

Public Document Pack



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

Date: Friday, 9 November 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. Taylor".

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

AGENDA

Pages

- | | | |
|----------|---|---------|
| 1 | APOLOGIES FOR ABSENCE | |
| 2 | DECLARATIONS OF INTERESTS | |
| 3 | MINUTES
Of the meeting held on 13 July 2018 (for confirmation). | 3 - 6 |
| 4 | HUMAN RESOURCES UPDATE
Report of the Chief Fire Officer | 7 - 20 |
| 5 | WHOLETIME FIREFIGHTER RECRUITMENT POSITIVE ACTION AND
NEXT STEPS
Report of the Chief Fire Officer | 21 - 30 |
| 6 | EQUALITIES MONITORING
Report of the Chief Fire Officer | 31 - 40 |

- 7 UPDATE ON THE PEOPLE STRATEGY** 41 - 48
Report of the Chief Fire Officer
- 8 EXCLUSION OF 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 PROPOSED RESTRUCTURE OF THE ICT DEPARTMENT** 49 - 58
Report of the Chief Fire Officer
- 10 HONORARIA PAYMENT** 59 - 62
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: *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?CIId=217&Year=0>



**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 13 July 2018 from 10.00 am - 10.31 am**

Membership

Present

Councillor John Clarke (Chair)
Councillor Vaughan Hopewell
Councillor John Longdon
Councillor Jackie Morris

Absent

Councillor Mohammed Saghir

Colleagues, partners and others in attendance:

John Buckley - Chief Fire Officer
Tracy Crump - Head of People and Organisational Development
Catherine Ziane-Pryor - Governance Officer

1 APOLOGIES FOR ABSENCE

Mohammed Saghir - leave

2 DECLARATIONS OF INTERESTS

None.

3 MINUTES

The minutes of the meeting held on 4 May 2018 were confirmed as a true record and signed by the Chair.

4 WORKFORCE PLAN 2018-20

Tracy Crump, Head of People and Organisational Development, introduced the report which reviews the workforce plan for 2017-19 and presents the refreshed workforce plan for 2018-20. John Buckley, Chief Fire Officer, also contributed to the discussion.

The following points were highlighted and questions from the Committee responded to:

- (a) the workforce plan is reviewed yearly and looks ahead for a two-year period enabling the Service to plan for known and predicted changes to the establishment, including recruitment periods which can take up to a year;
- (b) the whole time establishment has reduced by 17 posts to 455, partly due to the deletion of 16 operational posts which have been via normal turnover;
- (c) maintaining the on-call establishment is an ongoing challenge and whilst 36 new trainees were appointed in 2017-18, 27 staff left the in that year, against a predicted total of 29;
- (d) as of the end of March 2018, 258 on-call employees were engaged compared to 251 the previous year, but retention remains a challenge and recruitment is on-going;
- (e) there are 59 firefighters with dual employment contracts of whole time and retained duty system posts;
- (f) there are 162 support posts, 15 of which are fixed term, some of which are working on ICT projects where specific expertise is required;
- (g) it was anticipated that during 2017-18, 16 operational employees would leave the Service as they reached the 30-year retirement point. Following previous patterns, a 7 further staff were predicted to leave the Service due to a variety of non-retirement reasons, and potentially further 20 could choose to take early retirement. By the end of the year a total of 19 operational members of staff had left the Service;
- (h) with regard to equality, during the recent recruitment process and following positive directed action, 17 women and 31 Black Asian Minority Ethnic (BAME) candidates have been successful in reaching the final stages of the selection process for the whole-time posts;
- (i) a further 40 whole-time posts will need to be recruited to during the next 2 years;
- (j) the Service still needs to identify £800,000 of savings by 2020, which is likely to have workforce implications as currently 79% of the total budget is spent on workforce;
- (k) as the retirement age of firefighters rises (to 60 under the new Fire-fighter pension scheme), it is anticipated that recruitment will be required less frequently, but that operational staff may leave the Service for reasons other than retirement as those joining Service are not likely to anticipate a 40-year career as a firefighter;
- (l) collaborative recruitment with Lincolnshire and Derbyshire Fire Rescue Services had been considered but was not found appropriate this time, although there is future potential, including at a regional level. Some training requirements are common across the Services and so this may provide an initial collaborative opportunity;
- (m) it is assumed that staff reaching 30 years of service and over the age 50 years of age will retire, and that half of the staff reaching 25- of 30 years of service and over the age of 50 years will retire early;

- (n) there is potential for significant retirement of Crew and Watch Managers within the next few years but succession planning is in place including developing some staff in preparation for them to apply for the vacancies;
- (o) as the retirement age rises the Service is considering health and fitness and how this may impact how people will want to work as they age. With an ageing population and more caring responsibilities of ageing parents, further flexible working will need to be considered;
- (p) it is possible for whole time operational staff to retire, have a break of six months, and then re-join the Service as retained duty staff without negative tax implications and with valuable experience;
- (q) external factors which influence workforce planning include national pay negotiations, broadening of role maps, the national living wage, apprenticeship targets, the Fire Rescue Service National Framework, and potentially, the result of the firefighter pension scheme legal challenge.

The members of the Committee welcomed the comprehensive report.

RESOLVED to note the report.

5 HUMAN RESOURCES UPDATE

Tracy Crump, Head of People and Organisational Development, presented the human resources update including the key human resources metrics for the period 1 April 2018 to 30 June 2018.

The following points were highlighted:

- (a) detailed sickness absence levels will be reported to the next meeting as they could not be collated in time for this agenda deadline;
- (b) since the last report 14 new staff have started and 14 have left the Service;
- (c) in the National Fire Chiefs Council sickness absence survey, NFRS ranks 11 out of the 30 services for 6.74 days average sickness absence per Whole-time and Control employee (the lowest being 2.77 days and the highest 14.58 days), and 16th out of 30 for an average of 8 days sickness absence over the whole workforce (the lowest being 2.76 days and the highest 14.46 days);
- (d) there had been one incident reported under the Harassment and Bullying procedure.

RESOLVED to note the report.

6 CONVERSION OF POSTS

John Buckley, Chief Fire Officer, presented the report which updates members on the posts which have been re-designated during the period April 2017 to March 2018. The authority to re-designate posts was given to the Chief Fire Officer by the Authority in 2005 and is reported annually.

RESOLVED to note that during the period April 2017 to March 2018 one Watch Manager Trainer post was converted to a Simulation Software Developer role.

7 EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the remaining items 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.

8 CHANGE TO PERMANENT ESTABLISHMENT: PAYROLL SECTION

John Buckley, Chief Fire Officer, presented the report which requests a change to the permanent establishment within the Payroll Section. If agreed by the Committee, the recommendation will be submitted to full Fire Authority.

RESOLVED to approve the recommendations within the report.



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: 09 November 2018

Purpose of Report:

To update Members on key human resources metrics for the period 1 July to 30 September 2018, including absence analysis for Quarter 1 (1 April to 30 June 2018).

CONTACT OFFICER

Name : Craig Parkin
Assistant Chief Fire Officer

Tel : 0115 967 0880

Email : craig.parkin@notts-fire.gov.uk

Media Enquiries Contact : Therese Easom
(0115) 967 0880 therese.easom@notts-fire.gov.uk

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, employment tribunal cases and staffing numbers. These issues are collectively referred to 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 Due to the timing of the review period, it was not possible to provide an analysis of absence figures for Quarter 1 (1 April to 30 June) in the previous HR update. Absence figures therefore reflect absence analysis for both Quarter 1 and Quarter 2 (1 July to 30 September).

Target absence figures for 2018/19 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)

Quarter 1 (April to June 2018)

- 2.2 Absence across the workforce, excluding retained employees, decreased by 57.5 days (5.7%) during the review period.
- 2.3 The average period of sickness absence per employee was 1.82 days.

Absence	Quarter 1 1 April – 30th June 2018	Compared with previous quarter	Cumulative total days lost for 18/19	Cumulative average over last 12 months
Total workforce (120 employees have been absent on 133 occasions during Q1, excluding retained*)	1172 days lost 1.79 days per employee	1217.5 days lost 1.89 days per employee 3.7% decrease (-45.5 days)	1172 days lost	8.18 days per employee (target 6.25 days)

Absence	Quarter 2 1 July – 30th Sept 2018	Compared with previous quarter	Cumulative total days lost for 18/19	Cumulative average over last 12 months
Total workforce (143 employees have been absent on 161 occasions during Q2, excluding retained*)	1431.5 days lost 2.19 days per employee	1172 days lost 1.79 days per employee 22% increase (+259.5 days)	2603.5 days lost	8.03 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).

- 2.4 Compared to previous quarters, there was slight decrease of 45.5 days (3.7%) in quarter one and an increase of 259.5 days (22%) in quarter two.
- 2.5 In comparison to the same period of 17/18, this represents a slight increase in Q1 of 72 days (+6.5%) and a slight decrease in Q2 of 28 days (-1.9%). Cumulative trends between quarters over the past three years are shown in the table set out at Appendix A.
- 2.6 Long term absence equated to 58% of the total absence in Q1 and 61.9% in Q2. A full period commentary of Quarters 1 and 2 can be found at Appendix C.
- 2.7 The main reasons for sickness absence were: Musculo Skeletal, Mental Health issues and Respiratory conditions.

NATIONAL TRENDS

- 2.8 The Service contributes to the National Fire Chiefs Council (NFCC) 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 Quarters 1 and 2. The two charts reflect Whole-time and Control (12i) and whole workforce figures (12ii).
- 2.9 For Whole-time and Control (12i) the chart show that the Service ranked 19th of the 33 Services at 1.74 days per employee, and was below the sector sickness average of 1.8 days per employee. The lowest average was 0.90 days and the highest 3.16 days.
- 2.10 For whole workforce (12ii) the tables show that the Service, ranked 20th of the 32 Services at 1.82 days per employee, and was just below the sector sickness average of 1.83 days per employee in quarters 1 and 2. The lowest average was 1.09 days and the highest 3.34 days.

DISCIPLINE, GRIEVANCES ETC

2.11 Over the period 1 July 2018– 30 September 2018:

- Disciplinary: 1
- Grievances: 0
- Harassment and bullying: 0
- Formal Management Sickness Absence Policy: 0
- Dismissals including ill health retirements: 3
- Redundancy: 0
- Redeployment: 0
- Employment Tribunal cases: 0
- IDRPs appeals: 0
- Performance and capability: 0

STAFFING NUMBERS (Q2)

2.12 During the period, 28 employees commenced employment. Establishment levels at 30 September 2018 are highlighted below:

	Approved	Actual	Variance
Wholetime	455 (455 FTE)	465 (463.08 FTE)	+10 (+8.08 FTE)
On-call	192 units	259 persons (133 units) (includes 64 dual contracts)	-59 units
Non-Uniformed	158 (147.67)	163 (152.62 FTE)	+5 (+4.95 FTE)
Fire Control	25 (25 FTE)	27 (26.75 FTE)	+2 (+1.25 FTE)

2.13 There have been 19 leavers and 32 starters since the last report, which has resulted in an actual workforce figure of 914 (this includes 64 dual contractors). Leavers are broken down as follows: five Whole-time, seven On-call, and seven Support roles.

2.14 As at 30 September 2018 whole-time establishment stood at 465 operational personnel (463.08 fte) employees against an establishment of 455 posts. This reflects the commencement of 14 Trainee Fire-fighters and the transfer of a further seven Fire-fighters from other Fire and Rescue Services or from the On-call section in September.

2.15 During the period the Service has appointed to 21 whole-time roles, four support roles and seven on-call trainee firefighter roles.

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, workforce equality monitoring information is undertaken and reported separately to this 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 human resources 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 note the contents of the report.

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

None.

John Buckley
CHIEF FIRE OFFICER

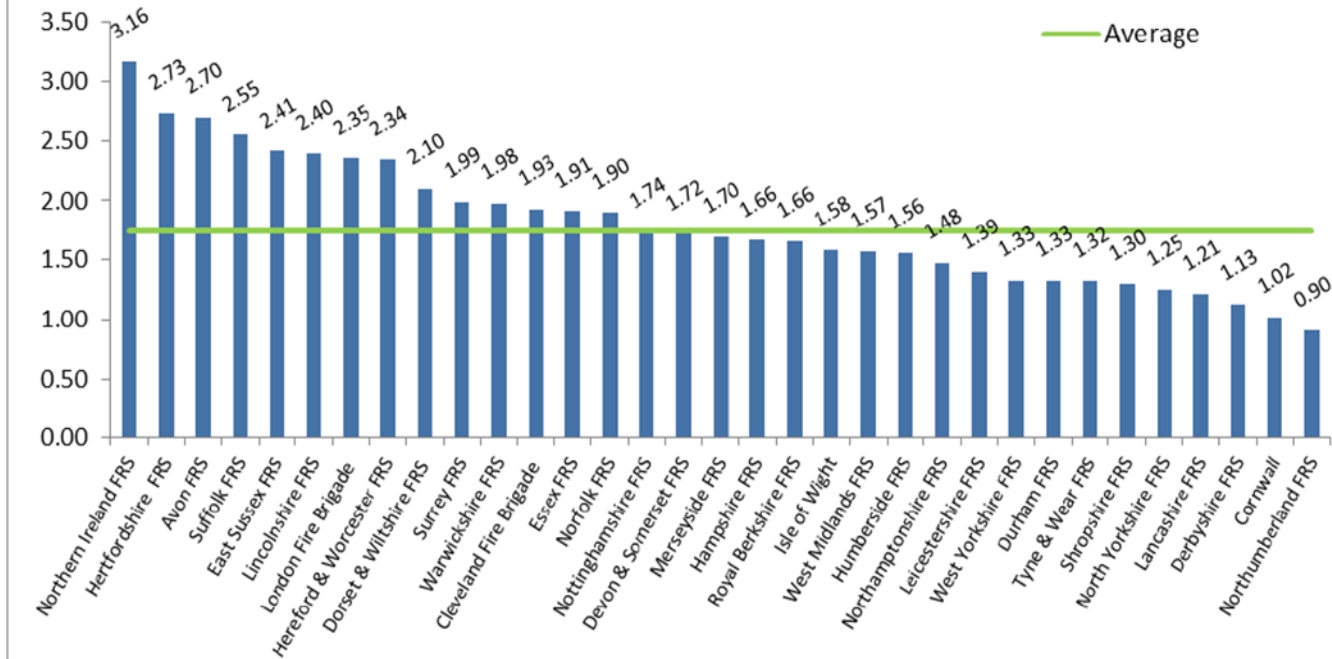
Appendix - Reporting Period: 01/04/2015 to 30/09/2018

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
Non Uniformed	1.06	171.0	1.01	163.0	0.90	144.5
Wholetime & Control	0.69	339.0	0.68	335.0	0.57	279.0
Sum:	0.7798	510.0	0.7615	498.0	0.6476	423.5

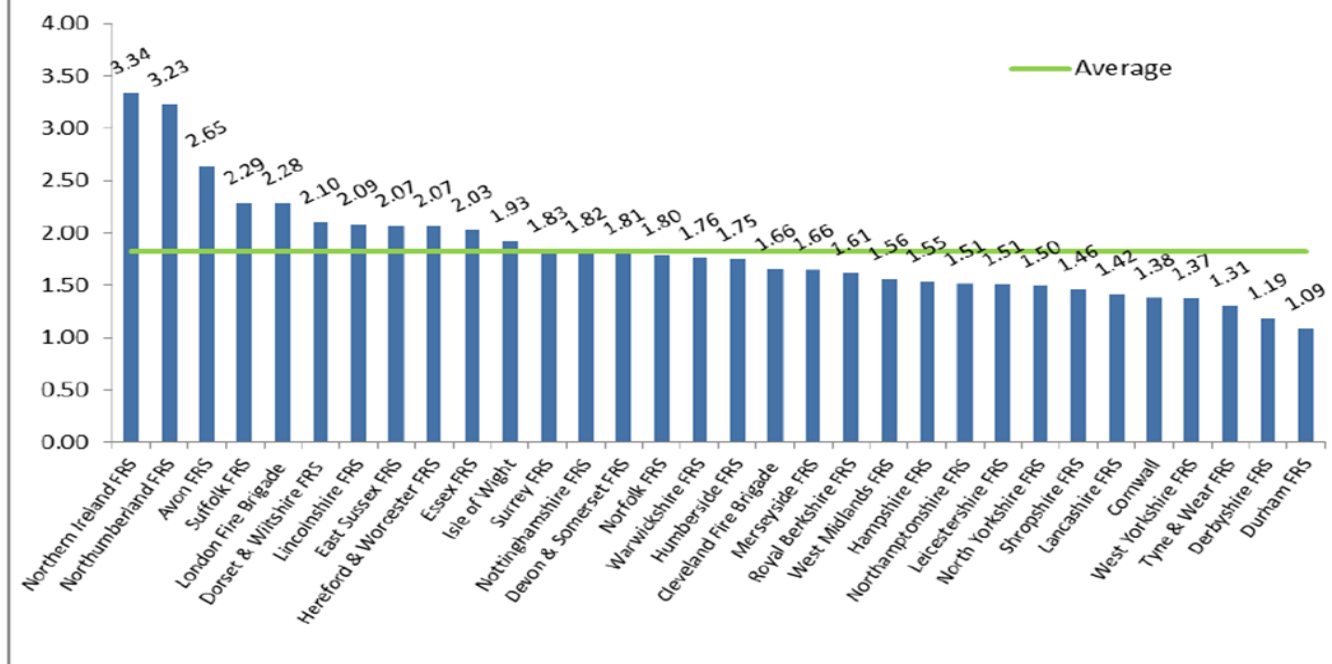
Current Q vs Previous Q	2,018 - Q1		2,018 - Q2	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Non Uniformed	2.087	336	2.972	478.5
Wholetime & Control	1.6957	836	1.9331	953
Sum:	1.792	1172	2.1888	1431.5



BVP12i : Whole-time and Control



BVP12ii Whole-time, Control and Non-uniformed



Q1 - WHOLETIME

In total 829 working days were lost due to sickness during this quarter. Of this, 507 days were lost to long-term absence (28+ calendar days absent) and 322 days were lost due to short term absence. This represents an overall increase of 55 days (7%) on the previous quarter, a significant increase in long term absences and a reduction in short term.

The average absence per employee was 1.85 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

HMICFRS have asked us to report on sickness absence using a slightly different formula than we have used in previous reporting. The two main differences are how the headcount (which establishes the per person element) and how absences for part time employees are calculated. FTE Shifts lost are also 1.84 for Wholetime. 62% of sickness absence in this quarter was due to long term absence. There were 31 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 13 of which were classified as long term sickness. At the end of the period 18 employees had returned to work with 13 still absent.

Reasons for absence

Main reasons for sickness absence for the Wholetime are Musculo Skeletal issues (32 instances, 350 days) and Mental Health (10 instances, 245 days). The main long term absence reasons were Musculo Skeletal (seven instances, 233 days) For short term absences most “Other known causes (not specified in list)” are for dental which isn’t a category on the CFOA return so not specified in our lists.

Wholetime

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	32	350
Mental Health	10	245
Other known causes (not specified in list)	11	57
Mental Health - Other	2	53
Gastro-Intestinal	14	34
Virus/Infectious Diseases	9	28
Ear, Nose, Throat	2	16
Not Disclosed	1	12
Eye Problems	2	7
Respiratory - Cold/Cough/Influenza	3	7

Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	25	117
Other known causes (not specified in list)	11	57
Mental Health	6	54
Gastro-Intestinal	14	34
Virus/Infectious Diseases	9	28
Ear, Nose, Throat	2	16
Not Disclosed	1	12
Eye Problems	2	7
Respiratory - Cold/Cough/Influenza	3	7
Headache/Migraine/Neurological	2	6

Long Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	7	233
Mental Health	4	191
Mental Health - Other	2	53

Control Absence

In total 7 working days were lost due to sickness absence during this quarter. Of this all seven days were lost due to short term absence at an average of 0.26 days per employee.

The HMICFRS Full Time Equivalent shifts lost for Control is 0.26 days per employee. This represents a significant decrease of 77.5 days (92%) on the previous quarter. There were zero periods of absence covered by a Medical Certificate (i.e. absence longer than eight days in duration).

There were two unique absences by two different people in this quarter. Due to the level of absence, and to protect confidentiality, no analysis has been made of reasons for absence.

Retained absence

Attendance for on-call fire-fighters does not reflect shifts lost as they 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 four day shift traditionally for whole-time employees).

In Q1, 891 days were unavailable due to sickness, broken down into 507 days of long-term absence (28+ days) and 310 days of short-term absence. This equates to an average of 3.4 “days” of unavailability per employee.

Compared to Q4, when 836 days were lost to sickness absence, this reflects an increase of 55 available days (6.6%).

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

HMICFRS do not collate sickness data for Retained.

Reasons for absence

The two main conditions leading to long-term absence for RDS employees in Q1 were Mental Health issues (four instances, 348 days) and Musculo-Skeletal issues (11 instances, 259 days).

Retained

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	4	348
Musculo Skeletal	11	259
Cancer and Tumours	2	182
Other known causes (not specified in list)	5	25
Not Disclosed	1	24
Virus/Infectious Diseases	6	20
Respiratory - Cold/Cough/Influenza	4	15
Gastro-Intestinal	4	12
Unknown causes, not specified	1	4
Headache/Migraine/Neurological	1	2

Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	8	55
Other known causes (not specified in list)	5	25
Not Disclosed	1	24
Virus/Infectious Diseases	6	20
Respiratory - Cold/Cough/Influenza	4	15
Gastro-Intestinal	4	12
Unknown causes, not specified	1	4
Headache/Migraine/Neurological	1	2

Long Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	4	348
Musculo Skeletal	3	204
Cancer and Tumours	2	182

Non-Uniformed (support) absence

In total 336 working days were lost due to sickness absence for non-uniformed personnel during the quarter. This breaks down into 165 days due to long term sickness absence (28+ continuous days absent) and 171 working days due to short term absence. This represents a decrease of 23 days (6.4%) on the previous quarter.

The average absence per employee was 2.07 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

The HMICFRS Full Time Equivalent shifts lost for Support Staff is 2.21 days per employee, the slight difference is due to the different way the figures are calculated for headcount and part time staff.

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

Reasons for absence

The main reason for non-uniformed absence was Musculo Skeletal issues (11 instance, 179 days). This is the main reason for both short and long term absences.

Q2 – WHOLETIME

In total 926 working days were lost due to sickness during this quarter. Of this, 601 days were lost to long-term absence (28+ calendar days absent) and 325 days were lost due to short term absence. This represents an overall increase of 109 days (13%) on the previous quarter, a similar increase both in long term and short term absences.

The average absence per employee was 1.99 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

HMICFRS have asked us to report on sickness absence using a slightly different formula than we have used in previous reporting. The two main differences are how the headcount (which establishes the per person element) and how absences for part time employees are calculated. FTE Shifts lost are also 1.99 for Wholetime. 65% of sickness absence in this quarter was due to long term absence. There were 33 periods of absence covered by a Medical Certificate (i.e. absence longer than eight days in duration), 18 of which were classified as long term sickness. At the end of the period 22 employees had returned to work with 11 still absent.

There are three wholetime employees who have been absent for more than six months.

Reasons for absence

Main reasons for sickness absence for the Wholetime are Musculo Skeletal issues (39 instances, 476 days) and Mental Health (nine instances, 280 days). The main long term absence reasons were Musculo Skeletal (nine instances, 288 days) For short term absences the main reason is also Musculo Skeletal (31 instances, 188 days).

Wholetime

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	39	476
Mental Health	9	280
Heart, Cardiac and Circulatory Problems	2	46
Gastro-Intestinal	17	30
Virus/Infectious Diseases	7	17
Other known causes (not specified in list)	3	16
Respiratory - Chest Infection	3	15
Ear, Nose, Throat	2	8
Hospital/Post Operative	3	8
Respiratory - Cold/Cough/Influenza	5	8

Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	31	188
Gastro-Intestinal	17	30
Virus/Infectious Diseases	7	17
Other known causes (not specified in list)	3	16
Respiratory - Chest Infection	3	15
Mental Health	2	13
Ear, Nose, Throat	2	8
Hospital/Post Operative	3	8
Respiratory - Cold/Cough/Influenza	5	8
Genitourinary/Gynecological/Reproductive	1	6

Long Term Absence

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	9	288
Mental Health	7	267
Heart, Cardiac and Circulatory Problems	2	46

Q2 - CONTROL ABSENCE

In total 27 working days were lost due to sickness absence during this quarter. Of this all 27 days were lost due to short term absence at an average of one day per employee.

The HMICFRS Full Time Equivalent shifts lost for Control is one day per employee. This represents an increase of 20 days (285%) on the previous quarter. However, due to the small group size in control proportions get skewed.

There were two periods of absence covered by a Medical Certificate (i.e. absence longer than eight days in duration).

There were nine unique absences by eight different people in this quarter. Due to the level of absence, and to protect confidentiality, no analysis has been made of reasons for absence. In general terms absences were predominately related to infections and viruses.

Q2 - RETAINED ABSENCE

Attendance for on-call fire-fighters does not reflect shifts lost as they 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 four day shift traditionally for whole-time employees).

In Q2, 572 days were unavailable due to sickness, broken down into 343 days of long-term absence (28+ days) and 224 days of short-term absence. This equates to an average of 2.2 “days” of unavailability per employee.

Compared to Q1, when 891 days were lost to sickness absence, this reflects a significant decrease of 319 available days (35.8%).

There were 14 periods of absence covered by a Medical Certificate (i.e. absence longer than eight days in duration), six of which were classified as long term sickness. At the end of the period 10 employees had returned to work with four still absent.

HMICFRS do not collate sickness data for Retained.

Reasons for absence

The two main conditions leading to long-term absence for RDS employees in Q2 were Musculo Skeletal issues (10 instances, 97 days) and Mental Health issues (three instances, 185 days).

Retained

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	12	225
Mental Health	5	213
Cancer and Tumours	3	63
Respiratory - Chest Infection	2	36
Virus/Infectious Diseases	2	17
Hospital/Post Operative	2	12
Gastro-Intestinal	2	3
Other known causes (not specified in list)	2	3

Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	10	97
Cancer and Tumours	3	63
Mental Health	2	28
Virus/Infectious Diseases	2	17
Hospital/Post Operative	2	12
Respiratory - Chest Infection	1	6
Gastro-Intestinal	2	3
Other known causes (not specified in list)	2	3

Long Term Absence

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	3	185
Musculo Skeletal	2	128
Respiratory - Chest Infection	1	30

Non-Uniformed (support) absence

In total 479 working days were lost due to sickness absence for non-uniformed personnel during the quarter. This breaks down into 285.5 days due to long term sickness absence (28+ continuous days absent) and 193 working days due to short term absence. This represents an increase of 143 days (42.6%) on the previous quarter.

The average absence per employee was 2.98 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

The HMICFRS Full Time Equivalent shifts lost for Support Staff is 3.1 days per employee, the slight difference is due to the different way the figures are calculated for headcount and part time staff.

There were 16 periods of absence covered by a Medical Certificate (i.e. absence longer than eight days in duration), six of which were classified as long term sickness. At the end of the period 10 employees had returned to work with six still absent.

Reasons for absence

The main reason for non-uniformed absence was Musculo Skeletal issues (11 instance, 209 days). This is the main reason for both short and long term absences.

Non Uniformed

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	11	209
Mental Health - Other	3	67.5
Respiratory - Chest Infection	2	41.5
Other known causes (not specified in list)	2	33
Cancer and Tumours	1	19
Mental Health	1	16
Headache/Migraine/Neurological	5	15.5
Gastro-Intestinal	7	15
Hospital/Post Operative	2	15
Virus/Infectious Diseases	5	14

Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	8	49
Cancer and Tumours	1	19
Mental Health	1	16
Headache/Migraine/Neurological	5	16
Gastro-Intestinal	7	15
Hospital/Post Operative	2	15
Virus/Infectious Diseases	5	14
Ear, Nose, Throat	3	9
Respiratory - Cold/Cough/Influenza	5	9
Respiratory - Chest Infection	1	8

Long Term Absence

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	3	160
Mental Health - Other	1	60
Respiratory - Chest Infection	1	34
Other known causes (not specified in list)	1	32

This page is intentionally left blank



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

WHOLETIME FIREFIGHTER RECRUITMENT POSITIVE ACTION AND NEXT STEPS

Report of the Chief Fire Officer

Date: 09 November 2018

Purpose of Report:

To provide Members with the outcomes from the whole-time firefighter recruitment campaign and associated positive action measures.

SLT LEAD OFFICER

Name : Craig Parkin
Assistant Chief Fire Officer

Tel : 0115 967 0880

Email : craig.parkin@notts-fire.gov.uk

**Media Enquiries
Contact :** Therese Easom
(0115) 967 0880
therese.easom@notts-fire.gov.uk

1. BACKGROUND

- 1.1 For the first time in six years, Nottinghamshire Fire and Rescue Service (NFRS) has undertaken a whole-time firefighter selection process, with appointments to trainee firefighter roles made from September 2018. The selection process was preceded by a comprehensive positive action and awareness campaign which started in June 2017.
- 1.2 NFRS, like other Fire and Rescue Services, is aware that the number of female firefighters and employees from Black, Asian and Minority Ethnic (BAME) backgrounds has remained relatively low over a long period of time and has been working to improve the diversity of its workforce through engagement and awareness raising within the community.
- 1.3 The equalities monitoring report provides further information about the profile of the workforce and recent recruitment.

2. REPORT

WHOLETIME FIREFIGHTER POSITIVE ACTION AND RECRUITMENT

- 2.1 In the summer of 2017, NFRS began its awareness campaign for firefighter recruitment. This included a range of activity design to attract under-represented groups to the role of firefighter. The work included:
 - Targeted radio advertising on community radio stations;
 - Social media presence;
 - Traditional print media – targeted drops;
 - Firefighter role models providing advice and support;
 - A partnership with Nottingham Jobs – Nottingham City Council;
 - Attendance at festivals and the Corporate Games;
 - ‘Firefit’ gym sessions aimed at women;
 - Firefighter awareness days;
 - Mentoring sessions;
 - A WhatsApp group to promote a network of support between candidates.
- 2.2 Much of this activity was organised by a firefighter on secondment to the Organisational Development and Inclusion Team. The recruitment process began in March 2018 and 599 people applied within a 48-hour period. The recruitment process lasted five months and included the following stages: application, literacy/numeracy test, physical job-related tests, assessment centre (presentation, group exercise and interview), medical, swimming test. At the completion of the selection process, 44 people have been offered jobs as wholetime firefighters. This is broken down in the following way:

	%	Number
Male	70.5%	31
Female	29.5%	13
White British	81.8%	36
BAME	18.2%	8

- 2.3 In terms of diversity, this is the most successful campaign the Service has ever undertaken. 37 of these individuals will be required to complete a firefighter training course at NFRS's Service Development Centre with the first course of 14 having started in September, the second in January with the third expected to take place during Autumn/Winter 2019.
- 2.4 In order to share the Service's approach to positive action and recruitment with other fire and rescue services, a case study has been developed and is attached as Appendix A.

INDUCTION AND DEVELOPMENT OF NEW FIREFIGHTERS

- 2.5 To ensure that the new trainees experience a positive introduction to NFRS, and to enhance retention, a range of measures are being implemented to maintain support and development for the individuals in their first year of service.
- 2.6 Off-station support is being trialled as a result of 'Little Acorns' (staff suggestion scheme) and provides the new firefighters with a point of contact or "buddy" outside of their normal workplace. Over 25 staff (coaches and those role models who were part of the WDS firefighter awareness campaign) have volunteered to be points of contact and will receive training to assist them in their role. This is an informal relationship which is intended to offer support and advice if it is needed.
- 2.7 Rotation of watch and work location will be put in place to widen the exposure and experience of firefighters in development, whilst ensuring that responsibility for managing performance and welfare is retained by the Watch Manager at their base station.
- 2.8 Development activities including a 'ride-along' with EMAS colleagues, attendance at the 'Women in the Fire Service' development weekend and other activities will also be offered. There is also an intention to bring each firefighter trainee course back together during the year to ensure that their induction in to the organisation is going well.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT

IMPLICATIONS

- 4.1 The value of engaging with potential candidates, through positive action events, prior to the selection process has been instrumental in improving both the diversity of applications and quality of the candidate experience. This ensures that applicants understand the demands and nature of the role and are able to prepare for the selection process. Engaging with communities needs to be an ongoing process, not just at the point of selection, but through continuous contact. The Organisational Development and Inclusion Team will be seeking ways to further develop such opportunities as part of a programme of positive engagement.
- 4.2 The Human Resources, Inclusion and Learning and Development Teams work closely with applicants through positive action events, throughout the recruitment process, and following appointment to ensure a positive experience and introduction to the service. Time invested in this way is more likely to ensure the retention of new entrants, embed our values and build trust at an early stage.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as this is not a function, policy or service change. However, the positive action work undertaken has had a positive impact on the diversity of the successful applicants and it is recommended that a similar approach is adopted for future campaigns.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The importance of recruiting, developing and retaining new firefighters is a critical part of succession planning, which ensures that the Service is able to meet its current and future service demands. The investment in attracting and recruiting new firefighters with the skills and behaviours to be effective in an operational role, and with the potential to progress to higher roles is therefore a significant investment in the future, particularly considering the time between recruitment processes. It is important that the service can retain and develop the potential of each recruit to realise this investment.
- 8.2 The work undertaken to recruit, train and provide a positive induction into the Service as set out within the report, whilst resource intensive, means that

trainees fully understand and have the resilience to meet the varied demands of an operational role, and feel supported by the Service. A positive experience at this early stage of employment should therefore lead to higher levels of engagement, and increase the likelihood of retention and future progression.

9. COLLABORATION IMPLICATIONS

Whilst it was not possible to undertake a joint recruitment process with neighbouring fire and rescue services due to timing and systems issues, it is the intention to seek to collaborate on future recruitment and recruit training. However, NFRS contacted and met with a range of fire and rescue services to learn lessons for the 2018 campaign and have provided feedback at a national level to inform best practice. Conversations have also taken place with Nottinghamshire Police regarding their equalities priorities and there may be opportunities to work more closely with them on positive action and careers workstreams.

10. RECOMMENDATIONS

That Members note the contents of the report.

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

None.

John Buckley
CHIEF FIRE OFFICER

**Wholetime Firefighter
Recruitment and positive action
case study – 2017-18**



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Introduction

During early 2017 Nottinghamshire Fire and Rescue Service (NFRS) started planning a wholetime firefighter recruitment campaign and associated positive action activities. The Service last recruited to wholetime Firefighter positions in 2012. From a diversity perspective this had been successful and it was agreed that this approach should be maintained and built upon in 2017-18.

As a result of this work, 44 new firefighters (including 4 transfers from other Fire and Rescue Services (FRSs)) will be entering the workforce over the next 18 months; 18.2% of these new starters will be from BAME backgrounds and 29.5% will be women.

Resourcing

One of the biggest differences this time around was resourcing. NFRS has started providing development secondments for FFs and support staff in to the OD and Inclusion team. The secondment of a FF on to the team in July 2017 working full-time on positive action and the recruitment campaign made a huge difference to the impact made during this campaign. We also recruited a range of Firefighter 'Role Models' - men and women from different backgrounds - to attend and support festivals and cultural events, FF Awareness Days, mentoring sessions etc.

Another significant part of this positive action work was the work undertaken in helping female candidates to maintain and improve their strength and fitness from September 2017 onwards. A female FF has been running fitness sessions on a weekly basis from a boxing gym using fire service equipment. The participants forged a real team work ethic which helped develop fitness, strength and confidence. Although we didn't have large numbers of women applying, the quality of those that did was very high, and it was this that led to the high success rates of women in the process.

Planning

The planning and execution of the Service's positive action campaign, took place from summer 2017, in conjunction with the planning of the recruitment process. The Service advertised a placement opportunity for a wholetime firefighter to undertake positive action activities supported by the Organisational Development and Inclusion team to utilise operational experiences, capabilities and knowledge of participating in a wholetime recruitment process.

The branding used in advertising wholetime firefighter positions was an important factor to consider. The Service's communications team were involved in the

planning and established a branding campaign with the slogan 'Yes You Can' used within marketing materials including careers leaflets, radio advertising and merchandise used at events – this was a strapline used by another fire and rescue service who agreed to let us use it. Role models from a diverse range of backgrounds were recruited to feature within the campaign from interested firefighters, crew and watch managers across the Service.

Equality Act – Section 159 – 'Tipping Point' Provisions

Another important consideration within the planning of the positive action campaign was use of the tipping point criteria within the Equality Act. The provision to appoint an applicant from an under represented group over one from a represented group where they are equally qualified, however after much consideration it was decided there wasn't a desire to use it.

Learning from Others - WhatsApp Groups

During the planning stages of the positive action, other services who had recently undertaken recruitment were contacted to share any learning outcomes and ideas. For example, Leicestershire FRS had used WhatsApp groups during their most recent recruitment process. Through this group, the candidates had been able to share ideas, motivate one another and answer each other's questions. This was something we set up with people through positive action and it was an invaluable way of communicating. Cornwall, Derbyshire, Manchester, Gloucestershire and South Yorkshire FRS's were also contacted to share best practice.

Much consideration was given to the stages of the recruitment process and how this impacted on different groups of people, to ensure it recruited the most suitable applicants for the role. For example, the fitness standards were reviewed to address previous issues raised in terms of strength and fitness of previous trainees. This led to NFRS introducing hose-running as a job-related test.

Working with Nottingham City Council and 'Futures'

NFRS had worked successfully with the City Council in 2012 and we were keen to do this again for this Wholetime firefighter campaign. We met with the Nottingham Jobs/Futures team before the beginning of the positive action and they agreed to help us to book people on to firefighter awareness days. They understood the organisation's objective to get the best people for the job but they were also aware of the very low percentages of women and people from BAME backgrounds in-role and they were keen to help us address this under-representation through advertising and encouragement.

Nottingham Jobs helped book people on to the 13 Awareness Days we ran (2 open to just women, the rest open to all) and also attended one of our sessions at the Service Development Centre to support mock interviews with those who were rated Green (from the RAG rating) on the physical elements of the role. The team also helped us to advertise the awareness days through job centres and their own networks.

Prior to the recruitment process, 'Futures' (a local advice, skills and employment agency) ran an interview skills session much like the ones they had delivered for Crew and Watch Manager promotion processes earlier in the year.

Advertising and Awareness Raising

Interviews were carried out on Notts TV (local TV network), Radio Kemet and Radio Dawn and Radio Faza (all aimed at ethnic minority audiences) about the Service's positive action and recruitment campaign and the reasons for undertaking positive action, dispelling myths and also promoting the Service's careers. We moved away from the typical corporate-sounding script for the radio adverts and changed it to a passage delivered in the first person by FFs about themselves and why they joined back in 2012. This felt much more authentic and was something we'd do again.

Social media channels were also utilised in raising awareness of the Service's recruitment campaign and awareness days.

The Service started to advertise its recruitment campaign at the summer festivals it attends, through the 'Yes You Can' leaflet featuring several of the Service's firefighters who acted as role models within the 'Yes You Can' campaign. The 'Yes You Can' team then moved into visiting job centres, interacted with attendees, raised awareness of the careers within the fire and rescue service and marketed the Service's awareness days to attendees.

Short films were also produced of our role models discussing their careers, advice and experiences, these were uploaded to YouTube and shared through the Service's social media channels. An information event was also held at the Pakistan centre in St Ann's, where a presentation was delivered, by the role models and was introduced by the Chief Fire Officer.

In addition to attracting BME communities the Service also wanted to attract more women and people identifying as being lesbian, gay, bisexual and transgender, we therefore advertised in QB (a local LGBT+ newsletter) and in female changing rooms at leisure centres across the county.

Awareness Days

The Service's positive action activity was designed around the stages of recruitment to provide participants with awareness of the firefighter career and skills needed to be successful in-role. To ensure the Service's positive action activity was as effective as possible, the Service monitored the progress of its applicants and RAG-rated them according to their strength in each area of the physical elements to allow for gaps in skills to be identified.

The Service delivered awareness days to increase understanding of the role of a firefighter, the job-related test standards and the recruitment process, both providing the opportunity for participants to find out more and to deselect if aspects of the role did not suit them. The awareness days were open to all, except for two which were women-only days giving women the opportunity to experience the physical fitness tests in a more relaxed environment.

Preparation for the recruitment process

To help prepare awareness day participants for the recruitment process, the Service delivered mentoring sessions. The sessions were predominantly about ensuring that attendees understood the huge commitment they were making in applying for the role, making sure they knew what the job could be like (positives and negatives), making sure they were prepared for the selection process. Further JRT sessions were undertaken covering hose-running and confined spaces.

The Recruitment Process

The Service made the decision to limit the number of applications able to apply to 500. In previous years, the organisation has had higher numbers of people applying, but has then had to engineer and resource a process of deselection in order to get numbers down to a manageable number. Due to system constraints, 599 people ended up applying and a brief sift was undertaken in order to check eligibility and thoroughness of the application.

The process took the form of an application form (no PQA questions – just two Qs about motivation for applying and skills they could bring), literacy and numeracy tests, job related tests, assessment centre and references, criminal records checks and a swimming test. It was decided to test that applicants can swim 25 metres (untimed) to ensure water confidence.

Job-Related Tests

305 candidates went through the Service Development Centre job-related tests. 44 of these were women and, as expected, a lower proportion of women passed these tests than men. The overall pass rate was 55.4%. Men passed at a rate of 58.2% and women passed at a lower rate of 38.6%.

169 people got through to the assessment centre. 10.1% of these were women and 17.8% from BME backgrounds.

The Assessment Centre

For the first time NFRS introduced a group exercise (building a wigwam using canes, newspaper and sellotape) and a presentation alongside the traditional interview we've always relied upon in the past. The Wigwam Exercise was the idea of Nottingham City Council and they led on this on the day.

This was a great way of seeing candidates in different environments and allowed us to introduce a behavioural assessment element to the process. The presentation was community safety-related and was chosen by the candidate from four possible topics covering a range of areas and audiences. They had 30 mins to prepare and 10 minutes to deliver the presentation.

Although only 10% of candidates were female, their success rate at the assessment centre was high (29.5% of successful candidates). A high proportion of the female candidates demonstrated excellent levels of commitment and enthusiasm

throughout the process and it was obvious that they had worked hard on their preparation.

17.8% of Assessment Centre attendees were from BME backgrounds and 18.2% were successful.

NFRS shortlisted 169 people to the assessment centre. Between 10 and 12 per day candidates were assessed over a 5-week period. Most of the days were hosted by the City Council in their offices at Loxley House. Watch Managers, Station Managers and support staff all helped with the different elements of the assessments. The Diversity of the panels was sometimes difficult and we were not always able to ensure ethnic and gender diversity on each panel. We tried to work with the City Council's diverse panels network (PARC Scheme) but unfortunately this didn't work out in the end.

Conclusion

In summary, this recruitment process and the associated positive action work in advance have been very successful. A significant proportion of people (24) who attended awareness days, mentoring and gym sessions have been successful (54.5%). We got to know the candidates more through this process and started to see how committed they might be to the process. The RAG-rating turned out to be very useful and we know that a significant number of those rated 'green' were successful. However, we also know that one or two of those who didn't perform from day one at Awareness Days put in huge amounts of effort to meet the required standard and were successful.

This was a hugely resource-intensive process but very rewarding in terms of the successful candidates. In terms of retention, we are now working on an induction process for the new people including 'Off-Station Support' in the form of a buddy or mentor who will help the individual with any 'cultural'/welfare issues which they may come across as they settle in to the organisation.

Lessons Learnt

Review the way in which literacy and numeracy levels were assessed. The online literacy and numeracy assessments could have run more smoothly. They were not as self-explanatory as we would have liked and this did affect candidate experience.

The positive action and awareness could have been explained internally earlier and this may have helped with the communications process later on in the process.

Adoption of project management principles as well as the appointment of a project manager would have really helped bring the various strands of this work together.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

EQUALITIES MONITORING

Report of the Chief Fire Officer

Date: 09 November 2018

Purpose of Report:

To provide Members with an update on the breakdown of the workforce by protected characteristic and the work being undertaken to improve diversity at Nottinghamshire Fire and Rescue Service.

CONTACT OFFICER

Name :	Craig Parkin Assistant Chief Fire Officer
Tel :	0115 967 0880
Email :	craig.parkin@notts-fire.gov.uk
Media Enquiries Contact :	Therese Easom (0115) 967 0880 therese.easom@notts-fire.gov.uk

1. BACKGROUND

- 1.1 As part of Nottinghamshire Fire and Rescue Service's (NFRS) commitment to promoting equality and diversity, the Human Resources Committee considers updates on the breakdown of the workforce and the work being done to address under-representation by protected characteristic.
- 1.2 This report constitutes a six-month period from 1 January – 30 June 2018.

2. REPORT

WORKFORCE PROFILE

- 2.1 Workforce profile information is analysed by work group (whole-time, retained, control, non-uniformed). Breaking down the workforce in this way allows for the identification of specific issues by distinct employee groups, each of whom have differences in job type, conditions of service and workforce composition. The information contained within this report is based upon 899 posts in total; 699 substantive operational posts on 1 January 2018 and 710 substantive operational posts (not including vacancies) on 30 June 2018. The table below provides a snapshot of under-represented groups at the Service.

	1 January 2018	30 June 2018
Total	893	899
Female (of all operational)	4.58% (32 of 699 posts)	4.79% (34 of 710 posts)
Black, Asian and Minority Ethnic (BAME)	3.36% (30)	3.56% (32)
Lesbian, gay or bisexual	1.57% (14)	1.55% (14)
Disabled	4.37% (39)	4.23% (38)

GENDER

- 2.2 On 30 June 2018, women constituted 16.13% (145) of the workforce. 4.79% (34) of operational roles are occupied by women (two of these women are 'dual-contractors' – occupying whole-time and retained firefighter roles). This is broadly in line with national trends. Members should note that the review period does not include female candidates who have been successful in the whole-time recruitment process.

ETHNIC ORIGIN

- 2.3 On 30 June 2018, employees from BAME groups constituted 3.56% (32) of the workforce (excluding employees who defined themselves as Irish and White other). Of these, 22 were employed in operational roles (not including Control).

- 2.4 In comparison to 1 January 2018 there has been an increase of two BAME staff within the Service's workforce. It should be noted that 60 people have chosen not to define their ethnic origin. The table in Appendix B shows the workforce profile by ethnic origin.
- 2.5 The BAME community in Nottinghamshire is 11.2% based on the last census. This demonstrates that the organisation still has much to do to address under-representation, however it should be noted that the review period does not include BAME candidates who have been successful in the whole-time recruitment process.

WORKFORCE BY GRADE AND ROLE

- 2.6 2.39% of Crew and Watch Managers at NFRS are women and 3.03% are middle managers at Station or Group Manager level. All operational Area Managers and Principal Officers are men, although there are two non-operational Area Managers equivalent females within the Strategic Leadership Team (SLT). There continues to be very low numbers of people from BAME backgrounds in supervisory (2.87%), middle (3.03%) and none in senior operational management positions in the organisation.
- 2.7 The Service will be recruiting to senior roles throughout October and November, and to supervisory roles in the early part of 2019, and it is hoped that this will attract applications from a diverse range of applicants. However, the lack of women and BAME candidates is necessarily restricted by an under-representation at a national level and this therefore restricts those eligible to apply for higher roles. If progress can be made in attracting women and BAME applicants for first-line supervisory roles (Crew and Watch Manager) then this will provide a pool of potential talent for future promotion.
- 2.8 Within the non-uniformed workforce there continues to be more women (90) than men employed (72). It should be noted that the gender split is broadly similar from grades 1-7, but men occupy higher numbers of more senior positions (68.42%). Pay disparity is explored further in the Equal Pay and Gender Pay Gap report published in February 2018.

	Men	Women	BAME
Grades 1-4	25	35	3
Grades 5-7	37	55	5
Grades 8+	13	6	0

DISABILITY

- 2.9 In comparison to 1 January 2018, the number of employees declaring a disability has decreased from 39 to 38 (4.23% of the total workforce).
- 2.10 The declaration of disability remains stable and in line with a reduction in the overall workforce. The declaration rate amongst non-uniformed employees is at 5.52% which is lower than the working age population in the UK that is disabled of approximately 10%. When operational employees are included the figure diminishes to 4.23%. This is due to the fitness, strength and other aspects such as sight and hearing standards of operational roles. It should be noted that as a workforce gets older disability issues are likely to increase.

- 2.11 Disability declaration rates remain relatively low. The Service continues to raise awareness of disability issues including dyslexia and mental health and has introduced support mechanisms such as Read and Write Gold software to mainstream support for those with dyslexia or related conditions. The Service will be writing to all employees in the forthcoming months, to ensure there is awareness of how to declare a disability and the support available within the Service

SEXUAL ORIENTATION

- 2.12 Declaration rates for employees who identify as lesbian, gay or bisexual remain at a similar level within the last year. 1.5% is low compared to the expected national population of 5-7% quoted by Stonewall. The Service continues to work within the Stonewall Workplace Equality Index in order to promote LGBT equality across the Service, and to address any barriers that may exist.

AGE

- 2.13 The table at Appendix C sets out the numbers of employees by age and work group. The figures show that the largest group is those people over 46 years old who make up 38.82% of the workforce. As the current pensionable retirement age for operational personnel in the 1992 pension scheme is between 50 and 55, this is likely to lead to a high level of turnover over the next few years, with the associated loss of experience and knowledge. However, this will be adjusted as the point that the 2015 pension scheme becomes the prevalent pension scheme and the normal retirement age increases to 60. At the other end of the age scale, only 3.34% of all employees are aged 16-25. This is reflective of the relatively low turnover figure.
- 2.14 The annual Workforce Plan, produced by the Human Resources Department, ensures that the Service has effective succession planning in place to mitigate against this projected turnover.

RELIGION

- 2.15 The table at Appendix D sets out the numbers of employees by religion/faith. 36.59% of the workforce state that they have no religion and 18.91% chose not to specify. The percentage of people not specifying is broadly similar to that for sexual orientation suggesting that trust and privacy may be issues in the declaration of such protected characteristics.

GENDER IDENTITY

- 2.16 In July, the Service started to monitor gender identity and gender reassignment. Declaration is voluntary and, to date, only 4.22% of employees have provided gender reassignment data and 6.77% have provided gender identity data. As such figures are too low to provide any meaningful analysis and work will continue to raise awareness of this reporting mechanism.

STARTERS

2.17 There were 30 starters from 1 January – 30 June 2018.

Of these starters:

- 23.33% (7) were female and 76.67% (23) were male;
- The majority of appointments were to retained roles (22). Of these, 6.67% (2) were female;
- 6.67% (2) of appointees were from a BAME background, 83.33% (25) defined their ethnic origin as White British and 10% (3) preferred not to declare
- The majority of new starters were in the age range 36 – 45 (33.33%).

LEAVERS

2.18 There were 43 leavers from 1 January – 30 June 2018.

Of these leavers:

- Four were female (9.3%) and 39 were male (90.70%). This is fairly representative of the workforce profile;
- 35 (81.4%) defined their ethnic origin as White British, 6 (13.95%) preferred not to disclose their ethnic origin;
- The majority of leavers were over 46 years old (41.86%)
- The majority of leavers (24) resigned from the Service, equating to 55.81% of all leavers.

These figures indicate that there is no specific gender or ethnic origin issues relating to retention levels.

SUPPORT STAFF RECRUITMENT

2.19 The analysis below, describes applicant data and success rates for the period from 1 January 2018 – 30 June 2018. Within this period, the Service received 15 applicants in total through recruiting for two vacancies.

2.20 Of these applications, 13.33% of applicants were female and 86.67% were male, one female applicant and one male were appointed.

2.21 No applications were received from individuals from BAME backgrounds, or identifying as having a disability. Whilst this is a concern, it is noted only two vacancies have been recruited to, the Service continues to target vacancies at BAME groups and to guarantees applicants with a disability an interview providing they meet the essential criteria if they opt into being assessed under the guaranteed interview scheme.

2.22 The majority of applications nine (60%) were received from applicants under the age of 25 only and no applications were received from individuals over 45. However, no disproportionate impacts have been identified from the age data shown below.

RETAINED RECRUITMENT

- 2.23 The following analysis describes applicant data and success rates for the retained recruitment campaign starting October 2017. Of the 53, 6 (11.32%) of applicants were female, however within this campaign none were shortlisted. These applications will be reviewed to assess the reasons for this.
- 2.24 Of the 6 (11.32%) applicants identified as being from a BAME background, 0 were shortlisted. These applications will be reviewed to assess the reasons for this. The Service continues to use a diverse range of role models within its recruitment campaigns to target its recruitment at BAME communities.
- 2.25 The highest number of applications 69.57% were between the age of 26 – 35 and only 5.66% of applications were received from individuals over 46 years of age. However, no disproportionate impacts have been identified from the age data.

WHOLETIME FIREFIGHTER RECRUITMENT PROCESS 2018

- 2.26 The Service undertook a whole-time firefighter recruitment process in between March and July 2018, and the first cohort of trainee firefighters have commenced initial training in September. Subsequent training courses are planned for January and September 2019. In total, 44 appointments were made from this process.
- 2.27 Significant resources were committed to implementing a package of positive action measures to attract a wide range of potential applicants to attend awareness days and apply for the role. This proved to be successful in attracting and appointing a more diverse range of applicants than previous recruitment campaigns. Further information about this are contained within a separate report.

CONCLUSIONS

- 2.28 The workforce profile is not representative of the local population in terms of employees from BAME backgrounds. The Service continues to use positive action to promote the fire service as a career during firefighter recruitment campaigns. However, as the majority of vacancies are for on-call roles, and these are very specific to location, the impact is fairly limited. Support staff vacancies are also marketed at underrepresented groups through targeted advertising.
- 2.29 To improve diversity, a more cohesive community engagement strategy is being developed to maintain messages and relationships with communities both when the Service is recruiting and when it is not. The Service continues to engage with the local community, for instance through attendance at community festivals such as Pride events and Carnival, and this engagement needs to be extended to develop a continuous presence which, in time, may lead to an increased number of applications to the Service.
- 2.30 The Service continues to provide targeted development opportunities for women. The Aspiring Leaders Programme, Springboard and Future Leaders Programme (multi-agency) are some of the targeted courses used by NFRS

which are aimed at encouraging a more diverse range of employees to consider future promotion opportunities. This is a long-term strategy to build confidence and experience to develop the skills needed to take on higher level roles.

- 2.31 Levels of 'Not Stated' or 'Prefer not to Say' remain a concern in religion/belief (18.91% of people), sexual orientation (16.13% of people) and ethnic origin (5.56% of people). Also, as discussed within this paper, those declaring a disability remains low. Awareness-raising and training needs to continue to ensure employees understand the reasons why declaration is so important and are confident to do so.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 Human resources implications are addressed throughout the report. The monitoring shows that there is still a significant under-representation of women in operational roles, and of employees from BAME backgrounds and who define themselves as LGBT across the workforce.
- 4.2 Whilst measures have been put in place to address the issues leading to this under-representation, the Service continues to commit to further improve both the applicant and appointment rates from under-represented groups. This includes the continued requirement for targeted positive action measures and support this through the provision of the appropriate resources.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as this is not a policy, function or service. However, it should be noted that this information is used to analyse equality outcomes and inform changes to practices and positive action measures.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The advancement of equality of opportunity between people who share a protected characteristic and people who do not share it is a key element of the Public Sector Equality Duty (Equality Act 2010).

8. RISK MANAGEMENT IMPLICATIONS

As a public-sector organisation, there is an expectation that the Service will promote equality and be representative of the community that it serves. The Service is committed to non-discriminatory practice in both recruitment and employment and actively seeks to improve the diversity of its workforce through positive action and promotion where there is under-representation within the workforce. This represents a challenge, given the relatively low level of staff turnover.

9. COLLABORATION IMPLICATIONS

The Service attends community engagement events in collaboration with Nottinghamshire Police and works as a key stakeholder on the steering group for the Future Leaders of Nottingham leadership programme. The Service also holds events in partnerships with public services covering a range of protected characteristics in order to promote equality of opportunity.

10. RECOMMENDATIONS

That Members note the content of the report and support the Service's continued commitment to delivering a more diverse workforce.

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

None.

John Buckley
CHIEF FIRE OFFICER

APPENDIX A

WORKFORCE BY GENDER

Gender	Wholetime	Retained	Non Uniformed	Control	Total	%
Male	426	250	72	6	754	83.87%
Female	23	11	90	21	145	16.13%
Total	449	261	162	27	899	

APPENDIX B

WORKFORCE BY ETHNIC ORIGIN

Ethnic origin	Wholetime	Retained	Non Uniformed	Control	Total	%
BAME	17	5	10	0	32	3.56%
Not Disclosed	25	15	20	0	60	6.67%
White British / White Irish / White Other	407	231	132	27	80	89.77%
	449	261	162	27	899	

Please note – to protect the identity of those in minority ethnic groups, a classification of BAME has been used to denote employees defining their ethnic origin as Asian British, Indian, Pakistani, Asian Other, Black, Black British, Black Caribbean, Black Other, Chinese, Mixed White Asian, White Black British, Mixed Other, Other Ethnic group.

APPENDIX C

WORKFORCE PROFILE BY AGE

	Wholetime	Retained	Non Uniformed	Control	Total	%
16 - 25	*	22	*	*	30	3.34%
26 - 35	89	84	20	6	199	22.14%
36 - 45	150	63	38	6	257	28.59%
46 - 55	199	79	63	8	349	38.82%
56+	10	13	35	6	63	7.11%

*Figures have been removed for anonymity purposes.

WORKFORCE BY RELIGIOUS BELIEF

Religion	Total Number	% Total
Any other religion	6	0.67%
Buddhist	9	1.00%
Christian (all denominations)	374	41.60%
No religion	329	36.59%
Not Specified	170	18.91%
Other	14	1.21%

Please note, these figures are based on posts (899).



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

UPDATE ON THE PEOPLE STRATEGY

Report of the Chief Fire Officer

Date: 09 November 2018

Purpose of Report:

To provide an update to Members on activities undertaken since the previous review in May 2018.

CONTACT OFFICER

Name : Tracy Crump
Head of People and Organisational Development

Tel : 0115 967 0880

Email : tracy.crump@notts-fire.gov.uk

**Media Enquiries
Contact :** Therese Easom
(0115) 967 0880 therese.easom@notts-fire.gov.uk

1. BACKGROUND

- 1.1 At its meeting on 21 April 2017, the People Strategy was presented and endorsed by the Human Resources Committee.
- 1.2 As part of monitoring arrangements, it was agreed that an update would be submitted to the Committee on a six-monthly basis to keep Members advised on progress. The last update was considered by this Committee at its meeting on 4th May 2018.

2. REPORT

- 2.1 The People Strategy aligns closely with the Service's Organisational Development and Inclusion (ODI) Strategy and supports the Service transformation and improvement programme. The key areas identified in the ODI Strategy are service improvement, employee engagement, harnessing technology, strong and visible leadership and inclusion and equality. Progress against these objectives is reported through the Policy and Strategy Committee.
- 2.2 The focus for the People Strategy is set below:



- 2.3 **Delivering Our Services:** ensuring that the organisation has the optimum number of personnel to deliver effective and quality services to communities: this encompasses workforce planning and the way in which resources are managed to maximise efficiency and impact. Many of the aims inherent within this part of the strategy relate to work being undertaken by the Shaping Our Future Team, and are being implemented by Service Delivery. The main impact of any agreed outcomes for human resources, to the way that services are delivered, will be at the point of implementation, with anticipated changes to individual roles and training implications.

- 2.4 The fire-fighter selection process completed in July, with the appointment of 44 new entrants to the Service. Of these, four appointments were transferees from other Fire and Rescue Services who commenced their conversion training on 17 September 2018 and are now posted to station as fully competent fire-fighters. Three fire-fighters from the Service's on-call sections were also successful in the process and have been posted to stations to continue their development.
- 2.5 Thirty-seven new fire-fighter trainees have been offered places on the Initial fire-fighter training programme over the coming year. The first cohort of 14 trainees commenced their training at the Service Development Centre (SDC) on 10 September and will complete their initial course in December, at which time they will be posted to their substantive roles. The next trainee course will commence on 2 January 2019, with completion in March, and the final course will commence in Autumn 2019.
- 2.6 This new intake of fire-fighters will fill existing and projected vacancies to 2021, which will mean initial front-loading of posts and over-establishment of operational roles for a short period. This will ensure that the Service will be able to substantiate to fire-fighter vacancies as they arise in accordance with the Workforce Plan.
- 2.7 The positive action measures undertaken to increase the number of female candidates and those from Black, Asian and ethnic minority backgrounds, have proven to be effective in attracting and appointing a diverse group of trainees. Further information regarding the approach is detailed in a separate report.
- 2.8 The Service has now commenced recruitment to middle management roles (Station and Group Manager) and strategic Area Manager roles to appoint to vacancies at this level, and to identify those with potential for future development. These processes are due to be completed by the end of November, and have been opened to both internal and external applicants.
- 2.9 The next phase of progression for supervisory manager roles (Crew and Watch Manager) is scheduled to commence in March 2019. At the end of this final phase of selection, a full complement of appointments to operational roles will have been completed to ensure maintenance of the operational establishment to the financial year 2020/21.
- 2.10 The number of personnel in their development phase and working toward competence during this period will be significant and will require dedicated support from both the Learning and Development department and workplace managers and this will be the focus of attention over the next year.
- 2.11 **Shaping Our Workforce:** the Sustainability Strategy, agreed by the Authority in 2016, is the focus for planned changes and includes re-negotiation of the rostering collective agreement, alternate delivery models to enhance retained firefighting cover, flexible retained fire-fighter contracts, alternative crewing arrangements for RDS sections, and mixed crewing at designated stations.

- 2.12 In February 2018, the Fire Authority agreed proposals to implement mixed crewing at Ashfield and Retford fire stations, and to roll out alternative crewing to retained sections.
- 2.13 Work on implementing mixed crewing is currently being undertaken by a cross-departmental project team, working toward an implementation date of April 2019.
- 2.14 The implementation of the Alternative crewing model for on-call crews is now live and several incidents have been successfully attended. Monitoring and evaluation has been put in place during the initial phase of implementation, and monitoring officers will attend incidents where an alternative crewing appliance is mobilised to provide additional support during this period.
- 2.15 The recent decision to undertake a detailed proposal to develop a joint control room with Derbyshire Fire & Rescue Service has significant human resource implications for control room staff, and the HR team have been involved in providing guidance to inform the review. HR will continue to support this work, which will include consultation with employees and trade unions about the implications of the proposals as they are developed.
- 2.16 **Outstanding Leadership:** as previously reported, an NFRS Leadership Strategy has been published to set out the development pathway for existing and future leaders of the Service. The strategy provides a framework of competencies, professional / vocational qualification and behaviours that are required and developed at different stages of a career; from those aspiring to their first supervisory role to a strategic manager. The leadership programmes will provide the core learning needed to ensure technical and managerial competence.
- 2.17 An assessment of leadership qualification is currently being reviewed at a national level and NFRS are represented on this group. The advent of apprenticeships at levels 6 and 7 – graduate and post-graduate qualification – has opened up new avenues which combine academic and vocational learning and which may be appropriate at middle manager and strategic roles. The Service is also reviewing the Middle Manager development programme to establish a route toward leadership competence for new and existing Station and Group Managers and equivalent support roles, with an implementation date from 2019.
- 2.18 The Aspiring Leaders programme, which commenced in December 2017, and is aimed at employees considering their first leadership role is due to complete and enrolment on a second programme will commence later in the year. Whilst participation is voluntary, this is a way of identifying and developing future leaders and providing participants with the tools to become effective managers. This includes access to the Open University Managers Toolkit, which is an on-line, distance learning programme that is particularly suitable for self-development and which opens up access to those who are unable to commit to an academic course, such as on-call or part-time employees.
- 2.19 **Workforce Development:** the training of both whole-time and on-call trainees will be the focus for the trainer team based at the SDC for the next year. This

is a significant challenge, in addition to the operational training already planned for 19/20 and the commitment and professionalism of all those involved in planning and implementing this training programme is recognised by the Service.

- 2.20 The e-learning team has continued to develop new packages for the NFRSLearn site; most recently, a training programme for Whole-time trainees has been developed which complements the initial training course by releasing material on a weekly basis to facilitate self-study and assessment. Each trainee has been provided with a laptop which links directly to the development site.
- 2.21 SDC programme scheduled work for 2019-20 includes specific high-risk sites, National Occupational Standards, animal rescue, HAZMAT, support for on-call learning and incident command. The site is widely used and helps to ensure acquisition and maintenance of up-to-date operational knowledge, and supports the introduction of new equipment and techniques.
- 2.22 Training in Compartmental Fire Behaviour Training (CFBT) has recently commenced at Derbyshire FRSs training centre and courses are plotted throughout 2018 and 2019. The training is provided by NFRS trainers and hosted at the Ripley venue, as well as at the RAF Waddingham (Lincolnshire FRS) site depending on geographical location of the trainees and this is a further example of collaborative working between services.
- 2.23 West Midlands FRS have also recently been commissioned to provide high rise training, which has dedicated high-rise training facilities, and will be undertaken as eight one-day courses between December 2018 and March 2019.
- 2.24 Agreement has recently been reached with Nottinghamshire Police to provide driver training for D1 Police drivers (multi personnel vehicles) over the next 12 months from the driving school site at Highfields. The Service is currently assessing potential for a reciprocal arrangement for the police to provide blue light training for officers.
- 2.25 Courses in coaching and mentoring skills and “Holding Difficult Conversations” are also scheduled as personal development events over the next couple of months.
- 2.26 **Workforce Engagement:** the focus for internal communications has been to share information with NFRS staff about the proposals to develop a shared control room with Derbyshire FRS and the proposed collaboration with the police on a shared estate, including a shared Headquarters. Whilst these proposals are at a formative stage, it is important that the Service engages openly with the workforce as part of its change management process. As the proposals progress, consultation will take place with those potentially affected and with the representative bodies to ensure that information is shared and that workforce concerns can be addressed.
- 2.27 Since the commencement of the whole-time trainee course, the Communications team have been providing video on You-Tube which tracks the progression of the trainees through short film clips and interviews. This

use of social media provides a means of informing the workforce and wider community about the challenges faced by the new trainees and show-cases the skills and fitness required to undertake a fire-fighter role.

- 2.28 A summary report from the employee survey which was launched in early March has been received and staff focus groups are being held to provide more in-depth feedback in specific areas highlighted by the responses. An action plan will then be developed and circulated with aim of addressing issues raised. Overall the response has been positive, with 55% of the workforce completing the survey.
- 2.29 **Positive Workplace and Culture:** work to promote the Service's core values 'Value and Respect', 'Open to Change', 'Professional' and 'One Team' has been recognised by 90% of those responding to the recent employee survey. This is an endorsement of the work undertaken by the organisational development and corporate communications team to embed the values across the service, although it is recognised that more work needs to be done to truly impact upon the culture of the organisation.
- 2.30 Morale has been identified as an issue by some respondents in the employee survey which, given the impact of measures taken to effect budget reductions and other changes to service delivery, is not an unexpected response. The measures implemented through the Sustainability Strategy will now provide a period of consolidation and service improvement which will go some way to addressing workforce concerns. The importance of employee engagement will play a key part in promoting a positive working environment.
- 2.31 **A Safe and Healthy Workplace:** the Health and Safety Statement of Intent has recently been revised and agreed by the Authority. This reiterates the Authorities commitment and overarching approach to health and safety risk management. A collaborative approach to the completion of operational task based risk assessments has been adopted to support the implementation of National Operational Guidance (NOG) and ensure consistent safety standards across the regional. Service Health, Safety and Welfare Committee (SHSWC) continues to scrutinise both proactive and reactive monitoring information, including that provided by National Operational Learning (NOL) to ensure continued learning from events.
- 2.32 The OH team are offering appointments for flu vaccinations for the workforce throughout October and November to reduce the likelihood of respiratory infection over the winter. This part of a strategy of pro-active support to encourage healthier lifestyles and prevent sickness absence.
- 2.33 A review of the current Management of Sickness Absence policy is currently being undertaken to ensure that policy and practice support for employees and interventions in place to promote a return to work at the earliest opportunity. A Well-being strategy, which draws together the occupational health support available to employees, will also be developed to ensure that employees are aware of the range of support available to them to maintain their physical, mental and emotional health throughout their working life. This is particularly pertinent as pension changes mean that employees will have longer working lives and may face health challenges at different stages of their career.

- 2.34 **Inclusion:** the Service recently signed a tri-service commitment, with Derbyshire and Leicestershire FRS', to actively support and address issues for the deaf community. The BSL Charter commits the services to work with the Deaf Community to ensure improvements in access to services and communication with the deaf community. A recent review has been undertaken to identify issues faced within Nottinghamshire, and an action plan is being formulated at a local level.
- 2.35 An action plan to address issues raised through a questionnaire to female employees has been now been agreed, and work is progressing in various areas, such as maternity, uniform, facilities and menopause, to take forward suggestions for improvement. This work is monitored through the Equalities Steering Group, which is chaired by the Deputy Chief Fire Officer.
- 2.36 The positive action work which has been successful in encouraging applications from a diverse range of applicants to apply for fire-fighter roles with the Service has been developed into a case study, which will be circulated nationally as an example of best practice to other FRS. A more detailed report on this work is set out separately.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resources and learning and development implications are contained within the report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as the People Strategy does not directly affect policy or service delivery, however proposals arising from individual work-streams will be subject to an equality impact assessment at the development and implementation stages.

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 directly from this report. However, some of the proposed workstreams may have contractual and employment law implications which will form part of the specific proposals. The Human Resources team will work closely as an integral part of project teams to ensure that all contractual and legal implications are highlighted and addressed.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The development and implementation of a People Strategy forms part of a suite of strategies which underpin the effective leadership and governance arrangements of the Service, establishing a clear direction and priorities for the workforce.
- 8.2 Evidence of effective workforce planning and commitment to equality and inclusion will form part of any future inspection undertaken by the HMICFRS.

9. COLLABORATION IMPLICATIONS

- 9.1 As set out in the report, the Service is actively seeking collaboration opportunities with the Nottinghamshire Police and neighbouring Fire and Rescue Service in several areas of service activity, most notably learning and development activities. Current activity is set out within the report.
- 9.2 The proposal to develop detailed business cases for a Joint Control Room with Derbyshire FRS, and to move toward a shared estate with the Nottinghamshire Police, will require the respective Human Resources and Learning and Development teams to work closely together to achieve an integrated approach to workforce issues should the proposals be progressed.

10. RECOMMENDATIONS

That Members note the contents of the report.

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

None.

John Buckley
CHIEF FIRE OFFICER

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank