

# Public Document Pack



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

**Date:** Friday, 27 January 2017

**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**

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

<b><u>AGENDA</u></b>	<b><u>Pages</u></b>
<b>1 APOLOGIES FOR ABSENCE</b>	
<b>2 DECLARATIONS OF INTERESTS</b>	
<b>3 MINUTES</b> Of the meeting held on November 4 2016.	3 - 6
<b>4 HUMAN RESOURCES UPDATE</b> Report of the Chief Fire Officer	7 - 24
<b>5 AUDIT OF RECRUITMENT OUTCOMES</b> Report of the Chief Fire Officer	25 - 28
<b>6 APPRENTICESHIP UPDATE</b> Report of the Chief Fire Officer	29 - 36
<b>7 CHANGE TO PERMANENT ESTABLISHMENT - COMMUNITY SAFETY</b> Report of the Chief Fire Officer	37 - 40

**8 EXCLUSION OF THE PUBLIC**

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 in the public interest in disclosing the information

**9 RESTRUCTURE OF THE EQUIPMENT AND TRANSPORT SECTIONS**  
Report of the Chief Fire Officer

41 - 46

**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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[<http://committee.nottinghamcity.gov.uk/ieDocHome.aspx?bcr=1>]



**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 4 November 2016 from 10.01 - 11.12**

**Membership**

Present

Councillor Michael Payne (Chair)  
Councillor Liaqat Ali  
Councillor Eunice Campbell  
Councillor Brian Grocock  
Councillor Liz Yates  
Councillor Jason Zadrozny (left after item  
12)

Absent

Councillor Mike Pringle,  
(Substituted by Councillor Brian  
Grocock)

**Colleagues, partners and others in attendance:**

- |                |  |
|----------------|--|
| Wayne Bowcock  | - Deputy Chief Fire Officer, Nottinghamshire Fire and<br>Rescue Service (NFRS) |
| Tracy Crump    | - Head of People and Organisational Development, NFRS                          |
| Matt Sismey    | - Equality and Diversity Officer, NFRS   |
| James Welbourn | - Governance Officer   |

**8      APOLOGIES FOR ABSENCE**

Councillor Mike Pringle (substituted by Councillor Brian Grocock).

**9      DECLARATIONS OF INTERESTS**

None.

## **10 MINUTES**

The minutes of the meeting from 1 July 2016 were agreed by the Chair.

The Equalities report that was due to come to the November meeting will now be brought back in January.

## **11 REVIEW OF WORKFORCE PLAN**

Wayne Bowcock, Deputy Chief Fire Officer at NFRS introduced a review of the Corporate Workforce Plan for 2015-17, and informed Members of the updated Plan for 2016-18.

The following points were highlighted:

- (a) the way in which specialist rescue functions are delivered has changed;
- (b) long-term medical conditions are largely musculoskeletal and mental health related;
- (c) the figure of 'the loss of up to 21 Firefighters due to retirement' is a worst case scenario figure. The figure will be significantly higher than the 8 from 2015/16;
- (d) there may not necessarily be a loss of 31 Crew and Watch Managers – this is a worst case scenario figure;
- (e) NFRS are looking at ways of retaining women once they are on recruitment courses. A successful Springboard programme has run on female supervisory and management roles in 2016;
- (f) the Adrian Thomas Review was released on 3 November which had implications for consideration by NFRS;
- (g) the Emergency First Responder pilot is being extended which will operate from 3 whole-time fire stations;
- (h) fitness regimes have been amended to reflect national changes. The normal retirement age has been changed to 60;
- (i) 2.3% of the workforce will need to be apprentices by 2018;

Following questions from Councillors, further information was provided:

- (j) sickness absence levels increased in 15/16; increased reporting of mental health issues towards the end of April 2016 factored into this. The first two quarters of 2016/17 have seen a quarter on quarter reduction in sickness absence;
- (k) with a potential reduction in staffing levels, NFRS may have to find different ways of delivering the same service;

- (I) one of the challenges in the Firefighter test is upper body strength, with particular reference to the longest and heaviest ladder. In day to day business, this ladder is used infrequently.

NFRS subscribe to the national Firefighter selection test, and have asked whether these upper body strength tests are still relevant. NFRS are allowed to deviate from these tests, but Firefighters that move between services may be disadvantaged.

**RESOLVED to note the report.**

## **12 HUMAN RESOURCES UPDATE**

Tracy Crump, Head of People and Organisational Development, and Matt Sismey, Equality and Diversity Officer at NFRS updated Members on key Human Resources metrics for the period 1 July-30 September 2016, including Quarter One absence figures.

Tracy informed Members that there was a change to Appendix C, and circulated this in paper form at the meeting. It is also attached to the minutes pack for this meeting.

The following points were highlighted:

- (a) the dismissal referred to in 2.10 of the report is an ill-health retirement;
- (b) there is a pending employment tribunal case;
- (c) there are a high number of leavers due to retirement;
- (d) 16 Contingency Crew Operatives have been appointed. Contingency Crew Operatives are used as reserves and for business continuity e.g. pandemic illness and industrial relations disputes;
- (e) the reduction in members of staff with disabilities is to be reviewed due to its reduction against the total number of staff, although there is nothing to suggest there is any discrimination involved in these individuals leaving. Over the last 12 months there has been no whole-time recruitment, which would have an impact on these figures; there has however been some retained Firefighter recruitment.

Where there are retained stations, there are generally lower Black and Minority Ethnic (BME) populations, and more potential applicants are ruled out because of the need to live or work within 5 minutes of the station.

**RESOLVED to endorse the report.**

## **13 NOTTINGHAMSHIRE WELLBEING AT WORK: WORKPLACE HEALTH AWARD SCHEME**

Tracy Crump, Head of People and Organisational Development at NFRS informed Members of NFRS's recent achievement of the Silver level of the Nottingham and

Nottinghamshire Wellbeing at Work Award Scheme. There was also an overview of the support available to Service employees.

The Chair thanked the Occupational Health Team on behalf of the Human Resources Committee.

The following information was provided:

- (a) there is a Health Champion for healthy weight and diet within the Service who can help staff with the guidelines for healthy living.

**RESOLVED to note the report and agree to receive future updates on the work undertaken by the Occupational Health team to promote employee wellbeing.**

**14    EXCLUSION OF THE PUBLIC**

**RESOLVED to exclude 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, as defined in paragraphs 1 and 3 of Schedule 12 A to the Act.**

**15    EXEMPT MINUTES**

The exempt minutes of the meeting on 1 July 2016 were agreed and signed as a correct record.



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

## HUMAN RESOURCES UPDATE

### Report of the Chief Fire Officer

**Date:** 27 January 2017

**Purpose of Report:**

To update Members on key human resources metrics for the period 1 October – 31 December 2016.

#### CONTACT OFFICER

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Deputy Chief Fire Officer

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## **1. BACKGROUND**

- 1.1 As part of its remit, the Human Resources Committee of Nottinghamshire and City of Nottingham Fire and Rescue Authority 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 3: 1 October to 31 December 2016:

**Target absence figures for 2016/17 are:**

Wholetime & 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)

- 2.2 Absence levels have increased by 32% across the whole workforce over Quarter 3. A comparative breakdown of figures by employee group is set out in Appendix A.
- 2.3 It should be noted that the period covered by Quarter 3 is affected by seasonal illnesses, particularly respiratory infections, leading to generally higher levels of short-term absence. However, sickness absence figures have slightly reduced in comparison to the same period of 2015.

Absence	Quarter 3 1 October – 31 December 2016	Compared with previous quarter	Cumulative total days lost for 16/17	Cumulative average over last 12 months
<b>Total workforce</b>  <b>(151 employees have been absent on 166 occasions during Q3, excluding retained*)</b>	1414.5 days lost  2.13 days per employee	1069 days lost  1.60 days per employee  32% increase (345.5 days)	3619.5 days lost	7.43 days per employee  (target 6.25 days)

(\*due to the on-call nature of the Retained Duty System, RDS absence is not reflected in the figures. These are shown separately at Appendix D)

- 2.4 Across the workforce a total of 1414.5 working days were lost in the third quarter of 2016/17. This is an increase of 345.5 days (32%) on the previous quarter. This is shown in the table set out at Appendix A.
- 2.5 Long term absence equated to 66% of the total absence during this period. A full period commentary of Quarter 3 can be found in Appendix C.

## NATIONAL TRENDS

- 2.6 The Service contributes to the Chief Fire Officers Association sickness absence survey, which is undertaken quarterly and allows for comparison between contributing fire and rescue services. Appendix B reflects the national absence trends for Quarters 1 and 2 combined. The two charts reflect Whole-time and Control (12i) and whole workforce figures\* (12ii).
- 2.7 For Whole-time and Control (12i) the chart show that the Service ranked 4<sup>th</sup> of the 24 Services and was below the sector sickness average of 3.90 days per employee.
- 2.8 For whole workforce (12ii) the tables show that the Service, ranked 9<sup>th</sup> of the 23 Services and was below the sector sickness average of 3.74 days per employee.

## DISCIPLINE, GRIEVANCES ETC

- 2.9 Over the period 1 October – 31 December 2016:
  - Disciplinary: 0
  - Grievances: 0
    - Harassment and Bullying: 0
    - Formal Management Sickness Absence Policy: 0
    - Dismissals including ill health retirements: 2
  - Redundancy: 0
  - Redeployment: 0
  - Employment Tribunal cases: 1 (continuing)
  - IDRP appeals: 0
  - Performance and capability: 0

## STAFFING NUMBERS

- 2.10 During the period 1 October 2016 to 31 December 2016, 6 employees commenced employment. Establishment levels at 31 December 2016 are highlighted below:

	<b>Approved</b>	<b>Actual</b>	<b>Variance</b>
<b>Wholetime</b>	476 (476 FTE)	471 (470.6 FTE)	-5 (-5.4 FTE)
<b>Retained</b>	192 units	259 persons (138.5 units) (includes 60 dual contracts)	-53.5 units
<b>Non-Uniformed</b>	165 (156.85 FTE)	167 (154.46 FTE)	+2 (-1.39)
<b>Fire Control</b>	25 (24.5 FTE)	27 (26.75 FTE)	+2 (+2.25 FTE)

- 2.11 There have been 24 leavers and 6 starters since the last report, which has resulted in an actual workforce figure of 926 (this includes 60 dual contractors - made up of 56 WT/RDS, 2 Non-Uniform and 2 Control employees.)

Leavers are broken down as follows: 7 Wholetime, 15 Retained, and 2 support roles.

The numbers of Contingency Operatives stands at 31, with three people having left in this period.

- 2.12 As at 31 December 2016 whole-time establishment stood at 471 (470.6 fte) employees against an establishment of 476 posts.
- 2.13 During the period the Service has appointed to 5 Support roles and 1 Fire Control role.

## **EQUALITIES MONITORING**

- 2.14 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).
- 2.15 The table set out at 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 for highlight any changes that have occurred.
- 2.16 The Service encourages employees to disclose personal information which is used for this analysis by allowing people to self-declare confidentially through the HR system employee portal. Over recent years, this has seen declaration rates increase but there are still employees who do not choose to

share their personal information, particularly around their sexual orientation (19.1%), religion (22.7%) or ethnic origin (6%). The Service will continue to work to encourage employees to declare this information in order to ensure that monitoring information is as complete as possible in order for analysis to be undertaken and reported.

- 2.17 The Service provides equalities training as part of its core training prospectus for all new starters with the Service, existing employees and managers, and has an e-learning training package which is compulsory for all employees. This training includes information about ethnic origin, religion, sexual orientation, disability, and awareness sessions on the diverse groups within our community.
- 2.18 The Service always offers the opportunity for individuals to complete an exit questionnaire and to undertake an exit interview as they leave employment, at which they are able to raise any issues regarding their employment. Information from exit processes is fed back to the Human Resources department and relevant departmental managers.
- 2.19 The work undertaken by the Service to promote a fair and equal workplace is reflected in our success in attaining the Excellent level of the Fire Service Equalities framework and ranking on the Stonewall employer's index.

## **CURRENT WORKFORCE**

- 2.20 All dates are based on workforce numbers on 31 December 2016, unless otherwise stated:

### **Gender**

- 2.21 Women made up 15.76% (136) of the workforce, even though there has been a reduction of 2 female employees in the review period, it actually reflects a slight increase of 0.24% due to a reduction in employees numbers overall.

### **Ethnic Origin**

- 2.22 Employees from BME groups made up 3.48% (30) of the workforce (excluding employees who defined themselves as Irish and White Other) which compares to 3.79% (36) in December 2015. A reduction of 6 employees during the review period. Two employees left through retirement and 4 resigned (3 support staff and 1 RDS fire-fighter).

### **Disability**

- 2.23 Thirty six employees have declared that they have a disability, which is a reduction of one employee since the previous report. Overall there has been a reduction of four people with disabilities in the review period. Two of these were due to retirement, one person chose to take voluntary redundancy and one left for other reasons.

## **Sexual Orientation**

- 2.24 Twelve employees have declared that they are lesbian, gay or bisexual and this has not changed since the previous report. Two employees have left during the review period, one due to retirement and one resigned.

## **Age**

- 2.25 Most employees are within the age range 46 and 55 years old and account for 37.8% (355) of the workforce. The next highest group are in the age range 36-45 (253). There are 57 people aged over 55.
- 2.26 Thirty seven people fall within the youngest band of employees (aged below 25) and account for only 4% of the workforce.
- 2.27 Overall these figures have hardly changed in the review period.

## **Religion**

- 2.28 The largest number of employees declared as Christian (392 - 42.5%). However the majority of people chose not to specify their religion or declared that they have no religious belief (497 – 54%). Other religions account for 22 employees (or 2.4% of the workforce). This is slightly lower than in December 2015 when other religions accounted for 24 employees or 2.5% of the workforce.

## **RECRUITMENT**

### **Recruitment Monitoring (Support Staff Roles Only)**

- 2.29 The table at Appendix E shows applicant data and success rates for the review period. Within this period the Service received 77 applications for two vacancies (Estates Manager and Systems Administrator).
- 2.30 Of these, 60 (78%) were from male applicants. Of the successful applicants, one was male and the other female.
- 2.31 Four applications (5%) were received from applicants from a BME background, of which one person was shortlisted for interview. In the event, two candidates from non BME backgrounds were appointed.
- 2.32 One applicant identified as being lesbian, gay or bisexual, however the applicant did not meet essential criteria and was therefore not shortlisted for interview.
- 2.33 One applicant identified as being disabled, however the applicant did not meet essential criteria and was therefore not shortlisted for interview.
- 2.34 The greatest number of applications were received from applicants in the age range 46-55 (32 – 41.6%), 3 were received from applicants in the age range 56-65. The successful applicants were in the age range 26-35 and 46-55.

- 2.35 Both the vacancies were open to external competition and were advertised on the Service's website, and on job boards. It is our policy to send vacancy details to various agencies and support groups as part of our positive action measures. These include the job advisory service, City Council employment hub, locals groups who support LGBT, disabled (including Portland College) and community groups, as well as the armed services website in line with the Service's commitment to the Armed Services Covenant.
- 2.36 In order to ensure fairness in the selection process, HR Business Partners are involved in all shortlisting and interview panels and all applicants are assessed against criteria set out in a person specification. All equalities monitoring information is removed from applications at the point of shortlisting – this includes information about gender, ethnic origin, disability, sexual orientation and age. Adjustments are made for those with may require them, for instance due to disability, and candidates with a disability are guaranteed an interview if they meet the essential criteria and opt into the guaranteed interview scheme.

### **Recruitment Monitoring (Retained Roles Only)**

- 2.37 The selection tests comprise of: an initial screening based on location and availability; a written test; job related physical tests and interview. Appointment is subject to satisfactory references and a medical.
- 2.38 The table at Appendix F shows applicant data and success rates for three recent RDS campaigns undertaken in February (completed), June (completed) and October (progressing). Within this period the Service received 182 applications in total.
- 2.39 Of these, 12 (6.6%) were from female applicants. From these, one applicant progressed to interview, although she was unsuccessful. Of the other applicants, four failed at the initial screen stage; two failed at the job related test stage and one failed the written tests. The four other applicants chose not to progress with the process.
- 2.40 Seven applications (3.85%) were received from applicants from BME backgrounds. Five failed to progress beyond the initial screening stage and two failed the job related tests.
- 2.41 Three applications (1.65%) were received from applicants declaring as gay, lesbian or bisexual. Two failed at the initial screening stage and one failed the written test.
- 2.42 Four applications (2.2%) were received from applicants declaring a disability. Two failed at the initial screening stage, one withdrew from the process and one application is on hold.
- 2.43 The greatest number of applications were received from applicants under the age of 25 (24 – 73%), and one application was received from an applicant who was aged over 65, however he was unsuccessful at the job related test stage. It is fair to say that applications for RDS roles tend to attract younger applicants due to the nature of the role.

## **Review of Monitoring**

- 2.44 A review has recently been undertaken by the Equalities Support Officer into applications received between July 2015 and July 2016 to identify any disparities in applications and success rates for those with protected characteristics under the Equality Act, and the outcomes from this review are reported separately within the agenda.
- 2.45 Due to the relatively low level of recruitment activity undertaken by the Service, it is proposed that future equalities monitoring reports are reported to this committee on a half yearly basis. This will provide a more comprehensive picture of workforce changes and recruitment activity over a longer review period and therefore make it easier to identify any specific trends or issues. If this proposal is adopted, the next equalities report will be considered at the meeting scheduled for autumn 2017.

## **3. FINANCIAL IMPLICATIONS**

The Authority's pay budgets cover the cost of the workforce, and these include budgets for overtime to cover sickness absence where operational cover is affected. The actual numbers of employees in post compared to the establishment can cause budgetary variances and these are reported to the Finance and Resources Committee.

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

The Human Resources and Learning and Development implications are set out in the report.

## **5. EQUALITIES IMPLICATIONS**

As this review does not impact upon policy or service delivery, no equality impact assessment has been undertaken. However, equality monitoring information is contained within the body of the 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**

A regular reporting system on the management of human resources ensures that the Service and the Authority are aware of any developing workforce issues.

## **9. RECOMMENDATIONS**

It is recommended that:

- 9.1 Members endorse the report.
- 9.2 Future equalities monitoring information is provided on a half yearly basis.

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

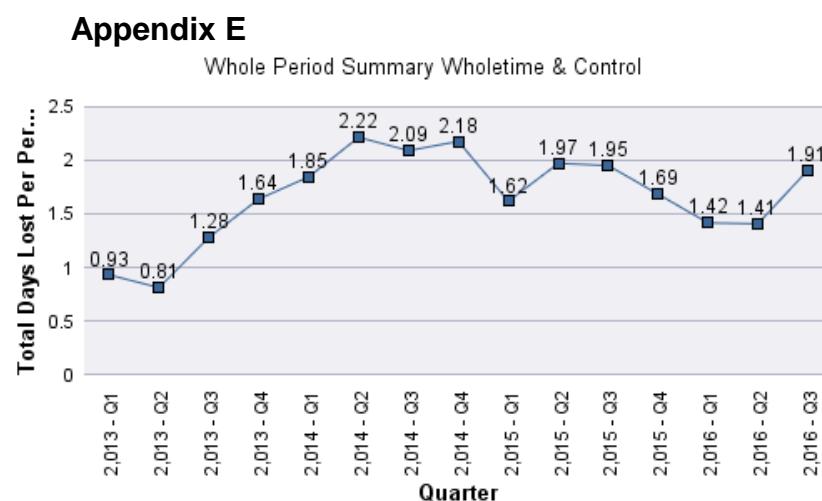
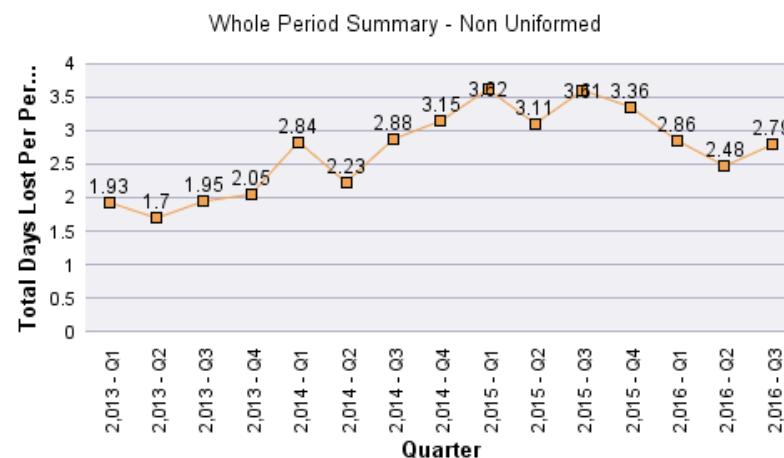
None

John Buckley  
**CHIEF FIRE OFFICER**

## APPENDIX A

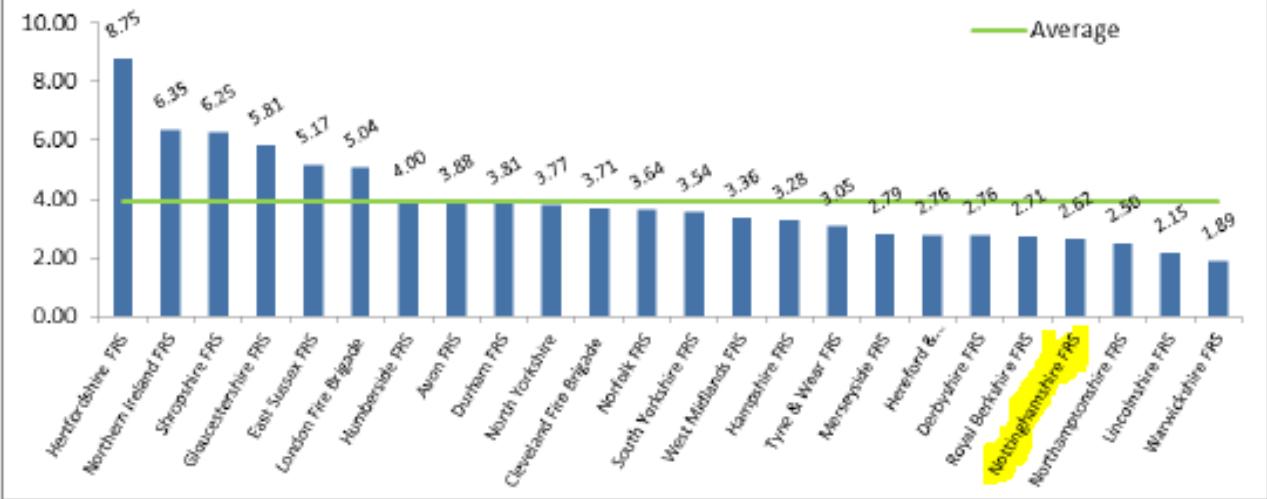
### Appendix - Reporting Period: 01/04/2013 to 31/12/2016

Quarter Breakdown by Month	October		November		December		Current Q vs Previous Q	2016 - Q2		2016 - Q3	
	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost		Days Lost Per Person	Total Working Days Lost	Days Lost Per Person	Total Working Days Lost
<b>Non Uniformed</b>	0.73	121.0	1.04	173.0	1.02	169.5	<b>Non Uniformed</b>	2.48	411	2.79	463.5
<b>Wholetime &amp; Control</b>	0.53	264.0	0.72	357.0	0.66	330.0	<b>Wholetime &amp; Control</b>	1.41	702	1.91	951
<b>Sum:</b>	0.58	385.0	0.8	530.0	0.75	499.5	<b>Sum:</b>	1.68	1,113	2.13	1,414.5

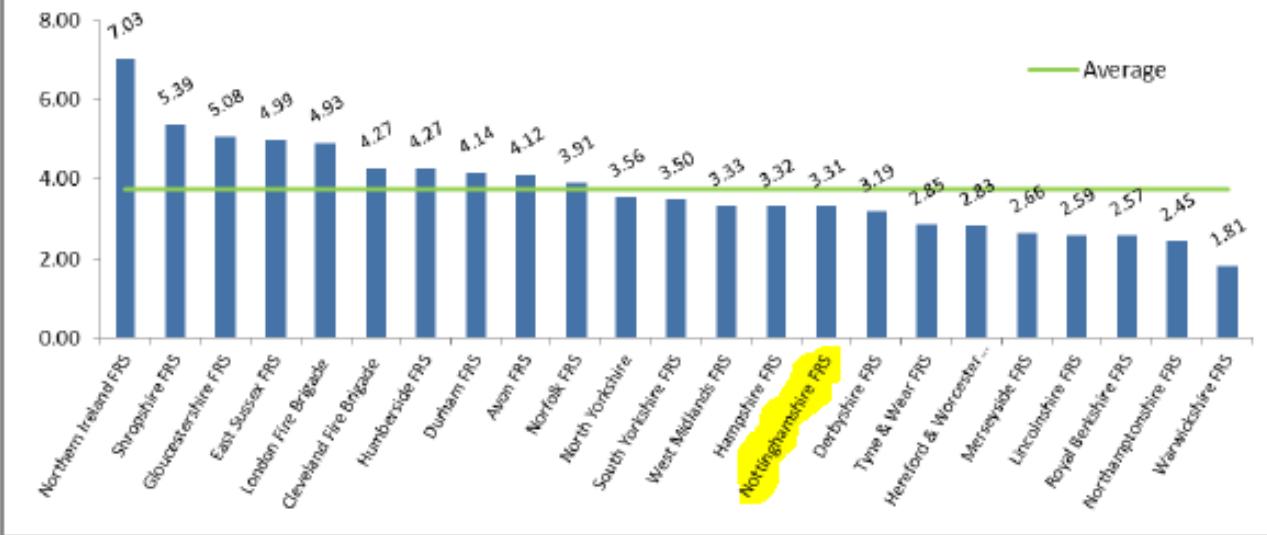


## APPENDIX B

### BVP12i : Wholetime and Control



### BVP12ii : Wholetime, Control and Non-uniformed



## APPENDIX C

### Q3 - Wholetime

In total 867 working days were lost due to sickness during this quarter. Of this, 577 days were lost to long-term absence (28+ day's absence) and 290 days were lost due to short term absence. This represents an increase of 235 days (37%) on the previous quarter.

The average absence per employee was 1.84 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

67% of sickness absence in this quarter was due to long term absence. There were 31 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 18 of which were classified as long term sickness. At the end of the period 19 employees had returned to work.

There are three wholetime employees who have been sick for longer than 6 months and support processes in place for these individuals, including monitoring by the HR Business Partners, occupational health and line management.

### **Reasons for absence**

Main reasons for sickness absence for the Wholetime are Musculo Skeletal issues (24 instances, 267 days) and Mental Health (6 instances, 165 days). These were also the top reasons for Long Term Absences. For short term absences musculo skeletal, hospital/post-operative and gastro-intestinal also featured highly.

#### Wholetime

Short Term Absences			Long Term Absences		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	24	267	Musculo Skeletal	18	98
Mental Health	6	165	Hospital/Post Operative	8	65
Hospital/Post Operative	11	150	Gastro-Intestinal	25	54
Gastro-Intestinal	25	54	Respiratory - Cold/Cough/Influenza	17	41
Respiratory - Chest Infection	2	50	Unknown causes, not specified	5	10
Cancer and Tumours	1	46	Mental Health	2	5
Respiratory - Cold/Cough/Influenza	17	41	Virus/Infectious Diseases	1	5
Virus/Infectious Diseases	2	32	Respiratory - Chest Infection	1	4
Ear, Nose, Throat	2	24	Blood Disorders	1	2
Heart, Cardiac and Circulatory Problems	1	22	Ear, Nose, Throat	1	2
			Skin Condition	1	2

### Control Absence

In total 84 working days were lost due to sickness absence during this quarter. Of this 72 days were lost due to long term absence and 12 days were lost due to short-term absence, at an average of 3.11 days per employee.

This represents an increase of 67 days (236%) on the previous quarter.

There were 2 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration) during the review period, one of these individuals remains on long term sickness and the other has since returned to work.

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

### **Retained absence**

It must be borne in mind that attendance for on-call fire-fighters does not reflect shifts lost as they do not have standard working hours, instead it reflects calendar days lost e.g. availability to attend incidents or training periods and absence is predicated over a 7-day availability pattern (compared to 4 days for whole-time employees).

In Q3, 904 days were unavailable due to sickness, broken down into 720 days of long-term absence (28+ days) and 184 days of short-term absence. This equates to an average of 3.5 “days” of unavailability per employee.

Compared to Q2, when 692 days were lost to sickness absence, this reflects an increase of 212 available days (31%).

There were 18 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 13 of which were classified as long term sickness. At the end of the period 7 employees had returned to work with 11 still absent.

### **Reasons for absence**

The 2 main conditions leading to long-term absence for RDS employees in Q3 were Musculo-Skeletal issues (18 instances, 477 days) and mental health issues (4 instances, 132 days).

<b>Retained</b>			<b>Short Term Absences</b>			<b>Long Term Absences</b>		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	18	477	Musculo Skeletal	10	83	Musculo Skeletal	8	394
Mental Health	4	132	Mental Health	2	30	Mental Health	2	102
Hospital/Post Operative	2	95	Respiratory - Cold/Cough/Influenza	8	25	Headache/Migraine/Neurological	1	92
Headache/Migraine/Neurological	1	92	Gastro-Intestinal	11	22	Hospital/Post Operative	1	92
Unknown causes, not specified	2	43	Respiratory - Chest Infection	3	15	Unknown causes, not specified	1	40
Respiratory - Cold/Cough/Influenza	8	25	Ear, Nose, Throat	1	3			
Gastro-Intestinal	11	22	Hospital/Post Operative	1	3			
Respiratory - Chest Infection	3	15	Unknown causes, not specified	1	3			
Ear, Nose, Throat	1	3						

### **Non-Uniformed (support) absence**

In total 463.5 working days were lost due to sickness absence for non-uniformed personnel during the quarter. This breaks down into 280 days due to long term sickness absence (28+ continuous days absent) and 184 working days due to short

term absence. This represents an increase of 51.5 days (12.5%) on the previous quarter.

The average absence per employee was 2.8 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

There were 12 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 6 of which were classified as long term sickness. At the end of the period 6 employees had returned to work with 6 still absent.

There are two people who have been off sick for greater than 6 months. One of which returned to work towards the end of the quarter.

### **Reasons for absence**

The two main reason for non-uniformed long-term absence were Mental Health issues (5 instances, 152 days), Musculo Skeletal (5 instances, 76 days) and Post-Operative/Hospital admission (3 instances, 67 days).

<b>Non Uniformed</b>								
<b>Short Term Absences</b>								
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	5	152	Respiratory - Cold/Cough/Influenza	17	53.5	Mental Health	3	126
Musculo Skeletal	5	76	Mental Health	2	26	Musculo Skeletal	1	65
Hospital/Post Operative	3	67	Gastro-Intestinal	11	23.5	Hospital/Post Operative	1	53
Respiratory - Cold/Cough/Influenza	17	54	Ear, Nose, Throat	2	19	Skin Condition	1	36
Skin Condition	1	36	Hospital/Post Operative	2	14			
Gastro-Intestinal	11	24	Musculo Skeletal	4	11			
Ear, Nose, Throat	2	19	Unknown causes, not specified	3	9			
Unknown causes, not specified	3	9	Respiratory - Chest Infection	2	8			
Respiratory - Chest Infection	2	8	Headache/Migraine/Neurological	3	6			
Headache/Migraine/Neurological	3	6	Virus/Infectious Diseases	3	6			
Virus/Infectious Diseases	3	6						

## APPENDIX D

### Equalities Data - Current Workforce

	31 <sup>st</sup> Dec 2015			31 <sup>st</sup> Dec 2016	
<b>Women</b>	138		15.52%	136	15.76%
<b>Men</b>	751		84.48%	727	84.24%
<b>Total</b>	889		100%	863	100%
<b>Black and Minority Ethnic (BME)</b>	Local comparator 11.2%	36	4.05%	30	3.48%
<b>Ethnicity declaration</b>	92.6%			94.03%	
<b>Women in operational roles</b>	26		2.92%	26	3.01%
<b>LGB</b>	National Comparator 6%	14	1.57%	12	1.39%
<b>Sexual orientation declaration</b>	78.3%			89.72%	
<b>Disability</b>	National Comparator 16%	40	4.5%	36	4.17%
<b>Declaration rate overall</b>	91%			95.93%	
<b>Age</b>	<25	33	3.71%	37	4.29%
	26-35	227	25.53%	202	23.41%
	36-45	235	26.43%	242	28.04%
	46-55	340	38.25%	326	37.78%
	56-65	52	5.85%	54	6.26%
	+66	2	0.22%	2	0.23%
<b>Religion</b>	Christian (all denominations)	380	42.74%	366	42.41%
	Other religions*	25	2.81	22	2.55%
	No religion	265	29.81%	271	31.40%
	Not Specified	219	24.63	204	23.64%

\*Includes individuals identifying as Buddhist, Hindu, Jewish, Muslim and other religions.

## APPENDIX E

### Recruitment monitoring (Support staff roles only)

	<b>Application</b>	<b>%</b>	<b>Interview</b>	<b>%</b>	<b>Successful</b>	<b>%</b>
<b>Total Applicants</b>	77	100%	10	12.99%	2	20%
<b>Women</b>	17	22.08%	5	50%	1	50%
<b>Men</b>	60	77.92%	5	50%	1	50%
<b>Black and Minority ethnic (BME)</b>	4	5.19%	1	10%	0	0%
<b>Sexual Orientation – LGB</b>	1	1.29%	0	0%	0	0%
<b>Disability</b>	1	1.29%	0	0%	0	0%
<b>Age</b>						
	<b>&lt;25</b>	3	3.90%	0	0%	0%
	<b>26 – 35</b>	18	23.37%	3	30%	1
	<b>36 – 45</b>	16	20.78%	2	20%	0
	<b>46 – 55</b>	32	41.56%	4	40%	1
	<b>56 – 65</b>	8	10.39%	1	10%	0
	<b>&gt;66</b>	0	0%	0	0%	0%

## APPENDIX F

### Recruitment monitoring (retained roles only)

		<b>Application</b>	<b>%</b>	<b>Interview</b>	<b>%</b>	<b>Successful</b>	<b>%</b>
<b>Total Applicants</b>		182	100%	37	20.33%	13	35.14%
<b>Women</b>		12	6.59%	1	2.70%	1	7.70%
<b>Men</b>		170	93.31%	36	97.3%	12	62.30%
<b>Black and Minority ethnic (BME)</b>		7	3.85%	0	0%	0	0%
<b>Sexual Orientation – LGB</b>		3	1.65%	0	0%	0	0%
<b>Disability</b>		4	2.20%	1	2.70%	0	0%
<b>Age</b>	<b>&lt;25</b>	83	45.60%	13	35.1%	5	38.5%
	<b>26 – 35</b>	65	24.73%	18	48.6%	6	46.2%
	<b>36 – 45</b>	24	13.2%	4	10.80%	1	7.70%
	<b>46 – 55</b>	7	3.85%	2	5.40%	1	7.70%
	<b>56 – 65</b>	2	1.10%	0	0%	0	0%
	<b>&gt;66</b>	1	0.55%	0	0%	0	0%

\*Please note some of the outcomes to the October RDS campaign may be duplicated from the Septembers HR committee report though it shows the progression of applicants through the process.

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

# AUDIT OF RECRUITMENT OUTCOMES

Report of the Chief Fire Officer

**Date:** 27 January 2017

**Purpose of Report:**

To provide Members with the results of the internal audit work undertaken in relation to applications received to support staff and retained duty system recruitment.

## CONTACT OFFICER

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## **1. BACKGROUND**

- 1.1. Members received a Human Resources (HR) update at the Human Resources Committee on 4 November 2016 which outlined data from recruitment processes undertaken by Nottinghamshire Fire and Rescue Service (NFRS) during 1 March 2016 – 30 September 2016 (for Support Staff roles) and October 2015 – February 2016 for retained fire fighter roles.
- 1.2. It was noted in the report that some applicants from under-represented groups (people from black and minority ethnic (BME) backgrounds, disabled people, women and people who may identify as LGBT) appeared less likely to be shortlisted or successful at interview stage. As a result of this an audit of applications and interview processes has been undertaken.

## **2. REPORT**

### **METHODOLOGY**

- 2.1 The audit has reviewed applications and interview notes against the criteria described in the relevant person specification and also assessed the process, application and criteria as much as possible for any cultural issues, potential unconscious bias or trends between these applications. This takes into consideration where the application was rejected to ensure the Service's recruitment processes do not unjustifiably adversely impact upon people from different backgrounds.
- 2.2 Thirty unsuccessful support staff applications from under-represented groups have been assessed by the Service, received for seven positions, which were recruited to between 01 July 2015 and 02 July 2016. Ten of these applications were shortlisted for interview. In addition six applications to retained duty system (RDS) recruitment campaigns have also been reviewed
- 2.3 All applications assessed, were from applicants identifying as being lesbian gay or bisexual (LGB), disabled or from a BME background, additionally female applicants were also included when assessing applications for RDS positions. The audit has assessed a number of areas within the application and recruitment process and the findings are outlined below.

### **FINDINGS**

#### **Retained Firefighter Roles**

- 2.4 The six applications to retained firefighter positions (2 x female/4 x from BME backgrounds) were deemed to be unsuccessful at the availability and location sift. This means that either the individual could not provide the hours of cover suitable for that station or their home address meant that they could not meet the required turnout time. On further investigation three of these applicants did fall outside the travelling distance and three failed on availability.

- 2.5 It is recommended that the Service reviews how it communicates availability and location requirements to applicants – this may mean that applicants self-deselect prior to completing an application. There may also be a need for the Service to request more information about an individual's circumstances prior to rejecting their application.

### **Support Staff Roles**

- 2.6 With regards to the applications for support staff roles, it is evident that some applicants have not understood the Service's recruitment process. In certain applications evidence was not provided against all criteria within the person specification or has only been partially provided against a particular criterion. It is apparent that some applicants had entered generic statements into the application form rather than addressing the requirements of the person specification.
- 2.7 Those that had produced good applications but still had not been shortlisted, it was evident and justifiable as to why this was the case. Some roles had received a lot of applications and so shortlisting was a very competitive part of the process.
- 2.8 Some of the person specifications for the roles could have been improved and so the Service will review the guidance and advice it provides to line managers. Of the under-represented applicants who were interviewed but unsuccessful, consistent scoring with detailed notes were evident by all members of the interview panels reviewed.

### **CONCLUSIONS**

- 2.9 No undue bias was found in assessing the evidence recorded through the applications and interview notes assessed. It is evident that NFRS follows best practise in order to ensure that the anonymity of applicants during the shortlisting process is maintained. In addition to this, HR Business Partner involvement within the recruitment process helps to ensure best practice and minimise the potential for discrimination.
- 2.10 In order to ensure fairness in the selection process, HR Business Partners are involved in all shortlisting and interview panels and all applicants are assessed against criteria set out in a person specification. All equalities monitoring information is removed from applications at the point of shortlisting – this includes information about gender, ethnic origin, disability, sexual orientation and age. Adjustments are made for those who may require them, for instance due to disability, and candidates with a disability are guaranteed an interview if they meet the essential criteria and opt into the guaranteed interview scheme.
- 2.11 The Head of People and Organisational Development will address the issues outlined in the review in order to improve candidate experience and ensure equality in the recruitment process.

### **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising directly from this report.

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

The Head of People and Organisational Development will address the issues outlined in the paper.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because this report does not consider matters of policy. The conclusions and data from this paper will inform future equality impact assessments of the Service's recruitment policy and process.

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

There are no crime and disorder implications arising from this report

### **7. LEGAL IMPLICATIONS**

The Service has a legal duty to advance equality of opportunity through the Equality Act and its public sector equality duty, this paper seeks to ensure compliance with such legal duties.

### **8. RISK MANAGEMENT IMPLICATIONS**

The Service has a legal duty to advance equality of opportunity through the equality Act and its public sector equality duty, this paper seeks to ensure compliance with such legal duties.

### **9. RECOMMENDATIONS**

That Members note the outcomes from the report.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



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

# APPRENTICESHIP UPDATE

Report of the Chief Fire Officer

**Date:** 27 January 2017

**Purpose of Report:**

To provide an update on the apprenticeship reforms which are being introduced by the government and the potential implications for Nottinghamshire Fire and Rescue Service.

## CONTACT OFFICER

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## **1. BACKGROUND**

- 1.1 In November 2012, an independent study “The Richard Review of Apprenticeships” was published. The aim of the review was to redefine apprenticeships, recommend changes to reflect changing economic demands, whilst providing employers with greater control over the apprenticeships they offer.
- 1.2 To support the provision of high quality apprenticeships, the government is introducing an apprenticeship levy from April 2017, which will apply to both private and public sector organisations that have a total wage budget in excess of £3 Million per annum. The levy will be managed through HM Revenue and Customs (HMRC).
- 1.3 The government has proposed the introduction, through amendments to the Enterprise Bill 2016, for public sector organisations with a headcount of 250 or more to be required to achieve a target of at least 2.3% of apprenticeship “starts” each year. This includes a requirement to publish apprenticeship figures annually, and to report to the Secretary of State where the target has not been reached. Consultation is still in progress as to how this would apply in practice – the LGA have provided a response on behalf of public sector employers in terms of the impact of such a requirement at a time of financial constraint. However, subject to progress of the Bill, the reporting requirement may be introduced as early as April 2017.

## **2. REPORT**

- 2.1 The government has outlined its strategic ambitions to be delivered by apprenticeship reform, which include:
  - All apprenticeships will provide substantive training in a professional or technical route, transferable skills and competency in English and maths for all ages;
  - Apprenticeships will be an attractive offer that young people and adults aspire to go into, as a high quality and prestigious path to a successful career;
  - Apprenticeships will be available across all sectors of the economy and at all levels, including degree level;
  - Every apprenticeship will be a high quality opportunity that delivers the skills, knowledge and behaviours that employers are looking for;
  - By 2020 there will be 3 million apprenticeship starters.

## **CURRENT POSITION**

- 2.2 Nottinghamshire Fire and Rescue Service (NFRS) has provided apprenticeships under the old framework arrangements for young people since 2014. Funding has been made available for up to four apprenticeship

roles at any one time, on a 12-18 month fixed term contract or on a hosting basis. Apprentices are paid at the national minimum wage rate for their age.

- 2.3 In this time, six apprenticeship roles have been created within the administrative, technical, professional and support functions as follows:
  - Information and Communications Technology x 3;
  - Corporate Administration x 2;
  - Corporate Communications x 1.
- 2.4 All of the apprentices to date have gone on to permanent employment either during or at the end of their tenure, which reflects the value of undertaking apprenticeships which provide an element of work experience combined with vocational or academic qualification. The most recently qualified apprentice left with a Level 3 qualification in Social Media for Business and has taken up a job with the East Midlands Ambulance Service.
- 2.5 The Service currently has one apprentice within the ICT department, who commenced in December, and who is undertaking an 18 month advanced qualification for IT, Software, Web and Telecom Professional Level 3.
- 2.6 Human Resources (HR) is also currently in the process of recruiting to an administrative HR role in early 2017, and Finance is looking to recruit an apprentice to undertake Association of Accounting Technicians (AAT) qualification as a replacement for the longstanding Chartered Institute of Public Finance and Accountancy (CIPFA) Trainee scheme.
- 2.7 The Service is currently working with a local agency “Futures” which is supported by the One Nottingham Chief Officer Group and aims to develop a shared approach to the public sector apprenticeship agenda across Nottinghamshire. As a registered Apprenticeship Training Agency, “Futures” provide a recruitment service; employs apprentices directly with employers acting as hosts during the apprenticeship; provides general support and guidance to employers; and works with young people and local colleges to place young people on appropriate apprenticeship schemes.
- 2.8 Under the new regulations, apprenticeships must:
  - Be employed in a real job; they may be an existing employee or new hire;
  - Be working toward achieving an approved apprenticeship standard or apprenticeship framework;
  - The training must last at least 12 months;
  - At least 20% of apprentice time must be spent on off-the-job training.

## **OPERATIONAL/UNIFORMED ROLES**

- 2.9 Currently there are two Apprenticeship Frameworks for Fire and Rescue Operations and Community Safety, these are:
  - Level 2 Apprenticeships in Community Safety. Including but not limited to, road safety, home safety, fire prevention activities and any other Community Fire Safety activities;

- Level 3 Apprenticeship in Emergency Fire Service Operations. Including firefighting activities commensurate to National Occupational Standards.

The Service has not to date facilitated apprenticeships in Community Safety or Emergency Fire Service Operations.

- 2.10 Under the recent apprenticeship reforms, the Fire Service Operations Framework was removed on 1 December 2016. The Framework for Community Safety is due to be removed on 1 April 2017.
- 2.11 At present there are no alternative operational apprenticeships. However, Greater Manchester Fire Service is leading a consortium of interested parties in developing a Business Fire Safety Advisor apprenticeship, and Staffordshire Fire and Rescue Service will be leading on the development of a new Trailblazer Standard apprenticeship for Fire Service Operations. NFRS will be part of the project team supporting Staffordshire Fire and Rescue Service to deliver the new apprenticeship standard.
- 2.12 NFRS has recently implemented an apprenticeship in Fitness Instruction through a partnership with the Fire Brigades Union (FBU) Learning Fund. Thirty five employees have registered on this 18 month course, which will lead to a Level 3 Advanced Apprenticeship qualification in Exercise and Fitness. This course is free to participants but is undertaken in work time. However it does not currently meet the framework requirements which would allow it to be counted against the apprenticeship target.

## **MEETING THE PROPOSED TARGET**

- 2.13 Without a registered sector specific apprenticeship framework, it will be difficult for the Service to meet the proposed target of 2.3% of apprenticeship starts during 2017. Based on the information available so far the target for NFRS could be between 15 and 21 roles per annum.

## **EXISTING EMPLOYEES**

- 2.14 Existing employees undertaking registered apprenticeship standards or frameworks for training or assessment can be counted against the apprenticeship target, and can be used to draw down from the apprenticeship levy as long as their training is through approved providers.
- 2.15 The Service will seek to align management development programmes to a higher level apprenticeship in order to assist in meeting the levy. However, it should be emphasised that such 'reskilling' routes have not yet been laid out clearly as to what is and is not permissible under apprenticeship funding.

## **THE APPRENTICESHIP LEVY**

- 2.16 From April 2017 a new apprenticeship levy will be applied to all employers who have a total wage bill exceeding £3 million per annum. The levy will equate to 0.5% of the total wage cost. The levy may be used to meet costs associated with apprentice training and assessment and certification, however it may not be used to cover wage costs, management fees or associated management costs.

- 2.17 On the basis of a wage bill of approximately £25m this will result in an estimated levy of £110k per annum for the Service. Using the government online calculator, NFRS will have a monthly levy allowance of approximately £120k per annum (10k per month available to spend on the provision of apprenticeship training and assessments).
- 2.18 Employers will be able to draw down from the levy from 1 May 2017 and any apprenticeships started from this date will be funded under the new regulations.
- 2.19 The Service will need to negotiate with providers regarding the cost of training, and will have to meet the cost of excess funding themselves. Public sector employers will need to comply with the Public Contracts Regulations 2015 when selecting a provider and an assessment organisation from the approved registers. This may therefore have an impact on future training budgets.
- 2.20 Additional funding will be available for employers employing 16-18 year olds or those between 19 and 24 years with additional needs. The government will also fund achievement of level 1 and 2 English and Maths training if this is required.
- 2.21 It can be seen that the process of drawing down funds from the levy will, at least initially, be a complex process. The Learning and Development Department, working closely with the Finance section, will work to establish routes through which the Service can maximise its use of the levy funding, particularly in terms of existing employees, over the next year. It should be noted that any levy which is not utilised within 24 months will be lost to the organisation.
- 2.22 The Local Government Association, in its response to the consultation document on apprenticeship changes, is advocating a levy process based on full time posts, rather than headcount, to recognise the large number of part-time workers in the sector and the adverse funding impact that this will have on public sector bodies. It is also advocating the pooling of funding in parts of the sector whereby a group of employers can use pooled funding to support cross sector training, and the counting of apprentices from a sub-contracting service contributes towards the 2.3% target to reflect the contracting out of many public services to private or third sector providers. Such changes would affect the fire service if approved.

### **3. FINANCIAL IMPLICATIONS**

- 3.1. Introduction of the apprenticeship levy will result in an annual cost to the organisation from April 2017 onwards.
- 3.2. Considering the 2017/18 projected wage budget of £25,106,207 and an allowance of £15,000 this would result in a levy of £110,531.
- 3.3. Using the government online calculator, NFRS will have a monthly levy allowance of £10,131 available to spend on the provision of apprenticeships.
- 3.4. Funds in the Digital Apprenticeship Service (DAS) that remain unused after a period of 24 months will expire. This applies to apprentices available within the DAS from

April 2017 can be used to fund appropriate apprenticeships within the Service until the end of September 2018, which provides some leeway for the delivery of apprenticeships into NFRS.

- 3.5. Additional resourcing would be required to provide capacity to manage, coordinate and deliver an infrastructure capable of facilitating an increased number of apprentices throughout the organisation. The cost of such support is difficult to calculate but will be included in future budget planning.

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

- 4.1 In order to comply with the government public sector target of 2.3% of new apprenticeships each year, the Service will need to develop new apprenticeship roles which are registered with training and/or assessment providers. The Human Resources Department will be working with departmental managers to identify apprenticeship opportunities, and with the support of “Futures” – the Registered Training Agency – to recruit and host apprentices during 2017. The Service currently funds up to four apprenticeships in support roles.
- 4.2 To meet the proposed public sector apprenticeship target of 2.3% of new appointments, the Service will need to recruit between 15 and 21 apprenticeship starters per annum. This can realistically only be achieved by extending apprenticeships to operational roles. However the lack of sector specific standards and frameworks will prohibit the development of suitable schemes until such time as these are developed and registered with the national apprenticeship service. The Service will be working with Staffordshire Fire and Rescue Service as part of a national project to develop Trailblazer standards in Emergency Fire Service Operations during 2017.
- 4.3 It is unlikely that the new standards will be available to recruit to operational apprenticeships until 2018, which will mean that the Service will be unable to meet the proposed public sector apprenticeship target in 2017/18.
- 4.4 The Learning and Development department will be seeking ways to maximise use of the apprenticeship levy by sourcing training from registered training and assessment providers wherever possible. This will entail the transfer of resources to support apprenticeship schemes. This will mean reviewing and, in some cases, redeveloping course programmes to maximise funding opportunities.
- 4.5 There will undoubtedly be additional work involved in establishing approved apprenticeship schemes in the initial stages of implementation.
- 4.6 The impact of this change will require a review of workforce planning, particularly in the way in which the Service manages new entrants to the service. This may involve an element of positive action and working with partners, such as the Prince’s Trust, to create a direct route into apprenticeships with the Service.

## **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has been undertaken and this shows that there could potentially be a positive impact for employment opportunities for young people as well as those from under-represented groups where a future policy is linked to positive action.

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

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

## **7. LEGAL IMPLICATIONS**

The proposed public sector apprenticeship target will be a statutory requirement on the Service.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 If the Service is unable to meet the annual statutory target of apprentice starters, it will be required to report to the Secretary of State explaining why it has failed to meet the target, proposals for future action and an explanation of why it may not meet a future target. It is not yet clear what sanctions, if any, will be applied to public organisations who are unable to meet the required target.
- 8.2 There may be an increase in the number of courses required to be delivered to accommodate apprenticeships. Impact on budgets will be monitored and reported to members once known.
- 8.3 Existing courses will have to be mapped against apprenticeship standards and where possible brought in to line to avoid duplication. This will require time and resources from the service to complete.
- 8.4 The introduction of the standards and training materials will take time. Sector specific, particularly Fire and Rescue Service, material is likely to be developed later than other industries, such as engineering, this compounds out ability to meet the levy through operational apprenticeships.

## **9. RECOMMENDATIONS**

That Members note the contents of the report.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



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

# **CHANGE TO PERMANENT ESTABLISHMENT: COMMUNITY SAFETY**

Report of the Chief Fire Officer

**Date:** 27 January 2017

**Purpose of Report:**

To recommend the deletion of an established Risk Reduction role as part of a Community Safety Team restructure to incorporate the Princes Trust Team.

## **CONTACT OFFICER**

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## **1. BACKGROUND**

- 1.1 At its meeting on 16 December 2016, the Fire Authority considered an update report on the future delivery of the Prince's Trust programme. A recommendation from this review was that Prince's Trust activity becomes part of mainstream Community Safety programmes and management responsibility moves from the Learning and Development Department to Community Safety during early 2017.
- 1.2 This review proposed that the cost of running the Prince's Trust programme could be part funded through the deletion of a long standing Risk Reduction Officer vacancy.

## **2. REPORT**

- 2.1 There are currently nine Risk Reduction Officer roles established within the Community Safety team, who work with communities, partners, and all other Nottinghamshire Fire and Rescue Service (NFRS) departments to reduce the number of accidental and deliberate fires and other avoidable fatalities and injuries in Nottingham and Nottinghamshire.
- 2.2 In November 2015, a Risk Reduction Officer vacancy arose. As the structure of the Risk Reduction team was under review, the post was left vacant pending future decisions about the delivery of risk reduction as part of a future Community Safety strategy. The duties of this role have subsequently been fully embedded into all other roles within the Community Safety team which indicates that the role can be deleted with minimal impact.
- 2.3 It has subsequently been determined that Prince's Trust activities will be transferred from the Learning and Development department to form part of core community safety delivery. Prince's Trust Team Leaders and support workers will therefore become incorporated into the Community Safety team and undertake community safety work in addition to supporting the Prince's Trust programme.
- 2.4 The Prince's Trust Team Programme is aimed at disengaged young people and adults who are broadly, not in education, employment or training. It is intended to offer routes back to independence and employment and help individuals avoid a life of dependence, unemployment and crime. This purpose clearly fits within the vulnerable young person's role already held by the Community Safety team.
- 2.5 This change will facilitate the deletion of the vacant Risk Reduction role, the funding for which will be transferred to support the staff costs within the Prince's Trust programme.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The deletion of the Grade 4 post will deliver a budget saving of £25,443.
- 3.2 The salary budget for the Prince's Trust team will remain in place but within the Community Safety team against which the saving mentioned at 3.1 and any third party income generated by the delivery of the Team Programme will be offset.

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

As the Risk Reduction role is currently vacant, there are no human resources implications.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken. However, there will be an increase in community safety capacity to target services to vulnerable people. Service Delivery risk assessments and targeting will ensure that equalities implications support the authority's strategy and policies for inclusion.

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

- 6.1 Community Safety activity relating to vulnerable young people and adults supports the Authority's duties under Section 17 of the Crime and Disorder Act.
- 6.2 By engaging in the Prince's Trust Team Programme and targeting team members from around the city and county it is nationally recognised that this model has a positive impact for the individuals attending the programme. The team programme contributes to the wider multi-agency approach to the crime and disorder agenda, this is further supported by the collaboration potential identified in this report.

### **7. LEGAL IMPLICATIONS**

Community Safety activity supports the Authority's duties under the Fire and Rescue Services Act 2004.

### **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The work previously undertaken by the post will be absorbed within the new community safety structure and the integration of the Prince's Trust staff and programme will ensure the most efficient use of resources.

- 8.2 In delivering Prince's Trust, due to the funding method, an element of risk must be accepted by the Fire Authority. This risk could be considered as a financial commitment of the Fire Authority's vulnerable young person's interventions within the Community Safety budget.

## **9. RECOMMENDATIONS**

That Members support the permanent deletion of the role of Risk Reduction Officer to support the transfer of Prince's Trust activities to the Community Safety team with effect from 1 February 2017.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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