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

Date: Friday, 21 April 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

A handwritten signature in black ink, appearing to read "M. J. [unclear]". The signature is written in a cursive style.

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

AGENDA

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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

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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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Agenda, reports and minutes for all public meetings can be viewed online at:-
[website address to be inserted]



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

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

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood
Lodge, Arnold Nottingham NG5 8PD on 27 January 2017 from 9.59 - 11.05**

Membership

Present

Councillor Michael Payne (Chair)
Councillor Liaqat Ali (left during item 5)
Councillor Brian Grocock
Councillor Mike Pringle
Councillor Liz Yates
Councillor Jason Zadrozny (from item 4)

Absent

Councillor Eunice Campbell,
Substituted by Councillor Brian
Grocock

Colleagues, partners and others in attendance:

Councillor Gordon Wheeler - Fire Authority member, observing
Wayne Bowcock - Deputy Chief Fire Officer, NFRS
Tracy Crump - Head of People and Organisational Development, NFRS
Ian Pritchard - Head of Procurement and Resources, NFRS
Matt Sismey - Equality and Diversity Officer, NFRS
James Welbourn - Governance Officer

16 APOLOGIES FOR ABSENCE

Councillor Eunice Campbell - other City Council business
(substituted by Councillor Brian Grocock)

17 DECLARATIONS OF INTERESTS

None.

18 MINUTES

The minutes of the meeting held on 4 November 2016 were agreed as a true record and signed by the Chair.

19 HUMAN RESOURCES UPDATE

Tracy Crump, Head of People and Organisational Development at NFRS updated Members on key human resources metrics for the period 1 October – 31 December 2016.

The following points were highlighted:

- (a) efforts are being made to make sure employees feel confident to declare their sexual orientation, religion and ethnic origin under equalities monitoring statistics;
- (b) NFRS have been in the Stonewall Top 100 for the past few years, and retained this again this year by being placed 99. NFRS are a relatively small organisation, with over 430 organisations entering the index. A lot of these 430 entries were large private sector organisations that have a lot of resources at their disposal;
- (c) HR Business Partners are involved with all shortlisting and attend all interviews, giving an independent overview. Adjustments are made for candidates with disabilities;

Following questions from members, further information was provided:

- (d) there is an induction programme for all new employees, as well as online equalities training, which is mandatory for all employees. There is specific training for management roles;
- (e) half day sessions are run for new starters touching on issues such as vulnerability. Mental health training has been provided in the past. There has also been more specific training aimed at firefighters that attend areas where more targeted training is needed. Gypsy Traveller training would be an example of this;
- (f) female firefighters have been asked if they would be willing to act as 'buddies' to mentor female applicants;
- (g) taster sessions are still offered to potential recruits.

RESOLVED to:

- (1) endorse the report;**
- (2) provide equalities monitoring information on a half yearly basis. If issues arise in between these updates, then they should be brought to the attention of the Human Resources Committee;**

20 AUDIT OF RECRUITMENT OUTCOMES

Matt Sismey, Equality and Diversity Officer at NFRS provided Members with the results of the internal audit work undertaken in relation to applications received to support staff and retained duty system recruitment.

Members suggested that, to try and avoid wasting applicants' time, as well as the time of NFRS, there could be a need to communicate the availability and location requirements at the application stage.

The 'five minute rule' has been relaxed on a couple of occasions but this depends on the staffing levels of the station in question.

RESOLVED to note the outcomes from the report.

21 APPRENTICESHIP UPDATE

Tracy Crump, Head of People and Organisational Development at NFRS provided an update on the apprenticeship reforms being introduced by the government, and the potential implications for NFRS.

The following points were highlighted:

- (a) it will be highly difficult for the service to draw down the Levy funding in the first year as there are very few relevant apprenticeship frameworks in operation;
- (b) the target for public sector organisations will be that 2.3% of new starters need to be on apprenticeships. For authorities that don't meet the target, there would need to be a statement put out outlining why targets can't be met, as well as notifying the Secretary of State;
- (c) it has been accepted that a trailblazer Operational Firefighter Apprenticeship Scheme will be developed during 2017.

Members expressed concern that the Levy was lacking in detail and nuance.

RESOLVED to note the report.

22 CHANGE TO PERMANENT ESTABLISHMENT - COMMUNITY SAFETY

Wayne Bowcock, Deputy Chief Fire Officer at NFRS introduced a report outlining potential restructure of the Community Safety Team.

RESOLVED to 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.

23 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, 2 and 3 of Schedule 12 A to the Act.

24 RESTRUCTURE OF THE EQUIPMENT AND TRANSPORT SECTIONS

Wayne Bowcock, Deputy Chief Fire Officer at NFRS introduced the report on the Restructure of the Equipment and Transport Sections.

RESOLVED to agree the recommendations in the report.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

CORPORATE GAMES 2017

Report of the Chief Fire Officer

Date: 21 April 2017

Purpose of Report:

To provide Members with an overview of the Corporate Games 2017 and seek support to engage with the Games.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 The United Kingdom (UK) Corporate Games is a multisport festival for organisations, businesses, corporations and institutions and is part of a worldwide initiative. This year the Games will be held on 6-9 July in Nottingham.
- 1.2 The Secretary of Nottinghamshire Fire and Rescue Service's Sports and Athletics Association (NFRSSAA) received an approach from the Games organisers and a presentation on the Games was arranged for the Strategic Leadership Team (SLT) to gain support.
- 1.3 Many organisations are signed up already for the Games, including Nottingham City Council with more organisations signing up daily, it is anticipated that in excess of 5000 competitors will compete over the weekend.
- 1.4 The Games seeks to enable organisations to capitalise on the benefits of taking part, these benefits include:
 - Create employee confidence, loyalty and team spirit;
 - Increased name and reputation;
 - Develop contacts with leaders and representatives of other organisations;
 - Reach new sectors;
 - Provide real incentive programmes;
 - Experience the ultimate mix of sport, business and tourism.

2. REPORT

- 2.1 Following the Corporate Games 2017 presentation to SLT, the principle of supporting employees was unanimously endorsed as it was seen as an ideal method to engage with employees across the organisation to compete in events for which they will have a personal interest.
- 2.2 Members will be well aware of the Authority's strong track record in supporting the health and well-being agenda for the organisation and wider community in the delivery of services, and the Games is seen as an opportunity to continue that commitment. The support for employees reinforces commitment to maintain a motivated and engaged workforce and encourages a reward ethos that can sometimes be difficult to deliver.
- 2.3 Given the range of entrants to the Games, this offers a platform to develop relationships with other organisations and demonstrate the Service as a role model by targeting the Games for positive action, the Organisational Development Team can seek to exploit such opportunities, with the Communications Team maximising coverage prior to, during and post the Games, for example, within the Service's newsletter.

- 2.4 The Service's Community Safety Team can ensure a presence to communicate key messages and engage businesses taking part, for example, the business advocate would be well placed to offer support on how this could be achieved.
- 2.5 Competitor applications are accepted on a first come, first served basis and registration closes on 14 June. With this in mind it is planned that the Service advertise the Games as soon as possible to give employees time to register an interest and for the funding to be put in place.
- 2.6 The Games operate from a different city each year and as these are to be held in Nottingham it reduces the cost for employees to engage, but may also be an opportunity for the Service to have future engagement, but on a more limited basis. Other fire and rescue services are being invited to attend and this may increase the fire sector competitive nature to the Games.

3. FINANCIAL IMPLICATIONS

- 3.1 Individual fees are £50 plus VAT and it is proposed that NFRSSAA and the Service contribute £20 each and the individual makes up the difference. Where teams are entered this figure may vary and activities such as Golf require further funding to cover green fees, these are for the individual to cover.
- 3.2 NFRSSAA is planning to fund an upper limit of 100 applicants, it should be noted that the NFRSSAA is set up to fund its members, so non-members would either require the Service or the individual themselves to make up the shortfall. The NFRSSAA would fully welcome and encourage employees to become members as part of a wider recruitment drive and would therefore be able to part fund these employees also.
- 3.3 The Corporate Games approach has clearly fallen outside of the normal budget planning process, however, the 'organisational development' budget is highlighted as the most appropriate to support this initiative as the event is cross cutting to the wider Service's agenda to support employees wishing to engage in the Games. The funding required for this approach is £5k approximately and the impact of using the identified budget for ongoing works will be monitored throughout the year.
- 3.4 Payment of fees may mean the Service pay the full amount, with the NFRSSAA paying their contribution direct to the Service as this is seen as a simpler method to engage with the Corporate Games organisers. A similar approach may prove beneficial for Service employees also, accepting this will create some demand upon the Services resources to administer.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 Given individuals may be taking part in active sports, this may lead to injuries that may have implications eg: management of staff absence – however, encouraging participation fully supports the Authority’s approach to the health and well-being of NFRS employees. The Service has a diverse range of employee support to deal with such implications from Occupational Health and fitness to managerial policies that cover such eventualities.
- 4.2 The Games will provide the ability to showcase the Service, for example, at registration events the Service should engage in positive action to attract underrepresented groups to consider the fire and rescue service as a career of choice. Given the likely number of competitors this is seen as a major positive to financially invest in our employees and potentially attract the employees of the future.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report does not amend existing policy or service provision.

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

- 8.1 Risk clearly arises from supporting employees outside of the workplace in terms of organisational reputation, however, given their high profile, level of co-ordination in the Games and anticipated enthusiasm of individuals, this is not seen to be a high risk and would not preclude support.
- 8.2 Injuries can occur when competing in any sport, it is anticipated that this risk is mitigated by those competing in sports potentially do so routinely in everyday life. These are also professionally organised Games, therefore having a range of risk control measures, including supervision, medical support and organisational experience.
- 8.3 The Service’s Risk Manager has been asked to look over the arrangements and advise of any recommended additional control measures that may be appropriate and proportionate to address any areas of residual risk.

9. COLLABORATION IMPLICATIONS

Collaborative opportunity exists within the organisation, between the Service, NFRSSAA and the wider workforce in promoting and supporting engagement with the Corporate Games and this report recommends taking that opportunity to emphasise positive relationships and support the well-being of employees.

10. RECOMMENDATIONS

That Members support the Service's engagement with the Corporate Games 2017.

11. 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

PEOPLE STRATEGY

Report of the Chief Fire Officer

Date: 21 April 2017

Purpose of Report:

To update Members on the development of a People Strategy.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 The People Strategy has been developed as part of the alignment of Service priorities driven by the transitional change programme “Shaping our Future” and links to the delivery of the Service’s Sustainability Strategy.
- 1.2 The Strategy sets out the main focus for workforce development in the period up to 2020.

2. REPORT

- 2.1 In 2015 the Service implemented a new Organisational Development (OD) Strategy, which together with the Authority’s Sustainability Strategy, form the basis of the “Shaping our Future” change transition programme. The objectives of the OD strategy are to:
 - Embed a strong set of values, underpinned by a set of behaviours, to create a positive and achieving culture;
 - A focus on service improvement;
 - Encourage a more collaborative, creative, innovative work environment in which all employees feel engaged;
 - Increase the number, quality and accountability of visible leaders at all levels of the organisation;
 - Become more effective and efficient by best use of new and existing technologies;
 - Mainstream equality further through an “Inclusion” approach.
- 2.2 Significant progress has been made against these objectives over the last 18 months, and the development of a People Strategy seeks to further align and support those elements which have specific implications for workforce development into a single point of reference. In particular those associated with workplace culture, ways of working, leadership and employee development and engagement. The Strategy is attached as Appendix A to this report.
- 2.3 The key elements of the new People Strategy are set out below:
 - 2.3.1 **Delivering our Services**

Response tailored to local needs and analysis of risk. Reviewing how we deliver our services. Linking the local health and social care agenda to support safer communities. Seeking collaboration and closer working with our partners.

- 2.3.2 **Shaping our Workforce**
Reviewing crewing and staffing models to enhance our effectiveness. Enhancing the role and contribution of our retained duty sections. Rationalising and sharing services. Implementing our Organisational Development Strategy to seek improvements to the way we work.
 - 2.3.3 **Outstanding Leadership**
Developing our current and future leaders. Encourage effective decision making and engagement. Establish robust leadership programmes. Implement effective coaching and mentoring schemes.
 - 2.3.4 **Workforce Development**
Focus on the Operational Competence Framework in the acquisition, maintenance and re-validation of core operational skills. Develop digital learning resources to enable development to be self-directed and accessible to all employees. Emphasise the need for life-long learning and open up opportunities to support self-development,
 - 2.3.5 **Workforce Engagement**
Develop different channels for communicating with and informing our workforce. Seek active engagement and encourage feedback. Undertake employee surveys to assess workforce morale and identify issues that are important to our staff, and develop a positive relationship with our employee representatives.
 - 2.3.6 **Positive workplace and culture**
Work with our staff to establish shared values. Place our values at the centre of all that we do. Provide effective health and welfare support for our employees including mental well-being. Embed and maintain a robust health, safety and risk management culture. Work to eliminate bullying and harassment from the workplace through education, challenge and intervention. Developing a workplace where people feel valued and engaged.
 - 2.3.7 **Inclusion**
Creating a workplace based on respect for individuals, acceptance of differences and where no one feels marginalised or excluded. Understanding of our diverse communities and development of positive relationships with all our service users. Elimination of discrimination and inequality in all of our practices, behaviours and conduct.
- 2.4 Over the next three years, the Head of People and OD, working with colleagues across all departments, will be prioritising these objectives to support the “Shaping our Future” transformational change process. This is a challenging agenda and work is already well under way to ensure effective delivery of the strategy.

NATIONAL GUIDANCE

2.5 Recently, the National Fire Chiefs Council (NFCC) published a draft Fire and Rescue People Strategy 2017-22. The Strategy is a response to various national reviews, including Sir Ken Knight's "Facing the Future" (2013) and Adrian Thomas' "Independent Review of Conditions of Service for Fire and Rescue Staff in England" (2015), which have advocated the need for a cohesive national strategy to provide a broad direction of travel for workforce issues.

2.6 The components of the Strategy are set out below:

- Strengthen leadership and line management to support organisational change and delivery for customers;
- Developing cultural values and behaviours which make fire and rescue a great place to work;
- Ways of working that respond to service model needs;
- Provide excellent training and education to ensure continuous improvement of services to the public;
- Strengthen our ability to provide an excellent service by diversifying our staff and creating a fair and equal place to work;
- Continue to support the health and wellbeing of all our staff.

2.7 It is accepted within the Strategy that each fire and rescue service will adopt and adapt its guidance and recommendations in line with local arrangements and in line with its own governance and policy priorities. It is highly likely that the Strategy will be part of a thematic inspection during 2017-18.

2.8 In comparing our own People Strategy with the national guidance, the Service is confident that its work in this area is already addressing many of the issues raised within the national guidance. However, the guidance will be a valuable benchmark against which to assess progress and develop future plans.

3. FINANCIAL IMPLICATIONS

Financial implications arising from the development of our people strategy will be planned and contained within existing and future budgets and reported to Members where appropriate.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resource implications are set out within the report.

5. EQUALITIES IMPLICATIONS

- 5.1 An equality impact assessment has not been undertaken as the Strategy does not directly impact upon service delivery or constitute a change in policy.
- 5.2 Any changes to policy which arise from the implementation of related work-streams will be assessed for any adverse or positive equality impacts.

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

- 8.1 The development and implementation of a People Strategy forms part of a suite of strategies which underpin the effective leadership and governance arrangements of the Service, establishing a clear direction and priorities for the workforce.
- 8.2 It is highly likely that effective workforce planning and commitment to equality and inclusion will form part of any future inspection plan.

9. COLLABORATION IMPLICATIONS

- 9.1 The Service will be seeking to extend collaboration with other fire and rescue services and partners across a range of workforce related activities. The Service already has joint working arrangements in place for the development and delivery of aspects of occupational health, learning and development and pension administration.
- 9.2 In terms of the national Strategy, the Service will engage fully in national work-streams and work with partners in developing and supporting initiatives arising from the future development activities.

10. RECOMMENDATIONS

That Members endorse the People Strategy.

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

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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People Strategy: Shaping Our Future

Foreword

The world around us is changing and we as a Service have to adapt to this changing environment. Budget reductions, new technologies and new demands mean that we cannot simply continue to do what we have always done. We already know that we are attending fewer fire related incidents and that this is likely to continue to decline further as a result of the positive work we are doing to make our communities safer. However, we still have to ensure that, when we are needed, we can respond in the professional way that our communities expect.

The Three Principles

The Service has established three key principles which will underpin and provide focus during a transitional period of change, which will 'Shape Our Future' leading up to 2020. These are the drivers that will lie behind everything that we do and be the measure of our success – these three things are:

- ◆ Deliver Quality Services;
- ◆ An Engaged and Motivated Workforce;
- ◆ Strong Governance and Financial Stability.

This People Strategy is a key component to the Shaping our Future programme, and sets out our approach and our ambition in areas such as workforce planning, leadership, training and development, employee engagement, a safe and healthy workplace and workplace culture. The challenges we face are not a vision of the future, they are happening right now. This is why we need to plan for change in a measured and inclusive way, ensuring that all our employees are engaged in our aims and playing a full part in their delivery.

The way that we implement the changes, which will transform our service, will take place over time in a measured way, avoiding change for change's sake. The transition towards the Service of 2020 will make us a more a more resilient, flexible and progressive organisation, with the ability to adapt to the challenges we face, deliver high quality services and be a great place to work.

Our people are the Service and this is why this strategy is so important. I hope that you will share in our ambition for the future and play your part in our achievements. Every employee, whether they provide front-line services or support functions, has their part to play in shaping our future.

John Buckley
Chief Fire Officer



At a national level, the government is actively encouraging fire and rescue services to consider how they might work more collaboratively with the Police and other emergency and public services. We already have links with the Police and East Midlands Ambulance Service (EMAS) through co-responding, and youth and adult social care agencies. These links will be more actively pursued over the next few years. We also know that the funding of public services is also set to significantly reduce over the next four years, and that the fire and rescue service won't be immune from this.

With this in mind, a number of important national reviews have been undertaken, looking into ways in which fire and rescue services might adapt their role and traditional approach, and these will undoubtedly shape future thinking¹ - with the future likely seeing us working ever more closely with others to deliver services.

These are potentially far-reaching and fundamental changes to the way that we have traditionally delivered our services and they will transform the way we work.

More recently, the role of the Police and Crime Commissioner and elected Metro Mayors have become the subject of debate about the delivery of all local services. Whilst these are intrinsically issues of governance, the final model may have significant implications for the Service.

Whilst the Fire Authority can contribute to the debate, these are issues which will be decided at a national level.

Whatever the outcome at the political level, the Service will not be distracted from its own agenda of service improvement. By demonstrating that we are forward looking, progressive and able to adapt to changing demands, we place ourselves in the best position to meet the challenges that might come our way.

¹Facing The Future, Sir Ken Knight, May 2013; Beyond fighting fires, Local Government Association, April 2015; Fire Works, Dr Claire Mansfield, July 2015



Our Focus

During the life of this plan, our focus will be on:

- ◆ Leading change and cultural transformation – reviewing our values and shaping the organisation that we want to belong to;
- ◆ Delivering differently - where this creates better services, joined up working and creates efficiencies;
- ◆ Devolving leadership across the organisation – sharing responsibility and developing effective leaders at all levels;
- ◆ Developing potential – how we develop talent within our workforce and prepare them for future challenges;
- ◆ Promoting engagement and inclusion in the workforce – providing opportunity for the setting of priorities and ways to influence what we do and how we do it;
- ◆ Encouraging innovation, improvement and collaboration – the way in which we raise and try new ideas, which is a “why not” approach to improving what we do;
- ◆ Aiming for excellence – not settling for less than our best in whatever we do;
- ◆ Becoming a learning organisation – learning from what we do well, learning from our mistakes and having the courage to change;
- ◆ Developing and maintaining a healthy workforce;
- ◆ Achieving savings by enhancing efficiency – how we can work within our budgets while still maintaining the delivery of high quality services.



The People Strategy aligns itself with the delivery of the Authority's [IRMP](#), which sets out the objectives and priorities for the Service to until 2020 based on the key areas of Prevention, Protection and Response. However, it also reflects an over-arching vision of how we will approach those issues which directly impact upon our workforce and the values which will underpin everything that we do.

Our Approach

The Service has recently adopted an [Organisational Development Strategy](#) to provide focus for service transformation and improvement. This sets out a programme for:

- ◆ Service improvement;
- ◆ Employee engagement;
- ◆ Harnessing technology;
- ◆ Strong and visible leadership;
- ◆ Inclusiveness and equality.

As part of a recent re-structure, the Service has brought together the Human Resources, Learning and Development, Organisational Development and Inclusion and Delivery teams to form one department called "People, Organisational Development and Service Delivery", headed up by the Deputy Chief Fire Officer. This recognises the need to integrate an effective People Strategy with the delivery of high quality services.

Over the next five years the People Strategy will focus on the following areas:



Delivering Our Services

Over the next five years, we will be reviewing our delivery models to establish a more flexible and efficient approach to emergency response and to our other statutory and non statutory activities. Key features will include:

- ◆ A response which is more attuned to local needs and an analysis of risk informed by our Fire Cover Review;
- ◆ Reviewing opportunities to implement innovative crewing and staffing models;
- ◆ Reviewing operational roles to maximise their effectiveness;
- ◆ Enhancing the capacity offered by the Retained Duty System;
- ◆ Seeking ways to work with our partners to enhance the service that we offer – forging closer links with other blue light services and public authorities. For instance, through co-responding or co-locating;
- ◆ Utilising capacity to support early intervention work in the area of Health and Social Care in a targeted way;
- ◆ Further regional collaboration with other Fire and Rescue Authorities and partners to deliver operational effectiveness and quality services;
- ◆ Extending the use of support roles to deliver our Fire Protection and Community Safety activities;
- ◆ Sharing or collaborating on delivery of support services.





We will be looking at all aspects of our front-line delivery to more closely match our resources to demand and explore different crewing models. This has the potential to release capacity, and enhance our role within the community, whilst maintaining response.

The conversion of day duty roles will also be pursued where this is justified and will lead to savings. Officer cover will also be reviewed as part of this process.

We will be actively increasing our retained capability to provide additional resilience and enhancing the role played by our on-call facility.

The way we provide support services will be kept under review, with rationalisation and sharing of services becoming more of a common-place.

The impact of these changes will be a leaner, more fluid structure and more readily adaptive to changing service demands.

These changes will be managed through our Workforce Plan, using retirement profiles to effect reductions and moving resources to where they are needed.

Outstanding Leadership

To meet the challenges that we face, we need to rely upon outstanding leaders at all levels of the organisation. Leaders are people, whatever their role, who, through their attitude and actions, act as role models to others and who reflect our core values.

Effective leaders will need the aptitude to adapt, evolve and innovate to meet the challenges that they will face. Leaders do not always have a management role but are people who engender respect, support others, always seek to improve things and are not afraid to make decisions and challenge the status quo in a constructive way.

We will seek to identify and develop these traits through effective leadership development programmes but will also place a high value on people who seek to make the most of opportunities that come their way and who actively seek to get involved.

The Service is seeking to embed a coaching approach to leadership - helping others to find their own solutions through effective problem solving, and building confidence in others.

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Developing Our Leaders

We will implement new ways of identifying and nurturing potential leaders (talent management) at an early stage in their career. We will introduce an Aspiring Leaders programme, with opportunities for individuals to assess their own capabilities and use self directed learning to develop their skills and knowledge before taking on their first management role.

A new leadership programme will replace the current management development approach. Linked to the Institute of Fire Engineers and Incident Command Level models, this will provide a more rounded approach to gaining the technical, command and management skills needed to become an effective leader. Support staff will have equal access to these programmes to enhance their own professional development. This will include routes to management qualification such as ILM or other relevant professional routes.

Continuous professional development will be available through our links to the higher education sector, and via the Bursary Scheme. We will also hold events, and invite speakers, into the Service to provide opportunities to those who wish to broaden their knowledge and, where possible, support secondments to other organisations. We will also be working more closely with our partners to hold shared events to encourage collaboration.

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Workforce Development



Development of our workforce has always been, and will continue to be, a key priority for the Service. It is imperative that our employees have the skills, knowledge and ability to apply these in the workplace to enable them to undertake their roles effectively, and safely. However, the way that we develop and train our workforce requires a new approach. The resources that we once had are diminishing, and in a technology-enabled world, the way we learn is changing and we need to adapt to this.

The [Operational Competence Framework](#), which forms part of the Fire Professional Framework, will provide the focus for operational training going forward, linked to the concept of an 'operational license' and the acquisition and re-validation of core skills to ensure they remain valid, effective and deliver a safe working environment. The Service Development Centre will remain at the core of this delivery, with subject matter experts providing input at training hubs or on station wherever possible.

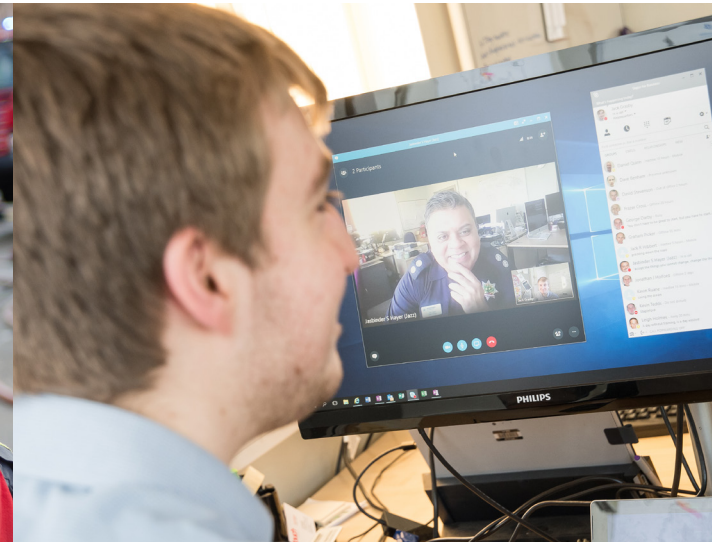
Regional collaboration will play a bigger part in future training provision, with opportunities for sharing resources and expertise explored and pursued where this leads to efficiencies and the development of centres of excellence.

Maintenance of competence will be based upon continuation learning material, with assessment undertaken within the workplace, and with less reliance on a training centre approach. Incident command training and re-validation at all levels will be prioritised, with the implementation of a new Incident Command Suite at Service Headquarters.

The role of e-learning and access to open learning resources, such as Future Learn and other online networks, will form a core component of management and core skills development in the future. A move towards more self-determined learning will allow NFRS employees to manage their development at a place and time to suit their circumstances. This will however place the onus on individuals, supported by their line manager, to develop their own training plan, with a less prescriptive approach from the centre.

During the course of this strategy we will:

- ◆ Implement the Operational Competence Framework;
- ◆ Review all aspects of our training programme to ensure it is fit for purpose and meets changing requirements;
- ◆ Establish different ways of delivering training, with the emphasis on workplace learning and assessment;
- ◆ Implement systems to assess, record and manage the competence levels of individuals and teams;
- ◆ Expand e-learning materials to create a comprehensive resource library;
- ◆ Develop a coaching culture at NFRS;
- ◆ Be a learning organisation.



Workforce Engagement

It is critical that our workforce feel informed and engaged about what we are seeking to achieve, about the changes that are happening, and it is also important that they hear about the positive work that is being done throughout the Service. We understand that people respond to different communication methods and we will seek to ensure that key messages and information are shared in a variety of ways. This may be through intranet news items, blogs, workplace briefings, team meetings, our corporate newsletter or social media etc.

Through our Communications Strategy our aim is to create an information flow which includes everybody within the organisation, and cuts across boundaries created by roles or work location. By making information more accessible and relevant, we aim to encourage involvement and promote discussion so that we truly become one team, working together.

As well as being better informed, we also wish to create a culture where our employees contribute to the debate. We aim to do this by creating opportunities for participation in decision making forums and contributing to ideas about how we can improve the way we do things. The [staff suggestion scheme](#) employee survey and workplace briefings are just some of the ways that our employees can make their ideas and views known.

We will ensure that our managers understand the importance of effective communication, which includes the value of listening and sharing views, and this will form part of our leadership programmes. The importance of maintaining a positive relationship with our representative bodies is an important aspect of this feedback mechanism, and we encourage our employees to engage through their workplace representatives to ensure that their voices are heard. We will continue to seek innovative ways to improve the way that we inform and engage with our employees. We know that the best ideas are those which come from the people who are doing the job and that people do their job better when they feel part of the solution.



Positive Workplace and Culture

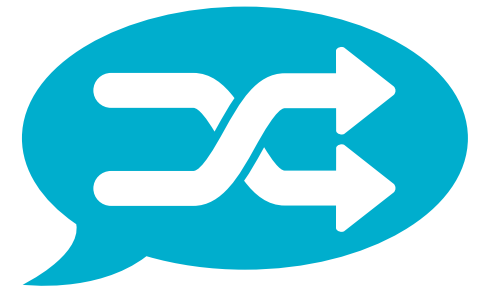
We recently asked people to think about what values are important to them and how we could translate this into core values for the Service, creating a culture where people are proud of what they do and the organisation that they work for.

It was important that our values are built from a consensus and not simply imposed from the top. The values are set out below:

- ◆ We **Value and Respect** others;
- ◆ We are **Professional** in all that we do;
- ◆ We are **One Team** working together;
- ◆ We are **Open to Change**.

If we live by these values then we can create a great place to work where we deliver the best service that we can and work together to create safer communities.

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Over the term of this strategy, we will work to embed these values in everything we do and the way that we conduct ourselves and deliver our services. We will set high expectations for all our employees, and will actively challenge those who act outside of the values we have set ourselves.

Further information about the behaviours which underpin these values are set out at Appendix 2.

A Safe and Healthy Workplace

We are committed to providing the highest standards of workplace safety and support for our employees and place the health, safety and well-being of our workforce at the very top of our agenda.

We will support our operational employees to maintain high levels of fitness to ensure that they attain and maintain the fitness levels needed to operate effectively and safely. This is especially important as the age of normal retirement is extended.

Maintaining the health and well-being of all our employees is central to this strategy. Through our dedicated occupational health provision, we will promote good health and healthy living initiatives, and support those who become ill or injured. This includes those who may experience mental health issues or difficulties in their personal lives. We will also put in place trained peer support networks to assist our employees to deal with issues that are troubling them, as well as post-incident and trauma support and access to mediation to help resolve workplace issues.

Inclusion

The Service is proud of the steps it has taken to create a workplace where inclusion and equality and diversity is at the forefront of what we do.

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- ◆ We will continue to provide equalities training as part of our core training curriculum and ensure that our employees have an understanding of their legal and moral responsibilities as employees and as providers of a public service.
- ◆ We will focus on the elimination of discrimination, harassment and inequality, both in the workplace and when we engage with the community.
- ◆ We will also ensure equal access to our services while making sure that protecting the most vulnerable in our society remains a key priority.
- ◆ We will seek to recruit a workforce which reflects our diverse community, and engage with those who would not normally consider a career with the fire service and encourage them to apply. This will include positive action measures where we have under-representation in the workforce.

Inclusion is about ensuring that everyone in the organisation has a stake in the development of the organisation and in the way it delivers high quality services to communities.

Inclusion lies at the heart of how we do things. Creating a workplace and delivering services based on respect for individuals, acceptance of differences and where no-one feels marginalised or excluded. This places a responsibility on every single person to think about what they say and how their conduct may impact on others.



“

A team is only the sum of its parts.

”

By 2020 we will most likely be a smaller organisation; the way we are governed may well be different and new technologies will change some of the ways that we do things. The next few years will therefore be a period of transition and we will need to adapt to a changing world.

To achieve our aim of delivering safer communities across Nottinghamshire, at a time when our resources are reducing, it is more important than ever that we work together and pool our collective efforts to make the county a safe place to live and work. Whatever our individual role, what we do and how we behave makes a difference. This will mean accepting that some things have got to change. We will need to be more flexible in the way that we deliver our services, work more collaboratively with our emergency service and public sector colleagues and take on board new ways of working.

The role of leaders in every part of the service will be paramount to our success. Leaders will be those people who act as role models to others, who get involved and have the drive to challenge and improve things. Coaching will play a key role in developing our leaders and managers of the future and we will provide the opportunities for people with the aspiration and personal commitment to take on new challenges and make a positive contribution.

Our commitment to build a culture based on our values will help to create a workplace where people are proud of what they do, the organisation that they work for and where all our employees feel supported by each other and by the Service.

We want our employees to feel involved, engaged and participants in the Service that we aspire to be by 2020. The work we are doing now, as set out in this People Strategy, will ensure that we can be confident in ourselves and in our ability to meet future challenges.

These words alone will not get us to where we need to be. It will require the positive engagement of our whole workforce and the will to work together; it will mean challenging and letting go of some of the ways that we have always done things, being open to new ideas whilst retaining the things that make us the best at what we do.

It means taking personal responsibility to do the best that we can whatever our role, making NFRS a great place to work, supporting our colleagues, and taking pride in what we achieve as a Service.

Creating Safer Communities

The Three Principles

Quality Services

An Engaged and Motivated Workforce

Strong Governance and Financial Stability

Shaping Our Future

People

Learning

OD Strategies

Shaping Our Workforce

One Team Working Together

Professional Workforce

Workforce Planning

Values and Culture

Fire Professional Framework

Devolved Leadership

Organisational Excellence

Professional and Vocational Qualifications

Developing Potential

Innovation and Improvement

Outstanding Leadership

Engaging the Workforce

Systems Development

Talent Management / Succession

Supporting Employees

Inclusive Services

Workplace Assessment

Equality and Inclusion

Collaboration





By 2020 we aim to become:

A **progressive, responsive, learning** organisation that **works together** to provide **excellent services** and meet future challenges.

Appendix 1 - People, L&D and Organisational Strategies Explained

Workforce Planning: Ensure that we have the right number of people, with the skills and experience to maintain an excellent standard of service delivery to our community within a challenging financial climate.

Devolved Leadership: Trusting managers at all levels to make decisions that support our objectives and values. Coaching to become embedded as the management style of effective leaders.

Developing Potential: Providing opportunity for individuals to fully develop their potential and excel in their role.

Engaging the Workforce: Ensuring that our employees understand our objectives, how they can contribute and be part of their achievement.

Supporting Employees: Caring about the welfare and wellbeing of every employee, creating a workplace that supports individuals to reach their potential to be the best employer that we can be.

Equality and Inclusion: Working to eliminate discrimination and ensure that every individual feels a valued member of the Nottinghamshire Fire & Rescue team. Working together to live our values and establish a culture of mutual support and respect.

Values and Culture: Embed shared values and promote a culture that reflects these values in the way we do things and treat others.

Organisational Excellence: Always seeking to be the best that we can be.

Innovation and Improvement: Bringing fresh ideas into the organisation and challenging the way we do things. Not simply change for change's sake, but making small improvements that make a difference.

Systems Development: Become more effective and efficient by best use of new and existing technologies.

Inclusive Services: Ensuring that we understand the different needs of our community, and work to provide the best service that we can.

Collaboration: Working with others to improve the way we do things and work more efficiently – internally by eliminating silo working, and with our partners to share best practice, resources and shared delivery models.



Operational Competence: Ensure that we have in place the resources and support to so that our operational employees become competent and maintain their competence throughout their career, and to maintain safe systems of working.

Workplace Assessment: Provide a network of assessors to support employees through their development and recognise that it is the responsibility of every manager to nurture, develop and be accountable for performance within their team.

Outstanding Leadership: Establish authentic leaders as role models for the organisation, living the values that we believe are important.

Talent Management / Succession: Provide opportunity to those who have the potential and aspire to a different or higher role through effective learning and development programmes, academic courses and workplace e-learning; individual support through coaching and mentoring; and access to short-term development placements.

Become a progressive, learning organisation: By listening, challenging and improving we aim to become the best that we can be.

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Appendix 2 - Values and Behaviour

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.

Positive Behaviour	We show this when we
Have (and demonstrate) high standards	Always strive to do our personal best
Protect the good reputation of the Service	Uphold our values and reflect these in our conduct at all times
A role model for others	Consider how we behave; be measured and consistent in our responses
Take responsibility	Accept responsibility for our actions
Show integrity	Are open and honest in our motives and conduct. Be authentic
Act appropriately	Treat others with respect and consideration whatever the situation
Communicate effectively	Communicate information effectively so that it is readily understood

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.

Positive Behaviour	We show this when we
Treat people as individuals	Treat people respectfully in a way they would wish to be treated
Customer-focused	Go the extra mile to deliver excellent services
Polite and approachable	Are courteous, helpful and considerate
Attentive	Actively listen to what people are saying and respond in a way that shows we are listening
Trustworthy and reliable	Do what we say we are going to do



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.

Positive Behaviour	We show this when we
Open to change	Be open-minded about new ideas and suggestions
Contribute to change	Take responsibility for improving the way we do things and challenge things if they can be done better
Encourage ideas	Help other people to develop their ideas in a positive way
Supportive of change	Recognise that change is an investment in our 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.

Positive Behaviour	We show this when we
Share a common goal	Work collectively to provide an excellent service to the people of Nottinghamshire
Value everyone whatever their role	Respect colleagues and the contribution they make
Supportive of colleagues	Have a positive attitude to working with others, we listen and offer constructive advice
Work collaboratively	Help others when we can, take a genuine interest in supporting others to achieve their objectives
Think about what we say and how we say it	Communicate in a constructive and polite way. Careful not to use offensive or demeaning terms
Seek to develop others	Take time to share our experience and knowledge



NOTTINGHAMSHIRE Fire & Rescue Service

Creating Safer Communities





NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

HUMAN RESOURCES UPDATE

Report of the Chief Fire Officer

Date: 21 April 2017

Purpose of Report:

To update Members on key Human Resources metrics for the period 1 January – 31 March 2017.

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 2017 to 31 March 2017:

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 decreased by 6.75% across the whole workforce over Quarter 4. A comparative breakdown of figures by employee group are set out in Appendix A. At the time of publishing this report the final appendices were not available, but will be published as soon as possible and provided at the meeting.
- 2.3 As this represents the final quarter of the reporting year, analysis has also been undertaken of total sickness absence figures for the financial year 2016-17. These show a reduction of 805 days on the previous financial year (2015/2016).

Absence	Quarter 4 1 January – 31 st March 2017	Compared with previous quarter	Cumulative total days lost for 16/17	Cumulative average over last 12 months
Total workforce (168 employees have been absent on 197 occasions during Q4, excluding retained*)	1319 days lost 1.99 days per employee	1414.5 days lost 2.13 days per employee 6.75% decrease (95.5 days)	5033 days lost	7.63 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 1319 working days were lost in the final quarter of 2016/17. This is a decrease of 95.5 days (6.75%) on the previous quarter. Sickness absence figures have also decreased in comparison to the same period of 2016 (-62 days). This is shown in the table set out at Appendix A.

2.5 Long term absence equated to 55% of the total absence during this period. A full period commentary of Quarter 4 can be found in Appendix C.

Whole Year Review

2.6 Across the workforce a total of 5033 working days were lost due to sickness absence during 2016/17, at an average of 7.63 days per employee. This means that the absence target of 6.25 days per employee has been missed.

2.7 In comparison to 2015-16, this represents a decrease of 805 days, and compares to an average of 8.57 days per employee.

2.8 When broken down by work group, the figures show that:

- Wholetime and control: 3185 working days lost , 6.47 days average per employee;

- Support (non-uniformed): 1848 working days lost, 11 days average per employee;
- All work groups: 5033 working days lost, 7.63 average per employee.

2.9 Of this, 66% of all absence was due to long term sickness – ie: absence of more than 28 days in duration.

2.10 The main reasons for sickness absence are: musculo skeletal, mental health issues and hospital/post-operative absence

National Trends

2.11 The Service contributes to the CFOA 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 - 3 combined. The two charts reflect whole-time and Control (12i) and whole workforce figures* (12ii).

2.12 This shows that for Quarter 3 (period ending 31 December 2016):

- (i) Whole-time and Control (12i) the Service ranked 8th of the 26 Services at 4.72 days per employee, and was below the sector sickness average of 5.82 days per employee. The lowest average was 3.7 days and the highest 9.91 days.
- (ii) Whole workforce (12ii) the tables show that the Service, ranked 13th of the 26 Services at 5.57 days per employee, and was below the sector sickness average of 5.95 days per employee in quarter one. The lowest average was 3.66 days and the highest 10.42 days.

DISCIPLINE, GRIEVANCES ETC

2.13 Over the period 1 January – 31 March 2017:

- Disciplinary: 0
- Grievances: 0
- Harassment and Bullying: 0
- Formal Management Sickness Absence Policy: 0
- Dismissals including ill health retirements: 3
- Redundancy: 0
- Redeployment: 0
- Employment Tribunal cases: 1 (continuing)
- IDRPs appeals: 0
- Performance and capability: 0

STAFFING NUMBERS

2.14 During the period 1 January 2017 to 31 March 2017, 8 employees commenced employment. Establishment levels at 31 March 2017 are highlighted below:

	Approved	Actual	Variance
Wholetime	472 (472 FTE)	465 (464.58 FTE)	-7 (-7.42 FTE)
Retained	192 units	251 persons (135 units) (Includes 58 dual contracts)	-57 units
Non-Uniformed	165 (156.85 FTE)	169 (156.34 FTE)	+4 (-0.51)
Fire Control	25 (24.5 FTE)	27 (25.5 FTE)	+1 (+1 FTE)

2.15 There have been 20 leavers and 8 starters since the last report, which has resulted in an actual workforce figure of 912 (this includes 58 dual contractors).

Leavers are broken down as follows: 7 Wholetime, 6 Retained, and 7 support roles.

The numbers of Contingency Operatives stands at 31, reflecting 4 leavers during the period.

2.16 As at 31 March 2017 whole-time establishment stood at 465 operational personnel (464.58 fte) employees against an establishment of 472 posts.

2.17 During the period the Service has appointed to six support roles and two Retained Trainee Firefighter roles.

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 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 HR ensures that the Service and the Authority are aware of any developing workforce issues.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report as it seeks to provide Members with the ability to monitor and scrutinise human resources metrics for the period 1 January – 31 March 2017.

10. RECOMMENDATIONS

That Members endorse the report.

11. 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

CONVERSION OF POSTS

Report of the Chief Fire Officer

Date: 21 April 2017

Purpose of Report:

To update Members on posts which have been re-designated during the period April 2016 – March 2017.

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 – ie: wholetime to support roles or vice versa.
- 1.2 At its meeting on 16 December 2005 the 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 in the previous year.

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 2016 to March 2017 the following conversion has taken place:

1 x Watch Manager Fire Protection to a Grade 6 Fire Safety Inspector role
- 2.3 The conversion of a Watch Manager (Fire Protection) role forms part of a long-standing strategy to reduce the number of uniformed roles undertaking statutory inspections and other non-statutory fire protection duties, and arose from a retirement during 2016. This brings the total of number of support roles undertaking inspection activities to 14. Additionally there are three Fire Investigation and Arson Reduction roles and one role which provides fire safety advice to the business sector. All fire safety Inspectors work to the Fire Protection Competency Framework for Business Fire Safety Regulations.

3. FINANCIAL IMPLICATIONS

The on-going annual saving to the pay budget arising from the conversion of the watch manager Fire Protection to a Grade 6 Fire Safety Inspector role, is £6k.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The conversion of the Watch Manager role has resulted from a retirement within the Fire Protection team and has reduced the number of established Watch Manager roles to 75.

- 4.2 Conversion of posts are undertaken in line with the procedure detailed in the Conversion of Posts Policy.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as this does not constitute a change to service delivery or policy.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The Service has a statutory duty under the Regulatory Reform (Fire Safety) Order 2005 to provide fire safety functions.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 Post conversion forms part of the facility available to the Service to align Service workforce resources to meet changing requirements, to effect efficiencies and to address risk.
- 8.2 The application of the Fire Safety competency framework to the development of employees undertaking Fire Inspector roles ensures that the Service complies with national standards in the delivery of its statutory duties.

9. COLLABORATION IMPLICATIONS

As the Service has a statutory duty to provide fire safety functions, there are limited opportunities to collaborate with other bodies or agencies to discharge this duty. At the current time the Service retains its own fire safety team. Whilst there are presently no plans to merge this function the Service will continue to assess the potential to collaborate within the fire safety function.

10. RECOMMENDATIONS

That Members note the contents of this report.

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

None

John Buckley
CHIEF FIRE OFFICER

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