

Public Document Pack



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

Date: Friday 18 October 2019

Time: 10:00am

Venue: Nottinghamshire Fire and Rescue Service HQ, Bestwood Lodge Drive,
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. Taylor".

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

AGENDA

Pages

- | | | |
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| 6 | EXCLUSION OF THE PUBLIC
To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, Paragraphs 1 and 3, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighs the public interest in disclosing the information. | |

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ANY COUNCILLOR WHO IS UNABLE TO ATTEND THE MEETING AND WISHES TO SUBMIT APOLOGIES SHOULD DO SO VIA THE PERSONAL ASSISTANT TO THE CHIEF FIRE OFFICER AT FIRE SERVICES HEADQUARTERS ON 0115 967 0880.

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ABOVE, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ON THIS AGENDA, IF POSSIBLE BEFORE THE DAY OF THE MEETING.

Constitutional Services Officer: *Adrian Mann*
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Agenda, reports and minutes for all public meetings can be viewed online at:
<https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CIId=217&MIId=7848&Ver=4>

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

HUMAN RESOURCES COMMITTEE

**MINUTES of the meeting held at Nottinghamshire Fire and Rescue Service HQ,
Bestwood Lodge Drive, Arnold, Nottingham, NG5 8PD on 5 July 2019 from
10:00am to 11:29am**

Membership

Present

Councillor Shuguftah Quddoos (Chair
councillor Vaughan Hopewell
Councillor John Longdon
Councillor Jawaid Khalil
Councillor Salma Mumtaz

Absent

None

Colleagues, partners and others in attendance:

John Buckley	- Chief Fire Officer
Tracy Crump	- Head of People and Organisational Development
Adrian Mann	- Governance Officer
Matt Sismey	- Organisational Development and Inclusion Manager

1 APOLOGIES FOR ABSENCE

None.

2 DECLARATIONS OF INTERESTS

None.

3 MINUTES

The Committee confirmed the minutes of the meeting held on 5 April 2019 as a correct record and they were signed by the Chair.

4 HUMAN RESOURCES UPDATE

Tracy Crump, Head of People and Organisational Development, presented a report on the key Human Resources metrics within the Service, including issues such as

sickness absence, formal discipline, grievance, employment tribunal cases and staffing numbers. The following points were discussed:

- (a) the sickness absence report for 2018/19 showed a decrease of 4.3% relative to the previous year, which reflects the hard work taking place to promote good health, rather than solely managing ill health. Overall, the average employee absence was 7.68 days per year, down from an average of 8.05 days in the previous year. Although this is below the average for the sector (at 8.26 days), the Service's aim is to reduce this to an average of 6 days per employee per year. 68.4% of all absence in the year was due to long-term sickness (defined as an absence of more than 28 days);
- (b) the Fire Authority is required by the Government to report sickness in terms of the number of days taken off by the average employee per year, but it could also be reflected in the reports in terms of the percentage of working time lost, as is often the case in the private sector;
- (c) the sickness figures the period of 1 January to 31 March 2019 (quarter four) showed absence across the workforce, excluding retained employees, increasing by 150 days (13.4%) during the review period. This represents an increase of 53.5 days (4.4%), compared to the same quarter of the previous year. Generally, a number of sickness absences during this fourth quarter can be attributed to seasonal reasons, but results can also be skewed if a small number of employees are off on long-term sickness in a quarter. Work is being carried out with the on-call teams, where the sickness rates are relatively high, to find ways of reducing absence;
- (d) an occupational health team is based on site to provide help and support to employees, and a health benefits scheme is also in place. Due to the statutory requirement for fitness testing for firefighters, there are gyms in all stations and staff are encouraged to use them for a period during the course of their working day;
- (e) there is a strong focus on support for mental health and wellbeing, in addition to the provision for supporting physical good health. Muscular-skeletal injuries and mental health issues constitute the two main reasons for sickness absence, and they can often lead to long-term absence from work. A wellbeing strategy is being produced for adoption by the Authority, which will set out the way in which the Service can support staff with mental health issues, with the aim of enabling mental health to be spoken about more openly. An employment assistance programme is also in place to help staff access various other beneficial forms of support from outside the Service, such as counselling and legal/financial advice;
- (f) a structured management and support procedure for absence is in place, which includes 'return to work' interviews, absence review triggers and occupational health reviews. Employment hearings are not conducted at a set interval of absence, as an assessment of individual circumstances takes place on a case-by-case basis;

- (g) it would be valuable to reflect the absence figures in the context of gender and of minority ethnic groups, which can highlight certain issues, and identify any trends with occupational health;
- (h) following the creation of the new Joint Control Centre as part of the sustainability strategy, the current establishment figure for the total workforce numbers will be amended in September, given that the Authority will no longer be the employing authority in terms of control staff.

5 EQUALITIES MONITORING REPORT

Matt Sismey, Organisational Development and Inclusion Manager, presented a report on the breakdown of the workforce and the work being done to address under-representation of groups with protected characteristics, as part of the Service's commitment to promoting equality and diversity. The following points were discussed:

- (a) the report covers the six-month period from 1 January to 30 June 2019 and compares the current numbers of the under-represented groups in the workforce against the data from the 2011 census. The substantial recruitment of operational personnel during 2018, following 6 years of not recruiting to new firefighter roles, has been very successful. There are now many more female firefighters and the numbers of BAME staff have increased over the last 18 months;
- (b) the Service works closely with Stonewall to support LGBT+ staff and is among the top 100 employers in the Stonewall index. However, declaration rates are relatively static and members of staff are more likely to tell colleagues about their sexual orientation than to declare this to the Service. Over the next year, the Service will be taking a wider approach on the range of protected characteristics;
- (c) the rates of staff declaring a disability are low relative to the population as a whole, but some of this is accounted for by the level of physical fitness required for firefighters. There is an improved approach to mental health and wellbeing, and a number of reasonable adjustments have been made for staff with dyslexia;
- (d) representation of BAME groups in the workforce is low relative to the local population and work is underway to engage with these under-represented communities. Firefighter role models have been established and initiatives are being carried out in community sports groups to improve the fitness of people who are considering an operational career in the Service;
- (e) on-call firefighters must live within a certain distance of a fire station, so the potential workforce make-up is restricted to the people who live in the areas around fire stations;
- (f) the number of BAME and female staff reduces at senior levels of the Service. Female firefighters have been employed within the Service for the last 15 years and it will take time for women to progress to senior operational positions. Progress has been made in appointing women to senior positions where an operational background is not a requirement of the role. To attract people from under-represented groups, it is vital to develop innovative and engaging positive action initiatives;

- (g) the success rate of job applicants with protected characteristics is reviewed regularly to ensure that appointment processes are fair. Interview panels are gender-balanced wherever possible, and personal details on application forms are redacted during the sifting process, so that personal details relating to the applicant are not known to the people carrying out the selection process until the interview stage.

RESOLVED to note the Equalities Monitoring Report and support the Service's continued commitment to attracting, recruiting and retaining a workforce that is reflective of the population that it serves.

6 GENDER PAY GAP REPORT 2019

Tracy Crump, Head of People and Organisational Development, presented a report on the outcomes of the Gender Pay Gap Audit for 2018. The following points were discussed:

- (a) in 2017, the Government introduced a duty on employers with more than 250 employees to calculate and publish specific information in relation to the pay gap between men and women in their organisation. Reports are returned on the mean and median rates of pay for men and women employed by the Authority and the proportion of male and female employees by quartile pay band. As the Service remunerates roles on the basis of fixed pay bands, any given type of post receives the same level of pay, regardless of the gender of the post holder;
- (b) the pay gap present in the Authority reflects the fact that there are more men in senior roles than women. A greater proportion of men in the Service (83.3%) tends to mean that men hold a greater proportion of the senior roles, and this is relatively typical of the sector as a whole. Strategies are being developed to attract more women into the Service, and to encourage women within it to apply for management roles. An 'Aspiring Leaders' programme is in place to support people who are considering applying for these senior posts and there are national networks in place to support women in the sector;
- (c) over the next year, the actions to improve upon the gender pay gap will focus on establishing why more female firefighters do not apply for promotion, reviewing any barriers for women seeking appointment to senior roles, reviewing the requirements of the on-call duty system to make it more attractive to potential female applicants, providing opportunities for women to gain experience in higher level roles, introducing a mentoring scheme to enable women in senior roles within the service to provide advice to women who are interested in development, and exploring any additional flexible working arrangements that can be put in place. Consultations with a wide range of people, including employees and their workplace representatives, will take place shortly, to explore the issues and develop a detailed action plan.

7 EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the remaining item in accordance with Section 100A of the Local Government Act

1972, under Schedule 12A, Part 1, Paragraphs 1 and 3, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighed the public interest in disclosing the information.

8 REDUNDANCY PAYMENTS: PRINCE'S TRUST

John Buckley, Chief Fire Officer, presented a report on the recommendations of the Discretionary Compensation Payments Board following the Fire Authority's decision to disestablish the Prince's Trust programme.

RESOLVED to support the recommendations as set out in the exempt report, subject to approval by the full Fire Authority.

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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: 18 October 2019

Purpose of Report:

To update Members on key Human Resources metrics for the period 1 July 2019 to 30 September 2019. Please note that absence reporting references the period 1 April 2019 to 30 June 2019.

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1. BACKGROUND

- 1.1 As part of its remit, the Human Resources Committee of the Fire 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 1: 1 April 2019 to 30 June 2019:

Target absence figures for 2019/20 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 On-Call employees, increased by 245 days (19.3%) during the review period. A comparative breakdown of figures by employment group are set out in Appendix C. This also represents an increase compared to the same quarter of the previous year (2018-19) of 344 days (+29.4%).

Absence	Quarter 1 1 April – 30 June 2019	Compared with previous quarter (Q4)	Cumulative total days lost for 19/20	Cumulative average over last 12 months
Total workforce (140 employees have been absent on 153 occasions during Q1, excluding On-Call*)	1516 days lost 2.4 days per employee	1271 days lost 1.99 days per employee 19.3% increase (+245 days)	1516 days lost	8.33 days per employee (target 6.25 days)

*due to the nature of the On-Call Duty System, On-Call absence is not reflected in the figures. These are shown separately at Appendix C

- 2.3 Across the workforce a total of 1516 working days were lost in the first quarter of 2019/20. The trends across quarters is shown in the table set out at Appendix A.
- 2.4 Long term absence equated to 67.6% of the total absence during this period. A full period commentary of Quarter 1 can be found at Appendix C.
- 2.5 This represents a decrease of absences but an increase of shifts lost; less people have been absent, but those absences have resulted in more shifts lost than the previous quarter.

NATIONAL TRENDS

- 2.6 The Service contributes to the National Fire Chiefs Council sickness absence survey, which is undertaken quarterly and allows for comparison between contributing fire and rescue services.
- 2.7 The reasons for sickness absence mirror the national trends with musculo skeletal and mental health related absences featuring heavily in all workgroups.
- 2.8 Appendix B reflects the national absence trends for Quarters 1 (April to June 2019). The two charts reflect Whole-time and Control (12i) and whole workforce figures (12ii).
- 2.9 For Whole-time and Control (12i) the chart show that the Service ranked 22nd of the 30 Services at 2.36 days per employee, and was above the sector sickness average of 2.16 days per employee. The lowest average was 1.09 days and the highest 4.99 days.
- 2.10 For whole workforce (12ii) the tables show that the Service, ranked 24th of the 30 Services at 2.44 days per employee, and was above the sector sickness average of 2.15 days per employee. The lowest average was 1.13 days and the highest 4.36 days.

DISCIPLINE, GRIEVANCES ETC

- 2.11 Over the period 1 July 2019– 30 September 2019:
- Disciplinary: 2
 - Grievances: 2
 - Harassment and Bullying: 0
 - Formal Management Sickness Absence Policy: 0
 - Dismissals including ill health retirements: 0 (pending appeal)
 - Redundancy: 0
 - Redeployment: 0
 - Employment Tribunal cases: 1
 - IDRPs appeals: 0
 - Performance and capability: 0

STAFFING NUMBERS

2.12 During the period 1 July 2019 to 30 September 2019, 21 employees commenced employment. Establishment levels at 30 September 2019 are highlighted below:

	Approved	Actual	Variance
Wholetime	455 (455 FTE)	448 (446.6 FTE)	-7 (-8.4 FTE)
On-Call	192 Units	264 persons (142 units) (includes 67 dual contracts)	-50 units
Support	156 (148.18 FTE)	153 (145.5 FTE)	-3 (-2.68)
Fire Control	NA	NA	NA

2.13 There have been 23 leavers and 21 starters since the last report, which has resulted in an actual workforce figure of 865 (this includes 67 dual contractors and the removal of 26 Control Staff). Leavers are broken down as follows: 8 Wholetime, 4 On-Call, 10 Support roles and 1 Dual Contractor.

2.14 As at 30 September 2019 Whole-time establishment stood at 448 operational personnel (446.6 fte) employees against an establishment of 455 posts.

2.15 During the period the Service has appointed to 8 Whole-time trainee firefighter roles, five support roles and eight On-Call trainee firefighter roles.

HMICFRS INSPECTION OUTCOMES

2.16 At its meeting on 27 September 2019, the Fire Authority endorsed the report of the Chief Fire Officer in respect of the Service's response to the outcomes from Her Majesty's Inspectorate of Constabularies and Fire Rescue Services (HMICFRS) inspection and agreed that respective Committees would receive progress reports relevant to their areas of scrutiny.

2.17 The actions that fall within the remit of the Human Resources Committee are set out below:

Areas of Improvement	Timescales	Response
<p>The Service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation</p>	<p>March 2020</p>	<p>Whilst 90% of employees who completed the employee survey stated that they knew and understood Service values, further promotion of the values will be rolled out using the Values Toolkit and communications will be refreshed to ensure that the message remains fresh and relevant. Themed value team meetings / messaging / posters etc co-ordinated on a quarterly basis and promoted via corporate communications.</p> <p>The inspection report drew attention to a number of employees who had reported hearing inappropriate conversations or feeling bullied or harassed or discriminated against - the Service will seek to understand and address these issues and ensure that employees are aware of how they can raise such concerns and are confident that they will be dealt with in an appropriate manner.</p>
<p>The Service should develop a training plan that clearly aligns and supports its workforce plan</p>	<p>December 2019</p>	<p>Training plan developed for 2019/20 based on planning assumptions within the workforce plan. Ops Training Plan focusses on core competency acquisition and revalidation.</p> <p>Draft plan being presented to Head of Service Delivery September 2019.</p>
<p>The Service should ensure staff are appropriately trained in safety-critical skills, such as incident command</p>	<p>Complete</p>	<p>The joint Assurance, Training and Service Delivery was started in April this year to provide oversight of performance metrics associated with maintenance of competence and acquisition and revalidation.</p> <p>This was done immediately following the HMIC visit due to the issues with core competencies. It has improved the situation and will continue to provide the routine monitoring and governance of performance metrics associated with ops training function.</p>

Areas of Improvement	Timescales	Response
The Service should improve communication around positive action through all levels of the organisation	March 2020	<p>Development of a joint commitment statement on positive action with representative bodies via equalities forum.</p> <p>Raise via initial equalities induction training; covered by mandatory e-learning package; identify e-learning / digital video; promote positive action prior to wholetime recruitment via MyNet and station visits by middle managers; use role models from previous campaigns.</p>
The Service should ensure individual performance targets clearly support objectives within the IRMP	March 2020	A project is currently underway to review the PDR process, including a new policy, new electronic PDR system. Moving it from SharePoint to iTrent to bring information around individuals to one place. The plan is to incorporate the strategic aims and programmes from the annual corporate plan from within the IRMP.
The Service should improve staff awareness and understanding of promotion and selection process	October 2019	The Progression Procedure, which sets out the route for progression to higher roles, has been refreshed and is under consultation. This will be promoted via the Intranet and other communication channels. The next promotion process will be for Station Manager roles in October, and prior information has been circulated and a briefing session organised for prospective applicants.
The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	March 2020	The Leadership Development Pathway has been reviewed and will be sent to all stations to ensure that employees understand what actions they need to take to enhance their progression to leadership roles. A consultation paper will be developed to consider ways in which the service can continue to identify, develop and support high potential employees within a more structured framework.

2.18 Current progress is set out within the Response column of the table, and future progress against these areas of improvement will be reported to the Committee at future meetings.

3. FINANCIAL IMPLICATIONS

- 3.1 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.
- 3.2 Any increase in absence has a direct impact upon the Service's operational pay budget as gaps in the ridership can lead to an increase in overtime pay to cover for long-term absence.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources and learning and development implications are set out in the report.

5. EQUALITIES IMPLICATIONS

As this review does not impact upon policy or service delivery, no equality impact assessment has been undertaken. However, 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)

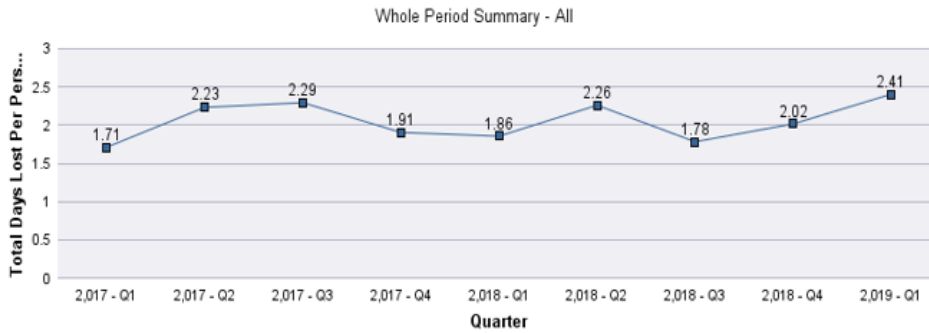
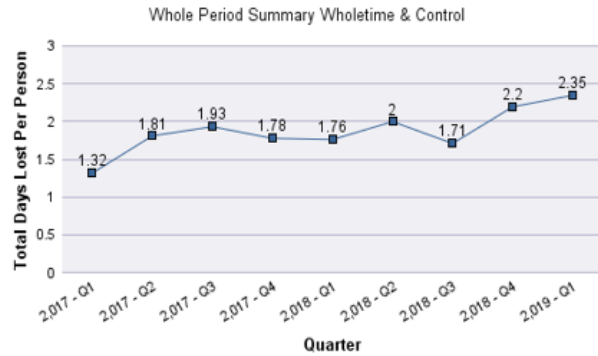
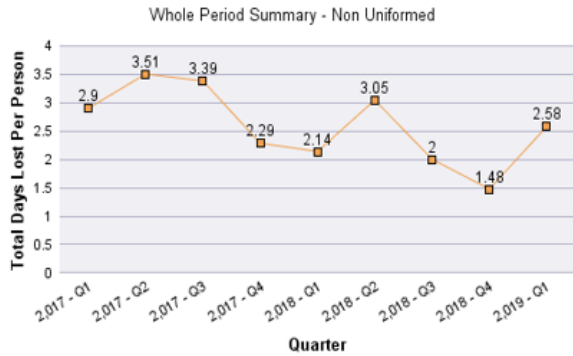
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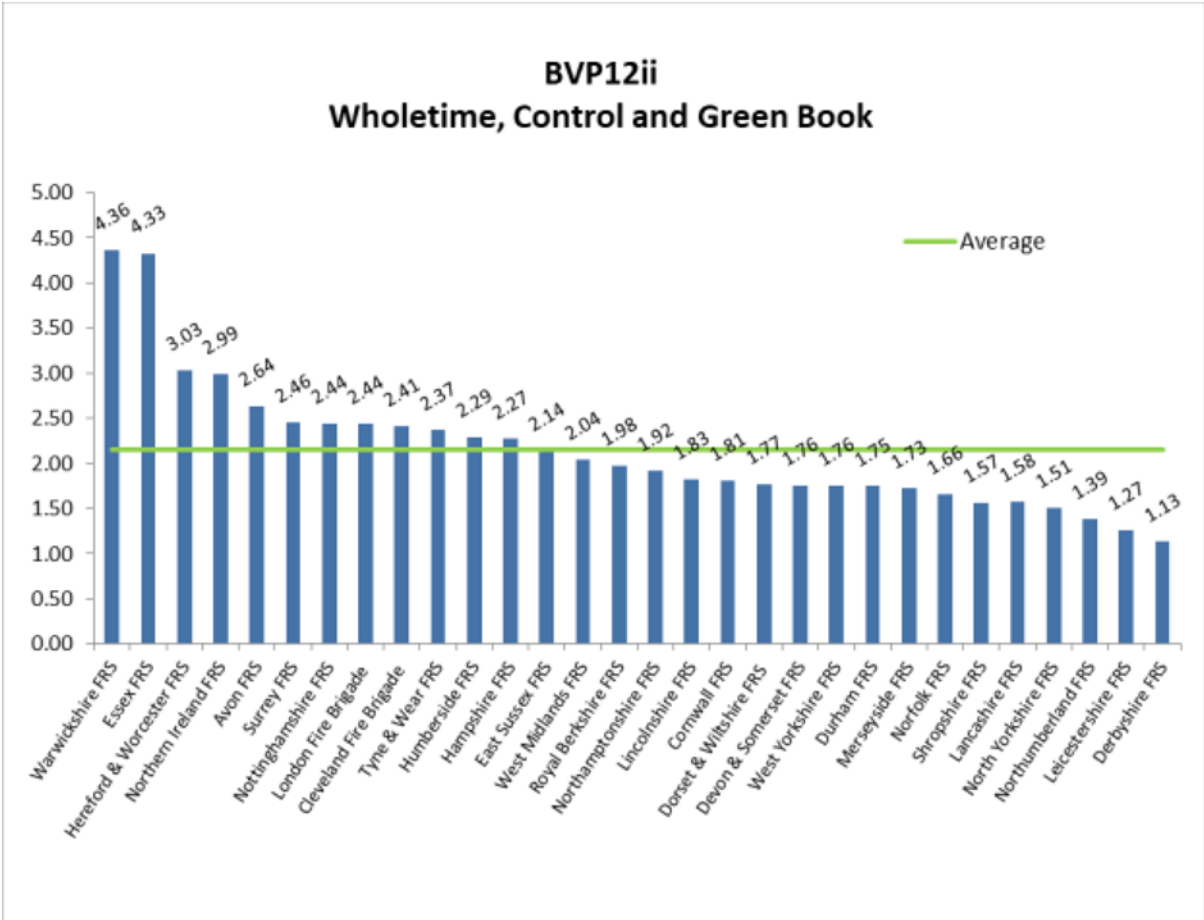
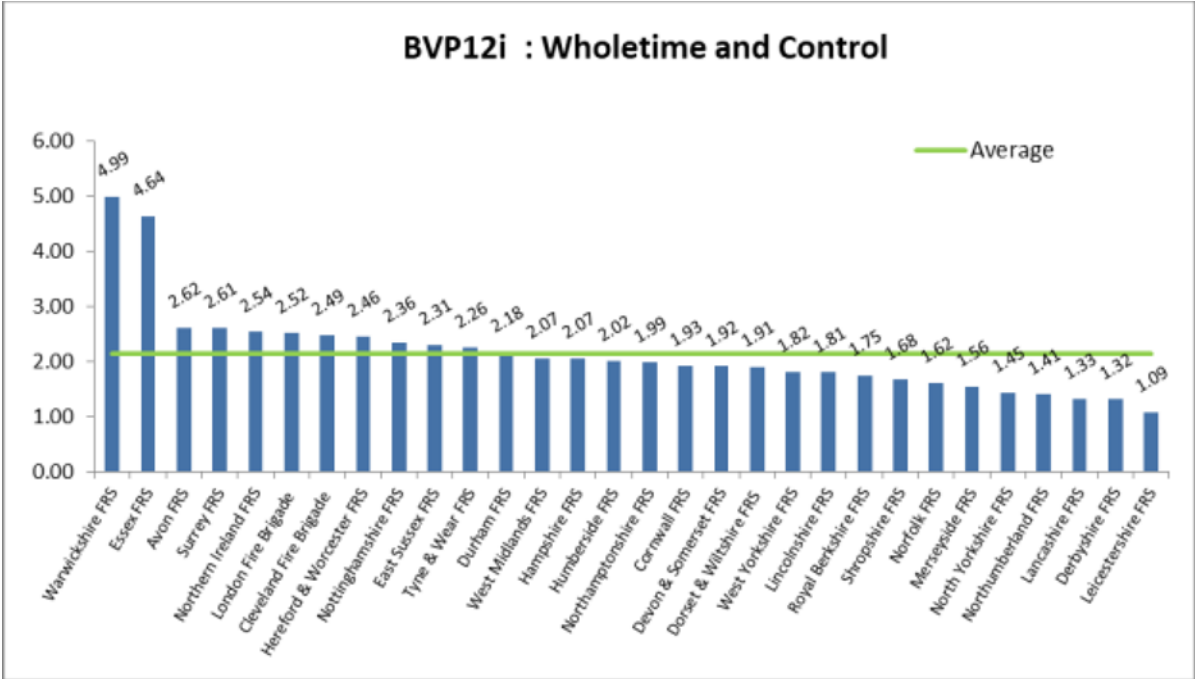
John Buckley
CHIEF FIRE OFFICER

APPENDIX A

Appendix - Reporting Period: 01/04/2017 to 30/06/2019

Quarter Breakdown by Month	April		May		June		Current Q vs Previous Q	2,018 - Q4		2,019 - Q1	
	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	0.59	92.5	0.98	153.5	1.01	159.0	1.4777	232	2.5796	405	
Wholetime & Control	0.64	303.0	0.77	365.0	0.94	442.5	2.1966	1039	2.3478	1110.5	
Sum:	0.6278	395.5	0.823	518.5	0.9548	601.5	2.0175	1271	2.4056	1515.5	





APPENDIX C

Q1 - Wholetime

In total 1053 working days were lost due to sickness during this quarter. Of this, 767 days were lost to long-term absence (28+ calendar days absent) and 286 days were lost due to short term absence. This represents an overall increase of 82 days (8%) on the previous quarter, a significant increase in long term absences and a reduction in short term absence.

The average absence per employee was 2.35 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

HMICFRS have asked us to report on sickness absence using a slightly different formula than we have used in previous reporting. The two main differences are how the headcount (which establishes the per person element) and how absences for part time employees are calculated. FTE Shifts lost are 2.34 for Wholetime.

73% of sickness absence in this quarter was due to long term absence. There were 40 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 23 of which were classified as long-term sickness. At the end of the period 20 employees had returned to work with 20 still absent.

Reasons for absence

Main reasons for sickness absence for the Wholetime are Mental Health issues (14 instances, 405 days) and Musculo Skeletal (31 instances, 340 days). The main long-term absence reasons were Musculo Skeletal (23 instances, 123 days) For short term absences was Mental Health (10 instances, 378 days)

Wholetime			Short Term Absences			Long Term Absences		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	14	405	Musculo Skeletal	23	123	Mental Health	10	378
Musculo Skeletal	31	340	Hospital/Post Operative	4	39	Musculo Skeletal	8	217
Hospital/Post Operative	5	83	Mental Health	4	27	Hospital/Post Operative	1	44
Other known causes (not specified in list)	8	59	Virus/Infectious Diseases	5	25	Other known causes (not specified in list)	2	37
Genitourinary/Gynecological/Reproductive	1	28	Other known causes (not specified in list)	6	22	Genitourinary/Gynecological/Reproductiv	1	28
Virus/Infectious Diseases	5	25	Cause Known, but not specified	2	20	Mental Health - Other	1	16
Mental Health - Other	4	22	Ear, Nose, Throat	4	19			
Cause Known, but not specified	2	20	Gastro-Intestinal	6	14			
Ear, Nose, Throat	4	19	Respiratory - Cold/Cough/Influenza	5	12			
Gastro-Intestinal	6	14	Respiratory - Chest Infection	3	8			

Control Absence

In total 57.5 working days were lost due to sickness absence during this quarter. Of this 22 days were lost due to long term absence and 35.5 days were lost due to long term absence at an average of 2.2 days per employee.

The HMICFRS Full Time Equivalent shifts lost for Control is 2.2 days per employee.

This represents a decrease of 10.5 days (18%) on the previous quarter.

There were two periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration) one of these were long term sickness the other short term, both employees returned

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

This is the last quarter we will report on absence from Control as they have now joined Derbyshire FRS as part of Joint Fire Control.

On Call 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 day shift traditionally for whole-time employees).

In Q1, 888 days were unavailable due to sickness, broken down into 655 days of long-term absence (28+ days) and 233 days of short-term absence. This equates to an average of 3.4 “days” of unavailability per employee.

Compared to Q4, when 873 days were lost to sickness absence, this reflects a slight increase of 15 available days (1.7%).

There were 20 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 11 of which were classified as long-term sickness. At the end of the period 11 employees had returned to work with 9 still absent.

Reasons for Absence

The 2 main conditions leading to long-term absence for On call employees in Q1 were Mental Health issues (7 instances, 258 days) and Musculo-Skeletal issues (12 instances, 274 days).

Retained			Short Term Absences			Long Term Absences		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	12	274	Musculo Skeletal	9	81	Mental Health	4	234
Mental Health	7	258	Hospital/Post Operative	2	43	Musculo Skeletal	3	193
Cancer and Tumours	1	91	Ear, Nose, Throat	3	25	Cancer and Tumours	1	91
Hospital/Post Operative	3	82	Mental Health	3	24	Other known causes (not specified in list)	1	40
Other known causes (not specified in list)	3	51	Eye Problems	3	16	Hospital/Post Operative	1	39
Mental Health - Other	2	42	Virus/Infectious Diseases	3	14	Mental Health - Other	1	30
Ear, Nose, Throat	3	25	Gastro-Intestinal	3	12			
Eye Problems	3	16	Mental Health - Other	1	12			
Virus/Infectious Diseases	3	14	Other known causes (not specified in list)	2	11			
Gastro-Intestinal	3	12	Respiratory - Cold/Cough/Influenza	3	11			

Non-Uniformed (Support) Absence

In total 405 working days were lost due to sickness absence for non-uniformed personnel during the quarter. This breaks down into 236 days due to long term sickness absence (28+ continuous days absent) and 169 working days due to short term absence. This represents a significant increase of 173 days (75%) on the previous quarter. There is a large increase in long term absence 162 days (220%) which has impacted this quarter. T

The average absence per employee was 2.58 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

The HMICFRS Full Time Equivalent shifts lost for Support Staff is 2.38 days per employee, the slight difference is due to the different way the figures are calculated for headcount and part time staff.

There were 6 individual long term sick in this quarter. There were 12 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 4 of which were classified as long-term sickness. At the end of the period 8 employees had returned to work with 4 still absent.

Reasons for Absence

The main reasons for non-uniformed absence was Mental Health (8 instances, 137.5 days) and Musculo Skeletal issues (4 instances, 76 days). Cancer is the main reason for long term absences.

Non Uniformed

			Short Term Absences			Long Term Absences		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	4	79	Mental Health	3	39	Cancer and Tumours	1	65
Musculo Skeletal	4	76	Ear, Nose, Throat	6	36	Musculo Skeletal	1	57
Cancer and Tumours	1	65	Respiratory - Cold/Cough/Influenza	10	26	Mental Health	1	40
Mental Health - Other	4	58.5	Mental Health - Other	3	24.5	Mental Health - Other	1	34
Ear, Nose, Throat	6	36	Hospital/Post Operative	1	20			
Respiratory - Cold/Cough/Influenza	10	26	Musculo Skeletal	3	19			
Hospital/Post Operative	1	20	Virus/Infectious Diseases	6	17			
Virus/Infectious Diseases	6	17	Other known causes (not specified in list)	1	9			
Other known causes (not specified in list)	1	9	Headache/Migraine/Neurological	4	8.5			
Headache/Migraine/Neurological	4	8.5	Cause Known, but not specified	1	4			
			Unknown causes, not specified	1	4			

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

WORKFORCE PLAN 2019-21

Report of the Chief Fire Officer

Date: 18 October 2019

Purpose of Report:

To review the Workforce Plan for 2018-19 and inform Members of the updated plan for 2019-21.

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1. BACKGROUND

- 1.1 The Workforce Plan 2019-21 forms part of the business planning process which supports the delivery of the Strategic Plan and is undertaken by the Human Resources Department to establish workforce trends, identify potential workforce planning issues and formulate an action plan to address these issues. The plan is based upon projections of anticipated turnover and information received from all departments regarding their workforce needs for the forthcoming year.
- 1.2 The plan seeks to forecast:
- Workforce reductions through retirement, projected turnover and other factors;
 - Workforce increases resulting from delivery of new service requirements;
 - The need for succession planning for specialist and managerial roles;
 - Particular areas of concern within the Service;
 - Resources requirements.

2. REPORT

REVIEW 2018-19

- 2.1 There has been a small reduction in workforce numbers during 2018-19, from 902 to 900 employees (as at 31 March 2019). This does not take account of current vacancies. Excluding on-call roles, the number of established posts has reduced from 630.32 to 629.74 (fte) as a result of a slight reduction in the number of hours worked in support roles

Whole-time establishment

- 2.2 The whole-time establishment has remained static at 455 posts during 2018-19. This reflects the fact that there has been no post reductions or post conversions during this period.
- 2.3 As at 31 March 2019, the operational workforce stands at 455 (454.08fte) against an establishment of 455 roles.
- 2.4 It should be noted that a reduction to the whole-time establishment, arising from the outcomes of the Sustainability Strategy, was approved by the Fire Authority on 27 September 2019.

On-Call (Retained) Establishment

- 2.5 The Service has actively sought to increase recruitment to on-call roles during 2018-19, with 27 new trainees appointed to 13 on-call sections across the county, in addition to the 36 trainees appointed in 2017-18. However, this

must be off-set against turnover, which accounts for 29 leavers in the past year.

- 2.6 The implementation of a mixed crewing model at Ashfield and Retford fire stations has focused recruitment efforts in these areas and recruitment has commenced for the next training courses which are scheduled for January and April 2020.
- 2.7 On-call recruitment and retention is an ongoing challenge for the fire sector due to the limitations of recruitment pools of applicants who live or work within the required five-minute response time of a station and the commitment required to attend incidents and training whilst, quite often, undertaking a primary employment. In response to this a dedicated on-call support team has been established since January 2019 to provide support and cover for on-call sections with the aim of improving recruitment, retention and appliance availability.
- 2.8 As at 31 March 2019, the Service employed 260 on-call employees compared to 258 in April 2018. This includes 64 dual employment contracts.

Control Establishment

- 2.9 During 2018-19, the Service retained a control room workforce of 26 employees (25.7 fte), this is above the agreed establishment of 25 due to secondments of personnel to the regional Systel team and to the Emergency Services Network (ESN) project. It should be noted as from 1 July 2019, the control function has transferred to a joint control room and Nottinghamshire Fire and Rescue Service (NFRS) control employees have been transferred to Derbyshire Fire and Rescue Service. The secondment to the ESN Project position has been retained within the ICT Department.

Support Establishment

- 2.10 As at 31 March 2019, the Service employed 143 (133.13 fte) employees in support roles against an establishment of 158 (150.24 fte) posts. However, it should be noted that, of these, 13 are fixed term appointees.

Workforce Projections 2018-19

- 2.11 In projecting workforce levels for 2018-19, assumptions were made about turnover levels. The most significant impact of turnover relates to the operational workforce as this directly relates to frontline service provision.
- 2.12 It was projected that 18 employees could leave the Service at the 30-year retirement point and eight for other reasons. Taking assumed leavers to 26. In a worst-case scenario, that up to 20 additional employees could choose to take early retirement. Taking potential leavers to 46.

- 2.13 In the event, there were 37 leavers. 25 were due to retirement and 12 for other reasons. This is broadly in line with predictions (but less than the worst-case scenario) and is mainly due to decisions regarding early retirement.
- 2.14 In terms of the on-call workforce, it was predicted that up to 32 employees could leave the Service during 2018-19. In the event, 29 personnel left the Service, which is slightly lower than forecast. However, three on-call personnel migrated to the whole-time duty system as part of the whole-time selection process, which brings the total reduction to 32 personnel.
- 2.15 In terms of the control and support workforce, it was predicted that up to 17 employees could leave during 2018-19. In the event, 16 personnel left the Service. Of these, one was due to ill-health retirement and four were due to the expiry of fixed term contracts.
- 2.16 It is difficult to predict with certainty the level of anticipated turnover in any given year as it is affected by numerous factors. The numbers of early retirements amongst whole-time operational personnel was lower than predicted (as a worst-case scenario), however the other predictions were broadly correct. It should be noted that future retirement decisions are likely to be impacted by the outcome of the ongoing claim that the changes to the Firefighter Pension Scheme in 2015 were discriminatory on the grounds of age, and which have recently been referred to the employment tribunal by the Supreme Court.

Other Action Points

- 2.17 In addition to succession planning, other key workforce objectives within the 2018-19 plan centred on improving equality and sickness absence figures.
- 2.18 In terms of equality, the Service has increased the number of operational female employees by 12 whole-time roles to 33. The number of women employed in on-call roles has reduced by one to ten. The work undertaken to support female applicants for the firefighter recruitment process did have a positive outcome and resulted in the largest intake of female firefighters of any previous recruitment campaign and will be reflected in future recruitment processes.
- 2.19 Overall, women account for 16.93% of the workforce. The greatest proportion of women are employed in control roles (76.92% of control roles) and support roles (57.32% of support roles). Women account for 5.87% of the operational workforce.
- 2.20 The number of employees from BAME backgrounds has slightly increased from 32 to 37 (this does not include employees from White Irish or White Other backgrounds), equating to 4.12% of the total workforce. Three further candidates from BAME backgrounds will commence their training in September 2019. Positive action measures were undertaken to encourage applications from BAME applicants as part of the 2018 firefighter recruitment

process, which resulted in 80 applications and eight appointments from candidates from BAME backgrounds.

- 2.21 The average sickness absence rate for Service employees was 7.68 days in 2018-19, a decrease from 8.05 days in the previous year. However, this still is above the target of 6.5 days per employee. The majority of absence (63.7%) was due to long-term medical conditions which were certified by a GP and were longer than 28 days in duration. There have been two medical retirements during the year.
- 2.22 The Service has implemented additional support to reduce the level of absence arising from musculo-skeletal and mental health conditions in the workforce, which are the two main reasons for sickness absence. This includes access to an Employee Assistance Programme and on-site physiotherapy support.
- 2.23 Progress against these targets, and other aspects of the Workforce Plan, is reported to the Human Resources Committee throughout the year.

WORKFORCE PLAN 2019-21

- 2.24 The current plan has been revised to reflect projections into 2021. As an outcome from the delivery of the Sustainability Strategy, primarily the implementation of mixed crewing at Ashfield and Retford fire stations, it is proposed that there will be a reduction in whole-time operational roles from 455 to 431. This was considered and approved by the Fire Authority in September 2019. These reductions will be achieved by natural turnover and will not result in redundancies in the operational workforce. However, it will mean that the operational establishment will be over-established for a period during 2019-20 and this has been factored into the salaries budget.
- 2.25 There is still a need to identify £800k of savings due to budgetary pressures by 2021 and this is likely to have some further workforce implications.
- 2.26 The final outcomes of the 2018 firefighter selection process will result in a final intake of eight whole-time apprentice firefighters from September, and workforce projections suggest that the Service will need to commence recruitment during 2020, for appointment in 2021, if the predicted level of turnover over the next two years is realised.
- 2.27 Efforts will continue to increase on-call firefighter appointments, to maintain and enhance current on-call personnel, particularly to support those stations operating the mixed crewing model. Campaigning for on-call personnel runs constantly throughout the year, with events held at local stations, and with central support provided by the on-call and human resources teams. The National Fire Chiefs Council are also co-ordinating promotional material at a national level to support local recruitment.
- 2.28 It is anticipated that there will be a considerable number of retirements at supervisory level over the next the two years, with the potential retirement of

15 Crew and Watch Managers before April 2021, which will be addressed through in-house progression and development programmes and external in-role transfers.

- 2.29 The impact of increasing collaboration will have workforce implications, for instance the establishment of a joint control function with Derbyshire Fire and Rescue Service from July 2019 and the projects currently underway to share estate and resources with Nottinghamshire Police. Planning for the relocation to a joint Headquarters at Sherwood Lodge is underway, with a dedicated people and human resources workstream to manage the transfer of current Headquarters staff planned for the end of 2021.
- 2.30 The raising of the normal retirement age and pension scheme changes will result in an increasing age profile for the workforce, which will have implications for fitness, well-being and employee support. The impact of an ageing workforce will be considered and measures established to anticipate and plan for future issues, this is likely to have implications for occupational health, equipment/PPE and training. The effect of an ageing population will also have implications for the delivery of services to the community.
- 2.31 The need to make the workforce more representative and diverse will continue to be a priority for the Service, with the aim of improving the current workforce profile to better reflect the local population. Whilst targeted positive action measures will continue to be used, the Service will also use service delivery activities as opportunities to engage with local communities about a career with the fire service and to promote the Service more widely.
- 2.32 Other external factors which will impact upon workforce planning are set out within the introduction to the Workforce Plan and include national pay negotiations and the broadening of role maps, apprenticeship targets, the Fire and Rescue Service National Framework, and outcomes from the Firefighter Pension Scheme legal challenge.
- 2.33 The Workforce Plan forms a key part of the Service's planning process and ensures that the Service has the requisite number of skilled employees, deployed to achieve and maintain the delivery of corporate objectives. The action plan sets out detailed departmental workforce issues and priorities linked to the delivery of the corporate strategy and business plans. These identify succession planning requirements and skill gaps to ensure that the Service has the requisite plans in place to meet delivery objectives.
- 2.34 Predictions within the Workforce Plan are kept under continual review and regular reports are submitted through the Authority's Human Resource Committee.

3. FINANCIAL IMPLICATIONS

- 3.1 The management of establishment levels is key to the overall management of staffing budgets which constitute 79% of the overall revenue budget. Accurate

predictions are always difficult, but are still essential to budget setting with issues such as the overall establishment, the distribution of staff within roles and the numbers of staff in development all having considerable influence on budgets.

- 3.2 As the report sets out in Paragraph 2.25, the financial pressures on the organisation are such that around £800k of budget reductions will need to be made over the next two years, which may have workforce implications.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The human resources and learning and development implications are contained within the report.

5. EQUALITIES IMPLICATIONS

The equalities implications are contained within the report.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

Workforce planning is key to ensuring that the Service has the requisite number of employees with the skills and competence to fulfil statutory obligations, meet Service objectives and ensure business continuity, within available budgets. An action plan to address the risks identified within the review, is set out at Appendix B.

9. COLLABORATION IMPLICATIONS

- 9.1 The Service is actively engaged in identifying opportunities to collaborate with other public-sector bodies on the provision of services to increase effectiveness or efficiency. As such collaborative arrangements may have workforce implications, the human resources department will provide professional advice and support to the Service to ensure that issues are dealt with in line with the requirements of employment law and local policy and procedure, and provide support for NFRS employees.

- 9.2 Key collaboration projects over the next two years which will have significant workforce impacts include the implementation of a joint control function from July 2019, and planning for the co-location of employees to the shared Headquarters with Nottinghamshire Police. However, there are a number of collaborative projects in the planning or implementation phase which are likely to have workforce implications, requiring support from the human resources team, during the scope of this plan.

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



NOTTINGHAMSHIRE
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WORKFORCE PLAN 2019-21



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SECTION 1 – INTRODUCTION

- 1.1 This Plan is designed to highlight issues relating to corporate ‘people’ requirements over the next year, with a look-ahead to 2021, and links into the strategic planning and business planning objectives.
- 1.2 The report seeks to forecast:
- Workforce reductions through retirement, projected turnover and other factors;
 - Workforce increases resulting from delivery of new service requirements;
 - The need for succession planning for specialist and managerial roles;
 - Particular areas of concern within the Service.
- 1.3 By anticipating the needs of the Service through the business planning process, the Service can ensure that the foundations are in place to deliver on key Service objectives and commitments which will underpin the Nottinghamshire Fire and Rescue Service (NFRS) Integrated Risk Management Plan 2019-22. These needs can then be factored into the budget planning process.
- 1.4 This Plan will be developed and managed through the Strategic Leadership Team.

WORKFORCE CHANGES IN 2018-19

- 1.5 Overall staffing numbers have decreased from 902 to 900 employees in post (between 1 April 2018 and 31 March 2019). A decrease of two overall.
- 1.6 The Service has recruited to 37 whole-time operational roles during 2018-19, appointing to 25 trainee/apprenticeship firefighter roles for the first time since 2012; 7 via migration from the on-call workforce and five transfers from other Services. Additionally, a further ten apprentice firefighters will commence their training in September 2019, to bring the total intake to 47.
- 1.7 This succession planning should provide operational resilience through to 2021 and ensures that sufficient firefighters are in training to replace those leaving the Service through retirement or other reasons over the next couple of years.

(For the purposes of this count, each on-call employee is counted as 1 FTE)

Operational Roles

- 1.8 Whole-time establishment currently stands at 455 posts, against a workforce strength of 457 (455.08 FTE) at 31 March 2019.

On-Call Duty System Role

- 1.9 As part of a strategy to increase the number of on-call personnel, there has continued to be a concerted effort to recruit to on-call sections during 2018. This has led to the appointment of 27 firefighters to 13 on-call sections across the county during the last year. Recruitment activity during 2018 has been concentrated on recruiting to Ashfield and Retford on-call sections to support the new Day Shift mixed crewing model. There are currently 260 on-call personnel providing 139 units of cover across all on-call sections.

Control Roles

- 1.10 The Service has a control room workforce of 26 (25.75 fte) employees providing emergency call response, operating on a tri-service basis (with Leicestershire and Derbyshire Fire and Rescue Services) through the shared Systel mobilising system.
- 1.11 The Service contributes to the tri-service administration team through the provision of a Watch Manager role on a seconded basis.
- 1.12 The Control function will be transferring to a joint Control Room, based in Derbyshire, from July 2019.

Support Roles

- 1.13 The number of established roles (158) has reduced by four during 2018-19. Of these, the Service currently has 13 personnel on fixed term contracts (excluding internal temporary moves).

Established Posts

- 1.14 In terms of established posts (excluding on-call roles), there has been a slight reduction overall from 630.32 (fte) to 629.74 (fte), a reduction of 0.58 fte posts.

SICKNESS ABSENCE

- 1.15 Sickness absence has decreased during 2018/19, from 8.05 days to 7.68 days per employee, accounting for 4919.5 days. This is higher than the public-sector average (6.1 days) and higher than the national average (4.1 days) and private sector average (3.2 days)¹. In comparison with other fire and rescue services (FRSs), absence levels are below sector sickness average of 8.26 and ranked 11th of the 31 other FRSs who take part in the survey.
- 1.16 Most of this absence (63.7%) is linked to long-term medical conditions which are certified by a GP and are longer than 28 days in duration. There has also been three medical retirements during the year.

¹ Labour Turnover Rates survey 2018 - XpertHR

- 1.17 The Service continues to provide support for employees through its occupational health team to improve health and well-being throughout the workforce, assist those with long-term conditions to return to or remain at work, and to maintain operational fitness. Analysis has shown that the main reasons for long-term absence are linked to musculo-skeletal conditions and mental health issues and the Service has introduced a new Employee Assistance Programme (“Life and Progress”) and on-site physiotherapy support to address these issues as part of its Well-Being Strategy. The aim being to provide effective early intervention, ongoing support and rehabilitation to reduce absence levels and to facilitate a supported return to work.

BUDGETARY POSITION

- 1.18 The Service continues to face a challenging financial situation. Whilst funding levels are expected to increase slightly in 2019/20 there remains significant pressures on the budget and savings in excess of £800k still need to be identified.
- 1.19 As pay costs form the largest element of spending, it is inevitable that the majority of savings will need to be found through workforce changes.
- 1.20 The Service has and will continue to place priority on engaging with employees and trade unions to find ways to mitigate the need for compulsory redundancies, and to find these savings through greater efficiency, a review of activities and re-alignment of services.

SECTION 2 – IMPACTS ON WORKFORCE ISSUES

EXTERNAL IMPACTS

- 2.1 Statutory / national changes which may impact upon workforce issues during 2019-21 include:

Potential Changes Arising From a Government Review of Employment Legislation and Potential Impact of Brexit

- 2.2 There continues to be a marked reduction in proposed changes to employment law during 2019. However, the impact of Brexit may result in the rescinding or review of current regulations. The Head of People and Organisational Development will maintain an overview of proposed developments and statutory changes which will impact upon current policy and practice.
- 2.3 A potential impact of Brexit may be a (short or long term) economic downturn and pressure on public finances may impact upon financial settlements for the fire sector. Any such impact is likely to have workforce implications.

National Pay Review/Broadening of Role Maps/Potential for Industrial Action

- 2.4 The Fire Brigades Union rejected the employers pay proposal, which included a broadening of firefighter role maps, following a ballot in April 2019. This has the potential to lead to a trade dispute at a future point, which will have significant workforce implications across the sector.
- 2.5 In the event that a settlement is reached, any change in role requirements may require a period of up-skilling and transition across the operational workforce.

Firefighter Pension Scheme Changes

- 2.6 Thirty-five employees who are members of the 1992 Firefighter Pension Scheme (those who were aged 41-45 on 1 April 2012), or members of the 2006 New Fire-fighter Pension Scheme (those aged between 46-50) on 1 April 2012, have tapered protection of their pensionable status. This protection period will extend until 2022. The impact of this may be that more people may decide to take early retirement (ie: before they have completed 30 years of service) than might have been expected. This is likely to lead to the retirement of long-serving officers, some of whom will have specialist skills, and the need to implement succession planning to ensure that such skills are retained for the future.
- 2.7 An appeal by the Fire Brigades Union against the protection arrangements introduced as part of the implementation of the 2015 Firefighter Pension Scheme has been upheld during 2018 (the McCloud and Sargeant transitional protections case) and a Supreme Court ruling has recently refused an appeal against this decision. The issue will now return to an

employment tribunal. The outcomes of this appeal will potentially have significant financial and administrative implications for all FRSs.

HMICFRS Inspections

2.8 The advent of the inspection regime for FRSs will impact across all aspects of the Service. The themes against which each FRS is assessed are efficiency, effectiveness and people. The recent inspection outcomes for NFRS produced an assessment of 'requiring improvement' across the three areas. The focus will therefore be to demonstrate improvement in those areas identified by the inspection over the next two years.

Hackitt Enquiry

2.9 Whilst the outcomes from the Dame Judith Hackitt Independent Review of Building Regulations and Fire Safety are still to be finalised, there are indications that a greater emphasis on involvement from FRSs is likely. The Service will continue to monitor developments in this area and contribute to consultations on the matter; either locally or through the established regional National Fire Chiefs Council Protection Group.

Grenfell Tower Public Inquiry

2.10 The timescale for publication of outcomes from the ongoing public inquiry into the fire at Grenfell Tower is currently unknown, however it is likely that there will be implications for FRSs which will become known during the course of this Workforce Plan. The Service will need to ensure that any learning outcomes and recommendations from the inquiry are considered fully at a local level, and this is likely to have some workforce implications.

Skills Shortages

2.11 The increasing reliance on technology within the workplace, which is designed to improve efficiency, will require expertise which may not be readily available within the UK workforce. NFRS may need to review its approach to remuneration should certain key roles prove difficult to fill.

INTERNAL IMPACTS

2.12 Corporate issues which are likely to impact on the workforce during 2019-21 include:

Strategic Plan 2019-22

2.13 The new Strategic Plan will drive all activities over the next three years, with the clear aim of creating safer communities. The Workforce Plan will support the Strategic Plan by ensuring that the resources and skills required to deliver prevention, protection and response activities are in place to enable services to be delivered effectively and efficiently.

Budgetary Constraints (£800k savings by 2020)

- 2.14 As the largest revenue cost is salary payments, a substantial saving will need to be found from workforce reductions, efficiencies or through collaboration. This is likely to have workforce implications.

Outcomes of Sustainability Strategy

- 2.15 The Sustainability Strategy was agreed by the Fire Authority in 2014, to address budgetary reductions and to effect changes to delivery models with the aim of enhancing efficiency.
- 2.16 The majority of these objectives have been met and the next two years will see a period of consolidation of the changes and review of their impact. The changes will enable a reduction in the number of whole-time operational roles through natural turnover, and may present further opportunities to extend the mixed crewing model where this is appropriate. There will also be a review of the amended collective agreement to establish any further efficiencies.

Prevention Activities

- 2.17 In line with the aims of the Strategic Plan, the continued roll-out of the Safe and Well Programme will be accelerated with new ways of targeting the most vulnerable in the community and raising awareness of fire and other risks, identifying emerging needs through better engagement with partners, and enhancing community engagement. A new Prevention Strategy will be developed during 2019, which may lead to the re-structuring of the current prevention team.

Protection Activities

- 2.18 In line with the aims of the Strategic Plan, the Service will be enhancing its protection activities through hazard spotting, using the local knowledge of crews and pro-active business safety checks, and reviewing and implementing actions arising from the Grenfell Tower and Hackitt enquiries. This is likely to lead to a review of current priorities, with the aim of more accessible and responsive services. During 2019, a dedicated training programme will up-skill the fire safety knowledge of local crews, with a Level 3 Fire Safety qualification being delivered in-house to all Watch Managers.
- 2.19 The Service will also be looking at the viability of the fire investigation team working more closely with the Nottinghamshire Police crime scene investigation team to improve understanding and share resources, with the aim of co-locating the teams if feasible.

Response

- 2.20 In line with the aims of the Strategic Plan, the Service will be seeking to ensure the future sustainability of on-call provision, investing in recruitment, training and retention, and extending the role of on-call personnel.
- 2.21 Following a recent audit which identified weaknesses in recording operational competence, the focus will also be on maintaining and recording the competence of operational personnel by improving opportunities to train, exercise plans and better integrate training systems.
- 2.22 The transfer of emergency call handling to a joint control function with the Derbyshire Fire and Rescue Service from July 2019 will lead to the TUPE transfer of personnel, the implementation of redundancies to effect a reduced staffing establishment and an overview of the new arrangements to assess and manage the impact of the new arrangements. Many of these will have workforce implications.

Collaboration

- 2.23 The impact of increasing collaborative arrangements will continue to impact upon workforce issues – the most significant of which will be the transfer of staff to joint Headquarters with the Nottinghamshire Police in October 2021 (see below). Planning has already started to manage the transfer and implications for NFRS employees. There are numerous collaboration projects underway and the number of feasibility studies and business cases to support collaboration will increase over the next two years. Human Resources will play a role in assessing and advising on the workforce impacts of collaboration opportunities and in any implementation process.

Move to Joint Headquarters in October 2021

- 2.24 The move from Bestwood Lodge to a joint Headquarters at Sherwood Lodge will require significant planning to ensure the effective transfer of circa 120 employees. The project is currently at the design stage. Various project streams have been created to manage all aspects of the transfer, including a people and human resources project. The need to inform and engage employees impacted by the transfer is paramount and will continue throughout the transition process.

Raising of the Retirement Age to 60 Under the 2015 Firefighter Pension Scheme

- 2.25 The implications of raising the normal age of retirement from 55 to 60 has workforce implications for maintaining fitness and health, maintenance of competence, and associated workforce profile issues (such as dependent care). A working group will consider the impacts of an ageing workforce during 2019, and this is likely to have implications for occupational health, equipment and service delivery.

Workforce Sustainability

- 2.26 Projected turnover levels, which are set out in more detail later in the report, will lead to loss of knowledge and specialist skills within both the operational and support workforce. Succession planning, leadership development programmes and effective recruitment to key roles will be key to ensuring that the Service sustains the skills and competence it needs to meet the objectives of its Strategic Plan.
- 2.27 Sustaining the on-call delivery model is a key challenge for the Service, and will require an improvement in both recruitment and retention of on-call personnel to ensure that a high level of appliance availability is maintained.

Employee Well-Being

- 2.28 In line with the aims of the Strategic Plan, the Service will actively promote employee well-being, supporting employees to maintain their physical, emotional and mental health throughout their career with the fire service. A Well-Being Strategy will be developed during 2019 to ensure that employees are aware of the wide range of provisions available to them and to promote healthy living to prevent illness and injury.

Reduction in Workforce Absence

- 2.29 Whilst absence levels are below the national sector average, the Service has missed its own target of 6.25 days per employee in 2018/19. Particular consideration will be to reduce the levels of absence related to musculo-skeletal and mental health conditions.

Promoting Diversity

- 2.30 The Service has a long-standing commitment to promoting equality and diversity in service delivery and within its workforce. In line with the aims of the Strategic Plan, the Service will be actively seeking to improve its community engagement activities, and will continue to address issues arising from a recent survey of female employees, the gender pay gap audit, promoting transgender and lesbian, gay, bisexual and transgender (LGBT) awareness, and support for those with disability.

SECTION 3 – CURRENT WORKFORCE: EXECUTIVE SUMMARY

ALL EMPLOYEES

REVIEW

- 3.1 The total turnover for 2018-19 was 9.34% which represents 83 leavers. This compares to 7.76% in 2017/18.
- 3.2 The Service appointed 66 new staff during 2018-19 (not including 5 new dual contract appointments and the migration of three on-call employees to whole-time roles). This compares to 57 new appointments in 2017/18;
- 3.3 The overall workforce establishment is summarised below:

Work Group	Establishment 31/03/19	Headcount 31/03/19	Establishment 01/04/18	Headcount 01/04/18	Difference (establishment)	Difference (headcount)
Principal Officer	3	2	3	3	0	-1
Whole-time	452	452.08 (454)	452	451.08 fte (452)	-0	+1fte
Control	24.5 fte (25)	25.7 fte (26)	25	26.25 fte (27)	-0.5	-0.55 fte (0)
On-Call		260		258	n/a	+2
Support	150.24 fte (158)	132.13 fte (144) 12 vacancies	150.32 fte (162)	135.8 fte (145) 10.5 vacancies	-.08	-1.67 (-1)
Total	629.74fte	873.91 fte (886)	630.32 fte	874.13 fte (885)	-0.58	+0.22 fte (0)

- 3.4 In April 2018, the whole-time establishment was 0.92 fte below establishment levels and there have been no changes to the number of operational roles during 2018-19. During the year, there have been 34 appointments to operational roles (three through on-call migration). The impact of leavers and new appointments during 2018-19 has led to a balanced operational establishment as at 1 April 2019.
- 3.5 The headcount figures for support roles does not include the 13 fixed term contract appointments which are either held against establishment vacancies or are supernumerary to establishment.
- 3.6 Average absence levels were 7.68 days per employee (4.4% decrease on 2017/18), which is above the performance target of 6.25 days per employee.

PROFILE OF THE WORKFORCE

By Gender

	Whole-time	On-Call	Support (Non Uniformed)	Control	Total
Male	424 (92.3)	249 (96.14%)	67 (42.68%)	6 (23.08%)	746 (83.07%)
Female	32 (7.02%)	10 (3.86%)	90 (57.32%)	20 (76.92%)	152 (16.93%)

- 3.7 The number of female employees across the Service has increased by ten since the last review, which is mainly accounted for by nine women appointed as an outcome from the 2018 firefighter recruitment campaign. As one of the successful candidates was a female on-call firefighter, this has led to a reduction in female employees employed in an on-call firefighter role. The number of women in support roles has increased by three, and the number of women in Control roles has reduced by one in the same period.
- 3.8 The 2018 firefighter recruitment campaign saw a number of positive action measures put in place to encourage women to apply and prepare for the selection process, particularly in terms of their physical fitness. This has resulted in 13 women being appointed overall out of 37 new firefighter trainees which accounts for 32.4% of new appointments. This is the highest intake of female firefighters of any selection campaign to date and is a vindication of the resources committed to encourage female applicants to apply to the Service.
- 3.9 In terms of on-call recruitment, the Service appointed 26 men and one woman to trainee firefighters during the period. Overall, there were 146 eligible applicants, of whom 11 were women (7.5%). Women therefore represented 3.7% of successful applicants, and 9% of female applicants. This compares to 2017-18, when four female applicants were appointed.
- 3.10 In total, 115 (13.9%) applications were received from women for all vacancies. Of these 36 (31.3%) progressed to interview, and 21 (25%) were appointed. As a % of all applications, more women than men were invited to interview. Of those who were appointed, 75% were male and 25% were women – this is likely to be linked to the high number of on-call appointments. However, of those invited to interview, 58.3% of women were appointed compared to 30.9% of male applicants.

By Ethnic Origin

- 3.11 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.

	Whole-time	On-Call	Non Uniformed	Control	Total
White British	382	226	124	24	756
White Irish/Other	29	13	3	2	47
BAME	22	5	10	0	37
Prefer Not to Say	23	15	20	0	58

- 3.12 The number of employees from BAME backgrounds (excluding Irish and White Other) is 4.12% (37) of the total workforce, making up 3.77% of operational firefighting roles. Please note that employees undertaking dual employment are counted under both the whole-time and on-call groupings.
- 3.13 If White Irish and White Other are included as BAME groups this increases the % of BAME in the total workforce to 9.35% (84), making up 9.93% (71) of operational roles.
- 3.14 The Service recruited to 30 whole-time operational roles during 2018-19, and to 36 other roles – 27 trainee on-call firefighters, and nine support roles. It should be noted that a further ten apprentice firefighters are due to commence their training in September 2019 as an outcome from the 2018 recruitment campaign, and these are not shown as starters in the above figures.

By Age

- 3.15 There have been some changes to age profiles compared to 2018/19. The most significant is in the age band 46-55, which saw a reduction of 29 and in the age group 56-65, which saw an increase of 15. This is accounted for by operational employees retiring from the Service between the ages of 50 and 55, and employees moving into the 56-65 age group during the year.

	Whole-time	On-Call	Non Uniformed	Control	Total
16-25	5	23	5	1	34 (3.78%)
26-35	93	85	23	5	206 (22.93%)
36-45	159	60	35	6	260 (28.95%)
46-55	181	71	64	7	323 (35.97%)
56-65	18	19	28	7	72 (8.01%)
65+		1	21		3 (0.33%)

- 3.16 The greatest proportion of employees are aged between 46 and 55 across most work groups, with the exception of on-call employees. Of these, 39.69% of whole-time and 27.5% of on-call employees are over 46. This means that a significant number of operational employees are likely to retire within the next 5-10 years and succession planning is in place to account for this projected level of turnover. However, this proportion is reducing as older employees retire and are replaced by younger starters.
- 3.17 The largest age group in the on-call group (85) are aged between 26-35 which represents a third of all on-call firefighters. It is important that this group is developed and retained in Service to sustain workforce numbers and replace Crew and Watch Managers who make up half (33) of those aged over 46 in on-call supervisory roles.
- 3.18 Members of the Firefighter Pension Scheme (1992) may opt to take early retirement from 50 if they have at least 25 years' service; members of the 2006 and newly constituted 2015 pension schemes have a retirement age of 60 (with the option to retire from age 55 with a reduction in pension benefits). This means that the age profile of the operational workforce will steadily increase over the coming years. This will inevitably raise issues around maintaining fitness and other age-related medical issues which may arise in an ageing workforce, and the Service will be undertaking work to address these issues during 2019.
- 3.19 One objective of this Plan, is to predict how many operational employees may opt for retirement over the two-year review period and to plan resources accordingly. This succession planning ensures that there are sufficient competent employees available to provide operational cover.

WHOLE-TIME DUTY SYSTEM

REVIEW

- 3.20 Turnover during 2018/19 was 8.16% accounting for 37 leavers.
- 3.21 At the end of April 2019, the whole-time workforce was 0.92 fte below establishment. This reflects the succession planning undertaken as a result of the previous Workforce Plan.
- 3.22 As previously reported, the Service recruited to firefighter roles during 2018. 25 trainee firefighters have already taken up positions and a further eight will commence their training in September 2019. This will ensure that there are sufficient operational personnel to maintain the ridership as operational employees retire over the next two years.
- 3.23 The whole-time establishment has remained at 455 posts during 2018-2019. However, the implementation of the mixed crewing changes will reduce the operational establishment by 23 posts during 2019-20.
- 3.24 There were 19 substantive internal promotions made to supervisory, middle and strategic manager roles during the review period.

3.25 Average absence levels were 7.33 days per employee, which is above the 6 days performance target set and which is an increase on absence levels in 17/18 (+352.5 days,11.6%).

2019-21

3.26 It is anticipated that the Service may lose up to 48 Whole-time uniformed personnel before 31 March 2021: 30 due to retirement at 30 years' service; 2 due to ill-health and 16 for other reasons.

3.27 An increasing number of employees are opting to retire at age 50, with 25 years' service. If it is assumed that 50% of those who could take early retirement before 30 years' service are factored into the workforce plan, an additional 15 uniformed personnel may choose to take early retirement during 2019-21. This takes the total of potential leavers to 31 March 2021 to 63 (it should be noted that this a worst-case scenario);

3.28 Considering that the Service will appoint eight apprentice firefighters during 2019-20, and that the operational establishment is due to decrease by 23 due to the impact of mixed crewing during 2020, the requirement to commence recruitment to apprentice whole-time fire-fighter roles should not need to be considered until 2020, for appointment in 2021. However, this will depend upon actual turnover figures, which will be reviewed during 2020.

3.29 Numbers in development as at 1 April 2019 are:

- Fire-fighters - 27 (10.1%)
- Crew Managers - 2 (2.78%)
- Station Managers - 4 (15.4%)
- Group Managers - 4 (66.7%)
- Area Managers - 2 (50%)

3.30 Due to the high number of trainee/apprentice firefighters and promotions to higher level roles, over the past year, the numbers of employees in development has risen. This is a potential risk to the Service and will require adequate support to be put in place to provide assurance during the development phase as individuals work toward competence.

ON-CALL DUTY SYSTEM

REVIEW

3.31 Turnover during 2018/19 was 11%, accounting for 29 leavers. (Please note that this does not include 3 transferees to the whole-time duty system).

3.32 Currently the Service calculates on-call establishment using units of cover. One unit equates to 24 hours, and the maximum establishment is 192 units. At the end of March 2019, 53 units of cover were vacant.

- 3.33 The Service has completed three on-call recruitment campaigns during 2018-19, with the appointment of 27 trainee firefighters. One campaign is still in process for a course start date of August 2019 – and a further course is scheduled to start in January 2020.
- 3.34 Currently, there are 64 dual contract arrangements in place (whole-time firefighters undertaking secondary employment as on-call firefighters) providing 38 units of cover. The Service has implemented a restriction on the numbers of dual employment contracts per station to manage the potential risk to operational resilience once the numbers of dual contract arrangements have reached an optimum level.
- 3.35 It is worth noting that 12 out of 17 (70.6%) on-call Watch Managers and 15 out of 28 (53.57%) on-call Crew Managers are employed on a dual employment basis. In addition, there are 21 temporary Crew Managers who are supernumerary to establishment to facilitate development and succession planning.
- 3.36 There were six substantive promotions to a substantive on-call Crew or Watch Manager supervisory position in 18/19, of these one appointee was solely on-call and five were dual contract appointees.
- 3.37 Numbers in development as at 31 March 2019:
- Firefighters - 65 (30.5%)
 - Crew Managers - 3 (10.7%)
- 3.38 There are a significant number of on-call firefighters in development due to the increase in recruitment activity. Trainees may take between 18-36 months to become fully competent and this requires a resource commitment from both Service Development Centre trainers and service delivery managers. A dedicated on-call support team has been established this year to assist with support for development activities
- 3.39 Average absence figures were 11.97 days per employee, which is above the target of 10.5 days per employee and is an increase on absence in 17/18 (+474 days, 18%).

2019-21

- 3.40 The on-call duty system could potentially lose six individuals due to retirement at age 60+, increasing to eight if individuals choose to retire between the ages of 55 and 59, before 31 March 2021.
- 3.41 It is likely that 62 on-call personnel in total will leave (based on average turnover rates) before 31 March 2021. Whilst the Service has committed resources to recruiting to on-call roles over the last two years, with an average of three campaigns per year, it has proved difficult to retain personnel at a rate which outstrips the number of new starters. This is a perennial problem that is proving difficult to address by recruitment alone.

SUPPORT ROLES

REVIEW

- 3.42 Turnover during 2018/19 was 11.1%, accounting for 16 leavers.
- 3.43 The Service appointed nine support staff in 2018/19, four of which were to fixed-term contracts and one to an apprenticeship position;
- 3.44 At the end of March 2019, there were 12 support role vacancies. However, the majority of these are currently in the process of recruiting or are covered by temporary or fixed term appointments;
- 3.45 There were 13 fixed term contracts in place as of 1 April 2019 (not including internal temporary moves).
- 3.46 Average absence levels for support employees was 8.82 days per employee, this is above the performance target of seven days per employee, but is a decrease on 2017-18 (-537 days, 28.3%).

2019-21

- 3.47 There are likely to be seven retirements before 31 March 2021.
- 3.48 Based on past turnover levels, it is likely that up to 34 staff will leave the Service before 31 March 2021.

CONTROL

- 3.49 Turnover during 2018/19 was 3.77%, accounting for one leaver.
- 3.50 The Service did not appoint to any control roles during 2018-19;
- 3.51 Average absence levels for control staff were 6.46 days per employee. This is above the target established for this work group of six days per employee, but is a decrease on 2017-18 (-41.5 days, 19.9%).

2019-21

- 3.52 From 1 July 2019, all control staff will transfer to the new Joint Control Centre and will transfer their employment to Derbyshire Fire and Rescue Service. No projections have therefore been made for 2019 onwards.

SECTION 4 – EQUALITIES TARGETS : progress during 2018-19

- 4.1 Previously the Service has aimed to achieve a target of up to 19% women appointed into operational roles, and 10% of all new entrants appointed from BAME applicants. Due to the fact that the Service had not recruited to whole-time roles since 2012, it was agreed by the Human Resources Committee that new reporting requirements will no longer reflect a generic recruitment target for operational roles, but this should not prevent targets being established for individual recruitment campaigns.
- 4.2 Comparisons will therefore be made to local or national population and declaration expectations.
- 4.3 The following information reflects recruitment activity during 2018-19:

Appointments by Gender

- 4.4 The Service appointed 16 (out of 66 new starters) women to roles during 2018-19. Of these six were to support roles, one to an on-call trainee firefighter role and nine to whole-time trainee/apprenticeship firefighter roles. It should be noted that a further three women will commence their apprentice firefighter training in September 2019, as an outcome from the 2018 recruitment campaign. In total, there were 115 female applicants out of a total of 827 applicants (13.9%), of which 36 (31.3%) progressed to the interview stage.
- 4.5 Ten women were appointed to operational roles during 2018-19, compared to four in 2017-18, which accounts for 17.5% of all operational appointments. This is broken down to 60% of whole-time appointments and 3.7% of on-call appointments. In the same period, 47 (82.5%) men were appointed to operational appointments. Of these, 70% were to whole-time appointments and 96.3% to on-call appointments.
- 4.6 The number of female appointees to whole-time roles has been the highest of any previous recruitment campaigns, mainly due to the impact of positive action measures to support candidates through the process.
- 4.7 However, there continues to be a long-standing problem in attracting and recruiting female candidates to on-call roles. This may be due to the demands of the on-call model and how this fits into family and social commitments, but may also be to geographic locations (ie: do not live or work within five minutes of an on-call station) or inability to meet fitness or other selection requirements. The new on-call team will be reviewing and seeking to address issues which may deter female applicants from applying and supporting them with their applications – for instance, in terms of achieving fitness standards – as part of their objective to recruit and retain on-call staff.
- 4.8 For support roles, women accounted for six of nine appointments (66.7%).
- 4.9 In total women made up 24.2% of all appointments in 2018/19. This compares to 26% in 2017-18.

Appointments by Ethnic Origin

- 4.10 The Service appointed ten applicants from a BAME background to all roles (7.6%). These appointments were all to whole-time trainee/apprentice firefighter roles during 2018-19, including those who will commence their apprentice firefighter training in September 2019. This represents 32.3% of BAME interviewees. The local BAME working population is 11.2%.
- 4.11 In total 827 applications were received for vacant posts, of which 96 (11.6%) applications were received from BAME applicants for all roles, 31 (13.1%) of which progressed to interview. Ten BAME applicants were subsequently appointed, accounting for 32.3% of BAME interviewees, 13% of all interviewees, 13% of appointments – including those commencing training in September 2019.
- 4.12 Positive action measures to increase the number of ethnic minority employees as a ratio of the total workforce remains a priority for the Service. Whilst the Service no longer has a target recruitment figure for BAME appointments, it is the Service's stated aim to encourage more BAME applicants for job vacancies to address the issues of under-representation in the workforce.
- 4.13 The Organisational Development (OD) and Inclusion Manager has reviewed applications received as part of a monitoring process which reports to the Human Resources Committee on a half-yearly basis, and this review did not identify any discriminatory practices in the recruitment process (Human Resources Committee: 5 April 2019). However, it is acknowledged that further work will need to be undertaken to encourage a greater number of applicants with the skills required to apply to the Service, and this is likely to entail commitment to a range of positive action measures. The on-call team will be working closely with the inclusion team to attract a greater number of applicants from a BAME background to apply for on-call roles.

Appointments by Sexual Orientation

- 4.14 The Service received 14 applications from applicants declaring as LGBT out of a total of 827 applications (1.7%), with four applicants progressing to the interview stage (1.67%).
- 4.15 The Service appointed one applicant (1.5%) who declared as LGBT (out of 66 new entrants to the service) during 2018-19. However, 11 applicants did not choose to declare their sexual orientation. The estimated national LGBT population is 5-7%.

SECTION 5 – KEY WORKFORCE ISSUES BY DEPARTMENT

RESPONSE

- 5.1 Following the intake of firefighters during 2018/19, the ridership is in a much better position than last year, and the emphasis will be on developing the skills and core competencies of new and existing operational employees, including specialist skills and new specialisms, meeting new and emerging risks, such as waste fires. The Service also contributes to civil contingencies and responds to national risks. These capabilities will also need to be developed and maintained during the period 2019-21.
- 5.2 Crews will be engaged in the delivery of the Service's prevention and protection strategies, including the delivery of safe and well checks and business safety checks to enhance fire safety activity during 2019/20. This will entail the training of crews and a new Level 3 qualification in fire safety for supervisory managers which will be rolled out to all crews by members of the fire protection team by April 2020.
- 5.3 There will be a number of specialists retiring from the Service over the next two years, which will entail succession planning to ensure that their knowledge and skills are transferred successfully.
- 5.4 The number of operational personnel in development is an issue in terms of capacity and may require a review of current practice. It is increasingly difficult to release hours other than for acquisition and maintenance of core skills competence – ie: for development of broader skills, and this will be jointly addressed by delivery, learning and development and service assurance.
- 5.5 Recruitment and retention of on-call personnel is an ongoing priority as the level of turnover is high. A dedicated on-call support team has been appointed in 2018 to support on-call managers and provide resilience to maintain appliances on-the-run.
- 5.6 The implementation of mixed crewing and alternative crewing over the past year has been successfully implemented and both schemes will be reviewed and developed during 2019-20.

PROTECTION

- 5.7 The protection team is undergoing a restructure to split the team across three sites, rather than the current two. This restructure also sees amendments to the line management of personnel to afford greater supervision and support to personnel. The department's business plan outlines an increase in fire safety audits, as well as the introduction of 'business safety checks' for operational crews. At this time of increased activity, the team faces a number of potential retirements with a loss of some technical knowledge and specialist understanding, and a requirement to recruit to these posts. This does, however, also afford the opportunity to diversify the role of inspecting officers and offer further development opportunities for personnel.

- 5.8 The introduction of a career graded pathway for personnel will assist in rewarding progression and development, whilst a wider departmental pathway will enable personnel, who wish to, to develop their skills across a clear multi-functional career. Making the department a preferred career for personnel is a focus over coming years.
- 5.9 Whilst the outcomes from the Hackitt review are still to be finalised, there are indications that a greater emphasis on involvement from FRSs is likely. The Service will continue to monitor developments in this area and contribute to consultations on the matter; either locally or through the established regional National Fire Chiefs Council Protection Group.
- 5.10 The proposed co-location of the arson reduction and investigation team, with the Police crime scene investigation team, will enable greater collaboration and closer working, improving standards and enabling both teams to comply to required standards of operation. Further to this, a review in to how a resilient model of fire investigation is delivered will feature in the 2020/21 business plan for the department.
- 5.11 Collaborative opportunities within regional FRSs will continue to be explored to enhance the Service's fire engineering and fire investigation capabilities, including supporting the succession planning for the regional hydrocarbon detection dog.

PREVENTION

- 5.12 The Strategic Plan outlines how the Service will continue to work towards keeping people safe in Nottingham and Nottinghamshire and, with an aspiration to increase the number of engagements that the Service has with communities, the prevention team has a number of key projects to help deliver this. Closer working with response crews will enable a number of new initiatives which focus on increasing the number of safe and well visits and smoke alarm ownership, including data led community engagement, enhanced CRaE activity and the use of on-call personnel to facilitate specific thematic events.
- 5.13 A renewed focus on road safety also sees the team engaging with partners and other agencies, with this area being designated as one of the five specific collaboration workstreams with the Police. The introduction of a joint Police and Fire cadet programme has enabled the Service to engage with new communities and young people. Aspirations to expand this model will depend upon the ability to resource this model and duplicate the successes noted in the trial schemes which have been held.
- 5.14 The prevention team continues to build upon existing partnerships to enhance referral pathways and ensure that the Service 'Make Every Contact Count'. This includes activities to refresh partner training, reinforce understanding of the CHARLIE profile and to evaluate commissioned services. A review of 'safe and well' content will also present the opportunity

for the Service to refresh and focus its message to communities, including deciding upon which partnership messages to support.

- 5.15 Evaluation of activities has been highlighted as a required area of improvement within the team and is reflected in Service plans. The dedication of a specific post to this function will enable the focus and resource to embed evaluation of activities within the team and across the department.
- 5.16 The team continues to face a number of possible retirements and turnover of staff. However, this presents the opportunity to review the performance of the team and recruit new personnel to the roles, diversifying ideas and developing the team further.

RISK, ASSURANCE AND OPERATIONAL TRAINING

- 5.17 The risk, assurance and operational training department has been created via a temporary restructure to support the implementation of core workstreams identified as being required to deliver against the Strategic Plan.
- 5.18 Work associated with the embedding of National Operational Guidance (NOG) products requires the integration of operational training and operational guidance functions in Service together with effective regional working. For this reason, a Station Manager and Watch Manager have been integrated to deliver the operational training element of this project.
- 5.19 The Regional NOG project is due to end in March 2020, however consideration will need to be given to regionally resourcing an ongoing maintenance function for guidance and training products which NFRS will need to give consideration to resourcing.
- 5.20 Business continuity management remains a priority for the Service. This function is currently delivered by the Service Risk Manager, however there is a lack of resilience around this role and upskilling of other members of staff would provide additional resource and resilience around this function.
- 5.21 Improvements in operational learning processes, including the automation of incident monitoring, debriefing and accident reporting systems, will require support from the ICT department. There are further challenges in the team associated with the number of temporary appointments of operational colleagues. Succession planning is a challenge which does not appear to have an obvious solution.
- 5.22 The half CAD operator post is currently vacant. The job description and personal specification for the role have been reviewed with a view to recruiting as early as possible in 2019. CAD training will also be required to the substantive risk and assurance support officer who is returning to their role following a three year secondment.

Operational Training

- 5.23 Within the operational training function there are a range of challenges associated with succession planning and the loss of experienced trainers due to retirement over the next 18-24 months. The department is currently looking at identifying routes whereby sufficient handover and development time can be provided to minimise the impact of these retirements.
- 5.24 There will be training requirements for new trainers joining the department, with significant investment of both time and money required to provide the necessary skills and understanding.
- 5.25 The operational training team is starting work on the 2020-21 training planner imminently and service delivery requirements will need to be integrated into this at the earliest opportunity to ensure sufficient resources can be made available to deliver core competency training.
- 5.26 Collaboration remains a key driver within the operational training team and discussions are ongoing concerning both co-location and sharing of certain training functions both with Nottinghamshire Police and Derbyshire Fire and Rescue Service. This may bring efficiencies which will enable reallocation of resources to other training functions.
- 5.27 There remain a number of vacant posts and single points of failure, particularly with the driver training and first aid competencies, which require addressing.
- 5.28 The operational training team is currently reviewing the planning and allocation of trainer resources to improve efficiency of the training function. This work needs to be supported by action from service delivery to minimise the number of last minute course cancellations to ensure that places are maximised.

PEOPLE AND DEVELOPMENT

- 5.29 People and organisational development (POD) incorporates:
- Human resources;
 - Occupational health;
 - Development and digital learning;
 - Inclusion and organisational development.

Human Resources

- 5.30 There are some significant workforce changes which will require human resources professional support during the year – namely the relocation to a Joint Control from July 2019, the closure of the Prince's Trust programme, relocation of Hucknall on-call section, and transition to the new joint Headquarters with the Police, and work related to other collaboration

workstreams. There are also expected to be some departmental re-structures which will require human resources support.

- 5.31 Recruitment to on-call roles continues to be a priority and, with the aim of running up to five recruit courses during 2019-20, this will result in continuous recruitment campaigns for the majority of the year, which will have significant human resources implications.
- 5.32 Anticipated turnover rates for Crew, Watch and Station Managers will require promotion processes to be held in the autumn of 2019 and early 2020.
- 5.33 The majority of people related policies are due to be reviewed during 2019, which is a resource intensive task, and new policies arising from new or amended legislation are expected. Short-term additional resources may be required to support this, and the joint Headquarters project, going forward.
- 5.34 The demands on i-Trent support, most recently from HMICFRS data requirements and development of the performance management system, have become difficult to balance alongside system maintenance and development, and additional resources will be required to support the i-Trent team during 2019.
- 5.35 A major project for 2019 is to evaluate and address workforce issues arising from pension scheme changes and the implications of an ageing workforce. A working group has been established to review the likely implications and to plan and introduce measures to ensure prevention and support is in place.

Occupational Health (OH)

- 5.36 The OH team will continue to implement initiatives to promote good health, with an emphasis on mental well-being and musculo-skeletal injury.
- 5.37 A Well-Being Strategy will be developed in 2019 to draw together the support available to maintain physical and mental health. This support will include provision of mental health training and the appointment of mental health ambassadors within each work place.
- 5.38 Work is ongoing to establish strength standards for operational firefighters as part of the Service's Fitness Policy. This will take the form of guidance to ensure functional fitness with the emphasis on core strength to avoid injury and minimise stress on joints. A research project is currently underway, led by the Service Fitness Advisor, and this will particularly review impact on fitness by gender and age. The OH and Fitness Manager and Service Fitness Advisor will also form part of the project team looking at the implications of an ageing workforce.
- 5.39 Working with the on-call team, fitness support and guidance will be provided by the Fitness Advisor to prospective on-call applicants to enhance their prospects of passing the selection process. This is part of the positive action measures taken to improve on-call recruitment.

- 5.40 To support the work of the Service Fitness Advisor, a Fitness Apprentice will be recruited during 2019 on a two-year appointment.
- 5.41 A review of the OH system (EOpas) will be undertaken during 2019 and may lead to a procurement process later in the year. The Service will also need to tender for OH physician support during 2019, as a result of the withdrawal of the previous provider. These procurement processes will require significant input from the OH and Fitness Manager.

Development and Digital Learning

- 5.42 The transfer of operational training to a new department, has created a smaller learning and development team overseeing employee development, apprenticeships, leadership, digital learning and workplace assessment.
- 5.43 The Service has commenced its first firefighter apprenticeships in 2019, which has coincided with an increase of employees in development who are assessed using the One File system. This represents an increased demand on the workplace assessment team.
- 5.44 The Service has recently applied to become an apprenticeship training provider and, if successful, will need to maintain its accreditation via OFSTED standards and inspections. These new demands will therefore also impact upon the workload of the assessment team. A review of the way in which the Service assesses competence for its operational employees, given these strains on the current system, will be undertaken during 2019 with a view to rationalising the current process.
- 5.45 The digital learning team has lost a developer role from April 2019 and will therefore have less capacity to develop new e-learning products. Resources have been committed to reviewing and updating the RedKite competency recording system, and potentially procuring or developing a replacement system during 2019/20 and this will commit one of the developer roles for the majority of the year.
- 5.46 A review is being undertaken of all management development / leadership programmes and new or revised programmes will be introduced during 2019. This will fully commit the management development team, with little scope to support other activity. A possible collaboration with the Police will be considered during 2019 with the aim of sharing ILM Level 3 and Level 5 courses. The Level 5 programme will involve a procurement process, which will require resourcing.

Inclusion and Organisational Development

- 5.47 Inclusion activity will continue to focus on awareness raising and addressing diversity issues, and NFRS will be working toward assessment against the Fire Service Equality Framework during 2020. With limited resources, this will require close co-operation with departments such as prevention, to successfully promote a wider community engagement strategy.

- 5.48 The current OD Strategy ends in 2020 and responsibility for organisational development will become integrated within departmental business plans. A central OD focus will remain within the POD team, which will focus on corporate level initiatives. The priority will therefore be on maintaining the values and engagement activity which has become established over the past three years. A planned review of the PDR process will be supported, however any new demands will require additional resourcing, including the use of external providers where appropriate.
- 5.49 Dedicated support will be required – ie: as a development opportunity from an operational secondment to the team, during 2019, to support both inclusion and OD workstreams.

CORPORATE SUPPORT

- 5.50 The revised corporate support department incorporates the following areas of the Service:
- Planning and performance, including HMICFRS inspections;
 - Corporate communications and administration;
 - Resilience and emergency planning;
 - Collaboration.
- 5.51 The key areas of the Strategic Plan that will remain as a priority will be:
- Respond to the outcomes of HMICFRS inspection;
 - Implement the performance management framework;
 - Fire Cover review;
 - Support to joint Headquarters project.
- 5.52 At present the department has a collaboration support officer who is seconded from her substantive role as a corporate communications manager. This individual has been in role since 2017, in which time the role and workload has increased significantly.
- 5.53 At present this role is only funded until December 2019. The role will still be required past December 2019 due to developed collaboration agenda and the support to the joint Headquarters project which is due to be completed in late 2021.
- 5.54 Consideration will have to be given to the future of the role as it links with the core business of the department and collaboration. This could be achieved by restructuring within the Service to create a role without additional budgetary requirements.
- 5.55 In addition to this role, there is also a temporary business intelligence manager role within the department who is implementing the PowerBI performance management system. This role has funding until March 2020 when a decision will have to be taken about the temporary splitting of the performance and planning function.

- 5.56 It may be desirable to have a business intelligence unit comprised of omni-competent analysts who can provide data and performance information to departments. It may require a restructure of current grades and competencies. This is currently under review within corporate support.
- 5.57 A Group Manager will join the department in September 2019 to commence the fire cover review project. This project will conclude in July 2020.
- 5.58 Consideration also has to be given to future HMICFRS inspections and providing a contingency arrangement in terms of skills and knowledge to be the HMICFRS single point of contact within the Service.
- 5.59 A Station Manager currently undertakes the resilience and emergency planning role. This was previously undertaken by two Station Managers, one covering resilience and the other emergency planning and Local Resilience Forum functions. Current indications, including external partners, is that this workload is not sustainable in the long-term. Both functions are expanding in their remit and the Service has limited capability and resilience due to having a single point of failure.
- 5.60 Future restructures of the flexi Station Manager cohort should give consideration to providing additional support to this area of corporate support.
- 5.61 One of the three administrative support managers is anticipated to retire in 2020. This may create an opportunity to consider the current structure of the three dedicated hubs.
- 5.62 The training requirements for the department are likely to concentrate on upskilling on IT systems such as CFRMIS and PowerBI.

PROCUREMENT AND RESOURCES DEPARTMENT

- 5.63 Since the 2016 implementation of planned restructures procurement and resources has developed into a high performing department with a number of post-holders taking on additional responsibilities and new roles enhancing in-house expertise.
- 5.64 The merger in 2017 of the equipment and transport sections brought the teams together to form the engineering section managed by the 'Head of Engineering'.
- 5.65 2017-18 has been a period of consolidation and development for these teams and the development of the staff in the areas of contract management, procurement management and project management. The changes have shown an improvement to the service provided by the teams, which has led to greater efficiency and savings in these key high spend budget areas.
- 5.66 The department continues to rely on external specialists, where necessary, due to the diverse nature of the professional engineering, construction and property related skills required within different projects. These costs are

accounted for under project costs. The introduction of the estates manager has significantly reduced spending on consultants for the day to day estate management function.

- 5.67 The focus for the procurement and resources department in the immediate future is to review staffing levels, specifically looking at roles and tasks which are duplicated or may be more efficiently resourced by specialists within projects. Through collaboration with Nottinghamshire Police on the joint Headquarters programme, there is an initiative to identify further efficiencies and savings to the staffing budget.

ICT

- 5.68 The implementation of the new ICT structure has provided further resilience within the ICT team, however the recent loss of two experienced employees has left gaps in terms of local and specialist knowledge which will take some time to replace. Technological developments also mean that maintaining skills currency is a constant challenge. A development plan will be progressed to ensure that knowledge and expertise within the team are kept up to date.
- 5.69 Two new roles are planned for 2019 – an additional ICT apprentice and a technical project manager. The project manager role will specifically support the ICT requirements arising from the transfer to the joint Headquarters in 2021.
- 5.70 Key priorities are the delivery of the SharePoint programme, cyber security requirements, implementation of the emergency services network, ICT support for the joint Headquarters project and business process automation.
- 5.71 The need to upskill non-ICT specialists in data and system management, and user training, is a key investment for the Service and will reduce the pressure on the ICT team over time as users improve their own system and data skills.
- 5.72 The pressure on the ICT team is struggling to meet current workloads, project demands and future development needs and further support may be required during the review period.

FINANCE

- 5.73 The finance team has had a year of consolidation. The payroll team has undergone a small restructure in the past year with a temporary post being made permanent. Planning for the forthcoming retirement of a long-standing member of staff has resulted in the anticipated appointment of a further apprentice. This will help support the Service's commitment to apprenticeships and to create continuity within the team.
- 5.74 The future priorities for the section are to ensure that proper financial governance arrangements are put in place for the Limited Liability Partnership being created to deliver the joint Headquarters with the Police.

This is a collaborative exercise with the Police finance team and developing effective working relationships will be key to the delivery of the project.

- 5.75 The Medium Term Financial Strategy and future budget planning will be a key piece of work for the team in order to ensure that funding is aligned with the priorities outlined in the strategic plan.

ACTION PLAN 2019-21

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Succession Planning: WHOLE-TIME			
1	<p>Potential loss of up to 11 firefighters (FFs) due to retirement after 30 years' service before April 2021</p> <p>Additionally, up to 6 FFs could take early retirement (with 25-29 years' service)</p>	<p>Maintain an overview of projected retirements against established roles during 2019-21 – taking into account workforce reductions from April 2019.</p> <p>Intake of 8 FF Trainees during 2019-20.</p> <p>Commence preparations for whole-time recruitment during 2020, for appointments during 2021.</p> <p>Consider the transfer of competent FF from other FRAs or on-call migration, as part of recruitment strategy.</p>	Head of POD Area Manager (Delivery)
2	<p>Loss of up to 15 Crew & Watch Managers due to retirement after 30 years' service before April 2021</p> <p>Additionally, up to 6 Crew and Watch Managers could take early retirement (with 25-29 years' service)</p>	<p>This represents a significant risk to business continuity. Undertake effective succession planning, including identification of specialist roles, and promote Aspiring Leaders programme.</p> <p>Plan for a Crew Manager promotion process in 2018 and 2019.</p> <p>In-band progression to fill WM roles in 2018 and 2019.</p> <p>Consider the transfer of competent supervisory managers from other FRAs</p>	Head of POD Area Manager (corporate) Area Manager (Delivery)
3	<p>Potential loss of up to 3 Middle Managers due to retirement after 30 years' service before April 2021</p> <p>Additionally, up to 3 Middle Managers could take early retirement (with 25-29 years' service)</p>	<p>Loss of up to 6 Station Manager roles represents a risk to business continuity. Undertake effective succession planning, including identification of specialist roles.</p> <p>Plan for a Station/Group Manager promotion process during 2018/19.</p> <p>Consider the transfer of competent Middle Managers from other FRAs</p> <p>Consider green book conversion for specific roles</p>	Head of POD Area Manager (corporate) Area Manager (Delivery)

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Succession Planning: WHOLE-TIME cont'd			
4	Potential loss of 18 operational personnel for other reasons before April 2021 (resignation, ill-health retirement, transfers, dismissal)	Maintain an overview of turnover and build into succession planning and recruitment activity.	Head of POD
5	Improve current on-call vacancy levels and recruit to potential replace 32 leavers per year, and address current vacancy levels	Plan for a minimum of 3 on-call recruitment campaigns per year Undertake local recruitment campaigns	Head of POD On Call review group
6	Reduce number of temporary arrangements in place	Ensure sufficient CM/WMs are available to take up substantive vacant roles via promotion processes Work to reduce extractions from the workforce i.e. sickness absence (instances and duration). Review policy of holding positions for more than six months.	Head of POD Area Manager Delivery

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Corporate Workforce Issues			
7	Manage the impact of budgetary reductions	Effect reduction of operational establishment during 2019. Assess potential workforce impact of budget reduction proposals.	Head of POD/Area Manager Delivery EDT
8	Delivery of strategic plan priorities Years 1 and 2	Manage workforce resources to support the delivery strategic priorities	EDT
9	Transfer control staff and functions to the Joint Control room	Implement TUPE transfer of affected staff to Derbyshire FRS Delegate out of scope activities to maintain functional resilience	Head of POD EDT
10	Impact of collaboration	All collaborative proposals to be assessed for workforce implications.	EDT

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Corporate Workforce Issues cont'd			
11	Plan for the relocation to a Joint Headquarters in 2021	Manage the workforce implications to ensure a smooth transition to the new JHQ	Head of POD / JHQ Programme team
12	Implement National Occupational Guidance and align core operational training	Translate guidance into policy and operational practice. Support regional collaboration on training packages	Head of Risk, Assurance and Operational

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Equality			
13	Improve the diversity of the workforce	Undertake positive action initiatives to increase the number of applications and success rate of BAME applicants. Develop community engagement opportunities	OD & Inclusion Officer Area Manager Prevention & Protection
14	Increase the number of female operational personnel in supervisory and management roles	Identify potential female candidates for promotion and provide development opportunities.	Area Manager (Delivery)
15	Consider impacts of an ageing workforce arising from increase in normal retirement age	Introduce measures to retain fitness, health and operational competence over a longer career.	Head of POD
16	Refresh/promote values across the Service	OD Strategy	Head of POD
17	Raise awareness of diversity and inclusion issues across the Service	Schedule awareness raising events and training products to facilitate team/personal learning	Head of POD

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Training and Development			
18	Develop leadership skills across the organisation	Implement revised development programmes at Supervisory and Middle Manager levels	Head of POD
19	Manage the high number of operational personnel in development	Ensure capacity to support employees in development. Review current development requirements	Area Manager (Delivery) / Head of People and OD
20	Effectively manage the apprenticeship programme	Seek to become an Employer Provider and support effective delivery of apprenticeships	Head of POD
21	Review the monitoring arrangements to ensure maintenance of operational and command competence	Review the Redkite system and plan for replacement Monitor MOC at district level and within command groups	Head of POD Area Manager Delivery
22	Enhance ICT skills across the workforce	Specific focus on workplace systems to support efficiency	Head of POD / Head of Digital Transformation

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Health, Fitness and Well-Being			
23	Aim to reduce absence levels to average of 7 days per employee	Promote healthy lifestyles and support via Occupational Health interventions. Manage long term sickness interventions	Head of POD
24	Develop and implement a Well-Being Strategy	Promote well-being initiatives, with focus on musculo-skeletal and mental health issues	Head of POD
25	Review strength standards for operational firefighters	Review and implement a programme to establish and improve strength standards	Head of POD

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
Departmental Workforce Issues			
Delivery			
26	Address loss of specialist skills	Identify future gaps and implement succession planning	Area Manager Delivery
	Address issue of capacity to support non-mandatory training and development	Review collective agreement to release hours Review training delivery	Area Manager Delivery Head of POD/Head of Risk, Assurance & Operational Training
	Increase number of on-call supervisory appointments to maintain resilience against potential loss of dual employees	Promote management development to potential on-call candidates. Design management development and Leadership Programmes for On-call requirements	Area Manager (Delivery) Head of POD On-call Review Group Head of POD
Prevention and Protection			
27	The introduction of a joint Police and Fire Cadet programmes	Identify resources to support a joint Cadet scheme.	Area Manager (Prevention & Protection)
	Increase number of Safe and Well visits, and thematic prevention events. event.	Upskilling of response crews to undertake data led community engagement, enhanced CRaE activity. Use of on-call personnel to facilitate specific thematic events.	
	Enhanced evaluation of outcomes from Prevention activities.	Creation of role to undertake evaluation of Prevention activities.	
	Manage anticipated retirements and turnover of staff from the Prevention team.	Succession planning	
	Review the current location and roles within the Protection Team	Implement restructure proposals.	
	Enhance the number of fire safety audits undertaken.	Training of operational crews to undertake business safety checks and hazard spotting	
	Manage anticipated retirements and turnover of staff from the Protection team to ensure maintenance of technical knowledge and specialist understanding.	Succession planning	

	Enhance the development and progression of Protection staff to ensure retention of specialist skills and knowledge.	Introduce a career graded pathway for support progression	
	The proposed colocation of the Arson Reduction and Investigation Team, with the Police Crime Scene Investigation Team	Manage the potential relocation of staff	
Corporate			
28	End of Collaboration Support Officer secondment in Dec 19	Review of resources required to support collaboration projects	
	Lack of analytical skills to provide data and performance information to departments.	Review of current structure to enable the proposed creation of a Business Intelligence Unit.	
	Lack of dedicated support for HMICFRS inspections and provision of contingency arrangements.	Review of resources to provide on-going support for HMICFRS inspections.	
	Reduction in capacity to support Resilience and Emergency Planning role	Review of resources to support resilience and emergency planning	
	Potential retirement of an Administrative Support Manager during 2020.	Review of administrative hubs.	
ICT			
29	Development and retention of digital knowledge and expertise within the ICT team	A development plan to be introduced to upskill ICT staff.	Head of Digital Transformation
	The pressure on the ICT team is struggling to meet current workloads, project demands and future development needs.	Plan for future demands on the ICT team and secure appropriate resourcing	

Risk, Assurance and Operational Training			
30	Support for the Regional NOG project in terms of ongoing maintenance function for guidance and training products.	Plan for future demands arising from regional NOG support.	Head of Risk, Assurance and Operational Training
	Lack of resilience to support business continuity management	Upskilling of staff to support business continuity planning	
	Loss of experienced trainer's due to retirement over the next 18-24 months.	Succession planning	
	Resourcing of core competency training.	Planning for delivery of core competency training to meet the 2020-21 Training Programme.	
	Plans to co-locate and collaborate on driver training with the Nottinghamshire Police.	Manage the possible co-location of driver training and collaboration of driver training resources with the Nottinghamshire Police.	
People and Organisational Development			
31	Increase appointments to on-call roles.	Manage resources to support up to 5 On-call recruitment courses during 2019-20 and 2020-21	Head of POD
	Lack of in-house support to meet all current demands for changes and updates to the iTrent HR system.	Increase resources available for i-Trent system support.	
	Assess implications of an ageing workforce as pension scheme changes extend normal retirement age for employees.	Identify measures to address issue around an ageing workforce	
	Ensure that employees fully understand and access the range of occupational health support available to maintain physical and mental health.	Publish a Well-Being Strategy.	
	Provide support and guidance to operational	Issue guidance on maintenance of functional fitness.	

	employees to ensure functional fitness to avoid injury and minimise stress on joints.		
	Support apprenticeships across the Service.	Evaluate and review the support required to effectively roll out apprenticeships.	
	Ensure that maintenance of operational core skills are effectively recorded. Aim to reduce the number of L&D recording systems.	Evaluate and review the current RedKite competency recording system and work toward an integrated IT solution.	
	Leadership programmes require updating in line with national standards. Collaboration on a shared leadership programme with the Nottinghamshire Police to be investigated.	Implement revised development programme for leadership at Levels 3, 5 and 7. Apply a shared approach with the NP where feasible.	
	Review current PDR process	Re-design the current scheme with a view to simplifying the process and integration with existing systems	
	Review competency recording process	Rationalise current RedKite system and plan for replacement competency recording system to align with existing IT systems	
Procurement and Resources			
32	Identify opportunities to reduce duplication or utilize outsourced specialist support.	Review of departmental structure to achieve efficiencies.	
	Collaboration opportunities with Notts Police	Identify potential savings or efficiencies arising from the collaboration on the Joint Headquarters.	

Skills Gaps			
33	ICT/Digital skills	Identify and address gaps in current workforce skills	Head of POD / Head of Digital Transformation
	Specialist operational roles	Identify current and future gaps and plan future training requirements	Area Manager (Delivery), Head of Risk, Assurance and Operational Training
	Operational Trainers	Plan for projected turnover of SDC Trainers and undertake pre-emptive training to ensure maintenance of specialist skills	Head of Risk, Assurance and Operational Training
	Fire Protection	Identify and address gaps to meet fire safety business plan objectives and plan for projected turnover and loss of specialist FP knowledge	Area Manager (Prevention & Protection)
	Leadership	Develop and implement an updated leadership programme to support new and existing managers. Consider implementation of a "Fast Track" leadership scheme.	Head of POD

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