



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

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

# **WORKFORCE PLAN 2018-20**

Report of the Chief Fire Officer

**Date:** 13 July 2018

**Purpose of Report:**

To review the Corporate Workforce Plan for 2017-19 and inform Members of the updated plan for 2018-20.

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## **1. BACKGROUND**

- 1.1 The Workforce Plan 2018-20 forms part of the business planning process and is undertaken by the Human Resources Department to establish workforce trends, identify potential workforce planning issues and formulate an action plan to address these issues. The plan is based upon projections of anticipated turnover and information received from all departments regarding their workforce needs for the forthcoming year.
- 1.2 The plan seeks to forecast:
- Workforce reductions through retirement, projected turnover and other factors;
  - Workforce increases resulting from delivery of new service requirements;
  - The need for succession planning for specialist and managerial roles;
  - Particular areas of concern within the Service;
  - Resources requirements.

## **2. REPORT**

### **REVIEW 2017-19**

- 2.1 There has been a small reduction in workforce numbers during 2017-18, from 912 to 902 employees (as at 1 April 2018). This is mainly accounted for by retirements and turnover from the whole-time operational roles. The deletion of 16 whole-time roles in January 2018 and migration of ten employees from the on-call duty system resulted in a balanced whole-time establishment at the end of 2017-18.

### **WHOLE-TIME ESTABLISHMENT**

- 2.2 The whole-time establishment has reduced by 17 posts, from 472 to 455 posts due to the deletion of 16 operational posts, arising from the approval of the re-alignment of resources report to the Fire Authority in September 2017. In addition, a Learning and Development Watch Manager role was converted to a Green Book role (XVR Technician) to support incident command training.
- 2.3 All reductions have been made as a result of normal turnover.
- 2.4 As at 31 March 2017, the operational workforce stands at 455 (454.08fte) against an establishment of 455 roles.

### **ON-CALL (RETAINED) ESTABLISHMENT**

- 2.5 The Service has actively sought to increase recruitment to on-call roles during 2017-18, with 36 new trainees appointed to 13 on-call sections across the county, in addition to the 28 trainees appointed in 2016-17. However, this

must be off-set against turnover, which accounts for 27 leavers in the past year. In addition, 10 on-call employees were migrated to the whole-time duty system in February 2018.

- 2.6 The agreed implementation of a mixed crewing model at Ashfield and Retford stations has focused recruitment efforts in these areas and recruitment has commenced for the next training course which is scheduled for September 2018.
- 2.7 On-call recruitment and retention is an on-going challenge for the Service due to the limited recruitment pool of potential applicants who live or work within the five-minute response time of a station and the commitment required to maintain availability. A Sustainability of On-Call Group meets regularly to identify issues and implement improvements to make the role more attractive and enhance the earning potential for on-call personnel.
- 2.8 As at 31 March 2018, the Service employed 258 on-call employees compared to 251 in April 2017. This includes 59 dual employment contracts.

## **CONTROL ESTABLISHMENT**

- 2.9 The Service retains a control room workforce of 27 employees (26.25fte), which is above the agreed establishment of 25 due to secondments of personnel to the regional Systel team and to the Emergency Services Network project.

## **SUPPORT ESTABLISHMENT**

- 2.10 As at 31 March 2017, the Service employed 162 (151.79fte) employees in support roles against an establishment of 162 posts. However, it should be noted that, of these, 15 are fixed term appointees.

## **WORKFORCE PROJECTIONS 2017-18**

- 2.11 In projecting workforce levels for 2017-18, assumptions were made about turnover levels. The most significant impact of turnover relates to the operational workforce as this directly relates to frontline service provision.
- 2.12 It was projected that 16 employees could leave the Service at the 30-year retirement point and seven for other reasons. In a worst-case scenario, that up to 20 additional employees could choose to take early retirement. Taking potential leavers to 43.
- 2.13 In the event, there were 19 leavers. Eleven as a result of retirement and eight for other reasons. This is broadly in line with predictions (but less than the worst-case scenario) and is mainly due to decisions regarding retirement.
- 2.14 In terms of the on-call workforce, it was predicted that up to 29 employees could leave the Service during 2017-18. In the event, 27 personnel left, which is slightly lower than forecast. However, an additional ten on-call personnel

migrated to the whole-time duty system, which brings the total reduction to 37 personnel.

- 2.15 In terms of the Control and Support workforce, it was predicted that up to 14 employees could leave the Service during 2017-18. In the event 24 personnel left, which is higher than predicted. However, two were due to redundancy and three as a result of the expiry of fixed term contracts.
- 2.16 It is difficult to predict with certainty the level of anticipated turnover in any given year as it is affected by numerous factors. The numbers of early retirements amongst whole-time operational personnel was lower than predicted as a worst-case scenario, and the number of leavers in control/support roles higher than predicted.

## **OTHER ACTION POINTS**

- 2.17 In addition to succession planning, other key objectives within the workforce plan 2017-18 centred on improving equality and sickness absence figures.
- 2.18 In terms of equality, the Service has increased the number of operational female employees by four on-call firefighter roles. The number of female whole-time operational roles remains unchanged as there has been no recruitment during the period. The work undertaken to support female applicants for the on-going firefighter recruitment process is set out in the Executive Summary of the 2018-20 Workforce Plan, and 17 women are currently going through the final stages of the selection process.
- 2.19 Overall, women account for 15.76% of the workforce. The greatest proportion of women are employed in Control roles (77.8% of Control roles) and support roles (54% of support roles). Women account for 4.77% of the operational workforce.
- 2.20 The number of employees from BME backgrounds has slightly increased from 30 to 32 (this does not include employees from White Irish or White Other backgrounds), equating to 3.55% of the total workforce. Positive action measures have been undertaken to encourage applications from BME applicants for the on-going firefighter recruitment process, and 31 candidates from BME backgrounds are currently going through the final stages of the selection process.
- 2.21 The average sickness absence rate for Service employees was 8.05 days in 2017-18, an increase from 7.63 days in the previous year. This is above the target of 6.5 days per employee. The majority of absence (68.6%) was due to long-term medical conditions which were certified by a GP and were longer than 28 days in duration. There have been two medical retirements during the year.
- 2.22 The Service has implemented additional support to reduce the level of absence arising from musculo-skeletal and mental health conditions in the workforce, which are the two main reasons for sickness absence. This

includes access to an Employee Assistance Programme and on-site physiotherapy support.

- 2.23 Progress against these targets, and other aspects of the Workforce Plan, is reported to the Human Resources Committee throughout the year.

## **WORKFORCE PLAN 2018-20**

- 2.24 The current plan has been revised to reflect projections into 2020. Whilst the majority of changes to workforce numbers and the operational delivery model, set out within the Sustainability Strategy and re-alignment of resources report have been actioned, including agreement of a revised Rostering Collective Agreement, mixed crewing, alternative crewing, voluntary secondary arrangements and a reduction in the whole-time establishment, the focus within the term of this plan will be on implementation, and embedding the new working arrangements.
- 2.25 There is still a need to identify £800k of savings due to budgetary pressures by 2020 and this is likely to have some further workforce implications.
- 2.26 The completion of the current firefighter selection process in July will result in the intake of up to 40 whole-time trainee firefighters during the period covered by this plan. It will be some time before the Service will need to undertake a similar level of firefighter recruitment. The emphasis for the next two years will therefore be on developing the new recruits against the national operational firefighter apprenticeship standards.
- 2.27 Priority will also be given to increasing on-call firefighter appointments, which will be supported by the appointment of additional substantive whole-time Crew Manager roles that will be dedicated to on-call support with the aim of improving recruitment, retention and availability.
- 2.28 It is anticipated that there will be a significant number of retirements at supervisory level over the next the two years, which will be addressed through the Service's progression and development programmes.
- 2.29 The impact of increasing collaboration will have workforce implications, for instance the recent agreement to consider the establishment of a joint control function with Derbyshire Fire and Rescue Service, and the Human Resources team will be involved in advising on employment law issues which may arise from such collaborative arrangements.
- 2.30 The raising of the normal retirement age and pension scheme changes will result in an increasing age profile for the workforce, which will have implications for fitness, well-being and employee support. The impact of an ageing workforce will be considered and measures established to anticipate and plan for future issues, this is likely to have implications for occupational health, equipment/PPE and training. The effect of an ageing population will also have implications for the delivery of our services to the community.

- 2.31 The need to make the workforce more representative and diverse will continue to be a priority for the Service. Through a programme of engagement with local communities and positive action measures, which will build on the work already undertaken as part of the ongoing firefighter selection campaign, and development opportunities for existing employees, the Service aims to improve its current workforce profile to better reflect the local population.
- 2.32 Other external factors which will impact upon workforce planning are set out within the introduction to the Workforce Plan and include national pay negotiations and the broadening of role maps, the national living wage, apprenticeship targets, the Fire and Rescue Service National Framework, and outcomes from the Firefighter Pension Scheme legal challenge.
- 2.33 The Workforce Plan forms a key part of the Service's planning process and ensures that the Service has the requisite number of skilled employees, deployed to achieve and maintain the delivery of corporate objectives. Predictions are kept under continual review and regular reports are submitted through the Authority's Human Resource Committee.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The management of establishment levels is key to the overall management of staffing budgets which constitute 79% of the overall revenue budget. Accurate predictions are always difficult, but are still essential to budget setting with issue such as the overall establishment, the distribution of staff within roles and the numbers of staff in development all having significant influence on budgets.
- 3.2 As the report sets out in Paragraph 2.25, the financial pressures on the organisation are such that around £800k of budget reductions will need to be made over the next two years, which may have workforce implications.

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

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

### **5. EQUALITIES IMPLICATIONS**

Equalities implications are contained within the report.

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

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

## **7. LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

## **8. RISK MANAGEMENT IMPLICATIONS**

Workforce planning is key to ensuring that the Service has the requisite number of employees with the skills and competence to fulfil statutory obligations, meet Service objectives and ensure business continuity, within available budgets. Risk and mitigating actions are contained at Appendix B.

## **9. COLLABORATION IMPLICATIONS**

9.1 The Service is actively engaged in identifying opportunities to collaborate with other public-sector bodies on the provision of services to increase effectiveness or efficiency. As such collaborative arrangements may have workforce implications, the Human Resources department will provide professional advice and support to the Service to ensure that issues are dealt with in line with the requirements of employment law and local policy and procedure, and provide support for NFRS employees.

9.2 The Service will seek to identify any collaboration opportunities in the delivery of this Workforce Plan.

## **10. RECOMMENDATIONS**

That Members note the contents of this report.

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

None.

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**NOTTINGHAMSHIRE**  
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# WORKFORCE PLAN 2018-20





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## **INTRODUCTION**

This Plan is designed to highlight issues relating to corporate “people” requirements over the next year, with a look-ahead to 2019, and links into the Business Planning process.

The report seeks to forecast:

- Workforce reductions through retirement, projected turnover and other factors
- Workforce increases resulting from delivery of new service requirements
- The need for succession planning for specialist and managerial roles
- Particular areas of concern within the Service

By anticipating the needs of the Service through the business planning process, the Service can ensure that the foundations are in place to deliver on key service objectives and commitments which will underpin the Nottinghamshire Fire and Rescue Integrated Risk Management Plan 2014-19. These needs can then be factored into the budget planning process.

This Plan will be developed and managed through the Strategic Leadership Team.

## **WORKFORCE CHANGES IN 2017-18**

Overall staffing numbers have decreased from 912 to 902 employees in post (between 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018). A reduction of 10 (this includes current vacancies).

The Service has not recruited to whole-time Fire-fighter roles since 2012 as a result of reducing budgets and workforce changes. However, recruitment has now commenced to recruit to Apprentice Fire-fighter roles in 2018 and 2019, with the aim of providing operational resilience through to 2020. This succession planning ensures that sufficient Fire-fighters are in training to replace those leaving the service through retirement or other reasons over the next couple of years.

(\* For the purposes of this count, each RDS employee is counted as 1 FTE).

### **Operational Roles**

Whole-time establishment current stands at 455 posts, against a workforce strength of 455 at 31<sup>st</sup> March 2018. As part of plans to reduce the salary budget to achieve the savings required by 2019/20 the Authority agreed a reduction of 16 whole-time fire-fighter vacant roles from January 2018 as agreed by the Authority in September 2017. This forms part of planned changes to working practices including the renegotiation of the Rostering Collective Agreement that will release further capacity in the operational workforce. All reductions in workforce have been achieved through natural turnover.

### **Retained Duty System Role**

As part of a strategy to increase the number of RDS personnel, there has continued to be a concerted effort to recruit to the majority of retained sections during 2017. This has led to the appointment of 36 Fire-fighters to 13 retained sections across the county during the last year. This has required significant resourcing from the Human Resources, Learning and Development and Procurement teams, and this enhanced recruitment activity will continue into 2018, with emphasis on recruiting to Ashfield and Retford retained sections to support the new mixed crewing model.

### Control Roles

The Service has a control room workforce of 25 (employees providing emergency call response, operating on a Tri-service basis (with Leicestershire and Derbyshire Fire and Rescue Services) through the shared Systel mobilising system.

The Service contributes to Tri-service administration team through the provision of a Watch Manager role on a seconded basis.

### Support Roles

The number of established roles (162) has reduced by 3 during 2017-18. There has been one post conversion during the year, additionally, the Service currently has 15 personnel on fixed term contracts (excluding internal temporary moves).

### Established Posts

In terms of established posts (excluding retained roles), there has been a reduction overall from 653.35 (fte) to 630.32 (fte), a reduction of 23.03 fte posts.

### **Sickness Absence**

Sickness absence has increased during 2017/18, from 7.63 days to 8.05 days per employee, accounting for 5145 days. This is slightly lower than the public-sector average (9.3 days) but higher than the national average (7.4 days) and private sector average (7 days). In comparison with other Fire & Rescue Services, absence levels are just above the median point of the range (15<sup>th</sup> out of 27).

The majority of this absence (68.6%) is linked to long-term medical conditions which are certified by a GP and are longer than 28 days in duration. There have also been two medical retirements during the year.

The Service continues to provide support for employees through its Occupational Health team to improve health and well-being throughout the workforce, assist those with long-term conditions to return to or remain at work, and to maintain operational fitness. Analysis has shown that the main reasons for long-term absence are linked to musculo-skeletal conditions and mental health issues and the Service has introduced a new Employee Assistance Programme ("Life and Progress") and on-site physiotherapy support to address these issues as part of its Well-Being Strategy. The aim being to provide effective early intervention, ongoing support and rehabilitation to reduce absence levels and to facilitate a supported return to work.

## **Budgetary Position**

The Service continues to face a challenging financial situation. Whilst funding levels are expected to increase slightly in 2019/20 there remains significant pressures on the budget and savings in excess of £800k still need to be identified.

As pay costs form the largest element of spending, it is inevitable that the majority of savings will need to be found through workforce changes.

The route map for achieving these savings through changes to our operational delivery model are contained within the Sustainability Strategy for 2020.

The Service has and will continue to place priority on engaging with our employees and trade unions to find ways to mitigate the need for compulsory redundancies, and to find these savings through greater efficiency, a review of our activities and realignment of services. Formal negotiations have been undertaken with trade unions throughout 2017 and 2018 to agree measures to reduce salary costs through improved efficiency and retirements. A report to the Combined Fire Authority in September 2017 agreed a reduction of 16 vacant Fire-fighter roles from January 2018, at a saving of £590k. Further reductions will be achieved through the implementation of mixed crewing at Ashfield and Retford stations, which will achieve a saving of £800k once fully implemented.

## **EXTERNAL IMPACTS ON WORKFORCE ISSUES**

**Statutory / national changes** which may impact upon workforce issues during 2018-20 include:

- **Potential changes arising from a government review of employment legislation and potential impact of Brexit**

There continues to be a marked reduction in proposed changes to employment law during 2018. However, the impact of Brexit and the Great Repeal Bill which has laid the foundations to transfer all employment legislation into UK law, may result in the rescinding or review of current regulations. The Head of People and Organisational Development will maintain an overview of proposed developments and statutory changes which will impact upon current policy and practice.

- **Potential changes associated with the duty to collaborate with other public-sector bodies under the Police and Crime Act 2017.**

The Service has already introduced changes to its governance structure and there are now closer working arrangements between the Fire Authority and office of the PCC, and between the Chief Fire Officer and Chief Constable, through a Joint Collaboration Board. Collaboration opportunities are also being considered with other potential partners, such as other Fire and Rescue Services and public bodies; any such arrangements to take into account potential efficiencies and improved community outcomes.

Future changes may have a significant impact on workforce planning and service delivery models, which could reflect a single employer model or the transfer of staff under shared service arrangements. Whilst all employees would be affected by such a change, the greatest impact is likely to be for support employees.

- **Gender Pay Gap and Equal Pay**

From 31<sup>st</sup> March 2017, all private and public-sector employers with more than 250 employees are required by law to collect data so that they can calculate and publish their gender pay and bonus gap figures. The Service already publishes an equal pay report on a three-yearly basis, and this will now reflect the statutory reporting requirements. A Gender Pay Gap Audit and Equal Pay report has been published in 2018 and actions to address issues highlighted in the reviews will be progressed during 2018-19. The next Gender Pay Gap report must be published by April 2019.

- **National Pay Review/Broadening of Role Maps**

As part of the national pay negotiation process for fire-fighters, five key areas have been identified by the FBU for discussion. These are:

1. NJC pay scales need to address the loss of real earnings arising from the pay cap from 2010.
2. NJC pay scales need to take account of any additional work undertaken by employees since 2003.
3. NJC pay scales need to address any broadening of the role maps or broadening of the work required of FBU members by their employer, which may include emerging potential new areas of work such as EMR and MTFA. (It should be noted that EMR and MTFA are currently undertaken on a voluntary basis by employees of NFRS).
4. There is an urgent need to improve reward mechanisms for retained firefighters, including an increase in the retaining fee.
5. In order to ensure that NJC rates of pay do not fall behind in real and/or relative terms in the future and to provide stability in the sector alongside security for Grey Book personnel, there should be a pay formula.

There are likely to be impacts on workforce planning when the national negotiations have concluded.

- **National Living Wage**

The implementation of the National Living Wage (NLW) by 2020 has implications for the national local government salary structure. At a local level, the Service will be reviewing its own grading structure to take account the impact of the NLW for those employed in support (Green Book) roles.

- **Apprenticeship levy and public-sector targets from 2017**

From April 2017, all public bodies will have a duty to appoint 2.3% of the workforce to registered apprenticeship schemes. The Service has a duty to report annually on how effectively they have met this target. Whilst details are yet to be clarified, this is likely to require the service to provide up to 22 “apprenticeship” roles – it should be noted that current employees can be counted in certain circumstances. The Service will be reviewing its policy in this area, with a view to extending its current practice.

- **Reform Agenda**

Areas for reform have been clearly outlined by government in recent statements from the Fire Minister. These are diversity, collaboration and flexible deployment. It has been made clear that the pace and ambition for collaboration will increase and become the norm.

The new Fire and Rescue National Framework for England was issued in May 2018 and highlights the following workforce issues:

- People Strategy
- Professional Standards
- Fitness Principles
- Re-engagement of senior officers

- **National People Strategy**

The National Fire Chiefs Council (NFCC) have approved a Fire and Rescue People Strategy 2017-22. The Service's People, Organisational Development, Learning and Development and Leadership strategies align with the key principles of the national strategy, which are:

- Strengthen leadership and line management to support organisational change and improved community outcomes
- Develop cultural values and behaviours which make the fire and rescue service a great place to work for all our people
- Develop ways of working that are able to respond to service needs
- Provide excellent training and education to ensure continuous improvement of services to the public
- Continue to support the health and well-being of all our people
- Strengthen our ability to provide good service by diversifying our staff and creating a fair and equal place to work

- **Fire-fighter Pension scheme changes**

Sixty-eight employees who are members of the 1992 Fire-fighter Pension Scheme (those who were aged 41-45 on 1<sup>st</sup> April 2012), or members of the 2006 New Fire-fighter Pension Scheme (those aged between 46-50) on 1<sup>st</sup> April 2012, have tapered protection of their pensionable status. This protection period will extend until 2022. The impact of this may be that more people may decide to take early retirement (i.e. before they have completed 30 years of service) than might have been expected. This makes forecasting potential turnover quite difficult to predict and may lead to higher levels of operational vacancies. An assumption has therefore been made in all retirement forecasts that at least 50% of those who could take early retirement will do so.

An appeal by the Fire Brigade's Union against the protection arrangements introduced as part of the implementation of the 2015 Fire-fighter Pension Scheme is currently in process and the outcomes of this review may potentially have significant consequences for all Fire and Rescue services.

## **INTERNAL IMPACTS ON WORKFORCE ISSUES**

**Corporate issues** which are likely to impact on the workforce during 2018-19 include:

- **Budgetary constraints (£800k savings by 2020)**

As the largest revenue cost is salary payments, a substantial saving will need to be found from workforce reductions, efficiencies or through collaboration. This is likely to have significant workforce implications.

- **Implementation of proposals arising from the Sustainability Strategy for 2020, agreed by Authority in February 2016**

Work has been ongoing throughout 2016 and 2017 to negotiate changes to the rostering collective agreement and to duty models/ ways of working to release capacity and achieve savings through the reduction of the whole-time establishment. The implementation of Mixed and Alternate Crewing arrangements was agreed by the Fire Authority in February 2018, and a revised collective agreement was signed with the Fire Brigades Union in May 2018. There will be significant workforce implications arising from these proposals, which will be implemented progressively throughout 2018, with full introduction by April 2019.

- **Collaboration**

The impact of increasing collaborative arrangements are likely to impact on workforce issues to some degree – these may include possible relocation, TUPE transfers, changes to job roles, or structural reviews. Human Resources will play a role in assessing and advising on the workforce impacts of collaboration opportunities and in any implementation process.

- **Development of new IRMP**

Work has commenced on the IRMP which will be implemented from 2019. The delivery of service priorities will have implications for future workforce planning.

- **Review of the retained duty system (RDS)**

An ongoing review of the Retained Duty System has been led by the Area Manager (Delivery) since 2015 with the aim of promoting the recruitment and retention of RDS personnel by addressing issues such as pay and conditions, activity, recruitment and training. A number of changes have already been introduced and the HR and L&D teams are fully engaged in taking forward initiatives to improve the recruitment, retention and training of this vital element of operational response.

- **Raising of the retirement age to 60 under the 2015 Fire-fighter pension scheme**

The implications of raising the normal age of retirement from 55 to 60 has workforce implications for maintaining fitness and health, maintenance of competence, and associated workforce profile issues (such as dependent care). A working group will consider the impacts of an ageing workforce during 2018, and this is likely to have implications for occupational health, equipment and service delivery.



- **Safe and Well Programme**

As part of its collaboration with local agencies, the Service has been working with partners within health and social care to develop the Safe and Well Programme. Led by the Prevention team, the proposal will build upon current home safety checks to include additional data gathering and advice, and support the earliest possible intervention for vulnerable residents. The training of crews has already commenced and the programme will be rolled out during 2018. In the longer term, this may lead to a review of current Prevention activity and greater collaboration with partner agencies in the health and care sector.

- **Promoting Diversity**

The Service has a long-standing commitment to promoting equality and diversity in service delivery and within its workforce. During 2018-19 the Service will be actively seeking to improve its community engagement activities, and will be addressing issues arising from a recent survey of female employees, the gender pay gap audit, promoting transgender and LGBT awareness, and support for those with disability.

## EXECUTIVE SUMMARY

### ALL EMPLOYEES

#### REVIEW

- Total turnover for 2017-18 was 7.76% which represents 70 leavers. This compares to 9.1% in 2016/17;
- The Service appointed 57 new staff during 2017-18 (not including 3 new dual contract appointments and the migration of ten RDS employees to whole-time roles). This compares to 58 new appointments in 2016/17;
- The overall workforce establishment is summarised below;

Work Group	Establishment 31/03/18	Headcount 31/03/18	Establishment 01/04/17	Headcount 01/04/17	Difference (establishment)	Difference (headcount)
Principal Officer	3	3	3	3	0	0
Wholetime	452	451.08fte (452)	469	461.58fte (462)	-17	-10.5fte (-10)
Control	25	26.25fte (27)	24.5	24.5fte (27)	+0.5	+1.75fte (0)
Retained		258		251	n/a	+7
Support	150.32fte (162)	135.8fte (145) 10.5 vacancies	156.85fte	138.69fte (152) 7 vacancies	-6.53	-2.89 (-7)
Total	630.32fte	874.13fte (885)	653.35fte	878.77fte (895)	-23.03	- 4.64fte (-10)

- In April 2017, the wholetime establishment was under-established by 7.42 roles. During the course of the year, there have been 11 appointments to operational roles (10 through RDS migration) and a reduction of 17 posts agreed as part of the Sustainability Strategy in January 2018 (from 472 to 456) and the conversion of a Watch Manager role (L&D) to a support role. The impact of leavers and new appointments during 2017-18 has led to a balanced operational establishment as at 1<sup>st</sup> April 2018.
- The headcount figures for Support roles does not include the 15 fixed term contract appointments which are either held against establishment vacancies or are supernumery to establishment.
- Average absence levels were 8.05 days per employee (2.2% increase on 2016/17), which is above the performance target of 6.25 days per employee.

## PROFILE OF THE WORKFORCE

## By gender:

	Wholetime	Retained	Support (Non Uniformed)	Control	Total
Male	432 (94.9%)	247 (95.7%)	74 (46%)	6 (22.2%)	759 (84.24%)
Female	23 (5.1%)	11 (4.3%)	87 (54%)	21 (77.8%)	142 (15.76%)

The number of female employees across the Service remains unchanged since the last review, however the number of women in operational roles has increased by 4 RDS fire-fighter roles. This increase is negated by a decrease in support roles undertaken by women in the same period. The % of women as part of the overall workforce has slightly increased due to a reduction in roles undertaken by men (-14).

The number of female fire-fighters in whole-time roles has remained at 23 due to the fact that there has been no whole-time recruitment undertaken during 2017-18, and all RDS migration appointments were male.

It is the Service's aim to increase the % of women appointed to operational roles. At the current time, women represent 4.77% (34) of all operational roles. Some headway has been made this year following the recruitment of 4 female RDS trainees and it is hoped that a campaign to recruit whole-time firefighter apprentices in 2018 will lead to the appointment of further women into operational roles. The Service has undertaken positive action initiatives throughout 2017 to encourage women to apply for roles, including guidance on improving fitness, strength and stamina to pass the Job-Related Test element of the selection process, as this has historically been a stage where female applicants are more likely to drop out of the process.

In terms of RDS recruitment, the Service appointed 32 male and 4 female Trainee Fire-fighters during the period. Overall, there were 167 eligible applicants, of whom 20 were women (12%). Women therefore represented 11% of successful applicants, and 20% of female applicants. Of the four women who commenced training, 2 are still in training and 2 have been deployed to station. This compares to 2016-17, when three female applicants were appointed.

The Service does work with female applicants to enhance their strength and fitness during the selection process and during training but it is undoubtedly an issue in recruiting and retaining female candidates. The conversion rate of female applications to appointments (20%) is high in relative terms.

In total, 183 (26.3%) applications were received from women for all vacancies. Of these 25 (13.7%) progressed to interview, and 11 (44%) were appointed. As a % of all applications, the number of men and women invited to interview is the same. However, of those who were successful at interview 65% were male and 44% were women – this is likely to be linked to the high number of RDS appointments. (It

should also be noted that a number of female applicants may have been interviewed for the same role).

**By ethnic origin:**

Please note – to protect the identity of those in minority ethnic groups, a classification of BME 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.

	Wholetime	Retained	Non Uniformed	Control	Total
White British	383	224	131	25	763
White Irish/Other	30	15	3	2	50
BME	17	5	10	0	32
Prefer not to say	25	14	17	0	56

The number of employees from BME backgrounds (excluding Irish and White Other) is 3.55% (32) of the total workforce, making up 3.09% of operational fire-fighting roles.

If White Irish and White Other are included as BME groups this increases the % of BME in the total workforce to 9.1% (82), making up 9.40% (67) of operational roles.

Positive action measures to increase the number of ethnic minority employees as a ratio of the total workforce remains a priority for the Service. Whilst the Service no longer has a target recruitment figure for BME appointments, it is our stated aim to encourage more BME applicants for job vacancies to address the issues of under-representation in the workforce.

Whilst the Service only recruited to one whole-time operational role during 2017-18, we did recruit to 56 other roles – 36 Trainee RDS Fire-fighters, 1 Control and 19 support roles. In total 695 applications were received for vacant posts, of which 57 (8.2%) applications were received from BME applicants for all roles, 7 (12.3%) of which progressed to interview. Two BME applicants were subsequently appointed, accounting for 28.5% of BME interviewees, 2.1% of all interviewees, 3.5% of appointments. (It should be noted that more than one BME applicant may have been interviewed for the same role).

The low application rate may be due to the fact that the majority of appointments were to RDS Firefighter roles, and the geographic location of RDS stations are outside of the city area and represent a much smaller percentage of the local population.

The OD and Inclusion Manager reports equalities monitoring statistics to the Human Resources Committee on a six-monthly basis. The last analysis undertaken reviewed recruitment outcomes at its meeting on 5<sup>th</sup> May 2018. This analysed applications received from BME applicants and this found no discriminatory practice

in the selection process. However, the lack of progress made by BME applicants indicates that more needs to be done to ensure that applicants have the skills needed to be successful at the interview stage and this will be the subject of review and further report by the OD and Inclusion Manager.

**By age:**

	Wholetime	Retained	Non uniformed	Control	Total
16-25	1	21	6	2	30 (3.3%)
26-35	94	86	20	5	205 (22.75%)
36-45	151	59	40	6	256 (28.41%)
46-55	200	80	64	8	352 (38.07%)
56-65	9	12	30	6	57 (6.33%)
65+			1		1 (0.11%)

There have been few changes to age profiles compared to 2016/17. The changes are statistically small and may relate to the movement of employees into different age bands during the year and to an overall reduction in workforce. The largest increase is in the 26-35 age group (+10).

The greatest proportion of employees are aged between 46 and 55 across most work groups, with the exception of Retained employees. Of these, 45.9% of Whole-time and 35.7% of Retained employees are over 46. This means that a significant number of operational employees will retire within the next 5-10 years and succession planning is in place to account for this projected level of turnover.

Members of the Firefighter Pension Scheme (1992) may opt to take early retirement from 50 if they have at least 25 years' service; members of the 2006 and newly constituted 2015 pension schemes have a retirement age of 60 (with the an option to retire from age 55 with a reduction in pension benefits). This means that the age profile of the operational workforce will steadily increase over the coming years. This will inevitably raise issues around maintaining fitness and other age related medical issues which may arise in an ageing workforce and the Service will be undertaking work to address these issues during 2018.

One objective of this Plan, is to predict how many operational employees may opt for retirement over the 2-year review period and to plan resources accordingly. This succession planning ensures that there are sufficient competent employees available to provide operational cover.

## Wholetime Duty System

### Review

- Turnover during 2017/18 was 4.14% accounting for 19 leavers;
- At the end of April 2018, there were no vacancies on the whole-time establishment. This reflects a reduction of 16 Fire-fighter roles in January 2018 and the migration of 10 RDS Fire-fighters to the whole-time workforce in March 2018.
- The Service is currently recruiting to Fire-fighter roles, with appointments to be made in September 2018 and January 2019 to plan for projected turnover during 2018-20.
- The Whole-time establishment has reduced by 17 posts, from 472 to 455 posts during 2017-2018 due to the reduction of 16 operational roles and the conversion of a Watch Manager roles within the Learning and Development Department to a non-uniformed XVR Technician role.
- There were 19 substantive internal promotions made to supervisory, middle and strategic manager roles during the review period.
- Average absence levels were 6.7 days per employee, which is above the 6 days performance target set and which is a slight increase (0.2 days) on absence levels in 16/17.

### 2018-20

- It is anticipated that the Service may lose up to 53 Whole-time uniformed personnel before 31<sup>st</sup> March 2020: 37 due to retirement at 30 years' service; 2 due to ill-health and 14 for other reasons.
- An increasing number of employees are opting to retire at age 50, with 25 years' service. If it is assumed that 50% of those who could take early retirement before 30 years' service are factored into the workforce plan, an additional 25 uniformed personnel may choose to take early retirement during 2018-20. This takes the total of potential leavers to 31<sup>st</sup> March 2020 to 78 (it should be noted that this a worst-case scenario);
- Considering that the Service will recruit 24 Trainee Firefighter during 2018-19, with a further potential intake of trainees in 2019, and that the operational establishment is due to decrease by 20 roles from April 2019, there will be no requirement to Whole-time Fire-fighter roles in 2019.
- Numbers in development as at 1<sup>st</sup> April 2018 are:
  - Firefighters - 0
  - Crew Managers - 1 (1.7%)

- Station Manager - 0
- In past years the numbers of employees in development has been highlighted as a potential risk to the Service, however the above figures indicate that the numbers of operational personnel in development is at an acceptable level and does not pose a risk to the service. Employees in development are jointly supported by a line manager and Learning and Development until they reach competence in role.

## **Retained Duty System**

### **Review**

- Turnover during 2017/18 was 10.6%, accounting for 27 leavers;
- Currently the service calculates RDS establishment using units of cover. One unit equates to 24 hours, and the maximum establishment is 192 units. At the end of March 2018, 53 units of cover were vacant.;
- The Service has completed three RDS recruitment campaigns during 2017-18, with the appointment of 36 Trainee Fire-fighters. One campaign is still in process for a course start date of September 2017 – recruitment for this campaign is focused on Ashfield and Retford stations to support the implementation of mixed crewing.
- Currently, there are 59 dual contract arrangements in place (Whole-time firefighters undertaking secondary employment as Retained Firefighters) providing 35 units of cover. The Service has implemented a restriction on the numbers of dual employment contracts per station to manage the potential risk to operational resilience once the numbers of dual contract arrangements have reached an optimum level.
- It is worth noting that 11 out of 16 (63%) RDS Watch Managers and 20 out of 43 (46.5%) RDS Crew Managers are employed on a dual employment basis. Of the 43 Crew Manager positions, ten are temporary or supernumerary to establishment to facilitate development and succession planning as set out in last year's plan.
- There were 11 substantive promotions to a substantive RDS Crew or Watch Manager supervisory position in 17/18, of these 6 appointees were solely RDS and 5 were dual contract appointees.
- Numbers in development as at 31<sup>st</sup> March 2017:
 

Firefighters	- 64	(22.8%)
Crew Managers	- 4	(13.3%)

There are a significant number of RDS Fire-fighter in development due to the increase in recruitment activity. Trainees may take between 18-36 months to

become fully competent and this requires a resource commitment from SDC trainers and service delivery managers.

- Average absence figures were 10.2 days per employee, which is above the target of 10.5 days per employee but a reduction on absence in 16/17.

## **2018-20**

- The RDS could potentially lose 5 individuals due to retirement at age 60+, increasing to 10 if individuals choose to retire between the ages of 55 and 59, before 31<sup>st</sup> March 2020. Of these, 2 are supervisory managers (CMs).
- It is likely that 64 RDS personnel in total will leave (based on average turnover rates) before 31<sup>st</sup> March 2020 Whilst the Service has committed resources to recruiting to RDS roles over the last two years, with an average of three campaigns per year, it has proved difficult to retain personnel at a rate that outstrips the number of new starters. This is a perennial problem that is proving difficult to address by recruitment alone.
- As reported last year, it is intended that units of cover will be replaced by hours of required cover per station on the basis of headcount and contracted hours.
- An On-Call Review Group meets regularly to identify issues and seek improvements to Retained Duty Model. This group includes members of the RDS and trade union representatives.

## **SUPPORT ROLES**

### **Review**

- Turnover during 2017/18 was 14.2%, accounting for 23 leavers.
- The Service appointed 19 support staff in 2016/17, 8 of which were to a fixed-term contracts and 1 to an apprenticeship position;
- At the end of March 2018, there were 10.5 support role vacancies. However, the majority of these were covered by temporary or fixed term appointments;
- There were 15 fixed term contracts in place as of 1<sup>st</sup> April 2018 (not including internal temporary moves);
- Average absence levels for non-uniformed employees was 11.7 days per employee, this is above the performance target of 7 days per employee and is a slight increase (0.7 days) on 2016-17.

## **2018-20**

- There are likely to be 8 retirements before 31<sup>st</sup> March 2020.



- Based on past turnover levels, it is likely that up to 34 staff (including control staff – see below) will leave the service before 31<sup>st</sup> March 2020.

## **CONTROL**

- Turnover during 2017/18 was 3.7%, accounting for 1 leavers;
- The Service appointed to 1 role during 2017-18;
- There are projected to be up to 8 retirements before 31<sup>st</sup> March 2020;
- One member of control staff has been seconded to the regional system administration team to support the development and maintenance of the tri-service Systel system, and another team member has been seconded to the ESN project, which accounts for the temporary over-establishment;
- Average absence levels for control staff were 7.7 days per employee. This is above the target established for this work group of 6 days per employee and is a slight increase (0.7 days) on 2016-17.

## **2018-20**

- There are not projected to be any retirements from the control section before 31<sup>st</sup> March 2020.
- As the number of Control employees is small, projected turnover figures are included with non-uniformed employees (above) as previous turnover is unlikely to be indicative of future trends.

## **KEY WORKFORCE ISSUES BY DEPARTMENT**

### **(i) SERVICE DELIVERY**

The sustainability strategy 2020 has resulted in significant work within service delivery as the authority builds on the decisions made during 2017 and 2018. The fire reform agenda outlines diversity, collaboration and flexible deployment as key areas for high paced change. The introduction of the Fire Professional Framework including operational licence and outstanding leadership, also included in the People and L&D strategies, will require new and innovative approaches to ensuring that the reduction in operational activity is replaced with an increase in quality and volume of training to achieve and maintain competence.

In February 2018, the Fire Authority approved the implementation of Alternative Crewing at all On-Call sections within the Service and the implementation of Mixed Crewing at Ashfield and Retford fire stations resulting in a restructure of firefighting crews at both locations. The work is underway to support personnel, whilst we continue to monitor the success of the migration of staff and the introduction of new response models, making any changes to operating procedures or policy as required.

Prevention, Protection and Response functions will maintain and expand their roles within communities through the hazard spotting approach and the introduction of 'Safe & Well' to support the improved health & wellbeing of our communities. This will be aided by making the services we provide to the residents and businesses of Nottinghamshire unique and invaluable. As a result, over the next 2 years we will look for opportunities to integrate all three teams together to ensure the public get a more joined up approach.

'Safe and well visits' is an initiative within our Prevention department, but, the concept reflects an approach that could be adopted across the Service Delivery directorate. By identifying risks to individuals, businesses and Service personnel, risk control measures and/or training can be put in place to promote an individual's health, a business's approach to fire safety and firefighter safety, which in turn will contribute to the performance of these groups.

As our Response staff in partnership with our Prevention Team delivers the benefits of the 'safe and well' campaign, our Protection Team will continue to provide businesses with the help and support that enables them to positively contribute to the economic well-being of Nottingham and Nottinghamshire. The increasing role of front line fire and rescue service personnel in the health agenda and the planned increase in their involvement in making businesses safer, contributes further to creating safer communities.

Consequently, over the next two years we will review how we provide these services and make any adjustments to the team structures as necessary.

Key work streams within the Sustainability Strategy for 2020, include the following areas which service delivery are fully engaged in working towards:

- The implementation of alternative crewing models across our On-call stations and exploring emerging technologies to maximise the availability of appliances where crew numbers are less than four;
- Implement mixed crewing approach at Ashfield and Retford fire stations, utilising retained firefighters at periods of lowest demand to maintain appliance availability and reduce cost;
- Introduce the newly implemented crewing collective agreement negotiated with workforce representatives to release the surplus capacity with the ridership and create the opportunity to crew appliances for less than the full 24 hr period;
- Implement the use of voluntary secondary arrangements to provide support for retained appliances at periods of highest demand;
- Implement collaboration projects with partners to deliver opportunities that exist for greater effectiveness and efficiencies.

In addition, we continue to look for developments in Response, Prevention and Protection to collaborate with all partners, whether that is safe and well with Health Colleagues, hazard spotting during visits in the business community or rural crime prevention with the Police, we will pursue opportunities to improve what we do. Our people are at the forefront of how we continue to engage with our public and ensure that we provide a professional, high standard service.

## **(ii) CORPORATE SUPPORT**

Corporate Service Support incorporates:

- Corporate Communications and Administration
- Risk Assurance and Risk Management
- Operational Planning and Assurance
- Performance and Planning
- Estates Section
- Procurement Section
- Engineering Section
- ICT
- Health, Safety and Environmental Risk Management

### **Corporate Communications and Administration**

In 2017, the substantive Communications Manager was seconded onto the Shaping Our Future Team, with the contract now being extended to March 2019. This move opened up a development opportunity for the most experienced Communications Officer within the NFRS comms team to be made temporary Communications Manager and, in turn, his role has been backfilled with an external temporary contract, until March next year (2019). Work continues to ensure these changes are managed efficiently and effectively and levels of service support are maintained.

The administration hubs have become more established within the Service, with processes being streamlined to improve office efficiencies and best practice shared. Each Manager has been tasked with developing identified areas of expertise so that staff are able to identify a single point of contact, should they require administration input and advice.

There are some major Service projects on the horizon this year, including HMICFRS, IRMP, collaboration, the official launch of Safe and Well and a new Performance Framework, that will require varying levels of support from both Corporate Communications and Administration – team priorities have been set around these. As part of the collaboration agenda, work also continues to see efficiency and effectiveness can be improved through closer working with our emergency partners.

## **Resilience, Assurance and Risk Management**

### **Risk and Assurance Team**

The Risk and Assurance Manager post has recently been appointed. This will enable the Health, Safety and Environmental Advisor to be recruited to post with interviews being held first week in May 2018.

The team is continuing to operate with a supernumerary Watch Manager due to the secondment of the Operational Assurance Watch Manager to the Regional Implementation Team as part of the National Operational Guidance Programme. This team is due to operate in its current form until April 2019.

The part time CAD operator post remains vacant at the present time pending a review of the job description for the post. It is anticipated that this post will be filled in the year 2018-19 following a review of the job description.

Priorities for the team include the continued integration of risk management functions following completion of the initial phase of the restructure. Preparation for HMICFRS includes a focus on Business Continuity Management, integration of lessons learned into the organisation and a continued move to aligning assurance activities to areas of highest risk for the organisation.

Management and development of collaborative partnerships continues with Resilience and Emergency Planning collaboration being identified as a key priority for the Service. Investigation is currently underway as to how the collaborative partnership between NFRS, Nottinghamshire Police and other Local Resilience Forum partners can be strengthened over the coming 12 months 2018-19.

### **Performance and Planning**

Provision has been made for extra resources in Planning and Performance with the service projects such as; HMICFRS, Performance Management Framework, GDPR and new IRMP to be delivered within this financial year.

The facilitation of an HMICFRS inspection will be the teams main priority. The team will need to meet the demands of the inspection process (i.e. provision of data/information, delivery of change required by both internal pre-inspection audit and post HMICFRS inspection action plans), whilst maintaining business as usual.

The development of a new performance management framework and solution will be also be a key priority for the planning and performance team this financial year. It will need resourcing both from within corporate and from other departments as there are planned workshops and focus groups with stakeholders.

The new IRMP also has an effect on resources for both Corporate and other departments. The pre-consultation phase, the development and post consultation will require input from everyone in the organization in order to ensure that it is a service document that is owned by all.

The service has a duty to comply with the Data Protection Act 1998 and the General Data Protection Regulation (GDPR). Nominated individuals across all parts of NFRS are participating in an audit of personal information held and used. The first stage of information mapping is almost complete. Stage two checks compliance with GDPR data protection principles including privacy notices, retention and security. Two thirds of Service work functions are in progress for stage two.

A major ongoing project being undertaken within Corporate Support is the Emergency Services Mobile Communications Project (ESMCP), which will see the planning, development and transition from the existing emergency services radio communications platform Airwave, onto the new Emergency Services Network (ESN). This project will continue throughout 2018, 2019 and into 2020. Coverage assurance testing will commence around summer 2018, trials and full testing will hopefully be undertaken during 2019 with project completion currently scheduled for 2020.

The project has one full time seconded Group Manager Control in place as Deputy ESN Project Manager, with the Head of Corporate Support undertaking ESN Project Lead for the service. NFRS are also providing regional support in the form of project technical lead by our Head of ICT, project procurement lead by our Procurement Manager, functional coverage lead by our Deputy ESN Project Manager and finance support by our Assistant Head of Finance.

It is anticipated that extra resources will be required to assist in coverage assurance testing during the second half of 2018, this could take the form of one or two modified duty or RDS staff for three to six months and similar resourcing may be required for trials and full testing during 2019. At some point during 2019/2020 the project will also require resources in the form of around four trainers and possibly a training lead to roll out ESN device training to staff. We are unable to be more precise with dates as the Home Office are currently undertaking a full project review and refresh which will be released later this year.

## **Procurement, Estates and Engineering – The Procurement and Resources Department**

2016 saw the final implementation of planned restructures with the Procurement and Estates teams. A number of post-holders took on additional responsibilities and were re-graded to reflect his, and new roles were created to enhance in-house expertise.

In early 2017, the Equipment and Transport sections were merged to form the Engineering Section. This brings the teams together under a single manager, the “Head of Engineering”, and will provide improved integration and control between these related areas of activity.

The changes will improve the service provided by the teams and lead to greater efficiency and savings in these key high spend budget areas. 2017-18 will therefore be a period of consolidations and development for these teams and the development of the staff in the areas of contract management, procurement management and project management.

The department continues to rely on external specialists, where necessary, due to the diverse nature of the professional engineering, construction and property related skills required within different projects. These costs are accounted for under project costs. Spending on consultants for the day to day estate management function has reduced as a result of the changes to the Estates Team and creation of a new role of Estates Manager.

The focus for the Procurement and Resources Department in the immediate future is in the collaboration between NFRS’s partners in order to identify efficiencies and savings to make the Sustainability Strategy 2020.

## **ICT**

There have been six new employees recruited into the ICT Department on a fixed term contract basis, following the justification for additional resource for work on the Public-Sector Network security programme and the Intranet programme of work.

The almost permanent secondment of the IT Manager to act as IT representative for the Authority on the Tri-Service control project has resulted in the appointment of an ICT Service Delivery Manager to act as back-fill for the duration of the project.

Pressures on ICT resources are mounting from an increasing number of projects being undertaken, both internally and nationally within the Emergency Services sector. The situation around the availability of skilled resource will be monitored closely over the course of the next year and any changes to the establishment will be recommended to the Authority.

## **People and Organisational Development:**

People and Organisational Development incorporates:

- Human Resources
- Occupational Health
- Learning and Development
- Inclusion
- Organisational Development

#### Human Resources:

Recruitment continues to draw on HR resources, with the ongoing Firefighter campaign due to complete in July 2018. Recruitment to RDS roles, particularly to increase RDS availability at the new mixed crewing stations at Ashfield and Retford is currently in progress for a course start date of September 2018.

The implementation of the mixed crewing model will involve the transfer of Wholetime staff to and from Ashfield to support day shift crewing and this transition will take place throughout 2018. This is likely to involve a significant number of moves, coordinated by Service Delivery and implemented by the HR team. If required, this may also involve a selection process.

The implementation of the National Living Wage will require a wholesale review of the pay and grading structure for support employees. This is a significant project and will have major implications for the HR team.

The impact of increasing the normal retirement age will have implications aligned to an ageing workforce. A working group will be established to review the likely implications and to plan and introduce measures to ensure prevention and support is in place in anticipation

#### Occupational Health (OH):

The OH team will continue to implement initiatives to promote good health, with an emphasis on mental well-being and musculo-skeletal injury. A Well- Being Strategy will be developed in 2018 to draw together the support available to maintain physical and mental health.

Work will be undertaken to establish strength standards for operational fire-fighters as part of the Service's Fitness Policy. This will take the form of guidance to ensure functional fitness with the emphasis on core strength to avoid injury and minimise stress on joints.

A new electronic OH system (EOpas) has been introduced during 2017 and will be developed over the next year to improve access and reporting.

#### Learning and Development (L&D)

A review of how we deliver core operational training will seek to extend the idea of blended learning – with an emphasis on providing e-learning packages to supplement core operational training and reduce extractions from the workplace.

Digital learning will play a much greater part in the learning environment, and the implementation and continued development of a new learning platform will greatly enhance the resources and functionality available to employees to manage their own learning in the workplace.

The National Operational Guidance project will require the review and adoption of national training standards which will be coordinated at a regional level. The implications of this area of work will be significant and may involve the re-design of some operational courses and commitment of resources to the regional programme.

The apprenticeship levy will require new processes to ensure maximum take-up of available funding and support for any in-take of operational trainees. This will require significant additional support from L&D.

### Organisational Development (OD) and Inclusion

The OD Strategy will be reviewed during 2018 and this is likely to lead to a re-refresh of priorities and resources required to effect the transformation and change agenda in recognition of internal and external influences.

The ODI team will concentrate its efforts on developing the internal coaching and mentoring network, implementing 360-degree feedback, outcomes from the employee survey, employee engagement and customer support.

The positive action work undertaken as part of the Firefighter recruitment campaign will be extended to enhance further community outreach projects, including a cadet scheme and ways in which the Service can contribute to local communities.

Work will be undertaken to improve support for those with protected characteristics, both in the workplace and in the community, with emphasis on the deaf community and transgender issues. The need to promote the Service as an employer of choice and increase the numbers of applicants from under-represented groups will be a key priority.

### **Finance**

The Finance Team have had several staffing changes in the last year following the restructure to improve resilience. All posts have now been filled, including an Apprenticeship position to help support the Service's target to increase the number of apprenticeship opportunities.

The project to implement a new payroll system has been completed and work is now underway on phase 2 of the project to move away from paper forms and claims with a view to automating them. The structure of the Payroll team is being reviewed to ensure that it can meet the altered workload following the introduction of the new system and to increase the resilience of the team. If approved, this will increase the team from one member of staff to 3, with the creation of an apprenticeship post.



## **EQUALITIES TARGETS: progress during 2017-18**

Previously the Service has aimed to achieve a target of up to 19% women appointed into operational roles, and 10% of all new entrants appointed from BME applicants. Due to the fact that the service had not recruited to whole-time roles since 2012, it was agreed by the Human Resources committee that new reporting requirements will no longer reflect a generic recruitment target for operational roles, but this should not prevent targets being established for individual recruitment campaigns.

Comparisons will therefore be made to local or national population and declaration expectations.

The following information reflects recruitment activity during 2017-18:

**Appointments by Gender:** The Service appointed 15 (out of 57 new starters) women to roles during 2017-18. Of these 11 were to support roles and 4 to RDS Trainee Firefighter roles. There were 183 female applicants out of a total of 695 applicants (26.3%), of which 25 (13.7%) progressed to the interview stage.

Four women were appointed to operational roles during 2017-18, which accounts for 11% of all RDS appointments. In the same period 31 (89%) men were appointed to RDS trainee fire-fighter roles. There is a long-standing problem in attracting female candidates to the on-call demands of the RDS and how this fits into family and social commitments. The proposed changes arising from the on-call review are intended to make the role more attractive to those with caring responsibilities.

For support roles, women accounted for 11 of 21 appointments (52.4%).

In total women made up 26% of all appointments in 2017/18. This compares to 27.5% in 2016-17.

**Appointments by ethnic origin:** The Service appointed 2 applicants from a BME background to a support role (out of 57 new entrants to the service) during 2017-18. This represents 3.5% of all appointments and 28.5% from BME interviewees. The local BME working population of 11.2%. The Service received 57 applications from BME applicants out of a total of 695 applications (8.2%), with 7 (12.3%) progressing to the interview stage.

The OD and Inclusion Manager has reviewed applications received as part of a monitoring process which reports to the Human Resources Committee on a half-yearly basis, and this review did not identify any discriminatory practices in the recruitment process (Human Resources Committee 4<sup>th</sup> May 2018). However, it is acknowledged that further work will need to be undertaken to encourage a greater number of applicants with the skills required to apply to the service, and this is likely to entail commitment to a range of positive action measures.

**Appointments by sexual orientation:** The Service received 22 applications from applicants declaring as LGB out of a total of 695 applications (3.2%), with 1 person progressing to the interview stage (4.5%).

The Service appointed no applicants who declared as Lesbian, Gay, Bisexual or Transgender (out of 57 new entrants to the service) during 2017-18. The estimated national LGB population is 5-7%.

## APPENDIX B

### RISK REGISTER/ACTION PLAN 2018-20

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Succession Planning	<b>WHOLETIME</b>		
1	<p>Potential loss of up to 9 Fire-fighters due to retirement after 30 years' service before April 2020</p> <p>Additionally, up to 10 FFs could take early retirement (with 25-29 years' service)</p>	<p>Maintain an overview of projected retirements against established roles during 2018-20 – taking into account workforce reductions from April 2019.</p> <p>Intake of up to 40 FF Trainees between 2018-20.</p> <p>Consider the transfer of competent FF from other FRA's or migration from RDS as part of recruitment strategy.</p>	<p>Head of POD Area Manager (corporate) Area Manager (Delivery)</p>
2	<p>Loss of up to 21 Crew &amp; Watch Managers due to retirement after 30 years' service before April 2020</p> <p>Additionally, up to 11 Crew and Watch Managers could take early retirement (with 25-29 years' service)</p>	<p>This represents a significant risk to business continuity. Undertake effective succession planning, including identification of specialist roles, and promote Aspiring Leaders programme.</p> <p>Plan for a Crew Manager promotion process in 2018 and 2019.</p> <p>In-band progression to fill WM roles in 2018 and 2019.</p> <p>Consider the transfer of competent supervisory managers from other FRA's</p>	<p>Head of POD Area Manager (corporate) Area Manager (Delivery)</p>
3	<p>Potential loss of up to 6 Middle Managers due to retirement after 30 years'</p>	<p>Loss of up to 5 Station Manager roles represents a risk to business continuity. Undertake</p>	<p>Head of POD Area Manager (corporate) Area Manager</p>

	<p>service before April 2020</p> <p>Additionally, up to 4 Middle Managers could take early retirement (with 25-29 years' service)</p>	<p>effective succession planning, including identification of specialist roles.</p> <p>Plan for a Station and Group Manager promotion process during 2018 and 2019.</p> <p>Consider the transfer of competent Middle Managers from other FRA's</p> <p>Consider green book conversion for specific roles</p>	(Delivery)
4	Potential loss of 1 Area Manager after 30 years' service before April 2020	<p>Plan for a selection process during 2018 (3-month notice period).</p> <p>Consider green book conversion for specific roles</p>	Head of POD
5	Two Principal Officers could opt to take early retirement before April 2020 (with 25-29 years' service)	<p>Review of Strategic Manager structure.</p> <p>Plan for selection process (6-month notice period).</p> <p>Consider green book conversion for specific roles</p> <p>Authority appointments.</p>	Head of POD
6	Potential loss of 16 operational personnel for other reasons before April 2020 (resignation, ill-health retirement, transfers, dismissal)	Maintain an overview of turnover and build into succession planning and recruitment activity.	Head of POD
7	Improve current RDS vacancy levels and recruit to potential replace 32 leavers per year, and address current vacancy levels	<p>Plan for a minimum of 3 RDS recruitment campaigns per year</p> <p>Undertake local recruitment campaigns</p>	<p>Head of POD</p> <p>On Call review group</p>

Local Workforce Priorities			
8	Impact of Budgetary reductions	Effect reduction of operational establishment from April 2020.  Assess potential workforce impact of budget reduction proposals.	Head of POD  Area Managers
9	Workforce changes arising from outcomes of Sustainability Strategy	Implementation of mixed crewing and changes to collective agreement.  Implementation of Voluntary Secondary Arrangements.	Area Manager (Delivery)  Head of POD / Area Manager (Delivery)
10	Implementation of new IRMP	Contribute to development of IRMP and link to workforce plans	Head of POD
11	Impact of collaboration	All collaborative proposals to be assessed for workforce implications. HR to contribute to the feasibility appraisal of a joint control room with Derbyshire FRS.	Area Manager (Strategic Support) Head of POD
12	Align core operational training to National Occupational Standards	Support regional collaboration on training packages, including development of e-learning modules where appropriate	Head of POD Area Manager (Corporate)
13	Review of Retained duty system and conditions of service	Ongoing recruitment campaigns during 2017 and 2018.  Implement measures to increase retention of RDS employees.	Head of POD Area Manager (Delivery)  On-call Review Group
14	Improve the diversity of the workforce	Undertake positive action initiatives to increase the number of applications and success rate of BME applicants.  Develop community engagement opportunities	OD & Inclusion Officer Area Manager (Delivery)

15	Increase the number of female operational personnel in supervisory and management roles	Identify potential female candidates for promotion and provide development opportunities.	Area Manager (Delivery) On-call Review Group
16	Female survey and gender pay gap outcomes	Review and implement changes to address gender specific issues	DCFO
17	Consider impacts of an ageing workforce arising from increase in normal retirement age	Introduce measures to retain fitness, health and operational competence over a longer career.	Head of People and OD
18	Safe and well programme / link to potential changes to FF role map	Review of Prevention roles. L&D implications	Area Manager (Delivery)
19	High number of Retained Firefighters in development	Ensure support available to progress to competent FF. Maintain overview of individual progress and address issues	Area Manager (Delivery) L&D
20	Increase number of RDS supervisory appointments	Promote management development to potential RDS candidates.  Ensure management development and Leadership Programmes are designed to be accessible to a part-time workforce.	Area Manager (Delivery). Head of POD  On-call Review Group
21	Review the number of dual contract appointments to supervisory positions	Offer supervisory roles to RDS applicants wherever possible	Area Manager (Delivery)
22	Increase the number of female employees in RDS roles	Positive action to increase the number of female applicants at local level	Inclusion and OD Manager Area Manager (Delivery)  On-call Review Group
23	Work to reduce absence levels to average of 7 days per employee	Promote healthy lifestyles and support via Occupational Health interventions.	Head of People and OD
24	Develop and implement Well-Being Strategy	Promote wellbeing initiatives, with focus on musculo-skeletal and mental health issues	Head of POD
National workforce			

issues			
25	Impact of duty to collaborate and role of PCC	Consider opportunities to share functional activity with other FRS, police or local agencies to create efficiencies	Strategic leadership team (SLT)
26	Increase apprenticeship opportunities across the service	Actively engage with fire sector apprenticeship standards, including for new entrants. Identify opportunities within support functions. Aim to recruit 2.3% of workforce into apprenticeship roles	Head of People and OD
27	Fire & Rescue Service Framework	Align activity and priorities to align with national framework objectives	SLT
28	Negotiations on changes to FF role map	Maintain overview of national negotiations and identify implications for local delivery of services in terms of job design, competence and learning activities.	SLT
29	FRS People Strategy	Align workforce objectives with national People Strategy	Head of POD
30	National Leadership Development Programme	Align L&D Strategy with outcomes from the National Leadership Programme	Head of POD
31	FF Pension scheme	Maintain overview of national pension changes, including outcome of appeal process	Head of POD
32	Impact of the National Living Wage on support staff (Green Book) grading structure	Review and implement changes to the grading structure to take account of changes to the national pay structure	Head of POD