

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

**HUMAN RESOURCES COMMITTEE**

**Date: FRIDAY 20 APRIL 2012**

**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 27 January 2012 (for confirmation)

Attached

**4 ORGANISATIONAL RESTRUCTURE**

Report of Chief Fire Officer

Attached

- |  |          |
|--|----------|
| <b>5 HUMAN RESOURCES UPDATE</b><br>Report of Chief Fire Officer  | Attached |
| <b>6 CONVERSION OF POSTS</b><br>Report of Chief Fire Officer   | Attached |
| <b>7 REGRADING OF POSTS</b><br>Report of Chief Fire Officer  | Attached |
| <b>8 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</b> |          |
| <b>9 VOLUNTARY REDUNDANCY APPLICATIONS</b><br>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.**

Constitutional Services Officer: - Carol M Jackson  
0115 8764297  
[carol.jackson@nottinghamcity.gov.uk](mailto:carol.jackson@nottinghamcity.gov.uk)

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

**HUMAN RESOURCES COMMITTEE**

**MINUTES**

of meeting held on **27 JANUARY 2012** at Fire and Rescue Service Headquarters, Bestwood Lodge, from 10.00 am to 10.33 am.

**Membership**

Councillor Smith (Chair)  
Councillor Cooper  
^ Councillor Cross  
Councillor Morris  
Councillor Yates

Members absent are marked ^

Present as an observer – Councillor Grocock.

**21 APOLOGIES FOR ABSENCE**

No apologies for absence were received. The Chair welcomed Councillor L Yates to the Committee.

**22 DECLARATIONS OF INTERESTS**

No declarations of interests were made.

**23 MINUTES**

**RESOLVED** that, the minutes of the last meeting held on 21 October 2011, copies of which had been circulated, be confirmed, and signed by the Chair.

**24 RELOCATION SCHEME**

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated advising the Committee of a measure put in place to mitigate the number of compulsory redundancies arising out of the outcome of the Fire Cover Review.

The report was introduced by John Buckley, Assistant Chief Fire Officer who made the following points:

- the measure proposed would involve the offer of relocation support to retained fire-fighters at risk of redundancy. The financial support available would be up to £8,000 per employee;
- the aim of the scheme was to reduce the number of compulsory redundancies required and ensure that competent employees with transferable skills were retained within the workforce;
- consultation had already commenced with a number of retained fire-fighters whose posts were at risk following the Fire Cover Review.

**RESOLVED that the contents of the report be noted.**

## **25 DISCRETIONS UNDER THE LOCAL GOVERNMENT PENSION SCHEME**

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, seeking the approval of the Committee to the Service Policy statement in relation to the discretions under the Local Government Pension Scheme as set out in Appendix A attached to the report.

**RESOLVED that the statement of Service Policy in relation to the discretions that exist under the Local Government Pension Scheme be approved.**

## **26 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 2 (1 July 2011 – 30 September 2011) were up, with 1251.5 days having been lost due to sickness, compared to 945 days in the previous quarter. The cumulative average over the last 12 months was 6.29 days per employee. This was below the target absence which was 6.5 days per employee.

In the period 1 October 2011 – 31 December 2011 there had been three grievances, and one disciplinary.

During the period 1 October 2011 – 31 December 2011, 10 employees had commenced employment with the Fire and Rescue Service and 25 employees had left the Service.

**RESOLVED that the report be endorsed.**

## **27 RE-GRADING 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 submissions for grading review during the period 1 October 2011 – 31 December 2011 (inclusive).



**RESOLVED that the contents of the report be noted.**

**28 PAY POLICY**

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, asking the Committee to agree a Pay Policy for approval by the Fire Authority, in line with the requirements of the Localism Act 2011.

The report was introduced by John Buckley, Assistant Chief Fire Officer who advised the Committee that the Localism Act 2011 placed a requirement on the Authority to prepare pay statements for each financial year. The pay statement had to be agreed annually by the Fire Authority and be published and publicly accessible. The Statement of Pay Policy was attached to the report as Appendix 1.

**RESOLVED that the Statement on Pay Policy be agreed and put forward for the agreement of the full Fire authority.**

**29 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.**

**30 THE REQUIREMENT TO ESTABLISH A KITCHEN ASSISTANT AT SERVICE DEVELOPMENT CENTRE**

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, seeking approval to establish the Kitchen Assistant at Service Development Centre.

**RESOLVED that the Service Development Centre Kitchen Assistant role be established.**





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

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

# ORGANISATIONAL RESTRUCTURE

Report of the Chief Fire Officer

**Agenda Item No:**

4.

**Date:**

20 April 2012

**Purpose of Report:**

To present to the Human Resources Committee the revised organisational structure, as a result of the Fire Cover Review and budget reductions, to seek approval for the proposed changes in establishment, and to present these changes to the Fire Authority for ratification.

## CONTACT OFFICER

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Area Manager Strategic Support

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## **1. BACKGROUND**

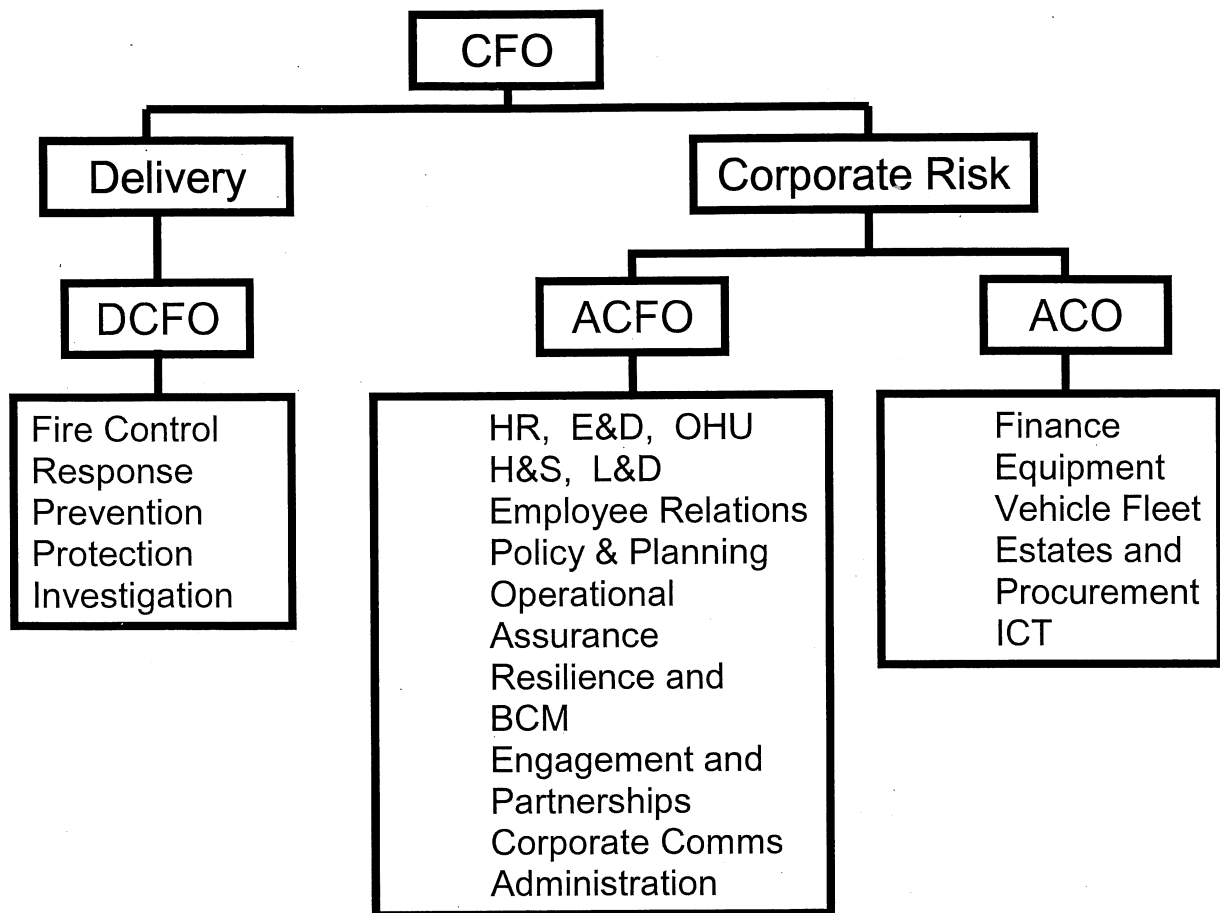
- 1.1 In 2010 the Government published their spending review to reduce public sector spending and therefore reduce the burden of national debt.
- 1.2 In December 2011 the Combined Fire Authority agreed the Fire Cover Review which highlighted the need to reallocate resources within the Service
- 1.3 Both the above factors culminated in the Authority setting a budget to meet the reduced available finances. The budget and the outcomes of the Fire Cover Review drew the Service to look at the services it delivers and how it delivers them.
- 1.4 This paper outlines the decision making rationale behind the change to the organisational structure, where the organisation has been directed into two distinct areas; Service Delivery & Corporate Risk.
- 1.5 To facilitate the organisational change it has been necessary to redistribute resources within the organisation, creating a small number of new posts following the deletion or conversion of other posts.
- 1.6 The report also highlights the change to the establishment and savings made through the refocusing of the Service's assets.

## **2. REPORT**

### **Organisational Overview**

- 2.1 The Service has been faced with a reduction in the funding it receives; this has led the Chief Fire Officer to look at the way Nottinghamshire Fire and Rescue Service provides their Service and what they deliver to the communities they serve.
- 2.2 The Fire Cover Review, agreed by the Authority December 2011, highlighted how, on a risk based approach, the Service could become more efficient and improve on the services it provides to the Communities of Nottinghamshire.
- 2.3 This led to a realisation that the Organisation could and would function more effectively and economically through a structured reorganisation. This reorganisation will provide a more efficient means to deliver the services the Communities of Nottinghamshire currently enjoy and improve them to ensure the Service delivers what is required in the most appropriate manner.
- 2.4 The reorganisation takes into account the reduction of staff which was highlighted through the Fire Cover Review; this is through from the reduction of Principal Managers to the reduction and reallocation of resources across the County, the reorganisation also meets the financial demands of the Service.

- 2.5 The Service's Discretionary Compensation Payments Board has recommended a number of voluntary redundancies, which are presented elsewhere on this agenda, which has assisted in making the necessary savings.
- 2.6 The organisational restructure will focus the Service into two distinct operating arms *Service Delivery* and *Corporate Risk*
- 2.7 *Service Delivery* can be described as the outward facing services the Service provides; those that deliver a service to the public communities of Nottinghamshire. This includes; from the front line appliances and the firefighters that staff them at the stations, to the work of the Community Safety employees, to the work of the Fire Protection teams. The final area in which the Service delivers is through the work of the control and mobilising centre.
- 2.8 The Service has looked at these functions and has restructured where necessary and reengineered areas where the Service believes there is an opportunity to improve.
- 2.9 Service Delivery is led by the Deputy Chief Fire Officer who is responsible for the following activities; Response, Protection, Prevention and Control.
- 2.10 *Corporate Risk* are the areas of the Service which support Service Delivery, the functions which ensure the organisation operates effectively.
- 2.11 Corporate Risk will supply the support and intuitive analysis which will provide the direction to the Service Delivery arm of the Service. This approach will present a more appropriate view of the risks and challenges the Service faces.
- 2.12 This function includes the areas of Finance and Resources which is led by the Assistant Chief Officer and includes the Transport, ICT, Estates & Procurement and Finance Departments.
- 2.13 Corporate Services is led by the Assistant Chief Fire Officer and includes the Learning & Development Teams, Performance Team, Human Resources Team, Health & Safety Team, Policy, Planning and Resilience Teams and Corporate Administration.
- 2.14 The proposed restructure was announced to the Service and the representative bodies on the 12<sup>th</sup> March and is programmed to be in place by the 1<sup>st</sup> August 2012.
- 2.15 The proposed restructure is graphically displayed below.



### Organisational Restructure

- 2.16 To facilitate these changes it has been necessary to reorganise and redirect some of the Service's resources. The Fire Cover Review highlighted changes to the operational staffing model which aligned the operational resources to the risk profile of the Service and liberated significant financial savings.
- 2.17 The remaining uniformed resources are allocated to appropriate managerial and function roles within the new structure to provide a balanced perspective and maintain a resilient operational rota for the purposes of incident command.
- 2.18 To compliment the new structure it has been necessary to create a number of new posts and to re classify other roles and change their responsibilities.
- 2.19 The new posts which have been created are detailed below, however it should be noted that some of these posts are conversions from posts previously held by uniformed officers; this is highlighted in the post description.
- 2.20 All the new posts will be subject to consultation with representative bodies and then subsequent job evaluation and grading, an assumption has been made to allow costings.

### **Advocate Manager**

The Service employs advocates to undertake community safety activities within areas to reduce the risk. The role of the advocates within the organisation is changing from being prescriptively aligned to an area, to becoming a more flexible, malleable resource. It is the intention to focus on risk as opposed to geographical area. This change will see more resources being placed where the Service has greater risk to combat the problems the Service faces. To coordinate their response and assist in the delivery of community safety the Service has created the post of advocate manager. This will direct and work with the City based advocates to ensure that the Service directs its resources where they can have the greatest impact.

### **Fire Investigation Team (3 posts)**

These posts have been created to give a resilient, qualified cadre of investigators. This team will provide the backbone of fire investigation work and will sit within the Fire Protection arm of Service Delivery. The creation of this team will allow the Service's uniformed fire investigators to dedicate more time to undertake their primary job roles and allow for the reduction in Station Manager posts.

### **District Administrator, Edwinstowe**

Each wholetime station has a district administrator. District administrators provide support for the station and the point of contact Station Manager. They undertake all the administrative duties which connect the station to headquarters and to the communities the station serves. The creation of this post is due to the conversion of Edwinstowe into a wholetime fire station.

### **Fire Precautions Support Manager**

This role has been created to manage the Fire Prevention Support Team, this is a post that has been converted from a wholetime station managers post. This is as a direct result of reducing the cadre of station managers within the organisation. The conversion realises a cost saving.

### **Fire Precautions Advocate Role**

This post is to expand the advisory and educational role of the Service for business and other non-domestic premises in line with government expectations for more information and less regulation. The post will look at alternative ways of working with the business community to promote fire safety and applicable wider issues in the workplace.

### **Corporate Analyst**

To ensure the Service targets resources as efficiently and effectively as possible, it is critical that the corporate risk function analyse data and trends to provide the correct information to the Service's delivery teams. This role ensures the Service provides intuitive trend analysis into the risks within the communities of Nottinghamshire.

### **Project Manager**

The Fire Cover Review and the changes to the organisational structure have created a large body of work which requires careful and prescriptive

programme management. In the coming years there will be projects that require overarching programme management skills. The creation of this post will ensure the Service is well prepared for the challenges ahead.

### **Commissioning Officer**

With the change of direction within the way the Service delivers community safety it is necessary to ensure the Service works cohesively with its partners, whether they are local or county wide. This position will ensure the Service develops productive relationships with its partners and identifies those who are best placed to deliver service objectives. The position is a new role in the organisation.

### **Prince's Trust**

The Service has been approached by the Prince's Trust charity to add to the partnership the Service has within the City and County, by delivering additional team programmes. The Service's partnership with the Prince's Trust is a symbiotic relationship, which is cost neutral to the Service, due to the funding received to deliver the team programmes on behalf of the charity. The creation of the additional posts will meet the Charity's growing need and help provide support to the youth within the communities of Nottinghamshire. The additional posts are the conversion of the existing two fixed term peripatetic team support officers to permanent contracts. To employ one additional Team Leader and two additional peripatetic team support officers.

### **Firefighter Control**

The Service has reviewed the designation of staff within the Fire Control. The new structure sees the removal of two station managers control, these will be replaced by 1.5 fulltime equivalent firefighters control. This will allow the control to operate more efficiently as a unit, whilst showing a significant financial saving.

## **Financial Costings**

- 2.21 The restructure of the Service has led to significant financial savings without compromising the risk profile of the Service. This is due to efficient alignment of operational resources, reallocation of resource to job roles and prudent financial management.
- 2.22 The tables below show the staff costs before and after the restructure.

### **Pre Restructure**

<b>Staff Costs</b>	<b>£</b>
Support Staff	5,179,595
Wholetime Staff	23,377,712
Control Staff	1,030,321
Retained Staff	3,104,086
<b>Total</b>	<b>32,691,714</b>



## Post Restructure

Staff Costs	£
Support Staff	5,346,632
Wholetime	22,754,706
Control	990,778
Retained	2,777,769
<b>Total</b>	<b>31,529,816</b>

This equates to an organisational saving of £1,161,898 on staff costs which meets the target for budget reductions already assumed in the 2012/2013-2014/2015 budget predictions.

The savings of £1,161,898 were predicted to be realised over the next three years as follows:

	£
2012/2013	175,298
2013/2014	760,385
2014/2015	<u>226,215</u>
	1,161,898

In reality these savings will be achieved earlier than anticipated and will generate some underspendings in 2012/2013 although the level of these is uncertain due to the timings of the changes.

- 2.23 In the above costings the figure of £2,777,769 for Retained pay contains a number of assumptions in relation to the closure of retained units and the recalculation of retained budgets. It has become clear that as the Retained budget consistently underspends it is more appropriate to provide for instances of high volume within the reserves figure and not within the general budget which has meant that this budget can be reduced further. The figure quoted above takes this into account.
- 2.24 This is of particular interest as Members of the Finance and Resources Committee had expressed concern at the level of underspending within the Retained budget which these changes seek to address.

## Establishment Totals

- 2.25 The changes to the establishment of the Service are detailed in the following tables.

## Pre Restructure

Establishment	
Support Staff	166
Wholetime Staff	553
Control Staff	26.5
Retained Staff	341

## Post Restructure

<b>Establishment</b>	
Support Staff	172
Wholetime Staff	536
Control Staff	26
Retained Staff	295

### 3. FINANCIAL IMPLICATIONS

- 3.1 The Fire Authority has recently agreed a budget which meets the financial needs of the Service which takes into account the outcomes of the Fire Cover Review
- 3.2 The organisational restructure has assisted in meeting both the financial and organisational requirements.
- 3.3 The Service has achieved the budgetary savings necessary through prudent management and reallocation of resources.
- 3.4 This restructure meets the required budget reduction target of £1,161,898
- 3.5 The above posts, although in some case newly created, have been built into the cost savings the Service will achieve, therefore there is no additional financial burden to the Service through the creation of the posts.
- 3.6 Implicit within any reorganisation is a requirement for extensive virements between budgets heads. Officers alone do not have powers to make these virements and therefore approval will need to be sought from the Finance and Resources Committee or the full Fire Authority.

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

- 4.1 This report contains significant HR implications which will be resolved through consultation with employees and representative bodies.
- 4.2 The Service will ensure it complies with relevant legal requirements and internal policies and procedures. This will ensure that the Service's restructure has a smooth transition.

### 5. EQUALITIES IMPLICATIONS

The Service restructure has been considered through the process of an initial equalities impact assessment, which is attached.

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

he Service currently meets its obligations under the Crime & Disorder act 1998, the restructure will ensure the Service continues to meet its obligations under the act.

## **7. LEGAL IMPLICATIONS**

The Service's agreed policies and procedures ensure that Nottinghamshire Fire and Rescue Service works within the confines of its legal duty and conforms to all relevant legislation

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The organisational restructure has been based around cost and modelled against risk. The restructure adheres to the recommendations from the Fire Cover Review agreed by the Authority in December 2011 and places resources where the risk requires.
- 8.2 There is a risk to the function and efficiency to the Service if the above posts are not sanctioned. The posts have been created to ensure the Service functions effectively and can serve the communities of Nottinghamshire, failure to substantiate these roles has the potential to adversely affect the functions of the Service.

## **9. RECOMMENDATIONS**

- 9.1 That Members of the HR Committee note the new structure and approve the proposed changes to the establishment and the creation of the following posts:
- Advocate Manager
  - Fire Protection – Fire Investigators x 3
  - District Administrator – Edwinstowe
  - Fire Protection Support Officer
  - Fire Precautions Advocate
  - Corporate Analyst
  - Project Manager
  - Commissioning Officer
  - Princes Trust Team Leader
  - Princes Trust Team Support x 2
  - Firefighter Control x 1.5 full time equivalent
- 9.2 That the HR Committee propose the permanent changes to the establishment to the next full Fire Authority for ratification.

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

None

Frank Swann  
**CHIEF FIRE OFFICER**

**Initial Equality Impact Assessment.**

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

<b>Title of policy, function, theme or service:</b>		Organisational Restructure																
<b>Name of employee completing assessment:</b>		John Mann		<b>Department and section:</b> Strategic Support														
<b>1.</b>	<b>State the purpose and aims of the policy or service and who will be responsible for implementing it.</b>																	
	This restructure is in support of the change within the organisation to encompass the two operating arms of delivery and corporate risk. This EIA supports the paper submitted to the human resources committee, April 2012.																	
<b>2.</b>	<b>Please indicate below if the affect of the policy, function, theme or service will be positive, negative, neutral or unknown.</b>																	
<b>Employees</b>	<b>Age</b>	Neutral	<b>Disability</b>	Neutral	<b>Family status</b>	Neutral	<b>Gender</b>	Neutral	<b>Race</b>	Neutral	<b>Sexual Orientation</b>	Neutral	<b>Religion and Belief</b>	Neutral	<b>Vulnerability</b>	Neutral	<b>Rurality</b>	Neutral
<b>Public</b>	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Positive	Neutral	Neutral	Neutral	

3.	<p><b>Please explain the impact you have identified.</b></p> <p>The restructure will ensure services are delivered closer to the communities and therefore be more aware of the needs of the communities. The Service will be able to analytically assess data through the new structure and assist in trend analysis.</p>			
3a)	<p><b>Please explain any steps you have taken or may take to address the impact you have identified.</b></p> <p>None as this is a positive impact.</p>			
4.	<p><b>Identify the individuals and organisations that are likely to have an interest in, or be affected by the policy, function, theme or service. This should identify the persons/organisations that may need to be consulted about the policy or service and its impact.</b></p> <p>All employees of the organisation are affected by the restructure, each employee has been consulted with, to a greater or lesser degree dependant on the level of impact the restructure has had on the individual.</p> <p>The representative bodies have been consulted with over the restructure and given opportunity to feedback</p>			
5.	<p><b>Has consultation (with the public, managers, employees, TUs etc) on the policy, function, theme or service been undertaken?</b></p> <table border="1" data-bbox="869 280 1053 616"> <tr> <td data-bbox="869 504 981 616">Yes</td> <td data-bbox="981 504 1053 616">✓</td> <td data-bbox="869 280 981 504">No</td> </tr> </table>	Yes	✓	No
Yes	✓	No		
5a.	<p><b>Please provide details for your answer including information regarding when consultation will take place if you have ticked yes.</b></p> <p>Consultation has taken place with the representative bodies and will be an ongoing process throughout the implementation.</p> <p>Each affected employee is programmed to be consulted with individually and may be accompanied by a union representative.</p>			
6.	<p><b>Has the Equality and Diversity Officer been contacted?</b></p> <table border="1" data-bbox="1268 280 1327 616"> <tr> <td data-bbox="1268 504 1327 616">Yes</td> <td data-bbox="1327 504 1327 616">✓</td> <td data-bbox="1268 280 1327 504">No</td> </tr> </table>	Yes	✓	No
Yes	✓	No		

<p><b>6a. If Yes please outline below the outcomes/concerns highlighted in the discussion.</b></p> <p>The Equalities and Diversity officer is content with the impacts occurring from the restructure as they were positive.</p>														
<p>If No please ensure that the Equality and Diversity Officer is contacted.</p>														
<p>If Yes, Please record here the date the Equality and Diversity Officer was contacted regarding this initial equality impact assessment.</p>														
<p>Date: 27<sup>th</sup> March 2012</p>														
<p><b>7.</b></p>	<p>Has monitoring been undertaken?</p>										<p>Yes</p>	<p>No</p>		<p>✓</p>
<p><b>8.</b></p>	<p>What does this monitoring show?</p> <p>Not applicable</p>													
<p><b>9.</b></p>	<p>If you have answered no to question 7 can a monitoring system be established to check for impact on the protected characteristics?</p>										<p>Yes</p>	<p>No</p>		<p>✓</p>
<p><b>10.</b></p>	<p>Please describe how monitoring can be undertaken and identify this monitoring system as an objective when completing the action plan below.</p>													
<p><b>11.</b></p>	<p>If a monitoring system cannot be established please explain why this is.</p>													
<p>The Service's current policies and procedures will provide accurate monitoring over the change to the Service's restructure.</p>														
<p><b>12.</b></p>	<p>Did the Equality and Diversity Officer advise to proceed with a full EIA? Please provide full details of the decision.</p>													
<p>No, after discussions with the Equality &amp; Diversity Officer it was decided that other organisational policies succinctly cover the restructure of the organisation.</p>														
<p><b>13.</b></p>	<p>Proceed to full Equality Impact Assessment?</p>										<p>Yes</p>	<p>No</p>		<p>✓</p>

**Initial Equality Impact Assessment Action Plan (as referred to in question 10)**

<b>Equality Objective</b>	<b>Action</b>	<b>Person Responsible</b>	<b>By When</b>	<b>Resource Implications</b>





**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:**

20 April 2012

**Purpose of Report:**

To update Members on Human Resources issues within the Service

### **CONTACT OFFICER**

**Name :** Andrew Beale  
Deputy Chief Fire 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 3: 1 Oct 2011 – 31 Dec 2011.

Absence	Quarter 3 1 Oct to 31 Dec 2011	Compared with previous quarter	Compared with same quarter of 2010	Cumulative total days lost for 11/12	Cumulative average over last 12 months
<b>Total workforce (165 employees have been absent during Q3)</b>	1244.5 days lost  1.7 days per employee	1253.5 days lost  1.69 days per employee  0.7% decrease (-9 days)	1203 days lost  1.54 days per employee  3.4% increase (+41.5 days)	3441 days lost	6.43 days per employee
<b>Uniformed (111 employees have been absent during Q3) excluding retained</b>	850.5 days lost  1.5 days per employee	793.5 days lost  1.34 per employee  7% increase (+ 57 days)	810 days lost  1.35 days per employee  5% increase (+40.5 days)	2310.5 days lost	5.53 days per employee
<b>Non uniformed (55 employees have been absent during Q3)</b>	394 days lost  2.4 days per employee	460 days lost  2.57 days per employee  14.3% decrease (-66 days)	393 days lost  2.18 days per employee  0.3 decrease (+1 day)	1130 days lost	8.88 days per employee
<b>Long term sickness (defined as 28 days or more)</b>	<b>Total Workforce</b>		26		
	<b>Uniformed (exc. retained)</b>		14		
	<b>Non Uniformed</b>		12		

- 2.2 Absence rates have increased for the uniformed employee group (+57 days) but decreased for the non-uniformed work group (-66 days), leading to a small increase of 9 days overall in Quarter Three in comparison to the previous quarter. There were 46 separate periods of medically certified absence. However 33 of these employees have returned to work during the review period. The graphs attached at Appendix 1 give a clearer idea of how absence has been affected over a longer period of time and give a more representative view.
- 2.3 The average absence figure (1.7 days) is above the target figure of 1.63 days average per employee. However the overall absence rate of 4.64 days per employee is still below the ¾--year target of 4.89 days.
- 2.4 The majority of sickness absence was certified as due to ailments such as colds, headaches, viruses (short-term absence). Anxiety/depression not due to service (long-term absence) was the main reason for non-uniformed employees, and musculo skeletal not due to service for uniformed employees.
- 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<sup>st</sup> January 2012 – 31<sup>st</sup> March 2012:

- Disciplinary: 0
- Grievances: 1
- Harassment and Bullying: 0
- Formal Management Sickness Absence Policy: 0
- Dismissals including ill health retirements: 0
- Redundancy: 0
- ET cases: Disability Discrimination: 1
- Equal Treatment under Part-time Regulations: 2

#### **STAFFING NUMBERS**

2.9 During the period 1 January 2012 – 31 March 2012, 5 employees commenced employment, and 18 left the Service. Establishment levels at 31 March 2012 are highlighted below.

	Approved	Actual	Variance
<b>Wholetime</b>	553	522 (521.5 full time equivalents)	-31.5
<b>Retained</b>	252 units	340 persons (180 units)	- 72 units
<b>Non-Uniformed</b>	166	<i>Established Post – 155 Fixed Term Non-Established Post -1 Externally Funded Post – 2 Agency staff – 8</i>	+2
<b>Fire Control</b>	26.5	27.25(FTE)	+0.75 FTE

- 2.10 Actual workforce figures have reduced by 18 employees since the last report due mainly to retirements. This is broken down into 10 whole-time, 7 retained and 1 non-uniformed leavers.
- 2.11 The total number of whole-time vacancies stands at 31.5. The majority of these vacancies are at Fire-fighter (9.5) and supervisory level (17). However the redeployment of 23 Fire-fighters previously employed on the retained duty system from 16<sup>th</sup> April 2012 and the increase in Firefighter roles resulting from the outcomes of the fire cover review will lead to a surplus of 5.5 Fire-fighter roles. It is anticipated that these additional Fire-fighters will become absorbed into the Wholetime establishment by April 2013 as a result of anticipated retirements.
- 2.12 The Service has been 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 support roles are being filled on a temporary basis.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The vacancy level represents an under-spend against budget, which has been reported to Finance and Resources Committee.

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

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

**5. EQUALITY IMPACT ASSESSMENT**

As this review does not impact upon policy or service function, no equality impact has been undertaken.

**6. CRIME AND DISORDER IMPLICATIONS**

There are no crime and disorder 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 Q3 (Oct - Dec 11)														
WORK GROUP	Oct			Nov			Dec			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)	0.49	271.5	219	0.49	275	265	0.54	304	328	6.75	1.43	850.5	810	-5.00
NON UNIFORMED	0.87	142.5	83.5	0.81	134	128.5	0.71	117.5	181	35.08	2.21	394	393	-0.25
TOTAL WORKFORCE	0.54	414	289.5	0.54	409	256.5	0.57	421.5	215	-96.05	1.68	1244.5	1203	-3.45

Category	Line 1	Line 2	Line 3	Line 4	Line 5	Line 6	Line 7	Line 8	Line 9	Line 10	Line 11	Line 12	Line 13	Line 14	Line 15	Line 16	Line 17	Line 18	Line 19	Line 20	Line 21	Line 22	Line 23	Line 24	Line 25	Line 26	Line 27	Line 28	Line 29	Line 30	Line 31	Line 32	Line 33	Line 34	Line 35	Line 36	Line 37	Line 38	Line 39	Line 40	Line 41	Line 42	Line 43	Line 44	Line 45	Line 46	Line 47	Line 48	Line 49	Line 50	Line 51	Line 52	Line 53	Line 54	Line 55	Line 56	Line 57	Line 58	Line 59	Line 60	Line 61	Line 62	Line 63	Line 64	Line 65	Line 66	Line 67	Line 68	Line 69	Line 70	Line 71	Line 72	Line 73	Line 74	Line 75	Line 76	Line 77	Line 78	Line 79	Line 80	Line 81	Line 82	Line 83	Line 84	Line 85	Line 86	Line 87	Line 88	Line 89	Line 90	Line 91	Line 92	Line 93	Line 94	Line 95	Line 96	Line 97	Line 98	Line 99	Line 100
UNIFORMED ABSENCE	[Line graph showing fluctuating absence levels for Uniformed Absence]																																																																																																			
NON UNIFORMED ABSENCE	[Line graph showing fluctuating absence levels for Non Uniformed Absence]																																																																																																			
TOTAL ABSENCE	[Line graph showing fluctuating absence levels for Total Absence]																																																																																																			



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

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

# CONVERSION OF POSTS

Report of the Chief Fire Officer

**Agenda Item No:**

6.

**Date:**

20 April 2012

**Purpose of Report:**

To update Members on the posts which have been re-designated during the period April 2011 – March 2012.

## CONTACT OFFICER

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## **1. BACKGROUND**

- 1.1 To ensure that Nottinghamshire Fire and Rescue Service remains best placed to meet the challenges of continued service delivery, a review of all posts when they become vacant is carried out to ensure suitability for the Service. This process applies to both uniformed and non-uniformed roles.
- 1.2 At its meeting of 16 December 2005 the Nottinghamshire and City of Nottingham Fire Authority approved the delegation of the task to the Chief Fire Officer with the caveat that a report was brought to the Authority on an annual basis, updating on post changes that have been implemented.

## **2. REPORT**

- 2.1 Post conversions are reported to the Human Resources Committee on an annual basis, in line with the financial reporting year.
- 2.2 During the period April 2011 to March 2012 there has been one Group Manager role converted to a non uniform post within the Equipment Section. This is in line with the accepted recommendations of the Fire Cover Review which reduced eight established Group Manager roles to six through anticipated retirements. This conversion reduced the number of Group Manager to seven.
- 2.3 The conversion of posts is undertaken in line with the procedure detailed in the Service Conversion of Posts Policy.

## **3. FINANCIAL IMPLICATIONS**

The saving made by converting a Group Manager role to a Grade 8 non-uniformed post is £27,970 per annum.

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

Conversion of posts is undertaken in line with the procedure detailed in the Conversion of Posts Policy.

## **5. EQUALITY IMPACT ASSESSMENT**

There are no equality impact implications arising from this report.



**6. CRIME AND DISORDER IMPLICATIONS**

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

**7. LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

**8. RISK MANAGEMENT IMPLICATIONS**

The ability to convert posts allows the senior managers of Nottinghamshire Fire and Rescue Service to align their workforce to the challenges that the organisation faces.

**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

## **REGRADING OF POSTS**

Report of the Chief Fire Officer

**Agenda Item No:**

7.

**Date:**

20 April 2012

**Purpose of Report:**

To notify the Human Resources Committee of applications considered by, and outcomes of, the Job Evaluation Panel in respect of changes to the permanent non-uniformed establishment, during the period January to March 2012 (inclusive).

### **CONTACT OFFICER**

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## **1. BACKGROUND**

- 1.1 At its meeting on 28 March 2008, the Human Resources Committee resolved that authority be delegated to the Chief Fire Officer, to implement grading decisions arising from the application of the Job Evaluation Scheme.
- 1.2 It was agreed that quarterly summary reports of re-grading decisions would be submitted to the Committee for information.

## **2. REPORT**

- 2.1 The Job Evaluation Panel has not considered any submissions for grading review in the review period. However, it has established the grading for a new temporary post of Risk Assessor role, at a Grade 3 level.
- 2.2 No appeals have been heard during this period.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 The job evaluation contingency for 2011/12 is £36,615. The above temporary appointment does not impact upon this contingency as it does not represent a re-grading.
- 3.2 The balance of the job evaluation contingency therefore remains at £34,578.

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

The job evaluation process has been agreed following detailed negotiation with UNISON and constitutes a collective agreement under the Contracts of Employment of employees covered by the NJC for Local Government Services. The adoption of the NJC Job Evaluation Scheme would be a mitigating factor in any equal pay claim.

## **5. EQUALITY IMPACT ASSESSMENT**

An equality impact assessment has been undertaken as part of the consultation on the Grading Policy.

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

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

## **7. LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

**8. RISK MANAGEMENT IMPLICATIONS**

The Job Evaluation Scheme reduces the risk of successful equal pay claims, by applying a jointly agreed and validated job analysis system to the grading structure.

**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**

