



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

HUMAN RESOURCES COMMITTEE

Date: FRIDAY 19 APRIL 2013

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 25 January 2013 (for confirmation)

Attached

4 HUMAN RESOURCES UPDATE

Report of Chief Fire Officer

Attached

- | | | |
|----------|--|----------|
| 5 | OUTCOMES OF EMPLOYEE SURVEY
Report of Chief Fire Officer | Attached |
| 6 | LIVING WAGE
Report of Chief Fire Officer | Attached |
| 7 | CONVERSION OF POSTS
Report of Chief Fire Officer | Attached |
| 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 | |
| 9 | 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.

Constitutional Services Officer: - Carol M Jackson
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<http://open.nottinghamcity.gov.uk/comm/default.asp>



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

HUMAN RESOURCES COMMITTEE

MINUTES

of meeting held on **25 JANUARY 2013** at Fire and Rescue Service Headquarters,
Bestwood Lodge, from 10.00 am to 10.34 am.

Membership

- Councillor Smith (Chair)
- ^ Councillor Collins
- Councillor Cooper
- ^ Councillor Cross
- Councillor Yates
- Councillor Grocock (as substitute for Councillor Collins)

Members absent are marked ^

Officers in Attendance

- John Buckley Deputy Chief Fire Officer
- John Mann Area Manager
- Tracy Crump Human Resources Manager
- Rav Kalsi Constitutional Service Officer, Nottingham City Council

16 APOLOGIE FOR ABSENCE

Apologies were received from Councillor Collins and Councillor Cross.

17 DECLARATIONS OF INTERESTS

No declarations of interests were made.

18 MINUTES

RESOLVED that the minutes of the last meeting held on 26 October 2012, copies of which had been circulated, be confirmed, and signed by the Chair.

19 ORGANISATIONAL RESTRUCTURE – FINAL OUTCOMES

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, providing the Committee with an update on the outcomes of the amendments to the organisational structure as presented in the Human Resource Committee report of April 2012 and ratified by the Fire Authority on 25 May 2012.

The restructure split the Service into two distinct operating functions – Service Delivery and Corporate Support. To meet the needs of the restructure it was necessary to redistribute certain teams and departments which created a small number of new posts, but also lost a number of posts, either through vacancy management or voluntary redundancy. It was reported that the restructure of the Service had led to a number of voluntary redundancies within certain departments together with the creation of new roles to meet the needs of the structure.

It was reported that the restructure equated to an organisational saving of £964,277 on staff costs which met the target for budget reductions already assumed in the budget predictions.

A commitment had been made to Trade Unions to ensure that vacancies had been made available to internal appointments first. Following the receipt of feedback from staff, there was a feeling that staff members had been positively supported.

RESOLVED that the final outcomes of the restructure against the previously approved establishment changes be noted.

20 HUMAN RESOURCES UPDATE

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated. The report was introduced by Tracy Crump, Human Resources Manager, who advised the Committee that the purpose of the report was to update the Committee on human resources issues within the Nottinghamshire and City of Nottingham Fire and Rescue Service.

Mrs Crump advised the meeting that total workforce absence for Quarter 2 (1 July 2012 – 31 September 2012) was up 7.7% compared with the previous quarter however down in comparison to the same quarter of 2011. Non-uniformed employees absence was down 18.4% compared with the previous quarter and uniformed absence was up 3.34% on the previous quarter. The cumulative average over the last 12 months was 5.8 days per employee.

Staffing units were down in terms of retained units and although there was an increased level of interest in the retained role, recruitment was ongoing. Following a programme of service recruitment to fire-fighter roles, 14 trainees had been appointed and a further 22 people had been placed on a holding list. Those on the holding list offered the Service some resilience through 2013 and going into 2014.

RESOLVED that the contents of the report be endorsed.

21 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.

22 RE-GRADING OF POSTS

Consideration was given to a report of the Chief Fire Officer, copies of which had been circulated, notifying the 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 July to September 2012 (inclusive).

RESOLVED that the contents of the report be noted.



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:

4.

Date:

19 April 2013

Purpose of Report:

To update Members on Human Resources issues within the Service

CONTACT OFFICER

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Assistant 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 absence figures for Quarter 3: 1 October 2012 to 31 December 2012.

Absence	Quarter 3 1 Oct to 31 st Dec 2012	Compared with previous quarter	Compared with same quarter of 2012	Cumulative total days lost for 12/13	Cumulative average over last 12 months
Total workforce (employees have been absent during Q3)	1303.5 days lost 1.83 days per employee	1035 days lost 1.47 days per employee 26% increase (+268.5 days)	1244.5 days lost 1.7 days per employee 4.7% increase (+59 days)	3299.5 days lost 4.63 days per employee	5.95 days per employee
Uniformed (employees have been absent during Q3) excluding retained	798 days lost 1.42 days per employee	820 days lost 1.46 per employee 2.7 % decrease (-22 days)	850.5 days lost 1.5 days per employee 6.2% decrease (-52.5 days)	2315.5 days lost 4.15 days per employee	5.10 days per employee
Non uniformed (employees have been absent during Q3)	505.5 days lost 3.3 days per employee	215 days lost 1.41 days per employee 135% increase (+290.5 days)	394 days lost 2.4 days per employee 28.3% increase (+111.5 days)	984 days lost 6.4 days per employee	8.91 days per employee
Long term sickness (defined as 28 days or more)	Total Workforce		29		
	Uniformed (excluding retained)		21		
	Non Uniformed		8		

- 2.2 Absence rates have increased by 26% across the workforce as a whole during Quarter 3, with absence for non-uniformed employees significantly increasing by 135% (+290.5 days), since the previous quarter. 61% (309 days) of total absence for non-uniformed employees was long-term in nature i.e. was for more than 28 days and covered by a medical certificate. This means that average absence for the quarter was above the target of 1.56 days per person for the first time in many years.
- 2.3 The Service was expecting an increase in absence due to the number of absence notifications received by the absence team for conditions which were prevalent during November/December, such as the norovirus and a flu virus. Absence traditionally peaks during this reporting period due to seasonal factors, but was slightly higher than the same period of 2011 by 59 days (+4.7%).
- 2.4 However total absence for 2012/13 of 4.63 days per employee is still within the target range of 4.68 days for the third period of the year.
- 2.5 There were 52 separate periods of medically certified absence in the review period. However 47 of these employees have returned to work during this time. 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.
- 2.6 The total cumulative average taken over the last 12 months (5.95 days per employee) compares favourably to the national absence average of 6.5 days and to the average public sector rate of 8 days.
- 2.4 In terms of reasons for absence, the majority of sickness absence was certified as due to lower limb conditions (uniformed) and anxiety and depression (non-uniformed).
- 2.5 Target absence figures for 2012/13 have been established as:

Wholetime & Control:	6 days
Non-Uniformed:	7 days
Whole Workforce:	6.25 days*

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

DISCIPLINE, GRIEVANCES ETC

- 2.7 Over the period 1 January 2013 – 31 March 2013:
- Disciplinary: 3
 - Grievances: 0
 - Harassment and Bullying: 0
 - Formal Management Sickness Absence Policy: 0
 - Dismissals including ill health retirements: 0
 - Redundancy: 0
 - Redeployment: 0
 - ET cases: 0

STAFFING NUMBERS

2.9 During the period 1st January to 31 March 2013, 20 employees commenced employment. Establishment levels at 31 March 2013 are highlighted below.

	Approved	Actual	Variance
Wholetime	541	542 (540.5 full time equivalents)	+1 (-0.5 FTE)
Retained	216 units	290 persons (155 units)	- 61 units
Non-Uniformed	175	163 <i>Established Post – 152</i> <i>Fixed Term Non-Established Post – 2</i> <i>Fixed Term in Established Post - 1</i> <i>Agency staff – 8</i>	-12
Fire Control	27	28 (FTE)	+1.0 FTE

2.10 There have been 21 leavers and 20 starters since the last report which has resulted in an actual workforce figure of 1013 employees. Leavers are broken down as follows: 6 whole-time, 8 retained and 7 non-uniformed employees.

2.11 As at 31st March 2013 whole-time establishment stood at -0.5 FTE (540.5 FTE) employees against an establishment of 541 posts. These figures include the recent intake of Trainee Fire-fighters who commenced training on 18th March. Fire-fighter roles are over-strength by 3.5, with 4 vacancies at Supervisory level.

2.12 A retained recruitment campaign commenced this month with a view to providing more units of cover from September. Promotional campaigns have already been undertaken at Southwell and Bingham fire stations over recent weeks to increase interest in RDS roles and enhance the present levels of cover.

2.13 There are still a number of outstanding vacancies within the non uniformed workforce, a significant number of which are currently in the process of recruitment.

3. FINANCIAL IMPLICATIONS

3.1 During this financial year, significant underspends against the pay budget have been reported to the Finance and Resources Committee. These have arisen due to the high number of vacancies on the establishment for most of the year. The staffing numbers shown in paragraph 2.9 mean that the significant underspends against the Wholetime pay budget will come to an end and the new financial year

will start almost at full establishment. For the Non-Uniformed establishment there are still a relatively high number of vacancies following the restructuring, so underspends will continue into the new financial year.

- 3.2 The Retained pay budget is also underspending significantly, and if the recruitment campaign referred to in paragraph 2.12 is successful then the underspend will reduce.

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.

5. EQUALITIES IMPLICATIONS

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)

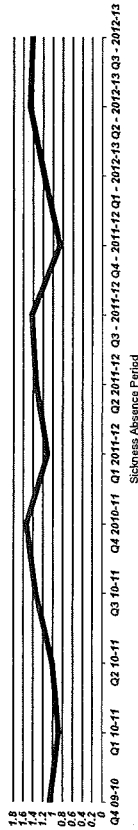
None.

Frank Swann
CHIEF FIRE OFFICER

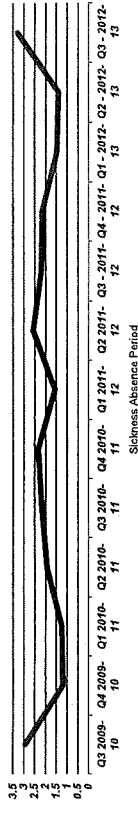
BREAKDOWN OF ABSENCE Q3 (Oct - Dec 12)

WORK GROUP	Oct			Nov			Dec			SUMMARY OF QUARTER 3					
	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)	0.56	317	-16.76	0.45	251	275	8.73	0.41	230	304	24.34	1.42	798	850.5	6.17
NON UNIFORMED	1.12	170.5	-19.65	1.04	160.5	134	-19.78	1.14	174.5	117.5	-48.51	3.30	505.5	394	-28.30
TOTAL WORKFORCE	0.68	487.5	-17.75	0.57	411.5	409	-0.61	0.57	404.5	421.5	4.03	1.82	1303.5	1244.5	-4.74

Sickness Absence - uniformed employees



Sickness Absence - non uniformed employees

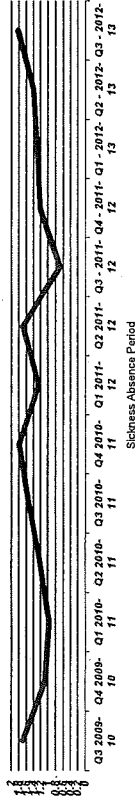


UNIFORMED ABSENCE

NON UNIFORMED ABSENCE

TOTAL ABSENCE

Sickness Absence - whole workforce





NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

OUTCOMES OF EMPLOYEE SURVEY

Report of the Chief Fire Officer

Agenda Item No:

5

Date:

19 April 2013

Purpose of Report:

To inform members of the outcomes of the employee survey undertaken in September 2012.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 An employee survey was issued in September 2012 to all service employees. The survey is undertaken every two years.
- 1.2 The survey questions asked for employee feedback on:
 - Their job and the support received to undertake their role effectively
 - The effectiveness of training and development
 - Line Manager/Senior Manager support
 - The effectiveness of internal and external communication
 - Service priorities
 - Ways in which the Service has improved
 - Equality and diversity issues
 - Feedback on Fire Cover Review, budget reductions and re-structuring

2. REPORT

- 2.1 The last employee survey was undertaken in 2010 in the form of an electronic, e-mail based survey co-ordinated by an independent company (Questback). The results were reported back to CMB and an action plan agreed and shared with employees and representative bodies. Feedback on progress against the action plan has been provided, via the intranet. The latest version of which was published in June 2012.
- 2.2 The 2012 survey followed a similar method of data collection and was circulated in September 2012. The questions broadly followed the format of the 2010 survey to enable comparisons to be made with the previous survey outcomes. Some additional questions were asked in relation to equalities and feedback on the Fire Cover Review, budget reductions and re-structuring. The survey was sent to each member of the service via email, and they were given 3 weeks to respond. The survey questions, and median results, are attached as Appendix A.
- 2.3 The majority of questions were posed in the form of statements and employees were asked for their views from a category of responses ranging from 1 (strongly disagree) to 6 (strongly agree). A few questions were posed as "Yes", "No" responses.
- 2.4 Compared to 2010, the return rate reduced from 49% (2010) to 39.7% (2012) of the workforce. It is disappointing that fewer employees chose to respond this time. However the response rate is fairly typical for this type of survey.
- 2.5 Appendix A sets out the median scores for each question/statement, with a comparison to the 2010 outcomes. It is encouraging to note that most results fell within the median range 4 or 5 which would indicate that employees are broadly satisfied with their experience in those areas outlined in paragraph

1.2. In 12 cases, the median response was higher than previously, which would indicate that the Service is perceived as improving in these areas.

2.6 The lowest scoring response was to question 12 "On the whole, how would you assess morale across the service? The median response was 3, compared to a median score of 4 in 2010. Given the impact of issues dealt with in the last couple of years – including the fire cover review, budget reductions and re-structuring – the fact that employee morale is perceived as lower than 2010 is perhaps not surprising. However both individual and team morale are reported as unchanged which would suggest that this is a perceived downturn i.e. respondents believed this was true of others rather than themselves.

2.7 The issues raised by employees in their written responses have been grouped into recurring themes, and action to address these issues will be addressed by senior managers as part of an Action Plan that will be shared with the organisation, and will be subject to discussion with representative bodies.

2.8 Overall, the survey results are positive, with scores of 4 (out of 6) and above for the majority of questions. There have been improvements in several areas and only a couple of areas where responses were worse than in 2010. The comments accompanying the scored responses are both negative and positive and areas that have been identified will be used to seek further improvement in the way we do things and how we engage with our employees.

2.10 The next survey will be due in 2014.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from the report. A 12 month licence was purchased from Questback, at a cost of £2,500, to conduct the survey and this will allow for other surveys to be carried out within the year. The cost of the licence was budgeted for.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The Service seeks to engage with its employees and their representatives to enable feedback on range of employment and service delivery issues on an ongoing basis. The two-yearly employee survey provides one channel by which employees can present their views to senior management and provides an opportunity to address any issues raised in a constructive and participatory way.

5. EQUALITIES IMPLICATIONS

As this is not a policy or service provision there is no requirement to undertake an Equality Impact Assessment. However, within the survey a number of specific

questions were asked regarding perception of equalities issues and these show a high level of satisfaction with the awareness about equality and diversity issues, treatment at work, flexible working opportunities and commitment to eliminate bullying and harassment in the workplace.

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

There are no specific risk management implications arising from the report.

9. RECOMMENDATIONS

That Members note the report.

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

None.

Frank Swann
CHIEF FIRE OFFICER

APPENDIX 1

Summary of median scores

Critical issue (score 1)

Not satisfactory (score 2-3)

Satisfactory but could be improved (score 4-5)

Excellent – no improvement required (6)

	Question /Statement	2010	2012	Change +/-
	MY JOB			
2.1	On the whole I enjoy my job and it provides me with job satisfaction	5	5	
2.2	I know and understand what is expected of me in my job	5	5	
2.3	On a day to day basis my manager/supervisor gives me helpful support and feedback on my work performance	4	5	+
2.4	I feel that the work I do is valued	4	4	
2.5	I understand how my job contributes to the overall aims of the service	5	5	
2.6	I receive the training I need to do my job effectively	4	5	+
2.7	I understand the competencies required to do my job effectively	5	5	
2.8	My manager make me aware of the development opportunities available if I wish to take them	4	5	+
2.9	The resources I need to do my job effectively are readily available	4	4	
	MORALE			
4.1	On the whole, how would you assess your own morale	4	4	
4.2	On the whole, how would you assess morale in our team	4	4	
4.3	On the whole, how would you assess morale across the service	4	3	-
	PRIORITY AREAS			
5.1	We deliver a professional and efficient emergency response to the public	5	5	
5.2	We are contributing to the community safety agenda by raising awareness of the causes of fire and injury in the home	5	5	
5.3	We are working effectively with our partners to make our local areas safer	4	5	+
5.4	We are working effectively with young people	4	5	+
5.5	We are supporting you to ensure a safe working environment	4	5	+
5.6	We are providing our employees with the skills they need to do their job	4	4.5	+
5.7	The senior management team	4	4	

	communicates the service priorities well			
5.8	The senior management team consults effectively with employees on service priorities	3	4	+
	Internal communication			
7.1	I have regular access to technical/professional updates i.e. in relation to equipment, systems of work, changes to regulations or legislation relevant to your job	5	5	
7.2	I have team meetings at which changes and updates are discussed	4	5	+
7.3	I have one-to-one meetings with my line manager	4	5	+
7.4	Within my team, we communicate effectively	5	5	
7.5	I feel that I have the opportunity to express my views and opinions on issues affecting my job and the work of the team	5	5	
	I regularly read the weekly service bulletin	5	n/a	
	I find the service bulletin informative and relevant	5	n/a	
	I read the quarterly Response magazine which is sent to my dept/section	5	n/a	
8.1	I regularly read the intranet home page and news items	n/a	5	
8.2	I find the current methods of keeping employees up-to-date and informed about current evens/issues are effective	4	5	+
8.3	I am able to find the information I need to be able to do my job effectively and safely	4	5	+
	External communication			
10.1	We are effective a communicating important messages to the community	4	4	
10.2	We are effective at promoting the work that the service does to the wider community	4	4	
10.3	We are effective at promoting the positive success stories through the media	4	4	
	PAY AND BENEFITS			
12.1	How satisfied are with pay	4	4	
12.2	How satisfied are you with employee benefits	4	4	
12.3	How satisfied are you with your terms and conditions	4	4	
12.4	How satisfied are you with flexible working options	5	5	
12.5	How satisfied are you with health and safety	5	5	
12.6	How satisfied are you with occupational health	5	5	
12.7	How satisfied are you with training	4	4	
12.8	How satisfied are you with development opportunities	4	4	
	EQUALITY & DIVERSITY			
17.1	The service has been effective in raising awareness of equality and diversity issues	5	5	

20.1	I am treated fairly and with respect by my line manager	5	6	+
20.2	I am treated fairly and with respect by senior managers	5	5	
20.3	I am treated fairly and with respect by my immediate work colleagues	6	5	-
20.4	I am treated fairly and with respect by other colleagues	5	5	
	IMPROVEMENTS – in the last year do you think the service has improved in the following areas:			
26.1	Service delivery	4	4	
26.2	Systems of work	4	4	
26.3	The way we work together	4	4	
26.4	The working environment	4	4	
26.5	The way we share information	4	4	
26.6	The way we work with partners and other agencies	4	4	
26.7	Employee relations	4	4	
26.8	Ensuring that employees have the skills, knowledge and competencies to do their job effectively	4	4	
26.9	Equalities	4	4	
	Recent changes			
42.1	Has the Service kept you informed of the proposed changes to fire cover?	n/a	4	
42.2	Has the Service fully explained the reasons for making the changes to fire cover to staff	n/a	4	
44.1	Has the Service explained why budget reductions have been implemented?	n/a	4	
44.2	Do you feel informed about the measures that are being taken to reduce expenditure?	n/a	4	
46.1	Do you feel informed about why the Service is restructuring its departments?	n/a	4	

	Yes/No responses	Yes	No	Don't know
		%	%	%
14	Would you recommend the Service as a good place to work?	76.9	8	15.2
18	Do you feel that the service could do more to support its employees at work to deal with issues relating to their:			
18.1	Gender	9.8	66.5	23.7
18.2	Ethnic origin	7.4	66	26.6
18.3	Disability	9.4	65	25.7
18.4	Sexual orientation/gender identity	7	66.5	26.5
18.5	Religious beliefs	7.2	64.8	28
18.6	Family commitments	21.3	56.5	22.1

22	Do you feel that the service has a positive commitment to eliminate, and act upon, instances of bullying, harassment and discrimination in the workplace?	72.4	11.8	15.8
24	Are you satisfied with the opportunities available for you to work flexibly to meet your personal commitments?	75.6	15.1	9.3
Narrative responses				
28	Which of these phrases best describes how you talk about the Nottinghamshire Fire and Rescue Service to others outside the organization?			
A	I am critical of the service if I am asked	9.8		
B	I am critical of the service without being asked	1.6		
C	I am neutral	18.3		
D	I speak highly of the service when asked	38.7		
E	I speak highly of the service without being asked	31.6		
15	Would you describe the Service as			
a	A poor employer	5		
b	Neither good nor bad	27		
c	A good employer	68		
43	How have you learned about the proposed changes to fire cover?			
a	Intranet	73		
b	Staff Briefing Papers	79.9		
c	Managers feedback	54.8		
d	Trade unions	50		
e	Other	8.6		
45	How have you learned about the proposed changes to budgets?			
a	Intranet	71.3		
b	Staff Briefing Papers	78		
c	Managers feedback	57.5		
d	Trade unions	47.7		
e	Other	6.8		
	How have you learned about the restructure proposals?			
a	Intranet	69.7		
b	Staff Briefing Papers	75.8		
c	Managers feedback	59.8		
d	Union feedback	40.2		
e	Other	5.8		



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

LIVING WAGE

Report of the Chief Fire Officer

Agenda Item No:

6

Date:

19 April 2013

Purpose of Report:

That the Authority support the principle of applying a Living Wage rate as the base starting salary for all employees of the Nottinghamshire Fire and Rescue Service.

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1. BACKGROUND

- 1.1 The payment of a National Minimum Wage (NMW) rate per hour has been applied since 1999. This currently stands at £6.19 for those aged 21 and over, £4.98 for those aged 18-21 and £3.68 for those aged under 18. A separate Apprentice rate for those under 19 of £2.65 per hour was introduced in 2010.
- 1.2 The lowest starting salary within the current non-uniform grading scale is above the NMW at £6.62 per hour. The minimum pay rate for a Fire-fighter trainee role is £9.76 per hour.
- 1.3 In recent years a number of public and private sector organisations have voluntarily adopted the application of a "Living Wage". This is based on a level of income necessary to meet basic needs such as housing, food, utilities, transport, recreation etc. Adoption of the Living Wage can be viewed as a statement of corporate social responsibility.
- 1.4 The concept of a Living Wage enjoys cross party support, with backing from the Prime Minister and Leader of the opposition. Employers who pay the Living Wage can gain accreditation as a Living Wage Employer.

2. REPORT

- 2.1 The Living Wage is currently established as £7.52 per hour outside of London, and is calculated annually by the Centre for Research in Social Policy at Loughborough University.
- 2.2 Increases are based upon the basic cost of living and therefore are liable to be increased annually, even when national cost of living increases remain frozen or limited by pay restraint in the public sector. It is therefore likely that the adoption of a pay policy underpinned by adherence to the Living Wage will increase the pay-bill to some degree.
- 2.3 The Service already applies an hourly rate in excess of the NMW within its pay structures. The application of a Living Wage would raise the minimum hourly rate currently payable by 82 pence per hour. Currently this would only apply to employees on the lowest non-uniformed grade (Grade 1).
- 2.4 There are currently 4 posts (2.91 FTE) established at Grade 1, and 1 fixed term role. Of these, 2 are currently paid at the maximum of the grade and already earn in excess of the Living Wage rate. One post is currently vacant.
- 2.5 Temporary and agency workers (after 12 weeks) employed by the Service receive the same hourly rate as permanent employees and therefore will also be largely unaffected by any uplift in hourly rate.
- 2.6 It is not proposed that the Living Wage rate be applied to non-established posts, such as those short-term schemes which provide workplace support for young people, either through work experience, placement or apprenticeship schemes, as may have a detrimental effect on their affordability. In such cases, individual pay rates will be applied in line with the conditions of such schemes.

- 2.7 The impact of applying the Living Wage rate would impact upon new employees, who would be appointed on the current maximum of Grade 1 (£14,733 per annum for a 37 hour working week). This would result in the following additional cost for the first 4 years of employment i.e. the time it would take for an employee to move from the lowest to the highest point of Grade 1 by incremental progression:
- £2,466 year 1
£1,956 year 2
£1,449 year 3
£1,088 year 4
- 2.8 In a worse case scenario, if all existing Grade 1 employees left and were replaced by new starters at the maximum pay point this would result in an additional cost of £7,176 in the first year, a maximum of £20,254 over four years.
- 2.9 The above figures are based upon current salary levels, and the impact of any future national pay award would reduce this additional cost over time as the difference between the actual pay point and Living Wage rate narrows, unless the Living Wage increases by more than the pay award percentage.
- 2.10 If the current public pay restraint policy continues to be based upon less than the cost of living, there is a risk that the differential between the Living Wage Rate and the lowest salary point of Grade 2 of £8.15 per hour, will be eroded over time. It is therefore proposed that, in this instance, employees on the lowest point of Grade 2 move to the nearest salary point which is above the Living Wage rate. As there are currently only 2 employees (out of 10) who are not already on the maximum point of Grade 2, this would have very little impact.
- 2.11 If the Living Wage rate is adopted, it is further recommended that the application of a Living Wage rate is paid as a salary enhancement rather than incorporated into current salary grades. This would provide an opportunity to review the rates if future pay policy changes.

3. FINANCIAL IMPLICATIONS

The financial calculations are set out within the body of the report. The additional costs set out above result from comparing what a new employee would have been paid when appointed on the bottom of Grade 1 and progressing through the spinal points each year with what they would be paid if appointed at the top of Grade 1 from the outset. There is no budgetary impact because all 4 posts on Grade 1 have been budgeted for at the top of Grade 1 in 2013/14 because at the time the budget was prepared there were no vacant posts and all of the employees concerned were due to be paid at the top of the grade from 1 April 2013.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The adoption of a commitment to apply a Living Wage rate would result in changes to the existing Pay Policy, which is reported annually on behalf of the Fire Authority.
- 4.2 As the application of the Living Wage is undertaken on a voluntary basis, the payment of an enhanced rate would not be contractually or legally binding.

5. EQUALITIES IMPLICATIONS

An Equality Impact Assessment has been undertaken and this shows that there are no adverse impacts in applying the 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 the report.

8. RISK MANAGEMENT IMPLICATIONS

The main risks relate to the erosion of the gap between the Living Wage rate and the Grade 2 minimum salary level as a result of potential national pay restraint over a period of time. However this could be mitigated by applying the policy set out in Paragraph 2.10.

9. RECOMMENDATIONS

Members are asked to consider whether to support the application of a Living Wage rate to all established roles within the Nottinghamshire Fire & Rescue Service, and to recommend this policy for agreement by the Fire Authority.

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

CONVERSION OF POSTS

Report of the Chief Fire Officer

Agenda Item No:

7.

Date:

19 April 2013

Purpose of Report:

To update Members on the posts which have been re-designated during the period April 2012 – March 2013.

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1. BACKGROUND

- 1.1 The Service maintains an overview of its workforce establishment to ensure its continued suitability to meet the challenges of service delivery requirements, in terms of both function and efficiency. Post conversion is one means by which the Service may address changes to the establishment by transferring duties from one area of the workforce to another, ie: wholetime to non-uniformed roles or vice versa.
- 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 2012 to March 2013 the following conversions have taken place, all within the Fire Protection team of the Service Delivery Department as a result of the re-structure process already reported to Committee:
 - (i) Station Manager (Fire Protection) role converted to a non uniform Fire Protection Support Team Partnership Manager post (Grade 6).
 - (ii) Three Watch Manager (Fire Protection) roles converted to 3 non-uniform Fire Protection Inspecting Officers (Grade 6).
- 2.3 These post conversions have arisen as a result of a long-term strategy to reduce the number of uniformed roles undertaking statutory inspections and other non-statutory fire protection duties and have been achieved either through natural wastage, following retirement, or through the transfer of Watch Managers to operational duties.
- 2.4 Transitional arrangements have been put in place to cover the training period for newly appointed Fire Protection Inspectors to ensure no loss of capacity whilst Inspectors become competent in role. At the end of this period, 2 Watch Managers will revert to operational duties within the whole-time establishment.

3. FINANCIAL IMPLICATIONS

- 3.1 During the transition period there is an additional cost of maintaining the three Watch Manager posts. This is estimated to be £141k in 2013/14, reducing to £35k in 2014/15 and nil the following year – the additional costs have been built into the budget.

- 3.2 The on-going saving from the post conversions is £32k per annum. This saving has already been built into the budget following the Fire Cover Review and Organisational Restructure implementations.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The conversion of the Station Manager role has been achieved through natural wastage and the Watch Managers have been re-assigned to operational roles.
- 4.2 Conversion of posts are undertaken in line with the procedure detailed in the Conversion of Posts Policy.

5. EQUALITIES IMPLICATIONS

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

Post conversion forms part of the facility available to the Service to align Service workforce resources to meet changing requirements, to affect efficiencies and to address risk.

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

