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

Date: Friday, 22 April 2016

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. Davey".

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

AGENDA

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| 2 | DECLARATIONS OF INTERESTS | |
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8 EXCLUSION OF THE PUBLIC

To consider excluding the public from the meeting during consideration of the remaining item 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 by virtue of Paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act.

9 VOLUNTARY REDUNDANCY APPLICATION

Report of the Chief Fire Officer.

10 REGRADING OF POSTS

Report of the Chief Fire Officer.

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: *James Welbourn*
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**NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM
FIRE AND RESCUE AUTHORITY**

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

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood
Lodge, Arnold Nottingham NG5 8PD on 22 January 2016 from 10.00 - 10.56**

Membership

Present

Councillor Darrell Pulk (Chair)
Councillor Brian Grocock
Councillor Neghat Nawaz Khan
Councillor Mike Pringle
Councillor Liz Yates
Councillor Jason Zadrozny

Absent

Councillor Eunice Campbell
(substituted by Councillor Brian
Grocock)
Councillor Michael Payne
(substituted by Councillor Darrell
Pulk)

Colleagues, partners and others in attendance:

Tracy Crump	- Head of HR, Notts F&RS
Gavin Harris	- Head of ICT, Notts F&RS
Sue Maycock	- Head of Finance, Notts F&RS
Craig Parkin	- Assistant Chief Fire Officer, Notts F&RS
James Welbourn	- Governance Officer
Councillor Gordon Wheeler	- County Councillor (observing)

33 APPOINTMENT OF CHAIR FOR THE MEETING

In the absence of the Chair, Councillor Darrell Pulk was appointed Chair for the meeting.

34 APOLOGIES FOR ABSENCE

Cllr Eunice Campbell (personal reasons) (substituted by Cllr Brian Grocock)
Cllr Michael Payne (substituted by Cllr Darrell Pulk)

35 DECLARATIONS OF INTERESTS

None.

36 MINUTES

The minutes of the meeting held on 16 October 2015 were confirmed as a true record and signed by the presiding Chair.

37 INFORMATION GOVERNANCE MANAGER

Craig Parkin, Assistant Chief Fire Officer at Nottinghamshire Fire and Rescue Service introduced a report proposing the creation of an Information Governance post, along with the deletion of both the Performance Officer and Evaluation Officer posts.

The following points were highlighted:

- (a) vacancies have been managed to provide internal support and governance;
- (b) the new post will provide services to the organisation;

Following questions from members, further information was provided:

- (c) the Performance Officer post was vacant for one year, and the Evaluation Officer post has been vacant since the middle of 2015;
- (d) there have been occasions where solicitors have been brought in to assist with Freedom of Information (FOI) requests. One of these requests had cost close to £2,500 to process.

All managers at Nottinghamshire Fire and Rescue Service have gone through FOI and data awareness training; however, the Information Governance manager post would coordinate these requests. This would negate the need to have external help with the majority of FOIs;

- (e) in 2015 the authority processed 120 FOIs. A Joint Interoperability Board with the Police also looked at this area of work;

Councillors agreed a further report could come back through this Committee if requested. This would likely be an annual update.

RESOLVED to recommend that the Fire Authority:

- (1) amend the permanent establishment and create the new post of Information Governance Manager;**
- (2) delete the posts of Performance Officer and Evaluation Officer.**

38 ESTABLISHMENT OF INFORMATION AND COMMUNICATIONS TECHNOLOGY DEVELOPMENT OFFICER ROLE

Craig Parkin, Assistant Chief Fire Officer at Nottinghamshire Fire and Rescue Service introduced a report seeking creation of an ICT Development Officer role.

The report, and questions from members, highlighted the following information:

- (a) there has previously been a great demand on external consultants coming into the Fire Authority when required to do so. This will continue, as consultants will always be required for certain pieces of work, although the reliance on them should be lessened. It is anticipated that consultancy costs will decrease;
- (b) there are two budgets for the creation of this post; money will be taken from both of those budgets to pay for the new role. All of the money comes from revenue;
- (c) the ICT business plan provides guidance for future projects; for example, the change in phone system is documented;
- (d) the new post can carry out development and retain knowledge within the organisation, to other members of staff;

RESOLVED to support and recommend to the Fire Authority the creation of an additional ICT Development Officer post with effect from 1 April 2016 to be funded by a virement from non-pay budgets.

39 HUMAN RESOURCES UPDATE

Tracy Crump, Head of HR at Nottinghamshire Fire and Rescue Service updated members on key Human Resources metrics for the period 1 October – 31 December 2015.

The following points were highlighted:

- (a) there will be an increase in absence rates near Christmas which impacts on figures, but this was expected;
- (b) two-thirds of absence was attributed to long-term absentees;
- (c) there was a slight reduction in the absence of wholetime employees;
- (d) musculo-skeletal and mental health problems are important issues that require constant monitoring. The Fire Service is linked into a scheme called Rehab-Works' that provides physiotherapy; a helpline is also part of this service. Musculo-skeletal injuries are of particular concern for the organisation as it gets older as a whole workforce; fitness programmes could be tailored to mitigate this impact.

The amount of recovery time required for mental health issues is generally longer, but this affects a small proportion of the workforce. A peer support programme is being put into place, and should be fully resourced and operable within the next year. This peer support will include help over the phone for affected colleagues;

- (e) an external training provider will be hosting 'resilience workshops' to help deal with pressure and stress at work;
- (f) the wholetime pay budget was significantly overspending; this is no longer the case, and there is ongoing work to reduce this further;
- (g) the service has a policy to avoid making people redundant where possible, which saves redundancy costs;
- (h) IDRP stands for Internal Dispute Resolution Procedure. This tends to relate to issues around the firefighter pension scheme;
- (i) Fire and Rescue have carried out two sessions with Mind (mental health charity). Government have given money to Mind to speak to services. Nottinghamshire Fire and Rescue Service are currently doing more for employees than Mind recommend;
- (j) members of the Committee would be welcome to attend the peer support training.

RESOLVED to:

- (1) applaud the work done by officers;**
- (2) ask that the Committee are notified of any tangible results going forward;**
- (3) endorse the report.**

40 EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public 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 outweighs the public interest in disclosing the information, as defined in paragraphs 1 & 3 of Schedule 12A to the Act.

41 REGRADING OF POSTS

Craig Parkin, Assistant Chief Fire Officer, presented the report on the regrading of posts.

RESOLVED to note the recommendations within the report.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

SHAPING OUR FUTURE – WINTER CONFERENCES AND VALUES UPDATE

Report of the Chief Fire Officer

Date: 22 April 2016

Purpose of Report:

To provide Members with an overview of recent employee engagement activities and Nottinghamshire Fire and Rescue Service's new set of values.

CONTACT OFFICER

Name :	Tracy Crump Head of People and Organisational Development
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Media Enquiries Contact :	Therese Easom (0115) 967 0880 therese.easom@notts-fire.gov.uk

1. BACKGROUND

- 1.1. Similar to many public sector organisations, Nottinghamshire Fire and Rescue Service (NFRS) continues to find itself in a considerable period of change. As the organisation reduces in size and changes the way it works, the organisation needs to continue to draw on the skills and collective talents of its employees. In order to help do this, NFRS has developed a '*Shaping our Future*' - Organisational Development and Inclusion Strategy.
- 1.2. One of the key parts of this strategy is employee engagement. Along with a range of other engagement activities to ensure that the workforce is aware of, and engaged with, the changes facing the Service over the next few years, the Service held 3 'Winter Conferences' during January and February of this year. These conferences were open to all employees and were attended by nearly a quarter of the workforce.
- 1.3. The aim of the conference was to engage the workforce regarding the financial and political context the Service is working in, alongside any associated changes to the way in which the organisation delivers services.
- 1.4. This was also an opportunity to highlight to the workforce the Service's new set of values which were developed by NFRS employees during 2015.

2. REPORT

- 2.1 The three conferences took place in January and February of this year, and were led by the Assistant, Deputy and Chief Fire Officers. Over 200 employees attended in total.
- 2.2 During the sessions the Chief Fire Officer led a 'Hopes and Fears' session where employees raised their questions on a range of topics which were then discussed in detail. Topics included job security, budgets cuts, collaboration, vision – strategy, operations, communications and workplace/employment issues.
- 2.3 Attendees were able to ask questions in an open and honest environment and the principal officers were able to discuss and clarify points which were raised by the groups. This included questions relating to fleet, fire stations, crewing models and Service projects.
- 2.4 Deputy Chief Fire Officer (DCFO) Wayne Bowcock led a session on the Service's new values explaining that these had been developed by employees of the Service via a range of focus groups during 2015. The Service's new values are:
 - **We are professional in all that we do**
We act professionally by being the best that we can be, behaving with integrity and taking personal responsibility for our behaviour and decisions.

- **We value and respect others**
By treating our community and service users with respect and consideration, we become a more customer-focused and inclusive organisation.
- **We are open to change**
By understanding the need to improve, we open ourselves up to new ideas and become a more sustainable and stable organisation, ready for the future
- **We are One Team working together**
We act as One Team when we respect and value each other, and work together to create safer communities.

2.5 DCFO Bowcock explained that the values will be rolled out across the organisation in a range of ways during 2016 with facilitated sessions taking place at work locations from June.

2.6 Attendees were asked to complete an evaluation form at the event and this was used to improve each conference. The headlines from these evaluations are as follows:

- 91% (of 166 completed) agreed that they felt more up-to-date with the financial and political challenges facing the organisation.
- 92% agreed that the 'hopes and fears' of attendees were dealt with and discussed in a thorough and honest way
- 84% felt that they had a better understanding of the Service's new values and behaviours.
- If advertised, 97% would be interested in attending another event like this (covering different subjects).
- 85% would speak about the event positively to colleagues.

Below are a few of the comments received via the evaluation forms:

- Today actually went a long way in making me feel engaged.
- Continue with the cross-functional approach, to build on relationships within the organisation.
- Nothing (to add to improve). Feel well engaged and energised.
- Knowing and understanding the direction the organisation is going in, helps to feel part of it

2.7 As a result of these events, the Strategic Leadership Team will now be working to further improve communication within the Service and, in particular, the communication of future vision and strategy of the organisation. A further conference has been set for 23 April in order to attract different sections of the workforce to attend. Due to the success of this format, further events will be planned covering specific issues or themes.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources and learning and development implications relating to this work will be addressed by the Equality and Diversity Officer and Head of People and Development.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this is not a change to a function, policy or service. This work seeks to ensure that employee involvement and engagement is underpinned by a strong set of organisational values.

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

Although there are no direct risk implications arising from this report, it should be noted that workforce issues are covered in the Service's Corporate Risk Register – 'Potential for poor industrial relations, resulting in a loss of morale or workforce availability.' The 'Shaping our Future' – Organisational Development and Inclusion Strategy aims to ensure that the workforce is engaged in the change agenda the Service faces over the next few years, thus reducing the risk of poor industrial relations.

9. RECOMMENDATIONS

That Members note the content of this report.

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

None.

John Buckley
CHIEF FIRE OFFICER

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

‘SHAPING OUR FUTURE’ - ORGANISATIONAL DEVELOPMENT AND INCLUSION PERFORMANCE MONITORING

Report of the Chief Fire Officer

Date: 22 April 2016

Purpose of Report:

To outline to Members proposals for a new reporting arrangements for organisational development, inclusion and equalities activities at the Service.

CONTACT OFFICER

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1. BACKGROUND

- 1.1. As a public sector body Nottinghamshire Fire and Rescue Service (NFRS) was required to report on a range of performance indicators to the Department for Communities and Local Government (DCLG).
- 1.2. Referring to the National Equality and Diversity Strategy (2008-18), the Fire and Rescue Service National Framework (2008-11) outlined the requirement for all Fire Authorities to commit to workforce targets for the recruitment of women into operational firefighting roles and people from black and minority ethnic (BME) backgrounds in to all roles. The 2012 Fire and Rescue Service National Framework did not repeat the same duties relating to equality which had been outlined by the previous government.
- 1.3. In response to the duties outlined in the National Equality and Diversity Strategy, the Service had a reporting regime in place along with targets relating to the diversity of its workforce. This was reported to the Performance Monitoring Committee. This committee no longer exists and, during this period, updates on the equalities agenda have been provided to members via the Strategic Equalities Board.
- 1.4. A paper on this subject was presented to members of the Human Resources (HR) Committee in October 2015; this paper made proposals to re-commence reporting of equalities (and Organisational Development and Inclusion) progress to HR Committee.

2. REPORT

- 2.1 In order to ensure that members of the Fire Authority are aware of the make-up of the Service's workforce, it is proposed that this is reported to members via the regular Human Resources Update report presented to the Committee by the Head of People and Organisational Development.
- 2.2 As stated above, the Service has previously had workforce diversity targets against some of the 'protected characteristics'. Those outlined below are from 2013-14:

Indicator	Target
% Entrants to Organisation from BME Backgrounds	10%
% Employees Declaring a Disability	5-6%
% FF Applicants Considering Themselves Disabled	2.5%
% Control/Non-uniformed Applicants Considering Themselves Disabled	7%
% Women Entrants into Operational Roles	19%
% Women Entrants into Retained firefighter roles	19%
% Women Entrants into Wholetime firefighter roles	19%
% Employee Survey Respondents Declaring Sexual Orientation	95%

The challenges faced by the organisation in meeting the targets were broadly outlined to Members in the report to the Human Resources committee in October 2015. These included a lack of wholetime firefighter recruitment campaigns due the continued programme to reduce the overall workforce to ensure the Authority is able to meet its on-going financial pressures.

- 2.3 Retained (on-call) firefighters are expected to play a more prominent role in providing operational support to communities over the years to come. As stated in the Human Resources Committee report referenced above, the areas in which these retained fire stations are located have very low numbers of people from BME backgrounds. A requirement of the role is to live or work near to the station at which the fire cover is to be provided and this can have an impact upon the diversity of people able to apply to the role.
- 2.4 With this in mind, it is recommended that future reporting provides HR Committee with updates on workforce make-up and recruitment activity. In order to provide context and the ability to benchmark progress, this information will be provided alongside local and national population and declaration expectations.
- 2.5 It should be noted that the above proposal does not preclude the Service from setting diversity targets for individual recruitment campaigns and then reporting on them as and when this occurs.
- 2.6 In addition to this quantitative update, it is proposed that a narrative report on the 'health' of the organisation is provided to the Policy and Strategy Committee on a six-monthly basis. This report may include commentary on the following:
- Legal Compliance – Equality Act - Public Sector Equality Duty
 - Equality Framework
 - 'Shaping our Future' – Organisational Development and Inclusion Agenda
 - Employee engagement - staff survey, staff suggestions
 - NFRS Values
 - Leadership and Management Development
 - Service Improvement and Innovation
 - Employment initiatives – cadets/apprenticeships/placements
 - Stonewall
 - Health and Wellbeing
 - Customer satisfaction data
 - Flagship service delivery projects and initiatives

A report will be presented to the Policy and Strategy Committee outlining this recommendation.

- 2.7 NFRS has a long-standing commitment to providing equal access to services and employment and has demonstrated this by its successful peer challenge against the Excellent level of the Equality Framework in 2013 and regaining its place in the top 100 of Stonewall employers this year.

- 2.8 It is intended that this new reporting regime will provide a more holistic view of the Service's progress against the organisational development and inclusion agenda without losing sight of the Service's commitment to becoming more representative of the community it serves.
- 2.9 The approach outlined at Paragraph 2.4 has been used for the HR Update report which is presented elsewhere on the agenda for comment.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources and learning and development implications relating to this work will be addressed by the Head of People and Organisational Development.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this is not a change to a function, policy or service.

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

Although there are no direct risk implications arising from this report, it should be noted that failure to address workforce diversity issues relating to recruitment or employment policy could have an adverse impact upon the Service's ability to effectively represent the community. There is a risk to reputation if such issues are not taken seriously by the organisation.

9. RECOMMENDATIONS

That Members agree the new reporting arrangements outlined in Paragraph 2.4 above.

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

None.

John Buckley
CHIEF FIRE OFFICER

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

HUMAN RESOURCES UPDATE

Report of the Chief Fire Officer

Date: 22 April 2016

Purpose of Report:

To update Members on key Human Resources metrics for the period 1 January – 31 March 2016.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 As part of its remit, the Human Resources Committee of Nottinghamshire and City of Nottingham Fire and Rescue Authority receives 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 Human Resources Committee to keep informed of ongoing issues and offer their guidance and scrutiny.

2. REPORT

HR METRICS - SICKNESS ABSENCE

- 2.1 The following represents absence figures for Quarter 4: 1 January to 31 March 2016

- 2.2 Target absence figures for 2015/16 are:

Wholetime and Control: 6 days per person
Non-Uniformed: 7 days per person
Whole Workforce: 6.25 days per person
(the average is affected by the numbers of employees in each work group and the average work shift)

Total Workforce

Absence	Quarter 4 1 Jan – 31 March 2016	Compared with previous quarter	Cumulative total days lost for 15/16	Cumulative average over last 12 months
Total workforce (156 employees have been absent during Q4, excluding retained*)	1381 days lost 2.01 days per employee	1564.5 days lost 2.25 days per employee 12% decrease (-183.5 days)	5838 days lost	8.57 days per employee (target 6.25 days)

(*Due to the on-call nature of the Retained Duty System days lost are recorded not shifts)

Across the workforce a total of 1381 working days were lost in the final quarter of 2015/16. This is a decrease of 183.5 days (-12%) on the previous quarter.

Long term absence equated to 54% of the total absence during this period.

In the comparable period of 2014/15, 1607.5 days were lost to sickness absence. A difference of 228.5 days (-14%).

Graphical representation of quarter four sickness can be found in Appendix A and a full period commentary in Appendix B.

Whole Year Figures

Quarter 4 represents the end of the reporting period. The table below sets out the total annual absence figures for 2015-16:

Total Workforce

Absence	1 April 2015 – 31 March 2016	Compared with previous year (14/15)
Total workforce (384 employees have been absent during 2015-16, excluding retained*)	5838 days lost 8.57 days lost per employee	6016.5 days lost 8.25 days lost per employee (-178.5 days 3% decrease)

(*Due to the on-call nature of the Retained Duty System days lost are recorded not shifts)

The number of days lost due to sickness absence is reduced compared to 2014/15 (3% less) however, the comparable figure of days lost per employee is higher. This has occurred because the number of employees has reduced but the days lost has not reduced proportionately.

Within the year 67% of sickness during 2015/16 was due to long term absences (greater than 28 days in length). There have been 23 absences greater than 90 days in length of which 4 were over 6 months. In all cases under the management of Long Term sickness employees will have been referred to Occupational Health and received support from OH, HR Business Partners and line managers.

Top 10 Reasons by Shifts Lost - All Staff - Reporting Period: 01/04/2015 to 31/03/2016

All Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	199	3270
Mental Health	45	2721.5
Gastro-Intestinal	119	524
Cause Known, but not specified	57	438.5
Other known causes (not specified in list)	36	384
Respiratory - Cold/Cough/Influenza	85	314.5
Unknown causes, not specified	35	297.5
Cancer and Tumours	2	282
Pregnancy Related Disorders	5	159
Virus/Infectious Diseases	22	141

Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	149	948
Gastro-Intestinal	118	342
Respiratory - Cold/Cough/Influenza	85	315
Cause Known, but not specified	52	201
Mental Health	17	196
Virus/Infectious Diseases	22	141
Unknown causes, not specified	31	121
Other known causes (not specified in list)	28	114
Respiratory - Chest Infection	20	77.5
Ear, Nose, Throat	13	57

Long Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	29	2525.5
Musculo Skeletal	50	2322
Cancer and Tumours	2	282
Other known causes (not specified in list)	8	270
Cause Known, but not specified	5	238
Gastro-Intestinal	1	182
Unknown causes, not specified	4	176.5
Pregnancy Related Disorders	1	130
Respiratory - Other	2	88.5
Hospital/Post Operative	1	74

The above table shows the top 10 reasons for absence. Musculo skeletal absences are most prevalent (199 occasions, 3270 shifts lost) and appear in

the top two reasons for both short and long term absences. Mental Health is the second most prevalent absence reason overall (45 occasions, 2721.5 shifts lost) and is the top reason for long term absences.

In addition to direct support from Occupational Health the Service has provided information packs and tool kits and also run courses during this year to provide support and information to employees and managers regarding mental health, resilience and conflict management to improve the support available to those with mental health issues.

Full Year analysis by Workgroup can be found in Appendix B

National Trends

The Service contributes to the CFOA sickness absence survey, which is undertaken quarterly and allows for comparison between contributing Fire and Rescue Services. Appendix C reflects cumulative national absence trends in the previous quarters (Q1- Q3). The two charts reflect Wholetime and Control (12i) and whole workforce figures* (12ii).

For Wholetime and Control (12i) the chart show that the Service, which had an average absence of 5.23 days per employee during the three quarters, ranked 8th of the 25 Services and was below the sector sickness average of 5.6 days per employee.

For whole workforce* (12ii) the tables show that the Service, which had an average absence of 6.45 days per employee during the three quarters, ranked 16th of the 24 Services and was above the sector sickness average of 5.76 days per employee.

National figures reflect an average absence of 7.9 days per employee in the public sector, and 6.6 days per employee in the private sector. Based on 12-month cumulative absence of 8.57 days per employee, the Service is above both averages.

DISCIPLINE, GRIEVANCES ETC

2.3 Over the period 1 January – 31 March 2016:

- Disciplinary: 0
- Grievances: 0
- Harassment and Bullying: 0
- Formal Management Sickness Absence Policy: 0
- Dismissals including ill health retirements: 0
- Redundancy: 4
- Redeployment: 0
- Employment Tribunal cases: 0
- IDRP appeals: 0
- Performance and capability: 0

STAFFING NUMBERS

- 2.4 During the period 1 January 2015 to 31 March 2016, 14 employees commenced employment. Establishment levels at 31 March 2016 are highlighted below:

	Approved	Actual	Variance
Wholetime	510 (510 FTE)	497 (496.58FTE)	-13 (-13.4 fte)
Retained	192 units	263 persons (141 units) (includes 56 dual contracts)	-51 units
Non-Uniformed	171 (160.85 FTE)	155 (144.4FTE)	-16 (-16.45fte)
Fire Control	25 (24.5 FTE)	26 (25.3FTE)	+1 (+.08fte)

- 2.5 There have been 21 leavers and 14 starters during this quarter since the last report which has resulted in an actual workforce figure of 941 (this includes 56 dual contractors). Leavers are broken down as follows: 6 whole-time, 7 retained, 8 non-uniformed employees and 1 contingency operative (bringing the number of contingency operatives to 21 in total).
- 2.6 As at 31March 2016 whole-time establishment stood at -13 (-13.4 fte) employees against an establishment of 510 posts. This will go some way to addressing the need to reduce the whole-time establishment by 34 posts, to 476 posts, from 1 April 2016, in line with the report "Adjustments to Service Delivery Provisions" which was agreed by the Authority at its meeting on 18 December 2015.
- 2.7 During the period the Service has appointed to 2 support roles and 12 Retained Trainee Firefighter roles. This takes the total number of new RDS appointment to 45 during 2015/16.

Equalities Monitoring

- 2.8 As a result of changes to the way that performance monitoring information is reported, the HR Update now contains data relating to workforce profile and recruitment by protected characteristics (as defined in the Equality Act).

2.9 The table set out in Appendix D shows the current profile of the workforce by gender, ethnic origin, LGB, disability, age and religion and compares it to the same quarter of 2015 to highlight any changes that have occurred.

2.10 **Gender**

On 1 March 2016 women made up 14.85% of the workforce, this is a small decrease from 1 March 2015 when women made 16.03% of the workforce.

There has been a reduction of 38 (23 male, 15 female) employees, from 917 employees to 889 since 1 March 2015. This reduction is mainly accounted for by staff turnover and a reduction in posts due to cost saving measures being implemented.

2.11 **Ethnic Origin**

On 1 March 2016, employees from BME groups constituted 4.05% (38) of the workforce (excluding employees who defined themselves as Irish and White Other).

On 1 March 2016 excluding Irish/White Other, there is a difference of +5 employees from a BME background compared to 1 March 2015.

2.12 **Disability**

The number of employees declaring a disability has decreased from 41 to 35 as of 1 March 2015. However, this is broadly in line with the reduction of 38 personnel across the organisation in the last year.

2.13 **Sexual Orientation**

In comparison to 1 March 2015, those declaring that they are lesbian, gay or bisexual has reduced from 15 people down to 14. Given the reduction in the workforce as a whole, this figure is not disproportionate.

2.14 **Age**

The figures show that the largest group is those employees who are aged over 46 years who make up 37.68% of the workforce as of 1 March 2016. This is a slight increase from 36.75% as at 1 March 2015. Only 4.05% of all employees were aged 16-25 as at 1 March 2016.

2.15 **Religion**

The numbers of employees who identify as being Christian as of 1 March 2016 is 375 (42.18%). 19 (2.46%) employees identify as belonging to other religions. Those who have chosen not to specify decreased from 253 (27.59%) on 1 March 2015 to 230 (25.87%) on 1 March 2016. The low response levels may indicate that trust and privacy are issues in the declaration of such protected characteristics.

2.16 Recruitment

The table set out at Appendix E shows applicant data and success rates for support service roles based on applicants through the iTrent recruitment portal. The Service received 126 applicants in total recruiting for nine vacancies via iTrent portal.

The table sets out RDS recruitment for the period from 1 March 2015 – 1 March 2016. .

In terms of RDS recruitment the Service received a total of 206 applications.

2.17 Gender

Of the 126 support service applicants through iTrent, 59 (46.83%) of applicants were female, 19 (39.58%) were shortlisted though only two (22.22%) of successful applicants were female.

Of the 206 applications received for RDS roles 184 (89.32%) were male and 22 (10.68%) female. 33 men and 1 woman were successful through the selection process. It is recognised that a significant number of women are unsuccessful at the job related testing stage of the process. The Service has introduced taster sessions for candidates to provide an opportunity for individuals to get a better understanding of the RDS role and the expectations in terms of fitness and physical strength. RDS Stations also undertake positive action initiatives in the local communities to raise awareness of the role of the RDS Firefighter.

2.18 BME

The Service received 7 (5.56%) on line applications for support service roles from individuals from BME backgrounds, one applicant who identified as being from a BME background was shortlisted for interview, though this applicant was not appointed. The seven applications will be reviewed for any trends to assess any disproportionate impacts of the recruitment process.

6 applicants for RDS roles (2.91%) were from BME backgrounds. None of these applicants were successful through the recruitment process.

2.19 Sexual orientation – LGB

2 (1.59%) on line applicants for support service roles who identified as being lesbian, gay or bisexual, neither were shortlisted. This figure is not disproportionate to the number of those applicants who were unsuccessful at the shortlisting stage.

There were 5 applicants for RDS roles who declared as LGB but none of these applicants were successful through the process.

2.20 Disability

7 (5.56%) of the on line applications for support service roles were received from individuals with a disability and 4 of these were shortlisted for interview, though none were successful in the process. It is worth noting the Service guarantees applicants with a disability an interview providing they meet the essential criteria if they opt into being assessed under the guaranteed interview scheme. All seven applications will be reviewed to assess if there is any disproportionate impact within the Services recruitment process.

6 applicants for RDS roles declared a disability (2.91%). 3 progressing to the interview stage. 1 of these applicants was successful.

2.21 Age

The highest number of on line applications, 41 (32.54%), was in the age category of 26 – 35 (6.35%) applicants were between the age of 56 – 65 and there was no application from the over 66 age grouping. No disproportionate impacts have been identified from the age data shown below.

The largest number of applications for RDS roles was received from the age group 26-35 with a figure of 91 (44.17%), closely followed by the less than 25 age group with 86 (41.75%). The Service received 9 applications from individuals aged 46-55 but no applications from individuals above this age range.

3. FINANCIAL IMPLICATIONS

- 3.1 Paragraph 2.4 shows that, with the exception of Control, all sections of the workforce are now under-established. Earlier in the year the number of whole-time employees was above the establishment level so the current position has helped to offset the overspend which accrued in the first half of the year.
- 3.2 The increase in the number of retained employees referred to in paragraph 2.7 has caused an overspend in the retained pay budget this year, however this is more than offset by underspends elsewhere in the budget. The cost of this increased number of retained employees has been built into the 2016/17 budget.
- 3.3 The non-uniformed pay budget has been underspending throughout the year due to vacancies held whilst posts have been at risk, and redundancy costs during this year will be partially funded by an earmarked reserve and partially by pay budget savings arising where employees have left during the year.
- 3.4 The overall pay budget financial position is reported to the Finance and Resources Committee on a quarterly basis.

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. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. 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.

9. RECOMMENDATIONS

That Members endorse the report.

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

None.

John Buckley
CHIEF FIRE OFFICER

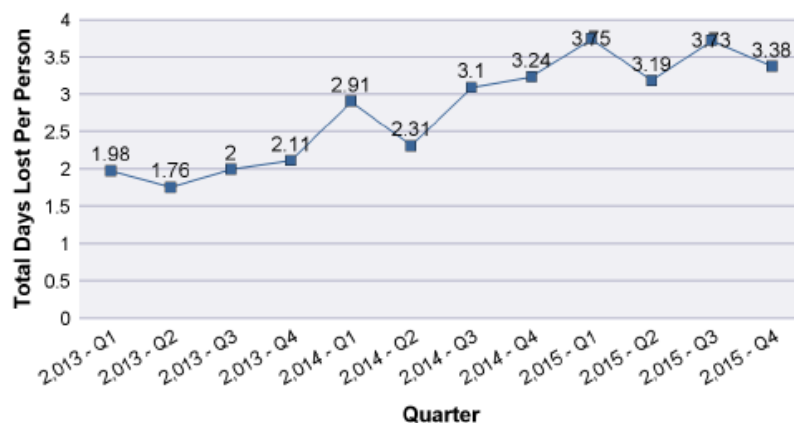
APPENDIX A

Appendix - Reporting Period: 01/04/2013 to 31/03/2016

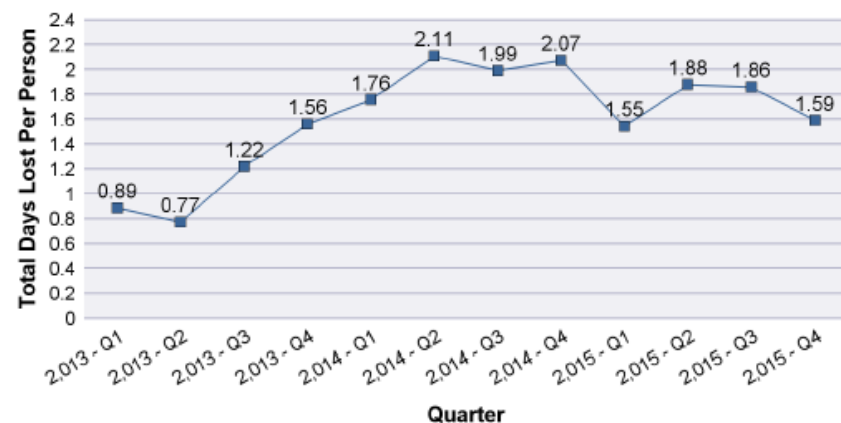
Quarter Breakdown by Month	January		February		March	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Non Uniformed	1.27	206.0	1.10	179.0	1.00	162.0
Wholetime & Control	0.59	306.5	0.38	200.0	0.62	326.0
Sum:	0.75	512.5	0.55	379.0	0.71	488.0

Current Q vs Previous Q	2,015 - Q3		2,015 - Q4	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
Non Uniformed	3.73	603.5	3.38	547
Wholetime & Control	1.86	973	1.59	832.5
Sum:	2.3	1,576.5	2.01	1,379.5

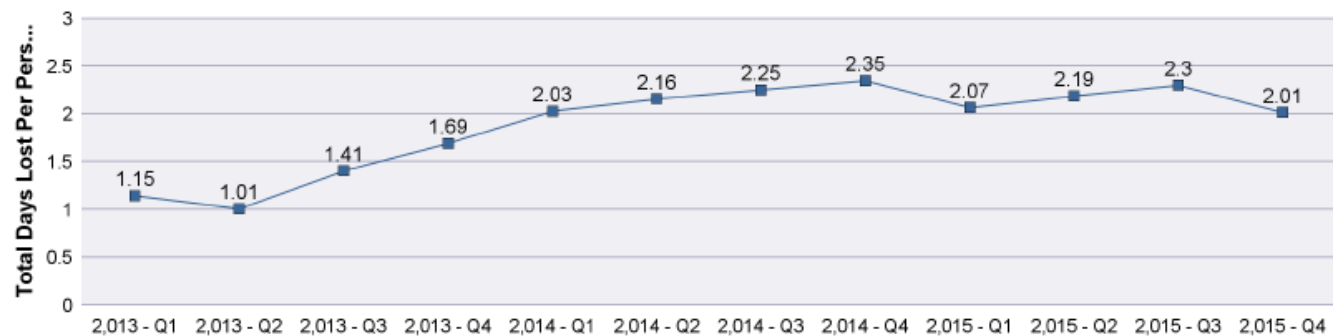
Whole Period Summary - Non Uniformed



Whole Period Summary Wholetime & Control



Whole Period Summary - All



Wholetime employees

Absence	Quarter 4 Jan-Mar	Compared with previous quarter	Cumulative total days lost for 15/16	Cumulative average over last 12 months
Wholetime	776.5 days lost 1.69 days per employee	915 days lost 1.83 days per employee 15% decrease (-138.5 days)	3417.5 days lost	6.89 days lost per person

In total 776.5 working days were lost due to sickness during quarter three. Of this 304 days were lost to long-term absence (28+ days absence) and 473 days were lost due to short term absence. This represents a decrease of 138.5 days (15%) when compared to the previous quarter. There has been a 47% decrease in long term absence compared to the previous quarter.

There are 497 Wholetime personnel, of these 113 individuals had sickness absence during this period on 119 separate occasions. 77.3% of this workgroup had no sickness absence during this quarter.

The average absence per employee was 1.69 days lost, which is slightly above the target figure of 1.6 days lost per quarter per employee.

There were 38 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 8 of which were classified as long term sickness. At the end of the period 29 employees had returned to work.

There are two people who have been off for more than 6 months.

Reasons for absence

The top reasons for absence in this work group were musculo skeletal (216.5 shifts) and mental health (208 shifts) both of these were prevalent reasons in both short and long term absences.

Wholetime

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	26	216.5
Mental Health	6	208
Respiratory - Cold/Cough/Influenza	25	88
Gastro-Intestinal	23	67.5
Cause Known, but not specified	10	63.5
Other known causes (not specified in list)	11	47
Virus/Infectious Diseases	7	41
Eye Problems	2	15
Genitourinary/Gynecological/Reproductive	1	8
Ear, Nose, Throat	2	6
Respiratory - Chest Infection	2	6

Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	22	125.5
Respiratory - Cold/Cough/Influenza	25	88
Gastro-Intestinal	23	67.5
Cause Known, but not specified	10	63.5
Other known causes (not specified in list)	11	47
Virus/Infectious Diseases	7	41
Mental Health	2	24
Eye Problems	2	15
Genitourinary/Gynecological/Reproductive	1	8
Ear, Nose, Throat	2	6
Respiratory - Chest Infection	2	6

Long Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	4	184
Musculo Skeletal	4	91

Retained employees

Absence	Quarter 4 Jan - Mar	Compared with previous quarter	Cumulative non availability (days) during 15/16	Cumulative average over last 12 months
Retained	830 calendar days lost 3.16 calendar days per employee	962 calendar days lost 3.74 calendar days per employee 14% decrease -132 days)	3344.5 calendar days lost	13.11 days per employee (target 10.5 days)

Due to the on-call nature of the retained duty system, absence levels reflect number of days of non-availability rather than total working/shift days lost. Absences are calculated as consecutive calendar days not working time lost.

In Q4, 830 days were unavailable due to sickness, broken down into 568 days of long-term absence (28+ days) and 262 days of short-term absence. This equates to an average of 13.11 “days” of unavailability per employee.

Compared to Q3, when 962 days were lost to sickness absence, this reflects a decrease of 132 available days (14%).

There are 263 retained personnel, of these 43 individual had sickness absence during this period on 44 separate occasions. 84% of this workgroup had no sickness absence during this quarter.

There were 20 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 9 of which were classified as long term sickness. At the end of the period 15 employees had returned to work with 5 still absent.

Reasons for absence

The top reasons for absence in this work group were musculo skeletal (15 occasions), mental health (4 occasions) and respiratory – colds/coughs (6 occasions) the latter was prominent in short terms absences with the other reasons found in long and short term absences

Retained

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	15	307
Mental Health	4	180
Other known causes (not specified in list)	4	102
Cancer and Tumours	1	91
Gastro-Intestinal	7	77
Respiratory - Cold/Cough/Influenza	6	33
Cause Known, but not specified	3	15
Hospital/Post Operative	1	10
Eye Problems	1	7
Respiratory - Chest Infection	1	6.5

Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	11	111
Respiratory - Cold/Cough/Influenza	6	33
Other known causes (not specified in list)	2	29
Mental Health	1	27
Gastro-Intestinal	6	22
Cause Known, but not specified	3	15
Hospital/Post Operative	1	10
Eye Problems	1	7
Respiratory - Chest Infection	1	6.5
Unknown causes, not specified	1	1

Long Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	4	196
Mental Health	3	153
Cancer and Tumours	1	91
Other known causes (not specified in list)	2	73
Gastro-Intestinal	1	55

Control employees

Absence	Quarter 4 Jan - Mar	Compared with previous quarter	Cumulative total days lost for 15/16	Cumulative average over last 12 months
Control	57 shifts lost 2.19 shifts per employee	59 shifts lost 2.1 shifts per employee 3% decrease (2days)	157 shifts lost	5.75 shifts per employee (target 6 days)

In total 57 working days were lost due to sickness absence during this quarter. Of this 39 days were lost due to long term absence and 18 days were lost due to short-term absence, at an average of 2.19 days per employee.

This represents a slight decrease of 2 days on the previous quarter. Due to the small number of personnel in Control (26) the absences of a few can impact the figures significantly. 7 different personnel had an absence in this period.

There was 1 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration) this person is on long term absence and remains off work.

Due to the low level of absence, and to protect confidentiality, no analysis has been made of reasons for absence.

Support employees

Absence	Quarter 4 Jan – Mar	Compared with previous quarter	Cumulative total days lost for 15/16	Cumulative average over last 12 months
Non uniformed	547 days lost 3.38 days per employee	590.5 days lost 3.6 days per employee 7.4% decrease (*43.5 days)	2263.5 days lost	13.65 days per employee (target 7 days)

In total 547 working days were lost due to sickness absence for non-uniformed personnel during the quarter. This represents an decrease of 43.5 days (7.4%) on the previous quarter. This breaks down into 401 days due to long term sickness absence (28+ continuous days absent) and 146 working days due to short term absence. 73% of support staff sickness absences was long term.

There are 162 support employees, of these 47 had sickness absences in this period on 52 separate occasions in the reporting period. 71% of this work group had no sickness during this quarter.

The average absence per employee was 3.38 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

There were 15 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 10 of which were classified as long term sickness. At the end of the period 9 employees had returned to work with 6 still absent.

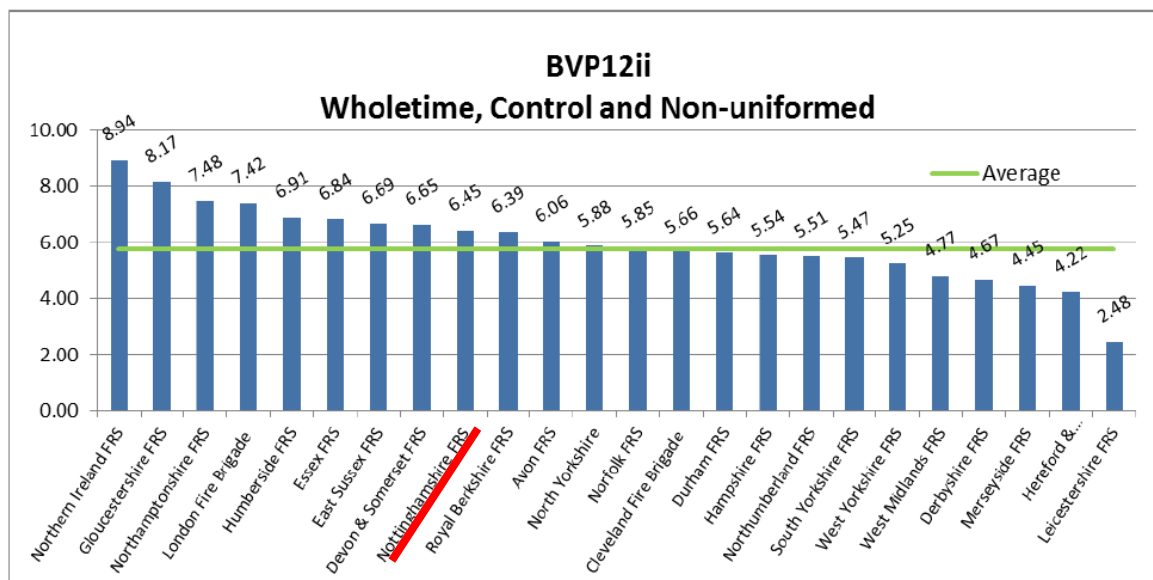
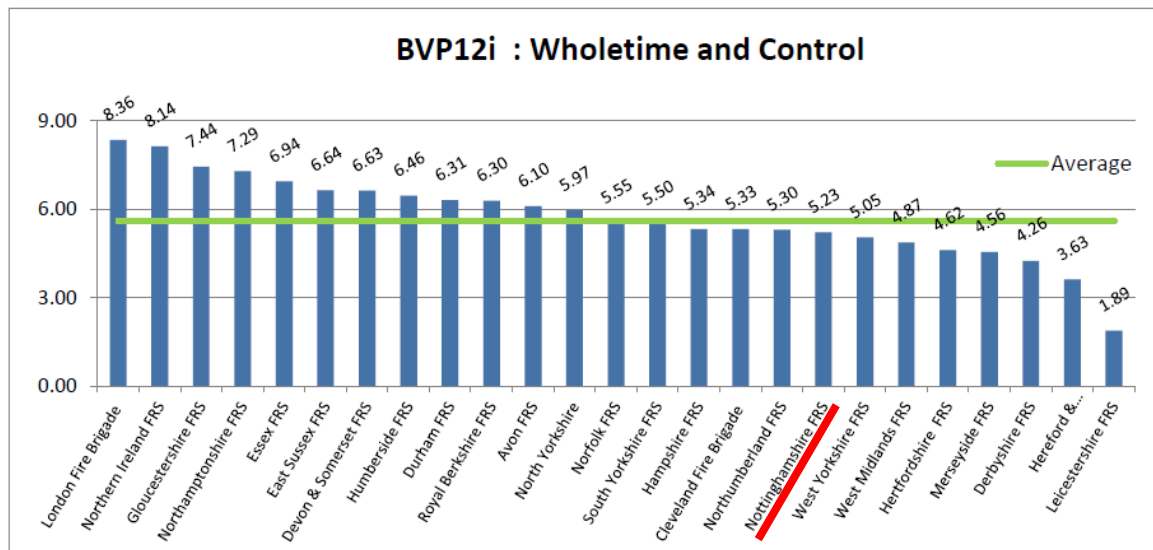
Reasons for absence

The main reason for non-uniformed long-term absence was Mental Health issues (3 instances, 114 days) and short term due to Musculo Skeletal (5 occasions)

Non Uniformed			Short Term Absences			Long Term Absences		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	3	114	Other known causes (not specified in list)	4	23	Mental Health	3	114
Cause Known, but not specified	6	98	Musculo Skeletal	5	19	Cause Known, but not specified	2	84
Unknown causes, not specified	5	93	Heart, Cardiac and Circulatory Problems	2	18	Unknown causes, not specified	2	82
Musculo Skeletal	7	77	Gastro-Intestinal	8	16	Genitourinary/Gynecological/Reproductive	1	63
Genitourinary/Gynecological/Reproductive	2	67	Respiratory - Cold/Cough/Influenza	7	16	Musculo Skeletal	2	58
Other known causes (not specified in list)	4	23	Cause Known, but not specified	4	14			
Heart, Cardiac and Circulatory Problems	2	18	Respiratory - Other	2	12			
Gastro-Intestinal	8	16	Unknown causes, not specified	3	11			
Respiratory - Cold/Cough/Influenza	7	16	Endocrine/Glandular Problems	1	5			
Respiratory - Other	2	12	Genitourinary/Gynecological/Reproductive	1	4			
			Virus/Infectious Diseases	1	4			

APPENDIX C

National Fire and Rescue Service Occupational Health Performance Report (Quarters 1, 2 & 3)



APPENDIX D

	1 st March 2015			1 st March 2016	
Women	147		16.03%	132	14.85%
Men	770		83.97%	757	85.15%
Total	917		100%	889	100%
Black and Minority Ethnic (BME)	Local comparator 11.2%	33	3.6%	36	4.05%
Ethnicity declaration	96.93%			93.36%	
Women in operational roles	30		3.07%	28	3.15%
LGB	National Comparator 6%	15	1.64%	14	1.57%
Sexual orientation declaration	75.9%			77.73%	
Disability	National Comparator 16%	41	4.47%	35	3.94%
Declaration rate overall	99.45%			98.65%	
Age	<25	34	3.71%	36	4.05%
	26-35	237	25.85%	223	25.08%
	36-45	251	27.37%	241	27.11%
	46-55	337	36.75%	335	37.68%
	56-65	55	6.00%	52	5.85%
	+66	2	0.22%	2	0.23%
Religion	Christian (all denominations)	381	41.55%	375	42.18%
	Other religions*	22	2.40%	19	2.14%
	No religion	261	28.46%	262	29.47%
	Not Specified	253	27.59	233	26.21%

Recruitment Monitoring - Support Roles

APPENDIX E

		Application	%	Interview	%	Successful	%
Total Applicants		126	100	48	38.09	9	7.14
Women		59	46.83	19	39.58	2	22.22
Men		67	53.17	29	60.42	7	77.78
Black and Minority ethnic (BME)		7	5.56	1	2.08	0	0
Sexual Orientation – LGB		2	1.59	0	0	0	0
Disability		7	5.56	4	8.33	0	0
Age	<25	14	11.11	4	8.33	2	22.22
	26 – 35	41	32.54	10	20.83	1	11.12
	36 - 45	28	22.22	11	22.92	2	22.22
	46 - 55	35	27.78	18	37.5	2	22.22
	56 – 65	8	6.35	5	10.42	2	22.22
	>66	0	0	0	0	0	0

***based on applications through the iTrent recruitment portal only.**

Recruitment monitoring (Retained roles)

		Application	%	Interview	%	Successful	%
Total Applicants		206	100	55	26.70	34	16.50
Women		22	10.68	3	5.45	1	2.94
Men		184	89.32	52	94.55	33	97.06
Black and Minority ethnic (BME)		6	2.91	2	3.64	0	0
Sexual Orientation – LGB		5	2.43	0	0	0	0
Disability		6	2.91	3	5.45	1	2.94
Age	<25	86	41.75	21	38.18	15	44.12
	26 – 35	91	44.17	25	45.45	15	44.12
	36 - 45	20	9.71	5	9.09	2	5.89
	46 - 55	9	4.37	4	7.27	2	5.89
	56 – 65	0	0	0	0	0	0
	>66	0	0	0	0	0	0

*includes RDS conditional offers made through the October 15 campaign.



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

Date: 22 April 2016

Purpose of Report:

To update Members on the posts which have been re-designated during the period April 2015 – March 2016.

CONTACT OFFICER

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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 i.e. whole-time to support 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 2015 to March 2016 the following conversions have taken place:
 - 3 x Watch Manager (Fire Protection) roles converted to a non-uniform FP Inspecting Officer posts (Grade 6).
- 2.3 The conversion of Watch Manager (Fire Protection) roles forms part of a long-term strategy to reduce the number of uniformed roles undertaking statutory inspections and other non-statutory fire protection duties and resulted from a retirement. Within the FP team there are now 13 non-uniformed Inspecting Officers, 3 Fire Inspection and Arson Reduction roles and 1 role which provide advice to the business sector.
- 2.4 The application of the Fire Protection Competency Framework for Business Fire Safety Regulators ensures a common standard for the training of Fire Safety Inspectors and provides a professional framework for the development of both uniformed and non-uniformed employees in Fire Protection roles.

3. FINANCIAL IMPLICATIONS

The conversion of a Watch Manager post to a Fire Inspector post has released a budget saving of £14,157 per post. This saving has been built into the 2016/17 budget.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The conversion of the Watch Manager roles have resulted from retirements within the Fire Protection team.
- 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

John Buckley
CHIEF FIRE OFFICER

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