

report

meeting	NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY	
date	8 December 2006	agenda item number

REPORT OF THE CHIEF FIRE OFFICER AND CHAIR OF THE SHIFT CHANGE IMPLEMENTATION TASK AND FINISH GROUP

SHIFT CHANGE IMPLEMENTATION

1. PURPOSE OF REPORT

To update Members on the progress of shift change implementation.

2. BACKGROUND

At the meeting of the Policy and Strategy Committee on 22 May 2006, Members established a Task and Finish Group with responsibility to report back on ongoing progress.

3. REPORT

3.1 Regular meetings, chaired by Councillor Cottee, have taken place and minutes are attached to this report as Appendix A for reference.

3.2 During the course of the group meetings, issues around the finer detail of implementation have been raised by both Management and the Fire Brigades Union, which are being resolved as part of the ongoing process.

3.3 Both parties have an expectation that shift change will take place on 03 January 2007 as previously agreed. A further meeting of the Group is scheduled for 5 December 2006.

3.4 Members are reminded that the Task and Finish Group will continue to meet beyond implementation of the new arrangements in order to monitor progress and review performance against expectations.

4. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

5. PERSONNEL IMPLICATIONS

There are no personnel implications arising from this report.

6. EQUALITY IMPACT ASSESSMENT

An initial impact assessment has identified there are no equality implications resulting from this report.

7. RISK MANAGEMENT IMPLICATIONS

There are no risk management implications arising from this report.

8. RECOMMENDATIONS

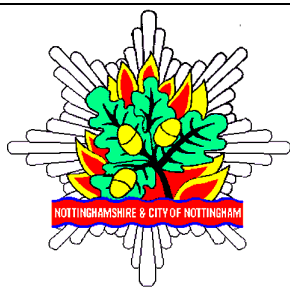
That Members note the contents of this report.

9. BACKGROUND PAPERS FOR INSPECTION

- Fire and Rescue Authority Report of 28 April 2006 – Future Service Delivery Arrangements.
- Policy And Strategy Committee Report of 22 May 06 – Task and Finish Group for Shift Change Implementation.
- Task and Finish Group Meeting – Minutes from 4 July, 8 September, 23 October 2006

Paul Woods
CHIEF FIRE OFFICER

Councillor John Cottee
CHAIR OF THE SHIFT CHANGE IMPLEMENTATION TASK & FINISH GROUP



SHIFT CHANGE IMPLEMENTATION TASK & FINISH GROUP

Tuesday 4 July 2006
Conference Room

Present :	Councillor John Cottee Paul Woods John Buckley Phil Coates Mark Healy	Chair Chief Fire Officer Area Manager Fire Brigades Union Industrial Relations Officer
Apologies :	Steve Ainley Councillor Brian Grocock	Fire Brigades Union Fire & Rescue Authority
In Attendance :	Lea-Anne Abbiss	Notes

Action

John Cottee opened the meeting by welcoming the members of the group and outlining that the deliberations of the group would be reported back to the next meeting of the Policy & Strategy Committee on 4 August 2006

1 SMT DECISION

SMT had discussed the issue of putting back the implementation date of shift change to 3 January 2007, and this had also subsequently been discussed with Steve Ainley, and the decision was therefore before the group today for ratification. Given that a risk assessment had been undertaken to inform this decision, along with examination of timescales and issues to be addressed, the group were in agreement with the decision to put back to 3 January 2007. John Buckley additionally updated that this had enabled the issue of leave to be dealt with, whilst acknowledging that floating leave is yet to be addressed, given the need to confirm courses before doing so. The decision will be reported to the Fire & Rescue Authority in due course.

2 POSITION (STATUS) REPORT

John Buckley provided an overview to the group of the main headlines arising from the document circulated to the group :

- Project Team – this is now in place.
- Crewing – paper regarding posts has been submitted to the HR Committee, job descriptions/person specifications have been completed, and the posts advertised. Appointments will be made on a temporary basis, prior to formal approval by the Fire & Rescue Authority. Appointments will hopefully be made by September, to enable the post-holders to get up to speed with the crewing system prior to implementation.
- IT – AssetCo are able to upgrade the current system and are on track to deliver phase one by 7 August. The second phase is scheduled for October.

- Organisational Re-structure – to form the pool and Community Safety Team a re-structure may be required. Work has been underway with watches regarding volunteers to join the team, but due to a lack of expressions of interest, the deadline has been extended. It is felt this relates to lack of information, which is being addressed.
- Establishment/Ridership – by 31 July this will be 12 under and is currently 6 under, with 6 further leavers expected. Training courses are plotted to accommodate 24 employees. This will leave a potential over- establishment of 2 above in January. Further trainee courses are planned from April onwards next year. Additionally, an advert has gone out for transferees from other Authorities, with four expressions received to date. Deadline for responses is 10 July.
- Community Safety Team – work on the team is underway, job descriptions and person specifications have been completed. Watch Managers have been identified for secondment from the Community Safety Department to up-skill the rest of the volunteers. Six briefing sessions have already taken place around the county (spread over days/evenings/weekends) and several staff briefing papers produced (a further one is due to come out) to ensure everyone is aware of how the team will operate. It has been made clear at the briefings that the FBU are in support of this, and John Buckley will be discussing with the FBU outside of this meeting, further ways to take forward this matter and offer more information to people, to seek volunteers and avoid the need for compulsory transfers
- Existing Time Owing Leave – will be collated during July/August and will be paid off. A new system is to be introduced in September, to ensure no overtime is accrued for in the future.
- Brigade Orders/Policies – Steve Ainley has undertaken a lot of work in this area and will continue to do so on his return from leave. Some areas are near completion, but this is still a large body of work that the rest of the project team will be involved in during the implementation process.
- Performance Management – Information Services are in the process of preparing a new Working Practices Framework and associated targets (see later item).
- Communication – supervisory manager briefings are being undertaken in each district on how the implementation will take place, how the shifts will operate and what their role will be in terms of future delivery expectations. Updates are being provided to SMT and PaCT weekly and Safety Services Managers are briefed regularly. Regular staff briefing papers and PowerPoint presentations are also being issued to keep the rest of the Service updated on progress.

3 BRIEFING VISITS

This issue was largely covered in discussion around item two above. Work has taken place (and will continue) with Group, Station and Watch Managers, reinforcing the issues around change.

4 PROJECT MANAGEMENT

This was an issue raised during the risk assessment undertaken in relation to the change of implementation date. It is essential to ensure project management is in place regarding delivery and John Buckley is working with Information Services to produce a project plan to hit the deadline.

5 PERFORMANCE MANAGEMENT

At the briefings that have been held there has been discussion around expectations regarding performance management. In the long-term this is about impact on outcomes (ie: death/injury reduction). This links in to discussion on the next agenda item, as in the medium term performance management centres around the Working Practices Framework – what is currently being done and what can be done to achieve more. The Framework is anticipated as guidance and not to be prescriptive, but will give clear direction about delivery.

6 WORKING PRACTICES FRAMEWORK

The Working Practices Framework is already in place, but is in need of review. The Framework supports performance management and the ethos is that during the daytime as much community engagement as possible will be done, with the evening mopping up what couldn't be done during the daytime. The collective agreement identified a number of activities that can be done during these periods. PB Views will be utilised, though some time will be required in embedding the system, as well as the organisational shift which will be needed. All Watch Managers will be given access to PB Views to allow those at Watch Manager level to work together and share practice. The Framework should additionally give more autonomy at a lower level in the management structure.

7 FA REPORTING

The mechanism for dealing with the outcome of this meeting will be through the next meeting of the Policy & Strategy Committee taking place on 4 August 2006. The outcomes from this meeting will form the basis of a report to the Committee.

8 DATES OF FUTURE MEETINGS

It was agreed that the future meeting dates already scheduled (in August and October) were no longer appropriate given the change in implementation date. A further meeting will therefore be arranged for September and all parties notified.

9 ANY OTHER BUSINESS

JC/PW

9.1

Compensatory Rest Periods – Phil Coates raised the issue of compensatory rest periods and expressed his hope there would be leeway on nights after fire calls. Mark Healy updated that training had been given to managers on this issue. Additionally, John Buckley outlined that it had also been reiterated at the briefing sessions. Whilst management would not be ‘snooping’ around at night, they would be looking at inputs and outputs, with individual watches being measured on those. Therefore if poor performance or lack of productivity is identified, this would need to be addressed via the management structure. This issue will also be covered in the Working Practices Framework. Phil Coates additionally raised that no research had been done on body clocks and the Service is not paying shift allowance.

Paul Woods reiterated to the group that a collective agreement for a wakeful night shift (with a meal break) had been agreed, that there will be autonomy at a local level and that managers will be briefed further on compensatory rest to ensure there is no ambiguity – given the duty of care for managers to ensure this is in place.

10

CLOSING REMARKS

In closing the meeting, John Cottee confirmed with all present that they were happy with a similar agenda for future meetings, though it was acknowledged the items to be discussed would change as the implementation date grew closer.



**SHIFT CHANGE IMPLEMENTATION
TASK & FINISH GROUP**

Friday 8 September 2006
Springwater Golf Club, Conference Room

Present :	Councillor John Cottee Councillor Brian Grocock Paul Woods John Buckley Andy Cairney Mark Healy	Chair Fire & Rescue Authority Chief Fire Officer Area Manager Fire Brigades Union Industrial Relations Officer
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Apologies :	Steve Ainley Phil Coates	Fire Brigades Union Fire Brigades Union
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In Attendance :	Jo Cooper	Notes
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		Action
1	<p>APOLOGIES</p> <p>Apologies were received from Steve Ainley and Phil Coates.</p>	
2	<p>PREVIOUS MINUTES : 4 July 2006</p> <p>The minutes for meeting on 4 July 2006 were agreed as a true record.</p>	
3	<p>MATTERS ARISING</p> <p>None.</p>	
4	<p>POSITION (STATUS) REPORT</p> <p>John Buckley produced a briefing paper, the contents of this is shown below, with additional comments discussed at the meeting.</p> <p><u>Crewing Posts</u> - Following a recruitment process for Crewing Officers, two people have been appointed to the roles. These are:</p> <ul style="list-style-type: none"> • Wilma Manchon. An existing employee within the Personnel Department with extensive experience of the Service's Management Information System, and has temporarily occupied the existing crewing role for the past few months. • Arthur Jamison. An ex Ambulance Officer currently working for Nottinghamshire Police has 10 years experience of rostering emergency service personnel. He joins NFRS on 11 September. 	

The joint expertise of these two employees, realigned within the management structure of Safety Services Department, will not only ensure appropriate deployments of staff but will also provide accurate and timely reports on establishment levels to inform workforce succession planning.

Crewing Management System - Asset Co delivered phase one of the crewing system in early August. Information Services, supported by Robin Carter, have been working closely with them to test and review the software. This first phase meets our expectations and will be formally accepted and payment authorised in line with the original expected costing.

Supervisory Managers Briefings - All District Supervisory Managers have been briefed on the transitional arrangements for shift change and our expectation on them within the new station structure.

This generated mixed reactions, but the majority accepted the need to move on and welcomed the opportunity to be more involved in local decision making. Group and Station Managers have been briefed and are consolidating the information on a regular basis.

One of the tasks for Watch Managers was to identify skill requirements within the new structure, and where necessary nominate individuals to be compulsorily moved. These have been undertaken in a sensitive and timely manner without generating unrest.

Time Owing Leave - All existing Time Owing Leave (TOL) records have now been collected and a new procedure put in place to accommodate any future overtime worked. This brings to an end the use of TOL to take time off work.

Payment of this accrued overtime is being made over the period September to November and is expected to be contained within the estimated budget allocation.

Community Safety Team - 21 of the 24 posts have now been filled by volunteers, including all of the Supervisory Manager Roles. The remaining posts will quite easily be filled by Trainees if necessary.

The volunteers are currently being moved to Central to enable them to be trained, and to assist in determining how the team will roster themselves to meet the needs of the organisation and themselves.

The Community Safety Department is determining the types of day to day activities the team will be involved in, and the resources they will require to provide enhanced support and community engagement across the County.

Brigade Orders and Policy updates - Steve Ainley and John Buckley have been working on the fundamental elements of Brigade Orders and a number of these are now in draft format.

A large amount of work has gone into the creation of a Brigade Order to explain and control the booking of leave. Elements of this being issued this week, together with electronic leave sheets to enable crews to start booking allocated leave for 2007.

This is slightly later than anticipated due mainly to the number of moves taking place in the service to create the CS team and new station structures. This delay means that the majority of leave will be booked on the basis of the people in post at 3 January 2007.

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Establishment - Current ridership establishment is 7 below standard. 9 Trainees have been appointed and will start on 18 September and 3 Transferees from other Authorities are being appointed in October.

Furthermore, another Trainee course, with the potential for 12 more employees is scheduled to start in November. With the anticipated retirements/resignations before shift change, the ridership establishment is expected to be above the required 456.

Recruitment in general and the need for more local involvement was discussed. The regional recruitment was still online, however the timeline was too far away for Nottinghamshire to wait for new recruits to fall in line with Shift Change.

Performance Management - A task and finish group is to be established from representatives from the North, City and South areas to assist in creating a new Working Practices Framework to reflect the move to 12-hour shifts. The group will be chaired by a Station Manager from Safety Services and will review the existing policy within the context of the Shift Change Collective Agreement.

Information Services have created a draft Team Charter which identifies targets based mainly on inputs and outputs. This will be developed by Safety Services to include longer-term outcomes.

One practice recognised as having the potential for the Service to gather quality data is the recording of time spent undertaking daily activities. This is common practice in many public and private sector organisations and enables Managers to measure the success of activities based on 'outcomes versus resource usage'. This is being considered as part of the work being undertaken within Safety Services.

As these workstreams draw together the FBU will be consulted in line with the Collective Agreement.

The deadline for the new Working Practices Framework was originally scheduled for the end of November. Need to look to move this forward to have time to try and embed this before Shift Change occurred.

Project Management - The project team has been established and a project plan created. All workstreams are on target as the original deadlines were based on a September start date. The move to 3 January has provided ample capacity for any slippage that may occur.

The appointment within the next few weeks of a Programme Manager with Information Services Department should enable *the project plan to be placed on pbviews*.

5 FA REPORTING

Action A full report will go to Fire Authority in December, instead of sending Members the minutes of the meeting a briefing paper will be drafted with an update on the project.

JB

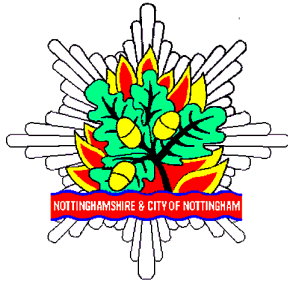
6 ANY OTHER BUSINESS

6.1 Research – A. Cairney raised the issue of research being undertaken into wakeful hours, although an agreement has been reached on a full 12 hour wakeful shift, the plotting of breaks could be an issue, line managers awareness of these issues may help. J. Buckley informed the group that Paul Hair would conduct briefings to aid individuals on the physical differences and health and welfare in general.

6.2 Staff Briefing Papers – It was agreed that the updates should remain regular to raise awareness to any developments and keep this in the forefront of all personnel's minds.

7 DATE OF NEXT MEETING

It was agreed the next meeting would take place on Friday 10 November at Headquarters.



SHIFT CHANGE IMPLEMENTATION TASK & FINISH GROUP

Monday 23 October 2006

Fire & Rescue Service HQ (Conference Room)

Present :	Councillor John Cottee Paul Woods John Buckley Steve Ainley Andy Cairney Phil Coates Mark Healy	Chair Chief Fire Officer Area Manager Fire Brigades Union Fire Brigades Union Fire Brigades Union Industrial Relations Officer
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Apologies :	Councillor Brian Grocock	Fire & Rescue Authority
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In Attendance :	Lea-Anne Abbiss	Notes
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		Action
1	<p>APOLOGIES</p> <p>Apologies were received from Councillor Brian Grocock.</p>	
2	<p>PREVIOUS MINTUES : 4 July 2006</p> <p>The minutes of the meeting held on 8 September 2006 were considered and agreed as an accurate record.</p>	
3	<p>MATTERS ARISING</p> <p>(4) <u>Position (Status) Report :</u></p> <ul style="list-style-type: none"> • <u>Page 2 – Community Safety Team</u> – Steve Ainley flagged up he had received a paper from Andy Bettison and John Buckley regarding working practices within the Community Safety Team, to which he would provide a response on 24 October. • <u>Page 2 – Time Owing Leave</u> – to be covered in the context of discussion regarding the FBU document in Item 4 below. • <u>Page 3 – Working Practices Framework</u> – work scheduled to be completed by the next meeting of this Group on 10 November. • <u>Page 4 – Research</u> – John Buckley to provide update later in meeting. 	

FBU DOCUMENT

The FBU outlined the background to the document, in highlighting areas of concern which had been flagged up by their members. It was stressed that these issues had been raised with management at the earliest possible opportunity, and the concerns had largely been brought about in response to circulation of the leave documents. The FBU stated it was important to try and ensure a smooth transition of the implementation and to try and address issue now. The Chair acknowledged that there would be problems, but added that Members also hoped the path towards implementation could be smoothed. It was agreed that John Buckley would respond to each of the points in turn as outlined below.

- Point 1 It was acknowledged that this does become an issue for people with summer leave contained in that period.
- Point 2 No floating leave or courses in August. Floating leave is available outside of August.
- Point 3 Correct – for one pump stations. Leave system put together is very similar to what it was before and fits within the parameters of the Grey Book. Management felt that any changes to the system now or a delay would severely affect 340+ people, rather than the 60 or so who currently feel they have not been given a good choice. It was management's suggestion that the leave system for this year remains in place and the 60 individuals accommodated in some way. The FBU updated that they were looking to identify exactly who was affected in order to move matters forward. It was agreed however, that the system needed to be looked at again in the next 12 months ready for 2008.
- Point 4 It was confirmed that remaining floating leave doesn't have to be booked in blocks.
- Points 5&6 Management acknowledged the statement was correct, but outlined that no additional hours were being worked in contract. Management felt there were a number of things that could be done to iron this out and the FBU additionally acknowledged that potential solutions are there, but if done now would mean delays for next year's leave.
- Point 7 It was confirmed that those individuals on return to work would be able to book their leave. If individuals return and there is no potential to book leave, management have mechanisms at their disposal to ensure it takes place. It was felt it would be useful to make this part of the return to work process.
- Point 8 Point noted by management and acknowledged that in theory overtime could be taken off annualised hours rather than submitted for pay, but that in reality this was difficult in terms of practicalities – in relation to a budgetary mechanism to control it, in addition to creating, developing and monitoring a system. Management also stated that the Collective Agreement removed time owing leave.

- Point 9 John Buckley outlined that the re-issue of leave numbers was a one-off and was to be expected in the change from one system to another. John further explained that a staff briefing paper had been issued to outline this should be dealt with locally on a watch by watch level.
- Point 10 It was acknowledged the point was factually correct – in reality however, leave period collected up into 2s and 3s and is similar to the old 1-6 numbers. In terms of the rotational process then there is equity.
- Point 11 Analysis of hours has been done. Expectation from management that cards will be called in and paid off. A new system is needed to allow time to TU officials to exercise their duties. It was agreed a discussion would take place through Mark Healy in order to put this system in place – the FBU outlined they were also looking to an agreed approach as to how this can be facilitated.
- Point 12 John Buckley has recently spoken to the FBU on this issue. John has looked at the transition from shift to shift and has started to map across the year – the issue depends on when a tour of duty starts, but there will be equity in terms of two full tours. It was acknowledged however, that blue watch would be two hours short and management have no redress on this issue.
- Point 13 Specifically dealt with within the Collective Agreement – it was confirmed a floating day's leave would be lost.

John Buckley also offered input regarding the last two/three pages of the document which outlined issues regarding health and safety. Paul Hair has been tasked with looking at the impact of a new shift pattern. Additionally employees (where relevant) will be issued with a night workers health questionnaire. Information packs are also to be issued, and Paul Hair will be running road shows around the Service in late November / early December. The FBU expressed concerns about resource/capacity with Occupational Health in the initial stages of shift change to cope with the swell of access. John has already spoken to Paul Hair regarding this and finances have been made available through the implementation budget to buy in additional OH help if necessary. It is anticipated that the increase in access is likely to be with regard to advice, rather than medical issues.

In addition to the numbered points contained within the document presented, the FBU sought clarity on two further points which had been raised previously :

- FBU members have expressed concerns about management sending out “hit squads” to check up on them during the night. John Buckley updated that the FBU were aware that following the last meeting of this group he had been tasked to pull a team together from across the Service to look at working practices. The team had since been drawn together and a lot of work done to date, with a further meeting scheduled. John further expanded that this issue cannot be managed by observation, but rather managed by expectation and monitoring that expectation. In that light John is working with Martin Smart to look at tangible targets, and these will be explored at the next meeting of this group on 10 November, before commencing a formal consultation process. On the “other side of the equation” Paul Woods wanted to clarify that whilst the Service would not be “policing”, there will be a lot for people to do while they are at work at night, and he didn’t want people to get a false sense of security. In terms of drawing the item to a close and summarising the discussion, the Chair made it clear there would not be “hit squads”, but rather performance would be managed and achieved by outcomes, in terms of targets to be outlined. FBU sought assurances that there would not be a “make work” type scenario. The Chair confirmed there would not and that it would be outcomes-based.
- The second additional point the FBU wished to raise was in relation to an apparent breach of the Collective Agreement, in that the Service had failed to meet two timelines in terms of annual and floating leave. John Buckley accepted the point raised, but updated that there had been discussion both in this group and outside of it, in terms of a subtle approach taken regarding the amount of moves that are needed, and whilst the slippage is not acceptable, the time was needed to affect the moves. The Chair accepted what both the FBU and management were saying regarding this issue and sought opinion from Mark Healy. Mark felt there was not a fundamental breach of the Collective Agreement, because of the approach taken by management and the Trade Union towards a more considered look at the impact of moves. The FBU felt that their members perhaps would not trust the Agreement as timelines had already been broken and in light of the pending Brigade Committee on 25 October, it was for them as officials to sell it to their members.

5 POSITION (STATUS) REPORT

- 5.1 **Agenda** Briefing Visits – meeting between John Buckley, Group and Station Managers arranged for 16 November, before visits being arranged for every watch. John to share the presentation with this Group at the next meeting, before it is delivered to Group/Station Managers. This item led into a brief discussion regarding any research that had been done into circadian rhythms.
- 5.2 **Action** Project Management – full system up and running. In terms of IT, John Buckley confirmed everything is on the server. FBU requested a briefing from the Crewing Officer prior to it going out to stations, to ensure they are in a position to respond to any queries from members should they arise – this will be arranged.

Agenda

JB

5.3 **Agenda** Performance Management – discussed earlier in meeting – to be brought back to the next meeting of the group.

5.4 Working Practices Framework – discussed under Item 4 above.

6 FIRE & RESCUE AUTHORITY REPORTING (OUTCOMES)

As previously agreed, a paper will be prepared for the meeting of the Fire & Rescue Authority on Friday 8 December 2006,

7 DATE OF NEXT MEETING

Confirmed as Friday 10 November 2006, 12:00 (+ lunch), Fire & Rescue Service HQ (Conference Room)

Agenda