



## **NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY**

### **HUMAN RESOURCES COMMITTEE**

**Date:** Friday, 26 January 2018 **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. Davey". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

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

### **AGENDA**

### **Pages**

- |          |  |         |
|----------|--|---------|
| <b>1</b> | <b>APOLOGIES FOR ABSENCE</b>   |         |
| <b>2</b> | <b>DECLARATIONS OF INTERESTS</b>   |         |
| <b>3</b> | <b>MINUTES</b><br>Of the meeting held on 20 October 2017 (for confirmation)                        | 3 - 6   |
| <b>4</b> | <b>HUMAN RESOURCES UPDATE</b><br>Report of the Chief Fire Officer                                  | 7 - 16  |
| <b>5</b> | <b>PROPOSED RESTRUCTURE OF THE RISK AND ASSURANCE SECTION</b><br>Report of Chief Fire Officer      | 17 - 22 |
| <b>6</b> | <b>MAINTAINING A HEALTHY AND FIT WORKFORCE - FUTURE CHALLENGES</b><br>Report of Chief Fire Officer | 23 - 28 |
| <b>7</b> | <b>UPDATE ON APPRENTICESHIPS</b><br>Report of Chief Fire Officer                                   | 29 - 32 |

**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.

**9 EXEMPT MINUTES**

33 - 34

Of the meeting held on 20 October 2017 (for confirmation)

**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: *Cath Ziane-Pryor*  
*0115 8764298*  
*catherine.pryor@nottinghamcity.gov.uk*

Agenda, reports and minutes for all public meetings can be viewed online at:-  
<http://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=217&Year=0>



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

**HUMAN RESOURCES**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,  
Arnold Nottingham NG5 8PD on 20 October 2017 from 10.00am - 11.03am**

**Membership**

Present

Councillor John Clarke (Chair)  
Councillor Liaqat Ali  
Councillor Vaughan Hopewell  
Councillor Jackie Morris  
Councillor Andrew Brown (Substitute for Councillor John Longdon)

Absent

Councillor John Longdon

**Colleagues, partners and others in attendance:**

Councillor Brian Grocock  
Wayne Bowcock - Deputy Chief Fire Officer  
Tracy Crump - Head of People and Organisational Development  
Catherine Ziane-Pryor - Governance Officer

**7 APOLOGIES FOR ABSENCE**

Councillor John Longdon - personal

**8 DECLARATIONS OF INTERESTS**

None.

**9 MINUTES**

The minutes of the meeting held on 14 July 2017 were confirmed as a true record and signed by the Chair.

**10 HUMAN RESOURCES UPDATE**

Tracy Crump, Head of People and Organisational Development, presented the report of the Chief Fire Officer which updates the Committee on the key Human Resources metrics for Quarter 2, the period 1 July-30 September 2017.

The report provides statistical detail on sickness absence by group (whole-time and Control, Non-uniformed, and retained), including reasons for absence, disciplinary and grievances, and staffing numbers, with more detailed information contained within the appendices.

The 32.7% increase in sickness absence is a significant increase in full time employee sickness during Quarter 2, but it should be noted that this is partly due to the comparison against Quarter 1 when sickness levels were unusually low.

Wayne Bowcock, Deputy Chief Fire Officer, assured the Committee that NFRS has gold standard welfare arrangements and a first class Occupational Health Service, added to which, the Firefighters' Charity also offers top quality respite services.

It is noted that the total NFRS employee absence remains below the industry average.

**RESOLVED to endorse the report.**

## **11 UPDATE ON THE PEOPLE STRATEGY**

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which updates the Committee with details of the progress and activities undertaken since the Strategy was launched in April 2017.

Areas of work referred to include:

- The Safe and Well Programme;
- Emergency First Responder Trial;
- Sustainability Strategy and consulting on alternative crewing proposals;
- ICT Department changes to meet the demands of the Emergency Service Network;
- Leadership Strategy, including involvement with the 'Aspiring Leaders Programme';
- Open University Distance Learning Programme;
- 'Skills for Justice' accreditation;
- Alignment of operational training to the 'National Operational Competence Framework';
- Training for the new Drager Breathing Apparatus;
- Rolling out a yearlong programme on 'Compartmental Fire Behaviour Training';
- Sharing specific resources and collaborating in set areas with Derbyshire and Lincolnshire Fire and Rescue Services;
- Establishing an apprenticeship scheme
- Nurturing a positive workplace and culture with consultation and feedback;
- Implementing the recommendations of Bath University's operational fitness targets;
- Considering how to support the needs of an older workforce, including menopausal women;
- Targeted promotion of the Service to under-represented communities in preparation for whole-time firefighter recruitment in 2018.

Committee members' questions were responded to as follows:

- (a) the First Responder pilot has concluded due to the withdrawal of voluntary firefighter participation pending the outcome of national pay negotiations. NFRS hasn't had access to any ambulance performance statistics to determine if loss of life may have been influenced;

- (b) when responding to support the Ambulance Service, Firefighters were covered by NFRS insurance as they were acting as agents of the Service and therefore any issues would be the responsibility of NFRS;
- (c) with regard to recruitment, email addresses are collected from interested parties at individual promotion events and these can be tracked through the application and appointment processes to ascertain which type of events attracted the most applications from under-represented groups.

The Committee welcomed staff engagement on the Sustainability Strategy and requested that members are able to attend.

**RESOLVED**

- (1) to note the report;**
- (2) for the Deputy Chief Fire Officer to arrange for members of the Committee to be informed of, and invited to attend, staff consultation events regarding the Sustainability Strategy.**

**12 UPDATE ON APPRENTICESHIPS**

Wayne Bowcock, Deputy Chief Fire Officer, presented the report of the Chief Fire Officer which informs the Committee of the apprenticeship levy and establishment of the Service's apprenticeship schemes. Full details of the levy, access to the levy and the proposed apprenticeship scheme are included within the report.

It is anticipated that the 2.3% apprenticeship levy on payroll will cost the Service approximately £114,000 per year. To access the levy funds, training can be provided to full-time apprentices so the Service is to establish apprenticeship roles as Fire Fighter, Business Support and Community Safety Officers.

Members of the Committee welcomed the establishment of apprenticeships within the Service.

**RESOLVED to note the report.**

**13 EXCLUSION OF THE PUBLIC**

**RESOLVED to exclude 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.**

**14 RETAINED SUPPORT STRUCTURE**

Wayne Bowcock, Deputy Chief Fire Officer, presented the report of the Chief Fire Officer.

**RESOLVED to approve the recommendations as set out in the report.**

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**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:** 26 January 2018

**Purpose of Report:**

To update Members on key Human Resources metrics for the period 1 October – 31 December 2017.

## CONTACT OFFICER

**Name :** Wayne Bowcock  
Deputy Chief Fire Officer

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**Media Enquiries** Therese Easom  
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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 the Service. 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 3 of the new financial year: 1 October 2017 to 31 December 2017

Target absence figures for 2017/18 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)

- 2.2 Absence across the workforce, excluding Retained employees, decreased by 12 days (0.82%) during the review period. A comparative breakdown of figures by employment group are set out in Appendix C. However, sickness absence figures have increased in comparison to the same period of 2016 (1414.5 days) by 33 days (+2.33%).

Absence	Quarter 3 1 October – 31 December 2017	Compared with previous quarter	Cumulative total days lost for 17/18	Cumulative average over last 12 months
<b>Total workforce (97 employees have been absent on 104 occasions during Q3, excluding retained*)</b>	1447.5 days lost  2.23 days per employee	1459.5 days lost  2.25 days per employee  0.82% decrease (12 days)	4007 days lost	8.15 days per employee (target 6.25 days)

(\*Due to the on-call nature of the Retained Duty System, RDS absence is not reflected in the figures. These are shown separately at Appendix C)



- 2.3 Long term absence equated to 66% of the total absence during this period.
- 2.4 The main reasons for absence are set out below. The highest number of days lost were due to Other reasons, musculo skeletal and mental health issues. The highest number of instances was due to Other reasons and musculo skeletal.

## **NATIONAL TRENDS**

- 2.5 The Service contributes to the CFOA sickness absence survey, which is undertaken quarterly and allows for comparison between contributing Fire and Rescue Services. Appendix B reflects the national absence trends for 2016-17. The two charts reflect Whole-time and Control (12i) and whole workforce figures\* (12ii).
- 2.6 This shows that for the first half of 2017/18 (period ending 30 September 2017):
- Whole-time and Control (12i) the Service ranked 7th of the 27 Services at 3.06 days per employee, and was below the sector sickness average of 3.72 days per employee. The lowest average was 1.68 days and the highest 5.12 days.
  - Whole workforce (12ii) the tables show that the Service, ranked 14th of the 26 Services at 3.84 days per employee, and was above the sector sickness average of 3.73 days per employee in quarter two. The lowest average was 2.18 days and the highest 5.71 days.

## **DISCIPLINE, GRIEVANCES ETC**

- 2.7 The metrics below summarise key HR information during Quarter 3:
- Disciplinary - 1
  - Grievances: - 0
  - Harassment and Bullying: 0
  - Formal Management Sickness Absence Policy: 0
  - Dismissals (including ill health retirements): 0
  - Redundancy: 0
  - Redeployment: 0
  - Employment Tribunal Cases: 0
  - IDRP Appeals: 0
  - Performance and Capability: 0

## **STAFFING NUMBERS**

- 2.8 During the period 1 September 2017 to 31 December 2017, 6 employees commenced employment. Establishment levels at 31 December are highlighted below:

	Approved	Actual	Variance
<b>Wholetime</b>	471 (471 FTE)	448 (447.1 FTE)	-23 (-23.9 FTE)
<b>Retained</b>	192 units	253 persons (136 units) (includes 57 dual contracts)	- 56 units
<b>Non-Uniformed</b>	162 posts (150.82 FTE)	167 (155.46 FTE)	+ 5 units (+4.64 FTE)
<b>Fire Control</b>	24.5	27 (26 FTE)	+ 2.5

2.9 There have been 20 leavers and 6 starters since the last report, which has resulted in an actual workforce figure of 896 (this includes 50 WDS dual contractors).

- Leavers are broken down as follows: 6 Wholetime, 10 Retained and 4 Support staff

2.10 As at 31 December 2017 whole-time establishment stood at 448 operational personnel (447.1 FTE) against an establishment of 471 posts. It should be noted that the reduction of 16 operational roles, agreed by the Authority on 22 September 2017, will be reflected in establishment figures from 1 January 2018.

### 3. FINANCIAL IMPLICATIONS

The Authority's pay budgets cover the cost of the workforce, and these include budgets for overtime to cover sickness absence where operational cover is affected. The actual numbers of employees in post compared to the establishment can cause budgetary variances and these are reported to the Finance and Resources Committee.

### 4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources and learning and development implications are set out in the report.

## **5. EQUALITIES IMPLICATIONS**

As this review does not impact upon policy or service delivery, no equality impact has been undertaken. However, equality monitoring information is contained within the body of the report.

## **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. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

## **10. RECOMMENDATIONS**

That Members endorse the report.

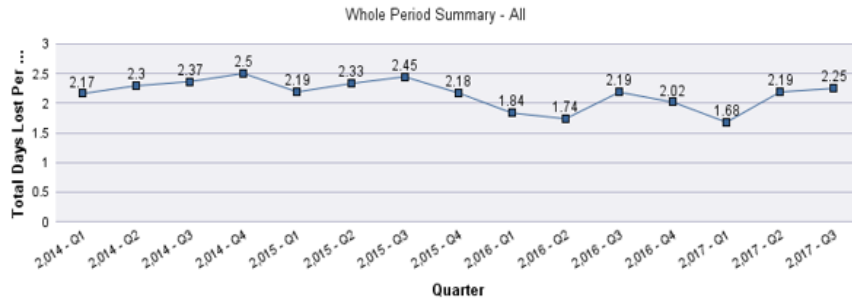
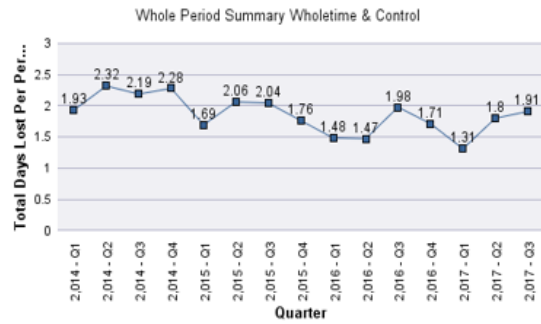
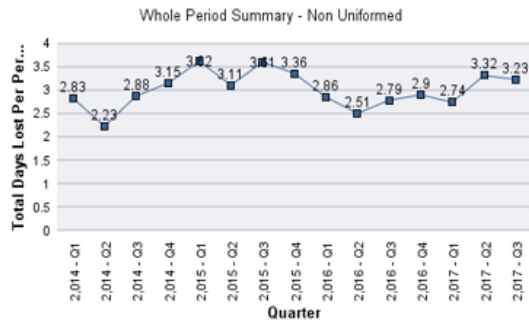
## **11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

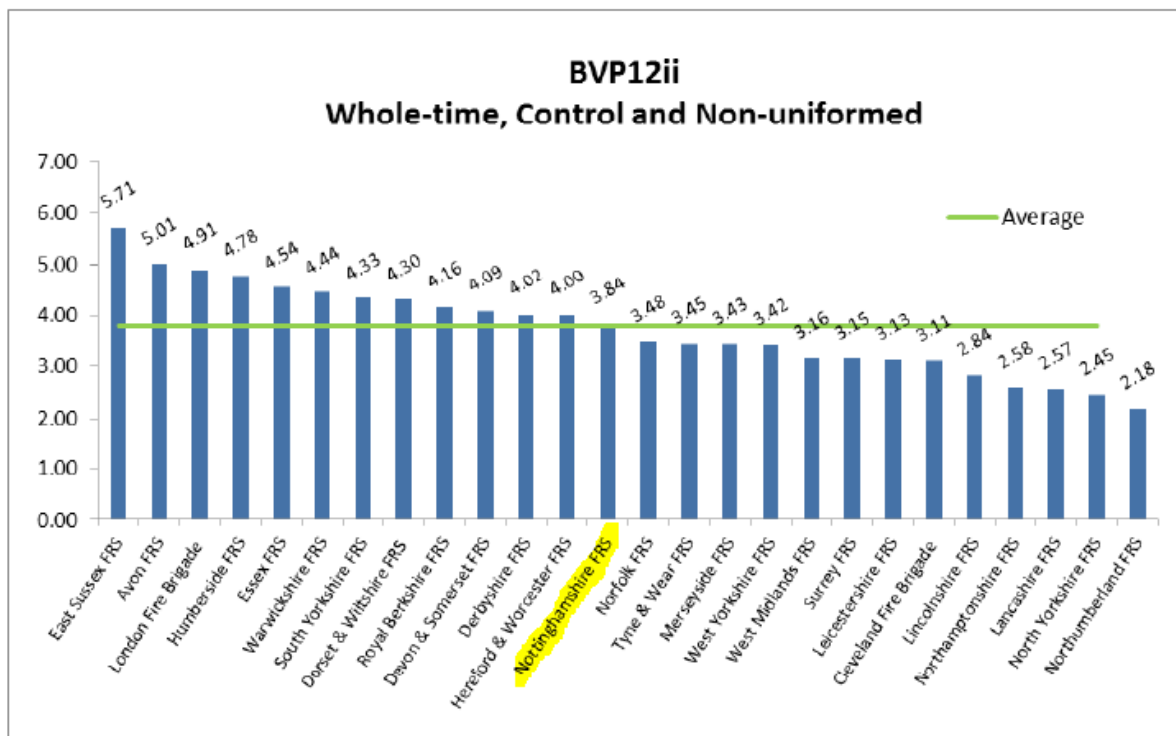
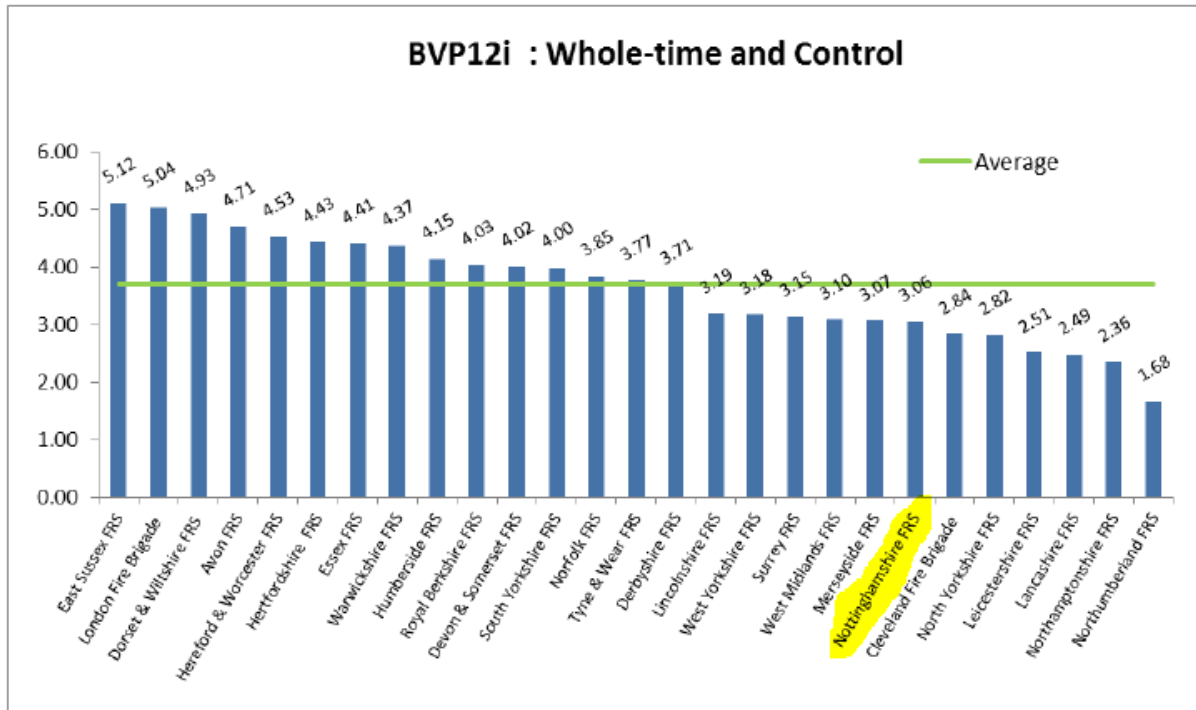
John Buckley  
**CHIEF FIRE OFFICER**

Appendix - Reporting Period: 01/04/2014 to 31/12/2017

Quarter Breakdown by Month	October		November		December		Current Q vs Previous Q	2,017 - Q2		2,017 - Q3	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost		Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Non Uniformed	1.15	191.0	1.20	199.0	0.88	146.5		3.3163	550.5	3.2319	536.5
Wholetime & Contr	0.63	298.0	0.78	373.0	0.50	238.0		1.8004	857	1.9097	909
Sum:	0.76168	489.0	0.891	572.0	0.5989	384.5		2.1924	1407.5	2.2516	1445.5



## NATIONAL ABSENCE DATA 17/18 (CFOA SURVEY)



## WHOLETIME EMPLOYEES

In total 851 working days were lost due to sickness during quarter three. Of this, 528 days were lost to long-term absence (28+ days absence) and 323 days were lost due to short term absence. This represents a decrease of 32 days (3.62%) when compared to the previous quarter.

The average absence per employee was 1.9 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

62% of sickness absence was due to long term absence i.e. longer than 28 days in duration. There were 34 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 17 of which were classified as long-term sickness. At the end of the period 23 employees had returned to work with 11 still absent.

### Reasons for absence

The main reasons for absence in this work group were due to Hospital/Post-Operative conditions (8 instances, 213 days) and Musculo Skeletal conditions (24 instances, 191 days).

The main long-term absence reason related to Hospital/Post-Operative conditions (5 instances, 191 days).

Wholetime			Short Term Absences			Long Term Absences		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Hospital/Post Operative	8	213	Musculo Skeletal	19	88	Hospital/Post Operative	5	191
Musculo Skeletal	24	191	Respiratory - Cold/Cough/Influenza	15	49	Musculo Skeletal	5	103
Mental Health	9	141	Mental Health	6	48	Mental Health	3	93
Mental Health - Other	3	56	Gastro-Intestinal	11	24	Mental Health - Other	2	53
Respiratory - Cold/Cough/Influenza	15	49	Hospital/Post Operative	3	22	Anxiety/Depression	1	47
Anxiety/Depression	1	47		7	21	Cancer and Tumours	1	28
Cancer and Tumours	2	41	Unknown causes, not specified	7	19			
Gastro-Intestinal	11	24	Cancer and Tumours	1	13			
	7	21	Heart, Cardiac and Circulatory Problems	1	13			
Unknown causes, not specified	7	19	Ear, Nose, Throat	2	11			

## RETAINED EMPLOYEES

Attendance for on-call fire-fighters does not reflect shifts lost as RDS personnel do not have standard working hours, instead it reflects calendar days lost e.g. availability to attend incidents or training periods and absence is predicated over a 7-day availability pattern (compared to 4 days for whole-time employees).

In Q3, 580.5 days were unavailable due to sickness, broken down into 515 days of long-term absence (28+ days) and 65.5 days of short-term absence. This equates to an average of 2.29 “days” of unavailability per employee.

Compared to the previous quarter when 719.5 days were lost to sickness absence, this reflects a decrease of 139 available days (-19.31%).

There were 9 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 7 of which were classified as long-term sickness. At the end of the period 2 employees had returned to work with 7 still absent.

### ***Reasons for absence***

The main reasons for absence in this work group were Hospital / post-operative conditions (4 instances, 271 days) and Musculo Skeletal conditions (9 instances, 195 days lost).

The main reason for long-term absence was Hospital / post-operative conditions (4 instances, 271 days).

<b>Retained</b>			<b>Short Term Absences</b>			<b>Long Term Absences</b>		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Hospital/Post Operative	4	271	Musculo Skeletal	7	43	Hospital/Post Operative	4	271
Musculo Skeletal	9	195	Ear, Nose, Throat	1	11	Musculo Skeletal	2	152
Mental Health	1	92	Gastro-Intestinal	3	5	Mental Health	1	92
Ear, Nose, Throat	1	11		1	5			
Gastro-Intestinal	3	5	Respiratory - Cold/Cough/Influenza	1	2			
	1	5						
Respiratory - Cold/Cough/Influenza	1	2						

## **CONTROL EMPLOYEES**

In total 60 working days were lost due to sickness absence during this quarter. Of this 51 days were lost due to long term absence and 9 days were lost due to short-term absence, at an average of 2.14 days per employee.

This represents an increase of 34 days (130.8%) on the previous quarter. It should be noted that the size of the control work group (28 people) means that a small increase in absence can disproportionately affect the overall % absence figure.

There were 2 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration) during the review period, 1 employee has returned to work and 1 is still absent.

Due to the low level of absence, and to protect confidentiality, no analysis has been made of reasons for absence.

## SUPPORT EMPLOYEES

In total 536.5 working days were lost due to sickness absence for support personnel during the quarter. This breaks down into 379 days due to long term sickness absence (28+ continuous days absent) and 157.5 working days due to short term absence. This represents a decrease of 14 days (2.54%) on the previous quarter.

The average absence per employee was 3.23 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

There were 18 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 9 of which were classified as long-term sickness. At the end of the period 12 employees had returned to work with 6 still absent.

### ***Reasons for absence***

The 2 main reasons for long-term absence were Musculo Skeletal conditions (8 instances, 135 days lost) and Mental Health conditions (4 instances, 79 days lost).

The 2 main reasons for short-term absence were Respiratory – Cold/Cough/Influenza (14 instances, 43 days lost) and Hospital/Post-operative (5 instances, 38 days lost).

Non Uniformed			Short Term Absences			Long Term Absence		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	8	135	Respiratory - Cold/Cough/Influenza	14	43	Musculo Skeletal	3	121
Mental Health	4	79	Hospital/Post Operative	5	38	Mental Health	1	53
Hospital/Post Operative	6	78	Mental Health	3	26	Headache/Migraine/Neurological	1	51
Headache/Migraine/Neurological	2	52	Musculo Skeletal	5	14	Bereavement	1	43
Mental Health - Other	3	50	Gastro-Intestinal	5	12	Mental Health - Other	1	41
Bereavement	1	43	Chronic Fatigue Syndrome	1	9	Hospital/Post Operative	1	40
Respiratory - Cold/Cough/Influenza	14	42.5	Mental Health - Other	2	9	Chronic Fatigue Syndrome	1	20
Chronic Fatigue Syndrome	2	29	Unknown causes, not specified	3	6			
Gastro-Intestinal	5	12	Other known causes (not specified in list)	2	4			
Unknown causes, not specified	3	6	Genitourinary/Gynecological/Reproductive	2	3			
			Respiratory - Other	1	3			





**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

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

# **PROPOSED RESTRUCTURE OF THE RISK AND ASSURANCE SECTION**

Report of the Chief Fire Officer

**Date:** 26 January 2018

**Purpose of Report:**

This report seeks Member approval for the restructure of the Risk and Assurance Section of Nottinghamshire Fire and Rescue Service

## **CONTACT OFFICER**

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Assistant Chief Fire Officer

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**Media Enquiries  
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## 1. BACKGROUND

- 1.1 It was identified as part of a previous peer challenge that Nottinghamshire Fire and Rescue Service would benefit from closer internal collaboration and integration of functions responsible for the delivery of risk management including Corporate Risk Management, Operational Assurance and Health and Safety Risk Management.

*'The leadership of the Health and Safety and Risk Management departments could be more effective if a more collaborative style was adopted. There are clear synergies between health and safety and risk management, however, it is apparent that these are not being fully exploited. The adoption of a more collaborative style of working between these two functions as a minimum and the potential integration in the longer-term would benefit the service greatly and reduce any potential risk that may develop as a consequence of self-induced functional interdependence'.*

- 1.2 Furthermore, in 2014 the functional analysis identified areas of common work between these risk management functions and closer working between these sections had the potential to result in increased effectiveness and improved outcomes.
- 1.3 Since 2014 there have been several examples of internal collaboration between risk functions, these have in many cases been unstructured and dependant on individuals within teams identifying and pursuing these opportunities.
- 1.4 This report outlines the proposals to unify the delivery of functions principally responsible for corporate risk management under a single Risk and Assurance Manager.

## 2. REPORT

- 2.1 Reducing resources means that the Service is required to focus its activities on those areas of highest risk. Adopting a risk based approach at both a strategic and tactical level will ensure that resources are focused on areas of highest need.
- 2.2 In addition, the Service is working to become more performance driven, with increased access to data and evidence available to target areas for improvement in service delivery.
- 2.3 Reorganising the way the risk and assurance functions are delivered will enable more effective identification of corporate risk, and will ensure that those activities associated with managing and monitoring risk align with these priority areas.
- 2.4 The proposed Risk and Assurance Team will be formed through the combination of the Service Assurance function and the Health, Safety and Environmental Risk Management function.

- 2.5 The post of Service Health and Safety Advisor is currently vacant. It is proposed that this post is broadened to cover the additional responsibilities associated with the Risk and Assurance Manager role and recruitment to this post is undertaken.
- 2.6 The post of Computer Aided Design (CAD) Operator is currently vacant due to the previous incumbent retiring in September 2017. It is proposed that this post is reduced to 0.5FTE with additional capacity provided through broadening the role of the Health, Safety and Environmental Administrator.
- 2.7 It is proposed that the role of the Health, Safety and Environmental Administrator is extended to cover a broader range of functions to support regional collaborative projects and to ensure resilience for the creation of CAD plans. The job title of the new role would change to Risk and Assurance Support Officer to reflect the additional responsibilities.
- 2.8 A collaborative opportunity is currently being pursued with Leicestershire Fire and Rescue Service involving the part funding of a CAD Operator. Subject to the success of this collaboration being negotiated it is proposed that the CAD Operator post is deleted from the establishment.
- 2.9 The proposed restructure will result in savings of £12,367 in year one. It is also anticipated that the proposed structure will improve the effectiveness and efficiency of the team.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The following table includes the differential between current and proposed pay grades for each of the affected posts:

Proposed New Title	*Total Cost Existing Post	*Total Cost of Proposed Post	Total Net Difference Year One
Risk and Assurance Manager	£56,383	£58,830	+£2,447
Risk and Assurance Support Officer	24,771	25,444	+£673
Health, Safety and Environmental Advisor	48,046	48,046**	£0
CAD Operator	30,977	15,489***	-£15,488
Total Saving Year One			= £12,367
*Total costs to NFRS including on costs (based on the bottom of the SCP) **Est worst case scenario based on current post holder returning to substantive post following temporary promotion ***Based on reducing this post to 0.5 of current establishment			

- 3.2 It is proposed that the year one underspend is retained by Corporate Support for the purposes of supporting the gathering and management of information and data in preparation for the forthcoming inspection by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS).
- 3.3 The total savings to the Service reduces incrementally in subsequent years as the Risk and Assurance Manager and Support Officer move from the bottom of the SCP. However, the restructure would continue to provide efficiency savings in the longer term. For example, if an appointment is made the post holder is likely to start at the bottom of Grade 9 and progress to the top of Grade 9 within five years (subject to performance). Including on costs the difference between the bottom and top of Grade 9 is approximately £8700 per annum.

#### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

- 4.1 The reorganisation will require either the reduction or deletion of the CAD Operator post, the savings will be used to cover the uplift of the Risk and Assurance Officer from a Grade 3 to a Grade 4 and will fund the cost of delivery of a collaborative arrangement with another Fire and Rescue Service.
- 4.2 The Risk and Assurance Support Officer role will require review of the Administrator job description and will be subject to job evaluation.
- 4.3 The Health, Safety and Environmental Advisor is anticipated to be a career Grade 6-7. This is subject to job evaluation and all proposed changes will be delivered within the Services existing policy framework.
- 4.4 The job evaluation process has been agreed following detailed negotiation with UNISON and forms part of the terms and conditions of Contracts of Employment of employees covered by the National Joint Council for Local Government Services. The adoption of the National Joint Council Job Evaluation Scheme would be a mitigating factor in any equal pay claim.

#### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken as the proposal does not represent a change to 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**

- 8.1 The reorganisation of risk functions into a single team will ensure that assurance activities are prioritised into areas of highest risk.
- 8.2 The integration of assurance and risk functions will enable corporate and tactical risks to be identified and mitigated at an earlier stage and therefore better inform the organisations decision making.

## **9. COLLABORATION IMPLICATIONS**

- 9.1 There are a range of collaboration opportunities that are currently being investigated. The resilience function has been identified as an area for prioritisation.
- 9.2 The Regional Operational Guidance Team is an established collaborative team working on the implementation of National Operational Guidance and closely supported by the current team internally. It is anticipated that further collaboration opportunities will arise from this regional project and reported to Members in future reports.
- 9.3 Collaborative arrangements with neighbouring fire and rescue services are being investigated to provide resilience to the creation of CAD plans to cover for periods of peak demand.
- 9.4 It is important to recognise that collaborative arrangements will take some time embed, but essential risk critical activities of the team continue in the meantime and seek to identify further collaborative opportunities in the future.

## **10. RECOMMENDATIONS**

That Members approve the proposed restructure of the Risk and Assurance Section of the Service and receive an update reviewing the changes six months after implementation.

## **11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

John Buckley  
**CHIEF FIRE OFFICER**

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# **MAINTAINING A HEALTHY AND FIT WORKFORCE - FUTURE CHALLENGES**

Report of the Chief Fire Officer

**Date:** 26 January 2018

**Purpose of Report:**

To set out the work being undertaken to maintain the health and fitness of the workforce, and to consider future challenges.

## **CONTACT OFFICER**

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## **1. BACKGROUND**

- 1.1 Nottinghamshire Fire and Rescue Service (NFRS) is proud of the support it provides to its employees in terms of occupational health provision. The Authority makes a significant investment in maintaining the health and well-being of its workforce through the work of its Occupational Health (OH) Team, internal support mechanisms and other support provided through third party specialists.
- 1.2 At a time of budget reductions, the Service has recognised the importance of protecting funding which supports employee well-being and helps to maintain a fit and healthy workforce. This report summarises the initiatives undertaken by the Service to maintain this commitment.
- 1.3 However, as the impact of a reducing workforce and extended working age begins to impact, there will undoubtedly be future challenges in terms of maintaining fitness and health and dealing with changing workforce issues.

## **2. REPORT**

- 2.1 The Service's Occupational Health and Fitness Team is made up of an OH and Fitness Manager (who is a registered nurse), an Occupational Health Support Officer and a Fitness Advisor. An OH Consultant attends clinics twice a month to provide advice to the Service on more complex or long-standing cases of ill-health, and to undertake statutory medicals. As previously reported to Members, the services provided by the team has resulted in a Gold Award achieved under the Workplace Well-Being Scheme and is a testament to the preventive and health promotion work undertaken by the team.
- 2.2 Fitness is a critical issue for the Service, and all operational personnel are required to maintain a national standard of aerobic capacity to ensure that they are fit to undertake the strenuous and demanding requirements of the Fire-fighter role. Support for operational personnel is provided by a network of station based Physical Training Instructors (PTIs) who test, advise and support their colleagues to maintain their fitness levels. Gym equipment is also provided on all stations and at Service Headquarters to develop strength and aerobic fitness. The Service Fitness Advisor provides expert support to the PTIs and provides advice and fitness programmes to rehabilitate employees who have been absent due to ill-health or injury or are having trouble in attaining fitness standards.
- 2.3 Musculo-skeletal injury is the most common reason for absence amongst operational employees. In 2017, this has accounted for 30.6% of all absence amongst this work group. These injuries are usually sprains or strains, but can also be more serious long-term issues linked to wear and tear on joints.
- 2.4 The Service introduced a dedicated on-site physiotherapist in January 2018 to work with employees who have significant or repetitive injuries. The



physiotherapist will also provide advice to employees on how to avoid such injuries occurring in the first place. This support is supplemented by therapy benefits under the Service's new Bupa healthcare plan.

- 2.5 Recent changes to the Firefighter Pension Scheme mean that fire-fighters who are members of the new 2015 pension scheme now have a normal retirement age of 60. The requirement to maintain fitness levels as employees age is likely to be an increasing challenge. However, if individuals maintain fitness and lead a healthy lifestyle throughout their career, they are more likely to retain fitness and avoid injury as they age.
- 2.6 In 2014, Bath University undertook a national research project on behalf of Chief Fire Officers Association to establish fitness levels for operational fire-fighters by replicating role demands. The outcomes from this review have been incorporated into the Service's Fitness Policy and Procedure and includes a drill ground assessment for those employees who have not been able to pass gym based fitness tests.
- 2.7 If employees are unable to reach the required level of fitness then they are removed from operational duties, and are placed on modified duties whilst they are supported to improve their fitness levels. If they are unable to meet fitness standards after six months then they are dealt with under the Service's Capability Procedure.
- 2.8 Whilst fitness is one aspect of maintaining health, there are other medical reasons which may prevent or limit the ability of employees to undertake their normal role. The Service provides support for employees who have long-term medical conditions with the aim of returning them to their normal duties as quickly as possible. This may include a reduction in hours for a temporary period or redeploying them to other modified duties whilst they are receiving treatment or recuperating. In all cases, the Service will seek to introduce reasonable adjustments so that they can continue in work. This generally involves the provision of specialist equipment, adjustments to the work environment or to the job role.

## **WELL-BEING STRATEGY**

- 2.9 The Service is currently developing a Well-Being Strategy which summarises the approach and support for employees who may experience different health and well-being issues throughout their working lives, including mental health conditions.
- 2.10 Nationally, mental health is one of the major reasons for ill health and can range from stress and anxiety to depressive illness. Work in recent years has been undertaken to de-stigmatise the negative connotations associated with mental ill health, and to recognise it as a disability akin to other physical medical conditions. The Service has been working to raise awareness of mental ill health and to encourage its employees to be more open about talking about their experience and seeking help and support, and being able to identify issues which may be affecting work colleagues.

- 2.11 Nationally, MIND provide a blue light mental health support service which is open to all emergency service workers, and The Fire Fighters Charity provides residential support as part of its service for all members of the Fire and Rescue Services and their families.
- 2.12 The Service has a range of initiatives in place to identify and support employees who may be experiencing emotional or mental issues which may be affecting their everyday lives. This includes a peer support network which is confidential and available to all employees who wish to access it.
- 2.13 In 2018, NFRS is introducing an additional Employee Assistance Programme which provides enhanced support and counselling services through a third-party provider to offer more specific and specialist confidential and independent support if it is needed.
- 2.14 Absence due to mental health issues can result in a long period of recovery, the provision put in place aims to help employees deal with issues before they progress and manifest in more severe symptoms.

## **FUTURE ISSUES**

- 2.15 Notwithstanding all the support referenced above, there will be individual instances whereby an employee is not able to return to the role for which they are employed. This is most likely to be the case where operational employees are no longer able to undertake fire-fighting activities. In this case, the Service will seek to redeploy them to an alternative job, subject to availability, based upon their skills and the nature of their medical condition.
- 2.16 However as workforce numbers reduce, the ability to redeploy employees into substantive vacant roles is diminished and this is likely to be an increasing challenge for the Service as budget reductions impact upon workforce numbers.
- 2.17 In terms of operational employees, this will increasingly include consideration of redeployment into non-operational roles under “Green Book” conditions – ie: employees providing support roles. Any such redeployment would mean a new contract based upon different conditions of service, pay rates and pension scheme membership.
- 2.18 If it is not possible to find a suitable redeployment, then employees are referred to an Independent Qualified Medical Practitioner (operational employees) or Registered Qualified Medical Practitioner (support employees) to establish whether they meet the criteria for ill-health retirement under the respective pension schemes. If they do not meet the conditions for ill-health retirement, then the employee is dealt with under the Service’s Capability Procedure, which can result in termination of their employment.
- 2.19 Whilst the majority of medical issues are not age related, extending retirement age for both operational and support employees will bring challenges in terms

of maintaining fitness, health and well-being. As already set out, this may result in an increase in the need to redeploy employees to alternate roles, a greater number of ill-health retirements or capability issues, than has previously been the case.

- 2.20 An ageing workforce and population will also raise challenges such as caring for dependant elderly relatives where factors such as dementia become a factor, working through menopause for female employees and other health and welfare issues which may affect attendance or performance at work. It will also raise issues for service delivery in terms of prevention and response. During 2018, work will be undertaken to identify and address the implications of an ageing workforce, which is likely to lead to changes to existing policy and provision.
- 2.21 At a national level, the implications of an ageing workforce and population has been recognised by the National Fire Chiefs Council (NFCC) as a challenge for the whole Fire and Rescue Service and the service will link into work being undertaken at this level when considering its own response.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 Whilst there are no direct financial implications arising from the report, any increase in ill-health retirements will impact upon pension costs.
- 3.2 The cost of occupational health support and provision of fitness support is already contained within existing budgets.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

- 4.1 Human resources implications are set out within the body of the report.
- 4.2 There are likely to be implications for learning and development arising from the provision of awareness and education for managers and employees to enhance understanding of mental health issues and impact of conditions, such as dementia, on service provision.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment (EIA) has not been undertaken as there are no direct implications arising from this report, however a full EIA will be undertaken as part of the development of a Well-Being Strategy.

### **6. CRIME AND DISORDER IMPLICATIONS**

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

## **7. LEGAL IMPLICATIONS**

In dealing with long term medical conditions, the Service is subject to the provisions of the Equality Act 2010 which includes the consideration of reasonable adjustments and affords additional protection for employees, as well as extending to the provision of services.

## **8. RISK MANAGEMENT IMPLICATIONS**

The impact of extending the normal age of retirement will bring challenges in terms of supporting and maintaining the fitness, health and wellbeing of an ageing workforce. By seeking to identify and address issues, the Service will be better placed to develop policies and provision which seek to prevent, support and manage issues appropriately.

## **9. COLLABORATION IMPLICATIONS**

There are no immediate collaboration implications arising from this report beyond the anticipated work with the NFCC ageing workforce project. Under the collaboration strategy, future opportunities to work with other organisations will be reported to members where there are anticipated efficiency and effectiveness benefits.

## **10. RECOMMENDATIONS**

That Members note the contents of this report.

## **11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

John Buckley  
**CHIEF FIRE OFFICER**



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Human Resources Committee

# UPDATE ON APPRENTICESHIPS

Report of the Chief Fire Officer

**Date:** 26 January 2018

**Purpose of Report:**

To provide an update to Members since the previous report on 20 October 2017.

## CONTACT OFFICER

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## **1. BACKGROUND**

At its meeting on 20 October 2017, Members received a comprehensive report on the implementation of the apprenticeship levy from April 2017 and introduction of a public-sector apprenticeship target through the enactment of the Enterprise Bill 2016. This report provides an update on developments since this time.

## **2. REPORT**

- 2.1 A new Operational Firefighter Apprenticeship has now been approved and the Service has formally applied to become a recognised employer provider on the Register of Approved Training Providers. This will mean that the Service will be able to directly deliver the apprenticeship and to draw down from the levy to support associated training costs.
- 2.2 The funding for each Firefighter Apprentice has been set at £12k per trainee over a two-year programme. This funding may be used to off-set all training costs, but not salary costs.
- 2.3 It is intended that the first cohort of operational apprentices will commence in the Autumn of 2018, following a competitive selection process. The new recruits will be paid at national fire fighter (trainee/development) rates during their training period. After a two-year programme, and having successfully passed a mandatory end-point assessment, the apprentices will be appointed to competent fire fighter roles.
- 2.4 The Service has also recently appointed to an Association of Accounting Technicians (AAT) apprenticeship within the finance department and is in the process of appointing to an Infrastructure Technician apprenticeship within the ICT department.
- 2.5 Following discussions with Nottingham College, the Service will be seeking to establish other apprenticeship roles within support functions, aligned to the apprenticeship team at Nottingham College, during 2018-19.
- 2.6 In addition to new apprenticeship roles, the Service has recently agreed an ILM Level 5 Operations/Departmental Manager apprenticeship with Sheffield College which will see a cohort of 10-12 middle managers progress through a 2-year course in management and leadership. The Service will draw down £9k of funding per student during the programme.
- 2.7 Further opportunities to establish apprenticeships for Business Fire Safety Advisor and Community Safety Advisor are also currently being developed at a national level and could form part of our development programme over the next year. This would also facilitate drawing down further funding from the apprenticeship levy.
- 2.8 As the apprenticeship levy funding must be spent within 24 months, the opportunities set out above should ensure that the Service is best placed to have fully utilised its levy funding by the end of the next financial year.

## **PUBLIC SECTOR APPRENTICESHIP TARGET**

- 2.9 As previously reported, public sector employers have been set a target of 2.3% of the workforce as new apprenticeship starters; the first report on how this target has been met is due by 1 April 2018.
- 2.10 Since the Service has not appointed to whole-time operational roles during 2017-18, and has only appointed to one apprenticeship role in Finance, the Service will not have met this target in the current financial year and will be required to report this, the reasons that the target has not been met and actions to address the situation in the future.
- 2.11 The target extends over four years, between 2017 and 2021, and it is possible to aggregate apprenticeship starts between years. This means that any failure to meet the target in one year can be addressed in future years. The appointment of whole-time firefighters in 2018-19, and new apprenticeships in support roles, means that the service will increase the number of apprentices appointed but cannot be certain at this stage whether the target will be fully met over the four-year period.

### **3. FINANCIAL IMPLICATIONS**

The cost of the apprenticeship levy represents 0.5% of the National Insurance eligible pay bill, less a £15,000 annual allowance. The Service will pay in the region of £115,000 to the levy account in 2017-18. In the financial year to date the Service has paid £77,000 to the levy. The financial implications of an increase in apprenticeships are set out within the report.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

The human resources and learning and development implications are set out within the report.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken as this does not represent a change to policy or service delivery. However, the Service will be undertaking positive action with the aim of increasing the number of applicants from under-represented groups within the existing workforce.

### **6. CRIME AND DISORDER IMPLICATIONS**

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

## **7. LEGAL IMPLICATIONS**

- 7.1 The apprenticeship levy is a statutory payment under the Enterprise Bill 2016 and is payable by all employers with more than 250 employees.
- 7.2 The public-sector apprenticeship target is established under The Public-Sector Apprenticeship Target Regulations 2017.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The apprenticeship levy is paid over irrespective of usage, and must be used within 24 months or lost as a source of funding. To maximise draw down from the levy, it is therefore imperative that the Service identifies apprenticeship opportunities, by either creating apprenticeship contracts for new employees linked to registered schemes, or by purchasing training for existing employees from registered providers.
- 8.2 The Public-Sector Apprenticeship Target Regulations 2017 require public sector employers to report on progress against the 2.3% apprenticeship target annually. A failure to meet the target will result in the submission of a statement to the Secretary of State explaining why the target has not been met and how this will be addressed. It is not yet clear what sanctions, if any, will result from a failure to meet the target.

## **9. COLLABORATION IMPLICATIONS**

The fire and rescue sector is collaborating nationally on establishing apprenticeship standards for the sector, and work is also underway to agree a standardised apprenticeship policy.

## **10. RECOMMENDATIONS**

That Members note the contents of this report.

## **11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None

John Buckley  
**CHIEF FIRE OFFICER**



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