



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

HUMAN RESOURCES COMMITTEE

Date: FRIDAY 21 OCTOBER 2011

Time: 10.00 am

Venue: Fire and Rescue Service Headquarters, Bestwood Lodge, Arnold, Nottingham

Members are requested to attend the above meeting to be held at the time, place and date mentioned for the purpose of transacting the following business.

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

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTERESTS

Councillors, colleagues or other participants in meetings are requested to declare any personal or personal and prejudicial interest in any matter(s) on the agenda

3 MINUTES

Last meeting held on 22 July 2011 (for confirmation)

Attached

4 HUMAN RESOURCES STRATEGY REVIEW

Report of Chief Fire Officer

Attached

5 HUMAN RESOURCES UPDATE

Report of Chief Fire Officer

Attached

6 TO CONSIDER EXCLUDING THE PUBLIC FROM THE MEETING DURING CONSIDERATION OF THE REMAINING ITEM(S) IN ACCORDANCE WITH SECTION 100A(4) OF THE LOCAL GOVERNMENT ACT 1972 ON THE BASIS THAT, HAVING REGARD TO ALL THE CIRCUMSTANCES, THE PUBLIC INTEREST IN MAINTAINING THE EXEMPTION OUTWEIGHS THE PUBLIC INTEREST IN DISCLOSING THE INFORMATION

7 REGRADING OF POSTS

Report of Chief Fire Officer

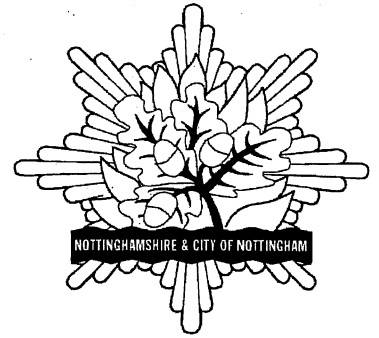
Attached

ANY COUNCILLOR WHO IS UNABLE TO ATTEND THE MEETING AND WISHES TO SUBMIT APOLOGIES SHOULD DO SO VIA THE PERSONAL ASSISTANT TO THE CHIEF FIRE OFFICER AT FIRE SERVICES HEADQUARTERS ON 0115 967 0880

IF YOU ARE UNSURE WHETHER OR NOT YOU SHOULD DECLARE AN INTEREST IN A PARTICULAR MATTER, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ON THIS AGENDA, IF POSSIBLE BEFORE THE DAY OF THE MEETING, WHO WILL PROVIDE ADVICE IN THE FIRST INSTANCE.

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

HUMAN RESOURCES COMMITTEE

MINUTES

of meeting held on **22 JULY 2011** at Fire and Rescue Service Headquarters, Bestwood Lodge, from 10.00 am to 11.12 am.

Membership

Councillor Smith (Chair)
 Councillor Cooper
 Councillor Cross
 Councillor Girling
 ^ Councillor Morris
 Councillor Grocock (as substitute for Councillor Morris)

Members absent are marked ^

Present as an observer – Councillor Wheeler.

1 CHAIR'S ANNOUNCEMENT

The Chair, in the exercise of his discretion announced that only members of the Committee would be permitted to speak at the meeting. Councillor Wheeler, who was present as an observer, noted the Chair's comments but wished his dissatisfaction with this ruling to be minuted.

2 APOLOGY FOR ABSENCE

An apology for absence was received from Councillor Morris.

3 DECLARATIONS OF INTERESTS

Councillor Smith declared a personal interest in that he was a member of Unison, but this did not prevent him from speaking or voting.

4 MINUTES

RESOLVED that, the minutes of the last meeting held on 15 April 2011, copies of which had been circulated, be confirmed, and signed by the Chair.

5 PART TIME WORKERS (PREVENTION OF LESS FAVOURABLE TREATMENT)

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, updating the Committee on the ongoing negotiations for equal treatment for Retained Duty System Fire-fighters. The Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (the Regulations), gave part time workers the right not to be treated less favourably than a comparable full time worker. There had been various test cases since then and in 2008, the final tribunal had found in favour of the claimants, concluding that fire-fighters on the Retained Duty System had been treated less favourably than fire-fighters on the Wholetime Duty System and, therefore, Fire Authorities were in breach of the Regulations. Agreement had been reached after negotiation with the National Employers and Representative Bodies to resolve the claims and pay compensation based on length of service, role and level of cover.

An independent third party, Popularis, had been engaged to handle the process of communication between the various Fire and Rescue Services, the Fire Brigades Union (FBU), the Retained Fire-fighters Union (RFU) and individual claimants. They were currently undertaking a matching exercise and would advise current employees who were in post on 30 June 2010 and previously employed claimants who were RFU/FBU members of their individual settlement calculations.

A number of amendments had been made to the National Joint Council Scheme of Conditions Service (Grey Book) following detailed negotiations between the respective parties to ensure compliance with the Regulations.

Nottinghamshire and City of Nottingham Fire and Rescue Service was undertaking a full review of its procedures to ensure compliance with the changes that had been made to the Grey Book.

RESOLVED that the contents of the report be noted.

6 HUMAN RESOURCES UPDATE

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, updating the Committee on human resources issues within the Nottinghamshire and City of Nottingham Fire and Rescue Service.

The sickness absence figures for quarter 4 (1 January 2011 - 31 March 2011) were up slightly with 1328.5 days having been lost due to sickness, compared to 1203 days in the previous quarter. The increase had largely been due to an increase in medically certified absence, with 29 employees being signed off by their GP for a continuous period of more than 28 days. The cumulative average over the last 12 months was 5.33 days per employee. Target absence was 7.5 days per employee. This was being reduced to 6.5 days per employee in 2011/12. A robust absence management policy was in place to monitor absence continuously.

In the period 1 April 2011 – 30 June 2011 there had been five grievances, and two disciplinaries.

During the period 1 April 2011 – 30 June 2011, no-one had commenced employment with the Fire and Rescue Service and 20 employees left the Service. There were a number of vacancies across the establishment, most notably within the whole-time workforce. The situation was being actively managed and monitored.

RESOLVED that the progress to date be noted and the contents of the report endorsed.

7 REGRADING OF POSTS

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, notifying the Committee that the Job Evaluation Panel had not considered any applications for grading review or appeals in respect of changes to the permanent non-uniformed establishment, during the period January to April 2011 (inclusive).

RESOLVED that the report be noted.

8 EXCLUSION OF PUBLIC

RESOLVED that the public be excluded from the meeting during consideration of the remaining items in accordance with section 100A (4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information as defined in Paragraphs 1 and 3 of Schedule 12A to the Act.

9 REVIEW OF WORKFORCE PLAN 2010-12

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, reviewing the Corporate Workforce Plan for 2010-12 and making the Committee aware of the updated Plan for 2011-13.

RESOLVED that the report be noted.

10 APPLICATION OF THE DISCRETIONARY COMPENSATION SCHEME POLICY

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, requesting the Committee to confirm the calculation of termination payments made under the discretion of the Discretionary Compensation Payments Scheme Policy in cases of redundancy.

RESOLVED that the application of the discretion to apply compensatory awards in the event of redundancy, be based on the enhanced redundancy matrix and calculated on gross salary payments, within the Fire Authority's Discretionary Compensation Payments Scheme Policy.

11 WORKFORCE REDUCTIONS : DISESTABLISHMENT OF STATION COOKS POSTS

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated seeking approval from the Committee for the disestablishment of station cooks posts.

Councillor Girling proposed that consideration of this matter be deferred until a later meeting of the Committee when further information was likely to be available on the outcome of continuing negotiations. When put to the vote, this proposal was defeated.

RESOLVED

- (1) that the post of Station Cook from all wholetime Stations be disestablished on the grounds of the cost savings that would be made;**
- (2) that redundancy payments be made in line with the normal redundancy arrangements as set out in the Service Discretionary Compensation Payments Scheme.**

Councillor Girling requested that his vote against the proposals be recorded.

12 APPLICATION OF THE DISCRETIONARY COMPENSATION SCHEME POLICY: REDUNDANCIES ARISING FROM THE PROPOSED DISESTABLISHMENT OF STATION COOKS ROLES

The Chair of the meeting was of the opinion that this item, although not included on the agenda, should be considered as a matter of urgency in accordance with Section 100(b) (4) (b) of the Local Government Act 1972, in view of the special circumstances that at the time the agenda was prepared it was not known that any discretionary award was to be made and not to hear the item at this meeting would prejudice the applicants.

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, asking the Committee to ratify the recommendations of the Discretionary Compensation Board in respect of the application of discretion under the Discretionary Compensation Payments Scheme Policy.

RESOLVED that the recommendations of the Discretionary Compensation Payments Board as follows be endorsed:

- (1) the payment of compensation awards to be made in line with the 'normal' policy provisions i.e. be made in line with the enhanced redundancy matrix and to be paid at gross pay rates;**
- (2) to exercise discretion in the case of applicant S;**
- (3) to exercise discretion to the payment of added years for those employees who are able to access the early release of pension benefits.**

Councillor Girling requested that his abstention from the vote be recorded.



NOTTINGHAMSHIRE

Fire & Rescue Service

Creating Safer Communities

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

HUMAN RESOURCES STRATEGY REVIEW

Report of Chief Fire Officer

Agenda Item No:

4.

Date:

21 October 2011

Purpose of Report:

To provide an update on the implementation of the Human Resource Strategy
2010-2013

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1. BACKGROUND

An updated Human Resource Strategy was considered and approved by the Committee at its meeting on 22 October 2010. Members requested that a short milestone report be submitted on an annual basis to highlight progress made and to highlight key HR issues for the forthcoming year.

2. REPORT

- 2.1 Section four of the Strategy set out how key objectives would be implemented in practice across HR functional areas. Progress in these areas are summarised below:
- 2.2 **Resources and Planning:** the Workforce Plan 2011-13 was approved by this committee at its meeting on 22 July 2011. This identified the projected changes to workforce arising from anticipated turnover and the likely impacts of the Fire Cover Review and budgetary reductions, and set out an action plan to manage HR related issues identified in the Plan.
- 2.3 The management of the establishment to meet required budgetary reductions has been a priority for the Service. The Authority has recently confirmed the dis-establishment of 9 vacant posts and 14 Station Cook roles as a means of reducing the salaried workforce. Strategic Management Team will be undertaking a re-organisation of all departments before the end of the year, and this may identify further reductions in establishment. The Human Resources Department are fully engaged in this process and will work with service managers and representative bodies to minimise the need to effect compulsory redundancies wherever possible.
- 2.4 The HR Department will also ensure that the Service meets its statutory obligations in terms of consultation and employment legislation, and has already undertaken consultation with the representative bodies on a redundancy framework.
- 2.5 In anticipation of workforce reductions, the Corporate Management Board have been scrutinising each business case for roles which have become vacant and, where appointments have been necessary to meet service demands, appointments have been made on a temporary or agency basis. It has also taken a decision not to undertake a wholetime recruitment campaign during 2011. This will ensure that there are redeployment opportunities available for employees who may be placed at risk of redundancy in the future.
- 2.6 Following the termination of the regional fire control project, 11 posts have been dis-established within the Control section resulting in 5 redundancies. Work is currently on-going to review the nature of future control functions and the implications of this for the staffing structure will become apparent in early

2012. HR will play a key role in effecting any changes to establishment, contractual conditions and working practices arising from the review.

- 2.7 **Employee Relations and Engagement:** the Service continues to place a high priority on effective communication with its workforce and the representative bodies. This is particularly important given the changing environment in which the Service is currently operating and the need to share information and receive feedback on key budgetary and operational issues that will impact on the workforce. The Service has regular formal panel meetings with its recognised trades unions, as well as consultation meetings to discuss the on-going development and review of HR policies and procedures.
- 2.8 The consultation exercise on the proposals contained within the Fire Cover Review has incorporated feedback from trades unions and the opportunity for all employees to contribute their views. Information is regularly updated on the Service intranet site to ensure that employees are kept up-to-date.
- 2.9 The Service will be undertaking an employee survey during 2012 to establish employee views over a range of issues.
- 2.10 In the last year, the Service has invested in the training of six accredited Workplace Mediators to support the development of a formal mediation process. This aims to offer impartial mediation to deal with workplace problems between individuals, in a safe and confidential environment. Over time, it is hoped that this approach will reduce the number of grievances and improve working relationships.
- 2.11 Looking ahead, it is likely that the Service will be affected by the threat of industrial action from the public sector unions in furtherance of a national dispute over pensions. The HR department will play a key role in advising on employment law in this area and managing associated workforce issues. Any developments will be reported to the Committee as the situation progresses.
- 2.12 **Equality, Diversity and Culture:** the Service is committed to achieving the Excellent standard of the equality framework by 2013. The Equalities team will be instrumental in ensuring that the Service is prepared for assessment within this time frame. This will involve working closely with all departments to embed a culture where diversity and equal access to services and employment are fundamental to all policy decisions and service delivery models. A review of the way in which we undertake impact assessments has already been undertaken and will support the Service to meet this objective.
- 2.13 The Equality Act 2010 has strengthened and amalgamated equalities legislation going back to the Equal Pay Act from 1970. The Service has made a number of changes to policy and procedures in order to ensure that we remain compliant with the new requirements.
- 2.14 Information received from recent staff surveys and employee data validation exercises demonstrate that confidence levels of staff in telling us about their sexual orientation or disability have improved. This is really important in

improving staff satisfaction and managing health and safety in the workplace. If employees are more confident in telling us about these things the Service is able to manage these issues more effectively.

- 2.15 The Service Harassment and Bullying Policy has been reviewed during 2011 to incorporate new definitions of harassment (including third party harassment), the inclusion of homophobic and cyber bullying and to re-emphasise our expectations about employee behaviour in the workplace. This is supplemented by leaflets about the policy which have been circulated to all work locations and the development of a learning package on LearnPro. The aim is to eliminate all forms of discrimination and harassment from the workplace through awareness raising and education and by appropriate intervention when issues arise.
- 2.16 All courses run by the Service Development Centre have been reviewed to ensure that equality and diversity issues form part of mainstream training and all employees receive equalities training as part of their core induction programme. Screening for employees with dyslexia and associated learning difficulties is now also available to ensure that adjustments can be made in the workplace where it is reasonable and possible to do so. Proposals for a new suite of equalities-related training opportunities are currently being formulated by the Equalities Team.
- 2.17 As part of its commitment to provide support to its employees, the Service is in consultation to extend current discretionary leave provisions to include time off for disability related appointments, IVF treatment and extended paternity leave. This forms part of the Service's flexible working arrangements to support those with family and caring responsibilities.
- 2.18 A suite of equality performance indicators has been agreed by the Authority and progress against these targets will be assessed by the Performance Monitoring Committee.
- 2.19 **Training and Personal Development:** the Service has now completed its maintenance of competence programme to ensure that all operational personnel can demonstrate evidence of the skills and knowledge required to operate competently in role. This is one of the key elements of the IPDS principles of initial acquisition, application and maintenance.
- 2.20 The move from a regionally supported Assessment and Development process has seen the development of an in-house provision, with easier on-line access for participants at the first stage of assessment. Local management of the process has also created greater flexibility in the timing and type of assessment methods used.
- 2.21 The Performance and Development Review (PDR) scheme is currently under review. All employees have an annual PDR meeting with their manager to review past and future work performance and to identify individual training needs. Following feedback from participants, the aim of the review will be to make the process less bureaucratic in application.

- 2.22 Consultation is currently underway on changes to the way in which the Service develops its potential Supervisory and Middle Managers, with the emphasis on developing key incident command and core skills prior to promotion. This will ensure that the development phase in a new role is reduced and managers can commence their role with critical skills, particularly in operational command situations, already in place. As part of this greater emphasis will be placed on transferring technical knowledge and understanding, with the option of undertaking IFE examinations.
- 2.23 The LearnPro e-learning platform has become functional during 2011 and is available to employees via the intranet. This will facilitate access to learning over a range of topics and at sites remote from the Service Development Centre. This will allow employees to acquire knowledge as part of a managed development programme or to access information to enhance their own personal development.
- 2.24 **Performance Management:** the Service met its absence target during 2011, with an average of 5.33 days lost to sickness per employee. This compares with a national average of 9.6 days in the public sector and 7.7 days in the UK workforce. The target has been reduced again this year from 7.5 to 6.5 days per employee. Attendance is actively managed through the Management of Sickness Absence Procedure and closely monitored by the HR Department. The Occupational Health and Fitness team work with HR to deal with health and fitness issues, with the aim of returning employees to work at the earliest opportunity through effective intervention, support and modification to duties where appropriate.
- 2.25 Work is currently underway to introduce a Performance and Capability Policy which will support managers and employees to deal appropriately with poor performance.
- 2.26 **Occupational Health and Fitness:** the revised Fitness Policy is in its first year of implementation and has been successful in introducing a consistent level of aerobic fitness across the operational workforce. The introduction of workplace Physical Training Instructors ensures that support and advice is available on station and the Fitness Advisor works closely with employees who need to improve their fitness levels. A programme of replacing gym equipment has now been completed.
- 2.27 It has also been the first year of application of the Substance Misuse Policy and the HR department have worked closely with Occupational Health to introduce random screening through a specialist testing agent called Modern Healthcare Systems. Consultation with the representative bodies has been on-going and changes have been made to the testing regime to meet concerns raised.
- 2.28 A revised policy on Infection Control is currently in consultation.

- 2.29 **Health and Safety Risk Management:** The fire risk assessments for all of the properties comprising NFRS's estate have been completed and the findings have been incorporated into the planned maintenance of the premises.
- 2.30 A Safety Management System has been developed for the Prince's Trust which elicited a favourable response when its health and safety standards were externally audited.
- 2.31 Manual handling refresher training is now available via the LearnPro system which enables employees who have received initial training to revisit the main learning points by means of a web-based "e-learning" package.
- 2.32 Employees promoted to Watch Manager and Station Manager now attend an induction day and receive input regarding health and safety risk management which is supplemented by a resource pack which they take away for future reference.
- 2.33 **Employee Pay and Benefits:** the application of pay restraint within the public sector over the past two years has led to under-spends in the revenue account which will assist in cushioning the impact of budgetary reductions. In view of this there are no reported changes to pay and benefits during the past year. However this period has now ended and negotiations are underway at a national level for the financial year 2012-13 and beyond.
- 2.34 The agreement of a national settlement to the long-running dispute over pay and pensions for employees conditioned to the retained duty system has led to the involvement of the HR Department in collating information for payments to its RDS employees. It has also led to some changes to local pay arrangements to bring them into line with full-time comparators.
- 2.35 An equal pay audit was concluded during 2011 and reported no significant gender disparities. The next audit will be undertaken in 2013.
- 2.36 The Service is currently in consultation on a job evaluation process for uniformed roles which will further reduce the potential for equal pay claims.
- 2.37 **Developing the Capacity and Value of the HR function:** the role of HR Business Partners has become embedded over the past year, with greater involvement in district management teams and at local levels. This approach has ensured that key messages and information about new policies and procedures are conveyed more effectively across the organisation and HR issues are dealt with at a much earlier stage.
- 2.38 HR is also represented at a corporate level in discussions about workforce implications arising from operational and budgetary changes and is able to fully contribute as part of the risk-assessment and decision-making process. This, in turn, ensures that HR is intrinsically involved in the management of change.

- 2.39 The regional recruitment portal has now gone live and is being used to manage our e-recruitment processes. This has involved collaboration and joint working with regional partners.
- 2.40 The procurement process for the development of a replacement HR system has commenced, with an implementation date of April 2013. This will significantly improve integration of our information systems and create efficiencies through the application of integrated workflows which will reduce manual processing, and improved access for all our employees.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITY IMPACT ASSESSMENT

An equality impact assessment has not been undertaken, as this report does not directly impact upon policy, function or service.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications arising from the report.

8. RISK MANAGEMENT IMPLICATIONS

The adoption of an effective Human Resources Strategy is integral to the achievement of the Service Plan and underpins the strategic objectives of the Service and forms part of the corporate risk management measures associated with the delivery of these objectives.

9. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

Frank Swann
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE

Fire & Rescue Service

Creating Safer Communities

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

HUMAN RESOURCES UPDATE

Report of the Chief Fire Officer

Agenda Item No:

5

Date:

21 October 2011

Purpose of Report:

To update Members on Human Resources issues within Nottinghamshire Fire and Rescue Service.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 As part of its remit, the Human Resources Committee of Nottinghamshire and City of Nottingham Fire and Rescue Authority receive regular updates on human resources (HR) issues within the Service. This includes issues such as sickness absence, formal discipline, grievance, health and safety, employment tribunal cases and staffing numbers. These issues are known as HR metrics.
- 1.2 Reports are on a quarterly basis and allow the HR Committee to analyse ongoing issues and offer their guidance and scrutiny where applicable.

2. REPORT

HR METRICS - SICKNESS ABSENCE

- 2.1 The following represents a reflection of the absence figures for Quarter 1: 1 April 2011 – 30 June 2011.

Absence	Quarter 1 1 Apr to 30 June 2011	Compared with previous quarter	Compared with same quarter of 2010	Cumulative total days lost for 11/12	Cumulative average over last 12 months
Total workforce (130 employees have been absent during Q1)	945 days lost 1.25 days per employee	1328.5 days lost 1.72 days per employee 29% reduction	758.5 days lost 0.98 days per employee 24.5% increase (days)	945 days lost	5.68 days per employee (6.5)
Uniformed (93 employees have been absent during Q1) excluding retained	667 days lost 1.15 days per employee	914 days lost 1.54 per employee 27% reduction	531 days lost 0.88 days per employee 26% increase (days)	667 days lost	5.03 days per employee (6.5)
Non uniformed (37 employees have been absent during Q1)	278 days lost 1.58 days per employee	414.5 days lost 2.33 days per employee 33% reduction	227.5 days lost 1.3 days per employee 22.2% increase (days)	278 days lost	7.52 days per employee (7)
Long term sickness (defined as 28 days or more)	Total Workforce		24		
	Uniformed (excluding retained)		16		
	Non Uniformed		8		

- 2.2 Absence rates have reduced across all work groups in Quarter One in comparison to the previous quarter, the most significant reduction has been in the non-uniformed employee group (-33%).
- 2.3 Whilst figures are still running higher than for the same period of 2010, they are still within the target figure of 1.63 days average per employee.
- 2.4 The majority of sickness absence was certified as due to gastro intestinal upsets (short-term absence) and lower limb (long-term absence)
- 2.5 Target absence figures for 2011/12 have been established as:

Wholetime & Control: 6.5 days

Non-Uniformed: 7 days

Whole Workforce: 6.5 days*

(* the average is affected by the numbers of employees in each work group)

DISCIPLINE, GRIEVANCES ETC

- 2.8 Over the period 1 July 2011 – 30 September 2011 (figures in brackets indicate the total during 2011-12):
- Disciplinary: 2 (4)
 - Grievances: 4 (9)
 - Harassment and Bullying: 1 (3)
 - Formal Management Sickness Absence Policy: 0 (2)
 - Dismissals including ill health retirements: 1 (1)
 - Redundancy: 0 (6)
 - ET cases: Disability Discrimination: 1 (1)
 - Equal Treatment under Part-time Regulations: 2 (2)

STAFFING NUMBERS

- 2.9 During the period 1 July 2011 – 30 September 2011, 0 employees commenced employment, and 17 left the Service. Establishment levels at 30 September 2011 are highlighted below:

	Approved	Actual	Variance
Wholetime	559	535 (534.5 full time equivalents)	- 24 (-24.5 FTE)
Retained	252 units	345 persons (183.5 units)	- 68.5 units
Non-Uniformed	179	174 <i>Established Post – 169</i> <i>Fixed Term Non-Established Post -0</i> <i>Externally Funded Post – 2</i> <i>Agency staff – 3</i>	-5
Fire Control	26.5	27.25(FTE)	+0.75 FTE

- 2.10 Actual workforce figures have reduced by 16.75 FTE posts since the last report due mainly to retirements. This is broken down into 9 wholetime, 5 retained and 3 non-uniformed leavers.
- 2.11 The majority of Wholetime vacancies are currently at supervisory level (23).
- 2.12 The Service is actively managing vacancy levels in anticipation of proposed workforce reductions arising from the outcomes of Fire Cover Review and the impact of budgetary reductions. Appointments to vacant roles are scrutinised by the Corporate Management Board and non-uniformed roles are only being filled on a temporary basis. This measure will ensure that the Service is in a better position to offer redeployment opportunities to employees who may be at risk of redundancy in the future.

3. FINANCIAL IMPLICATIONS

The vacancy level represents an under-spend against budget.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources implications are set out in the report, and There are no learning and development implications arising.

5. EQUALITY IMPACT ASSESSMENT

An equality impact assessment has not been undertaken as this report does not directly impact upon policy, function or service

6. CRIME AND DISORDER IMPLICATIONS

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

6. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

7. RISK MANAGEMENT IMPLICATIONS

A regular reporting system on the management of HR ensures that the Service and the Authority are aware of any developing issues and are agile enough to react appropriately to mitigate risks of employment tribunals and other claims against the organisation.

8. RECOMMENDATIONS

That Members endorse the report.

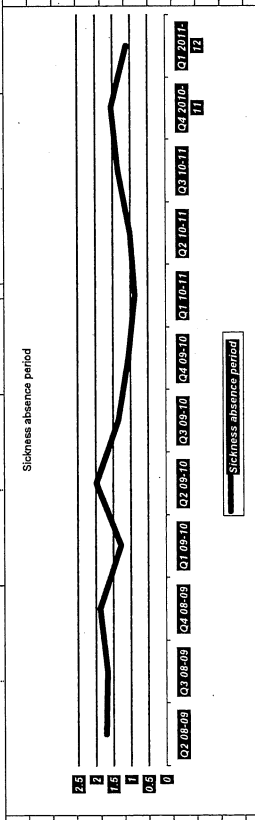
9. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

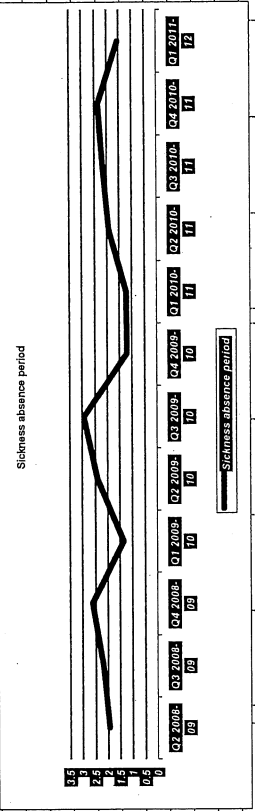
Frank Swann
CHIEF FIRE OFFICER

BREAKDOWN OF ABSENCE Q4 (Apr - Jun 11

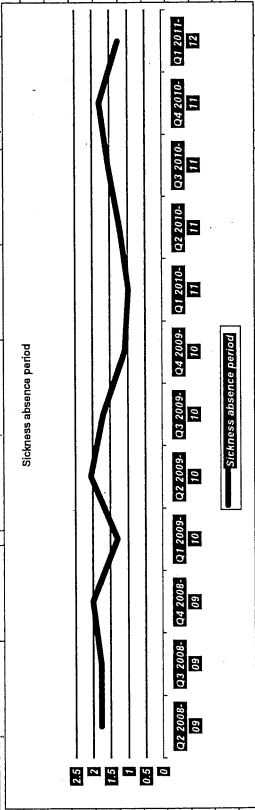
WORK GROUP	Apr			May			June			SUMMARY OF QUARTER 1					
	Average (days per person)	Total work days lost	% difference	Average (days per person)	Total work days lost	% difference	Average (days per person)	Total work days lost	% difference	Average (days per person)	Total work days lost	% difference			
UNIFORMED (Inc Control)	0.32	188	11.32	0.31	180	188.5	4.51	0.52	299	130.5	-129.12	1.12	667	531	-25.61
NON UNIFORMED	0.16	29	61.33	0.57	100	68	-47.06	0.85	149	84.5	-76.33	1.56	278	227.5	-22.20
TOTAL WORKFORCE	0.28	217	289.5	0.37	280	256.5	-9.16	0.60	448	215	-108.37	1.27	945	758.5	-24.59



UNIFORMED ABSENCE



NON UNIFORMED ABSENCE



TOTAL ABSENCE