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NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY - HUMAN RESOURCES COMMITTEE

Date: Friday, 16 October 2015

Time: 10.00 am

Venue: Fire and Rescue Services HQ, Bestwood Lodge, Arnold Nottingham NG5 8PD

Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business

A handwritten signature in black ink, appearing to read "M. J. [unclear]". The signature is written in a cursive style.

Clerk to the Nottinghamshire and City of Nottingham Fire and Rescue Authority

AGENDA

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8 EXCLUSION OF THE PUBLIC

To consider excluding the public from the meeting during consideration of the remaining item in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information by virtue of Paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act.

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Report of the Chief Fire Officer

ANY COUNCILLOR WHO IS UNABLE TO ATTEND THE MEETING AND WISHES TO SUBMIT APOLOGIES SHOULD DO SO VIA THE PERSONAL ASSISTANT TO THE CHIEF FIRE OFFICER AT FIRE SERVICES HEADQUARTERS ON 0115 967 0880

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ABOVE, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ON THIS AGENDA, IF POSSIBLE BEFORE THE DAY OF THE MEETING.

Constitutional Services Officer:

Catherine Ziane-Pryor

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[website address to be inserted]



**NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM
FIRE AND RESCUE AUTHORITY**

HUMAN RESOURCES COMMITTEE

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,
Arnold Nottingham NG5 8PD on 17 July 2015 from 10.01am to 11.39am.**

Membership

Present

Councillor Eunice Campbell
Councillor Neghat Nawaz Khan
Councillor Mike Pringle
Councillor Gail Turner
Councillor Liz Yates

Absent

Councillor Michael Payne

Councillor Darrell Pulk (Substitute for Councillor Michael Payne)

Colleagues, partners and others in attendance:

Wayne Bowcock - Deputy Chief Fire Officer
Sue Maycock - Head of Finance
Catherine Ziane-Pryor - Governance Officer

13 APPOINTMENT OF CHAIR FOR THE MEETING

In the absence of the Chair, Councillor Darrell Pulk was appointed Chair for the meeting.

14 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Michael Payne, for whom Councillor Darrell Pulk substituted.

15 DECLARATIONS OF INTERESTS

None.

16 MINUTES

The Committee confirmed the minutes of the meeting held on 12 at June 2015 as a true record and they were signed by the presiding Chair.

17 HUMAN RESOURCES UPDATE

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which updates members on the key human resources metrics for the period 1 April 2015 to 30 June 2015.

The following points were highlighted:

- (a) compared to the last quarter, sickness absence was reduced by 13%;
- (b) work continues with regard to preventing , and where this is not possible, resolving, musculoskeletal and mental health issues which account for a substantial proportion of long term sickness;
- (c) 2 disciplinary actions have been raised;
- (d) there are currently six additional whole time posts within the service, this is due to staff moving from a closed station but officers are confident that the pay budgets will be achieved by the end of the year.

Whilst members welcomed the report, especially the reduction in sickness absence, it was suggested that a percentage comparison between Quarter 1 this year and Quarter 1 last year would better reflect seasonal sickness absences.

RESOLVED to note the report.

18 REVIEW OF WORKFORCE PLAN

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which outlines the Corporate Workforce Plan 2014-16 and outlines proposals for the updated plan for 2015-17.

The following points were highlighted and members' questions responded to:

- (a) overall staffing numbers have decreased from 1007 to 966 employees during the past year;
- (b) there has been an a reduction in whole-time operational posts from 531 to 510 with a temporary over establishment of six firefighters;
- (c) the transfer of staff from Mansfield and Highfields stations following a reduction in whole-time crewing, has meant that compulsory redundancies have not been necessary;
- (d) it was predicted that 26 whole-time personnel would leave the Service during 2014/15 however only 17 did so;

- (e) it was predicted that 26 Retained Duty System staff (RDS) would leave during 2014/15, however 36 personnel left;
- (f) it has not been necessary to recruit whole-time firefighters but a RDS recruitment campaign during 2014 recruited 23 RDS trainee firefighters;
- (g) during 2014/15 there has been a reduction of 8 full-time non-operational support posts;
- (h) it was predicted that 15 support personnel would leave the Service during 2014-15 but 24 left;
- (i) there was a 7.14% turnover in Control staff during 2014/15 but due to the forthcoming implementation of the Tri-Service Mobilising System in September 2015, fixed term contracts are in place to provide cover and ensure resilience whilst training takes place;
- (j) overall absence of whole time and support employees has increased from 5.8 days to 8.25 days per employee, however, 67% of these absences are due to long-term medical conditions with a duration exceeding 28 days;
- (k) as there have not been any whole-time recruitment drives, it has not been possible to meet the equalities target of 19% of female new entrants and 10% of BME for new entrants to operational roles;
- (l) the Service is now within the top 100 employers of the Stonewall index, recognising the work undertaken to promote lesbian gay and transgender issues within the workforce;
- (m) in 2013 the Service gained accreditation as an 'excellent organisation' under the Fire Service Equality Framework;
- (n) with regard to the 2015-17 Workforce Plan, reductions of approximately £3.47 million are necessary with most of this figure predicted to be found as a result of workforce reductions;
- (o) the key areas of workforce issues identified in the revised 2015-17 Workforce Plan are outlined within the report.

Responses to members' questions and comments included:

- (p) with regard to Stonewall, the Service was striving to achieve improvements in equalities not just to achieve a top 100 ranking, but because this was the right thing to do;

- (q) during a period of staff reductions and very little recruitment, it has not been possible to focus on achieving equalities targets with regard to staffing. However, the most viable route for pursuing equality recruitment targets is through succession planning;
- (r) further consideration should be given to the current equalities targets and whether they are set too high for what can realistically be achieved in today's society when a range of impressively proactive engagement has not enabled the Service to meet the equalities targets set;
- (s) this organisation is not alone in struggling to meet equality targets so it is important to share information with partners on the recruitment methods which were successful;
- (t) recruitment of retained staff has been slightly relaxed only in that the requirement of living or working 'within five minutes travel of the station' is unrealistic in some rural areas where fewer people are within the immediate vicinity of stations. However, distance from stations has to be restrictive and there has to be a cut-off point as appliances are responding to an emergency;
- (u) progress has currently halted with regards to control collaboration with Leicestershire. This position is scheduled for review in September and an update will be provided to Members soon after;
- (v) having considered the end of employment terms and conditions of both the County and City Councils and Nottinghamshire Fire and Rescue Service, some Councillors are concerned that there is a significant difference in the 'pay-off period' with Nottinghamshire Fire and Rescue Service providing up to 66 weeks compared to local authorities providing 50 weeks and less. In times of budgetary constraint this significant difference needs to be reviewed;
- (w) a national review of terms and conditions was undertaken by Adrian Thomas prior to the election but his report has not yet been released. In addition, the LGA are also considering terms and conditions. The point has been previously discussed within the Finance Team with regard to the budget and employee expenses for which the Authority has control (this does not include pay);
- (x) to date the workforce has been supportive of the financial restraints placed on the Service and the requirements to make savings, however, it is important to ensure that in such difficult times and with further difficult decisions to be made, the workforce continues to support the decisions of the Authority. It is proposed that the best course of action regarding any consideration to changes in Terms and Conditions should primarily be discussed with the Chair of the Human Resources

Committee, the Assistant Chief Fire Officer and Chief Fire Officer, prior to progressing the issue to Committee.

RESOLVED

- (1) to note the report;**
- (2) for a report regarding equality targets to be submitted to a future meeting.**

19 HER MAJESTY'S ARMED FORCES CORPORATE COVENANT

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which sought approval to sign the Armed Forces Corporate Covenant.

Historically the Service has supported the Armed Forces community through a voluntary pledge but now have the opportunity to sign the covenant, which includes a core statement of commitment in that:

- i. no member of the Armed Forces community should face disadvantage in the provision of public and commercial services compared to any other citizen;
- ii. in some circumstances special treatment may be appropriate, especially for the injured or bereaved.

The discipline and qualities of Armed Force's personnel sit well with the requirements of the Emergency Services and provides all round benefits for the Armed Forces, Emergency Services, communities, and the individual.

The Service currently employs six Armed Force Reservists, some of whom have been deployed to active duty.

During November 2014 the support of the Service was recognised with a silver award from Supporting Britain's Reservists and Employers (SaBRE). To be considered as qualifying for the Gold award, commitments to the corporate covenant must be shown. Already measures are in place to enhance the Service's inclusion of ex-forces personnel.

Members are assured that where combat related mental health issues occur, such as post-traumatic stress, support was provided jointly from the Armed Forces and the Fire Service. It is also noted that if a reservist employee is deployed, the military will reimburse the salary costs to the Service.

RESOLVED to approve the signing of the Armed Forces Corporate Covenant, which will be valid for a period of five years.

20 EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the remaining agenda item, in accordance with section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemptions outweighs the public interest in disclosing the information, as defined in paragraphs 1 ad 3 of Part 1 of Schedule 12A to the Act.

21 VOLUNTARY REDUNDANCY APPLICATIONS

Wayne Bowcock, Deputy Chief Fire Officer, presented the report regarding applications for voluntary redundancy.

RESOLVED for the recommendations within the report to be approved.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Human Resources Committee

HUMAN RESOURCES UPDATE

Report of the Chief Fire Officer

Date: 16 October 2015

Purpose of Report:

To update Members on key human resources metrics for the period 1 July – 30 September 2015.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 As part of its remit, the Human Resources Committee of Nottinghamshire and City of Nottingham Fire and Rescue Authority receives regular updates on human resources (HR) issues within Nottinghamshire Fire and Rescue Service (NFRS). This includes issues such as sickness absence, formal discipline, grievance, health and safety, employment tribunal cases and staffing numbers. These issues are known as HR metrics.
- 1.2 Reports are on a quarterly basis and allow the Human Resources Committee to keep informed of ongoing issues and offer their guidance and scrutiny.

2. REPORT

HR METRICS - SICKNESS ABSENCE

- 2.1 The following represents absence figures for Quarter 2: 1 July to 30 September 2015
- 2.2 Target absence figures for 2015/16 are:

Wholetime and Control: 6 days per person
Non-Uniformed: 7 days per person
Whole Workforce: 6.25 days per person
(the average is affected by the numbers of employees in each work group and the average work shift)

Total Workforce

Absence	Quarter 2 1 July – 30 Sept 2015	Compared with previous quarter	Cumulative total days lost for 15/16	Cumulative average over last 12 months
Total workforce (169 employees have been absent during Q2, excluding retained*)	1476 days lost 1.39 days per employee	1416.5 days lost 1.33 days per employee 4% increase (+59.5 days)	2892.5 days lost	7.02 days per employee (target 6.25 days)

(*Due to the on-call nature of the Retained Duty System days lost are recorded not shifts)

There has been a slight increase in the level of absence across the whole workforce of 4% in Quarter 2 in comparison with Quarter 1. This is accounted for by an increase in wholetime and control absence, off-set by reductions in support (non-uniformed) absence.

Long term absence equated to 41.5% of the total absence during this period.

In the comparable period of 2014, 1480 days were lost to sickness absence. A decrease of 4 days (0.3%).

National Trends

The Service contributes to the Chief Fire Officers Association sickness absence survey, which is undertaken quarterly and allows for comparison between 26 contributing fire and rescue services. Appendix C reflects national absence trends in the previous quarter (Q1) and this shows that NFRS which had an average absence of 1.99 days per employee during the period, was below the sector sickness average of 2.02 days per employee.

National figures reflect an average absence of 7.9 days per employee in the public sector, and 6.6 days per employee in the private sector. Based on 12-month cumulative absence of 7.02 days per employee, NFRS is currently below the public sector average but above the private sector average.

DISCIPLINE, GRIEVANCES ETC

2.3 Over the period 1 July – 30 September 2015:

Disciplinary	0
Grievances	0
Harassment and Bullying	1
Formal Management Sickness Absence Policy	0
Dismissals including ill health retirements	2
Redundancy	1
Redeployment	0
Employment Tribunal cases	0
IDRP appeals	0
Performance and capability	0

STAFFING NUMBERS

2.4 During the period 1 July to 30 September 2015, 15 employees commenced employment. Establishment levels at 30 September 2015 are highlighted below:

	Approved	Actual	Variance
Wholetime	510 (510 FTE)	508 (507.58 full time equivalents)	-2 (-2.4 FTE)
Retained	192 units	250 persons (134 units) (includes 54 dual contracts)	- 58 units
Non-Uniformed	174 (161.31 FTE)	161 (149.57fte)	-13 (11.74 FTE)
Fire Control	24 (23.5 FTE)	28 (27.3 FTE)	+4 (3.8 FTE)

- 2.5 There have been 22 leavers and 15 starters during this quarter. Leavers are broken down as follows: 8 wholetime, 11 retained, 0 control and 3 non-uniformed employees. The total actual workforce is 947 personnel (includes 54 dual contractors)
- 2.6 As at 30 September 2015 the wholetime establishment stood at -2 (-2.4 fte) employees against an establishment of 510 posts, due to retirements during the review period. As previously predicted this has addressed the temporary over-establishment referred to in previous reports. The outcomes from the Fire Cover Review and measures proposed to reduce workforce numbers as part of the budget management process are likely to impact upon the number of established posts going forward, and therefore there are no plans to recruit to trainee fire fighter roles in the next financial year.
- 2.7 During the period NFRS has appointed to 1 support role and 12 retained trainee fire fighter roles. This takes the total number of new retained duty system appointments to 24 during 2015. In addition, NFRS has appointed to an apprenticeship role in the Corporate Communications Team.

3. FINANCIAL IMPLICATIONS

- 3.1 Paragraph 2.4 shows that, with the exception of Control, all sections of the workforce are now under-established. Earlier in the year the number of whole-time employees was above the establishment level so the current position will help to offset the overspends which accrued in the first half of the year.
- 3.2 The non-uniformed pay budget has been underspending throughout the year due to vacancies held whilst posts have been at risk, and redundancy costs

will be funded by an earmarked reserve if the pay budget saving is not sufficient to cover the additional one-off cost.

- 3.3 The overall pay budget financial position is reported to the Finance and Resources Committee on a quarterly basis.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources implications are set out in the report, and there are no learning and development implications.

5. EQUALITIES IMPLICATIONS

As this review does not impact upon policy or service function, no equality impact has been undertaken.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

A regular reporting system on the management of HR ensures that the Service and the Authority are aware of any developing workforce issues.

9. RECOMMENDATIONS

That Members note the contents of the report.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

Appendix - Reporting Period: 01/04/2013 to 30/09/2015

Quarter Breakdown by Month	July		August		September	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Wholetime	0.62	316.0	0.62	313.5	0.57	292.0
Non Uniformed	1.08	184.0	0.92	156.0	1.04	177.0
Control	0.46	13.0	0.57	16.0	0.25	7.0

Current Q vs Previous Q	2,015 - Q1		2,015 - Q2	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Wholetime	1.57045	802.5	1.80333	921.5
Non Uniformed	3.54971	607	3.02339	517
Control	0.17857	5	1.28571	36

Quarter 4 vs Quarter 3	1		4	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Total	1.97832	1414.5	2.25105	1609.5

Quarter 4 Quarter Breakdown by Month	April		May		June	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Total	0.74506	527.5	0.66314	469.5	0.58969	417.5

Wholetime employees

Absence	Quarter 2 1 July – 30 Sept 2015	Compared with previous quarter	Cumulati ve total days lost for 15/16	Cumulative average over last 12 months
Wholetime (91 employees have been absent during Q2)	921.5 days lost 1.81 days per employee	804.5 days lost 1.56 days per employee 15% increase (+117 days)	1726 days lost	7.36 days per employee (target 6 days)

During Q2, there was an increase in absence for whole-time employees of 117 days (15%). Of this, 40% of absence was due to long-term medical conditions (369 days) i.e. absence which lasted for more than 28 days. There were 41 periods of absence covered by a Medical Certificate (i.e. absence lasting longer than 8 days), and 29 of these employees have returned to work during the period.

The average absence was 1.81 days per person, which is above the target of 1.6 days per person.

The majority of days lost relate to musculo-skeletal in nature (Lower limb – 23 instances) and mental health issues (stress – 9 instances).

The Occupational Health team continues to work with operational employees with long term conditions to provide support and access to treatment.

Reasons for Absence

Wholetime

Absence Reason	Unique Absence Count	D ay s
Musculo Skeletal - Lower Limb	23	##
Mental Health - Stress	9	##
Musculo Skeletal - Shoulder	9	##
Musculo Skeletal - Back	12	95
Cause Known, but not specified	11	77
Respiratory - Other	1	37
Gastro-Intestinal	8	26
Musculo Skeletal - Upper Limb	3	23
Virus/Infectious Diseases	2	16
Respiratory - Chest Infection	2	15
Respiratory - Cold/Cough/Influenza	5	15

Short Term Absences

Absence Reason	Unique Absence Count	Da ys Lo
Musculo Skeletal - Lower Limb	20	142
Mental Health - Stress	6	134
Cause Known, but not specified	11	77
Musculo Skeletal - Back	9	41
Musculo Skeletal - Shoulder	4	35
Gastro-Intestinal	8	26
Musculo Skeletal - Upper Limb	3	23
Virus/Infectious Diseases	2	16
Respiratory - Chest Infection	2	15
Respiratory - Cold/Cough/Influenza	5	15

Long Term Absence

Absence Reason	Unique Absence Count	Days Lost
Musculo Skeletal - Lower Limb	3	103
Musculo Skeletal - Shoulder	5	95
Mental Health - Stress	3	68
Musculo Skeletal - Back	3	54
Respiratory - Other	1	37

Retained employees

Absence	Quarter 2 1 July – 30 Sept 2015	Compared with previous quarter	Cumulative non availability (days) during 15/16	Cumulative average over last 12 months
Retained (23 employees have been absent during Q1)	653 calendar days lost 2.61 calendar days lost per employee	899.5 calendar days lost 3.6 calendar days per employee 27% decrease (-246.5 days)	1552.5 calendar days lost	11.11 days per employee (target 10.5 days)

Due to the on-call nature of the retained duty system, absence levels reflect number of days of non availability rather than total working/shift days lost. Absences are calculated as consecutive calendar days not working time lost.

During Q2, absence levels have decreased (-246.5 days) compared to Q1 and reflect an average of 2.61 calendar days per person. Of this, 23% of absence was due to long-term medical conditions (151 days) i.e. absence which lasted for more than 28 days. There were 17 periods of absence covered by a Medical Certificate (i.e. absence lasting longer than 8 days), and 10 of these employees have returned to work during the period.

Short-term absence accounted for the majority of all absence (77%).

The majority of days lost are related to musculo-skeletal in nature (Shoulder – 2 instances) and mental health issues (stress – 4 instances).

Retained

Absence Reason	Unique Absence Count	Days Lost
Mental Health - Stress	4	208
Musculo Skeletal - Shoulder	2	139
Cancer and Tumours	1	63
Musculo Skeletal - Back	3	63
Gastro-Intestinal	1	35
Musculo Skeletal - Lower Limb	2	27
Musculo Skeletal - Upper Limb	1	25
Mental Health - Depression	1	20
Respiratory - Other	1	16
Virus/Infectious Diseases	1	14

Short Term Absences

Absence Reason	Uniqu e Absen	Days Lost
Mental Health - Stress	2	140
Musculo Skeletal - Shoulder	1	92
Cancer and Tumours	1	63
Musculo Skeletal - Back	3	63
Gastro-Intestinal	1	35
Musculo Skeletal - Upper Limb	1	25
Mental Health - Depression	1	20
Virus/Infectious Diseases	1	14
Cause Known, but not specified	2	11
Musculo Skeletal - Other	1	10

Long Term Absence

Absence Reason	Uniqu e Absen	Days Lost
Mental Health - Stress	2	68
Musculo Skeletal - Shoulder	1	47
Musculo Skeletal - Lower Limb	1	20
Respiratory - Other	1	16

Control employees

Absence	Quarter 2 1 July – 30 Sept 2015	Compared with previous quarter	Cumulative total days lost for 15/16	Cumulative average over last 12 months
Control (3 employees have been absent during Q1)	36 shifts lost 1.28 shifts per employee	5 shifts lost 0.18 shifts per employee 620% increase (+31 days)	41 shifts lost	2.03 shifts per employee (target 6 days)

There was an increase of 31 days in absence during the review period, 25 days of which are accounted for by one period of long-term absence. The high % increase reflects the fact that only 5 days were lost in Q1. Details about reasons for absence are shown below:

Control

Absence Reason	Unique Absence Count	Days Lost
Musculo Skeletal - Lower Limb	1	25
Cause Known, but not specified	1	7
Confidential	1	4

Short Term Absences

Absence Reason	Unique Absence Count	Days Lost
Cause Known, but not specified	1	7
Confidential	1	4

Long Term Absence

Absence Reason	Unique Absence Count	Days Lost
Musculo Skeletal - Lower Limb	1	25

Support employees

Absence	Quarter 2 1 July – 30 Sept 2015	Compared with previous quarter	Cumulative total days lost for 15/16	Cumulative average over last 12 months
Non uniformed (52 employees have been absent during Q2)	519 days lost 3.08 days per employee	607 days lost 3.59 days per employee 15% decrease (-88 days)	1126 days lost	12.46 days per employee (target 7 days)

There was a decrease of 88 days (-15%) in support employee absence levels during quarter 2. Of this, 42% of absence was due to long-term medical conditions (218 days) i.e. absence which lasted for more than 28 days. There were 18 periods of absence covered

by a Medical Certificate (i.e. absence lasting longer than 8 days), and 12 of these employees have returned to work during the period.

The majority of days lost relate to mental health issues (depression – 3 instances) and pregnancy related disorders (2 instances).

The Occupational Health team are reviewing the reasons for absence within this work group to identify and address any work related issues which may be contributing to mental health issues (such as stress), or other health conditions . The Service has, and will continue, to focus support to employees experiencing mental health issues and to build awareness and resilience in individuals to deal with such issues when they arise. In many cases these issues are not directly related to work, however they may manifest themselves in performance or behavioural problems at work and in the development of stress related symptoms. This can be a complex set of circumstances which can often only be resolved by professional counselling, which is available to employees through a number of channels.

Reasons for absence are set out below:

Non Uniformed

Absence Reason	Unique Absence	Days Lost
Mental Health - Depression	3	146
Pregnancy Related Disorders	2	83
Other known causes (not specified in list)	4	63
Musculo Skeletal - Lower Limb	4	53
Mental Health - Stress	3	41.5
Gastro-Intestinal	11	39
Unknown causes, not specified	8	33
Musculo Skeletal - Back	4	18
Musculo Skeletal - Shoulder	1	11
Cause Known, but not specified	4	8

Short Term Absences

Absence Reason	Unique Absence Count	Days Lost
Pregnancy Related Disorders	2	83
Mental Health - Depression	1	66
Gastro-Intestinal	11	39
Mental Health - Stress	2	25.5
Unknown causes, not specified	7	19
Musculo Skeletal - Back	3	12
Musculo Skeletal - Shoulder	1	11
Musculo Skeletal - Lower Limb	2	9
Cause Known, but not specified	4	8
Ear, Nose, Throat	2	6.5

Long Term Absence

Absence Reason	Unique Absence Count	Days Lost
Mental Health - Depression	2	80
Other known causes (not specified in list)	2	58
Musculo Skeletal - Lower Limb	2	44
Mental Health - Stress	1	16
Unknown causes, not specified	1	14
Musculo Skeletal - Back	1	6

APPENDIX C

12i (WT & Control)			12ii (WT, Control & Support)		
FRS	Score	Rank	FRS	Score	Rank
Cheshire FRS	0.85	1	Cheshire FRS	0.77	1
Manchester FRS	1.13	2	Staffordshire FRS	1.16	2
Staffordshire FRS	1.21	3	Manchester FRS	1.52	3
North Yorkshire	1.43	4	Derbyshire FRS	1.54	4
Derbyshire FRS	1.48	5	North Yorkshire	1.55	5
Nottinghamshire FRS	1.49	6	Buckinghamshire FRS	1.58	6
Lincolnshire FRS	1.55	7	Durham FRS	1.65	7
Cleveland Fire Brigade	1.61	8	Lincolnshire FRS	1.77	8
Buckinghamshire FRS	1.62	9	Cleveland Fire Brigade	1.80	9
Hampshire FRS	1.71	10	West Yorkshire FRS	1.82	10
West Yorkshire FRS	1.78	11	Merseyside FRS	1.82	11
Tyne & Wear FRS	1.86	12	South Yorkshire FRS	1.87	12
Merseyside FRS	1.91	13	Dorset FRS	1.93	13
Durham FRS	1.92	14	Tyne & Wear FRS	1.98	14
Suffolk FRS	1.95	15	Nottinghamshire FRS	1.99	15
South Yorkshire FRS	1.98	16	East Sussex FRS	2.02	16
East Sussex FRS	2.01	17	Royal Berkshire FRS	2.02	17
Royal Berkshire FRS	2.03	18	Avon FRS	2.04	18
Avon FRS	2.07	19	London Fire Brigade	2.07	19
Humberside FRS	2.07	20	Hampshire FRS	2.10	20
Essex FRS	2.08	21	Essex FRS	2.13	21
Dorset FRS	2.09	22	Humberside FRS	2.23	22
London Fire Brigade	2.11	23	Devon & Somerset FRS	2.43	23
Devon & Somerset FRS	2.55	24	Suffolk FRS	2.59	24
Northern Ireland FRS	2.69	25	Northern Ireland FRS	2.94	25
Gloucestershire FRS	4.76	26	Gloucestershire FRS	5.31	26
Average	1.92		Average	2.02	

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Human Resources Committee

EQUALITIES PERFORMANCE

Report of the Chief Fire Officer

Date: 16 October 2015

Purpose of Report:

To provide Members with an overview of recent performance on equalities related work and to outline a revised approach to reporting performance in this area of work.

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1. BACKGROUND

- 1.1. Nottinghamshire Fire and Rescue Service (NFRS) has made a lot of progress over the last eight years in developing its approach to equality. The Equality Framework for the Fire and Rescue Service was introduced to replace the Equality Standard for Local Government and the Service was subsequently successfully peer challenged at the middle 'Achieving' level by the Local Government Association and Chief Fire Officers' Association in 2010. Three years later, during December 2013, the Service reached the highest 'Excellent' level of the same performance framework.
- 1.2. During this period, NFRS began focusing on disability and sexual orientation. In order to drive forward the agendas of sexual orientation and transgender, the Service joined Stonewall, the national campaigner for lesbian, gay, bisexual and transgender equality. NFRS started using their benchmarking performance tool in 2010 and was ranked 303rd out of 350 employers nationally. In January 2015 the Service was told that it had reached the coveted top 100 employers. The Service's policies, procedures, monitoring information, procurement practices, learning and development and community engagement were all scrutinised within the submission.
- 1.3. Attracting a diverse workforce has traditionally been a challenge for NFRS (and the fire service nationally) and a great deal of effort has been made in attracting different people to the careers offered by the Service. The main challenges have been attracting more women to fire fighting and more people from black and ethnic minorities to all roles.

2. REPORT

CURRENT WORKFORCE

- 2.1 NFRS has worked hard to develop the diversity of its workforce with success in some areas. Fire fighting remains predominantly a male-dominated role and although some inroads have been made into attracting more women to the role, numbers remain relatively low. The table below provides a breakdown of current workforce diversity. In order to provide some context, NFRS is benchmarked against another local fire and rescue service.

	Nottinghamshire FRS	A Local FRS
Women	15.5%	15.9%
Men	84.5%	84.1%
% of fire fighters that are women	3.7%	3.4%
Black and Minority Ethnic (BME)	4%	4.2%
Disability	4.1% (whole workforce) 7.2% (non-uniformed)	1.4%
Sexual Orientation - LGB	1.5%	0.8%

Disability

- 2.2 The Service has done a lot of work to improve declaration of disability and this compares favourably with the local counterpart. It is estimated that 10% of the national working population is disabled. Whilst this is unlikely to be reflected in an organisation which requires a high level of operational mobility, fitness and strength, this can be reflected in its non-uniformed roles (currently 7.2%).

Gender

- 2.3 The gender balance is nearly identical with the local counterpart with a similar story in the recruitment of female fire fighters. NFRS adopted the national 'stretch' targets for female entrants from the previous national diversity strategy and met them in 2012 when it last recruited to wholetime fire fighter roles. However, the Service has not had similar success during its retained fire fighter recruitment campaigns which are adversely affected by the small numbers of people eligible to apply due to the on-call nature of the role.

Black and Minority Ethnic (BME) Communities

- 2.4 The Service also adopted a target related to data received shortly after the national strategy was launched which estimated that 14.5% of Nottinghamshire was from a BME background (this included migrant communities from Eastern Europe). This was something that NFRS challenged at the time due to the large differences between this and previous estimates. It was also suggested that perhaps migrant workers were not staying in the UK after the 'credit crunch'.
- 2.5 Subsequent census figures suggest that the figure was closer to 12%. The Service's stretch target (related to new entrants to the organisation) for recruitment relating to BME communities was reached during the 2012 wholetime fire fighter recruitment process and 18.4% of 38 new starters were from BME communities in 2013-14. However, these successes have not had a great impact upon BME representation in the wider workforce with numbers of employees from a BME background sitting at 4%.
- 2.6 One of the reasons for this lack of movement is that most of the Service's recruitment taking place is to retained fire fighting roles and the areas in which these fire stations are located have very low numbers of people from BME backgrounds within them. A requirement of the role is to live within five minutes of the station at which you provide fire cover.
- 2.7 As the Service reduces in size, opportunities to recruit new talent from different backgrounds diminishes. The organisation engages in apprenticeships but out of the four employed so far none have been from a BME background. The Service is currently talking to the City Council about their Positive Action Training and Recruitment Agency (PATRA) scheme and NFRS is an active partner in the City Council's Future Leaders Programme which is a multi-agency leadership development programme which aims to

address under-representation at senior levels in organisations across Nottingham.

Sexual Orientation and Trans

- 2.8 NFRS has done a huge amount of work in raising awareness relating to LGBT issues over the last eight years. 74% of the workforce has declared their sexual orientation with 1.4% telling NFRS that they are lesbian, gay or bisexual (LGB). It is estimated that 7% of the wider population is LGB so there is likelihood that confidence levels to 'come out' at work remain low.
- 2.9 There are no employees that have identified themselves as being trans male or trans female. Awareness-raising relating to trans issues increased this year with the Service's first Trans Masterclass.
- 2.10 The Service has recently launched its Proud Friends LGBT 'Allies' network which aims to increase the visible support network for people who may be thinking about coming out at work, but do not have the confidence or support networks to do so. This is open to all employees and some members of the Strategic Equalities Board signed up to this at the last meeting in September.

Age

- 2.11 39% of the operational workforce is aged between 46 and 65. The Service is aware of its challenges related to age and disability, particularly where employees need to meet fitness standards until they are 60 years old. The Service analyses its policies and decision-making for impact upon different groups of people and issues which relate to an ageing workforce are no different.

Diversity Objectives

- 2.12 Due to the rate at which the workforce is reducing in size and the associated lack of recruitment taking place, there are fewer opportunities to have a significant impact upon the diversity (in terms of ethnic background) of the organisation. Recruitment to retained fire fighting roles has increased recently but the requirements (living within five minutes of the station) of this recruitment does hold its own challenges. It does reduce the chances of having a diverse group of people apply to these positions.
- 2.13 NFRS will retain its objective to increase declaration of disability from applicants and new and existing employees and will have the same aims relating to trans and sexual orientation. The success of this work lies in the awareness raising and training the organisation provides to its employees, managers and other stakeholders.
- 2.14 The organisation needs to ensure that whilst it may not be able to offer many employment opportunities to new entrants, it needs to ensure that it is providing opportunities to existing employees via coaching, development programmes, apprenticeships, secondments and placements. For instance,

positive action programmes aimed at developing talented employees from under-represented groups can be an effective way of retaining them within the organisation or helping them to move on to a more senior position with another employer.

- 2.15 Although quantitative targets may more ably demonstrate progress in addressing under-representation, they can lose their relevance when recruitment is not taking place.
- 2.16 Further proposals regarding workforce and recruitment targets and objectives will be developed via the Equalities Steering Group and Strategic Equalities Board. Human Resources Committee will receive these proposals prior to April 2016.

3. FINANCIAL IMPLICATIONS

Development programmes related to this work will be funded by existing equalities and organisational development budgets

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources and learning and development implications relating to this work will be addressed by the Equality and Diversity Officer and Head of People and Organisational Development.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this is not a change to a function, policy or service. This work seeks to ensure that diversity issues remain at the heart of the Service's workforce strategy.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

7.1 Under the Equality Act and as a public sector organisation, the Service is expected to meet the Public Sector Equality Duty which requires the organisation to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;

- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

7.2 The second bullet point above is particularly pertinent to this report. The Service's commitment to address under-representation at all levels and in all roles in the organisation by undertaking positive action measures in its recruitment and learning and development practices will help it to meet this duty.

8. RISK MANAGEMENT IMPLICATIONS

If the organisation ceases to maintain this commitment to workforce diversity its ability to meet its legal obligations may be diminished. Furthermore, if it fails to recruit, develop and manage new and existing diverse talent, the Service's ability to deliver excellent services to the people of Nottinghamshire may be reduced.

9. RECOMMENDATIONS

That Members note the report and agree to receive a revised performance framework for equality by April 2016.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER



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ESTABLISHMENT OF SYSTEMS ADMINISTRATOR ROLE

Report of the Chief Fire Officer

Date: 16 October 2015

Purpose of Report:

To seek approval for a Systems Administrator role within the Human Resources Department.

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1. BACKGROUND

- 1.1 In 2013, Nottinghamshire Fire and Rescue Service (NFRS) undertook a competitive procurement process which led to the appointment of MidlandHR (i-Trent system) as the provider of the Service's core human resources (HR) system. This system went live in May 2014 and is now in the final stages of full implementation.
- 1.2 A decision has also been taken to develop the i-Trent payroll module, as a replacement for the current system, to ensure integration between pay and HR and improve the processing of employee data. This will be developed during 2015-16.
- 1.3 More recently the new tri-service control mobilising system (Systel), which is responsible for handling all emergency call response, became operational. In order to respond appropriately to calls, the system has a rostering module which uses data provided by the i-Trent HR system.
- 1.4 As the project implementation stages of these projects conclude, it is essential that the Service has the resources in place to maintain and develop both the i-Trent and Systel systems going forward.

2. REPORT

- 2.1 The HR, payroll and rostering systems are recognised as critical systems in terms of the impact on operational delivery and provision of key management information. As the implementation stages of HR and rostering projects comes to an end, it is important that effective maintenance arrangements are in place to ensure the accuracy and timeliness of information processing. Delays in data updates, system failures or lack of system development would have serious consequences for the Service. This will also apply to the payroll system once it is implemented.
- 2.2 A working team was commissioned to review the system support requirements going forward and highlighted the following areas:
 - Data management;
 - Housekeeping;
 - Systems updates/developments;
 - User interface;
 - Reporting;
 - Incident/problem management.
- 2.3 Whilst technical support for the systems will be provided by the Service's ICT team and system provider, day-to-day operation, data management and user support will be provided by Service departments. The complexity of the systems requires significant on-going support to maintain system infrastructure

and data integrity, and to develop the systems as technology and user demands change.

- 2.4 In terms of the i-Trent system, an existing HR Administrator role has been designated to a dedicated support role which provides help desk and technical support. The rostering system, once Phase One development is complete, will be supported by a permanent administrator who has been working with the project team.
- 2.5 However, the review team identified a need for an additional administrative role that can work across both systems to provide support when these employees are absent, or when there is peak in workload. It is considered that this could be a part-time role, covering 18.5 hours per week (0.5 fte), and would form part of the existing HR i-Trent support team.
- 2.6 The establishment of this role would provide resilience to ensure that these critical IT systems are appropriately supported and can be developed to meet future demands.

3. FINANCIAL IMPLICATIONS

This post has been evaluated at Grade 3, with a total cost of £10,262 per annum at the bottom of the grade. The post will be partly funded from surplus hours in the HR Department pay budget (£3,883) with the remaining £6,379 funded from savings arising from the review of District Administration.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

In line with current procedures, this role would initially be open to application from existing employees and then advertised externally.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as this does not impact upon policy or service delivery.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

The establishment of this post will provide resilience to the arrangements to maintain and develop these critical IT systems including those directly associated with the Service's emergency response arrangements.

9. RECOMMENDATIONS

That Members support the creation of the post of Systems Administrator (18.5 hrs) and recommend this to the Fire Authority for approval.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER



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THE NOTTINGHAM AND NOTTINGHAMSHIRE WELLBEING AT WORK: WORKPLACE HEALTH AWARD SCHEME

Report of the Chief Fire Officer

Date: 16 October 2015

Purpose of Report:

To inform Members of Nottinghamshire Fire and Rescue Service's recent achievement of the bronze level of the Nottingham and Nottinghamshire Wellbeing at Work Award Scheme.

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1. BACKGROUND

- 1.1 The Wellbeing at Work Award Scheme, which is run by Nottinghamshire County Council, aims to provide small, medium and large sized organisations with the opportunity to promote and enable better health and well-being in the workplace. The scheme is open to all organisations, regardless of industry (or sector). It comprises of five attainment levels across five themed areas, with a tiered approach as follows:

Award Level	Intervention Tiers
Bronze	Health promotion and information
Silver	Health development
Gold	Enabling and increasing access to local well-being services
Platinum	Policy changes and culture changes
Maintenance	Demonstrate continuous commitment to improve and development of health and well-being in the workplace.

- 1.2 The five key themes are as follows:

- Substance use/misuse: smoking, alcohol and drugs/substances;
- Emotional mental wellbeing: stress, anxiety and depression, spiritual and emotional wellbeing;
- Healthy weight: healthy eating, physical activity, sport and weight management;
- Protecting health: cancer, sexual health, health checks, domestic abuse and immunisations;
- Safety a work: health and safety in the workplace.

2. REPORT

- 2.1 As part of its commitment to enhancing the health, fitness and well-being of its workforce, Nottinghamshire Fire and Rescue Service (NFRS) signed up to the scheme in April 2014 and undertook a healthy lifestyle questionnaire which all employees were asked to complete to establish a benchmark against which progress could be tracked. This will be repeated again later on in the scheme.

- 2.2 Throughout the year a portfolio of evidence showing the activities undertaken to promote the health and wellbeing agenda was compiled to achieve the first level – Bronze Award – which was submitted in June 2015.
- 2.3 Another part of the criteria involved recruiting employees to train as Royal Society for Health (RSPH) qualified health champions, and on a voluntary basis to provide advice and signpost colleagues to sources of support. Currently the Service has seven fully qualified health champions and 12 employees are awaiting training.
- 2.4 To fulfil the criteria, the Occupational Health and Fitness Department undertook a series of health promotions which included:
- MacMillan Coffee Morning and Know Your Numbers Day (health checks at Fire Service Headquarters);
 - Stoptober;
 - Alcohol Awareness Christmas Campaign;
 - Dry January;
 - National Salt Awareness Week;
 - Mental Health Awareness Week (which included a resilience workshop taster session);
 - On Your Feet Britain;
 - Workout Wednesdays;
 - Pedometer Challenge Competition;
 - Men’s Health Week;
 - Cervical Cancer Awareness Week;
 - Bowel Cancer Awareness;
 - The Twelve Days of Christmas.
- 2.5 In addition to the campaigns, the Occupational Health and Fitness Department updated their Intranet page which included items such as healthy holidays and travel advice, sexual health, credit unions, violence and domestic abuse, and cancer information.
- 2.6 The majority of materials used were obtained free of charge from national health organisations or developed in-house. In particular, the British Heart Foundation provided a vast array of publicity and support.
- 2.7 NFRS has been notified of its success in gaining the Bronze Award and the Chief Fire Officer will be presented with the award on 27 October 2015. The Service is very proud of this award, which recognises the effort and commitment of the Occupational Health Team, particularly the work undertaken by the Occupational Health Support Officer, and the support provided by the Fire Authority to maintain employee health and fitness.
- 2.8 Work will now be undertaken to work towards the Silver Award.

3. FINANCIAL IMPLICATIONS

The majority of the materials used by the Occupational Health Team were obtained free of charge from national health organisations and charities. In addition, the Occupational Health and Fitness Department holds a small budget for health promotion activities which was utilised for those items that were not free at source. Prizes for the pedometer challenge were donated from local businesses.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

NFRS has a strong commitment to maintain and enhance the health, fitness and well-being of its employees. This award demonstrates this commitment in practice and reflects the work being undertaken to prevent ill-health and promote healthy lifestyles. Over time this should lead to a reduction in sickness absence and a healthier workforce.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as there are no policy or service delivery implications.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report. However it should be noted that a preventative approach to health and wellbeing should result in fewer absences from work and improve employee morale.

9. RECOMMENDATIONS

That Members note the achievement of the Workplace Health Bronze Award and recognise the work undertaken by the Occupational Health Team to promote employee wellbeing.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

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