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

Date: Friday 5 April 2019

Time: 10:00am

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, flowing style.

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

AGENDA

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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: *Adrian Mann*
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Agenda, reports and minutes for all public meetings can be viewed online at:
<https://committee.nottinghamcity.gov.uk/ieDocHome.aspx?bcr=1>



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 25 January 2019 from 10:03am to 10:41am

Membership

Present

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

Absent

Colleagues, partners and others in attendance:

Councillor Brian Grocock
Craig Parkin - Assistant Chief Fire Officer
Tracy Crump - Head of People and Organisational Development
Catherine Ziane-Pryor - Governance Officer

19 APOLOGIES FOR ABSENCE

None.

20 DECLARATIONS OF INTERESTS

None.

21 MINUTES

The minutes of the meeting held on 9 November 2018 were confirmed as a true record and signed by the Chair.

22 HUMAN RESOURCES UPDATE

Tracy Crump, Head of People and Organisational Development, and Craig Parkin, Assistant Chief Fire Officer, jointly presented the Human Resources Update report which provides detailed statistics of key human resources metrics for the third quarter of 1 October to 31 December 2018.

The following points were highlighted and members' questions responded to:

- (a) There has been a recent focus on sickness absence by HR, Occupational Health and Managers in which the paperwork requirements were reviewed and revised to ensure that quality information on absences can be collected;
- (b) There has been a significant decrease in sickness absence by 22% on the previous quarters absence;
- (c) Whilst harassment and bullying are ranked as zero instances, this is a reflection that such reports would not have entered the formal process. There has been a positive change in culture in that initial reports of harassment and/or bullying have risen as staff are more confident to step forward, challenge behaviours and support colleagues against inappropriate behaviour. Where issues are raised, informal resolution mechanisms are activated before the issue is formally registered. Often it turns out that there has been a misunderstanding and the issue can be amicably resolved. Part of the culture change may be that whereas before, reporting inappropriate behaviour was seen as a weakness, there is now a better understanding of mental health and the impact that such behaviour can have;
- (d) The predictions of the Workforce Profile were correct, in that 23 members of staff left the Service and this is balanced by the level of the new intake of recruits;
- (e) Tax changes in 2010 regarding the firefighter pension scheme do not allow a retiring employee to then immediately re-enter the workforce, even under different terms. As a result, and to retain some of the wealth of experience of retiring staff, for those interested in continuing involvement with the Service such as in a retained firefighter role, it is advised that once retired, they take a break of at least 6 months and then consider applying. In this mutually beneficial method, the wealth of experience is not lost to the Service.

RESOLVED to note the report.

23 PAY AND GRADING REVIEW (GREEN BOOK)

Craig Parkin, Assistant Chief Fire Officer, presented the report which sets out proposals for a change to the grading structure for employees employed under NJC for Local Government Services (Green Book) conditions of service, to take account of the outcomes of national pay negotiations.

Following the engagement of a consultant to advise the Service on the most appropriate way forwards, The Committee is requested to consider two options regarding a local grading structure and a national model, with a recommendation to select the local model to the Fire and Rescue Authority for adoption as there are no 'overlaps' in pay with regard to different grades.

Concerns have been raised that if the national model were adopted, the presence of pay overlaps across grades could leave the Service open to challenge with regard to gender and age implications, whilst the local model provides a simplified and transparent 5 increment stage within each grade and there are no pay overlaps.

Consultation with Trades Unions has been positive towards the local model option.

RESOLVED for the proposal to apply a local grading structure, set out as Option 2 within the report, is approved and recommended to the Fire Authority as the basis for a collective agreement with UNISON.

24 APPRENTICESHIP UPDATE

Craig Parkin, Assistant Chief Fire Officer, and Tracy Crump, Head of People and Organisational Development, jointly presented the report which updates the Committee on the positive progress of apprenticeship schemes within the Service.

The following points were highlighted:

- (a) The initial application for the Service to become an accredited trainer was unsuccessful but the Service has now secured the services of Sheffield College as an approved trainer and so will be able to access the apprenticeship levy;
- (b) The Service will continue to work towards becoming recognised as an approved provider and at the time of refusal there had not been capacity to provide feedback on the unsuccessful application, but it is understood that other Services were in the same position and a different approach will be applied for the next application;
- (c) each year 4 support role apprenticeships are funded from the levy and where substantive support role vacancies appear, apprenticeships will be considered;
- (d) The Service does try to ensure that jobs can be offered/are available to apprentices once the apprenticeship is successfully completed;
- (e) If the Service can successfully qualify as an approved provider, there are no apparent reasons why the apprenticeship course could not be offered to other Fire and Rescue Services.

Members of the Committee welcomed the success of the apprenticeships.

REOLVED to note the report.

25 EXCLUSION OF PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the remaining items in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

26 EXEMPT MINUTES

The exempt minutes of the meeting held on 9 November 2018 were confirmed as a true record and signed by the Chair.

27 REGRAIDING OF POSTS

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

RESOLVED to approve the recommendation as set out in the report.

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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: 05 April 2019

Purpose of Report:

To update Members on key human resources metrics for the period 1 January 2019 to 31 March 2019.

CONTACT OFFICER

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Deputy Chief Fire Officer

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1. BACKGROUND

- 1.1 As part of its remit, the Human Resources Committee of Nottinghamshire and City of Nottingham Fire and Rescue Authority receives regular updates on Human Resources (HR) issues within the Service. This includes issues such as sickness absence, formal discipline, grievance, 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 to offer their guidance and scrutiny.

2. REPORT

HR METRICS - SICKNESS ABSENCE

- 2.1 Due to the timing of the review period, it has not been possible to provide an analysis of absence figures for Quarter 4 (1 Jan to 31 March). A report will therefore be submitted to the next Committee.

NATIONAL TRENDS

- 2.2 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 A reflects the national absence trends for 2018-19 (Quarters 1 - 3 combined). The two charts reflect Whole-time and Control (12i) and whole workforce figures (12ii).
- 2.3 For Whole-time and Control (12i) the chart show that the Service ranked 11th of the 30 Services at 5.38 days per employee, and was below the sector sickness average of 6.01 days per employee. The lowest average was 2.34 days and the highest 9.71 days.
- 2.4 For whole workforce (12ii) the tables show that the Service, ranked 15th of the 29 Services at 5.82 days per employee, and was below the sector sickness average of 5.93 days per employee. The lowest average was 1.9 days and the highest 10.72 days.

DISCIPLINE, GRIEVANCES ETC

- 2.5 Over the period 1 January 2019– 31 March 2019:
 - Disciplinary: 0
 - Grievances: 1
 - Harassment and Bullying: 0
 - Formal Management Sickness Absence Policy: 0

- Dismissals including ill health retirements: 0
- Redundancy: 0
- Redeployment: 0
- Employment Tribunal cases: 1
- IDRP appeals: 1
- Performance and capability: 0

STAFFING NUMBERS

2.6 Establishment levels at 31 March 2019 are highlighted below:

	Approved	Actual	Variance
Wholetime	455 (455 FTE)	457 (455.08 FTE)	+2 (+0.8)
On-Call	192 units	265 persons (139 units) (Includes 64 dual contracts)	-53 units
Support	158 (150.24)	157 (148.90 FTE)	-1 (-1.34)
Fire Control	25 (24.5 FTE)	26 (25.75 FTE)	+1 (+0.75FTE)

2.7 There have been 22 leavers and 13 starters since the last report, which has resulted in an actual workforce figure of 905 (this includes 64 dual contractors). Leavers are broken down as follows: 10 Wholetime, 7 On-Call, 1 Control, and 4 Support roles

2.8 During the period the Service has appointed to 1 support role, and 12 Whole-time 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

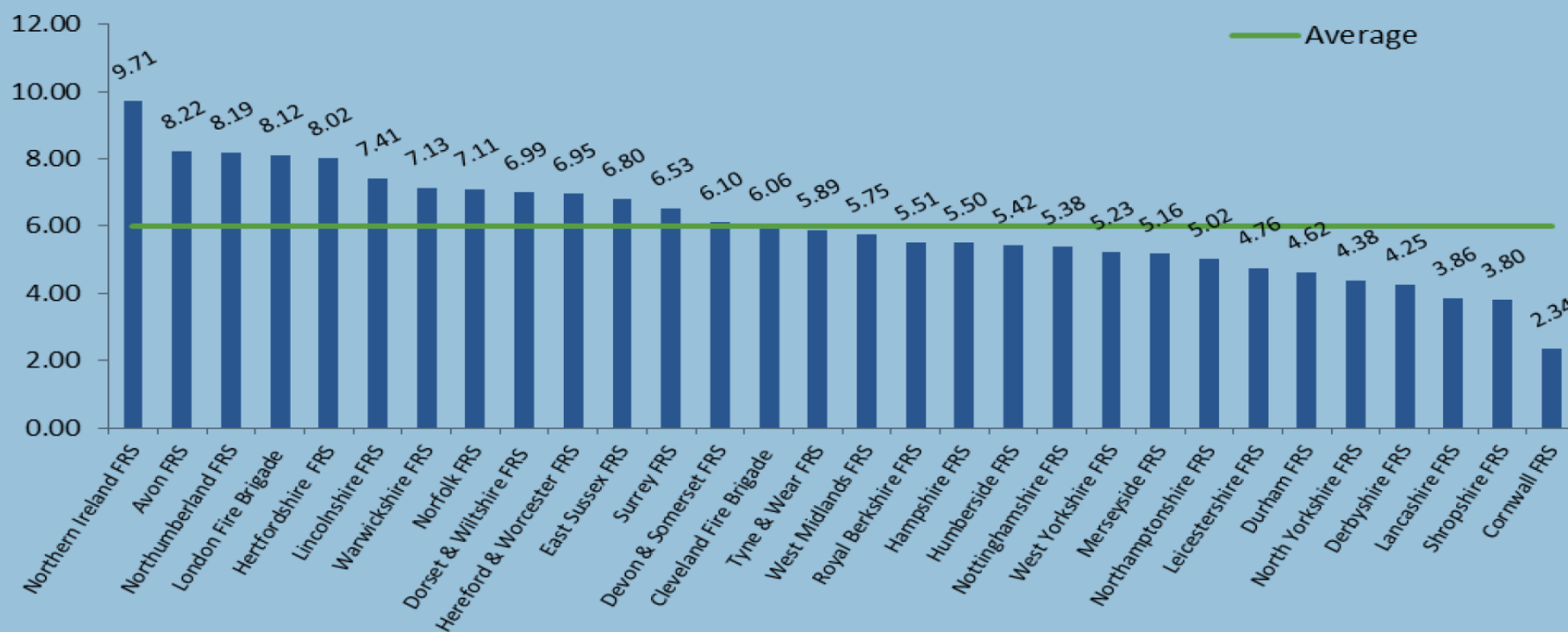
That Members note the contents of this report.

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

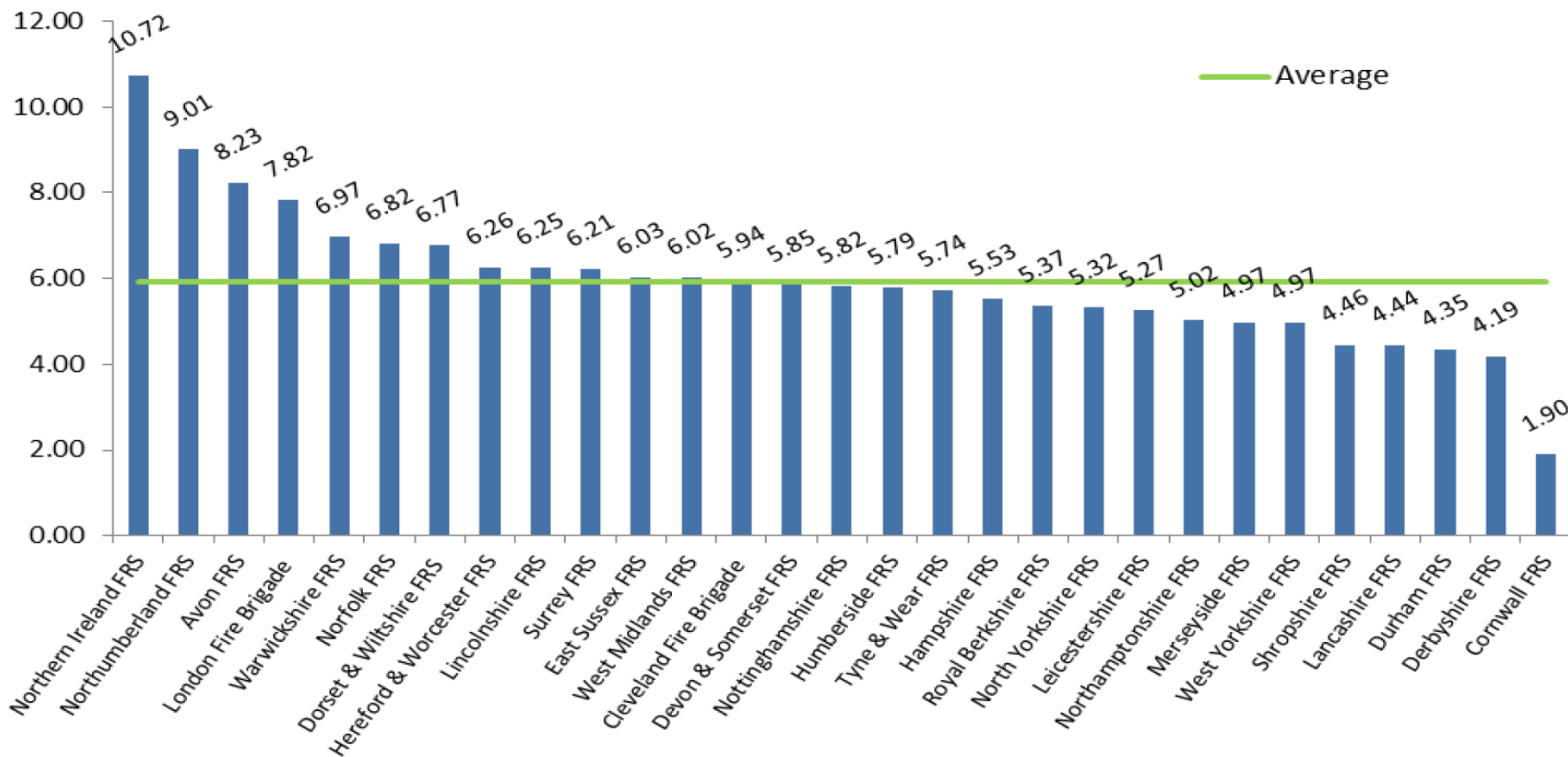
None.

John Buckley
CHIEF FIRE OFFICER

BVP12i : Wholetime and Control



BVP12ii Wholetime, Control and Green Book





NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

EQUALITIES MONITORING REPORT

Report of the Chief Fire Officer

Date: 05 April 2019

Purpose of Report:

To provide Members with an update on the breakdown of the workforce by protected characteristic between 1 July and 31 December 2018 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 six-month period from 1 July – 31 December 2018.

2. REPORT

WORKFORCE PROFILE

- 2.1 Workforce profile information is analysed by work group (wholetime, on-call, control, support). 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 902 posts in total; 716 substantive operational posts (not including vacancies) on 31 December 2018. The table below provides a snapshot of under-represented groups at the Service.

	1 January 2018	30 June 2018	31 December 2018
Total	893	899	902
Female (of all firefighters)	5.74% (26 of 453 posts)	6.09% (28 of 460 posts)	6.55% (31 of 473 posts)
Black, Asian and Minority Ethnic (BAME)	3.66% (30)	3.56% (32)	3.99% (36)
Lesbian, gay or bisexual	1.57% (14)	1.55% (14)	1.22% (11)
Disabled	4.37% (39)	4.23% (38)	4.21% (38)

GENDER

- 2.2 On 31 December 2018, women constituted 16.52% (149) of the total workforce. Of these, 31 are employed in the role of firefighter (6.55%). If women employed in all operational roles (including management roles) are included, this changes the figure to 5.30% (38) of operational roles (three of these women are 'dual-contractors' – occupying whole-time and on-call firefighter roles). This is broadly in line with national trends.

ETHNIC ORIGIN

- 2.3 On 31 December 2018, employees from BAME groups constituted 3.99% (36) of the workforce (excluding employees who defined themselves as Irish and White Other). Of these, 25 were employed in operational roles (not including Control).
- 2.4 In comparison to 1 July 2018 there has been a slight increase in BAME staff employed by the Service. 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 To provide some context to these figures, the BAME community in Nottinghamshire is 11.2% based on the last census. This demonstrates that the organisation still faces a challenge to attract and recruit applicants from BAME backgrounds to fire service roles.

WORKFORCE BY GRADE AND ROLE

- 2.6 2.94% of Crew and Watch Managers at NFRS are women and 3.33% are middle managers at Station or Group Manager level. As at 31 December 2018 all operational Area Managers and Principal Officers are men, although there are three non-operational female Strategic Managers (Area Manager equivalents) within the Strategic Leadership Team. There continues to be a low number of employees from BAME backgrounds in supervisory (2.94%), middle (3.33%) management roles, and none in senior operational management positions, in the Service.
- 2.7 Within the support roles there continues to be more women (90) than men employed (69). It should be noted men occupy higher numbers of senior organisational positions (69.42%).

	Men	Women	BAME
Grades 1-4	23	34	3
Grades 5-7	31	49	7
Grades 8-SLSM	13	6	0

DISABILITY

- 2.8 In comparison to 1 July 2018, the number of employees declaring a disability on 31 December has remained at 38 people (4.21% 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 support employees is at 5.66% which is lower than the working age population in the UK that is disabled, which is approximately 10%. When operational employees are

included this figure reduces to 4.21%. This is due to the fitness, strength and other functional aspects, such as sight and hearing standards, which are a requirement 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. The Service will be writing to all employees in the forthcoming months, to ensure there is awareness of how to declare a disability and the support available within the Service, including the application of reasonable adjustments.

SEXUAL ORIENTATION

- 2.11 Declaration rates for employees who identify as lesbian, gay or bisexual has decreased slightly within the last year. A declaration rate of 1.22% (11) 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 and has recently been recognised within the Stonewall Index for its commitment to promoting equality issues.

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 age group are those people between 46 and 55 years old who make up 36.36% of the workforce. As the typical retirement age is between 50 and 55, this has implications for turnover over the next ten years, with the associated loss of experience and knowledge. At the other end of the age scale, 3.55% 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 anticipated turnover.

RELIGION

- 2.14 The table at Appendix D sets out the numbers of employees by religion/faith. 36.92% of the workforce state that they have no religion and 19.84% chose not to specify. The percentage of people not specifying is only slightly higher to that for sexual orientation and could suggest that trust and privacy may be issues in the declaration of such protected characteristics.

GENDER IDENTITY

- 2.15 In July 2018, the Service started to monitor gender identity and gender reassignment. Declaration is voluntary and, to date, only 4.43% of employees have provided gender reassignment data and 6.20% have provided gender identity data. As such figures are too low to provide any meaningful analysis and work will continue to raise awareness of this reporting mechanism.

STARTERS

2.16 There were 39 starters from 1 July – 31 December 2018.

Of these starters:

- 17.95% were female and 82.05% were male;
- The majority of appointments were to on-call posts (17). Of these, 5.88% were female;
- 82.05% appointees defined their ethnic origin as White British, 7.69% of appointees were from a BAME background and 10.26% preferred not to declare;
- The majority of new starters were in the age range 26 – 35 (53.85%).

LEAVERS

2.17 There were 46 leavers from 1 July – 31 December 2018. These are set out by reason for leaving in Appendix F.

Of these leavers:

- 8.7% were female and 91.30% were male. This is fairly representative of the workforce profile;
- 80.42% defined their ethnic origin as White British and 15.22% preferred not to disclose their ethnic origin;
- The majority of leavers (58.70%) were over 46 years old

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

SUPPORT STAFF RECRUITMENT

2.19 From 1 July – 31 December 2018. Within this period, the Service received 55 applicants in total for seven vacancies.

2.20 32.73% of all applicants were female and 67.27% were male, 66.66% of female applicants and 33.33% of male applicants were appointed meaning that female success rates were better than that of their male counterparts.

2.21 The Service received 14.54% of applications from individuals from BAME backgrounds and 16.66% of successful applicants were appointed from BAME backgrounds, meaning that success rates were broadly in line with the proportion of applications made.

2.22 5.46% of applicants who identified as being lesbian, gay or bisexual were received by the Service, although 10% of all applicants interviewed identified as LGB, no applicants who identified as LGBT were appointed. The Service continues to use a diverse range of role models within its recruitment campaigns to promote its vacancies to the widest range of potential applicants.

- 2.23 The Service received one application from an individual identifying themselves as disabled. 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.
- 2.24 The highest number of applications 16 (29.09%) were from applicants between the ages of 26-35. Analysis of the figures does not show a disproportionate impact linked to the age range of applications.

ON-CALL RECRUITMENT

- 2.25 The Service received 52 applicants within one recruitment campaign for on-call firefighters during the period of 1 July 2018 – 31 December 2018. Of the 52 applicants for on-call roles, 3.72% (2) of applicants were female, however none were shortlisted.
- 2.26 One application was received from an individual identifying as BAME or LGBT, and none were shortlisted. The Service continues to use a diverse range of role models within its recruitment campaigns to target its recruitment at BAME communities.
- 2.27 The highest number of applications 19 (30%) were aged 25 or under and only 5.66% (3) applications were received from individuals over 46 years of age. However, no disproportionate impacts have been identified from the age data.

WHOLETIME FIREFIGHTER RECRUITMENT PROCESS 2018

- 2.28 The Service undertook a whole-time firefighter recruitment process between March and July 2018, and the first and second cohorts of trainee firefighters commenced initial training in September and January respectively.
- 2.29 A package of positive action measures was implemented to attract a wide range of potential applicants to attend awareness days and apply for the role. This proved to be successful in attracting and appointing a more diverse range of applicants than previous recruitment campaigns. In total, 44 appointments were made from this process.
- 2.30 Further information regarding the Wholetime Recruitment process and associated positive action were reported to Human Resources Committee in November 2018 and the relevant report can be found [here](#) or on the Nottingham City Council website.

CONCLUSION

- 2.31 The workforce profile is not representative of the local population in terms of employees from BAME backgrounds. The Service continues to use positive action to promote the fire service as a career during firefighter recruitment campaigns. However, as the majority of vacancies are for on-call roles, and these are very specific to location, the impact has been fairly limited. Support

staff vacancies are also marketed at under-represented groups through targeted advertising.

- 2.32 The Service continues to engage with the local community, for instance through attendance at community festivals such as Pride events and Carnival, and this engagement needs to be extended to develop a continuous presence which, in time, may lead to an increased number of applications to the Service.
- 2.33 The Service continues to provide targeted development opportunities for women but unfortunately this has not resulted in promotion during this reporting period. 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.
- 2.34 Levels of 'not stated' or 'prefer not to say' remain high in religion/belief (19.84% of people) and sexual orientation (14.86% of people). Also, as discussed within this paper, those telling the Service about a disability remains low. Awareness-raising and training will 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 an under-representation of women in operational roles, and of employees from BAME backgrounds who define themselves as LGBT, and who declare a disability 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 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	On-Call	Support	Control	Total	%
Male	424	254	69	6	753	83.48%
Female	27	11	90	21	149	16.52%
Total	451	265	159	27	902	

Please note – this information is *based upon* posts (902) and not individuals (835)

APPENDIX B

WORKFORCE BY ETHNIC ORIGIN

Ethnic Origin	Wholetime	On-Call	Support	Control	Total	%
BAME	21	5	10	0	36	3.99%
Not Distributed	23	15	20	0	58	6.43%
White British	378	232	126	25	761	84.37%
White Irish / White Other	29	13	3	2	47	5.21%
	451	265	159	27	902	

Please note – to protect the identity of those in minority ethnic groups, a classification of BAME 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 (902)

APPENDIX C

WORKFORCE PROFILE BY AGE

	Wholetime	On-Call	Support	Control	Total	%
16-25	2	24	5	1	32	3.55%
26-35	88	88	24	6	206	22.84%
36-45	159	62	33	6	260	28.82%
46 - 55	184	73	64	7	328	36.36%
56 – 65	18	18	30	7	73	8.09%
+65	0	0	3	0	3	0.33%

Please note, these figures are based on posts (902)

WORKFORCE BY RELIGIOUS BELIEF

Religion	Total Number	% Total
Any other religion	17	1.88%
Buddhist	8	0.89%
Christian (all denominations)	365	40.47%
No religion	333	36.92%
Not Specified	179	19.84%



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: 05 April 2019

Purpose of Report:

To provide an update to Members on activities undertaken since the previous review in November 2018.

CONTACT OFFICER

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Head of People and Organisational Development

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**Media Enquiries
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(0115) 967 0880 therese.easom@notts-fire.gov.uk

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 9 November 2018.

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 are being 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 Following the firefighter selection process which completed in July 2018, with the appointment of 44 new entrants to the Service, two courses of trainees have now completed their initial training and been transferred to stations as firefighters (development). They will continue the second stage of their development programme and will be formally assessed over the next 18-24 months. Alongside the four firefighters who transferred from other fire and rescue services in September 2018 and the transfer of three competent firefighters from on-call sections, the Service has increased its operational strength by 33 firefighters in recent months, creating further resilience within the ridership. This has resulted in a reduction in overtime payments since the beginning of the year.
- 2.5 The final trainee course from the 2018 recruitment process, is currently due to commence in September 2019. The progress of all the trainees through their initial training is a testament to the quality of candidates selected and to the hard work of SDC trainers who have managed back-to-back trainee courses, alongside their other training commitments.
- 2.6 Since November, the Service has also recruited 22 on-call firefighters, with 10 trainee firefighters completing their training at the end of March, and 12 commencing their initial training in April 19. The next on-call recruitment campaign has already been undertaken, with 41 applications received to start training in August.
- 2.7 As set out in the previous update, this new intake of firefighters will fill existing and projected vacancies to 2021, which will mean initial front-loading of posts and over-establishment of operational roles for a brief period. This will ensure that the Service will be able to substantiate to firefighter vacancies as they arise, in accordance with the Workforce Plan.
- 2.8 Since November, the Service has recruited to middle management roles including three Station Managers and two Group Managers, and to strategic roles including two Area Managers and a Deputy Chief Fire Officer role. As well as filling existing vacancies, these processes have identified those with potential for future development as part of succession planning.
- 2.9 The next phase of progression for supervisory manager roles (Crew and Watch Manager) commenced during March and will be completed week commencing 8 April 2019. At the end of this final phase of selection, a full complement of appointments to operational roles will have been completed to ensure maintenance of the operational establishment to the financial year 2020/21.
- 2.10 The number of personnel in their development phase and working toward competence during this period will be significant and will require dedicated support from both the Learning and Development department and workplace managers over the next year.
- 2.11 **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 to enhance on-call firefighting cover, flexible on-call firefighter contracts, alternative crewing arrangements for RDS sections, and mixed crewing at designated stations.

- 2.12 In February 2018, the Fire Authority agreed proposals to implement mixed crewing at Ashfield and Retford fire stations, and to roll out alternative crewing to on-call sections. Significant work has been undertaken to recruit and transfer to the new whole-time day crews and on-call sections at both locations, and the implementation of the mixed crewing model will commence from April in line with projected timelines. The impact of this will be to further release capacity to support the ridership and to affect the savings outlined in the Sustainability Strategy, which will be reported to the Fire Authority in September.
- 2.13 The decision taken by the Fire Authority in December 2018 to create a joint control room with Derbyshire Fire and Rescue Service has seen significant work undertaken by a joint project team to progress the technical, legal, operational and human resource implications ahead of the implementation date of July 2019. From a human resource aspect, this has involved detailed consultation with the Fire Brigades Union and with those individuals affected by the transfer. This has been managed under the requirements of the Transfer of Undertakings and Protection of Employment Regulations (TUPE).
- 2.14 The new Joint Control Structure has 35 established control roles, which is a reduction of 15 posts across the two control rooms. Reductions in workforce will mainly be achieved through voluntary redundancy, voluntary early retirements and redeployments to other roles within the Service. Whilst there are still some workforce issues to be resolved, it is anticipated that there should be no compulsory redundancies.
- 2.15 Those who will be leaving the Service have been supported by Human Resources, and have had access to out-placement facilities, pensions advice and welfare support. Those individuals who will be transferring to the new control room will be supported throughout the transition process. The HR team will continue to support this work, and work closely with Derbyshire Fire and Rescue Service to enable a smooth transfer of personnel and functions from July.
- 2.16 The decision by the Fire Authority in February to end its association with the Prince's Trust Programme will lead to the potential redundancy of four employees at the end of the final programme in July 2019. Formal consultation has commenced with the representative bodies and with the individuals themselves to avoid the need for compulsory redundancies, although this may be a consequence of the decision. The process will be managed in line with statutory requirements and a report will be presented at the next meeting of this committee.
- 2.17 The decision to implement a Joint Headquarters with the Nottinghamshire Police at Sherwood Lodge from October 2021 will have significant workforce implications related to the transfer of employees. A programme board has been established and a People Workstream will consider and manage the transfer process. This will require consultation with representative bodies and employees currently based at Service Headquarters, although it is not anticipated that there will be any redundancies arising from the transfer. A Communication Strategy will be developed to ensure that employees are kept informed and engaged throughout the project, and visits to the Sherwood

Lodge site will be arranged so that employees can become familiar with their new colleagues and working environment as part of transition arrangements. There is no doubt that this will constitute a significant change for Nottinghamshire Fire and Rescue Service (NFRS) staff and will require a huge commitment to logistical and workforce planning over the next 30 months.

- 2.18 **Outstanding Leadership:** as an accredited Institute of Leadership and Management (ILM) centre, the Service continues to offer development for its existing and future managers through the ILM programme at levels 3 and 5. The latest ILM3 Award programme commenced in April with the next scheduled for June, with a higher-level certificate due to commence in May. Altogether training 25 participants at First Line Supervisory level.
- 2.19 Recent discussions have commenced with Nottinghamshire Police to establish joint leadership development opportunities, with the aim of offering joint workshops and access to learning events.
- 2.20 The Aspiring Leaders Programme has recruited its next cohort of prospective leaders, with 20 participants commencing the programme from December 2018. The programme is aimed at employees considering their first leadership role and, whilst participation is voluntary, this is a way of identifying and developing future leaders and providing participants with the tools to become effective managers. This includes access to workshops, a personal coach, profiling and 360-degree feedback, distance learning and self-development resources which opens up access to those who are unable to commit to an academic course, such as on-call or part-time employees.
- 2.21 **Workforce Development:** as a result of the requirement to implement the National Operational Guidance (NOG) over the coming year, which will include a re-evaluation of existing training and development of new training packages on a regional basis, responsibility for operational training will move to the Risk, Assurance and Operational Training team from April 2019. This will ensure that an integrated approach is taken to review, develop and deliver operational training in line with the new guidance whilst, at the same time, delivering the annual training plan.
- 2.22 Workforce development, leadership and learning systems, including e-learning products, will continue to be managed through the Head of People and Organisational Development. This will include developing new e-learning to support operational training and a focus on enhancing development at supervisory level.
- 2.23 In addition to the agreement to provide Nottinghamshire Police with driver training for D1 Police drivers (multi personnel vehicles), as reported in the last review, the Service is currently assessing the potential for the Police to provide funded driver training provision to fill an existing NFRS vacancy.
- 2.24 A project to review the current personal development review scheme and to develop formal one-to-one meetings has recently commenced as part of enhancing performance management and engagement across the service. This work aligns to the feedback from the employee survey and the Organisational Development Strategy.

- 2.25 **Workforce Engagement:** preparations are currently ongoing for this year's employee Spring Conferences. Four one-day conferences will be held in May/June and will focus on the new Strategic Plan, future budget and bring employees up to date on current issues for the Service. The format has been refreshed this year to include speakers and smaller break-out groups in the afternoon to facilitate more interaction with delegates. It is expected that in the region of 200 staff will attend.
- 2.26 Information about the Joint Headquarters has recently been shared at a staff briefing with those who likely to be affected by the move. Plans of the proposed building design were made available and a question and answer session held. A dedicated email has been made available for staff to pose questions, and information about preparations will be shared and pro-active engagement will be maintained with staff throughout the project.
- 2.27 An action plan from the employee survey has been published, with five key improvement areas, these are: review the current PDR scheme, improve internal communications, improve the intranet search facility, review ICT/systems training and develop a competency/behavioural framework. These items will now be built into future work plans and progress reported through the Strategic Leadership team.
- 2.28 **A Safe and Healthy Workplace:** mental health issues are increasingly recognised as a contributor to sickness absence and can lead to long periods of absence from the workplace and have a detrimental impact on quality of life for those affected. The Service is a MIND mental health champion and has a number of support mechanisms in place for its employees, including counselling, peer support, and workplace interventions. A mental health workshop has recently been held to highlight mental health issues, provide information about maintain mental well-being and ways in which the service can support those directly and indirectly affected by mental health issues. Due to the high level of engagement, a further workshop will be held in the summer by our Employee Assistance Programme provider.
- 2.29 It is the intention for employees who have attended the workshops to act as Mental Health Ambassadors, with the aim of acting as a "listening ear", removing some of the stigma attached to mental health issues, and directing colleagues toward mental health support.
- 2.30 **Inclusion:** the Service has been recognised in the Stonewall Workplace Equality Index 2019 for its work in supporting and advancing sexual orientation equality in the workplace and in the delivery of its services. The Service undertook several actions during 2018 including a Proud Friends and Trans masterclass, reviewed its policies for inclusive language, promotion of its development opportunities for LGBT staff and the introduction of options to monitor gender identity within the workforce. An action plan to further improve our promotion of LGBT issues will be published following formal feedback from Stonewall.
- 2.31 As the People Strategy is aligned to the delivery of the Sustainability Strategy 2020, it will be reviewed over the coming year to reflect the new challenges

and priorities for the Service. This will include the strategic plan, fire cover review, outcomes from the HMICFRS inspection and national sector issues.

3. FINANCIAL IMPLICATIONS

There are no direct 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 directly from this report. However, some of the proposed workstreams may have contractual and employment law implications which will form part of the specific proposals. The Human Resources team will work closely as an integral part of project teams to ensure that all contractual and legal implications are highlighted and addressed.

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 neighbouring fire and

rescue services in several areas of service activity, most notably learning and development activities. Current activity is set out within the report.

- 9.2 The decision to collaborate with the Nottinghamshire Police to share a Joint Headquarters from October 2021 will have significant workforce implications for the Service. These will be addressed and managed by the Head of People and Organisational Development as the project lead for the Human Resources and People workstream.

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



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

RELOCATION TO A JOINT HEADQUARTERS: WORKFORCE IMPLICATIONS

Report of the Chief Fire Officer

Date: 05 April 2019

Purpose of Report:

To set out the human resources implications of relocating from the current Service Headquarters to a shared headquarters with Nottinghamshire Police.

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1. BACKGROUND

- 1.1 At its meeting on 15 February 2019, the Fire Authority approved the recommendation of the Chief Fire Officer to relocate to a shared headquarters site with the Nottinghamshire Police, based at Sherwood Lodge, Arnold. The provisional date for this relocation to be October 2021.
- 1.2 This decision has potential implications for those employees who are based at the current Bestwood Lodge Headquarters site, who will be required to transfer their permanent work location.

2. REPORT

- 2.1 A Joint Headquarters (JHQ) Programme Board has been established to manage the various workstreams associated with the relocation to Sherwood Lodge. This includes a project stream “Human Resources and People” to manage the workforce elements of the relocation, which is chaired by the Services’ Head of People and Organisational Development (OD).
- 2.2 Meetings have already commenced with the Head of People and OD for Nottinghamshire Police in relation to the joint location of the HR teams at the Sherwood Lodge site as part of the design stage of the project. The siting of the HR teams, including Occupational Health, within the same office space will support a closer understanding of functions and ways of working between the teams and, in the longer term, will promote more integrated working where this would increase efficiency and/or effectiveness. All project leads are holding similar discussion with their functional counterparts to establish how the relocation will be managed.
- 2.3 The Human Resources and People project will establish key activities to manage the transition to the new headquarters site to ensure that Nottinghamshire Fire and Rescue Service employees are informed, engaged and consulted throughout the process. This will include consultation with the relevant representative bodies and regular staff briefings and updates, with the opportunity to raise questions and concerns directly with project leads. A briefing session has already been held for staff by the Chief Fire Officer, at which the draft site plans were shared and any concerns addressed. This briefing was positively received.
- 2.4 Whilst there are no plans to effect compulsory redundancies as a consequence of the relocation of staff, the move will entail disruption to some employees who may have additional travel time, as Sherwood Lodge is approximately five miles from the Bestwood Lodge site. Consultation will take place with individual employees to establish any disruption to arrangements which, for various reasons, may make the move unreasonable in a particular set of circumstances and these will be considered on an individual basis closer to the point of transfer.

- 2.5 There are already policies in place which cover the relocation of work base where additional mileage or travel time is incurred, and these policies will be applied to mitigate additional cost or commuting time for employees affected in this way.
- 2.6 The over-riding objective from a workforce perspective is that all current employees will relocate to the new shared headquarters in a managed and supported manner, with concerns having been addressed as part of transition planning, so that the impact of any disruption to working arrangements will be kept to a minimum. This will entail effective joint working with police colleagues, ongoing consultation with employees and representative bodies and detailed planning to anticipate and address potential issues, and will be co-ordinated through the JHQ Programme Board.

3. FINANCIAL IMPLICATIONS

The additional relocation costs for additional mileage and travel time will need to be built into revenue budgets going forward.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resources implications are set out within the report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment will be undertaken at each phase of the project to ensure that the potential for any detrimental impacts on employees or service users are identified and addressed.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

It is not the intention of the Service for any compulsory redundancies to be effected as a result of the relocation of employees to the new joint headquarters and, given the relative proximity of the new joint headquarters site, it is unlikely that the requirement for collective consultation under the Section 188 of the Trade Union and Labour Relations Act (TULCRA) 1992 will arise. The Service will, however, consult with the relevant representative bodies and with individual employees regarding the impact of the relocation and comply with the Section 188 duties should this be required.

8. RISK MANAGEMENT IMPLICATIONS

The relocation of Service Headquarters is a significant undertaking and a comprehensive risk register is currently being compiled for each project strand under the auspices of the Joint Headquarters Programme Board. The risk register will be regularly updated, issues addressed and controls implemented to ensure a smooth transition to the new shared headquarters.

9. COLLABORATION IMPLICATIONS

The proposed relocation is a key collaboration project for the Service and may result in further opportunities to collaborate on joint provision of services or sharing of resources. Any such proposed collaboration would be subject to agreement of a detailed business case to the Strategic Collaboration Board.

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