

# Public Document Pack



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

**Date:** Friday, 4 May 2018                      **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]', written in a cursive style.

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

<b><u>AGENDA</u></b>	<b><u>Pages</u></b>
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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: *Cath Ziane-Pryor*  
*0115 8764298*  
*catherine.pryor@nottinghamcity.gov.uk*

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<http://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=217&Year=0>



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

**HUMAN RESOURCES COMMITTEE**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,  
Arnold Nottingham NG5 8PD on 26 January 2018 from 10.01am - 11.19am**

**Membership**

Present

Councillor John Clarke (Chair)  
Councillor Vaughan Hopewell  
Councillor John Longdon  
Councillor Jackie Morris

Absent

Councillor Liaqat Ali

Councillor Brian Grocock (Substitute for Councillor Liaqat Ali)

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

Wayne Bowcock - Deputy Chief Fire Office  
Tracy Crump - Head of People and Organisational Development  
Catherine Ziane-Pryor - Governance Officer

**15 APOLOGIES FOR ABSENCE**

None. In the absence of Councillor Liaqat Ali, Councillor Brian Grocock substituted.

**16 DECLARATIONS OF INTERESTS**

None.

**17 MINUTES**

The minutes of the meeting held on 20 October 2017 were confirmed as a true record and signed by the Chair.

**18 HUMAN RESOURCES UPDATE**

Tracy Crump, Head of People and Organisational Development, presented the report which updates the Committee on the key human resources metrics for the Quarter 3 period, 1 October 2017 to 31 December 2017.

Whilst the report provides full details, the following points were highlighted:

- (i) there was very little change in sickness levels compared to the previous quarter with 66% of sickness being considered as long-term illness;
- (ii) 20 members of staff have left the organisation (6 wholetime, 10 retained and 4 support staff) and 6 joined;
- (iii) there was 1 disciplinary.

Members of the Committee were interested in the reasons why staff left the Service and requested that this information (gathered at the optional exit interview) is provided to the Committee. It is noted that national work which includes examination of such reasons is taking place so it was agreed that a report would be submitted to the Committee once this work was completed as it would provide valuable comparison information.

## **RESOLVED**

- (1) to note the report;**
- (2) for a report exploring the reasons why staff left the Service, to be submitted to a future meeting.**

## **19 PROPOSED RESTRUCTURE OF THE RISK AND ASSURANCE SECTION**

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which seeks approval for a restructure of the Risk and Assurance Section.

The following points were highlighted:

- (i) following the recommendations of a peer review which suggested that the Service would benefit from closer internal collaboration, and the results of functional analysis which identified areas of common work within the 'Corporate Risk Management' and 'Operational Assurance and Health and Safety Risk Management' Teams, a restructure is proposed;
- (ii) the required vacancies now exist to support a smooth transition with a single 'Risk and Assurance' manager;
- (iii) the proposed restructure would also involve changing a currently vacant full time CAD operative post to part time whilst providing an uplift to an administrative post. In year 1 this would provide savings of £12,367 but this figure would reduce as post holders advance through the post increment system.

It is noted that the high risks within the Corporate Risk Register are submitted for consideration to the Finance and Resources Committee every six months.

**RESOLVED to approve the proposed restructure of the Risk and Assurance Section of the Service and receive an update reviewing the changes six months after implementation.**

## **20 MAINTAINING A HEALTHY AND FIT WORKFORCE - FUTURE CHALLENGES**

Wayne Bowcock, Deputy Chief Fire Officer, presented the report which outlines the work undertaken to maintain the health and fitness of the workforce, particularly in relation to additional challenges of an older workforce since the firefighter retirement age was extended to the age of 60 years.

The Service's Occupational Therapy Team have again excelled and now hold bronze, silver and gold awards in the Workforce Well-being Scheme for their preventative and health promotion work. It is noted that in addition to achieving recognition for valuable work, participating in the scheme is beneficial as it introduces new approaches and initiatives.

The following points were highlighted from the report:

- (i) musculo-skeletal injury accounted for 30.6% of absence in operational employees during 2017;
- (ii) a Wellbeing Strategy is being developed which will refer to a range of illnesses including mental health, stress and anxiety and depression;
- (iii) in addition to services and support provided by the Service, employees are also able to access support through MIND, Blue Light, and the Firefighters Charity. A peer support network of trained staff is increasing within the Service and proving useful as a first point of contact. The Employee Assistance Programme is also a potential route to access support;
- (iv) as the size of the service reduces and there are fewer posts, it becomes more difficult to find appropriate redeployment opportunities if personnel need to change their role through ill health or injury. Previously staff did not tend to transfer between roles covered by either the green or grey book, but this may now be a possibility due to the restricted availability of vacant posts, however it would result in changes to the employee's terms and conditions of employment, pay and pension;
- (v) an older workforce will result in additional care issues which need to be supported and which are likely to require additional financial investment in future years.

In response to a question from the Committee, if it is believed that an employee cannot be supported back into work with the Service, the Occupational Health Team will refer them to an independent Occupational Consultant who will assess that employee and provide an independent opinion, determining if they are unable to meet the requirements of their role or if they would be able to work elsewhere. If they are in a medically capable condition to find alternative employment outside of the Service, then they will not be eligible to receive ill health retirement, but if alternative work is not possible, even in the longer-term, they will receive ill health retirement but benefits are dependent on a range of circumstances including length of service.

Councillor's comments included:

- (a) the implications of an aging workforce need to be specifically highlighted with Her Majesty's Inspectorate (HMI);
- (b) while there may need to be additional support for older firefighting employees, it's important that the Service doesn't give the impression that younger employees are valued more than older ones as this is not the case;
- (c) in the majority of instances where mental trauma is experienced, if timely support is received, this can provide the best outcomes;
- (d) it is beneficial to the individual and the Service if an alternative role within the Service can be found if the employee is unable to continue in their role. There is a wealth of knowledge and experience in the workforce which is often the result of the Service's investment in training of employees; this needs to be recognised and valued.

**RESOLVED to note the report and applaud the Occupational Health Team for their award winning work.**

## **21 UPDATE ON APPRENTICESHIPS**

Tracy Crump, Head of People and Organisational Development, presented an update to the Committee on the development of Apprenticeships.

The cost of the apprenticeship levy is in the region of 0.5% of the National Insurance collected from any organisation with over 250 employees, so NFRS is expecting to pay approximately £115,000 during 2017/18, but can draw back these funds to training apprentices.

As a result of the Public-Sector Apprenticeship Target Regulations 2017, the Service will need to annually engage apprentice's equivalent to 2.3% of workforce or be reported to the Secretary of State, although it is unclear what the penalty will be for non-compliance. Whilst NFRA are working to meet this target with appropriate, not age-restricted apprenticeship schemes, other fire authorities have declared that they do not intend to take part in the scheme and will be 'writing off' the apprenticeship levy as a cost.

NFRS has developed a new Operational Firefighter Apprenticeship and applied to become a recognised employer provider on the register of approved training providers to ensure the levy funds can be drawn upon.

It is anticipated that new Firefighter Apprentices will be recruited in the autumn of 2018, be paid to national firefighter grades and undertake a 2 year apprenticeship. Further apprenticeships in Business Fire Safety and Community Safety Advisor are also likely to be developed.

It has been agreed that the Service will also draw on the levy to fund ILM Level 5 Operations/Departmental Manager apprenticeship with Sheffield College for 10-12 middle managers for a 2-year course in management and leadership.

As NFRS is a fairly small organisation, there is not an expectation to employ the apprenticeships after their 2 years, but NFRS intends to engage all successful graduating

firefighter apprentices where at all possible. This may not be an option in other areas of the Service, such as ICT and Finance, where employment will be dependent on vacancies occurring at the appropriate time.

The Service is not able to host apprenticeships on behalf of other Fire Authorities unless an arm's length organisation is created, so the feasibility of this is being investigated.

The majority of the levy paid in Year 1 will need to be written off as there was not enough time available to enable NFRS to develop their scheme, so this will need to be explained to the Secretary of State. It is disappointing that the retained firefighter post is not eligible for the apprenticeship scheme due to the level of their contracted hours.

## **RESOLVED**

- (1) to note the report;**
- (2) for a report to be submitted to the Full Fire Authority with reference to the disappointing apprenticeship eligibility criteria which does not allow the scheme to be available to potential retained firefighters.**

## **22 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.**

## **23 EXEMPT MINUTES**

Subject to providing the correct membership details, the exempt minutes of the meeting held on 20 October 2017 were confirmed as a true record and signed by the Chair.

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**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

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

# **RESTRUCTURE OF HOME SAFETY CHECK OPERATIVE ROLES**

Report of the Chief Fire Officer

**Date:** 04 May 2018

**Purpose of Report:**

To seek Member support for the disestablishment of two Grade 1 Home Safety Check Operative roles and the creation of a Grade 3 Specialist Home Safety Operative position within the Prevention department.

## **CONTACT OFFICER**

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Deputy Chief Fire Officer

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## **1. BACKGROUND**

- 1.1 There are currently two vacant Grade 1 Home Safety Check Operative (HSCO) roles within Prevention's Persons at Risk (PAR) team. The main responsibility of these roles is to 'undertake home safety checks within the communities of Nottinghamshire' and 'provide home safety advice to householders'.
- 1.2 There are also Specialist Home Safety Operative (SHSO) roles within the PAR team. In addition to the responsibilities of the HSCO, individuals in these roles are also required to provide specialist advice and fit specialist safety equipment such as alarms for the deaf and hard of hearing.

## **2. REPORT**

- 2.1 Over the last few years the HSCOs have concentrated their efforts on vulnerable households in areas of the community covered by stand-alone RDS Sections which have not been responsible for carrying out these checks within their own areas. From May 2018, the Service will be rolling out safe and well inspections across the county. As part of this, RDS sections will be responsible for conducting their own safe and well inspections within their Districts.
- 2.2 Improved targeting of vulnerable persons across the county using the fatal fire profile identified by CHARLIE, and the 'stratification of vulnerability' through various data sets (e.g. Exeter data) is likely to result in an increase in the specialist advice and equipment that will need to be provided by members of the PAR team.
- 2.3 In addition, the potential for new work (for example the delivery of a Children's Home Safety Equipment scheme in collaboration with the County Council and new collaborative opportunities with the Police) may result in more specialist advice and equipment being provided by members of the PAR team.
- 2.4 These changes within the Service mean that the roles of HSCO are no longer required, however additional capacity is required at the higher level due to increased identification of vulnerable people through the use of data and enhanced safe and well checks.
- 2.5 The recommendations within this report request that the two vacant HSCO roles are deleted and an additional post of SHSO is created, which better meets current and future needs, and delivers savings of £16k per annum.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 The budgeted cost for each HSCO is £20744 (including on costs). Therefore, the total cost of these two roles is £41488.

- 3.2 The budgeted cost for a SHSO role is £25289 (including on costs).
- 3.3 This proposal therefore constitutes a potential saving to the organisation in the region of £16k.

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

- 4.1 The two HSCO roles are currently vacant so no redundancy or redeployment is proposed.
- 4.2 With the roll out of safe and well inspections commencing in May the SHSO will be required to respond to the anticipated increase in referrals generated, therefore, if this proposal is supported early recruitment will be required. As one of the two existing SHSOs is retiring in June a recruitment process is already planned regardless of the outcome of this proposal so there will not be any additional recruitment costs.
- 4.3 Some learning and development would be required for the new SHSO. These are primarily around the delivery of a safe and well inspection and the fitting of specialist equipment. Much of this will be delivered 'in house' by other members of the Prevention team.

#### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment will be completed prior to any recruitment campaign for an additional SHSO.

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

The provision of services by the SHSO ensures capacity to support the Authority's statutory duties under Section 17 of the Crime and Disorder Act 1998.

#### **7. LEGAL IMPLICATIONS**

The provision of SHSO supports the Authority's statutory duties relating to community safety.

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

There is a risk to NFRS that specialist referrals cannot be responded to in a timely manner if the SHSO capacity is not increased to the recommended level. This could have direct consequences for the safety of vulnerable members of the community and the organisational reputation.

## **9. COLLABORATION OPPORTUNITIES**

Increasing the team of SHSOs to three will potentially expand the PAR team's capacity to undertake additional collaborative work with new and existing partners.

## **10. RECOMMENDATIONS**

That Members make recommendation to the Fire Authority to:

- 10.1 Disestablish the two Grade 1 Home Safety Check Operative roles.
- 10.2 Create an additional Grade 3 Specialist Home Safety Operative role.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



**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:** 04 May 2018

**Purpose of Report:**

To update Members on key human resources metrics for the period 1 January 2018 to 31 March 2018.

## CONTACT OFFICER

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Deputy Chief Fire Officer

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**Media Enquiries Contact :** Therese Easom  
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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, employment tribunal cases and staffing numbers. These issues are collectively referred to 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 2018 to 31 March 2018:

Target absence figures for 2017/18 are:

Wholetime and Control:	6 days per person
Non-Uniformed:	7 days per person
Whole Workforce:	6.25 days per person

(The average is affected by the numbers of employees in each work group and the average work shift)

- 2.2 Absence across the workforce, excluding retained employees, decreased by 230 days (15.9%) during the review period. A comparative breakdown of figures by employment group are set out in Appendix C. This also represents a reduction compared to the same quarter of the previous year (2016-17) of 101.5 days (-7.7%).
- 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 2017-18. These show an increase of 112 days (+2.2%) on the previous financial year (2016/2017)

<b>Absence</b>	<b>Quarter 4 1 January – 31<sup>st</sup> March 2018</b>	<b>Compared with previous quarter</b>	<b>Cumulative total days lost for 17/18</b>	<b>Cumulative average over last 12 months</b>
<b>Total workforce  (168 employees have been absent on 197 occasions during Q4, excluding retained*)</b>	1217.5 days lost  1.89 days per employee	1447.5 days lost  2.25 days per employee  15.9% decrease  (230 days)	5145.5 days lost	8.05 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 C).

2.4 Across the workforce a total of 1217.5 working days were lost in the final quarter of 2017/18. This is a decrease of 230 days (15.9%) on the previous quarter. Sickness absence figures have also decreased in comparison to the same period of 2017 (-101.5 days). This is shown in the table set out at Appendix A.

2.5 Long term absence equated to 52% of the total absence during this period. A full period commentary of Quarter 4 can be found at appendix C.

## **WHOLE YEAR REVIEW**

2.6 Across the workforce a total of 5145 working day were lost due to sickness absence during 2017/18, at an average of 8.05 days per employee. This means that the absence target of 6.25 days per employee has been missed.

2.7 In comparison to 2016-17, this represents an increase of 112 days (2.2%), and compares to a previous average of 7.63 days per employee.

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

- Wholetime and control: 3248.5 working days lost, 6.75 days average per employee
- Support (non-uniformed): 1897 working days lost, 11.7 days average per employee

- 2.9 Of this, 68.6% of all absence was due to long term sickness i.e. 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 National Fire Chiefs Council (NFCC) 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 For Whole-time and Control (12i) the chart show that the Service ranked 9<sup>th</sup> of the 27 Services at 5.03 days per employee, and was below the sector sickness average of 5.91 days per employee. The lowest average was 4.16 days and the highest 8.76 days.
- 2.13 For whole workforce (12ii) the tables show that the Service, ranked 15<sup>th</sup> of the 27 Services at 6.13 days per employee, and was below the sector sickness average of 6.36 days per employee in quarter one. The lowest average was 4.08 days and the highest 9.62 days.

### **DISCIPLINE, GRIEVANCES ETC**

2.14 Over the period 1 January 2018– 31<sup>st</sup> March 2018:

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

### **STAFFING NUMBERS**

2.15 During the period 1<sup>st</sup> January 2017 to 31<sup>st</sup> March 2017, 16 employees commenced employment. Establishment levels at 31<sup>st</sup> March 2017 are highlighted below:

	Approved	Actual	Variance
<b>Wholetime</b>	455 (455 FTE)	455 (454.08 FTE)	0 (-0.92)
<b>Retained</b>	192 units	258 persons (139 units) (Includes 59 dual contracts)	-53 units
<b>Non-Uniformed</b>	162 (150.32)	162 (151.79FTE)	0 (+1.47)
<b>Fire Control</b>	25 (25 FTE)	27 (26.25 FTE)	+2 (+1.25FTE)

2.16 There have been 17 leavers and 16 starters since the last report, which has resulted in an actual workforce figure of 902 (this includes 59 dual contractors). Leavers are broken down as follows: 3 Wholetime, 6 Retained, and 8 Support roles.

2.17 As at 31 March 2017 whole-time establishment stood at 455 operational personnel (454.08 fte) employees against an establishment of 455 posts (the WT approved establishment has been adjusted to account for the conversion of a Watch Manager post (Peripatetic Trainer) to Simulation Software Developer (support role) in the Learning and Development Department during 2017-18).

2.18 During the period the Service has appointed to 4 support roles (2 fixed term) and 12 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, workforce equality monitoring information is undertaken and reported separately to this report.

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

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

#### **7. LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

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

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. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

#### **10. RECOMMENDATIONS**

That Members note the contents of the report.

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

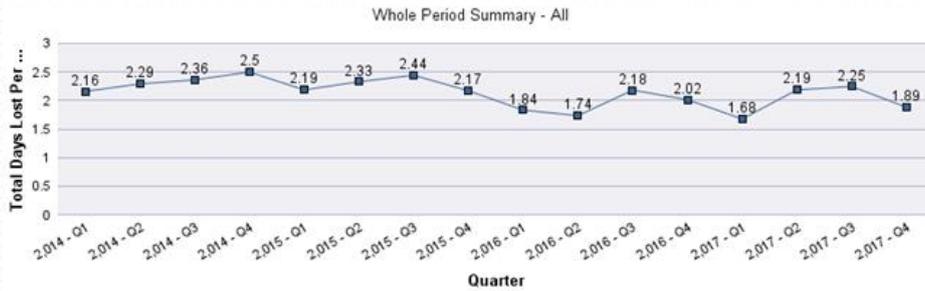
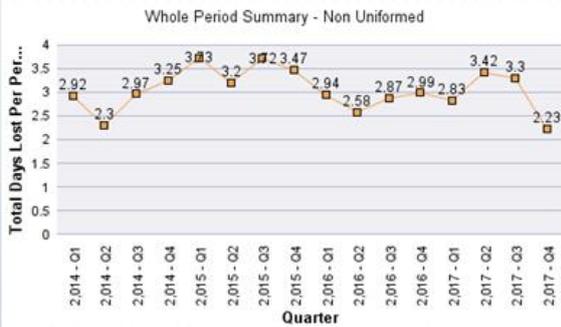
None.

John Buckley  
**CHIEF FIRE OFFICER**

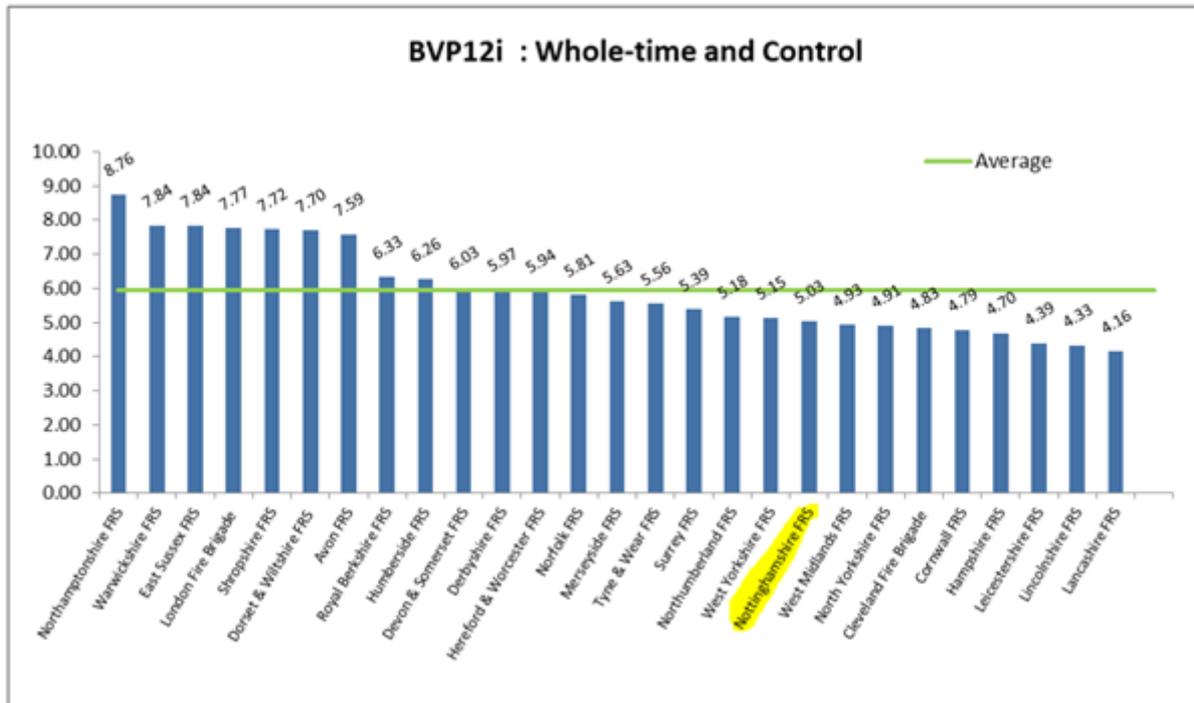
# APPENDIX A

## Appendix - Reporting Period: 01/04/2014 to 31/03/2018

Quarter Breakdown by Month	January		February		March		Current Q vs Previous Q	2,017 - Q3		2,017 - Q4	
	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
Non Uniformed	1.18	189.5	0.67	108.5	0.38	61.0	Non Uniformed	3.3	531.5	2.23	359
Wholetime & Control	0.62	299.0	0.59	282.0	0.57	272.5	Wholetime & Control	1.9	914	1.77	853.5
Sum:	0.76	488.5	0.61	390.5	0.52	333.5	Sum:	2.25	1,445.5	1.89	1,212.5



APPENDIX B



**Q4 - Wholetime**

In total 774 working days were lost due to sickness during this quarter. Of this, 389 days were lost to long-term absence (28+ days absence) and 385 days were lost due to short term absence. This represents a decrease of 77 days (9%) on the previous quarter.

The average absence per employee was 1.70 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

50.2% of sickness absence in this quarter was due to long term absence. There were 30 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 19 of which were classified as long-term sickness. At the end of the period 17 employees had returned to work with 13 still absent.

**Reasons for absence**

Main reasons for sickness absence for the Wholetime are Musculo Skeletal issues (19 instances, 218 days) and Mental Health (9 instances, 179 days). The main long-term absence reasons were Mental Health (5 instances, 152 days) and Musculo-skeletal (3 instances, 120 days).

<u>Wholetime</u>			<u>Short Term Absences</u>			<u>Long Term Absences</u>		
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	19	218	Musculo Skeletal	16	98	Mental Health	5	152
Mental Health	9	179	Respiratory - Cold/Cough/Influenza	27	86	Musculo Skeletal	3	120
Other known causes (not specified in list)	4	87	Other known causes (not specified in list)	3	32	Mental Health - Other	2	62
Respiratory - Cold/Cough/Influenza	27	86	Respiratory - Chest Infection	8	31	Other known causes (not specified in list)	1	55
Mental Health - Other	3	65	Unknown causes, not specified	8	31			
Respiratory - Chest Infection	8	31	Mental Health	4	27			
Unknown causes, not specified	8	31	Ear, Nose, Throat	3	23			
Ear, Nose, Throat	3	23	Virus/Infectious Diseases	8	22			
Virus/Infectious Diseases	8	22	Gastro-Intestinal	8	13			
Gastro-Intestinal	8	13	Hospital/Post Operative	2	12			

**Control Absence**

In total 84.5 working days were lost due to sickness absence during this quarter. Of this 36 days were lost due to long term absence at an average of 3.1 days per employee.

This represents an increase of 24.5 days (40.83%) on the previous quarter.

There were 4 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 1 of which were classified as long-term sickness. At the end of the period all 4 employees had returned to work.

A significant proportion of this absence is due to one period of long term absence Due to the level of absence, and to protect confidentiality, no analysis has been made of reasons for absence.

**Retained absence**

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 Q4, 836 days were unavailable due to sickness, broken down into 547 days of long-term absence (28+ days) and 289 days of short-term absence. This equates to an average of 3.2 “days” of unavailability per employee.

Compared to Q3, when 580.5 days were lost to sickness absence, this reflects an increase of 255.5 available days (44%).

There were 17 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 8 of which were classified as long-term sickness. At the end of the period 8 employees had returned to work with 9 still absent.

**Reasons for absence**

The 2 main conditions leading to long-term absence for RDS employees in Q4 were Mental Health issues (6 instances, 324 days) and Musculo-Skeletal issues (10 instances, 202 days).

<u>Retained</u>			<u>Short Term Absences</u>			<u>Long Term Absences</u>		
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	6	324	Other known causes (not specified in list)	5	76	Mental Health	5	305
Musculo Skeletal	10	202	Respiratory - Cold/Cough/Influenza	13	63	Musculo Skeletal	2	152
Cancer and Tumours	1	90	Musculo Skeletal	8	50	Cancer and Tumours	1	90
Other known causes (not specified in list)	5	76	Respiratory - Chest Infection	3	36			
Respiratory - Cold/Cough/Influenza	13	63	Mental Health	1	19			
Respiratory - Chest Infection	3	36	Ear, Nose, Throat	2	18			
Ear, Nose, Throat	2	18	Virus/Infectious Diseases	2	12			
Virus/Infectious Diseases	2	12	Gastro-Intestinal	3	10			
Gastro-Intestinal	3	10	Cause Known, but not specified	1	3			
Cause Known, but not specified	1	3	Unknown causes, not specified	1	2			

**Non-Uniformed (support) absence**

In total 359 working days were lost due to sickness absence for non-uniformed personnel during the quarter. This breaks down into 204 days due to long-term sickness absence (28+ continuous days absent) and 155 working days due to short

term absence. This represents a decrease of 177.5 days (33.1%) on the previous quarter.

The average absence per employee was 2.23 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

There were 10 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 5 of which were classified as long-term sickness. At the end of the period 8 employees had returned to work with 2 still absent.

**Reasons for absence**

The two main reasons for non-uniformed long-term absence were Musculo Skeletal issues (1 instance, 65 days) and Virus/Infectious Diseases (1 instance, 44 days).

<u>Non Uniformed</u>			<u>Short Term Absences</u>			<u>Long Term Absences</u>		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absen	Days Lost
Respiratory - Cold/Cough/Influenza	23	73.5	Respiratory - Cold/Cough/Influenza	23	73.5	Musculo Skeletal	1	65
Virus/Infectious Diseases	6	69	Virus/Infectious Diseases	5	25	Virus/Infectious Diseases	1	44
Musculo Skeletal	3	67	Other known causes (not specified in list)	2	15	Heart, Cardiac and Circulatory Problems	1	35
Heart, Cardiac and Circulatory Problems	1	35	Gastro-Intestinal	6	11	Chronic Fatigue Syndrome	1	32
Chronic Fatigue Syndrome	1	32	Ear, Nose, Throat	2	9	Mental Health	1	28
Mental Health	2	30.5	Hospital/Post Operative	1	6			
Other known causes (not specified in list)	2	15	Headache/Migraine/Neurological	4	5			
Gastro-Intestinal	6	11	Myocardial infarction	1	5			
Ear, Nose, Throat	2	9	Mental Health	1	2.5			
Hospital/Post Operative	1	6	Musculo Skeletal	2	2			

**Whole Year Review**

Excluding Retained, a total of 5145.5 working days were lost due to sickness absence during 2017/18, at an average of 8.05 days per employee. This means that the absence target of 6.25 days per employee has been missed.

In comparison to 2016-17, this represents an increase of 112 days, and compares to an average of 7.63 days per employee.

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

- **Wholetime:** 3040 working days lost, 6.7 days average per employee. Of this, 67% of all absence was due to long term sickness i.e. absence of more than 28 days in duration.

The main reasons for sickness absence are: Musculo Skeletal, Mental Health issues and Hospital/Post-Operative absence.

- **Control:** 208.5 working days lost, 7.7 days average per employee. All absence was due to long term sickness i.e. absence of more than 28 days in duration.

A significant proportion of this absence is due to one period of long-term absence. Due to the small reference group, reasons for sickness absence have not been detailed to protect confidentiality.

- **Retained:** 2627 working days lost, 10.2 “days” of unavailability per employee. Of this, 75% of all absence was due to long-term sickness i.e. absence of more than 28 days in duration.

The main reasons for sickness absence are: Musculo Skeletal, Mental Health issues and Hospital/Post-Operative absence.

- **Non-Uniformed (Support):** 1897 working days lost, 11.7 days average per employee. Of this, 76% of all absence was due to long-term sickness i.e. absence of more than 28 days in duration.

The main reasons for sickness absence are: Musculo Skeletal, Mental Health and Hospital/Post-Operative issues.



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Fire and Rescue Authority  
Human Resources Committee

# **EQUAL PAY REVIEW AND GENDER PAY GAP AUDIT**

Report of the Chief Fire Officer

**Date:** 04 May 2018

**Purpose of Report:**

To report the outcomes of the Equal Pay Review and Gender Pay Gap Audit for the year 2017-18.

## **CONTACT OFFICER**

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## **1. BACKGROUND**

- 1.1 The Service has undertaken an equal pay audit on a three-yearly basis since 2010. The review looks at pay by workforce group and seeks to identify any anomalies, specifically looking at the differences in pay based upon gender, ethnic background and age.
- 1.2 In April 2017, the government introduced a duty on employers with more than 250 employees to calculate and publish six specific measures in relation to the pay gap between men and women in their organisation. Pay data is collected on a specific pay date, 31 March 2017 and must be published on the national register by 31 March 2018.

## **2. REPORT**

- 2.1 The Service commissioned an independent pay and reward consultancy to undertake both an equal pay review and gender pay gap audit. The pay period reviewed covered 2016-17 and looked at differences in pay based upon gender, age and race for the different pay groups – ie: whole-time, retained and support roles.

### **EQUAL PAY REVIEW**

- 2.2 The review concluded that current pay structures which set base pay for different roles are equitable and meet the requirements of the Equality Act in relation to age related progression. There is no evidence of discriminatory pay based on the factors set out above.
- 2.3 This outcome is linked to the fact that pay points across all pay groups are aligned to national pay grades.
- 2.4 The review did outline areas where the Service may notionally be open to equal pay or equal value claims. These relate to certain over-lapping pay points on the local grades applied to support roles, and to differences in additional payments such as overtime, stand-by and acting up arrangements. However, these differences can be justified and are proportionate to the gender profile within each employee group.
- 2.5 The current national review of pay points for support roles, aligned to the impact of the national living wage requirements, which is due to conclude during 2018 for implementation from April 2019, is likely to address the issue of over-lapping pay points. As this represents a low risk to the Service, no further action will be taken until the national review has been completed.
- 2.6 A further review of additional payments, will be undertaken during 2018 and will report into the Equality Steering Group, chaired by the Deputy Chief Fire Officer. This will focus on ensuring equal access to additional payments across all work groups.

## GENDER PAY GAP AUDIT

- 2.7 The six specific measures that must be collated and reported as part of the gender pay gap duty are:
- The difference in the mean hourly rate of pay;
  - The difference in the median hourly rate of pay;
  - The difference in mean bonus pay;
  - The difference in median bonus pay;
  - The proportion of male and female employees who were paid bonus pay;
  - The proportion of male and female employees according to quartile pay bands.
- 2.8 The data provided for the gender pay gap audit was a snapshot of pay on 31 March 2017. The data includes hourly rate and additional payments such as overtime, acting up payments, expenses etc.
- 2.9 The outcomes from the audit are attached as Appendix A.
- 2.10 The findings for the Service show that the average difference in pay is 20% and the median difference is 11.9% (indicates women's pay compared to men's pay). This compares with a public-sector average of 17.7% and a median of 19.4% based on ONS provisional public-sector gender pay gap data. However, this national figure is likely to change as further employers report their findings.
- 2.11 The Service does not make bonus payments and therefore has not reported on this element of the audit.
- 2.12 Given the gender balance within the workforce (83.6% male and 16.84% female) and the proportion of men in higher graded operational roles, the outcomes are not unexpected or disproportionate. It is important to stress that this analysis indicates that men and women are not paid differently for the same work.
- 2.13 The impact of variable payments can have a skewing effect on the final results and the nature of the retained duty system (RDS) has undoubtedly affected the overall outcome. Within the report, a comparison has been made for pay groups and this shows that the gender pay gap for RDS employees is higher than for other groups. The mean average for RDS pay is 22.7%, compared to 10.9% of whole-time employees and 7.7% for support employees and the median average is 27.1% of RDS pay compared to 8.7% for Whole-time employees and 1% for support employees. This anomaly primarily relates to the relatively small number of women in RDS roles, 11 out of 258 RDS employees.
- 2.14 In terms of reducing the gender pay gap, the Service already has in place policies and pay structures that are reflective of best practice outlined in guidance documents, however the following action points have been established to seek to reduce the gender pay gap:

- Undertake action to increase the number of female firefighters;
- Seek to make our Service policies and practices more family-friendly and attractive to women;
- Establish and address the reasons that few female firefighters are promoted to supervisory and management roles.

2.15 The next gender pay gap audit will be based upon pay data on 31 March 2018 and must be posted on the government website by April 2019.

### **3. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from the outcomes of the equal pay review or gender pay gap audit.

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

The human resources implications are contained with the body of the report.

### **5. EQUALITIES IMPLICATIONS**

The equal pay review and gender pay gap audit are designed to highlight any pay anomalies based upon gender, race and age and therefore have a positive role to play in ensuring that there is no direct or indirect bias in any pay structure which adversely impacts upon employees with these protected characteristics.

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

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

### **7. LEGAL IMPLICATIONS**

The requirement for employers to undertake and report on their gender pay gap audit arises from the Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

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

8.1 The risk of equal pay or equal value claims may arise when pay rates are applied without a grading and salary progression structure which can objectively justify the relative pay position of, and benefits paid to, both men and women. The Service's existing pay policies make it extremely unlikely

that a successful pay claim could be made, however the equal pay review provides some objective assurance to this effect.

- 8.2 The gender pay gap audit is a statutory requirement, and the outcomes indicate that there are some differences which have created a disparity between men and women's pay. The reasons for this disparity are set out within the report and, whilst it may be difficult to create a situation whereby there is no pay disparity between male and female employees' due to the gender profile of the workforce, action points have been identified to address underlying issues.

## **9. COLLABORATION IMPLICATIONS**

As the information under review is specific to the Nottinghamshire Fire and Rescue Service as an employer, there are no collaboration implications.

## **10. RECOMMENDATIONS**

That Members note the report.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



## Gender Pay Gap Reporting – 2017/18

Published date February 2018

# Nottinghamshire Fire & Rescue Service Gender Pay Gap Report 2017

Forward by, Chief Fire Officer

This is the organisation's first Gender Pay Gap Reporting report under the new regulations contained in the Equality Act 2010. This report is an important focus for us to fully understand our pay gap, the underlying reasons for the gap and provides a basis for addressing any issues or concerns. The executive management team are committed to ensuring equality at work.

## Introduction

In April 2017, the Government introduced legislation requiring all employers with 250 or more employees to calculate and publish six specific measures regarding the pay gap between men and women in their organisation. Relevant organisations are required to collect data on a snapshot date of 31 March 2017 and then publish the metrics before 30 March 2018 and thereafter publish the same data annually. The six metrics required by the regulations are:

- The difference in the mean hourly rate of pay
- The difference in the median hourly rate of pay
- The difference in the mean bonus pay
- The difference in the median bonus pay
- The proportion of male and female employees who were paid bonus pay
- The proportion of male and female employees according to quartile pay bands

As Nottinghamshire Fire & Rescue Service has more than 250 employees, it is a relevant organisation covered by the regulations and as such data was collected on the snapshot date of 31 March 2017. This identified 905 employees included in the Gender Pay Gap analysis of which 770 (85%) were male and 135 (15%) were female.

The gender pay gap shows the difference in average pay between all men and women in the workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help identify what those issues are.

The gender pay gap is different from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Nottinghamshire Fire Service is committed to fairness and equality. In particular, promoting equality of opportunity for all and a culture that values differences. As an employer, we want to ensure our workforce is representative of the community it serves and attract and retain talented employees from a wide range of

backgrounds and with diverse skills and experience. We regularly carry out an equal pay audit to ensure that our systems and processes are fair, equitable and robust – the last equal pay audit was completed in February 2018.

All of the data included in this report has been calculated in accordance with the requirements of the Equality Act 2010 – Specific Duties and Public Authorities Regulations 2017.

## Gender Pay Gap Reporting

The six metrics required by the 2017 regulations are shown in the tables and charts below. We have provided additional commentary to explain the context and results for the Fire Service.

### Metrics 1, 2, 3 and 4

Difference between men and women	Mean (Average)	Median (Middle)
Gender Pay Gap	20.0%	11.9%
Gender Bonus Gap	0.0%	0.0%

### Metric 5

Proportion of employees receiving Bonus	Female	Male
Receiving Bonus	0.0%	0.0%
Not receiving Bonus	100.0%	100.0%

The overall mean gender pay gap for the Fire Service is 20.0%, which means that male employees receive, on average, 20.0% more pay than female employees. The median pay gap is 11.9%. The Fire Service's mean gender pay gap is above the national public sector mean of 17.7% but is below the national public sector median of 19.4%<sup>1</sup>.

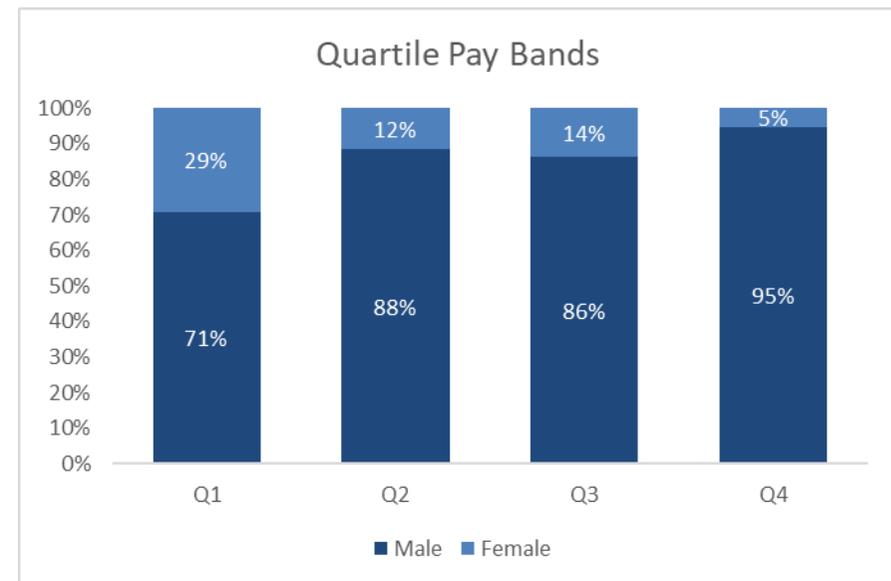
The Fire Service does not pay bonus to any employees.

All employees at the Fire Service have been included in the scope of the report. There are four distinct groups of employees and these are Wholetime Fire Fighters, Control Fire Fighters, Retained Fire Fighters and Support Staff.

<sup>1</sup> ONS Provisional 2017 Public Sector Gender Pay Gap

The pay gaps do not indicate that male and female employees are being paid differently for equal work. The Fire Service applies the nationally agreed framework of roles and pay scales, which defines the content of each role and the national pay rate for Fire Fighters, Control staff and Retained Fire Fighters. The Fire Service also operates a robust grading structure based on a non-discriminatory job evaluation scheme, for support staff, to ensure that we comply with equality legislation and provide equal pay for work of equal value.

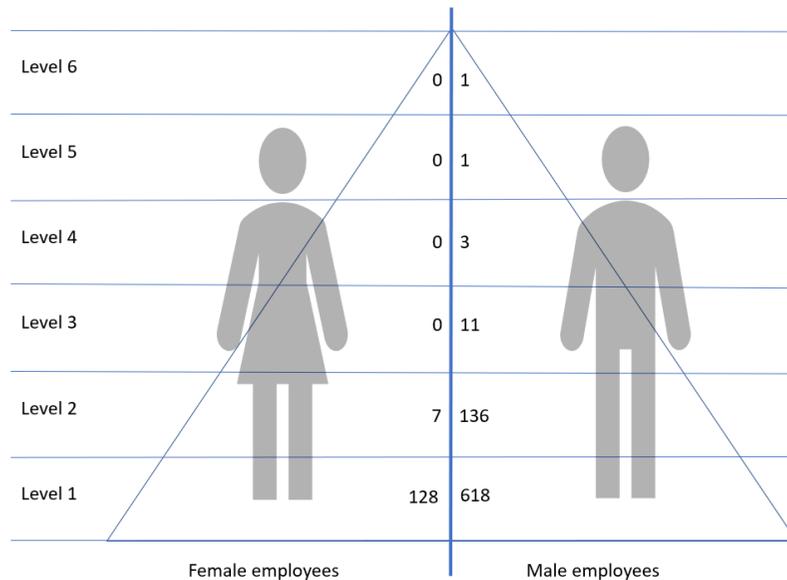
### Metric 6



The pay quartile analysis shows that there is a higher proportion of female employees in the lower quartile and it is this distribution of employees that

results in the gender pay gaps. The distribution of employees is more clearly shown in the 'pyramid' diagram below and demonstrates why there is a difference in the average pay between female and male employees.

Note: Diagram for illustrative purposes only - NOT TO SCALE



The pyramid diagram has simply been produced by creating six equal pay levels in the organisation. The lowest hourly rate in the organisation is £7.39 and the highest is £93.82. Therefore, the span of each pay band above is £14.40 per level.

The overall results are heavily skewed by our Retained workforce. The results for the staff groups separately are:

	(Including Control)		
Mean	10.9%	22.7%	7.7%
Median	8.7%	27.1%	1.0%

The table above shows that the mean and median gender pay gap is lower than the national figures (ONS) for public sector employers for Wholetime Fire Fighters (including Control staff) and Support Staff. The Fire Service has 248 Retained Fire Fighters in various operational roles – only 6 of these are female and all but one of these are 'basic' Fire Fighters. Whereas male Retained Fire Fighters occupy a broader range of roles including Fire Fighter, Crew Manager and Watch Manager. Because of the very structured nature of pay in the Fire Service men and women are paid equally for the same level of work.

Measure	Wholetime Fire Fighters	Retained Fire Fighters	Support Staff
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The overall results are heavily skewed by our Retained workforce (RDS). The reason for this relates to the historically low number of women who apply to be, and are employed as, Retained Firefighters. RDS fire-fighters are available on-call to attend emergency incidents or provide community support for a minimum of 84 and maximum of 120 hours per week. They are paid an annual retaining fee and an hourly rate for any work they undertake. This is a significant commitment, often undertaken whilst having another primary employment, and only those who live or work within five minutes of their local station are eligible. This results in a very small pool of potential candidates who can meet all of these criteria. Very few of these are women. At the moment we have 11 female RDS Firefighters out of a total of 260. This disparity will obviously be reflected in the gender pay gap.

Across the full-time operational workforce there are currently 23 female Firefighters out of a total of 446. Whilst the gender pay gap is not so wide as for our RDS employees, it is still something that we wish to close.

## Closing the Gap

Nottinghamshire Fire and Rescue Service is committed to ensuring equality in our workforce and demonstrate this by:

- Providing positive action measures to encourage more women to apply for Fire-fighter roles
- Offering flexible working options to all our workforce
- Using job evaluation to determine support role grades to ensure pay parity
- Ensuring that our selection and promotion procedures are fair and accessible
- Providing enhanced occupational maternity pay
- Undertaking equal pay checks (in addition to gender pay gap review)
- Introduction of an Aspiring Leaders Programme open to the whole workforce
- Development programmes for supervisory and middle managers
- Working with our female employees to establish and address any difficulties that they face in the workplace

However, we are not complacent about the challenge to narrow the gender pay gap within Nottinghamshire Fire & Rescue Service, and we commit to the following over the coming year:

Undertake action to increase the number of operational Firefighters who are women

Seek to make our policies and practices more family friendly and attractive to women  
Establish the reasons that female Firefighters do not apply for promotion and address them



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# **EQUALITIES MONITORING REPORT**

Report of the Chief Fire Officer

**Date:** 04 May 2018

**Purpose of Report:**

To provide Members with an update on the breakdown of the workforce by protected characteristic and the work being done to improve diversity at Nottinghamshire Fire and Rescue Service.

## **CONTACT OFFICER**

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## 1. BACKGROUND

- 1.1 As part of Nottinghamshire Fire and Rescue Service's (NFRS) commitment to promoting equality and diversity, the Human Resources Committee considers updates on the breakdown of the workforce and the work being done to address under-representation by protected characteristic.
- 1.2 This report constitutes a full calendar year review for 2017.

## 2. REPORT

### WORKFORCE PROFILE

- 2.1 Workforce profile information is analysed by work group (wholetime, retained, control, non-uniformed). Breaking down the workforce in this way allows for the identification of specific issues by distinct employee groups, each of whom have differences in job type, conditions of service and workforce composition. The information contained within this report is based upon 895 posts in total; 730 substantive operational posts in 2016 and 701 substantive operational posts (not including vacancies) in 2017. The table below provides a snapshot of under-represented groups at the Service in 2016 and 2017.

	2016	2017
<b>Total</b>	<b>923</b>	<b>895</b>
Female (of all firefighters)	3.97% (29 of 730 posts)	4.56% (32 of 701 posts)
BME	3.25 (30)	3.35% (30)
Lesbian, gay or bisexual	1.52% (14)	1.55% (14)
Disabled	4.33% (40)	4.65% (39)

### GENDER

- 2.2 On 31 December 2017, women constituted 15.64% (140) of the workforce. 4.56% (32) of operational roles are occupied by women (two of these women are 'dual-contractors' – occupying whole-time and retained firefighter roles). This is broadly in line with national trends.

### ETHNIC ORIGIN

- 2.3 On 31 December 2017, employees from BME groups constituted 3.35% (30) of the workforce (excluding employees who defined themselves as Irish and White Other). Of these, 22 were employed in operational roles (not including Control).

- 2.4 There is not any reduction or increase during 2017 of BME employees. It should be noted that 58 people have chosen not to define their ethnic origin. The table in Appendix B shows the workforce profile by ethnic origin.
- 2.5 The black, Asian and minority ethnic community in Nottinghamshire is 11.2% based on the last census. This demonstrates that the organisation still has much to do to address under-representation. The organisation is currently going through a wholetime firefighter recruitment campaign and has undertaken a range of positive action measures. The results of this will be presented to this committee when they become available.

## WORKFORCE BY GRADE AND ROLE

- 2.6 2.4% of Crew and Watch Managers at NFRS are women and 3.1% are middle managers at Station or Group Manager level. All operational Area Managers and Principal Officers are men, although there are two non-operational Area Managers equivalent females within the Strategic Leadership Team. There continues to be very low numbers of people from BME backgrounds in supervisory (2.9%), middle (3.13%) and none in senior operational management positions in the organisation.
- 2.7 Within the non-uniformed workforce there continues to be more women (87) than men employed (79). It should be noted that the gender split is broadly similar from grades 1-7, but men occupy higher numbers of more senior positions (65%). Pay disparity is explored further in the Equal Pay and Gender Pay Gap report.

	Men	Women	BME
Grades 1-4	27 (45%)	33 (55%)	5%
Grades 5-7	39 (45%)	47 (55%)	5.81%
Grades 8-SLSM	13 (65%)	7 (35%)	0%

## DISABILITY

- 2.8 In comparison to 1 January 2017, the number of employees declaring a disability has decreased from 42 to 39 (4.65% of the total workforce).
- 2.9 The declaration of disability remains stable and in line with a reduction in the overall workforce. The declaration rate amongst non-uniformed employees is at 5.39% which is lower than the working age population in the UK that is disabled of approximately 10%. When operational employees are included the figure diminishes to 4.65%. This is due to the fitness, strength and other aspects such as sight and hearing standards of operational roles. It should be noted that as a workforce gets older disability issues are likely to increase.

- 2.10 Disability declaration rates remain relatively low. The Service continues to raise awareness of disability issues including dyslexia and mental health and has recently introduced support mechanisms such as Read and Write Gold software to mainstream support for those with dyslexia or related condition.

## **SEXUAL ORIENTATION**

- 2.11 Declaration rates for employees who are lesbian, gay or bisexual remain similar to 2016. 1.5% is low compared to the expected national population of 5-7% quoted by Stonewall. The Service continues to work within the Stonewall Workplace Equality Index in order to promote LGBT equality across the Service.

## **AGE**

- 2.12 The table at Appendix C sets out the numbers of employees by age and work group. The figures show that the largest group is those people over 46 years old who make up 39.22% of the workforce. As the typical retirement age is between 50 and 55, this is likely to lead to a high level of turnover over the next ten years, with the associated loss of experience and knowledge. At the other end of the age scale, only 3.35% of all employees are aged 16-25.
- 2.13 The annual Workforce Plan, produced by the Human Resources Department, ensures that the Service has effective succession planning in place to mitigate against this projected turnover.

## **RELIGION**

- 2.14 The table at Appendix D sets out the numbers of employees by religion/faith. 34.19% of the workforce state that they have no religion and 20.61% chose not to specify. The percentage of people not specifying is slightly higher than that for sexual orientation suggesting that trust and privacy may be issues in the declaration of such protected characteristics.

## **STARTERS**

- 2.15 There were 50 starters during 2017. These are set out by employee group in Appendix E.

Of these starters:

- 15 (30%) were female and 35 (70%) were male;
- The majority of appointments were to retained posts (27). Of these, 3 (11.1%) were female;
- 66% appointees defined their ethnic origin as White British and 34% preferred not to declare;
- The majority of new starters were in the age range 26 – 35 (30%).

## LEAVERS

2.16 There were 100 leavers during 2017. These are set out by reason for leaving in Appendix F.

Of these leavers:

- 18 were female (18%) and 82 were male (82%). This is fairly representative of the workforce profile;
- 71 (71%) defined their ethnic origin as White British, 25(25%) preferred not to disclose their ethnic origin;
- The majority of leavers were over 46 years old (56%).

The majority of leavers (51) resigned from the Service, equating to 51% of all leavers. These resignations were mainly split between retained firefighter and non-uniformed roles.

2.17 These figures indicate that there is no specific gender or ethnic origin issues relating to retention levels.

## SUPPORT STAFF RECRUITMENT

2.18 The table in Appendix G shows applicant data and success rates for the period from 1 January 2017 – 31 December 2017. Within this period, the Service received 385 applicants in total through recruiting for 18 vacancies.

2.19 Of the 385, 38.7% of applicants were female, 41.27% were shortlisted and 6 (54.55%) of the 11 successful applicants were female.

2.20 The Service received 45 (11.69%) applications from individuals from BME backgrounds, 11 of these were shortlisted for interview, and 2 (18.18%) of these applicants were appointed. This is a positive result given the challenges and low levels of representation discussed above.

2.21 13 (3.38%) applicants who identified as being lesbian, gay or bisexual were received by the Service, two (3.17%) were shortlisted but none were successful at interview. This figure is not disproportionate to the number of applications unsuccessful at shortlisting.

2.22 1 (0.26%) application was received from an individual with a disability, whilst shortlisted for interview this applicant was not successful in being appointed. It is worth noting though the Service guarantees applicants with a disability an interview providing they meet the essential criteria if they opt into being assessed under the guaranteed interview scheme.

2.23 The highest number of applications (129 -32.47%) were under the age of 26 - 35 only 17 (4.42%) applications were received from applicants between the age of 56 – 65 and no applications were received from applicants over 66. However, no disproportionate impacts have been identified from the age data shown below.

## **RETAINED RECRUITMENT**

- 2.24 The table in Appendix H shows applicant data and success rates for the retained recruitment campaign starting on 17/7/17. Of the 112, 11 (9.82%) of applicants were female, 3 (12%) were shortlisted and 2 (15.38%) appointed. Although numbers remain low, the fact that women made up over 15% of retained appointees is encouraging.
- 2.25 Of the 8 (7.14%) applicants identified as being from a BME background, 1 (4%) was shortlisted and 1 (7.69%) was successful. This is encouraging as it is broadly in line with demographics in the Nottinghamshire area (excluding the City of Nottingham).
- 2.26 The Service received 3 (2.67%) applications from individuals identifying as being lesbian, gay or bisexual, but none were shortlisted.
- 2.27 The highest number of applications (52 46.43%) were between the age of 26 – 35 and only 7 (6.24%) applications were received from individuals over 46 years of age. However, no disproportionate impacts have been identified from the age data.

## **CONCLUSIONS**

- 2.28 The Service continues to employ low levels of people from BME backgrounds compared to the local population. Positive action messages are always used during firefighter recruitment campaigns but these can have limited impact during retained firefighter campaigns due to the small area being targeted. The Service has delivered a range of positive action measures during 2017 for the 2018 wholetime firefighter campaign and it is hoped that this will prove successful in encouraging a more diverse range of applicants to apply and, ultimately, be successful in attaining a trainee firefighter role.
- 2.29 Wholetime firefighter recruitment is the primary means by which the Service is likely to have a significant impact upon workforce diversity due to the indicated numbers likely to be appointed (24-36 firefighters over 2 years). Due to workforce numbers, Trainee firefighter vacancies do not arise very often and are over-subscribed when campaigns open. A more cohesive community engagement strategy is required in order to maintain messages and relationships with communities both when the Service is recruiting and when it is not.
- 2.30 The Service provided targeted development opportunities for women during 2017 and this will continue during 2018 but unfortunately this has not resulted in promotion within the last year. The Aspiring Leaders Programme, Springboard and Future Leaders Programme (multi-agency) are some of the targeted courses used by NFRS which can help encourage a more diverse range of employees to develop themselves.

- 2.31 Levels of 'Not Stated' or 'Prefer not to Say' remain high in religion/belief (101 people), sexual orientation (91 people) and ethnic origin (61 people). Also, as discussed within this paper, those telling the Service about a disability or whether they are lesbian, gay or bisexual remains low. Awareness-raising and training needs to continue to ensure employees understand the reasons why declaration is so important.

### **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

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

- 4.1 Human resources implications are addressed throughout the report. The monitoring shows that there is still a significant under-representation of women in operational roles, and of employees from BME backgrounds and who define themselves as LGBT across the workforce.
- 4.2 Whilst measures have been put in place to address the issues leading to this under-representation, the Service continues to commit to further improve both the applicant and appointment rates from under-represented groups. This includes the continued requirement for targeted positive action measures and support this through the provision of the appropriate resources.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because this is not a policy, function or service. However, it should be noted that this information is used to analyse equality outcomes and inform changes to practices and positive action measures.

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

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

### **7. LEGAL IMPLICATIONS**

The advancement of equality of opportunity between people who share a protected characteristic and people who do not share it is a key element of the Public Sector Equality Duty (Equality Act 2010).

## **8. RISK MANAGEMENT IMPLICATIONS**

A failure to represent the community being served can impact upon trust and confidence in public services. Nottinghamshire Fire and Rescue Service is cognisant of this as a risk to its reputation and ability to engage with its communities and service users.

## **9. COLLABORATION IMPLICATIONS**

The Service attends community engagement events in collaboration with Nottinghamshire Police and works as a key stakeholder on the Future Leaders of Nottingham steering group. The Service also holds events in partnerships with public services covering a range of protected characteristics in order to promote equality of opportunity.

## **10. RECOMMENDATIONS**

That Members note the content of the report and support the Service's continued commitment to attracting, recruiting and retaining a more diverse workforce.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

## APPENDIX A

### Workforce by Gender

Gender	Wholetime	Retained	Non Uniformed	Control	Total	%
Male	425	244	79	7	755	84.36%
Female	23	9	87	21	140	15.64%
<b>Total</b>	<b>448</b>	<b>253</b>	<b>166</b>	<b>28</b>	<b>895</b>	

Please note – this information is *based upon* posts (895) and not individuals (839).

## APPENDIX B

### Workforce by Ethnic Origin

Ethnic origin	Wholetime	Retained	Non Uniformed	Control	Total	%
BME	17	5	8		30	3.35%
Not Disclosed	25	17	18		61	6.81%
White British	376	215	136	26	753	84.13%
White Irish / White Other	30	15	4	2	51	5.70%

Please note – to protect the identity of those in minority ethnic groups, a classification of BME has been used to denote employees defining their ethnic origin as Asian British, Indian, Pakistani, Asian Other, Black, Black British, Black Caribbean, Black Other, Chinese, Mixed White Asian, White Black British, Mixed Other, Other Ethnic group.

Please note, these figures are based on posts (895).

## APPENDIX C

### Workforce Profile by Age

	Wholetime	Retained	Non Uniformed	Control	Total	%
16-25		23	5	2	30	3.35
26-35	88	82	22	8	200	22.34
36-45	152	55	45	4	256	28.60
46 - 55	200	80	63	8	351	39.22
56 – 65	8	13	30	6	57	6.37
+65			1		1	0.11
	448	253	166	28		

Please note, these figures are based on posts (895).

## APPENDIX D

### Workforce by Religious Belief

Religion	Total Number	% Total
Any other religion	4	0.45
Buddhist	9	1.01
Christian (all denominations)	377	42.12
Hindu	1	0.11
Jewish	1	0.11
Muslim	2	0.22
No religion	306	34.19
Not Specified	189	20.61
Other	3	0.34
Sikh	3	0.34

## APPENDIX E

### Starters by Gender and Ethnic Origin

Whole-time figures exclude redeployments from the RDS to Whole-time workforce as a result of redeployment or migration.

	Wholetime	Retained	Control	Non Uniformed	Total	%
<b>Male</b>	1	24	9	1	35	70.00
<b>Female</b>		3	12		15	30.00
<b>BME</b>						
<b>Not disclosed</b>		8	9		17	34.00
<b>White British</b>	1	19	12	1	33	66.00
<b>Age</b>						
<b>17-25</b>		9	4	1	14	28.00
<b>26-35</b>		9	6		15	30.00
<b>36-45</b>	1	7	6		14	28.00
<b>46+</b>		2	5		7	14.00

Please note – to protect the identity of those in small ethnic groups, a classification of BME has been used to denote employees defining their ethnic origin as Asian British, Indian, Pakistani, Asian Other, Black, Black British, Black Caribbean, Black Other, Chinese, Mixed White Asian, White Black British, Mixed Other, Other Ethnic group.

## APPENDIX F

### Reasons for Leaving by Gender, Ethnic Origin and Age

	Resignation	Retirement	Fixed Term	Other	Total	%
<b>Female</b>	11	2	1	4	18	18.00
<b>Male</b>	40	19	3	20	82	82.00
<b>Ethnic Origin</b>						
<b>Not disclosed</b>	6	3	2	14	25	25.00
<b>White British</b>	41	18	2	10	71	71.00
<b>White other</b>	4				4	4.00
<b>Age</b>						
<b>&lt;25</b>	4		1	1	6	6.00
<b>26-35</b>	16		1	5	22	22.00
<b>36-45</b>	14	1		5	20	20.00
<b>46+</b>	17	20	2	13	52	52.00
<b>Prefer not to specify</b>	10	6	2	15	18	18.00
<b>LGB</b>	1				1	1.00
<b>Straight heterosexual</b>	40	15	2	8	65	65.00

Please note – to protect the identity of those in small ethnic groups, a classification of BME has been used to denote employees defining their ethnic origin as Asian British, Indian, Pakistani, Asian Other, Black, Black British, Black Caribbean, Black Other, Chinese, Mixed White Asian, White Black British, Mixed Other, Other Ethnic group.

**APPENDIX G**

**Support Staff Recruitment Data**

	<b>Application</b>	<b>%</b>	<b>Interview</b>	<b>%</b>	<b>Successful</b>	<b>%</b>	
<b>Total Applicants</b>	385	100	63*	16.36	11*	2.85	
<b>Women</b>	149	38.70	26	41.27	6	54.55	
<b>Men</b>	236	61.30	37	58.73	5	46.45	
<b>Unspecified</b>	2	0.40	0	0	0		
<b>Black and Minority ethnic (BME)</b>	45	11.69	11	17.46	2	18.18	
<b>Sexual Orientation – LGB</b>	13	3.38	2	3.17	0		
<b>Disability</b>	1	0.26	1	1.59	0		
<b>Age</b>	<b>&lt;25</b>	91	23.63	13	20.63	1	9.09
	<b>26 – 35</b>	129	32.47	16	44.44	2	18.18
	<b>36 - 45</b>	74	19.22	18	28.57	4	36.36
	<b>46 - 55</b>	76	19.74	16	44.44	4	36.36
	<b>56 – 65</b>	17	4.42				
	<b>&gt;66</b>						

\*These figures are percentages of the total applications and not the total recruitment stage total

## APPENDIX H

### Recruitment Monitoring (Retained Roles)

		<b>Application</b>	<b>%</b>	<b>Interview</b>	<b>%</b>	<b>Successful</b>	<b>%</b>
<b>Total Applicants</b>		112	100	25	22.32*	13	11.60*
<b>Women</b>		11	9.82	3	12	2	15.38
<b>Men</b>		101	91.28	22	88	11	84.62
<b>Black and Minority ethnic (BME)</b>		8	7.14	1	4	1	7.69
<b>Sexual Orientation – LGB</b>		3	2.67	0		0	0
<b>Disability</b>							
<b>Age</b>	<b>&lt;25</b>	32	28.57	4	16	1	7.69
	<b>26 – 35</b>	52	46.43	11	44	5	38.46
	<b>36 - 45</b>	21	18.75	8	32	6	46.15
	<b>46 - 55</b>	6	5.35	2	8	1	7.69
	<b>56 – 65</b>	1	0.89				
	<b>&gt;66</b>						

The table information is taken from 1 RDS courses. Their application processes began on 17 July 2017.

\*These figures are percentages of the total applications and not the total recruitment stage total

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**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

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

# UPDATE ON THE PEOPLE STRATEGY

Report of the Chief Fire Officer

**Date:** 04 May 2018

**Purpose of Report:**

To provide an update to Members on activities undertaken since the previous review in October 2017.

## CONTACT OFFICER

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## 1. BACKGROUND

- 1.1 At its meeting on 21 April 2017, the People Strategy was presented and endorsed by the Human Resources Committee.
- 1.2 As part of monitoring arrangements, it was agreed that an update would be submitted to the Committee on a six-monthly basis to keep Members advised on progress. The last update was considered by this Committee at its meeting on 20 October 2017.

## 2. REPORT

- 2.1 The People Strategy aligns closely with the Service's Organisational Development and Inclusion (ODI) Strategy and supports the Service transformation and improvement programme. The key areas identified in the ODI Strategy are service improvement, employee engagement, harnessing technology, strong and visible leadership and inclusion and equality. Progress against these objectives is reported through the Policy and Strategy Committee.
- 2.2 The focus for the People Strategy is set below:



- 2.3 **Delivering Our Services:** ensuring that the organisation has the optimum number of personnel to deliver effective and quality services to communities: this encompasses workforce planning and the way in which resources are managed to maximise efficiency and impact. Many of the aims inherent within this part of the strategy relate to work being undertaken by the Shaping Our Future Team, and will be implemented by Service Delivery. The main impact of any agreed outcomes for human resources, to the way that services are

delivered, will be at the point of implementation, with anticipated changes to individual roles and training implications.

- 2.4 A firefighter selection process opened on 5 March 2018 and will be completed in July. The first trainee course will commence in September. This is the first time that the Service has undertaken whole-time firefighter recruitment since 2012 and ensures a sustainable operational workforce, considering projected turnover, through to 2020. The process itself is resource intensive and requires significant input from the human resources and learning and development departments, with support from all areas of the Service. Positive action work has been undertaken in the run-up to the campaign with the aim of encouraging more women and minority ethnic applicants to apply. Further details are set out later in the report.
- 2.5 Negotiation with the Fire Brigades Union (FBU) and consultation with employees over proposed changes to the rostering collective agreement have been undertaken over recent months with the aim of releasing capacity to support the aims of the Sustainability Strategy. These changes are now being implemented.
- 2.6 The safe and well initiative extends current home safety checks undertaken by the Service to include information on non-fire specific risks during a scheduled visit. This initiative links in with other partner agencies, and supports the aim of allowing vulnerable people in communities to maintain independent living in their own homes. The training of crews to undertake the enhanced checks is now well underway and a pilot has been undertaken.
- 2.7 The Service has developed many partnerships to enhance the delivery of services to Nottinghamshire residents. There has been focus placed on developing further collaboration opportunities, to create efficiencies and improve provision, over recent months, and discussions with the Nottinghamshire Police and neighbouring fire and rescue services have resulted in proposals which are set out within the report.
- 2.8 **Shaping our Workforce:** the Sustainability Strategy, agreed by the Authority, in 2016, is the focus for planned changes and includes re-negotiation of the rostering collective agreement, alternate delivery models such as voluntary secondary working arrangements to enhance retained firefighting cover, flexible retained firefighter contracts, alternative crewing arrangements for RDS sections, and mixed crewing at designated stations.
- 2.9 In September, the Fire Authority agreed proposals to implement mixed crewing at Ashfield and Retford fire stations, and to roll out alternative crewing to retained sections. These changes will be introduced incrementally during 2018-19, and managed through a dedicated project group. The Human Resources (HR) Department are part of the project group and are involved in co-ordinating the transfer of personnel from and to the mixed crewing stations, consulting with those individuals affected and advising on contractual issues. The Learning and Development (L&D) team will provide any training required to ensure the appropriate skills are in place to support these changes.

- 2.10 HR and L&D will support the recruitment and training of new retained personnel to Ashfield and Retford fire stations to provide the additional resources required to implement the mixed crewing model. This will be factored in to the 2018-19 RDS recruitment programme.
- 2.11 Consultation on Voluntary Secondary Arrangements (VSA) is now complete and the HR team will support the implementation of this initiative by co-ordinating internal recruitment on a twice-yearly basis, and the maintenance of a central register of volunteers. The intention of VSA is primarily to provide support to the retained duty system to maintain appliance availability.
- 2.12 **Outstanding Leadership:** as previously reported, an NFRS Leadership Strategy has been published to set out the development pathway for existing and future leaders of the Service. The strategy provides a framework of competencies, professional / vocational qualification and behaviours that are required and developed at different stages of a career; from those aspiring to their first supervisory role to a strategic manager. The leadership programmes will provide the core learning needed to ensure technical and managerial competence.
- 2.13 At a national level, a guidance document “Inspiring Leadership in FRS” has been produced by the People Strategy Working Group to support local delivery of a cohesive leadership development programme, and work will be undertaken to align the recommendations from this guidance with the Service’s own leadership programme over the next few months. Additionally, discussions have been held with Nottinghamshire Police to explore common leadership development needs with the aim of sharing provision from 2019.
- 2.14 The new Aspiring Leaders programme commenced in December 2017, and is aimed at employees considering their first leadership role. Thirty-one employees have enrolled and attended workshops on subjects such as Building Your Resilience, Interview Techniques, Coaching, Overview of Organisational Development and Inclusion and Springboard (women’s development programme) and six participants have also commenced an ILM Level 3 award. Whilst participation is voluntary, this is a way of identifying and developing future leaders and providing participants with the tools to become effective managers.
- 2.15 A new leadership programme accredited by the Institute of Leadership and Management (Level 5) and delivered as an apprenticeship by Sheffield College has recently commenced. This is an 18-month programme for middle managers and is funded through the apprenticeship levy.
- 2.16 **Workforce Development:** the e-learning team has continued to develop new packages for the NFRSLearn site; in the past six months published modules include both practical operational and leadership material. Access to e-learning supports the development and assessment of technical knowledge in the workplace and reduces the classroom time required to deliver this essential training and maintain operational competence. Additionally, there is

access to a wealth of external resources to develop learning across a wide range of subjects which is openly available to all employees.

- 2.17 Coaching is an important element of the personal development programme and the Service has developed a coaching network with over 22 practising coaches. A coaching approach to development is a key part of the Organisational Development Strategy and supports the work to effect cultural change. Discussions have been held with Nottinghamshire Police about sharing coaching networks both to enrich the coaching experience and to provide a platform to build personal relationships and promote shared understanding between the respective services.
- 2.18 Work has also been ongoing to identify ways in which the Service can share development and delivery of training and development with other partners to identify any efficiencies or improved effectiveness. This could include joint usage of training facilities, shared e-learning packages or joint events.
- 2.19 Agreement has been reached with Derbyshire Fire and Rescue Service to undertake compartmental fire behaviour training at the Ripley Training Centre from September 2018, and discussions are taking place to establish joint water first responder and working at height courses, with pilots planned for later in 2018. Discussions with Nottinghamshire Police to look at joint leadership training, shared e-learning and driver training are also taking place.
- 2.20 **Workforce Engagement:** staff conferences have been held on 19 and 24 April and 1 May. Topics covered included a reflection on the past year and future challenges by the Chief Fire Officer, and provided an opportunity for participants from across the Service to engage in discussions around current issues and learn about future developments.
- 2.21 An employee survey was launched in early March, facilitated by an external consultancy, Quality Health, and survey outcomes will be reported in June.
- 2.22 Consultation on the proposed changes to the delivery model which has resulted in the implementation of mixed crewing and alternative crewing has seen each watch visited by a member of the Strategic Leadership Team and Shaping Our Future team to explain the rationale behind the proposals and to listen to feedback from staff. These visits will become embedded into an annual programme to ensure two-way engagement and feedback with all employees.
- 2.23 **Positive Workplace and Culture:** work to promote and embed the Service's core values 'Value and Respect', 'Open to Change', 'Professional' and 'One Team' continues to ensure that the Service's values ('the way we do things') underpins the culture of the Service. This includes referencing the values within all internal messages wherever possible, for instance the use of promotional posters which highlight examples of when employees have behaved in accordance with the Service values and the positive impact this has had on those who receive services. It is also referenced in our induction and development programmes.

- 2.24 The 'Little Acorns' employee suggestion scheme received 97 separate suggestions, and a further 17 have been received so far in 2018. Forty in total since the last report. This indicates a positive interest from our employees in improving services.
- 2.25 **A Safe and Healthy Workplace:** the Service's long-standing membership of the Westfield Health Scheme ended in December 2017 and has been replaced by a corporate BUPA cash back plan and Employee Assistance Programme (EAP) called 'Life and Progress'. The BUPA scheme provides funding toward dental and optical care, therapy treatments, consultations and includes some dependant benefits for family members.
- 2.26 The EAP scheme offers support and advice on a range of health, financial, work and legal issues, including access to counselling services where appropriate. The aim of the provision is to provide access to independent support and advice to alleviate issues which may lead to stress and anxiety and help to maintain employee health and well-being.
- 2.27 An on-site physiotherapy service also commenced in January through the Response Group, which provides weekly access to a physiotherapist based in the Occupational Health department. Musculo-skeletal injury is the main cause of sickness absence and providing dedicated support ensures that employees receive immediate treatment to support rehabilitation or to prevent escalation of conditions which may result in future absence.
- 2.28 **Inclusion:** positive action events have been undertaken over recent months ahead of the firefighter recruitment campaign. These events are open to all but with a view to encouraging women and Black, Asian and Minority Ethnic applicants, who are currently under-represented in the operational workforce, to consider a career with the Service. Eleven events have been undertaken at various venues at weekends and 217 people have attended during this time. Mentoring events have also taken place to prepare applicants for the selection process. The Service has worked closely with the Nottingham City Council recruitment team who have provided significant support, and will also assist with the assessment centre.
- 2.29 A questionnaire has been issued to female employees to seek views on how the Service could improve their experience at work, particularly in terms of gender specific issues such as maternity, health and welfare, uniform and the impact of the menopause. The outcomes from the survey will result in an action plan and a working group will be established to take forward suggestions.

### **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from the report.

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

Human resources and learning and development implications are contained within the report.

#### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken as the People Strategy does not directly affect policy or service delivery, however proposals arising from individual work-streams will be subject to an equality impact assessment at the development and implementation stages.

#### **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 Evidence of effective workforce planning and commitment to equality and inclusion will form part of any future inspection undertaken by the HMICFRS.

#### **9. COLLABORATION IMPLICATIONS**

- 9.1 As set out in the report, the Service is actively seeking collaboration opportunities with the Nottinghamshire Police and Derbyshire Fire and Rescue Service in several areas of service activity, including learning and development.
- 9.2 The Service has worked closely with Nottingham City Council recruitment team to deliver positive action events in preparation for the whole-time firefighter recruitment campaign, and they will play an active role in the assessment of candidates.

**10. RECOMMENDATIONS**

That Members note the contents of the report.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**