



LONDON FIRE BRIGADE

LFC-24-055

People Services Bi-Annual Performance Report Q3-Q4 2023/24

Report to:

Service Delivery Board	22 May 2024
Commissioner's Board	12 June 2024
Deputy Mayor's Fire Board.....	3 July 2024

Date:

Report by:

Anna Tapp, HR Data and Insights Lead

Report classification:

For information

For publication

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

The report covers a range of people data including workforce composition, absence, and recruitment. It sets out the challenges highlighted by the data and improvements since the previous report and sets out areas of focus and action going forward.

Recommended decision(s)

That the Commissioner note the performance data in this report together with the supplementary data in Appendix 1 and 2.

The report is presented to the Deputy Mayor for information.

1 Introduction and background

- 1.1 This bi-annual report provides information and commentary on a range of performance outcomes for the six months to the end of Q4 2023-2024. Data referred to in the body of the report can be found in Appendix 1 – Key People Data, unless referenced as being in Appendix 2.
- 1.2 The report has been in its current format for some years. Therefore it is proposed to review the report prior to the next reporting period to ensure that the data and insight provided fits appropriately with overall organisation targets and associated People Services areas of focus.
- 1.3 As advised in the previous report, the strategic inclusion lead at LFC has developed a new proposed set of diversity categories to improve and broaden the LFC data capture. This has included the proposed replacement for the BAME acronym. This set of proposals is now being progressed through governance by July and final confirmation is expected by early August. For this report the wording 'ethnic minority' has been used to mirror the current terminology in the CRMP and to ensure consistency.
- 1.4 As requested by the Deputy Mayor in the last report, data on transferees into LFC and a further breakdown of firefighter recruitment has been included in the report.

2 Objectives and expected outcomes

- 2.1 The purpose of this report is to update the Board on performance in a range of People Services areas and to set out actions being taken due to the outcomes identified.
- 2.2 The Board is asked to note the report.

3 Establishment and Vacancies (Table 1)

- 3.1 Operational vacancies have continued to decrease, with an improvement of 25 since the end of Q2 2023-24. This reflects the continued intake of new firefighters, alongside transferees from other Fire and Rescue Services. LFC's Establishment Board continues to monitor vacancies and the pension remedy impact monthly.
- 3.2 FRS vacancies have improved since the Q1-Q2 report from -175.70 to -145.12. As at the end of Q4 there were 116 agency staff working for LFB who will be covering some of these vacancies, including temporarily funded posts.
- 3.3 Commensurate pay is a factor in filling vacancies at the organisation. The supplier appointed by LFC to conduct a review of FRS and Control pay and benefits has now provided their report. Outcomes will now be considered and reviewed through the required governance actions.

4 Workforce Composition (Tables 2-4)

- 4.1 Across all occupational groups the representation of LGB staff is above the London economically active population figure of 3.8 percent. Operational representation is 5.8 percent, FRS is 7.0 percent and Control is 8.6 percent.
- 4.2 There has been little change in the percentage of operational staff from under-represented groups in the past 12 months (Table 2). Whilst actual numbers of staff have increased across all groups except for LGB staff, the increase in total staff numbers in the same period means the percentages have not greatly changed.
- 4.3 As shown in Table 3 there has been very little movement for the FRS staff group with a small increase for LGB and ethnic minority staff.
- 4.4 There has been a further positive increase in the representation of ethnic minority staff in Control (Table 4) from 17.3 percent to 20.7 percent in the last 12 months. There has also been a small increase in the percentage of staff declaring a disability.
- 4.5 This increase reflects the work that Brigade Control has carried out with Towards Employment, an employability project led by Merton Council with the aim of providing permanent employment opportunities to residents of Merton and the surrounding Boroughs. Brigade Control is also working with Resurgo, an organisation which supports young people into employment who may have challenging barriers to overcome; a company visit took place in March 2024, giving trainees the opportunity to visit Control before a "hire me" event in April 2024, where selected trainees were invited to apply for a Control Officer role. The outcome of this process will be established in the summer of 2024.
- 4.6 LFC published its 2023 gender pay gap data in March 2024, as part of its statutory requirements. In addition, it produced further detailed analysis for gender plus ethnicity and disability pay gap outcomes as part of the GLA family reporting requirements. The overall outcomes are in Table 5. Pay gap outcomes will be monitored through a specific CRMP target.

5 Workforce composition: comparison data (Table 6)

- 5.1 Comparison data has been included for the first time from the London Ambulance Service. This shows that LAS female workforce composition is significantly higher at 51 percent compared to LFC at 18.69 percent. Other groups are more comparable, but LFC is slightly less diverse. Staff from ethnic minorities make up 24 percent of all staff at LAS compared to 18.07 percent at LFC,

LGB staff 10 percent compared to 6.04 percent and staff with disability 10 percent compared to 8.67 percent.

6 Workforce composition: senior management (Tables 7-9)

- 6.1 Across all occupational groups the representation of LGB staff is above the London economically active population figure of 3.8 percent, including operational at 4.9 percent and FRS at 6.5 percent.
- 6.2 There has been very little change in the operational senior management workforce composition to the end of March 2024. The Station Commander process completed in April 2024 and therefore appointments from under-represented groups may increase representation in Q1 2024-25.
- 6.3 The main change for FRS senior management composition is the increase of 4 percent for ethnic minority staff to 19.5 percent. This is still below the London economically active population.
- 6.4 Control senior management represents 11 staff. Both disabled staff and LGB staff representation is above the London economically active population percentages. There are currently no ethnic minority staff in senior management positions.
- 6.5 Action being taken to improve the above outcomes is detailed in the Recruitment section at 11.

7 Sickiness absence (Tables 10-12)

- 7.1 Rolling 12-month sickness for Control and FRS staff groups has reduced in the past 12 months with a small increase in sickness for operational staff over the period. Pages 7-9 of Appendix 2 shows the total monthly sickness outcomes (all staff groups) and is the measure used in the CRMP. This shows that there has been a reduction of 1.43 percent in the last 3 months for monthly sickness, but no overall change compared to 12 months ago.
- 7.2 Over the last 12 months sickness due to stress, anxiety, and depression (SAD) (Table 12) has increased for all staff groups with most sickness being long-term.
- 7.3 The Workplace Adjustments Passport was launched in February 2024 following a period of stakeholder engagement and system testing. The passport will provide a positive new resource for staff as a web-based application to record the adjustments an individual may need to support their learning needs, wellbeing issues and caring responsibilities. It provides a place to record an employee's discussions with their line manager, e.g. to record well-being matters that may affect them at work so they can discuss with their manager ways to reduce these effects. The employee will be able to share the passports with other colleagues who need to know about their adjustments and to teams such as Recruitment or Training ahead of attending an assessment or training course to ensure reasonable adjustments can be put in place.
- 7.4 The Wellbeing Team has been working with a project team to explore causes of SAD absence with a view to provide a more evidence-based delivery of wellbeing service provision and exploring further support required. Data analysis identified red flags which signal the need for intervention which will be incorporated into the wellbeing content of existing and future training courses to promote greater individual and manager understanding, earlier identification and access to interventions, reducing the need to take SAD absence through earlier resolution. The Wellbeing team have been included in the redesign of the leadership development programme so able to feed in the learning from the data analysis.
- 7.5 The Wellbeing project has also looked at the triggers that are needed to generate interventions to

support mental health and wellbeing, and work is ongoing to facilitate the easy and early request of support following attending operational incidents through a request submitted via LFB Diary. A new report is also under development to provide all names and contact details to CTS in instances of Critical Incidents to allow them to contact those involved more easily and to offer support. This report should capture control room operators and officers in attendance to avoid people being missed. The new request process and report should be completed during Q1 2024.

- 7.6 On 1 November the Wellbeing team launched the new Peer Trauma Support pilot. Working alongside LFC Counselling and Trauma Service the initiative will provide a peer-to-peer support mechanism for operational staff who have experienced a traumatic/critical incident. It aims to reduce the occurrence of post-traumatic distress and encourage accessing of support where required.
- 7.7 The Wellbeing Team have forged a closer working relationship with Fire Fighter's Charity to develop stronger interventions and support around SAD and physical wellbeing. The team have discussed the different needs of our different staff groups with FF Charity Director of Health Improvement and Influencing and in Quarter 1 are discussing the development of different workshop options with the new Wellness and Behaviour Change Manager.
- 7.8 The Wellbeing team continues to work with Unions and operational colleagues to take a collaborative approach, informed by the organizational data. A Mental Health Working Group (MHWG), a subgroup of LFCs Brigade Joint Committee for Health and Safety at Work (BJCHSW), has been set up with the responsibility to review, and where appropriate, make recommendations to improve LFCs mental health service provision encompassing policy, process, procedure and resourcing.
- 7.9 Alongside this, People Partners meet with leadership teams monthly. The People Dashboard was launched, and People Partners were involved in developing and piloting it. They now use this with the leadership teams they partner with to review the data, interpret any trends, and discuss potential action required. The dashboards give good summary data, but the People Partner team have been working with HR Data team to develop a wider set of information they can use with leadership teams. These dashboards do encourage conversations and building data understanding and knowledge within management and leadership teams, moving the discussion from individual focus to team/department/directorate overview discussions, linking them to performance and business plan delivery. Deep dives on sickness have then been held with several different teams.
- 7.10 The Attendance project has now started with Fire Stations and will continue over the next 6 months. With the restructure and transformation of People Services, People Partners have become HR Business Partners, they are now part of a new team, with a Head of HR Business Partnering, HR Business Partners and inclusion of HR Business Insights Advisors which will strengthen the knowledge in the team and who will support the upskilling of managers on key activities including sickness, probation, capability and workforce development.

8 Comparison data - sickness

- 8.1 The National Fire and Rescue Service Sickness Absence Report Q3 2023-24 reports LFC has the 3rd highest operational sickness rate (out of 35 reporting FRS). It is 13th out of 29 reporting FRS for Control and 20th out of 35 for LFC FRS (Green Book) staff so sitting around midway for these two staff groups. London Ambulance Service has provided their 12-month rolling sickness which is 6.6 percent.

9 Grievance and Discipline

- 9.1 35 percent of grievances raised by operational staff in the period were by ethnic minority staff. This is higher than the workforce composition of 15.3 percent. 10 per cent of grievances were raised by females which is slightly below the workforce composition of 10.3 percent. Of the FRS grievances recorded in the period, 60 percent were raised by ethnic minority staff which is above the workforce composition of 30.8 percent although numbers were very small overall which makes percentage outcomes more pronounced.
- 9.2 Discipline conduct cases for ethnic minority operational staff were 41.7 percent of all cases which is higher than the staff workforce composition of 15.3 percent.
- 9.3 As a result of the Culture Review recommendations, an external complaints service relating to bullying, harassment, and discrimination was set up for staff to contact for advice and to raise complaints to be investigated. From November 2022 to date there have been 370 contacts made by staff and managers with 197 contacts closed. There was also a historic review of the last 5 years discrimination, bullying and harassment cases. This review has now been completed with 57 cases reviewed resulting in 10 cases being recommended for reinvestigation. The reinvestigations are currently ongoing.

10 Recruitment

Firefighter and Transferees (Table 13 and p11-13 App 2)

- 10.1 Intake for under-represented groups is lower than previous quarters and against the new stretch targets. New interventions are being rolled out in Q1 2024-25. The Outreach Team continue its active programme of community and career events, as well as ongoing digital media campaigns, with the addition to implementation of "Borough Squads" and initiatives with Women's sporting groups in London. The current pipeline is 30 percent ethnic minority candidates and 13 percent women. The Brigade's Outreach Team is also carrying out positive action initiatives such as fitness support for women where they have seen an increase from a 70% pass rate to 85%.
- 10.2 Experience days continue to run, providing an insight into the expectations and culture of the organisation and help to retain and support those from target groups. The Outreach Team has delivered approximately 30 Experience days in January to April 2024 to 40 percent ethnic minority individuals and 20 percent women. In 2024, the Outreach Team will also be piloting "Borough Squads" targeted at potential candidates who reside in the same borough, in the outreach pipeline from under-represented groups across each of London's boroughs. In these Borough Squad workshops, the Outreach Team will facilitate station tours, provide a network of support locally and retain the talent within the pipeline. This will start to establish once the team build up a new candidate pipeline from May 2024. Additionally, from May 2024, the Outreach Team are facilitating career intervention workshops with London women's sporting groups (such as, women's rugby and football teams) to drive interest from this already established group.
- 10.3 LFB enlisted the support of a recruitment company called 'Socially Recruited' to assist with targeted marketing of Firefighter roles to enhance the number of applicants from underrepresented groups (with specific focus on female and ethnic minority groups). The social media campaigns initial test batch launched in February 2024 on a variety of social media platforms which included various messages and videos that were diversity inclusive. Each campaign runs on a rolling 30-day basis and at the end of each month, Socially Recruited provide an end of campaign report as a measure of progress. In April, People Services received initial responses but on reflection, concluded that the results were not producing enough of an

impression to address the numbers of target applicants registering. As such, the team took the decision to pause, review and re-set the scope.

- 10.4 The Outreach Team will be looking at furthering LFB's Employee Value Proposition (EVP). Outreach will be meeting with Socially Recruited to implement an employer branding awareness campaign to run alongside the recruitment of potential new firefighters.
- 10.5 As previously requested by the Deputy Mayor, data on this year's transferee intake is included in Appendix 2 p12. Some data on transferees is too small to display but the make-up of the transferee intake overall is much less diverse than new firefighter joiners. There were no transferees from an ethnic minority background and very low numbers of women or LGB joiners. There are currently no plans to recruit further transferees in 2024-25.

Junior officer (p14 App 2)

- 10.6 A Leading firefighter process completed in the period. Outcomes for under-represented groups were fairly good overall although the percentage of female staff who were successful was less than those who applied. In addition, only 8 females applied to the process therefore, ahead of advertising the next leading firefighter process, work will be undertaken to understand why this number was low and to ensure that activities take place to encourage firefighters from all under-represented groups to apply.

Senior officer (p14 App 2)

- 10.7 There were 3 senior officer processes in the period. Of the 7 ethnic minority staff who applied, none were appointed. Small numbers of staff from other under-represented groups were appointed but numbers are too small to include in the breakdown provided.

Control (p15 Appendix 2)

- 10.8 Nine Control staff were appointed in the period. As detailed in 4.4 and 4.5 there has been a positive increase in the number of ethnic minority control staff following this recruitment activity.

FRS (Table 14 and 15)

- 10.9 For grades FRS B to FRS E, both application and appointment outcomes for most under-represented groups were positive. However, the percentage of ethnic minority applicants was not reflected in the percentage successful and appointed.
- 10.10 Outcomes at FRS F to Director were positive for females. However, the percentage of ethnic minority applicants did not translate to the percentage successful and appointed.

11 Recruitment action and performance measures

- 11.1 The Brigade Resourcing Strategy has been written and approved. The Resourcing team is currently developing the implementation plan. The strategy includes the development of attraction strategies to improve the diversity of applicants across all areas of the brigade. This will include an Employee Value Proposition (EVP) and Employer branding using inclusive language as well as diverse channels to market. All processes and policies will also be assessed to ensure they do not discriminate and are inclusive.
- 11.2 The People Partners continue to work with their leadership teams to support recruitment activity, using data analysis, to review recruitment approaches which will improve diversity outcomes,

alongside the Recruitment Team. A post-promotion and campaign review project is being implemented to review applicant and interviewee outcome data, the next phase of this will include the People Partners. Review includes assessment of applicant numbers, advertising approach, quality of candidates, diversity of candidates, complaints received, assessment evaluation, with lesson learnt being applied to inform future campaigns and promotion rounds.

11.3 The post-promotion round review template has been used since December, it captures all key performance indicators for promotion rounds. It includes volumes of applicants, representation, timelines, quality of process and candidates as well as lessons learnt and actions for improvement. The review is presented at the Establishment Board where lessons learned, and recommendations are considered. The recent Leading Firefighter review highlighted the lack of women applicants for promotion compared to the percent eligible. Work is now on going to establish why and what interventions can be put in place.

12 Equality comments

12.1 The LFC and the Deputy Mayor for Fire are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This, in broad terms, involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

12.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

12.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.

12.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other prohibited conduct.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

12.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

12.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

12.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

- tackle prejudice
- promote understanding.

12.8 As detailed in the report, where the data identifies outcomes for under-represented groups are not as positive as they should be then the relevant People Services' leads will be taking actions to improve outcomes, for example in recruitment processes.

13 Other considerations

Workforce comments

13.1 The subject of this report is Workforce data. As this is an information report there has been no prior staff side consultation on its contents. There is ongoing staff side engagement on several themes within this report, e.g., establishment and vacancies, recruitment. The report will be shared with staff side in advance of Fire Board.

Sustainability comments

13.2 There are no sustainability implications associated with this report.

Procurement comments

13.3 There are no procurement implications associated with this report.

Communications comments

13.4 There are no communications implications associated with this report.

14 Financial comments

14.1 This report provides an update on performance across the People Services department. This includes vacancy levels as at the end of March 2024. The financial impact of vacancies in 2023/24 has been reported on as part of the regular financial position reporting.

15 Legal comments

15.1 General Counsel has reviewed the report and notes that in accordance with section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office.

15.2 Under section 7 (2)(a) of the Fire and Rescue Services Act 2004 the Commissioner must secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting. Furthermore under 7 (2)(b) of the aforementioned act the Commissioner must secure the provision of training for personnel. The Report covers a range of people data and sets out challenges, data and improvements to be noted by the Commissioner.

List of appendices

Appendix	Title	Open or confidential*
1	Appendix 1 Key People Data	Open
2	Appendix 2 People Service Bi-Annual Performance Report Q3-Q4 2023/24	Open

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form:

NO

Originating officer declaration

Reporting officer to confirm the following by using 'x' in the box:

Reporting officer

Anna Tapp has drafted this report and confirms the following:

1. Gareth Liptrot, acting for Cliff Morton Director of People has reviewed the documentation and is satisfied for it to be referred to Board for consideration

2. Advice

The Finance and Legal teams have commented on this proposal:

Nimi Amaso Legal Advisor, on behalf of General Counsel (Head of Law and Monitoring Officer).

David O'Sullivan Financial Advisor, on behalf of the Chief Finance Officer.

People Services Bi-annual Performance Report Q3 Q4 2023-24

Appendix 1: Key People Data

Table 1: Vacancies by occupational group

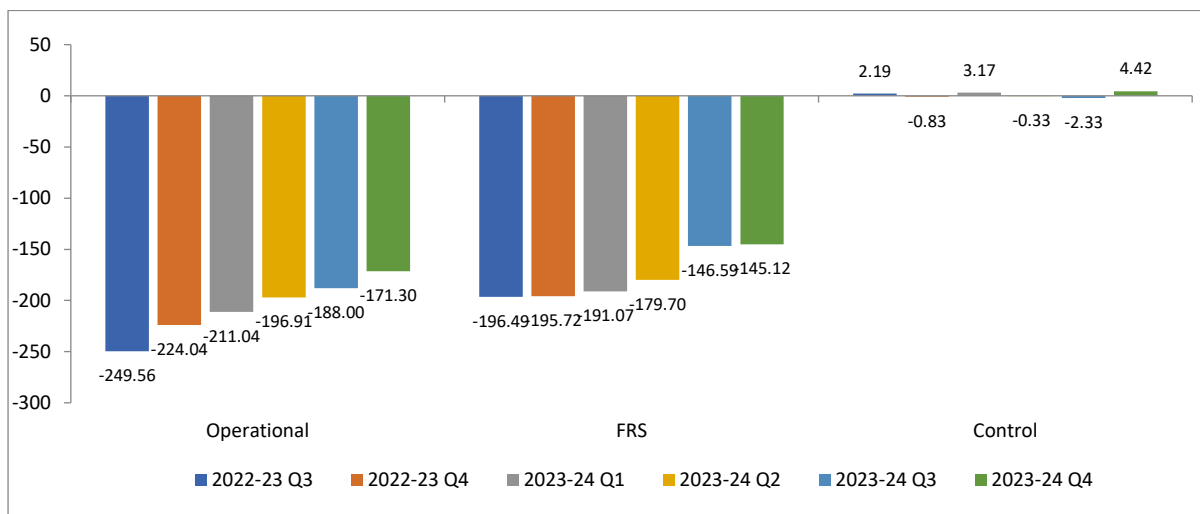


Table 2: Operational Workforce Composition

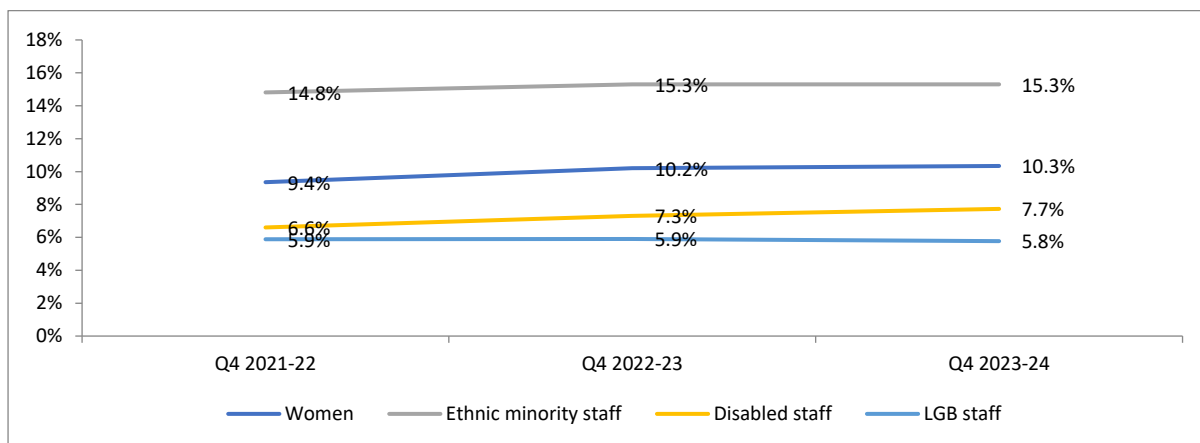


Table 3: FRS Workforce Composition

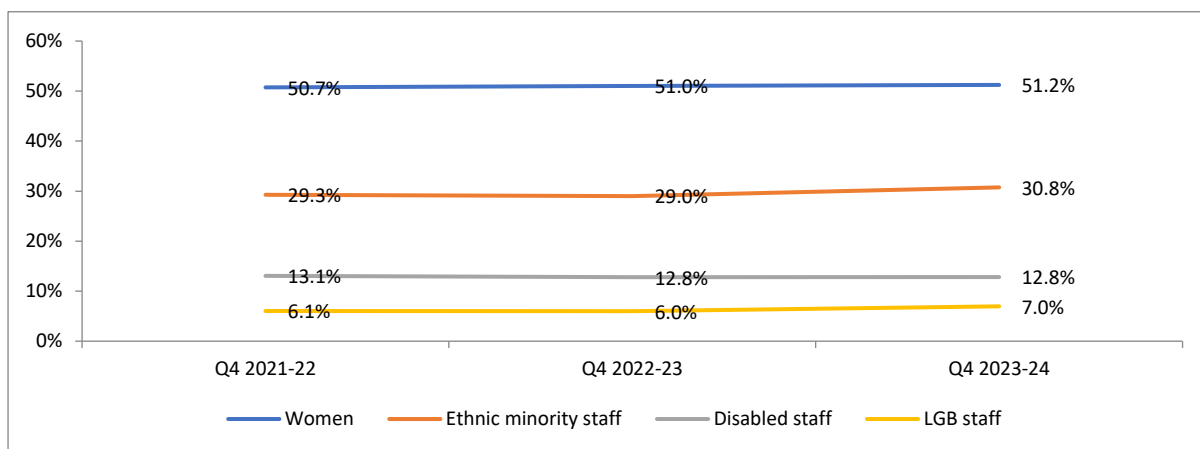
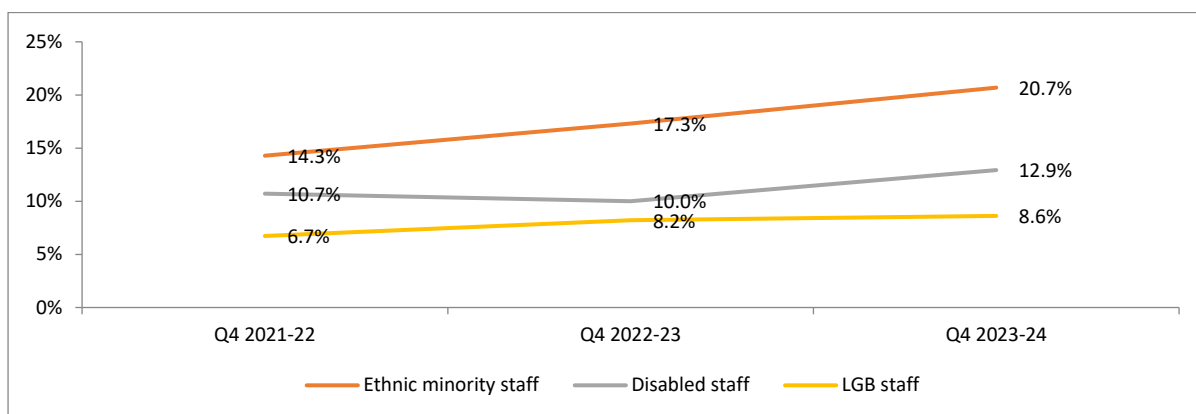


Table 4: Control Workforce Composition



For display purposes female Control is not shown. Female composition is 75.0 percent. Small numbers may be masked due to making people identifiable.

Table 5: LFC Pay gap outcomes

Pay gap (median)	31/03/2021	31/03/2022	31/03/2023
Disability	-4.71%	-1.54%	-0.78%
Ethnicity	0.40%	0.83%	0.73%
Gender	-4.36%	-5.46%	-0.40%

Table 6: Workforce Comparison Data

	LFB	London Working Age Pop.	England FRSs - operational	England FRSs - all staff	Met Police - Officers	Met Police - support staff	Met Police - Control	GLA - all staff	LAS
Ethnic minority	18.07%	39.8%	7.2%	8.5%	17.3%	26.8%	40%	36.0%	24%
Disabled	8.67%	17.0%	5.2%	5.9%	1.9%*	2.4%	2.4%	9.0%	10%
Female	18.69%	49.5%	9.3%	19.4%	31.9%	58%	69.1%	62.0%	51%
LGB	6.04%	3.8%	6.0%	4.0%	2.9%*	1.6%	2.2%	9.0%	10%
		Source: ONS Annual Population Survey 2021 (LGB data 2019)	Source: Fire and Rescue Workforce and Pension Statistics March 2023		Source: HR Dept, Met Police Mar 24 (*self-declared non-mandatory)			Source: GLA Workforce Report March 2023	Source: HR Dept, LAS March 24

Table 7: Workforce Composition Senior Management: Operational

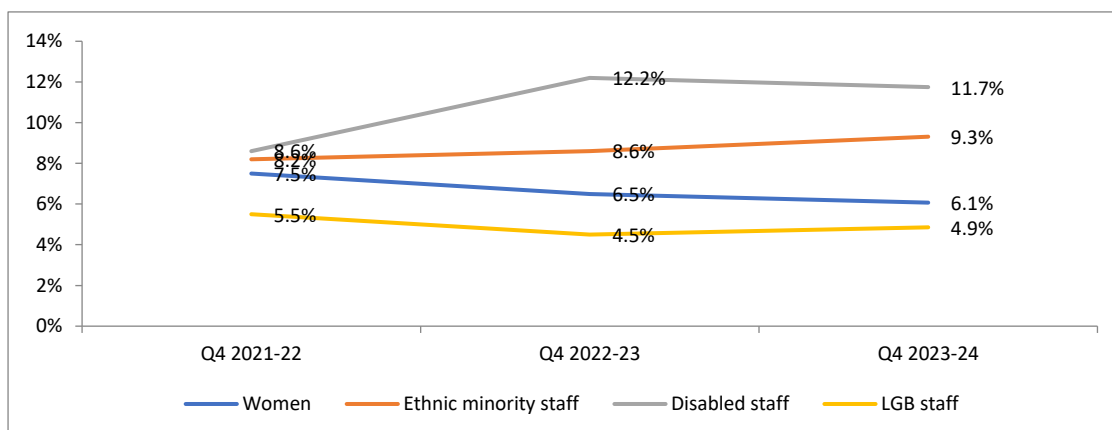


Table 8: Workforce Composition Senior Management: FRS

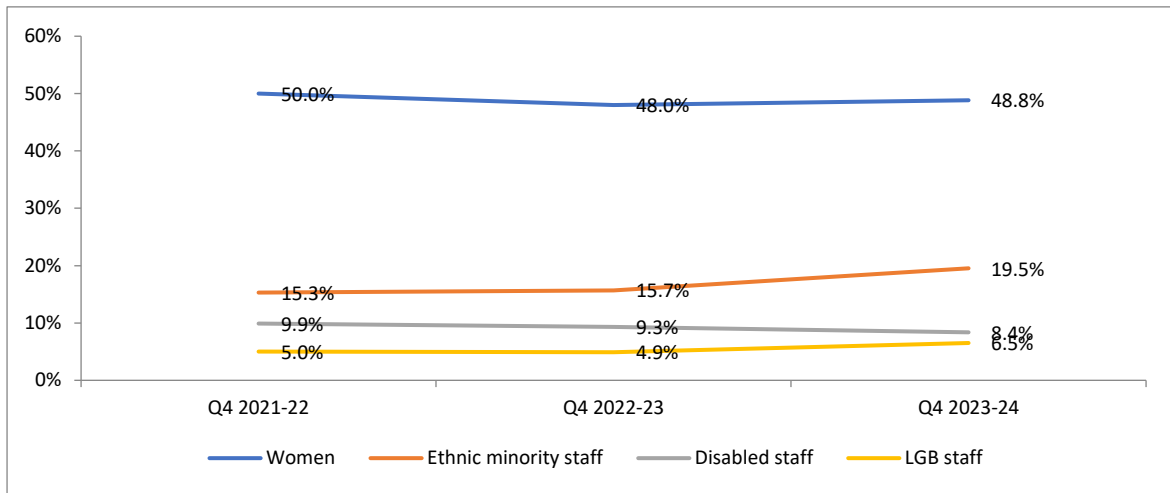
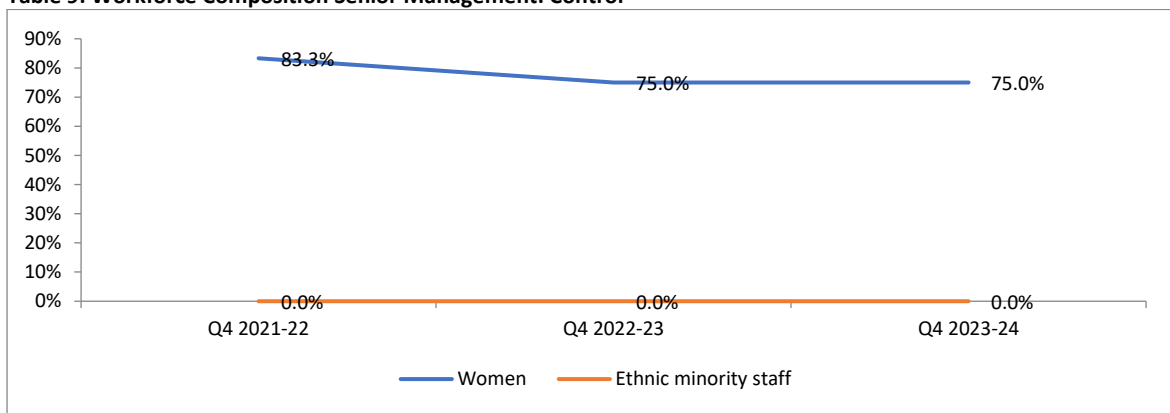


Table 9: Workforce Composition Senior Management: Control



Small numbers may be removed due to making people identifiable

Table 10: Sickness by occupational group, rolling 12 months

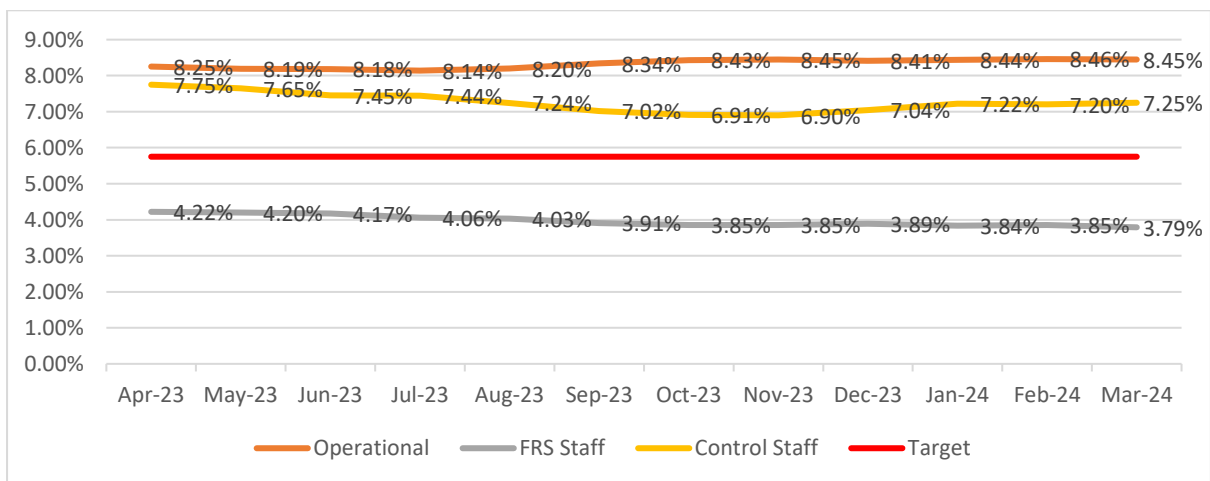


Table 11: Blue Light sickness comparison data

% Time lost to sickness	% Time lost total (rolling 12 months to Sept 23)	% Time lost total (monthly March 24)
Police Officers	4.2%	
Police Staff (Control Operators)	6.8%	
Other Support Staff	3.9%	
London Ambulance Service	6.6%	6.8%

Table 12: Sickness due to stress, anxiety and depression (SAD) by occupational group

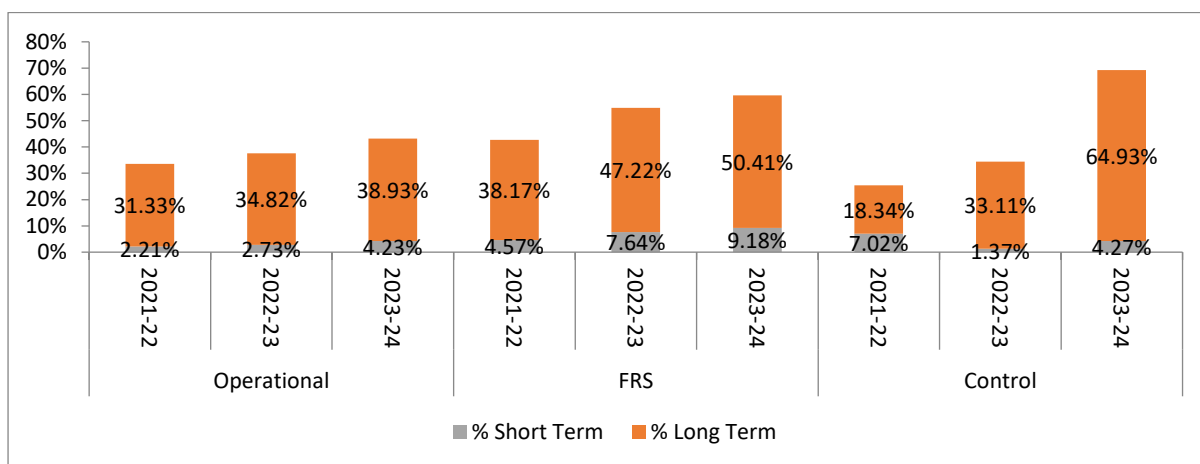


Table 13: Firefighter recruitment outcomes

		YEAR END 2022/23	Q1 30.06.23	Q2 30.09.23	Q3 31.12.23	Q4 31.03.24	YEAR END 2023/24
Joiners - Trainee Firefighters - women	%	28.1%	24.7%	20.5%	14.2%	11.2%	11.2%
	number	64	57	40	33	26	26
Joiners - Trainee Firefighters - ethnic minority staff	%	20.6%	21.2%	20.1%	17.2%	16.7%	16.7%
	number	47	49	46	40	39	39
Joiners - Trainee Firefighters - disabled staff	%	8.8%	11.3%	12.2%	9.9%	9.9%	9.9%
	number	20	26	28	23	23	23
Joiners - Trainee Firefighters - LGB staff	%	12.3%	12.6%	10.0%	9.1%	7.3%	7.3%
	number	28	29	23	21	17	17
Joiners - Trainee Firefighters	number	228	231	229	232	233	233

Table 14: FRS staff B-E recruitment outcomes

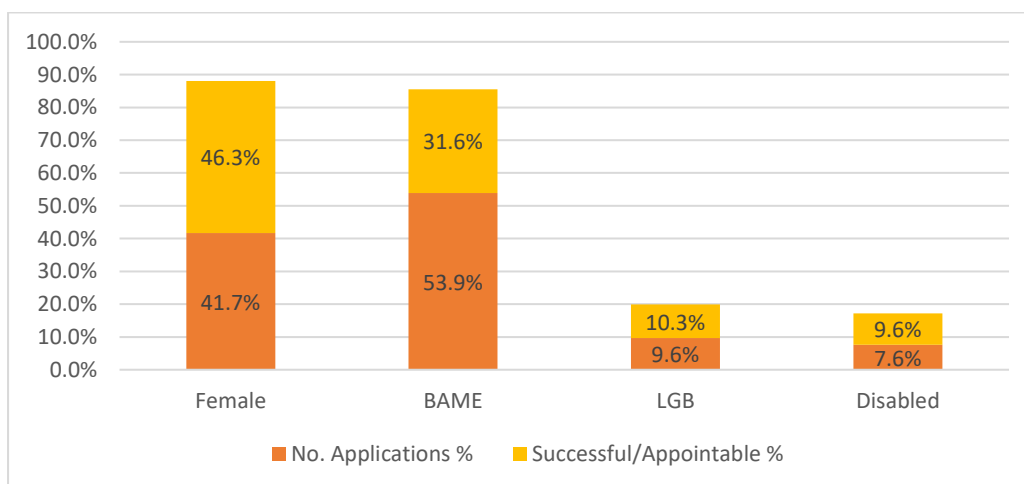
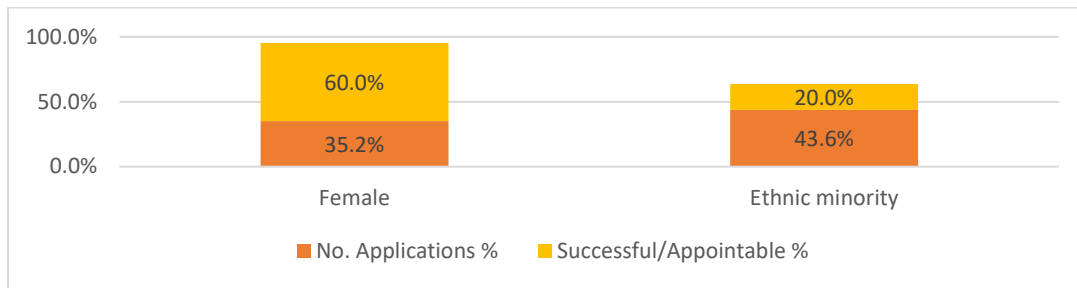


Table 15: FRS staff F – Director outcomes



Further detail can be found in Appendix 2. Some outcomes have been removed due to small numbers.

WORKFORCE COMPOSITION - OPERATIONAL STAFF - GENDER, ETHNICITY, DISABILITY & SEXUAL ORIENTATION

		Q1 30.06.21	Q2 30.09.21	Q3 31.12.21	Q4 31.03.22	YEAR END 2021/22	Q1 30.06.22	Q2 30.09.22	Q3 31.12.22	Q4 31.03.23	YEAR END 2022/23	Q1 30.06.23	Q2 30.09.23	Q3 31.12.23	Q4 31.03.24	YEAR END 2023/24
Workforce composition - operational staff - women	%	9.0%	9.1%	9.2%	9.4%	9.4%	9.5%	9.8%	10.1%	10.2%	10.2%	10.3%	10.4%	10.3%	10.3%	10.3%
	number	426	424	422	425		435	453	463	473		479	483	482	486	
Workforce composition - operational staff - ethnic minority staff	%	14.4%	14.5%	14.6%	14.8%	14.8%	14.9%	15.1%	15.3%	15.3%	15.3%	15.3%	15.5%	15.4%	15.3%	15.3%
	number	684	674	670	673		679	694	703	708		711	721	717	719	
Workforce composition - operational staff - disabled staff	%	6.8%	6.7%	6.7%	6.6%	6.6%	6.8%	6.9%	7.3%	7.3%	7.3%	7.6%	7.6%	7.8%	7.7%	7.7%
	number	322	314	306	300		308	318	338	338		351	353	362	363	
Workforce composition - operational staff - LGB staff	%	5.8%	5.8%	5.9%	5.9%	5.9%	6.0%	6.0%	5.9%	5.9%	5.9%	5.9%	5.9%	5.8%	5.8%	5.8%
	number	276	271	269	267		275	278	272	273		273	273	271	271	
Workforce - operational staff	number	4742	4656	4595	4545	4545	4533	4600	4609	4628	4628	4645	4662	4667	4699	4699

WORKFORCE COMPOSITION - FRS STAFF - GENDER, ETHNICITY, DISABILITY & SEXUAL ORIENTATION

		Q1 30.06.21	Q2 30.09.21	Q3 31.12.21	Q4 31.03.22	YEAR END 2021/22	Q1 30.06.22	Q2 30.09.22	Q3 31.12.22	Q4 31.03.23	YEAR END 2022/23	Q1 30.06.23	Q2 30.09.23	Q3 31.12.23	Q4 31.03.24	YEAR END 2023/24
Workforce composition - FRS staff - women	%	51.7%	51.1%	50.6%	50.7%	50.7%	51.2%	51.4%	51.6%	51.0%	51.0%	51.2%	51.1%	51.2%	51.2%	51.2%
	number	484	485	484	478		477	481	487	483		482	488	509	515	
Workforce composition - FRS staff - ethnic minority staff	%	28.9%	29.2%	29.6%	29.3%	29.3%	29.5%	29.0%	29.2%	29.0%	29.0%	30.2%	30.3%	30.5%	30.8%	30.8%
	number	271	277	283	276		275	271	275	274		282	290	303	309	
Workforce composition - FRS staff - disabled staff	%	13.1%	13.3%	13.2%	13.1%	13.1%	13.2%	13.0%	13.0%	12.8%	12.8%	13.0%	13.4%	13.3%	12.8%	12.8%
	number	123	126	126	123		123	122	123	121		121	128	132	129	
Workforce composition - FRS staff - LGB staff	%	5.7%	5.7%	5.9%	6.1%	6.1%	6.0%	5.8%	5.9%	6.0%	6.0%	6.3%	6.7%	6.7%	7.0%	7.0%
	number	53	54	56	57		56	54	56	57		59	64	67	70	
Workforce - FRS staff	number	937	949	956	943	943	932	935	943	946	946	934	956	995	1005	1005

WORKFORCE COMPOSITION - CONTROL STAFF - GENDER, ETHNICITY, DISABILITY & SEXUAL ORIENTATION

		Q1	Q2	Q3	Q4	YEAR END	Q1	Q2	Q3	Q4	YEAR END	Q1	Q2	Q3	Q4	YEAR END
		30.06.21	30.09.21	31.12.21	31.03.22	2021/22	30.06.22	30.09.22	31.12.22	31.03.23	2022/23	30.06.23	30.09.23	31.12.23	31.03.24	2023/24
Workforce composition - control staff - women	%	77.6%	76.4%	76.1%	76.8%	76.8%	75.6%	75.9%	73.7%	75.5%	75.5%	74.6%	74.8%	75.5%	75.0%	75.0%
	number	83	84	86	86		87	85	84	83		85	83	83	87	
Workforce composition - control staff - ethnic minority staff	%	13.1%	12.7%	14.2%	14.3%	14.3%	15.6%	16.1%	16.7%	17.3%	17.3%	19.3%	18.9%	19.09%	20.7%	20.7%
	number	14	14	16	16		18	18	19	19		22	21	21	24	
Workforce composition - control staff - disabled staff	%	9.3%	10.9%	10.6%	10.7%	10.7%	10.4%	9.8%	10.5%	10.0%	10.0%	10.5%	10.8%	11.8%	12.9%	12.9%
	number	10	12	12	12		12	11	12	11		12	12	13	15	
Workforce composition - control staff - LGB staff	%	5.7%	5.8%	6.5%	6.7%	6.7%	8.7%	8.0%	7.9%	8.2%	8.2%	7.9%	7.2%	7.3%	8.6%	8.6%
	number	6	6	7	7		10	9	9	9		9	8	8	10	
Workforce - control staff	number	107	110	113	112	112	115	112	114	110	110	114	111	110	116	116

WORKFORCE COMPOSITION - OPERATIONAL STAFF - SENIOR MANAGEMENT- GENDER, ETHNICITY, DISABILITY & SEXUAL ORIENTATION

		Q1 30.06.21	Q2 30.09.21	Q3 31.12.21	Q4 31.03.22	YEAR END 2021/22	Q1 30.06.22	Q2 30.09.22	Q3 31.12.22	Q4 31.03.23	YEAR END 2022/23	Q1 30.06.23	Q2 30.09.23	Q3 31.12.23	Q4 31.03.24	YEAR END 2023/24
Top earners - operational staff - women	%	6.8%	7.3%	7.6%	7.5%	7.5%	7.4%	7.4%	6.7%	6.5%	6.5%	6.5%	6.9%	6.5%	6.1%	6.1%
	number	18	19	19	19		18	18	16	16		16	17	16	15	
Top earners - operational staff - ethnic minority staff	%	9.9%	8.5%	8.4%	8.2%	8.2%	7.4%	7.8%	8.4%	8.6%	8.6%	8.6%	8.9%	9.0%	9.3%	9.3%
	number	26	22	21	21		18	19	20	21		21	22	22	23	
Top earners - operational staff - disabled staff	%	10.3%	10.0%	9.2%	8.6%	8.6%	10.3%	9.8%	12.6%	12.2%	12.2%	13.1%	12.2%	11.8%	11.7%	11.7%
	number	27	26	23	22		25	24	30	30		32	30	29	29	
Top earners - operational staff - LGB staff	%	4.9%	5.0%	5.6%	5.5%	5.5%	5.8%	5.7%	4.6%	4.5%	4.5%	4.5%	4.5%	4.5%	4.9%	4.9%
	number	13	13	14	14		14	14	11	11		11	11	11	12	
Workforce - operational staff - top earners	number	263	260	251	256	256	244	244	238	245	245	245	246	245	247	247

WORKFORCE COMPOSITION - FRS STAFF - SENIOR MANAGEMENT - GENDER, ETHNICITY, DISABILITY & SEXUAL ORIENTATION

		Q1 30.06.21	Q2 30.09.21	Q3 31.12.21	Q4 31.03.22	YEAR END 2021/22	Q1 30.06.22	Q2 30.09.22	Q3 31.12.22	Q4 31.03.23	YEAR END 2022/23	Q1 30.06.23	Q2 30.09.23	Q3 31.12.23	Q4 31.03.24	YEAR END 2023/24
Top earners - FRS staff - women	%	49.0%	49.0%	49.5%	50.0%	50.0%	48.8%	48.8%	49.3%	48.0%	48.0%	49.5%	49.0%	49.5%	48.8%	48.8%
	number	97	99	99	101		99	101	101	98		98	100	106	105	
Top earners - FRS staff - ethnic minority staff	%	13.1%	14.9%	15.0%	15.3%	15.3%	15.3%	16.4%	16.6%	15.7%	15.7%	17.2%	18.6%	19.2%	19.5%	19.5%
	number	26	30	30	31		31	34	34	32		34	38	41	42	
Top earners - FRS staff - disabled staff	%	10.1%	9.9%	9.5%	9.9%	9.9%	10.3%	10.1%	9.8%	9.3%	9.3%	9.1%	9.8%	9.4%	8.4%	8.4%
	No.	20	20	19	20		21	21	20	19		18	20	20	18	
Top earners - FRS staff - LGB staff	%	4.5%	4.5%	5.0%	5.0%	5.0%	5.4%	4.8%	5.4%	4.9%	4.9%	5.1%	5.4%	5.1%	6.5%	6.5%
	No.	9	9	10	10		11	10	11	10		10	11	11	14	
Workforce - FRS staff - top earners	number	198	202	200	202	198	203	207	205	204	204	198	204	214	215	215

WORKFORCE COMPOSITION - CONTROL STAFF - SENIOR MANAGEMENT - GENDER, ETHNICITY, DISABILITY & SEXUAL ORIENTATION

		Q1 30.06.21	Q2 30.09.21	Q3 31.12.21	Q4 31.03.22	YEAR END 2021/22	Q1 30.06.22	Q2 30.09.22	Q3 31.12.22	Q4 31.03.23	YEAR END 2022/23	Q1 30.06.23	Q2 30.09.23	Q3 31.12.23	Q4 31.03.24	YEAR END 2023/24
Top earners - control staff - women	%	66.7%	66.7%	75.0%	83.3%	83.3%	90.0%	72.7%	72.7%	75.0%	75.0%	72.7%	72.7%	69.2%	75.0%	75.0%
	number	8	8	9	10		9	8	8	9		8	8	9	9	
Top earners - control staff - ethnic minority staff	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	number	0	0	0	0		0	0	0	0		0	0	0	0	
Top earners - control staff - disabled staff	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	number	-	-	-	-		-	-	-	-		-	-	-	-	
Top earners - control staff - LGB staff	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	number	-	-	-	-		-	-	-	-		-	-	-	-	
Workforce - control staff - top earners	number	12	12	12	12	12	10	11	11	12	12	11	11	13	12	12

Small numbers may be masked

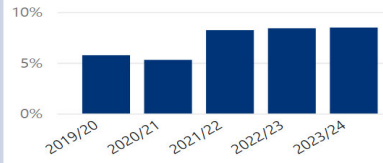
Corporate Digest

Occupational group

Operational

Click on a year below to change the date periods in the other charts

Fiscal years



Last 12 months



Fiscal quarters



The data below shows the change between two time periods – the most recent months against the preceding months, e.g. the last 3 months compared to the 3 months before that.

3 monthly change

-1.43%

6 monthly change

0.26%

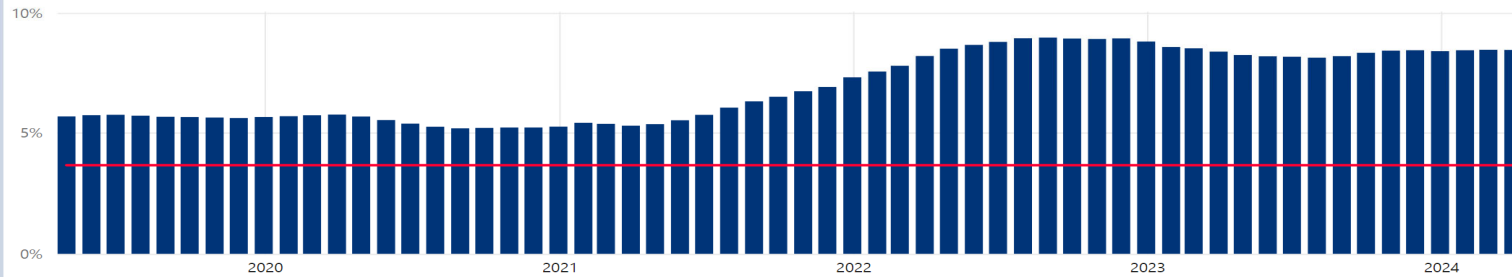
12 monthly change

0.07%

3 yearly change

2.81%

● Sickness % rolling 12 month ● Target



Corporate Digest

Occupational group

FRS ▼

Click on a year below to change the date periods in the other charts

Fiscal years



Last 12 months



Fiscal quarters



The data below shows the change between two time periods – the most recent months against the preceding months, e.g. the last 3 months compared to the 3 months before that.

3 monthly change

-0.64%

6 monthly change

0.36%

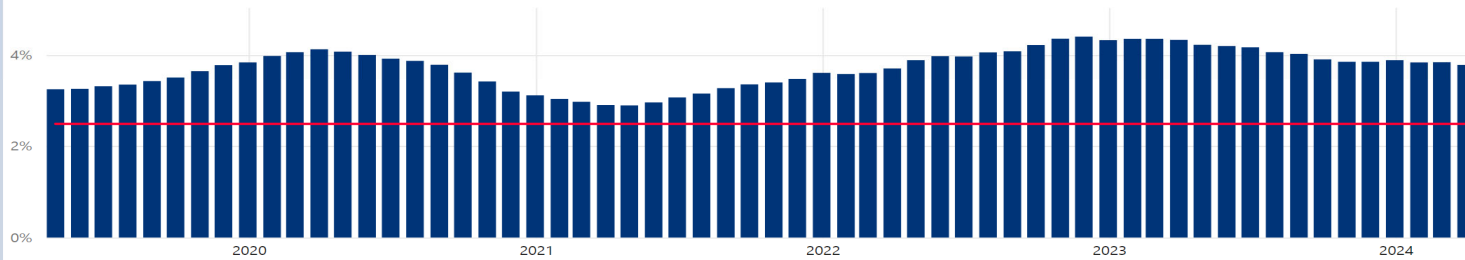
12 monthly change

-0.54%

3 yearly change

0.52%

● Sickness % rolling 12 month ● Target



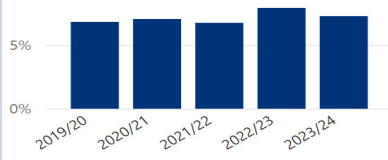
Corporate Digest

Occupational group

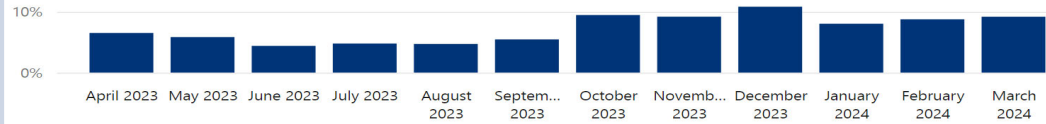
Control

Click on a year below to change the date periods in the other charts

Fiscal years



Last 12 months



The data below shows the change between two time periods – the most recent months against the preceding months, e.g. the last 3 months compared to the 3 months before that.

3 monthly change

-1.17%

6 monthly change

3.96%

12 monthly change

-0.65%

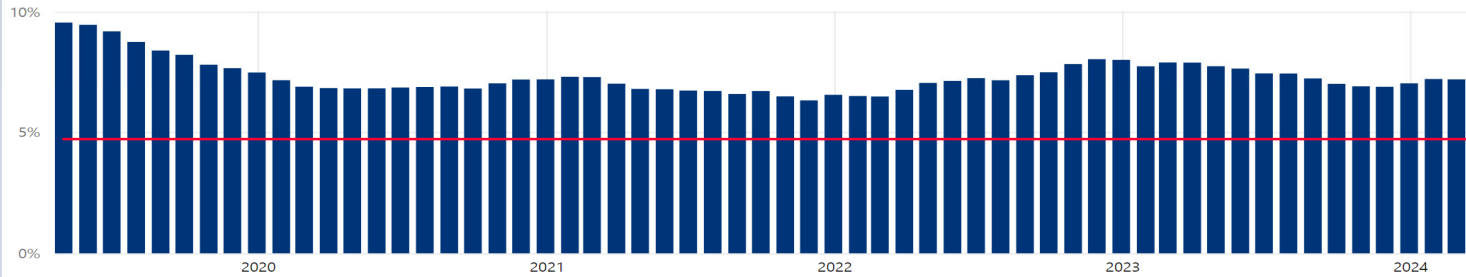
3 yearly change

-0.49%

Fiscal quarters



● Sickness % rolling 12 month ● Target



SICKNESS ABSENCE - Stress, Anxiety & Depression as a % of total sickness absence

SAD Sickness as % of total sickness absence	Operational			FRS			Control		
	Year Ending 31.03.22	Year Ending 31.03.23	Year Ending 31.03.24	Year Ending 31.03.22	Year Ending 31.03.23	Year Ending 31.03.24	Year Ending 31.03.22	Year Ending 31.03.23	Year Ending 31.03.24
% Short Term sickness	2.21%	2.73%	4.23%	4.57%	7.64%	9.18%	7.02%	1.37%	4.27%
% Long Term sickness	31.33%	34.82%	38.93%	38.17%	47.22%	50.41%	18.34%	33.11%	64.93%
% of total sickness	19.52%	22.35%	27.29%	27.91%	35.83%	38.63%	13.27%	15.81%	36.63%

JOINERS - TRAINEE FIREFIGHTERS - GENDER, ETHNICITY, DISABILITY & SEXUAL ORIENTATION

Trainee Firefighter - rolling 12 months joiners

		YEAR END 2022/23	Q1 30.06.23	Q2 30.09.23	Q3 31.12.23	Q4 31.03.24	YEAR END 2023/24
Joiners - Trainee Firefighters - women	%	28.1%	24.7%	20.5%	14.2%	11.2%	11.2%
	number	64	57	40	33	26	26
Joiners - Trainee Firefighters - ethnic minority staff	%	20.6%	21.2%	20.1%	17.2%	16.7%	16.7%
	number	47	49	46	40	39	39
Joiners - Trainee Firefighters - disabled staff	%	8.8%	11.3%	12.2%	9.9%	9.9%	9.9%
	number	20	26	28	23	23	23
Joiners - Trainee Firefighters - LGB staff	%	12.3%	12.6%	10.0%	9.1%	7.3%	7.3%
	number	28	29	23	21	17	17
Joiners - Trainee Firefighters	number	228	231	229	232	233	233

JOINERS - TRANSFEREE - GENDER, ETHNICITY, DISABILITY & SEXUAL ORIENTATION

Transferee - 12 months joiners

		YEAR END 2023/24
Joiners - Transferee - women	%	-
	number	-
Joiners - Transferee - ethnic minority staff	%	0%
	number	0
Joiners - Transferee - disabled staff	%	10.8%
	number	7
Joiners - Transferee - LGB staff	%	-
	number	-
Joiners - Transferee	number	65

Data may be masked where numbers are too small to report on

RECRUITMENT AND SELECTION INFORMATION October 2023 - March 2024

Operational - Firefighter

FF00013 - Trainee Firefighter June 2023		Gender				Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Other	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	44	184	0	1	89	132	8	33	8	229
	%	19.2%	80.3%	0.0%	0.4%	38.9%	57.6%	3.5%	14.4%	3.5%	
Still in Process	No.	3	16	0	0	4	15	0	1	0	19
	%	15.8%	84.2%	0.0%	0.0%	21.1%	78.9%	0.0%	5.3%	0.0%	
Successful/Appointable	No.	9	42	0	0	26	23	2	6	2	51
	%	17.6%	82.4%	0.0%	0.0%	51.0%	45.1%	3.9%	11.8%	3.9%	

FF00014 - Transferee Firefighter August 2023		Gender				Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Other	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	5	158	0	2	10	145	10	19	13	165
	%	3.0%	95.8%	0.0%	1.2%	6.1%	87.9%	6.1%	11.5%	7.9%	
Still in Process	No.	0	6	0	0	1	5	0	1	0	6
	%	0.0%	100.0%	0.0%	0.0%	16.7%	83.3%	0.0%	16.7%	0.0%	
Successful/Appointable	No.	2	60	0	0	5	53	4	8	5	62
	%	3.2%	96.8%	0.0%	0.0%	8.1%	85.5%	6.5%	12.9%	8.1%	

FF00015 - Trainee Firefighter November 2023		Gender				Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Other	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	51	220	0	3	83	180	11	36	19	274
	%	18.6%	80.3%	0.0%	1.1%	30.3%	65.7%	4.0%	13.1%	6.9%	
Still in Process	No.	15	60	0	2	19	56	2	11	7	77
	%	19.5%	77.9%	0.0%	2.6%	24.7%	72.7%	2.6%	14.3%	9.1%	
Successful/Appointable	No.	0	9	0	0	0	9	0	1	0	9
	%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	11.1%	0.0%	

FF00016 - Trainee Firefighter February 2024		Gender				Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Other	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	97	625	2	12	230	481	25	87	35	736
	%	13.2%	84.9%	0.3%	1.6%	31.3%	65.4%	3.4%	11.8%	4.8%	
Still in Process	No.	64	454	1	8	175	334	18	62	33	527
	%	12.1%	86.1%	0.2%	1.5%	33.2%	63.4%	3.4%	11.8%	6.3%	
Successful/Appointable	No.	-	-	-	-	-	-	-	-	-	0
	%										

FF00017 - Trainee Firefighter April 2024		Gender				Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Other	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	37	338	0	3	95	266	17	46	33	378
	%	9.8%	89.4%	0.0%	0.8%	25.1%	70.4%	4.5%	12.2%	8.7%	
Still in Process	No.	37	338	0	3	95	266	17	46	33	378
	%	9.8%	89.4%	0.0%	0.8%	25.1%	70.4%	4.5%	12.2%	8.7%	
Successful/Appointable	No.	-	-	-	-	-	-	-	-	-	0
	%										

RECRUITMENT AND SELECTION INFORMATION October 2023 - March 2024

Operational - Junior Officer

Completed October 2023 - March 2024

Leading Firefighter		Gender			Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	8	118	-	23	96	11	11	10	130
	%	6.2%	90.8%	-	17.7%	73.8%	8.5%	8.5%	7.7%	
Successful/Appointable	No.	-	40	-	8	31	-	-	-	42
	%	-	95.2%	-	19.0%	73.8%	-	-	-	

Operational - Senior Officer

Completed October 2023 - March 2024

Station Commander - Assistant Commissioner		Gender			Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	6	120	3	7	117	5	4	15	129
	%	4.7%	93.0%	2.3%	5.4%	90.7%	3.9%	3.1%	11.6%	
Successful/ Appointable	No.	-	14	-	0	16	1	-	-	17
	%	-	82.4%	-	0.0%	94.1%	5.9%	-	-	

Data may be masked where numbers are too small to report on

RECRUITMENT AND SELECTION INFORMATION October 2023 - March 2024

Control Staff

Completed October 2023 - March 2024

Control Room Officer		Gender			Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	79	118	3	99	90	11	23	18	200
	%	39.5%	59.0%	1.5%	49.5%	45.0%	5.5%	11.5%	9.0%	
Successful/Appointable	No.	7	-	-	-	7	-	-	-	9
	%	77.8%	-	-	-	77.8%	-	-	-	

Data may be masked where numbers are too small to report on

RECRUITMENT AND SELECTION INFORMATION October 2023 - March 2024

FRS & TMG (Non-operational)

Completed October 2023 - March 2024

FRS B - FRS E		Gender				Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Other	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	967	1309	-	40	1214	927	177	223	177	2318
	%	41.7%	56.5%	-	1.7%	52.4%	40.0%	7.6%	9.6%	7.6%	
Successful/Appointable	No.	63	68	-	-	43	86	7	14	13	136
	%	46.3%	50.0%	-	-	31.6%	63.2%	5.1%	10.3%	9.6%	

FRS F - Director		Gender				Ethnicity			Sexual Orientation	Disability	Total
		Female	Male	Other	Prefer not to say	Ethnic minority	White	Prefer not to say	LGB	Disability	
No. Applications	No.	121	202	-	21	153	146	45	30	19	344
	%	35.2%	58.7%	-	6.1%	44.5%	42.4%	13.1%	8.7%	5.5%	
Successful/Appointable	No.	15	9	-	-	5	18	-	-	-	25
	%	60.0%	36.0%	-	-	20.0%	72.0%	-	-	-	

Data may be masked where numbers are too small to report on