



NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY

HUMAN RESOURCES COMMITTEE

Date: Friday, 25 January 2019 **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

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

AGENDA

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| 7 | 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. | |

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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*
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Agenda, reports and minutes for all public meetings can be viewed online at:-
<https://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=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 9 November 2018 from 10.00 am - 11.21 am**

Membership

Present

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

Absent

Colleagues, partners and others in attendance:

Craig Parkin	- Assistant Chief Fire Officer
Tracy Crump	- Head of People and Organisational Development
Matt Sismey	- Equality and Diversity Officer
Gavin Harris	- Head of ICT
Catherine Ziane-Pryor	- Governance Officer

9 APOLOGIES FOR ABSENCE

None.

10 DECLARATIONS OF INTERESTS

None.

11 MINUTES

The minutes of the meeting held on 13 July 2018 were confirmed as a true record and signed by the Chair.

12 HUMAN RESOURCES UPDATE

Tracy Crump, Head of People and Organisational Development, presented the report which provides detailed statistics of key human resources metrics for the second year quarter period of 1 July to 30 September 2018, with absence data from the first quarter also included.

The following points were highlighted and responses given to members' questions:

- (a) The Service puts a lot of effort into managing ill health with free physiotherapy access, health and fitness advice and mentoring, and support to return to work;
- (b) In Quarter 1, there were 57.5 fewer days sickness absence for full time employees, compared to the previous quarter, but a 22% increase in the 2nd Quarter;
- (c) The Service takes part in the National Fire Chiefs Council sickness absence survey, and NFRS consistently reports below the national sector average for sickness absence;
- (d) Whilst staffing numbers are usually negative, due to the recent recruitment they are temporarily above the approved establishment due to 'front loading' as part of succession planning. As it takes between 18 months and 2 years from recruitment to fully competent firefighters, it is sensible to recruit slightly above the approved level of staffing to take into account projected turnover;
- (e) The first phase passing out ceremony of the new intake will take place on 29 November at 5.30pm at Service Development Centre, Ollerton. If members of the Committee would like to attend, please liaise with Craig Parkin, Assistant Chief Fire Officer;
- (f) There was a good take-up by staff of the Service's offer of a flu jab;
- (g) The progress through the training programme for the new recruits has been included in the Service's social media promotion of the Service, including you-tube footage with links to the Service website. This is the first time the Service has taken this approach but it appears to be of public interest.

Members of the Committee commended the Service for the strong and positive social media presence and how the unity of teams within the Service is so clearly illustrated. The investment in expanding a social media presence has been valuable at spreading safety information, promoting the work of the Service and keeping citizens informed and reassured with regard to incidents such as the recent Cattle Market Fire.

RESOLVED to note the report.

13 WHOLETIME FIREFIGHTER RECRUITMENT POSITIVE ACTION AND NEXT STEPS

Craig Parkin, Assistant Chief Fire Officer, presented the report which updates the Committee on the outcomes from the whole-time firefighter recruitment campaign and associated positive action measures. Matt Sismey, Organisational Development and Inclusion Manager, was also in attendance and contributed to the item.

The following points were highlighted and responses provided to members' questions:

- (a) Due to the need for re-organisation, it has been 6 years since the Service last undertook a whole-time recruitment although retained recruitment is on-going. This recruitment cycle has been the most comprehensive to date;

- (b) Prior to the recruitment, from June 2017, the Service raised awareness with specific focus in Black, Asian Minority and Ethnic (BAME) communities and women to encourage and promote firefighting as an accessible career and dispel misconceptions;
- (c) Recruitment was launched in March 2018 and the assessments and tests lasted 5 months, with a total of 44 candidates being offered whole-time firefighter jobs with 14 starting in September 2018 and the remainder starting in either January 2019 or later in 2019;
- (d) It is intended that new firefighters will rotate around the Service to ensure that they gain a broad experience of the Service and understand the different aspects of Service activity, including fire prevention work;
- (e) In advance of recruitment, during 2017, a comprehensive schedule of positive action was implemented which included engagement with young people, videos, posters, promotion through partner job teams, festival attendance and the Corporate Games;
- (f) A seconded female firefighter undertook a huge commitment of facilitating regular fitness sessions for potential female candidates so that they are aware of the fitness level required, could prepare and be supported into the recruitment process;
- (g) Of the 599 initial expressions of interest, 44 were successful:

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

- (h) The first passing out ceremony will take place at the end of November, from which new firefighters will be allocated stations with dedicated mentors and off-station support;
- (i) With consideration to staffing projections on the current staffing levels, it is anticipated that the next recruitment campaign will be required in 2021. The future needs of the Service beyond 2021 is yet to be determined, but will need to pay attention to the financial pressures of the Fire Authority.

Members of the committee welcomed the positive action taken which resulted in the Service better reflecting the communities which it serves.

RESOLVED to note the report.

14 EQUALITIES MONITORING

Craig Parkin, Assistant Chief Fire Officer, presented the report which provides the Committee with protected characteristic workforce data for the period 1 January to 30 June 2018 and informs the Committee of the work undertaken to improve diversity within the Service.

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

- (a) In the period between 1 January to 30 June 2018:
- (i) Two female operational officers joined the Service, raising the proportion of male to female operatives from 4.58% (32 of 699 posts) to 4.79% (34 of 710 posts), which is in line with National trends;
 - (ii) The proportion of Black, Asian, Minority, and Ethnic (BAME) employees rose from 3.36% (30) to 3.56% (32) but it is noted that 60 employees of the 899 total staffing compliment did not disclose their ethnic origin;
 - (iii) Although there were no changes to the number of employees, as the overall workforce increased, the proportion of Lesbian, Gay or Bisexual personnel dropped from 1.57% (14) to 1.55% (14);
 - (iv) The proportion of disabled personnel reduced from 4.37% (39) to 4.23% (38);
- (b) Her Majesty's Inspectorate Constabulary and Fire and Rescue Services (HMICFRS) will consider workforce make up and terms and conditions as part of the Service-wide inspection during February;
- (c) The Service relies on staff informing it that they have a disability so that appropriate measures can be put in place to support staff;
- (d) NFRS is not unique in that there is still a gap in senior positions where the majority of post holders are white males, but work is on-going to encourage female applicants when vacancies arise with self-development, but the results will take time to emerge;
- (e) To encourage progression through the grades, the Aspiring Leaders Programme is proving popular;
- (f) The Service has previously considered childcare facilities for employees but the dispersed nature of the workforce makes this impractical, however the Service does support a salary sacrifice scheme for provision of childcare vouchers. Due to recent changes to national childcare support, this is only now available to existing users. The way in which people work is changing and if there is to be co-location with partners, then this may provide an opportunity to review childcare options.

RESOLVED

- (1) to note the report and continue to support the Service's continued commitment to deliver a more diverse workforce;**
- (2) for Craig Parkin, Assistant Chief Fire Officer, to arrange for the feasibility of workplace childcare arrangements to be considered and the findings to be reported to the Committee.**

15 UPDATE ON THE PEOPLE STRATEGY

Tracy Crump, Head of People and Organisational Development, and Craig Parkin, Assistant Chief Fire Officer, presented the regular update report which informs the Committee of the activity since the last report six months ago on the following strategy focus areas:

- Delivering our services;
- Shaping our workforce;
- Outstanding Leadership;
- Workforce development;
- Workforce engagement;
- Positive workplace and culture;
- A safe and healthy workplace;
- Inclusion.

The following points were highlighted and responses provided to Committee members' questions:

- (a) Whilst the Service has been through a lot of changes during the past few years, it may be expected that tensions would exist between the Leadership Team and the Trades Unions, but this is not the case and a good relationship and time is invested to ensure this is maintained;
- (b) The Service needs to ensure that the right number of staff with appropriate skills area in post at the required time and succession planning aims to prevent any workforce gaps appearing;
- (c) The Service is recruiting to more senior posts now and there is a concerted drive to develop and up-skill existing talented and valued staff, with a range of courses and mechanisms in place;
- (d) The project team is working hard to support staff in preparation of the mixed crewing model which is scheduled to be operational during April 2019 at Ashfield and Retford Stations;
- (e) The alternative crewing model (whereby in exceptional circumstances, for low-level incidents and where no alternative can be found, an on-call ridership of 3 firefighters instead 4 is dispatched) is now active and will be closely monitored. The Chief Fire Officer has clearly stated that this will not become the standard practice;
- (f) With regard to the transfer of the control room facility, discussions with staff around issues and concerns are on-going;
- (g) Development and up-skilling of staff is ongoing with initiatives including the 'Aspiring Leadership Programme' and the introduction of adult apprenticeships for which existing and operational staff may be eligible;
- (h) Collaborative training options are proactively being sought.

Members of the Committee welcomed the update and the opportunity of high level paid apprenticeships without the need to accumulate the debt of attending University.

RESOLVED

- (1) to note the report;**
- (2) for the review of the mixed crewing model to be submitted for the Committee's consideration after being implemented for a year;**

- (3) **for a review of the apprenticeships schemes and impact on the levy to be submitted for the Committee's consideration.**

16 EXCLUSION OF 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.

17 PROPOSED RESTRUCTURE OF THE ICT DEPARTMENT

Craig Parkin, Assistant Chief Fire Officer, presented the report of the Chief Fire Officer.

RESOLVED to approve the recommendations as set out in the report and added to in the meeting.

18 HONORARIA PAYMENT

Craig Parkin, Assistant Chief Fire Officer, presented the report of the Chief Fire Officer.

RESOLVED to approve the recommendations as set out in 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: 25 January 2019

Purpose of Report:

To update Members on key human resources metrics for the period 1 October to 31 December 2018.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 As part of its remit, the Human Resources Committee of Nottinghamshire and City of Nottingham Fire and Rescue Authority receives regular updates on Human Resources (HR) issues within 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 The following represents absence figures for Quarter 3: 1 October 2018 to 31 December 2018:

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 3

- 2.2 Absence across the workforce, excluding retained employees, decreased by 310.5 days (22%) during the review period.
- 2.3 The average period of sickness absence per employee was 1.75 days.

Absence	Quarter 3 1 Oct – 31 Dec 2018	Compared with previous quarter	Cumulative total days lost for 18/19	Cumulative average over last 12 months
Total workforce (133 employees have been absent on 148 occasions during Q3, excluding retained*)	1121 days lost 1.75 days per employee	1431.5 days lost 2.19 days per employee 22% decrease (-310.5 days)	3724.5 days lost	7.62 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 In comparison to the same period of 17/18, this represents a decrease of 293.5 days (-20.75%). Cumulative trends between quarters over the past three years are shown in the table set out at Appendix A.
- 2.5 Long term absence equated to 56.6% of the total absence in Q3. A full period commentary for quarter 3 can be found at Appendix C.
- 2.6 The main reasons for sickness absence were: Musculo Skeletal, Mental Health issues and Respiratory conditions.

NATIONAL TRENDS

- 2.7 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 the first half of 2018/19. The two charts reflect Whole-time and Control (12i) and whole workforce figures (12ii).
- 2.8 For Whole-time and Control (12i) the chart show that the Service ranked 16th of the 29 Services at 3.64 days per employee, and was below the sector sickness average of 3.74 days per employee. The lowest average was 1.95 days and the highest 6.61 days.
- 2.9 For whole workforce (12ii) the tables show that the Service, ranked 20th of the 27 Services at 4.06 days per employee, and was just above the sector sickness average of 3.71 days per employee. The lowest average was 2.10 days and the highest 7.08 days.

DISCIPLINE, GRIEVANCES ETC

- 2.10 Over the period 1 October 2018– 31 December 2018:

- Disciplinary: 4
- Grievances: 2
- Harassment and bullying: 0
- Formal Management Sickness Absence Policy: 0
- Dismissals including ill health retirements: 1
- Redundancy: 0
- Redeployment: 0
- Employment Tribunal cases: 0
- IDRP appeals: 0
- Performance and capability: 0

STAFFING NUMBERS (Q3)

- 2.11 During the period, 11 employees commenced employment. Establishment levels at 31 December 2018 are highlighted below:

	Approved	Actual	Variance
Wholetime	455 (455 FTE)	451 (449.08 FTE)	-4 (-5.92 FTE)
On-call	192 units	265 persons (141 units) (includes 61 dual contracts)	-51 units
Non-Uniformed	158 (149.24)	159 (150.55 FTE)	+1 (+1.31 FTE)
Fire Control	25 (25 FTE)	27 (26.75 FTE)	+2 (+1.25 FTE)

- 2.12 There have been 23 leavers and 11 starters since the last report, which has resulted in an actual workforce figure of 902 (this includes 61 dual contractors). Leavers are broken down as follows: fifteen Whole-time, five On-call, and three Support roles.
- 2.13 As at 31 December 2018 Whole-time establishment stood at 451 operational personnel (449.08 fte) employees against an establishment of 455 posts.
- 2.14 During the period the Service has appointed to one Support role and ten 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 assessment 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.

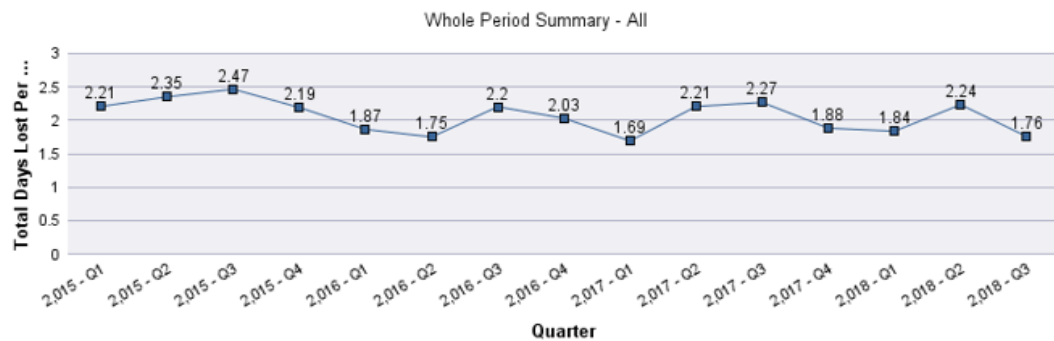
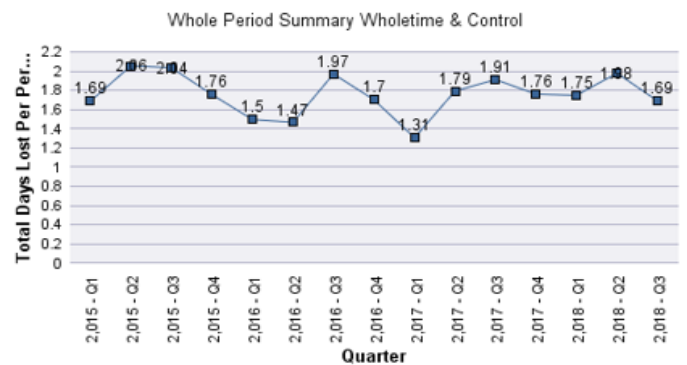
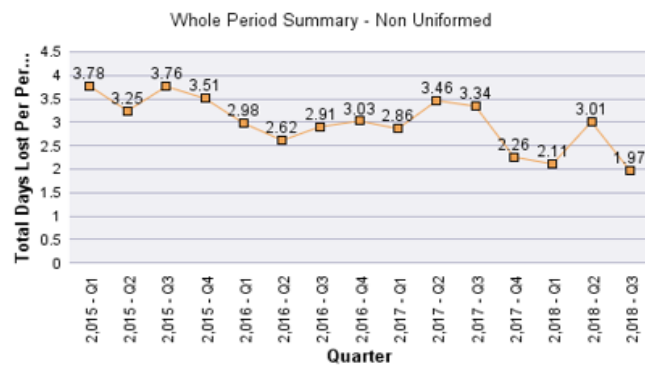
John Buckley
CHIEF FIRE OFFICER

APPENDIX A

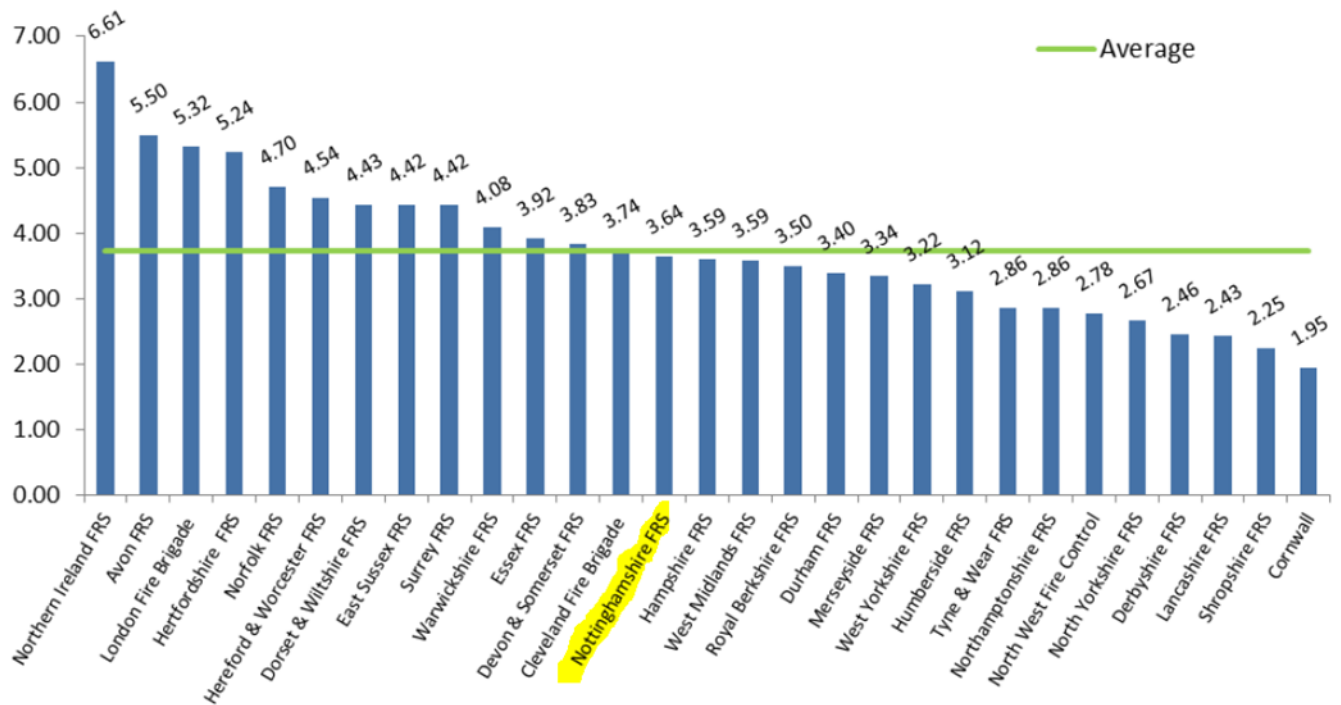
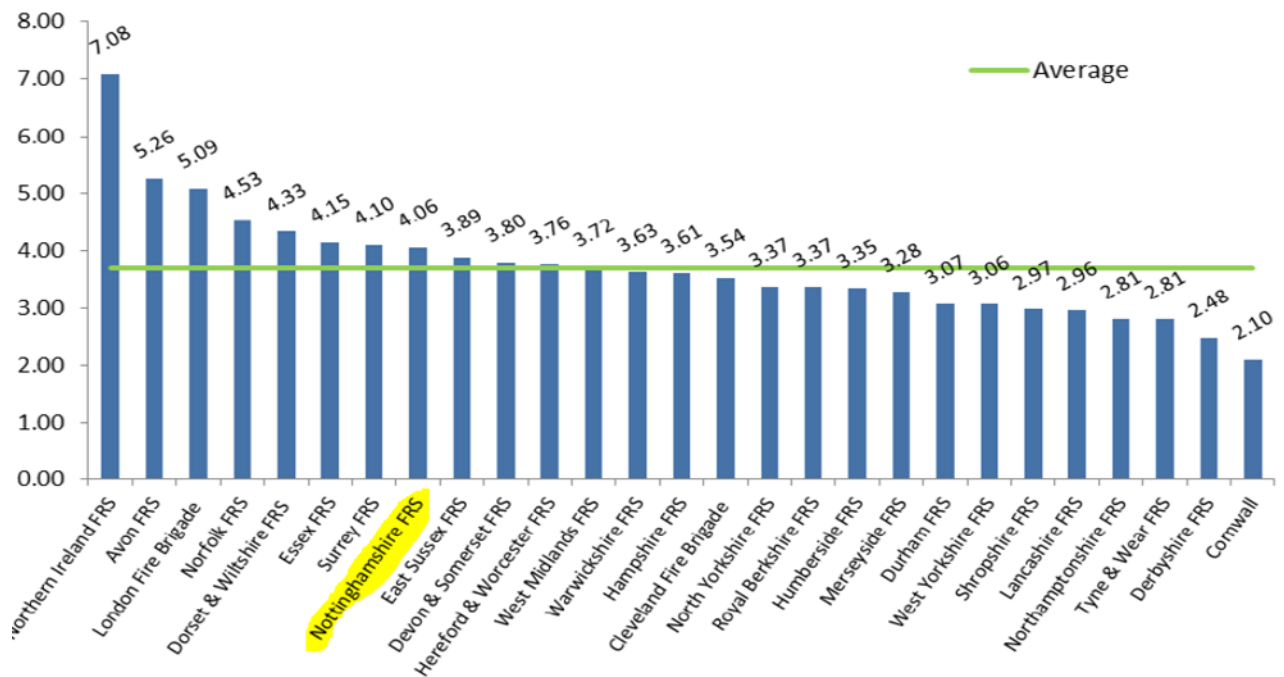
Appendix - Reporting Period: 01/04/2015 to 31/12/2018

Quarter Breakdown by Month	October		November		December	
	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	0.93	147.5	0.58	92.5	0.46	73.5
Wholetime & Control	0.58	276.0	0.56	266.5	0.55	265.0
Sum:	0.6648	423.5	0.5636	359.0	0.5314	338.5

Current Q vs Previous Q	2,018 - Q2		2,018 - Q3	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Non Uniformed	3.0094	478.5	1.9717	313.5
Wholetime & Control	1.9791	946	1.6893	807.5
Sum:	2.2363	1424.5	1.7598	1121



BVP12i : Wholetime and Control

BVP12ii
Wholetime, Control and Green Book

Q3 – WHOLETIME ABSENCE

In total 744 working days were lost due to sickness during this quarter. Of this, 490 days were lost to long-term absence (28+ calendar days absent) and 254 days were lost due to short term absence. This represents an overall decrease of 182 days (19.6%) on the previous quarter, the percentage decrease is similar in both long term and short term absences.

The average absence per employee was 1.65 days lost, which is very slightly above the target figure of 1.6 days lost per quarter per employee.

HMICFRS have asked us to report on sickness absence by FTE (full time equivalent) 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 shifts lost for part time employees are both calculated. FTE Shifts lost are also 1.63 for Wholetime. This difference is due to the number of leavers in the period impacting the headcount averages differently.

66% of sickness absence in this quarter was due to long term absence, this is the same as Quarter 2. There were 21 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 11 employees had returned to work with 10 still absent.

Reasons for absence

Main reasons for sickness absence for the Wholetime are Musculo Skeletal issues (19 instances, 246 days) and Mental Health (8 instances, 171 days). The main long term absence reasons were Musculo Skeletal (6 instances, 188 days) For short term absences the main reason is also Musculo Skeletal (13 instances, 58 days)

Wholetime			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	19	246	Musculo Skeletal	13	58	Musculo Skeletal	6	188
Mental Health	8	171	Respiratory - Cold/Cough/Influenza	15	39	Mental Health	4	142
Heart, Cardiac and Circulatory Problems	2	114	Virus/Infectious Diseases	9	34	Heart, Cardiac and Circulatory Problem	2	114
Hospital/Post Operative	2	47	Mental Health	5	29	Hospital/Post Operative	1	46
Respiratory - Cold/Cough/Influenza	15	39	Gastro-Intestinal	16	28			
Virus/Infectious Diseases	9	34	Ear, Nose, Throat	9	24			
Gastro-Intestinal	16	28	Cancer and Tumours	1	12			
Ear, Nose, Throat	9	24	Other known causes (not specified in list)	4	11			
Cancer and Tumours	1	12	Respiratory - Chest Infection	3	11			
Other known causes (not specified in list)	4	11	Genitourinary/Gynecological/Reproductive	1	3			
Respiratory - Chest Infection	3	11						

Q3 – CONTROL ABSENCE

In total 64 working days were lost due to sickness absence during this quarter. Of this 46 were lost due to short term absence and 18 lost due to long term absence.

The average absence is 2.37 days per employee.

The HMICFRS Full Time Equivalent shifts lost for Control is 2.38 day per employee.

This represents an increase of 37 days (137%) on the previous quarter. However, due to the small group size in control proportions get skewed.

There were four periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration).

There were ten unique absences by nine 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 musculo skeletal and post-operative recovery.

Q3 – 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 4 day shift traditionally for whole-time employees).

In Q3, 786 days were unavailable due to sickness absence, broken down into 636 days of long-term absence (28+ days) and 150 days of short-term absence. This equates to an average of 2.97 “days” of unavailability per employee.

Compared to Q2, when 572 days were lost to sickness absence, this reflects a significant increase of 214 available days (37%). 81% of sickness absence is long term, this is an increase from 60% of absences in Q2.

There were 14 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 10 of which were classified as long term sickness. At the end of the period 6 employees had returned to work with 8 still absent.

Reasons for absence

The 2 main conditions leading to long-term absence for RDS employees in Q2 were Musculo Skeletal issues (10 instances, 97 days) and Mental Health issues (3 instances, 185 days).

Retained

Retained			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	273	Respiratory - Cold/Cough/Influenza	8	37	Musculo Skeletal	5	260
Cancer and Tumours	2	163	Unknown causes, not specified	2	29	Cancer and Tumours	2	163
Hospital/Post Operative	4	109	Hospital/Post Operative	3	17	Hospital/Post Operative	1	92
Mental Health	2	95	Ear, Nose, Throat	1	14	Mental Health	1	92
Other known causes (not specified in list)	3	38	Gastro-Intestinal	6	14	Other known causes (not specified in list)	1	29
Respiratory - Cold/Cough/Influenza	8	37	Musculo Skeletal	3	13			
Unknown causes, not specified	2	29	Other known causes (not specified in list)	2	9			
Ear, Nose, Throat	1	14	Virus/Infectious Diseases	2	8			
Gastro-Intestinal	6	14	Respiratory - Chest Infection	1	5			
Virus/Infectious Diseases	2	8	Mental Health	1	3			

NON-UNIFORMED (SUPPORT) ABSENCE

In total 314 working days were lost due to sickness absence for non-uniformed personnel during the quarter. This breaks down into 126 days due to long term sickness absence (28+ continuous days absent) and 188 working days due to short term absence. This represents a decrease of 165 days (34.4%) on the previous quarter.

The average absence per employee was 1.97 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 1.84 days per employee, the slight difference is due to the different way the figures are calculated for headcount and shifts lost for part time staff.

There were 12 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 4 of which were classified as long term sickness. At the end of the period 9 employees had returned to work with 3 still absent.

Reasons for absence

The main reason for non-uniformed absence was Musculo Skeletal issues (10 instance, 124 days). This is the main reason for both short and long term absences.

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	10	124	Musculo Skeletal	8	60	Musculo Skeletal	2	64
Mental Health	2	62	Headache/Migraine/Neurological	3	20	Mental Health	2	62
Headache/Migraine/Neurological	3	20	Hospital/Post Operative	2	19			
Hospital/Post Operative	2	19	Respiratory - Cold/Cough/Influenza	8	16			
Respiratory - Cold/Cough/Influenza	8	16	Blood Disorders	1	15			
Blood Disorders	1	15	Virus/Infectious Diseases	7	13			
Virus/Infectious Diseases	7	13	Ear, Nose, Throat	1	11.5			
Ear, Nose, Throat	1	11.5	Genitourinary/Gynecological/Reproductive	1	10			
Genitourinary/Gynecological/Reproductive	1	10	Heart, Cardiac and Circulatory Problems	2	10			
Heart, Cardiac and Circulatory Problems	2	10	Other known causes (not specified in list)	3	5			



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

PAY AND GRADING REVIEW (GREEN BOOK)

Report of the Chief Fire Officer

Date: 25 January 2019

Purpose of Report:

To set out proposals for a change to the grading structure for employees employed under NJC for Local Government Services (Green Book) conditions of service, to take account of the outcomes of national pay negotiations.

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1. BACKGROUND

- 1.1 A National Living Wage (NLW) was introduced by government in 2016. This set out a strategy to move toward a NLW of £9 per hour by 2020 and is applicable to all employers. The NLW applies to employees over the age of 25, although employers have discretion to apply to younger employees as part of its remuneration strategy. The Authority took a decision in 2013 to apply the NLW to all employees, with the exception of apprenticeship roles.
- 1.2 The Local Government Association, as part of its pay negotiations for Local Government Services 2018-19, has revised pay points for the financial year commencing April 2019 to reflect the NLW minimum of £9 per hour. The pay span for “Green Book” roles will commence at £9 per hour (SCP1) rising to £23.63 per hour (SCP49). Please note that SCPs 46-49 are locally determined pay rates.
- 1.3 Each employer in the public sector must apply the increases with effect from 1 April 2019, and therefore must be in a position to have a revised grading structure in place and have assimilated all employees onto the new structure by this date.
- 1.4 The Service appointed an external pay and benefits consultant to undertake pay modelling to review the implications of the new national pay points to the existing grading structure. This review has been considered by the Strategic Leadership Team.
- 1.5 As this represents a change to terms and conditions of employment, any change will require negotiation with the relevant representative body (UNISON).
- 1.6 There are no implications for operational roles, which are covered by separate national pay negotiating processes and which already conform with the NLW rates.

2. REPORT

- 2.1 The Service implemented a local grading structure for support employees (Green Book conditions of service) following the national grading assimilation exercise in 2006. It was subsequently amended in 2008 to take account of the Employment Equality (Age) Regulations 2006.
- 2.2 The grading structure applies to all support roles and is underpinned by the job evaluation process, which applies a point scoring system to establish the size of each job role and its subsequent place in the grading structure.
- 2.3 The current grading system has nine grades, with five salaries (spinal column points) within each grade. Employees usually take five years to move incrementally through the salary points to the top of the grade. The principle of a 5-point salary progression structure reflects best practice in terms of addressing potential age-related discrimination claims.

- 2.4 The pay modelling exercise considered the salary of each support employee within the current local grading structure, which is attached at Appendix A, and applied the national increase of at least 2% to align with a new national pay point. The new national pay points have been consolidated and reduced from 49 points to 43 points and each existing pay point allocated a new pay point within the overall pay structure.
- 2.5 The principles that the consultant considered within the review set out that:
- The revised grading structure should have no more than 6 pay points, ideally 5 to reflect the existing grading bands - to comply with equality legislation;
 - There should ideally be no overlapping salary points between grades – to avoid the risk of equal pay claims;
 - That the erosion of differentials between grades should be kept to a minimum – to maintain pay differences between jobs of different sizes;
 - That the proposals were affordable;
 - That the proposals should be equality impact assessed to ensure that there were no significant adverse impacts by gender or age.
- 2.6 The impact of simply applying national pay points (Option 1), without reference to the current local grading arrangements, does not meet the majority of the principles set out above. Most significantly they lead to grades with a varying number of pay points in each grade (between 3 and 11) overlapping salary points between grades and differential impacts. This is set out in the table below:

Current - 2019									
Grade	Min	Max	Min	Max	Inc	Span (£)	Span (%)	Overlap (£)	Overlap (%)
Grade 1	1	3	17,364	18,065	3	701	4.0%		
Grade 2	5	8	18,795	19,945	4	1,150	5.9%	44	0.2%
Grade 3	6	11	19,171	21,166	6	1,995	9.9%	351	1.7%
Grade 4	12	22	21,589	26,317	11	4,728	19.7%	599	2.5%
Grade 5	20	26	25,295	29,636	7	4,341	15.8%	151	0.5%
Grade 6	27	32	30,507	34,788	6	4,281	13.1%	0	0.0%
Grade 7	33	37	35,934	39,782	5	3,848	10.2%	0	0.0%
Grade 8	38	44	40,760	46,527	7	5,767	13.2%	0	0.0%
Grade 9	45	49	48,506	53,573	5	5,067	9.9%		

The overall cost of applying this model is £137k (£170k including on-costs) in 2019-20, with a full 5-year cost equating to an increase of 3.3% overall.

- 2.7 An alternative option (Option 2) was presented which met the principles set out in Paragraph 2.5, and which resulted in a grading structure with five salary points in each grade, fairly consistent salary spans within each grade and less differential impact. The cost of this option is an additional £7k (£8.7k including on-costs) in 2019/20, with a full 5-year cost equating to an increase of 4.3% overall:

Option Two									
Grade	Min	Max	Min	Max	Inc	Span (£)	Span (%)	Overlap (£)	Overlap (%)
Grade 1	1	5	17,364	18,795	5	1,431	7.9%		
Grade 2	5	9	18,795	20,344	5	1,549	7.9%	0	0.0%
Grade 3	9	13	20,344	22,021	5	1,677	7.9%	0	0.0%
Grade 4	18	22	24,313	26,317	5	2,004	7.9%	0	0.0%
Grade 5	22	26	26,317	29,636	5	3,319	11.9%	0	0.0%
Grade 6	28	32	31,371	34,788	5	3,417	10.3%	0	0.0%
Grade 7	33	37	35,934	39,782	5	3,848	10.2%	0	0.0%
Grade 8	40	44	42,683	46,527	5	3,844	8.6%	0	0.0%
Grade 9	45	49	48,506	53,573	5	5,067	9.9%		

- 2.8 Neither option results in a disproportionate impact on the basis of gender or age.
- 2.9 It should be noted that the above figures do not include national pay increases beyond 2020, which will be factored into the normal budget setting process.
- 2.10 The review also took into account a comparison maximum salaries of each grade compared to one another and the market median for each level. This shows the Authority is above the market median in lower grades but is around the market median in higher grades. This is quite a common picture in local government and fire authorities where pay appears to be above median in lower grades and is at or just below median in higher grades. This position was consistent within both options, and ensures that the Service remains competitive in terms of recruiting and retaining employees.
- 2.11 On the basis that Option 2 meets the original principles of the grading review, and Option 1 presents a significantly different grading model to that currently applied locally and also presents a greater risk of challenge in terms of potential equal pay claims, the Strategic Leadership Team supported the application of Option 2, subject to approval of the Human Resources Committee and agreement of the Fire Authority.
- 2.12 Additionally, the national pay agreement allows discretion to employers as to how the assimilation of employees takes place: Option A – assimilate the employee from the old to the new pay spine and then consider the April increment (if applicable) or Option B – award the April increment first and then assimilate the employee to the new pay spine. As there is negligible difference between application of either option, the Service has opted to apply Option A to the assimilation process.
- 2.13 As any locally applied grading structure is subject to a collective agreement, initial discussions have been undertaken with UNISON, which indicate that the proposals comply with their own national guidance on approved grading structures. The application of the proposed grading structure would therefore reduce the risk of dispute or potential for individual grievances.
- 2.14 The application of the national pay award is effective from 1 April 2019.

3. FINANCIAL IMPLICATIONS

A summary of increased costs, including on-costs, of both options is detailed in the table below:

	2019/20 Additional Cost £'000	Increase against Option 1 £'000	2024/25 Additional Cost £'000	Increase against Option 1 £000
Option 1	170		184	
Option 2	179	9	239	55

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENTBNE IMPLICATIONS

As this proposal constitutes a change to contractual pay and conditions of employment, negotiations will be undertaken with UNISON to seek collective agreement on the changes.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has been undertaken on the basis of gender and age, and this shows that no particular option has a significant or detrimental impact based upon the current profile of those impacted by the proposals.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The Authority is contractually bound to apply the outcomes of the national pay agreement. Any proposed grading structure must be applied with due regard to equalities legislation.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 It is imperative that the Service applies a fair and equal pay policy to comply with equalities legislation, avoid equal pay claims and to maintain positive employee relations. The impact of pay policy impacts upon both recruitment and retention to key roles and it therefore important to reflect sector and local pay rates and maintain effective differentials for higher level roles in any pay structure.
- 8.2 It is considered that Option 2 represents a grading structure which complies with the above requirements and is likely to be accepted by UNISON.

9. COLLABORATION IMPLICATIONS

The nature of localised pay arrangements means that collaboration on grading policy is difficult to achieve between different organisations, which will have established pay and grading policies and collective bargaining mechanisms already in place.

10. RECOMMENDATIONS

That the proposal to apply a local grading structure, set out as Option 2 within the report is approved and recommended to the Fire Authority as the basis for a collective agreement with UNISON.

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

None.

John Buckley
CHIEF FIRE OFFICER

PAYSCALES wef 01/04/2018

NJC Pnts	Annual		Monthly	Hrly
7	16495	GRADE 1 FAN GR1	1,374.58	8.55
8	16626		1,385.50	8.62
9	16755		1,396.25	8.68
10	16863		1,405.25	8.74
11	17007		1,417.25	8.82
14	17681	GRADE 2 FAN GR2	1,473.42	9.16
16	18319		1,526.58	9.50
17	18672		1,556.00	9.68
18	18870		1,572.50	9.78
19	19446		1,620.50	10.08
17	18672	GRADE 3 FAN GR3	1,556.00	9.68
18	18870		1,572.50	9.78
19	19446		1,620.50	10.08
20	19819		1,651.58	10.27
21	20541		1,711.75	10.65
22	21074	GRADE 4 FAN GR4	1,756.17	10.92
23	21693		1,807.75	11.24
25	23111		1,925.92	11.98
27	24657		2,054.75	12.78
28	25463		2,121.92	13.20
27	24657	GRADE 5 FAN GR5	2,054.75	12.78
28	25463		2,121.92	13.20
30	27358		2,279.83	14.18
31	28221		2,351.75	14.63
32	29055		2,421.25	15.06
33	29909	GRADE 6 FAN GR6	2,492.42	15.50
35	31401		2,616.75	16.28
36	32233		2,686.08	16.71
37	33136		2,761.33	17.18
38	34106		2,842.17	17.68
39	35229	GRADE 7 FAN GR7	2,935.75	18.26
40	36153		3,012.75	18.74
41	37107		3,092.25	19.23
42	38052		3,171.00	19.72
43	39002		3,250.17	20.22
44	39961	GRADE 8 FAN GR8	3,330.08	20.71
45	40858		3,404.83	21.18
47	42806		3,567.17	22.19
49	44697		3,724.75	23.17
50	45614		3,801.20	23.64
52	47554	GRADE 9 FAN GR9	3,962.87	24.65
54	49505		4,125.39	25.66
55	50503		4,208.61	26.18
56	51506		4,292.16	26.70
57	52523		4,376.91	27.22

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

APPRENTICESHIP UPDATE

Report of the Chief Fire Officer

Date: 25 January 2019

Purpose of Report:

To provide an annual update on apprenticeships within the Service.

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1. BACKGROUND

At its meeting on 26 January 2018, Members received a 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 In the previous report, the Service was preparing to apply for training provider status on the Register of Approved Training Providers. This would allow it to be recognised for training levy funding and to enrol new trainee firefighters on an Operational Firefighter Apprenticeship. Unfortunately, this application was unsuccessful and there was no opportunity to apply again in time for the first trainee programme, which commenced in September and completed in December.
- 2.2 The Service has therefore tendered for a training provider to support the Operational Firefighter Apprenticeship, which commences in January. Whilst the training will be undertaken by trainers at the Service Development Centre, the Service will receive funding on a sub-contracting basis from Sheffield College, via the levy, to deliver the apprenticeship. This will be in the region of £7,500 per trainee over two years, plus the cost of the end-point assessment (£2,400 per trainee). This funding will be set against training costs incurred by the Service.
- 2.3 The application process for the Register of Approved Training Providers has now re-opened, and the Service will be seeking to become a training provider before the commencement of the next trainee course in September 2019. This will allow the Service to directly draw down funding for all future apprenticeships.
- 2.4 The Service currently has two apprentices in support roles. One is employed in the Finance Department and is undertaking the Association of Accounting Technician apprenticeship and the other in the ICT Department undertaking a Level 4 Network Engineer Apprenticeship. A further apprenticeship role has recently been approved within the ICT Department which will be advertised during 2019.
- 2.5 An ILM Level 5 Operations/Departmental Manager apprenticeship commenced earlier in the year, and there are currently six employees undertaking this programme via Sheffield College. The college provide two days per month of on-site tutorials, with 20% of working time committed to further study. The Service is also currently in discussion with Nottingham Trent University to develop a Level 7 Senior Managers Apprenticeship, which will have a public-sector focus. This would replace previous programmes up to Masters level and would be available to middle and strategic managers.

- 2.6 The process for drawing down levy funding and complying with the associated regulations is quite complex, although further clarity is being provided as the apprenticeship scheme becomes more established. In the next year, the Service expects to draw down significant funding to support both internally provided and external training linked to apprenticeship schemes. The levy funding must be spent within 24 months of pay-over.

PUBLIC SECTOR APPRENTICESHIP TARGET

- 2.7 As previously reported, public sector employers have been set a target of 2.3% of the workforce as new apprenticeship starters. Based on a workforce of 850 (excluding those with dual contract arrangements), this would require 19 new apprenticeships each year. The Service is required to report whether it has achieved the target in September of each year, and therefore the Service reported that it had not been able to meet this target during 2017-18.
- 2.8 Whilst the target is based on headcount and includes the whole workforce, the Service is unable to register on-call trainees onto the Operational Firefighter Apprenticeship as they cannot comply with the eligibility criteria due to their hours of work. This means that the majority of appointments made each year, 27 on-call trainees since April 2018, cannot be counted against the target. This has been recognised by the NFCC as a sector issue and lobbying has been taking place to address this anomaly.
- 2.9 Given the numbers registered through apprenticeship schemes between January and September 2019, it is anticipated that the Service will meet the apprenticeship target when it reports again in September 2019.
- 2.10 The target extends over four years, between 2017 and 2021, and it is possible to aggregate apprenticeship starts between years.

3. FINANCIAL IMPLICATIONS

- 3.1 As of December 2018, the Service had £178k in its digital apprenticeship account. This includes a contribution from government. The monthly contribution to this account is approximately £10,800 depending on payroll numbers in a given month.
- 3.2 Between April and December 2018, the Service drew down £17,697 toward apprenticeship training, at approximately £2,340 per month.
- 3.3 Once the operational apprenticeships commence in January 2019, this draw down will increase to £7,140 per month and will increase again in September 2019 by a similar amount. At this point, the Service will be drawing down full funding from the levy account.

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 been undertaken as part of the consultation on the Grading Policy.

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. The use of sub-contracting arrangements is a means by which the Service has been able to access funding to provide operational firefighting apprenticeships.
- 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

There are no collaboration implications arising from this report.

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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