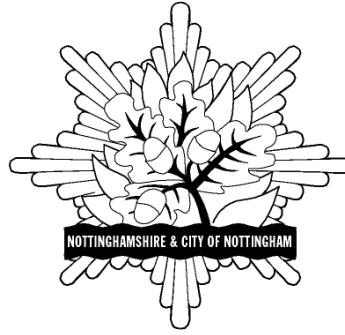


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## **NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY - HUMAN RESOURCES COMMITTEE**

**Date:** Friday 7 February 2014

**Time:** 10.00 am

**Venue:** Fire and Rescue Services HQ, Bestwood Lodge, Arnold Nottingham NG5 8PD

**Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business**

A handwritten signature in black ink, appearing to read "M. J. Taylor".

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

### **AGENDA**

### **Pages**

- |          |   |         |
|----------|---|---------|
| <b>1</b> | <b>APOLOGIES FOR ABSENCE</b>  |         |
| <b>2</b> | <b>DECLARATIONS ON INTERESTS</b>  |         |
| <b>3</b> | <b>MINUTES</b><br>Last meeting held on 25 October 2013 (for confirmation)   | 3 - 6   |
| <b>4</b> | <b>HUMAN RESOURCES UPDATE</b><br>Report of the Chief Fire Officer   | 7 - 14  |
| <b>5</b> | <b>REGRADING OF POSTS</b><br>Report of the Chief Fire Officer   | 15 - 18 |
| <b>6</b> | <b>EXCLUSION OF THE PUBLIC</b><br>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 VOLUNTARY REDUNDANCY APPLICATIONS**  
Report of the Chief Fire Officer

19 - 34

**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 NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ABOVE, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ON THIS AGENDA, IF POSSIBLE BEFORE THE DAY OF THE MEETING.**

Constitutional Services Officer: Carol M Jackson Telephone: 0115 8764297

[carol.jackson@nottinghamcity.gov.uk](mailto:carol.jackson@nottinghamcity.gov.uk)



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

**HUMAN RESOURCES COMMITTEE**

**MINUTES** of the meeting held on **25 OCTOBER 2013** at Fire and Rescue Service Headquarters, Bestwood Lodge, Arnold, Nottingham NG5 8PD from 10.00 am to 10.35 am

**Membership**

Councillor Michael Payne (Chair)  
Councillor Eunice Campbell  
^ Councillor Ian Campbell  
Councillor Stephen Garner  
Councillor Liz Yates  
Councillor David Smith (as substitute for Councillor Ian Campbell)

Members absent are marked ^

**Officers in Attendance**

Tracy Crump Human Resources Manager  
David Horton Strategic Director, Corporate Support,  
Nick Linthwaite Human Resources Manager (Service Delivery)  
Carol Jackson Constitutional Service Officer, Nottingham City Council

**8 APOLOGY FOR ABSENCE**

Councillor Ian Campbell.

**9 DECLARATIONS OF INTERESTS**

None.

**10 MINUTES**

**The Committee confirmed the minutes of the meeting held on 26 July 2013 as a correct record and they were signed by the Chair.**

## **11 HUMAN RESOURCES UPDATE**

David Horton presented the report of the Chief Fire Officer, updating the Committee on human resources issues within the Service.

The following key points were drawn to the Committee's attention:

- sickness absence rates have decreased by 13.4% across the workforce as a whole during Quarter 1 (compared with the previous quarter). Sickness absence for non-uniformed employees reduced by 10.3% (-48.5 days) which is still above the target figure. The average absence for the Quarter (1.5 days) is slightly below the target of 1.56 days per person. Quarters 2 and 3 are likely to be more challenging in terms of achieving targets, due to seasonal illnesses;
- the total cumulative average sick days over the last 12 months was 6.25 days per employee and this compares favourably to the public sector average of 6.5 days, but is higher than the private sector average of 5.8 days;
- target absence figures for 2013/14 are; whole time and control 6 days, non-uniformed 7 days and whole workforce 6.25 days;
- as at 30 September 2013, the whole-time establishment stood at 539.5 FTE against a reduced establishment of 530 posts. The whole-time establishment has been reduced by 10 posts as a result of the Fire Authority's decision to remove the second appliance at West Bridgford;
- a Station Manager and Watch Manager selection process is currently being run to fill vacancies at this level;
- a retained recruitment campaign during the summer has resulted in 14 Retained Duty System (RDS) recruits who will commence training in November, and be posted to various vacancies throughout the County;
- the Service undertook recruitment to new apprenticeship roles during this period. These are 12 month fixed term appointments for young people between the ages of 17 and 24, and Central College have worked with the Service to recruit two people to ICT roles and two to administrative roles. Councillors welcomed the programme as a means of giving both experience and skills to young people and requested that Tracy Crump bring a report to a future meeting of this Committee giving details of the outturn of this pilot programme and the financial implications of continuing it in the future.

### **RESOLVED**

- (1) to endorse the report;**
- (2) that a report be brought to a future meeting of the Committee giving details of the outturn of the apprenticeship pilot programme and the financial implications of continuing it in the future.**

## **12 REVIEW OF THE HR STRATEGY**

David Horton presented the report of the Chief Fire Officer, updating the Committee on the implementation of the Human Resources Strategy 2010-2013.

The following key points were drawn to the Committee's attention:

- projected workforce shortfalls arising from retirements for the period 2013-15 are being primarily addressed through the recruitment of trainee fire-fighters following the Fire-fighter Recruitment Campaign undertaken in 2012. This will result in an initial over-capacity of 11 fire-fighters who will gradually be absorbed into the whole-time establishment as people retire from the service;
- a review of the Retained Duty model is currently in progress and a report will be taken to full Fire Authority at a future date;
- the Service continues to place a high priority on effective communication with its workforce and the representative bodies. This has been achieved through frequent consultation meetings with representative bodies on establishment and structural changes, regular updates to all employees and individual and team meetings. Last weekend the Fire Brigade Union postponed a five hour strike as negotiations continued with the Government;
- the Equalities Team is currently working with managers to prepare for the assessment against Excellent standard of the equality framework in December 2013;
- the revised Fitness Policy is now firmly embedded, with annual fitness testing and 67 Fitness Instructors providing fitness support at stations. Results show that 98.7% of operational personnel achieved a Grade 1 pass;
- a flu vaccination session has been piloted this year on a voluntary basis. Over 70 people have signed up to it with a view to reducing absence resulting from respiratory infections;
- the Cycle to Work Scheme is proving very popular with employees, with 121 bikes being purchased whilst the Scheme was running. Not only is the Scheme financially beneficial to participants but it supports the Service's commitment to improving the fitness of the workforce and following a greener transport policy;
- work on specifying and procuring a new HR system was completed in 2012 which resulted in the appointment of Midland HR and work is currently underway to implement the new Midland HRi-Trent system. The project team are working towards a Phase 1 implementation date of April 2014;

The Chair, on behalf of the Committee thanked the Human Resources Team for their excellent work in relation to the implementation of the Human Resources Strategy.

**RESOLVED to note the contents of the report.**

## **13 EXCLUSION OF THE PUBLIC**

**The Committee decided to exclude the public from the meeting during consideration of the remaining agenda 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 Part 1 of Schedule 12A to the Act.**

#### **14 REGRADING OF POSTS**

David Horton presented the report of the Chief Fire Officer, 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 2013 (inclusive).

**RESOLVED to note the contents of the report.**



**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

---

**Date:** 7 February 2014

**Purpose of Report:**

To update Members on human resources issues within the Service.

## CONTACT OFFICER

**Name :** David Horton  
Assistant Chief Fire Officer

**Tel :** (0115) 967 0880

**Email :** david.horton@notts-fire.gov.uk

**Media Enquiries Contact :** Bridge Aherne  
(0115) 967 0880 bridget.aherne@notts-fire.gov.uk

## 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 2 (1 July to 30 September 2013).

Absence	Quarter 1 1 Apr to 30 June 2013	Compared with previous quarter	Compared with same quarter of 2012	Cumulative total days lost for 13/14	Cumulative average over last 12 months
<b>Total workforce (114 employees have been absent during Q2)</b>	785 days lost  1.09 days per employee	1090 days lost  1.5 days per employee  28% decrease (-305 days)	1035 days lost  1.47 days per employee  24% decrease (-250 days)	1875 days lost  1.3 days per employee	6.17 days per employee (below target)
<b>Uniformed (80 employees have been absent during Q2) excluding retained</b>	514.5 days lost  0.91 days per employee	667.5 days lost  1.18 per employee  23% decrease (-153 days)	820 days lost  1.46 days per employee  37.3% decrease (-305.5 days)	1182 days lost  1.04 days per employee	4.9 days per employee (below target)
<b>Non uniformed (34 employees have been absent during Q2)</b>	270.5 days lost  1.75 days per employee	422.5 days lost  2.7 days per employee  36% decrease (-152 days)	215 days lost  1.41 days per employee  25.8% increase (+55.5 days)	693 days lost  2.24 days per employee	10.75 days per employee (above target)



<b>Long term sickness (defined as 28 days or more)</b>	<b>Total Workforce</b>	13
	<b>Uniformed (excluding retained)</b>	9
	<b>Non Uniformed</b>	4

2.2 Absence rates have decreased by 28% across the workforce as a whole during quarter 2 (compared to the previous quarter). The average absence for the quarter (1.09 days) was below the target of 1.56 days per person.

2.3 Absence for non-uniformed employees, which has been a cause for concern in previous reports, reduced by 36% (-152 days) and met the target for the period. 60% of this absence was long term in nature i.e. for continuous period of more than 28 days, which generally indicates a serious medical condition.

2.4 Compared to the same period in 2012, non-uniformed absence has increased by 55 days (+25.8%).

2.5 There were 37 separate periods of medically certified absence in quarter 2. Of these, 25 employees have subsequently returned to work during the review period. The graphs attached at Appendix A 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 is 6.17 days per employee) and compares favourably to the average public sector average of 6.5 days but is higher than the private sector average of 5.8 days (*Source: Absence management 2012- annual survey report of the CIPD and Simply Health*).

2.7 In terms of reasons for absence, the majority of sickness absence (in terms of working lost) was certified as due to lower limb or shoulder injury (uniformed) and upper limb or non work related post traumatic stress (non- uniformed).

2.5 Target absence figures for 2013/14 have remained the same as for 2012-13:

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.**

2.8 Over the period 1 October 2013 – 31 December 2013:

- Disciplinary 0
- Grievances 0
- Harassment and bullying 0

- Formal Management Sickness Absence Policy 1
- Dismissals including ill-health retirements 1
- Redundancy 4
- Redeployment 0
- ET cases 0

## STAFFING NUMBERS

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

	Approved	Actual	Variance
<b>Wholetime</b>	530	538 (537 full time equivalents)	+8 (+7 FTE)
<b>Retained</b>	216 units	272 persons (140.5 units) (includes 59 dual contracts)	- 77.5 units
<b>Non-Uniformed</b>	183	181 <i>Established Post – 168</i> <i>Fixed Term Non-Established Post –2</i> <i>Fixed Term in Established Post - 5</i> <i>Agency staff – 6</i>	-2
<b>Fire Control</b>	27	27.5 (FTE)	+0.5

2.10 There have been 16 leavers and 20 starters since the last report which has resulted in an actual workforce figure of 1018.5 employees. Leavers are broken down as follows: 3 whole-time, 10 retained, 1 control and 2 non-uniformed employees. Additionally, the Service employs 4 apprentices on 1 year fixed-term contracts, and 25 Contingency Crew Operatives on 0 hour contracts.

2.11 As at 31 December 2013 whole-time establishment stood at +7 FTE (538 FTE) employees against an establishment of 530 posts.

2.12 Fire-fighter roles are over-strength by 18 posts, with 9 vacancies at supervisory level and 1 at Station Manager level. The trainee fire-fighter programme, which commenced in September 2013, saw an intake of 15 trainees and 3 RDS employees migrated to the whole-time establishment at the same time, resulting in an over-establishment of 18 fire-fighters. However, this is compensated for by under-establishment in other areas, resulting in an overall over-establishment of 7 FTE roles. This “front-loading” of trainee Fire-

fighter roles is part of succession planning for projected retirements during 2014-15, and the promotion of competent Fire-fighters into vacant supervisory roles.

- 2.13 In the last quarter, the Service has run a Station Manager and Watch Manager selection process to fill vacancies at this level.
- 2.14 Fourteen RDS recruits commenced training in November and will be posted to various vacancies throughout the county.
- 2.15 In terms of support roles (non- uniformed posts) there has been a significant amount of recruitment during quarter 3, with 10 appointments to vacancies.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The overall over-establishment of 7 FTE wholetime posts referred to in paragraph 2.12 is only an issue for the latter part of the year and is covered by a “buffer” built into the wholetime pay budget to allow for periods of temporary over-establishment following recruitment of fire-fighter trainees.
- 3.2 The non-uniformed pay budget is projected to underspend this year as a result of the vacancies in the establishment from the start of the year until now. An updated position on this pay budget is reported quarterly to the Finance and Resources Committee.
- 3.3 The four apprenticeship roles referred to in paragraph 2.10 are funded by vacancies in the non-uniformed establishment in the current year. For next year, they have been budgeted for pending a decision about whether or not the roles will continue.

### **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**

An Equality Impact Assessment has not been undertaken because this review does not impact upon policy or service function.

### **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 workforce issues.

## **8. RECOMMENDATIONS**

It is recommended that Members endorse the report.

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

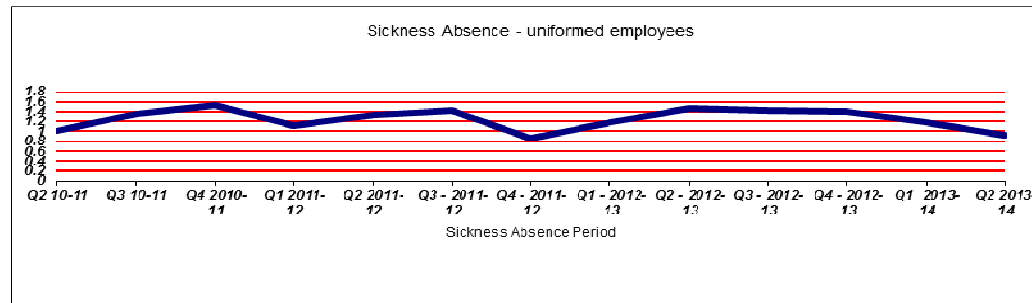
None.

Frank Swann  
**CHIEF FIRE OFFICER**

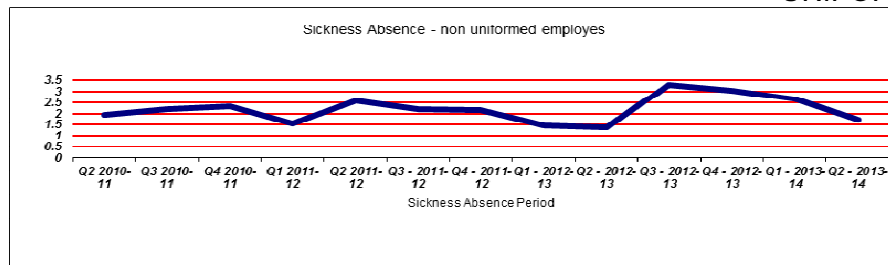
BREAKDOWN OF ABSENCE Q2 JULY – SEPTEMBER 2013

WORK GROUP	Jul				Aug				Sept				SUMMARY OF QUARTER 2			
	Average	Total	Jul	%	Average	Total	Aug	%	Average	Total	Sept	%	Average	Total	Q2	%
	(days per person)	work days lost	2012 days lost	difference	(days per person)	work days lost	2012 days lost	difference	(days per person)	work days lost	2012 days lost	difference	per person)	work days lost	2012 days lost	difference
UNIFORMED (inc Control)	0.26	148	332	55.42	0.30	169	255	33.73	0.36	206.5	233	11.37	0.93	523.5	820	36.16
NON UNIFORMED	0.56	87	63	-38.10	0.77	119	77	-54.55	0.41	64.5	75	14.00	1.73	270.5	215	-25.81
TOTAL WORKFORCE	0.33	235	395	40.51	0.41	288	332	13.25	0.37	271	308	12.01	1.11	794	1035	23.29

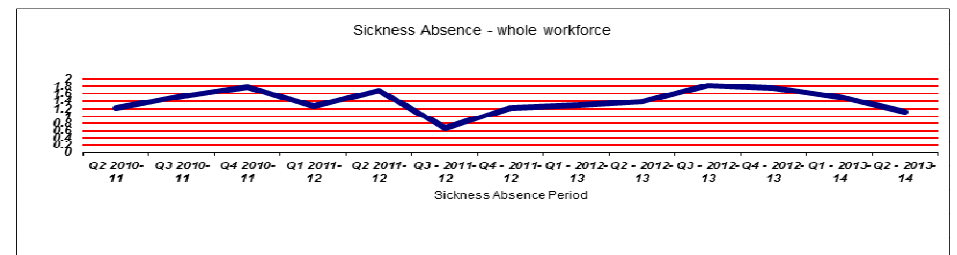
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UNIFORMED ABSENCE



NON-UNIFORMED ABSENCE



TOTAL ABSENCE

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**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
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Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Human Resources Committee

# Regrading of posts

Report of the Chief Fire Officer

---

**Date:** 7 February 2014

**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 October to December 2013 (inclusive).

## CONTACT OFFICER

**Name :** David Horton  
Assistant Chief Fire Officer

**Tel :** (0115) 967 0880

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**Media Enquiries Contact :** Bridget Aherne  
(0115) 967 0880 bridget.aherne@notts-fire.gov.uk

## **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 been required to consider any applications in the review period.
- 2.2 No appeals were heard during the review period.

## **3. FINANCIAL IMPLICATIONS**

The job evaluation contingency fund stands at £10,013 at the end of December 2013.

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

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**

It is recommended that the content of this report is noted.

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

None.

Frank Swann  
**CHIEF FIRE OFFICER**

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