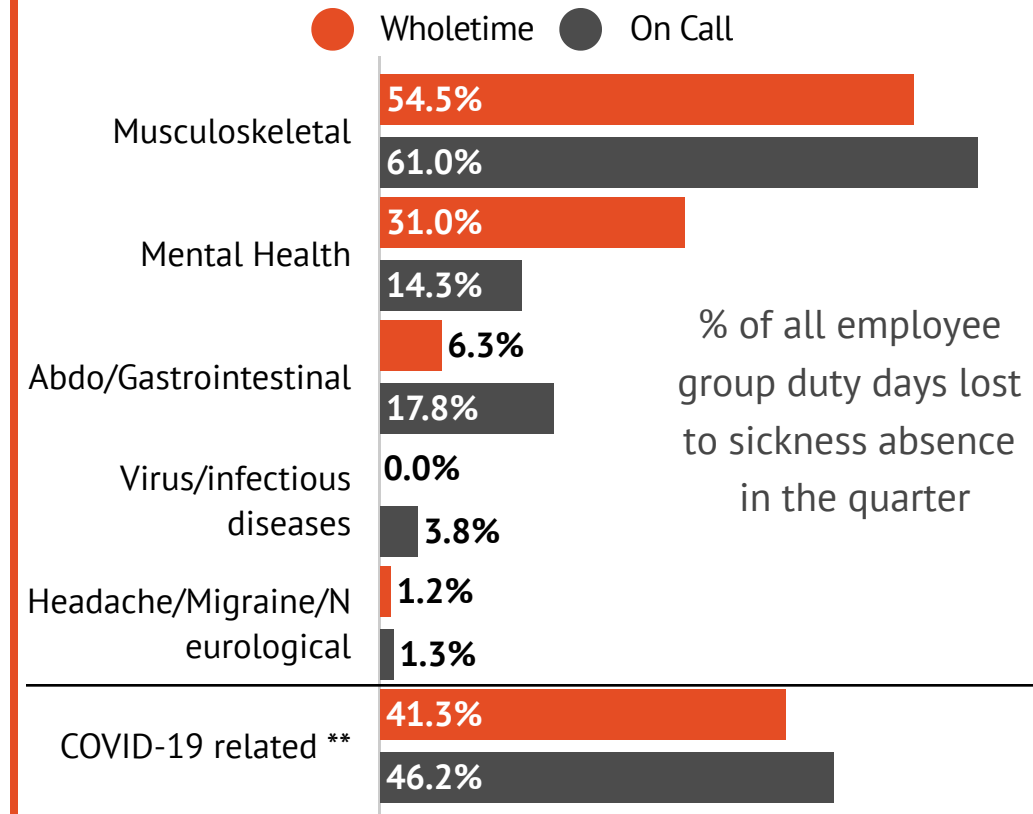
- Across the Service as a whole, 36.80% of all working days lost to sickness absence in the quarter can be associated with COVID-19. While this is lower than the previous quarter, this figure is influenced by the relatively low levels of COVID-related absence recorded in November. Between November and December, the amount of COVID-related absence increased from 8.9% to 53.9%, a six-fold increase.
- The graphs for the top absence reasons in Q2 include the total proportion of time lost to COVID-19 related absence, however the figures for other absence reasons reflect the proportion of total days lost to NON COVID-19 reasons, in order that national comparisons can be made.

DAYS LOST TO SICKNESS - GREY BOOK

This Quarter	Last Quarter	Trend
2594.5	1935.6	↑
This Quarter	Last Quarter	Trend
2295.3	2063.6	↑

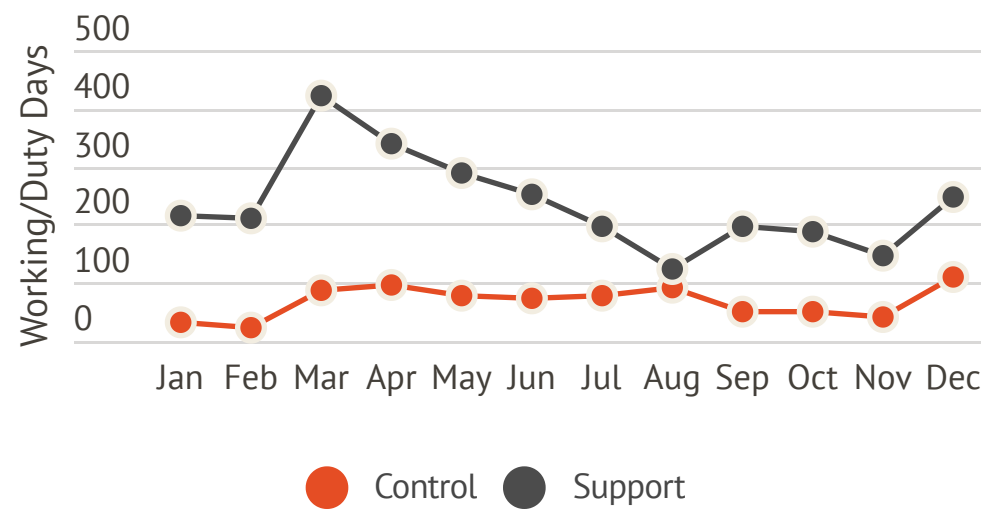


TOP ABSENCE REASONS Q3 - GREY BOOK

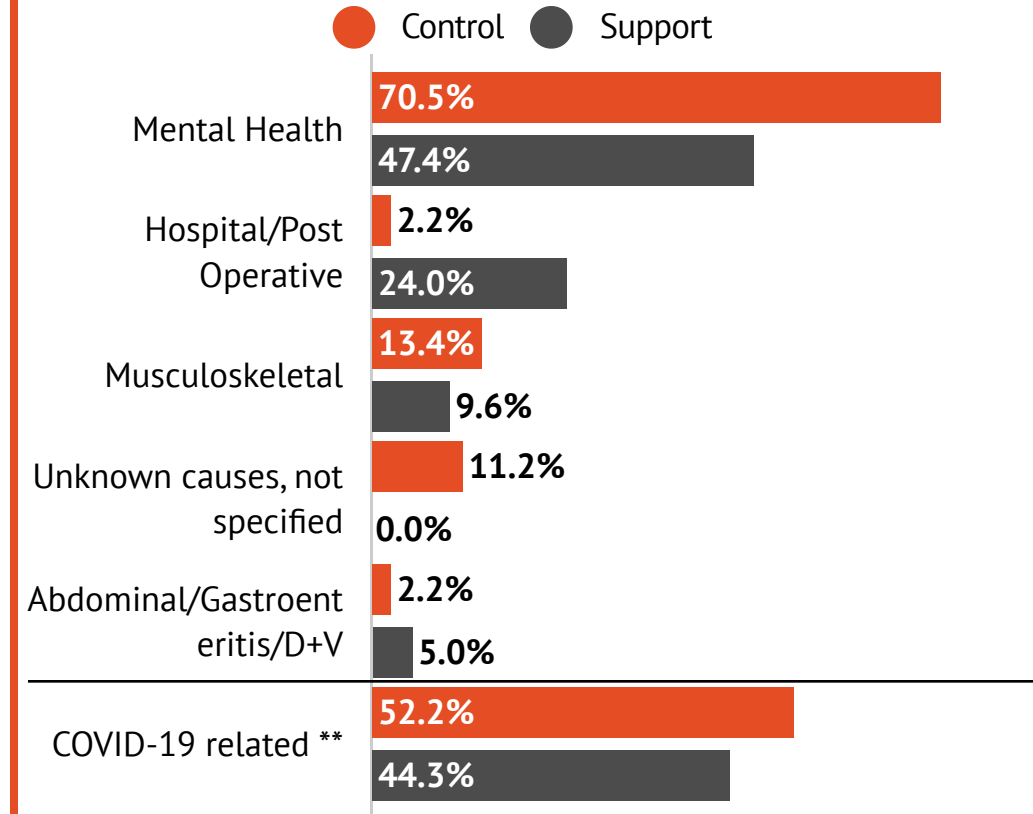


DAYS LOST TO SICKNESS - CONTROL/SUPPORT

This Quarter	Last Quarter	Trend
203.0	218.8	↓
This Quarter	Last Quarter	Trend
584.4	517.1	↑



TOP ABSENCE REASONS Q3 - CONTROL/SUPPORT

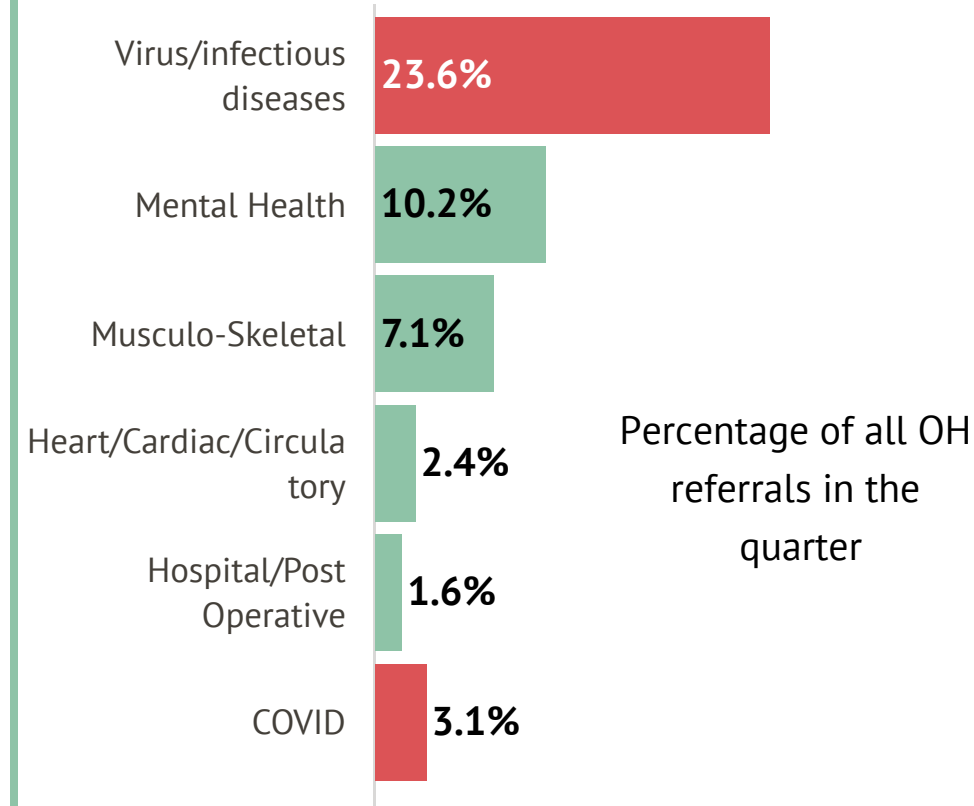


ACTION: We will redesign the presentation of our sickness absence metrics, to include costs

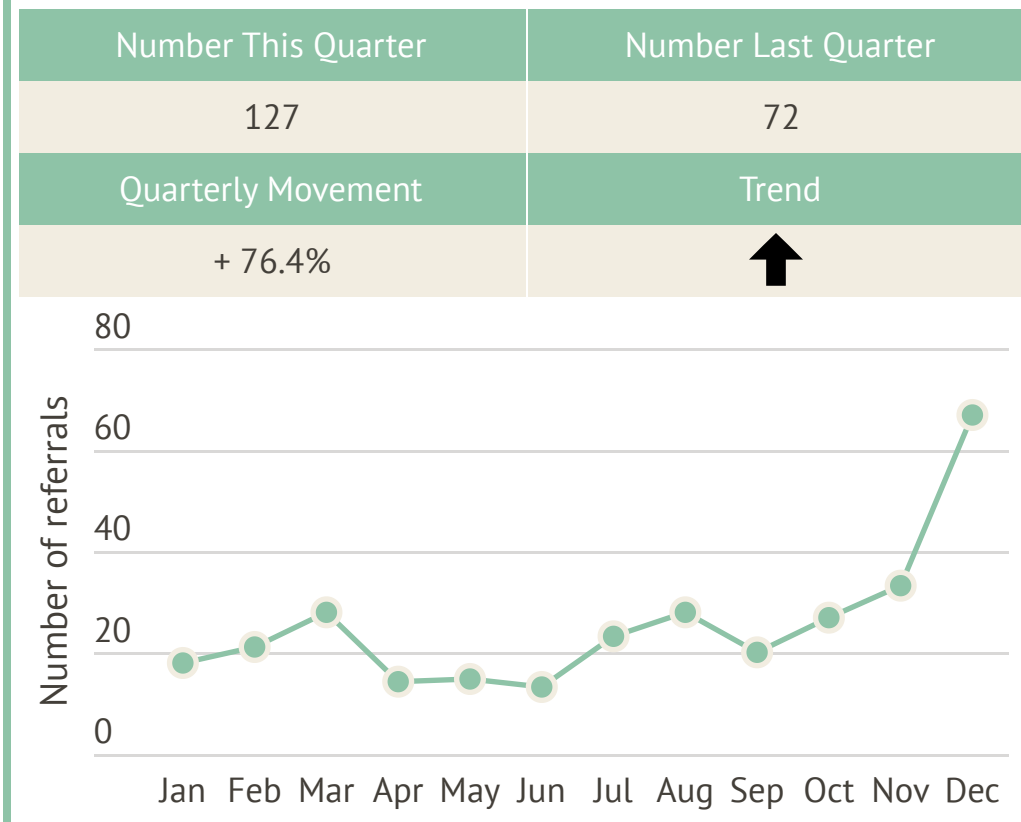
Insights

- Regular case reviews continue to monitor long-term absence cases and any other issues arising such as multiple short term absence cases.
- Ongoing Covid-related advice continues to be given, responding to UK government changes. Each Covid positive case is referred to Occupational Health, they appear as 'Virus/Infectious disease' on the dashboard; each person is called to assess their symptoms; firefighters are referred for respiratory exercise assessment by the Fitness team using NHS validated methods. Since April 2020 131 cases have been referred, reaching a peak in December; January saw 90 referrals in total (which included some BAU referrals as well as Covid assessments). The team usually deal with an average of 30 cases a month.
- Occupational health reviews by the Service Medical Adviser are successfully being undertaken via video or telephone call and we have maintained the quality and consistence of reviews and reports during remote working.
- The Fitness team is up to establishment. Reviews restarted at STC in August and on station in September. These have now been paused to meet current lockdown concerns regarding station visits. The Fitness team will continue remote support as needed and a daily presence is maintained at the Fitness Suite at Service Headquarters, unless recruit assessment centres are taking place.

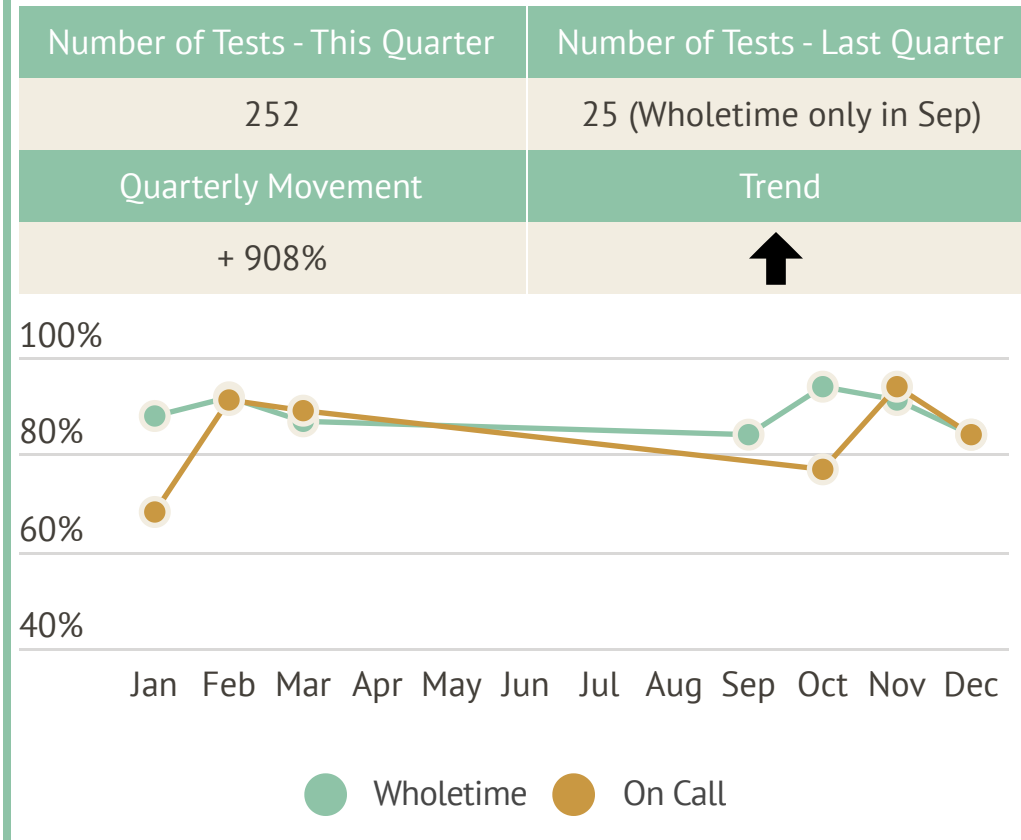
TOP REASONS FOR REFERRAL - Q3 2020/21



OCCUPATIONAL HEALTH REFERRALS



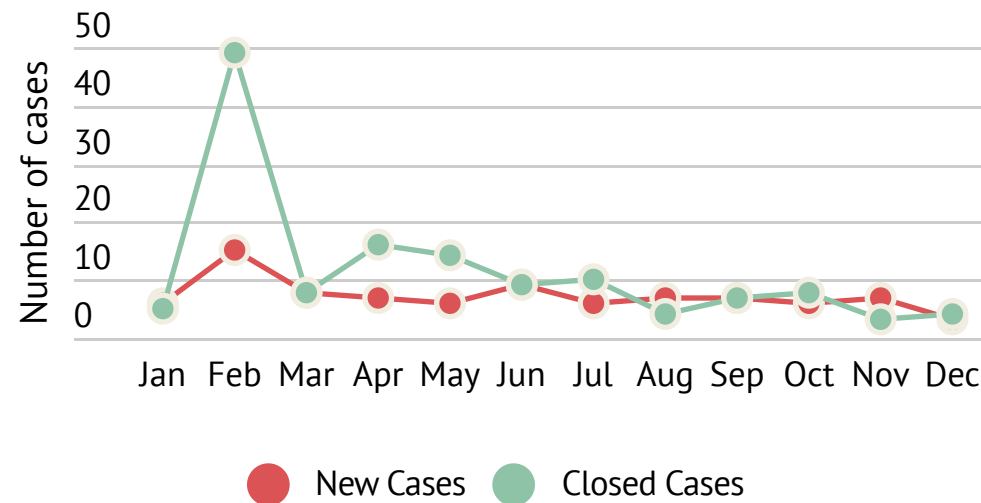
FITECH TESTING - PASS RATES



ACTION: We will refocus our energy on reviewing absence and corresponding referral timelines

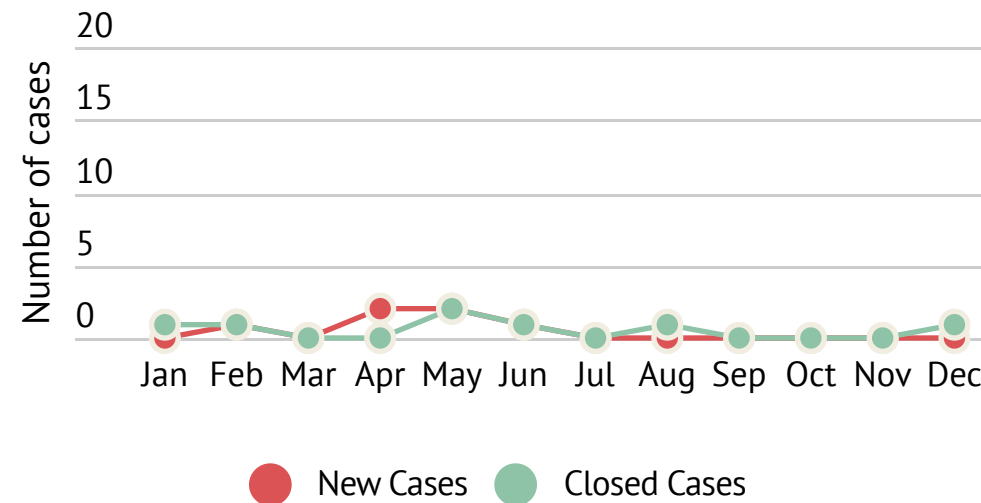
ATTENDANCE MANAGEMENT

New Cases	Closed Cases	Ongoing	Trend
16	15	24	↓
Last Qtr	Avg Duration	Avg Case Age	Trend
20	183 days	102 days	↓



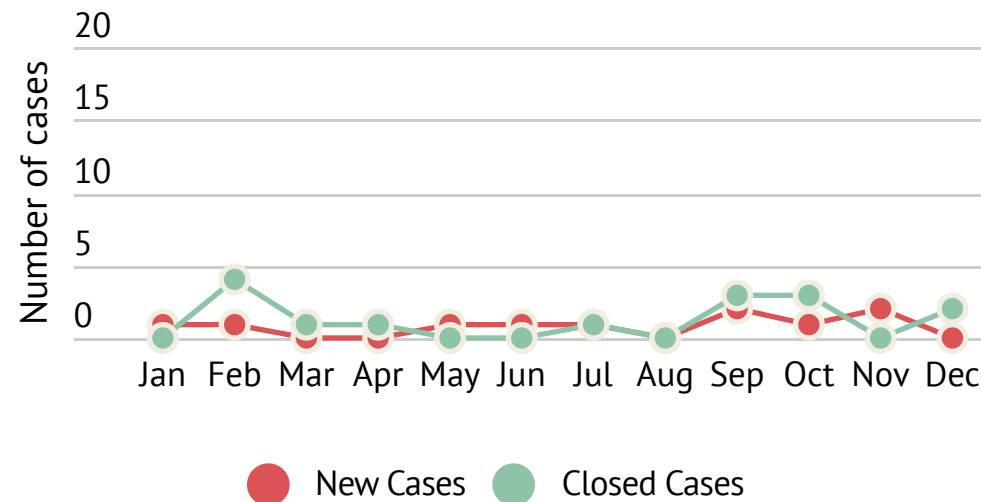
DISCIPLINARY

New Cases	Closed Cases	Ongoing	Trend
0	1	2	↓
Last Qtr	Avg Duration	Avg Case Age	Trend
0	228 days	n/a	n/a



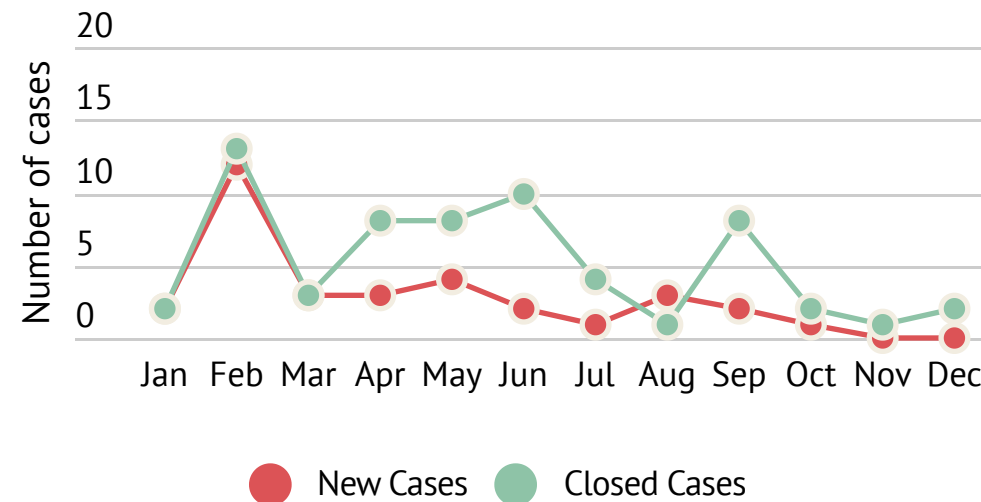
GRIEVANCE

New Cases	Closed Cases	Ongoing	Trend
3	5	1	↓
Last Qtr	Avg Duration	Avg Case Age	Trend
3	74 days	52 days	↓



PERFORMANCE MANAGEMENT

New Cases	Closed Cases	Ongoing	Trend
1	5	6	↓
Last Qtr	Avg Duration	Avg Case Age	Trend
7	99 days	244 days	↑



Insights

- Focused work continues in HR/Occupational Health to work with managers to progress long term sickness absence cases, and support colleagues in returning to work. The new Attendance Policy has recently been consulted upon and will shortly be published; this will provide managers with a clearer process to manage absence and provide appropriate support with the toolkits that are being developed.
- Disciplinary cases have traditionally included those which are being appealed as well as those that are progressed to ACAS/employment tribunal; we will be taking out any action beyond the appeal outcome so these do not skew the number of days a case is open.
- We are also taking steps to ensure that where a case cannot be progressed by the Service, e.g. absence, or a third party decision, that the 'clock is stopped', This will give a more accurate picture of the way in which we are managing cases.
- Compared to Q3 in 2019, the number of days cases are open is much shorter. In that period the oldest cases were: attendance 901 days; Disciplinary 357 days, Grievance 218 days, Performance 359 days; the average time to close was 152 (all cases) compared to 92 days in Q3 2020. The number of ongoing cases has reduced from 83 to 31.

ACTION: Continue to actively manage cases at both formal and informal levels