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

Date: Friday 24 January 2020

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. Carter".

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

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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 BEFORE THE DAY OF THE MEETING, IF POSSIBLE.

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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 18 October 2019 from
10:00am to 11:21am**

Membership

<u>Present</u>	<u>Absent</u>
Councillor Shuguftah Quddoos (Chair)	None
Councillor Vaughan Hopewell	
Councillor Jawaid Khalil	
Councillor John Longdon	
Councillor Salma Mumtaz	

Colleagues, partners and others in attendance:

Tracy Crump	- Head of People and Organisational Development
Adrian Mann	- Governance Officer
Craig Parkin	- Deputy Chief Fire Officer

9 APOLOGIES FOR ABSENCE

None.

10 DECLARATIONS OF INTERESTS

None.

11 MINUTES

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

12 HUMAN RESOURCES UPDATE

Tracy Crump, Head of People and Organisational Development, presented a report on the key Human Resources metrics for the period 1 July 2019 to 30 September 2019. The following points were discussed:

- (a) the current absence reporting period is 1 April 2019 to 30 June 2019. The absence rates across the workforce, excluding On-Call employees, increased over the period by 245 days (19.3%), which represents an increase compared to the same quarter of the previous year of 344 days (29.4%). Long-term absence (more than 28 days) constitutes 67.6% of the total absence during the period so, although fewer people have been off sick overall, the long-term absences have resulted in more shifts being lost than in the previous quarter. Nationally, the Service ranked 24th of 30 in terms of sickness days per employee for the period, and it was above the sector sickness average of 2.15 days per employee. Steps have been taken to explore the reasons behind this usually high period of sickness and to improve the situation, and sickness absence is now falling again;
- (b) most long-term absences are due to musculoskeletal and mental health conditions. When a member of staff first reports sickness absence, information is made available to them on the full range of support available if needed, including referral to the in-house Occupational Health team. Independent, confidential support is also available to cover a wide range of employee issues in both work and home life. The employee assistance programme means that staff can be referred to an appropriate care scheme through Occupational Health, or be put in touch with other specialist support that they might need. Each case is considered on its own merits to achieve the balance of supporting staff, while giving employees sufficient space to seek support when they are ready;
- (c) letters can be sent to members of staff to thank them for long periods of service without sickness absence. However, the Service exercises a fine balance, so as not to encourage staff to work when they are sick and need rest;
- (d) managers are able to complete stress risk assessments, though not all stress exhibited by staff is due to their work life. Work-related physical injuries are monitored closely, as they can also lead to mental health conditions in some cases. There are different support requirements for uniform and support staff, who are made up of different demographics of people and have very different working environments, so this is taken into account by managers;
- (e) managers look for patterns in leave and sickness absence to help inform their actions, as their primary concern is employee health. It does not appear that staff often take annual leave to mask a sickness absence. Staff can self-refer to Occupational Health and are not obliged to specify reasons for sickness for periods not requiring a doctor's note, but they may be referred to Occupational Health for a confidential discussion if they are off regularly for unspecified reasons. On returning from a longer period of sickness, managers will carry out return to work interviews, to make sure that the right support processes are in place;
- (f) there are three staff in the Occupational Health team, with a doctor who visits through a contract arrangement. Although the team are based at headquarters, they visit stations, teams and on-call stations to raise awareness of how staff can engage with them. There are workforce physical trainers and physiotherapist support is also available, and there is also staff access to support services from the Fire Fighters Charity;

- (g) the Service continues to develop its inclusion and culture change (including initiatives to create more openness about mental health), and disciplinary and grievance figures for the period are very low. Contacts are available to staff who want to seek confidential support, and tools such as the 'Resilient Me' app have been produced. The recent inspection of the Service concluded that good measures for employee health and wellbeing were in place, but an overall strategy document is needed to draw all of the strands together;
- (h) there have been recent changes to the staffing establishment, with the reduction of Control Staff through collaboration with Derbyshire Fire and Rescue Service on the Joint Control Centre. Work will continue to try to recruit more On-Call staff, where shortages are a national issue. In total, 23 staff have left (8 Whole-Time, 4 On-Call, 10 Support and 1 Dual Contractor) and 21 have started in the period, resulting in an actual workforce figure of 865;
- (i) work has been carried out to address the targets for improvement set out by the recent inspection of the Service, in the areas of staff support, training, leadership development and the embedding of organisational values through people strategies, policies and procedures. A training plan is in place to support the workforce plan, and measures have been taken to better address accurate recording. Communications will be reviewed to enhance staff's understanding of positive action;
- (j) the personal development process is being reviewed to better link this to the departmental and strategic plans. Progression procedures have also been reviewed, and it is made clear that all appointment processes are inclusive, fair and equitable. Briefing sessions are held with staff to explain fully how the internal promotion system operates. Leadership development pathways and talent-spotting processes are in place, but any formal high-potential development scheme would need to be developed on a wider scale than a single service. However, a voluntary Aspiring Leadership Programme has been in place for three years, with learning modules, coaching and strength profiling, and it is intend to develop a further 'Aspiring Station Manager' initiative;
- (k) these new initiatives are vital in taking positive action to address representative imbalances in the workforce by targeting under-represented groups and building confidence. There is an increasing number of women and ethnic minority fire fighter trainees, which will help to develop culture change as they move through the organisation, and it is hoped that the Service will be able to continue to recruit over the next few years;
- (l) the Committee recommended that, although a formal Equality Impact Assessment was not required in support of the current report's recommendations, the standard text of the 'Equalities Implications' section of future reports could be worded slightly differently, to reflect the ongoing work in the Service to improve equality and representation within the workforce.

The Committee noted the report.

13 WORKFORCE PLAN 2019-21

Tracy Crump, Head of People and Organisational Development, presented a report on the review of the Workforce Plan for 2018-19 and the updated plan for 2019-21. The following points were discussed:

- (a) the plan looks two years ahead to identify potential impacts on the workforce and associated planning decisions, and is reviewed on an annual basis. Although the staffing establishment figure has now decreased, the reduction will be achieved gradually through natural turnover;
- (b) the final cohort of fire fighter recruits from the latest recruitment process are now in training. Fire fighter recruitment is likely to resume in 2021, with positive action and engagement in preparation for this starting in 2020. Focused work continues to increase the pool of On-Call fire fighters, with recruitment and retention a national, ongoing issue;
- (c) there will be a number of retirements at supervisory level over the next two years, with the potential retirement of 15 Crew and Watch Managers needed before April 2021. This will be addressed through in-house progression and development programmes, and external in-role transfers. The raising of the normal retirement age and pension scheme changes will result in an increasing age profile for the workforce. The potential impacts of this will be considered to inform measures on planning for future issues, including the implications for occupational health and fitness, equipment and training;
- (d) increasing collaboration will have an impact on the workforce, and this includes the now-established Joint Control Centre with the Derbyshire Fire and Rescue Service and the project to move the Service into a joint headquarters with Nottinghamshire Police at the end of 2021;
- (e) the need to make the workforce more representative and diverse is a continuing priority for the Service, with the aim of improving the current workforce profile to better reflect the local population, recognising the limited recruitment opportunities in recent years. Targeted positive action measures will continue to be used, and 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;
- (f) the Committee acknowledged the extremely positive work that has resulted in the increase of female and ethnic minority employees in operational roles, and the fact that the Authority was shortlisted for a national diversity award.

The Committee noted the report.

14 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 outweighs the public interest in disclosing the information.

15 EXEMPT MINUTES

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

16 REGRADING OF POSTS

Craig Parkin, Deputy Chief Fire Officer, presented a report on the outcomes arising from the job evaluation process for two non-uniformed roles.

The Committee noted the report.

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

PERMANENT CHANGE TO ESTABLISHMENT: i-TRENT DEVELOPMENT SUPPORT ROLE

Report of the Chief Fire Officer

Date: 24 January 2020

Purpose of Report:

To propose the creation of an additional i-Trent technical support role to provide resilience for the i-Trent support team.

Recommendations:

That Members approve the proposal to recommend to the Fire Authority the establishment of a full-time i-Trent Development Support post.

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1. BACKGROUND

- 1.1 The i-Trent human resources (HR) database is a licensed software product procured from Midland HR. Since its implementation in 2014, the system has been developed and supported by a dedicated i-Trent team, with technical support from ICT.
- 1.2 In addition to maintaining employee and post information, the system also supports the administration and reporting of training, payroll, absence management, and establishment management. Employees also have access to an employee portal which allows them to review their personal details, book leave and register for training courses.
- 1.3 The i-Trent system interfaces with many internal databases, including the Systel mobilising system.
- 1.4 Developments over the next year include Payroll Phase 2 (expense management), time recording, employee development and Performance Review, all requiring i-Trent support.
- 1.5 It can be seen from the above, that i-Trent is a primary system which supports internal governance, the provision of key management information and integrates with core systems across the Service.

2. REPORT

- 2.1 The i-Trent support team currently consists of part-time HR Systems Officer, a part-time System Administrator, and a Systems/Absence Administrator who commits up to 18.5 hrs to i-Trent support. The HR Systems Officer manages the team on a day to day basis and is the Service's subject matter expert for the development of the system.
- 2.2 It has become apparent that the demands on the i-Trent team since its introduction have significantly increased. These demands arising from internal requests for system enhancements, the increasing complexity of reporting arrangements/data analysis to support the performance management system and Her Majesty's Inspectorate of Constabularies and Fire and Rescue Service's (HMICFRS) requirements, and the need for the system to interface and transfer information with other internal systems.
- 2.3 Additionally, there is an ongoing requirement to implement system upgrades so that the system can operate at its optimum level. The system has recently been upgraded to a new operating system (Electric) and transferring to the new operating system continues to be a major undertaking for the team – involving significant testing of new functionality.
- 2.4 The Systems Officer, as the subject matter expert, contributes to many corporate project work streams and responds to a large number of ad-hoc management information and change requests which require an in-depth

understanding of the system at a super user level. Delays in responding to such requests can impact on delivery of key corporate projects.

- 2.5 It has become apparent that current resources are not sufficient to support this critical system and interim measures which have been put in place, such as temporary increases to hours and buying-in of consultancy support, are not sustainable in the longer term. It is therefore proposed that a new technical support role is established as a Grade 4 role.
- 2.6 The original funding for the i-Trent support team was based upon a full-time Systems Officer role and a 30-hr Systems Administrator role. However, due to changes in personal circumstances, the current post-holders reduced their contractual hours. The funding for these hours has been retained in the base budget and used to fund the interim arrangements referred to above.
- 2.7 A business case for an additional full-time i-Trent support role was recently considered, and approved, through the annual budget setting process undertaken by the Strategic Leadership Team, in recognition of the need to enhance current resources to meet the demands on the i-Trent support team. The funding for this role to be largely covered by the under-spend from the existing salary budget.

3. FINANCIAL IMPLICATIONS

- 3.1 The cost of a Grade 4 role (mid-point) is £30,075, including on-costs.
- 3.2 The surplus hours released from the Systems Officer and the System Administrator roles equates to £32,715, which leaves a deficit of £2,640 per annum to be built into the 2020/21 salary budget.
- 3.3 Any additional salary costs in 2019/20 can be met from in-year underspends within the i-Trent salary budget.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The job description for the proposed role has been subject to the job evaluation process and assessed as a Grade 4 post.
- 4.2 Recruitment to the proposed post would commence following Fire Authority approval to a permanent change to the establishment in line with the Service's Recruitment and Appointment Policy.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as the proposal does not have any implications for policy or service delivery.

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

The risk of failing to adequately resource support to maintain and develop the i-Trent system are set out within the report. As a primary IT system which supports HR, learning and development and pay functionality, and interfaces with other critical IT systems, the potential adverse impact on the progression of improvements is high if further resources are not introduced. This would have an impact on the performance management project, rostering project and HMICFRS data submission requirements.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members approve the proposal to recommend to the Fire Authority the establishment of a full-time i-Trent Development Support post.

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

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
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Fire and Rescue Authority
Human Resources Committee

AMENDMENTS TO MATERNITY PROVISIONS

Report of the Chief Fire Officer

Date: 24 January 2020

Purpose of Report:

To propose amendments to the occupational maternity and adoption provisions.

Recommendations:

That Members support the proposed changes to maternity provisions, and consider and approve changes to local occupational maternity/adoption pay, as set out within the report.

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1. BACKGROUND

- 1.1 Current maternity provisions are based upon national agreements set out within the Grey Book (operational employees) or Green Book (support employees). National agreements enhance the statutory regulations and are referred to as occupational maternity or adoption provisions.
- 1.2 Additionally, local enhancements and arrangements are set out within the Service's Maternity Policy and Procedure and are applied to all Nottinghamshire Fire and Rescue Service (NFRS) employees. Some arrangements are specific to those undertaking an operational role where this requires additional requirements linked to fitness or job-related work arrangements.
- 1.3 The NFCC has recently circulated a best practice document, which has consolidated practice across all English fire and rescue services (FRSs). Whilst this is a guidance document, all FRSs have been encouraged to review their own practice against the guidance.
- 1.4 Terms and conditions across the fire sector also vary, from general annual leave provisions to specific ones, such as maternity, and Members should consider maternity within a more holistic package offered for the Service employees.

2. REPORT

- 2.1 As maternity and adoption provisions are largely based upon statutory regulations or national agreements, the existing provisions of the NFRS policy is largely in line with the NFCC model documents. However, the layout and wording of the existing policies have been changed to reflect the template in the guidance document to provide more clarity and make the document easier to follow.
- 2.2 There are however some changes that are not currently in NFRS maternity (not adoption) provisions, these include:

Para 4.27: premature births – if the birth is more than three weeks prior to the expected birth date then the period of full pay will be extended by the number of weeks the baby was premature and leave will start automatically on the day after childbirth.

Para 4.28: miscarriage, termination or still birth before 24 weeks – up to two weeks paid leave under discretionary leave arrangements.

Para 4.32: parental bereavement leave – a new Parental Bereavement (Pay and Leave Act) will be enacted in April 2020 and entitles parent to at least two weeks' paid leave (unless less than 26 weeks' service in which case leave will be unpaid). It is proposed that the Service implements this provision prior to the statutory legislation.

Para 5.1: surrogacy – this is new occupational provision – ie: not a statutory entitlement.

Para 6.1: fertility treatment – current provision is set out within the Discretionary Leave Policy, this would replace the current provision which allows for one day for implantation and up to three days' post implantation for IVF treatment and up to three days per year for IUI treatment.

- 2.3 The above proposed changes to policy are not significant in terms of additional cost, but do extend current leave arrangements which will have salary cost implications.
- 2.4 The most significant proposal is the extension of occupational maternity (OMP) and adoption pay (OAP). There three possible options which have been put forward for local determination:
 - 2.4.1 Option 1: this is to retain current occupational provisions. Currently employees with more than 1 years' service at the 11th week before the Expected Birth Date (EWC) or adoption date are entitled to receive 9/10ths of pay for six weeks and lower rate SMP/SAP for 33 weeks. Weeks 40-52 are unpaid. However, if the employee intends to return to work for at least three months following the maternity or adoption leave period, they receive would receive 90% of pay for weeks 1-6 of their leave, 50% of pay plus SMP/SAP for 12 weeks, SMP/SAP for 12 weeks and no pay after this (up to week 52).
 - 2.4.2 Option 2: the suggested approach set out in the national guidance extends the paid leave period to 26 weeks' full pay, followed by 13 weeks' SMP/SAP. This would also be applied to Adoption Leave and pay, which broadly follows OMP/OAP provisions. Following discussion with the Strategic Leadership team, this would be the supported option.
 - 2.4.3 Option 3: a couple of Services, who responded to the survey, apply local enhancement to their occupational schemes which extend full pay to 39 weeks and half pay for 13 weeks, taking paid entitlement to the full maternity leave period of 52 weeks.
- 2.5 The financial implications of each option are set out at in Section 3 of the report. It should be noted that these indicative costs do not include backfilling roles during maternity leave periods which, if maternity pay is increased, would also cost proportionately more as the cost could not be off-set by reduced or no pay periods.
- 2.6 To provide some context to potential costs, there have been nine employees who have taken maternity/adoption leave between 2016 and 2019. Five have been support employees, three whole-time firefighters and 1 on-call firefighter. There are 75 female employees in the age range 16-45.

- 2.7 Enhancement of maternity benefits is a key recruitment and retention aid for female employees between the ages of 16 and 45. Enhancing maternity benefits is also considered to be a mark of an employer concerned with closing the gender pay gap and retaining its female employees.
- 2.8 The Strategic Leadership Team has recently reviewed and approved the proposed changes to maternity provisions, and increases to current maternity/adoption payments as set under Option 2, subject to agreement by the Human Resources Committee.

3. FINANCIAL IMPLICATIONS

- 3.1 It is difficult to accurately predict the cost of increasing occupational maternity/adoption payments as this will vary on the numbers taking maternity/adoption leave, their service length, their pay level and the length of the maternity/adoption absence.
- 3.2 The table below uses indicative costs for a competent firefighter taking 12 months' maternity/adoption leave. The figures reflect gross pay and are off-set by statutory payments:

	OMP/OAP	Difference
Option 1 (no change)	4132.75	
Option 2	11663.60	7530.85
Option 3	21377.72	17244.97

- 3.3 This does not include any additional costs associated with providing cover during maternity/adoption leave which would increase if this could not be off-set due to increased maternity/adoption payments.
- 3.4 There is no budgetary provision made for maternity or adoption payments, and therefore any associated salary costs would be an overspend on the existing salary budget.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The Service already offers enhanced maternity pay and leave arrangements through its Occupational Maternity Scheme.
- 4.2 It is generally accepted that enhancing maternity/adoption benefits can be a factor in attracting and retaining women as employees, and is seen as an indicator of a good employer. Given the lack of women in operational and senior roles, and the Service's commitment to increasing this figure, there is a case for improving the current maternity/adoption offer as part of our wider

inclusion strategy and a measure for improving our gender pay gap (currently 7.7% mean average, 6.3% median).

- 4.3 The proposal to consider enhancing maternity/adoption pay will undoubtedly lead to increased employment costs for the Service. However, the question is whether the unquantifiable “cost” of not doing so, which may be to convey a perceived lack of support for women in the workplace which could impact on recruitment and retention of female employees, outweighs this cost. It should be borne in mind that an average of three employees have taken maternity or adoption leave each year since 2016.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has been undertaken and shows that any of the proposed changes which the Service may approve would have a positive impact for female employees.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 If the Service chooses not to implement the proposals, this may impact upon the future recruitment or retention female employees. Particularly in view of the fact that two local FRSs offer significantly enhanced maternity benefits. However, retention of the current provisions is in line with both statutory regulations and national conditions of service and therefore could not be challenged on a legal basis.
- 8.2 If the Service adopts the proposals, particularly in relation to enhanced maternity/adoption pay, then there may be a higher likelihood of challenge from male employees seeking equal treatment i.e. in relation to shared parental pay. However, recent outcomes from claims through the employment tribunal have not been successful in claiming parity of treatment with maternity provisions.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Support the changes to maternity provisions set out at Paragraph 2.2.
- 10.2 Either
 - (a) Maintain the existing occupational maternity/adoption pay provisions (Option1), or
 - (b) Approve the enhancement to occupational maternity/adoption pay to extend the paid leave period to 26 weeks' full pay, followed by 13 weeks' SMP/SAP with effect from 1 April 2020 (Option 2), or
 - (c) Approve the enhancement to occupational maternity/adoption pay to extend the paid leave period to 39 weeks and half pay for 13 weeks, taking paid entitlement to the full maternity leave period of 52 weeks (Option 3).

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

None.

John Buckley
CHIEF FIRE OFFICER



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

REVIEW OF COMMISSIONED SERVICES FOR SAFE AND WELL VISITS

Report of the Chief Fire Officer

Date: 24 January 2020

Purpose of Report:

To present to Members proposed changes to the Service's safe and well visit delivery model.

Recommendations:

It is recommended that Members:

- Support the in-house delivery of safe and well visits currently supplied via commissioned services.
- Recommend permanent changes to the Fire Authority for the additional 1.5 FTE SHSO posts within the establishment.

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1. BACKGROUND

- 1.1 The recent inspection by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) highlighted that, at 3.3 per 1,000 population, the number of safe and well visits (SWVs) being completed by Nottinghamshire Fire and Rescue Service (NFRS) is lower than the England fire and rescue service average of ten visits per 1,000 population. A conclusion of the report was that "the Service should ensure it targets its prevention activity at the people most at risk".
- 1.2 A priority for the Service is to increase the number of SWVs by 2022, whilst retaining the high proportion which are delivered to those at high or very high (H/VH) risk, as identified through the Service's CHARLIE profile.
- 1.3 H/VH risk SWVs are referred to members of the Persons at Risk Team (PART) to ensure that their needs are addressed effectively.
- 1.4 NFRS is on track to achieve its priority, as set out in the Service Delivery Business Plan, of completing over 6,000 SWVs in 2019/20. This will represent an increase of 50% on what was achieved in 2018/19 and a proportionate increase of H/VH risk referrals.
- 1.5 Consideration is now being given as to how the Service can continue to improve its productivity regarding SWVs by completing 9,000 visits in 2020/21 and 12,000 in 2021/22.
- 1.6 Currently, the PART has three Specialist Home Safety Operatives (SHSOs) and one 12-month fixed term SHSO dedicated to the Child Home Equipment Scheme.

2. REPORT

- 2.1 The Service's current SWV delivery model is centred around Response Crews, specialists within the PART and commissioned services delivered by external providers.
- 2.2 Response crews and external providers refer SWVs that have involved high risk persons to specialists within PART, who are responsible for taking follow up measures to manage the identified risk.
- 2.3 It should be noted that SWVs completed by external providers do not count towards the Service's completion statistics as recorded by HMICFRS. Therefore, they do not support the Service's ambition to increase the number of SWVs by 200% in three years.

PROPOSED DELIVERY MODEL

- 2.4 The £45,000 that is currently used to commission external providers is proposed to be used to increase the Service's establishment of Grade 3 SHSOs by 1.5 posts (£40,692 including on costs).
- 2.5 The additional 1.5 posts would primarily be used to conduct high risk SWVs, and manage follow-up activities, to persons most at risk as identified through referrals or via the Service's data-led SWV initiative.
- 2.6 The additional 1.5 SHSOs would complete approximately 500 SWVs per year. Each of these visits would count towards HMICFRS statistics and the Service's ambition to increase SWVs to 12,000 in 2021/22.
- 2.7 In addition, the new roles would provide additional capacity within PART to assist with the increased follow-up activities that are an inevitable consequence of increased SWV productivity across the wider Service.
- 2.8 This model would also assure the consistency in delivery, placing the function under direct Service performance management control, driving the ambition to increase Service productivity to address community risk identified by NFRS.
- 2.9 NFRS would continue to work with external providers as referring partners. Direct referrals would not be lost to NFRS as they are primarily from organisations that the Service already works with (eg: Nottingham City Signposting and NCHA Homeless Prevention Service) or via the Service itself.
- 2.10 Training opportunities (eg: around dealing with persons suffering alcohol issues and threats of homelessness) would be sought for SHSOs to compensate for any loss of. Suitable training is already in place for SHSOs regarding age-related issues.

3. FINANCIAL IMPLICATIONS

- 3.1 The Service currently pays a combined £45,000 a year for external providers to deliver SWVs on its behalf.
- 3.2 The cost of employing 1.5 SHSOs is £40,692 and would require access to Service vehicles to conduct their activities. The cost of a further addition to the fleet would be in the region of £3- 4000 per annum, bringing overall costs to approximately £45000.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 Legal advice has been sought in relation to the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) regarding external provider employees. The advice highlights that there is not perceived to be any TUPE issues relating to the termination of these agreements.
- 4.2 Any learning and development implications (eg: the possible need to upskill SHSOs in awareness of alcohol issues and threats of homelessness) will be addressed through the department training budget.
- 4.3 Subject to Fire Authority approval, notice would be served to the external providers and recruitment would commence to the newly approved 1.5FTE posts.

5. EQUALITIES IMPLICATIONS

As referral pathways and service delivery would be maintained, and enhanced, by the proposals in this paper, there are no negative equality implications arising from 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

As highlighted in the main body of this report, the recommendations alleviate the risks associated with commissioning the delivery of SWVs to outside organisations.

9. COLLABORATION IMPLICATIONS

NFRS will continue to work pro-actively with its external partners to identify those most at risk within the community and forms a key element within the Service's community safety and collaboration strategies.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Support the in-house delivery of the SWVs currently supplied via commissioned services.
- 10.2 Recommend permanent changes to the Fire Authority for the additional 1.5 FTE SHSO posts within the establishment.

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

None.

John Buckley
CHIEF FIRE OFFICER

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

UPDATE ON THE SERVICE RESPONSE TO HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES INSPECTION

Report of the Chief Fire Officer

Date: 24 January 2020

Purpose of Report:

To present Members with an update on the Service's response to the outcomes regarding the recent inspection of Nottinghamshire Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

Recommendations:

That Members endorse the progress made against the agreed action plan.

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1. BACKGROUND

- 1.1 At the meeting of the Fire Authority in July 2019, Members were presented with the report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) following the recent inspection of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 At the meeting of the Fire Authority in September 2019, Members were presented with an action plan detailing the 'areas for improvement' which had been highlighted by HMICFRS, and capturing the actions to address these areas.
- 1.3 It was agreed that Fire Authority scrutiny would be conducted through the committee structure with regular progress reports being presented to Members.

2. REPORT

- 2.1 Each of the 25 areas for improvement within the report has been allocated to a lead officer, with clear milestones and expected outcomes. Of the 25 areas, eight were aligned to the Human Resources Committee for scrutiny. These were set out in detail in the HR Update report presented to Members at the last meeting on 18 October 2019.
- 2.2 Since this meeting, a number of actions have been progressed or plans put in place to address and improve some of the areas for improvement identified. An officer from NFRS who had previously been seconded to the HMICFRS inspection team has recently returned to the Service and has been able to offer greater insight and depth of information relating to the areas for improvement, and the wider HMICFRS inspection process.
- 2.3 This knowledge and understanding has enabled a review of the 'areas for improvement' to establish the narrative detail which underpins each area and, therefore, has allowed the Service to refine the actions being taken to improve these areas of performance and to review timescales for delivery to reflect implementation and assurance.
- 2.4 The updated action plan is presented as an appendix to this report.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising from this report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because the information contained in this report does not relate to a change in policy or procedure.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The Police and Crime Act (2017) Chapter 4 Section 11 outlines that the English inspectors must inspect, and report on the efficiency and effectiveness of, fire and rescue authorities in England.

8. RISK MANAGEMENT IMPLICATIONS

The report sets out the actions which have been put in place to address those areas of improvement identified by the HMICFRS in its recent inspection.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report, however discussions with Nottinghamshire Police continue in relation to their experience of HMIC inspections and how NFRS can learn from that in preparation for future inspections.

10. RECOMMENDATIONS

That Members endorse the progress made against the agreed action plan.

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

None.

John Buckley
CHIEF FIRE OFFICER



	Areas for Improvement	Timescales	Responsible PO	Committee	Commentary
17	<p>Promoting the right values and culture</p> <p>The Service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff.</p>	<p>September 2020 (revised)</p>	<p>Craig Parkin</p>	<p>Human Resources</p>	<p>The issues that HMICFRS highlighted were mainly associated with dual contractors i.e. whole-time firefighters who also provide support to on-call stations and the lack of overview of the hours they are working across both roles without sufficient rest periods.</p> <p>Actions: Whilst guidance on rest breaks are set out within the Guidance on the Working Time Regulations, this places the responsibility on the supervisory officer and individual themselves to identify whether they are sufficiently rested and fit to make themselves available for duty. There is no mechanism in place to track hours worked.</p> <p>An action was therefore required to establish a monitoring mechanism that could be put in place to record both whole-time and on-call working hours, and could be monitored on a regular basis. Additionally, to implement a formal welfare meeting on an annual basis, to include a wellbeing questionnaire, to identify any underlying fatigue or health issues.</p> <p>It was also identified that the welfare meeting should be extended to all employees undertaking secondary employment, additional to their NFRS roles, that might lead to fatigue or underlying health issues. Therefore, that the actions undertaken should extend to this group of employees.</p> <p>January 2020 update: A report was considered and recommendations agreed by EDT/SLT in November. This recommended action in respect of hours worked by dual contractors and wellbeing reviews for both dual contractors and those undertaking secondary employment:</p>

				<p>(i) Action 1: development of a weekly timesheet for dual contractors by April 2020 which will be reviewed locally and by the On-Call team. This action will be overseen by the Head of Response;</p> <p>(ii) Action 2: an annual welfare review meeting for dual contractors and those undertaking secondary employment via an i-Trent workflow from April (based on commencement date) which will be undertaken by line managers and will include a health and stress questionnaire. This action will be overseen by the Head of People and OD.</p> <p>On this basis, the milestone date for delivering against this AFI will be 1 April 2020.</p> <p>Assurance will be provided after six months through a report to SLT in September 2020.</p>	
	The Service should develop a wellbeing strategy and a system to improve understanding of health, safety and wellbeing trends.	December 2020 (revised)	Craig Parkin	Human Resources	<p>The HMI report found that the Service doesn't have a health and wellbeing strategy. It also doesn't consistently evaluate the effectiveness of its wellbeing measures.</p> <p>Actions: The Service has established Occupational Health and employee support mechanisms in place, however these are contained within different policies and need to be integrated into a single strategy and include the ways in which the effectiveness of the strategy can be evaluated.</p> <p>Additionally, to improve understanding of health and wellbeing trends, analysis needs to be undertaken of data relating to sickness absence and recurring health, wellbeing or fitness issues identified by the Occupational Health & Fitness Manager.</p>

				<p>January 2020 update:</p> <p>Action 1: Develop a Wellbeing Strategy. The Strategy has been drafted and was presented at SLT on 16 December. A report will bring this forward to the Authority at a future meeting. The strategy will then be published and promoted across a number of mediums (newsletter, Informative, social media sites). A programme of OH site visits will be scheduled throughout 2020 to promote the strategy and the support available through OH provision.</p> <p>Assurance: evaluation of OH/Wellbeing provision through statistical analysis, through qualitative questionnaires and through the employee survey. This is reported quarterly to the Human Resources Committee as part of the HR Update report and will also be reported through the Health, Safety & Welfare Committee (HS&WC).</p> <p>Action 2: the Occupational Health & Fitness Manager will provide an update report to the HS&WC on a quarterly basis, which will analyse sickness and wellbeing trends. This has been included as a standard agenda item for the next HS&W committee.</p> <p>Assurance will be provided through the HS&W committee.</p>	
19	The Service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation.	July 2020 (revised)	Craig Parkin	Human Resources	<p>The HMI report stated that the Service promotes its values to improve behaviour. But some staff reported behaviour not in line with Service values. The 2018 staff survey showed that 15 percent of staff had witnessed workplace conversations in the previous 12 months that had included inappropriate or discriminatory language.</p> <p>This was supported by our own survey: of the 216 respondents, 15 percent reported feeling bullied or harassed and 14 percent reported feeling discriminated against at work in the previous 12 months.</p>

					<p>Actions: The promotion of the Service’s core values will continue throughout 2020 through the use of posters raising awareness, thematic promotion of each core value on a quarterly basis and use of the values toolkit to encourage each team to consider its own performance and areas of improvement against the four core values (One Team, Professional, Respect and Openness to Change).</p> <p>A review of the harassment process will be undertaken to ensure it remains fit for purpose, that there is confidence in the process, and examples of employee experience will be actively sought so that they can be addressed as part of a formal review.</p> <p>January 2020 update: Action 1: Thematic promotion of core values will commence in January 2020, focusing initially on the theme of One Team.</p> <p>Action 2: The Harassment Policy and Procedure has been reviewed, including an overview from an independent equalities consultant, and will be subject to consultation with the representative bodies in January. The amended policy will be published and promoted in February 2020.</p> <p>Action 3: A forum for discussion of harassment and bullying issues has been scheduled for 22 January 2020. This will be facilitated by an external equalities consultant, and will include representatives from a cross section of the Service, including trade union representatives, to seek to establish employee experience and identify steps to promote a workplace culture where inappropriate language and behaviour is recognised as unacceptable and will be challenged. The consultant will report into SLT on the outcomes from the forum and an action plan agreed.</p> <p>Action 4: A Behavioural Competency Framework will be introduced, alongside the development of a new PDR process, which will set out expectations of positive behaviours, including Value and Respect for</p>
Page 31					

		<p>Others. This will be launched in April 2020.</p> <p>Assurance:</p> <p>(i) The bi-annual employee survey, which will be launched in May 2020, will seek feedback on employee experience of harassment, discriminatory and inappropriate language/behaviour in the workplace and will result in an independent analysis and review from an independent consultancy</p> <p>(ii) the action plan arising from the discussion forum will be monitored by SLT (iii) an overview will be taken of harassment issues raised during 2020 and reported through the Equalities Steering Group.</p>
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Getting the right people with the right skills

<p>20 Page 32</p>	<p>The Service should develop a training plan that clearly aligns and supports its workforce plan.</p>	<p>September 2020 (revised)</p>	<p>Craig Parkin</p>	<p>Human Resources</p>	<p>The HMI identified the need for the Service to align training plans with the workforce plan. Specifically, that the Service should ensure that staff are clear on the training requirements in all training areas (particularly in non-operational competencies) and that the Service should ensure it has a professional development plan for non-operational staff.</p> <p>Actions: The Workforce Plan 2019-21 identifies key skill gaps and training requirements at departmental level aligned to delivery of corporate plan objectives. Generic skills gaps i.e. for ICT training will be addressed at a corporate level, whilst specialist skills will be addressed through departmental actions, supported by the Training Manager. Leadership training is established within Development Programmes for Supervisory and Middle Managers and is aligned to succession planning.</p> <p>A rolling three-year operational training programme has been</p>
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					<p>developed based on planning assumptions within the workforce plan (19-21). However, the Service needs to integrate its operational training planner with wider aspects of workforce development and training.</p> <p>January 2020 update:</p> <p>Action 1: each department has established their departmental training needs for 2020-21 as part of the budget setting process. Specific training to meet these requirements will be undertaken during 2020.</p> <p>Action 2: a survey has been undertaken to identify ICT skills gaps and an action plan will be implemented to address issues raised. An ICT Training Plan will be implemented from April 2020.</p> <p>Action 3: A review has been undertaken of current leadership development programmes and a revised Middle Management programme will be introduced from April 2020. Participants will include those recently promoted to Station Manager role, and those identified as having potential for progression.</p> <p>Action 4: A Supervisory Development Programme has been scheduled to provide development for newly promoted Crew and Watch Managers following a selection process in May 2020.</p> <p>Action 5: the new PDR process identifies training and development requirements for all staff – including non operational employees – and individual training plans will be developed as an outcome from the PDR interview.</p> <p>Action 6: work to be undertaken to align the operational training planner with wider aspects of workforce development and training. This will be part of the work undertaken on developing a training plan for 2021-22.</p> <p>Assurance: (i) delivery of the ICT Training plan (ii) feedback from</p>
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					participants undertaking development programmes (iii) feedback from the employee survey 2020 (iv) outcomes from PDR meetings.
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Ensuring fairness and promoting diversity

Page 34	22	The Service should improve communication around positive action through all levels of the organisation.	March 2021 (revised)	Craig Parkin	Human Resources	<p>The HMI report found that the Service requires improvement at ensuring fairness and promoting diversity. But the Service should improve how it educates staff about positive action, as some staff who we spoke to failed to understand the benefits of positive action.</p> <p>The inspection highlighted concern that some male staff perceive that the selection tests for female firefighters applying to join the Service are made easier. This isn't the case. If the Service is to meet the equality and diversity commitments in its IRMP, its culture needs to change and its communication about positive action needs to improve.</p> <p>Action: The Service needs to be more proactive in engaging with its workforce about why and how it undertakes positive action measures to help dispel concerns that it undermines the fairness of the selection process, particularly during whole-time recruitment campaigns. This is about raising awareness and improving communication and engagement with staff.</p> <p>January 2020 update: Action 1: A Joint Statement on Positive Action has been drafted and consultation has taken place with the representative bodies. Subject to final agreement, this will be published in February 2020 and promoted via internal communications channels.</p> <p>Action 2: Planning for whole-time recruitment in 2021 will include implementation of a positive action programme which will commence during late summer 2020. The aim will be to hold these at stations and involve station personnel in supporting the events.</p> <p>Action 3: Prior to commencement of positive action, a briefing will be</p>
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					<p>issued to fully explain what actions are being taken and what we hope to achieve. The will include a question and answer section to address concerns raised in the report.</p> <p>Assurance: (i) agreement of a Joint Statement on positive action (ii) briefing sent out prior to commencement of a future whole-time recruitment process (iii) feedback from employees engaged in positive action and as part of a project closure report.</p>
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Managing performance and developing leaders

Page 35	23	The Service should ensure individual performance targets clearly support objectives within the IRMP.	September 2020 (revised)	Craig Parkin	Human Resources	<p>The HMI report found that there isn't sufficient management of individual performance at Nottinghamshire FRS. The Service has a personal development review (PDR) process and sets performance and development targets, but these don't link to the organisational objectives in its IRMP. Staff we spoke to commented on the lack of clear targets.</p> <p>Staff told us the Service's PDRs lacked corporate oversight and quality assurance, and one-to-one meetings with managers are inconsistent. Some staff who have a PDR found the process useful, but others see it as no more than a tick-box exercise. The Service offers training in how to use the PDR system, but it is only for managers and isn't compulsory.</p> <p>The Service needs to make sure that individuals are set clear performance targets. This will drive continuous improvement.</p> <p>Action: A full review of the PDR process has been undertaken to ensure that individual performance targets are aligned to corporate objectives.</p> <p>Feedback showed that the current process is too complicated and so this has been simplified and now links to the employee record via the i-Trent HR system. Training will be rolled to ensure that people understand the new process.</p> <p>A new Performance Policy has been published which sets out the</p>
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					<p>aims of the process, including guidance on holding regular 1-1 meetings.</p> <p>January 2020 update: Action 1: a new Performance and Development Policy has been published and will be promoted as part of the launch of the new PDR process.</p> <p>Action 2: training for users of the new i-Trent PDR process has been scheduled between January and March 2020.</p> <p>Action 3: New PDR scheme to be launched in April 2020.</p> <p>Assurance: a review to take place at the end of the PDR process in September 2020 to evaluate and seek feedback on the new approach. A target of 90% of PDRs to have been completed by September 2020.</p>
Page 36	The Service should improve staff awareness and understanding of promotion and selection process.	May 2020 (revised)	Craig Parkin	Human Resources	<p>The HMI reported that the Service should consider communications around the promotion process to promote transparency and understanding</p> <p>Action Progression to higher level operational roles is undertaken annually and the process applied is set out in the Progression Procedure. Further clarity needs to be provided to prospective candidates to ensure that they understand the process better and are clear about the selection criteria.</p>
					<p>January 2020 update: Action 1: the Progression Procedure has been revised and published and provides additional information about the way that the selection process works to ensure clarity around the process.</p> <p>Action 2: Candidate briefings will be undertaken prior to promotion processes. These were undertaken for the recent Station Manager</p>

					<p>process and are scheduled for the Crew and Watch Manager process which will take place in May. This allows prospective candidates to seek clarity and ask questions about the process.</p> <p>Action 3: Candidate packs will contain full information about the process and will be issued at the time that the selection process is advertised.</p> <p>Assurance: feedback sessions take place with all candidates after the process and they will be asked about their experience of the process; evaluation of the process to take a place on completion of each promotion process and lessons learned applied for the next process.</p>
25	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	April 2021 (revised)	Craig Parkin	Human Resources	<p>The HMI reported that the Service has limited processes to develop high-potential staff towards senior leadership roles. For instance, its aspiring leaders programme is aimed only at non-managers who want to become managers.</p> <p>Action The Service has a leadership development programme that is accessible to employees who have promoted into a higher role, or have shown potential in the promotion process to be promoted to a higher role. The Service operates an informal process for identifying and encouraging those with high potential for leadership roles, but does not currently have a high-potential scheme to pro-actively progress individuals through a talent management process from an early stage in their career.</p> <p>January 2020 update: Action 1: a review to be undertaken to identify options, benefits and dis-benefits of introducing a high-potential talent management scheme by SLT. A report has been drafted and will be considered in January 2020.</p> <p>Action 2: To develop a process by which individuals are identified and selected.</p>

					<p>Action 3: To develop a programme for high potential employees.</p> <p>Assurance: feedback from participants; success through the formal promotion selection process.</p>
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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: 24 January 2020

Purpose of Report:

To update Members on key Human Resources metrics for the period 1 October 2019 to 31 December 2019. Please note that absence reporting references the period 1 July 2019 to 30 September 2019.

Recommendations:

That Members note the contents of the report.

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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 2: 1 July 2019 to 30 September 2019:

Target absence figures for 2019/20 are:

Wholetime:	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, decreased by 55 days (-3.6%) during the review period. A comparative breakdown of figures by employment group is set out in Appendix C. This represents a slight increase compared to the same quarter of the previous year (2018-19) of 47.5 days (+3.3%).

Absence	Quarter 2 1 July – 30 September 2019	Compared with previous quarter (Q1)	Cumulative total days lost for 19/20 (Apr- Sept)	Cumulative average over last 12 months
Total workforce	1461 days lost	1516 days lost	2977 days lost	8.95 days per employee (target 6.25 days)
(131 employees have been absent on 138 occasions during Q2, excluding On-Call*)	2.4 days per employee	2.4 days per employee -3.6 decrease (-55 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 1461 Appendix C

- 2.3 Across the workforce a total of 1461 working days were lost in the second 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 70% of the total absence during this period. A full period commentary of Quarter 2 can be found at Appendix C.

NATIONAL TRENDS

- 2.5 The Service contributes to the National Fire Chiefs Council (NFCC) sickness absence survey, which is undertaken quarterly and allows for comparison between contributing fire and rescue services.
- 2.6 The reasons for sickness absence mirror the national trends with musculo-skeletal and mental health related absences featuring heavily in all workgroups.
- 2.7 Appendix B reflects the national absence trends for Quarters 2 (April to September 2019). The two charts reflect Wholetime and Control (12i) and whole workforce figures (12ii). Please note that Control staff transferred to the new joint control centre from 1 July and will therefore not be recorded from Q2.
- 2.9 For Wholetime and Control (12i) the chart show that the Service ranked twenty-fifth of the thirty-two services at 4.96 days per employee and was above the sector sickness average of 4.32 days per employee. The lowest average was 2.07 days and the highest 9.41 days.
- 2.10 For whole workforce (12ii) the tables show that the Service, ranked twenty-fifth of the thirty-one services at 5.04 days per employee and was above the sector sickness average of 4.21 days per employee. The lowest average was 2.23 days and the highest 8.4 days.

DISCIPLINE, GRIEVANCES ETC

- 2.11 Over the period 1 October 2019– 31 December 2019:
- Disciplinary: 0
 - Grievances: 0
 - Harassment and Bullying: 0
 - Formal Management Sickness Absence Policy: 0
 - Dismissals including ill health retirements: 2
 - Redundancy: 0
 - Redeployment: 0
 - Employment Tribunal cases: 1
 - IDRPs appeals: 0
 - Performance and capability: 0

STAFFING NUMBERS

- 2.12 During the period 1 October to 31 December 2019, 6 employees commenced employment. Establishment levels at 31 December 2019 are highlighted below:

	Approved	Actual	Variance
Wholetime	431 (431 FTE)	442 (440.6 FTE)	+11 (+9.6 FTE)
On-Call	192 Units	265 persons (138 units) (includes 66 dual contracts)	-54 units
Support	156 (149.28) FTE)	155 (147.6 FTE)	-1 (-1.68)

2.13 There have been 20 leavers and six starters since the last report, which has resulted in an actual workforce figure of 853 (this includes 65 dual contractors). Leavers are broken down as follows: six Wholetime, nine On-Call, three Support roles and two Dual Contractor.

2.14 As at 31 December 2019 Wholetime establishment stood at 442 operational personnel (440.6 fte) employees against an establishment of 431 posts.

2.15 During the period, the Service has appointed to six support roles.

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)

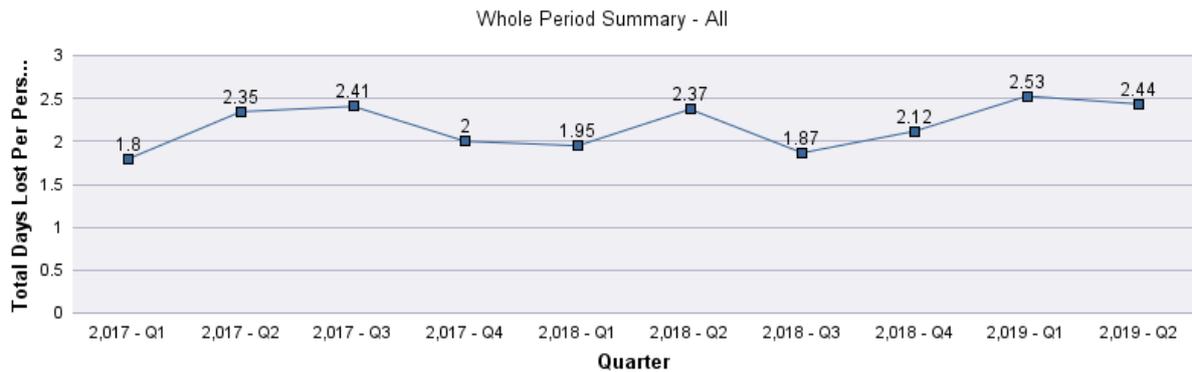
None.

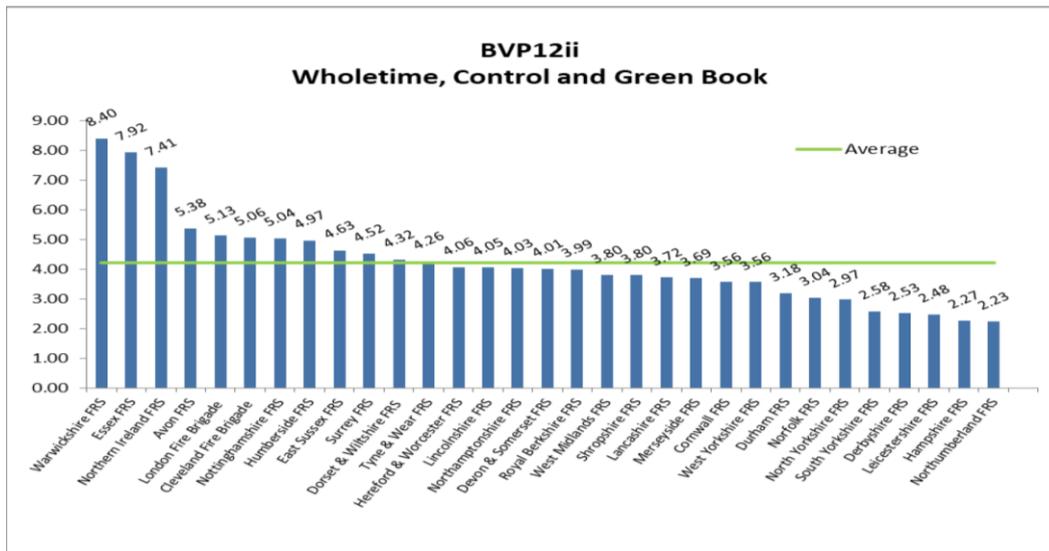
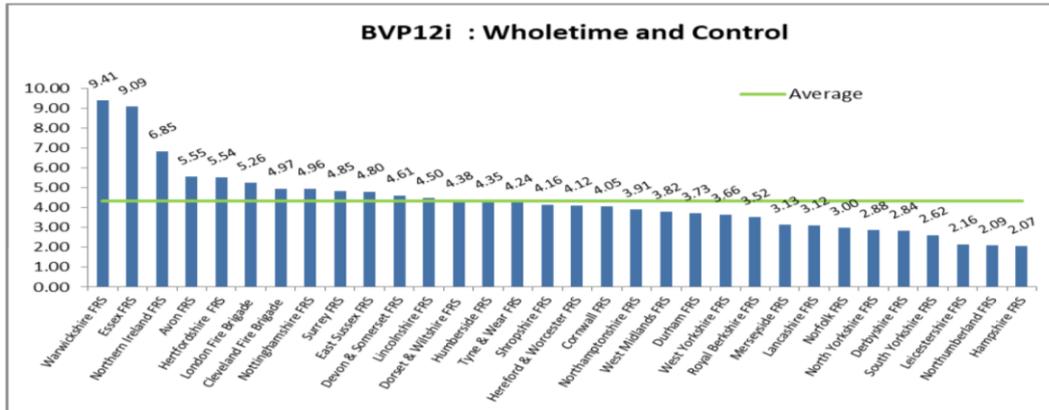
John Buckley
CHIEF FIRE OFFICER

APPENDIX A

Appendix - Reporting Period: 01/04/2017 to 30/09/2019

Quarter Breakdown by Month	July		August		September		Current Q vs Previous Q	2,019 - Q1		2,019 - Q2	
	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	0.99	150.5	0.98	149.0	0.40	61.5	2.65132	403	2.375	361	
Wholetime	0.84	376.0	0.83	371.0	0.79	353.0	2.35714	1056	2.45536	1100	
Sum:	0.8775	526.5	0.86667	520.0	0.69083	414.5	2.43167	1459	2.435	1461	





APPENDIX C

Q2 – Wholetime

In total 1100 working days were lost due to sickness during this quarter. Of this, 797 days were lost to long-term absence (28+ calendar days absent) and 303 days were lost due to short term absence. This represents an overall increase of 47 days (4%) on the previous quarter.

The average absence per employee was 2.45 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

72% of sickness absence in this quarter was due to long term absence. There were 42 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 28 employees had returned to work with 14 still absent.

Reasons for absence

Main reasons for sickness absence for the Wholetime are Mental Health issues (15 instances, 385 days) and Musculo Skeletal (35 instances, 349 days). The main long- term absence reasons were Mental Health (11 instances, 365 days) and Musculo Skeletal conditions (6 instances, 205 days). For short term absence, reasons were Musculo Skeletal (29 instances, 144 days) and Ear, Nose and Throat conditions (11 instances, 36 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	15	385	Musculo Skeletal	29	144	Mental Health	11	365
Musculo Skeletal	35	349	Ear, Nose, Throat	11	36	Musculo Skeletal	6	205
Other known causes (not specified in list)	8	104	Other known causes (not specified in list)	5	27	Other known causes (not specified in list)	3	77
Hospital/Post Operative	3	70	Eye Problems	5	23	Genitourinary/Gynecological/Reproductiv	1	66
Genitourinary/Gynecological/Reproductive	2	68	Hospital/Post Operative	2	23	Hospital/Post Operative	1	47
Ear, Nose, Throat	11	36	Mental Health	4	20	Mental Health - Other	1	17
Mental Health - Other	4	31	Mental Health - Other	3	14			
Eye Problems	5	23	Gastro-Intestinal	8	13			
Gastro-Intestinal	8	13	Virus/Infectious Diseases	3	13			
Virus/Infectious Diseases	3	13	Respiratory - Chest Infection	2	5			

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 a 4-day shift traditionally for whole-time employees).

In Q2, 897 days were unavailable due to sickness, broken down into 700 days of long-term absence (28+ days) and 197 days of short-term absence. This equates to an average of 3.4 “days” of unavailability per employee.

Compared to Q1, when 888 days were lost to sickness absence, this reflects a slight increase of 9 available days (1%).

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

Reasons for absence

Main reasons for sickness absence for On-call employees were Musculo Skeletal conditions (8 instances, 257 days) and Hospital/Post-Operative conditions (2 instances, 165 days). The main long-term absence reasons were Musculo Skeletal conditions (2 instances, 184 days) and Hospital/Post-Operative conditions (as above). For short term absence, this was Musculo Skeletal conditions (6 instances, 73 days) and Mental Health issues (5 instances, 69 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	8	257	Musculo Skeletal	6	73	Musculo Skeletal	2	184
Hospital/Post Operative	2	165	Mental Health	5	69	Hospital/Post Operative	2	165
Cancer and Tumours	2	150	Other known causes (not specified in list)	1	21	Cancer and Tumours	2	150
Mental Health	7	143	Mental Health - Other	1	20	Mental Health - Other	2	99
Mental Health - Other	3	119	Respiratory - Chest Infection	3	14	Mental Health	2	74
Other known causes (not specified in list)	1	21	Gastro-Intestinal	3	10			
Respiratory - Chest Infection	3	14	Eye Problems	1	6			
Gastro-Intestinal	3	10	Unknown causes, not specified	1	5			
Eye Problems	1	6	Blood Disorders	1	4			
Unknown causes, not specified	1	5	Ear, Nose, Throat	1	3			

Non-Uniformed (support) absence

In total 361 working days were lost due to sickness absence for non-uniformed personnel during the quarter. This breaks down into 231 days due to long term sickness absence (28+ continuous days absent) and 130 working days due to short term absence. This represents a decrease of 44 days (75%) on the previous quarter.

The average absence per employee was 2.38 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

64% of sickness absence in this quarter was due to long term absence. 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 eight days in duration), six of which were classified as long-term sickness. At the end of the period 10 employees had returned to work with two still absent.

Reasons for absence

Main reasons for all sickness (and long-term sickness) absence for support employees are cancer (one instance, 66 days) and Hospital/Post-Operative issues (one instances, 66 days). For short term absence the main reasons were Mental Health (four instances, 27 days) and Musculo Skeletal conditions (four instances, 18 days).

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
Cancer and Tumours	1	66	Mental Health	4	27	Cancer and Tumours	1	66
Hospital/Post Operative	1	66	Other known causes (not specified in list)	4	27	Hospital/Post Operative	1	66
Mental Health	5	51	Musculo Skeletal	4	18	Virus/Infectious Diseases	1	27
Musculo Skeletal	5	44	Mental Health - Other	1	13	Musculo Skeletal	1	26
Mental Health - Other	2	35	Gastro-Intestinal	7	10.5	Mental Health	1	24
Virus/Infectious Diseases	5	35	Genitourinary/Gynecological/Reproductive	1	10	Mental Health - Other	1	22
Other known causes (not specified in list)	4	27	Virus/Infectious Diseases	4	8			
Gastro-Intestinal	7	10.5	Headache/Migraine/Neurological	6	7.5			
Genitourinary/Gynecological/Reproductive	1	10	Respiratory - Chest Infection	2	7			
Headache/Migraine/Neurological	6	7.5	Ear, Nose, Throat	1	1			
			Respiratory - Cold/Cough/Influenza	1	1			



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

EQUALITIES MONITORING REPORT

Report of the Chief Fire Officer

Date: 24 January 2020

Purpose of Report:

To provide Members with an update on the breakdown of the workforce by protected characteristic between 1 January and 31 December 2019 and the work being done to improve diversity at Nottinghamshire Fire and Rescue Service.

Recommendations:

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

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1. BACKGROUND

- 1.1 As part of Nottinghamshire Fire and Rescue Service's (NFRS) commitment to promoting equality and diversity, the Human Resources Committee considers updates on the breakdown of the workforce and the work being done to address under-representation by protected characteristic.
- 1.2 This report constitutes a one year period from 1 January – 31 December 2019. Please note this data was taken on 10 December 2019 to provide a timely reporting period to Human Resources Committee.

2. REPORT

WORKFORCE PROFILE

- 2.1 Workforce profile information is analysed by work group (wholetime, on-call, support). Breaking down the workforce in this way allows for the identification of specific issues by distinct employee groups, each of whom have differences in job type, conditions of service and workforce composition. The information contained within this report is based upon 856 employees in total; of which there are 701 operational employees (not including vacancies) on 31 December 2019. The table below provides a snapshot of under-represented groups at the Service.

	1 January 2018	30 June 2018	31 December 2018	30 June 2019	December 2019
Total	893	899	902	894	856
Female Firefighters	5.74% (26 of 453 posts)	6.09% (28 of 460 posts)	6.55% (31 of 473 posts)	6.66% (31 of 465 posts)	8.00% (36 of 450 posts)
Black, Asian and Minority Ethnic (BAME)	3.36% (30)	3.56% (32)	3.99% (36)	4.25% (38)	4.67% (40)
Lesbian, gay or bisexual	1.57% (14)	1.56% (14)	1.22% (11)	1.34% (12)	1.4% (12)
Disabled	4.37% (39)	4.23% (38)	4.21% (38)	4.25% (38)	4.32 (37)

GENDER

- 2.2 On 31 December 2019, women constituted 15.54% (133) of the total workforce. Of these, 43 women are employed in operational roles (including management roles), which represents 6.13% of operational roles undertaken.

ETHNIC ORIGIN

- 2.3 On 31 December, employees from BAME groups constituted 4.67% (40) of the workforce (excluding employees who defined themselves as Irish and White other). Of these, 24 were employed in operational roles (not including Control).
- 2.4 In comparison to 31 December 2018 there has been an increase in BAME staff employed by the Service from 3.99% (36) to 4.67% (40). It should be noted that 22 people have chosen not to define their ethnic origin. The table in Appendix B shows the workforce profile by ethnic origin.
- 2.5 To provide some context to these figures, the BAME community in Nottinghamshire is 11.2% based on the last census. This demonstrates that the organisation still faces a challenge to attract and recruit applicants from BAME backgrounds to fire service roles.

WORKFORCE BY GRADE AND ROLE

- 2.6 2.84% (6) of Crew and Watch Managers at NFRS are women and 3.23% (1) are middle managers at Station or Group Manager level. As at 31 December 2019 all operational Area Managers and Principal Officers are men, although there are three non-operational female Strategic Managers (Area Manager equivalents) within the Strategic Leadership Team.
- 2.7 There continues to be a low number of employees from BAME backgrounds in operational supervisory 3.32% (7) and middle 3.23% (1) management roles, and none in senior operational management positions, in the Service.
- 2.8 Within the support workforce there continues to be more women (90) than men employed (65). However, it should be noted men occupy higher numbers of senior organisational positions (58.82%) than women.

	Men	Women	BAME
Grades 1-4	20	33	3
Grades 5-7	34	47	7
Grades 8-SLSM	10	7	0
Apprentice	1	3	0

DISABILITY

- 2.9 The number of employees declaring a disability on 31 December is 37 people (4.32%) of the total workforce.
- 2.10 The declaration rate amongst support employees is at 7.10% which is lower than the working age population in the UK that is disabled, which is approximately 10%. When operational employees are included this figure reduces to 4.32%. This is due to the fitness, strength and other functional aspects, such as sight and hearing standards, which are a requirement of operational roles. It should be noted that as a workforce gets older disability issues are likely to increase.
- 2.11 Disability declaration rates remain relatively low. The Service continues to raise awareness of disability issues including dyslexia and mental health.

SEXUAL ORIENTATION

- 2.12 Numbers of employees who identify as lesbian, gay or bisexual has slightly increased within the last year. 1.4% (12) of the work force identifying as being lesbian, gay or bisexual is low compared to the expected national population of 5-7% quoted by Stonewall.

AGE

- 2.13 The table at Appendix C sets out the numbers of employees by age and work group. The figures show that the largest age group are those people between 46 – 55 years old who make up 34.70% (297) of the workforce. As the typical retirement age for operational personnel is between 50 and 55, this has implications for turnover over the next ten years, with the associated loss of experience and knowledge. At the other end of the age scale, 3.86% (33) of all employees are aged 16-25.
- 2.14 The annual Workforce Plan, produced by the Human Resources Department, ensures that the Service has effective succession planning in place to mitigate against this anticipated turnover.

RELIGION

- 2.15 The table at Appendix D sets out the numbers of employees by religion/faith. 37.97% (325) of the workforce state that they have no religion and 18.34% (157) chose not to specify. The highest number of employees specify their religion as Christian 40.54% (347). The percentage of people not specifying is only slightly higher to that for sexual orientation and could suggest that trust and privacy may be issues in the declaration of such protected characteristics.

GENDER IDENTITY

2.16 In July 2018, the Service started to monitor gender identity and gender re-assignment. Declaration is voluntary and, to date, only 10.14% (87) of employees have provided gender reassignment data and 6.43% (54) have provided gender identity data. As such, figures are too low to provide any meaningful analysis and work will continue to raise awareness of this reporting mechanism.

STARTERS

2.17 There were 53 starters from 1 January – 31 December 2019.

Of these starters:

- 35.85% (19) were female and 64.15% (34) were male;
- The majority of appointments were to whole-time posts 37.74% (20). Of these, 35% (7) were female;
- 75.47% (40) appointees defined their ethnic origin as White British, 7.55% (4) of appointees were from a BME background and 16.98% (9) preferred not to declare;
- The majority of new starters 43.40% (23) were in the age range 26 – 35.

The on-boarding process will be reviewed in order to ensure that equalities monitoring information is being captured.

LEAVERS

2.18 There were 106 leavers from 1 January – 31 December 2019.

Of these leavers:

- 34.91% (37) were female and 65.09% (69) were male. Although the numbers of women leaving (due to the transfer of Control staff) is high, this is balanced out by the proportion of women starting outlined above;
- 82.08% (87) defined their ethnic origin as White British, 3.77% (4) leaver described their ethnic origin as White Other and 14.15% (15) preferred not to disclose their ethnic origin;
- The majority of leavers 59.43% (63) were over 46 years old.

2.19 It is important to note 22 of these leavers were from Control and were transferred across to Derbyshire Fire and Rescue Service as a part of the joint control project. 15 of these leavers opted to take redundancy from Derbyshire Fire and Rescue Service after moving across.

- 2.20 These figures indicate that there is no specific gender or ethnic origin issues relating to retention levels. The transfer of Control staff may have an impact on the gender pay gap at NFRS.

SUPPORT STAFF RECRUITMENT

- 2.21 From 1 January – 31 December 2019 the Service received 140 applicants in total for 13 vacancies. One vacancy was not filled, as there were no successful applicants.
- 2.22 35% (49) of all applicants were female and 65% (91) were male, 37.93% (22) of shortlisted applicants were female and 62.06% (36) were male, 41.66% (5) of appointed applicants were female and 58.33% (7) were male; compared to the proportion of applications made, women have fared better than men through the recruitment processes.
- 2.23 The Service received 7.86% (11) of applications from individuals from BAME backgrounds and 3.57% (2) of shortlisted applicants identified as BAME, but none were appointed. 83.33 % (10) of successful applicants identified as White British and 16.66% (2) identified as White Irish.
- 2.24 5.71% (8) of applications received by the Service, were from applicants who identified as being LGBT, 5.17% (3) of all applicants interviewed identified as LGBT, no applicants identifying as LGBT were appointed. The Service continues to use a diverse range of role models, within its recruitment campaigns, attends events such as Nottingham Pride and advertises in a range of media to promote its vacancies to the widest range of potential applicants.
- 2.25 The Service received 8.57% (12) of applicants identifying as having a disability, 10.34% (6) of shortlisted applicants identified as having a disability and 8.33% (1) of applicants appointed applicants identified as having a disability. It is worth noting though the Service guarantees applicants with a disability an interview providing they meet the essential criteria if they opt into being assessed under the guaranteed interview scheme.
- 2.26 The highest number of applications 34.29% (48) were from applicants between the ages of 26 - 35. Analysis of the figures does not show a disproportionate impact linked to the age range of applications.
- 2.27 It should be noted that all applicants are interviewed and appointed according to merit. However, a review of support staff recruitment processes will be undertaken to ensure process has been followed correctly and fairly.

ON-CALL RECRUITMENT

- 2.28 The Service received 98 applicants for two recruitment campaigns for on-call firefighters during the period of 1 January 2019 – 31 December 2019. Of the 98 applicants for on-call roles, 15.30% (15) of applicants were female, 20.34% (12) were shortlisted and 28.57% (2) were appointed.

- 2.29 3.06% (3) of applications received were from individual(s) identifying as BAME, none who was subsequently successful in their application. The Service continues to use a diverse range of role models within its recruitment campaigns to target its recruitment at BAME communities, however has a limited applicant pool when recruiting to on call positions.
- 2.30 The highest number of applications (36) 36.73% were aged <25 and only 1.02% (1) application were received from individuals over 56 years of age. However, no disproportionate impacts have been identified from the age data.

WHOLETIME FIREFIGHTER RECRUITMENT PROCESS 2018

- 2.31 The Service undertook a whole-time firefighter recruitment process between March and July 2018, and the first and second cohorts of trainee firefighters commenced initial training in September and January respectively.
- 2.32 A package of positive action measures were implemented to attract a wide range of potential applicants to attend awareness days and apply for the role. This proved to be successful in attracting and appointing a more diverse range of applicants than previous recruitment campaigns. In total, 44 appointments were made from this process.
- 2.33 Further information regarding the wholetime recruitment process and associated positive action were reported to Human Resources Committee in November 2018 and the relevant report can be found [here](#) or on the Nottingham City Council website.
- 2.34 Of the 20 wholetime starters who began their employment with the Service during 1 January – 31 December 2019, 35% (7) were female and 65% (17) were male. 15% (3) identified as being from a BME background and 80% (16) identified as being White British.

CONCLUSION

- 2.35 The workforce profile is not representative of the local population in terms of employees from BAME backgrounds. The Service continues to use positive action to promote the fire service as a career during firefighter recruitment campaigns. It should be noted that the majority of vacancies are for on-call roles, and these are very specific to location, which can reduce the impact on diversity in terms of ethnic background. Support staff vacancies are also marketed at under-represented groups through targeted advertising. It should be noted from the data presented in this report that the workforce is becoming gradually more representative.
- 2.36 Representation in terms of gender also stands out as women are clearly under-represented in operational roles, similarly to BAME employees this is gradually changing with the use of positive action measures.

- 2.37 As can be noted from the last wholetime recruitment campaign, targeted positive action, using a range of awareness events, mentoring and fitness/strength development activities has previously helped to lead to positive diversity figures and such measures will be used within the Services future campaigns.
- 2.38 The Service continues to engage with the local community, for instance through attendance at community festivals such as Pride events and Carnival, and this engagement needs to be extended to develop a continuous presence which, in time, may lead to an increased number of applications to the Service.
- 2.39 The Service continues to provide targeted development opportunities for women and one promotion has been noted within this report from a female watch manager to station manager. The Aspiring Leaders Programme, Springboard and Future Leaders Programme (multi-agency) are some of the targeted courses used by NFRS which can help encourage a more diverse range of employees to develop themselves.
- 2.40 Levels of 'Not Stated' or 'Prefer not to Say' remain relatively high in religion/belief 16.28% of people and sexual orientation 13.34% of people. Also, as discussed within this paper, those telling the Service about a disability remains low. Awareness-raising and training will continue to ensure employees understand the reasons why declaration is so important. The service plans to issue a staff briefing paper to raise awareness of disability, reasonable adjustments and keeping personal data up to date through Itrent later this year in addition to other measures.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

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

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

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

8. RISK MANAGEMENT IMPLICATIONS

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

9. COLLABORATION IMPLICATIONS

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

10. RECOMMENDATIONS

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

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

None.

John Buckley
CHIEF FIRE OFFICER

APPENDIX A

Workforce by Gender

Gender	Wholetime	On-call	Support	Total	%
Male	412	246	65	723	84.46%
Female	32	11	90	133	15.54%
Total	444	257	155	856	

APPENDIX B

Workforce by Ethnic Origin

Ethnic Origin	Wholetime	On-Call	Support	Total	%
BAME	24	6	10	40	4.67%
Not declared	22	15	20	41	4.79%
White British	370	223	121	714	83.41%
White Irish / White Other	28	13	4	45	5.26%
Total	444	257	155	16	1.87%
				856	

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.

APPENDIX C

Workforce Profile by Age

Age	Wholetime	On-call	Support	Total	%
16-25	5	21	7	33	3.86%
26-35	86	84	19	189	22.08%
36-45	164	67	36	267	31.19%
46 - 55	170	69	58	297	34.70%
56 – 65	19	16	32	67	7.83%
+65			3	3	0.35%
Total	444	257	155	856	

APPENDIX D

Workforce by Religious Belief

Religion	Total Number	% Total
Any other Religion	6	0.70%
Buddhist	8	0.93%
Christian (all denominations)	347	40.54%
Hindu	1	0.12%
Jewish	1	0.12%
Muslim	3	0.35%
No religion	325	37.97%
Not Specified	157	18.34%
Other	5	0.58%
Sikh	3	0.35%
Total	856	

APPENDIX E

Starters by Gender and Ethnic Origin

Gender	Wholetime	Retained	Non Uniformed	Total	%
Female	7	2	10	19	35.85%
Male	13	15	6	34	64.15%
Total	20	17	16	53	
White British	16	14	10	40	75.47
BAME	3	1		4	7.55
Not disclosed	1	2	6	9	16.98
Age					
17-25	3	3	4	10	18.87%
26-35	13	8	2	23	43.40%
36-45	4	5	4	13	24.53%
46+		1	6	7	13.21%
Total	20	17	16	53	

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

APPENDIX F

Reasons for Leaving by Gender, Ethnic Origin and Age

Gender	Resignation	Retirement	Fixed Term	Other	Total	%
Female	13	2	0	22	37	34.91%
Male	29	29	2	9	69	65.09%
Total	42	31	2	31	106	
BAME	0	0	0	0	0	0
Not disclosed	12	2	1		15	14.15%
White British	29	28	1	29	87	82.08%
White other	1	1		2	4	3.77%
Total	42	31	2	31	106	
Age						
<25	2	0	0	0	2	1.89%
26-35	13	0	0	5	18	16.98%
36-45	12	0	1	10	23	21.70%
46+	15	31	1	16	63	59.43%
	42	31	2	31	106	
Prefer not to specify	14	6	1	7	28	16.98%
Straight heterosexual	28	25	1	24	78	73.58%

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



NOTTINGHAMSHIRE
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Human Resources Committee

APPRENTICESHIP UPDATE

Report of the Chief Fire Officer

Date: 24 January 2020

Purpose of Report:

To provide an annual update on apprenticeships within the Service.

Recommendations:

That Members recognise the progress made in the employment of apprenticeship roles during the review period.

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1. BACKGROUND

At its meeting on 26 January 2019, Members received a report on the implementation of the apprenticeship levy and introduction of a public-sector apprenticeship target through the enactment of the Enterprise Bill 2016. This report provides an update on developments since this time.

2. REPORT

- 2.1 In the period since the last report in January 2019, significant progress has been made in respect of the numbers of apprentices employed by the Service in both operational firefighter and support roles, for which the Service is able to draw down funding from the apprenticeship levy and which count toward the public-sector apprenticeship target.
- 2.2 This has been primarily due to the intake from the 2018 firefighter selection process, which has seen 19 apprentice firefighters contracted to the Level 3 Operational Firefighter Apprenticeship Standard. This is a 26-month apprenticeship which, subject to successful completion, covers the full development period so that the apprentice firefighters become competent at the end of the assessment period. The first cohort of eleven apprentice firefighters commenced their apprenticeship in January 2019. A further cohort of eight apprentice firefighters commenced in September 2019.
- 2.3 The development pathway follows the established internal development programme, with an initial training period at the Service Development Centre (SDC) to develop their core skills, knowledge and behaviours, followed by deployment to a designated Watch where they attend operational incidents whilst continuing their development against the firefighter role map.
- 2.4 During this time, they are supported by a mentor who will review and guide their development on station, and undertake periodic assessment by SDC trainers. As part of the apprenticeship programme, they are also monitored by the workplace assessment team who meet with them at six-weekly intervals to review their progress.
- 2.5 At the end of the apprenticeship programme, the apprentices undergo an end-point assessment by an independent provider, which entails a formal theory examination, practical assessments and professional discussion to confirm that the apprentice has met the requirements of the apprenticeship programme.
- 2.6 As previously reported, the Service appointed Sheffield College on a sub-contracted basis to act as its training provider (TP) pending its own application to become an employer provider (EP). This allowed the Service to draw down funding from the training levy through Sheffield College and provided a point of assurance for development of the apprenticeship scheme.

- 2.7 In September 2019, the Service was successful in its application to become an employer provider on the Register of Apprenticeship Training Providers and is now able to draw down funding directly from the levy. This status means that the Service must comply with the associated regulations, which are overseen by Ofsted and the Education and Funding Skills Agency. The drawn-down funding must be used to support the apprenticeship directly delivered by the Service as an employer provider to cover associated training or support costs.
- 2.8 As an employer provider, the Service now receives £12,000 per trainee over a two-year apprenticeship programme life.
- 2.9 The Service currently has five apprentices in support roles in the following departments:
- Finance Department undertaking the Association of Accounting Technician apprenticeship;
 - Finance Department undertaking a Level 2 Business Administration apprenticeship;
 - ICT Department undertaking a Level 4 Network Engineer apprenticeship;
 - Occupational Health and Fitness Team undertaking the Personal Trainer Level 3 apprenticeship standard;
 - Prevention and Protection Department undertaking a Level 2 Business Administration apprenticeship.
- A further two apprenticeship roles have been approved within the ICT Department and Corporate Communications Department, which will be advertised during 2020. The Service can draw down training costs from the levy to support the academic courses, however the levy cannot be used to fund salary costs.
- 2.10 An ILM Level 5 Operations/Departmental Manager apprenticeship also commenced in 2018, and there are currently five employees undertaking this programme via Sheffield College. The college provide two days per month of on-site tutorials, with 20% of working time committed to further study. This programme is due to end in 2020.
- 2.11 The process for drawing down levy funding and complying with the associated regulations is quite complex, although further clarity is being provided as the apprenticeship scheme becomes more established. In the next year, the Service expects to draw down significant funding to support both internally provided and external training linked to apprenticeship schemes. The levy funding must be spent within 24 months of pay-over.
- 2.12 The Apprenticeship Policy has been revised and updated during 2019, and is attached as Appendix A.

PUBLIC SECTOR APPRENTICESHIP TARGET

- 2.13 As previously reported, public sector employers have been set a target of 2.3% of the workforce as new apprenticeship starters. Based on a workforce of 798 (excluding those with dual contract arrangements), this would require 18 new apprenticeships each year. The Service is required to report whether it has achieved the target in September of each year, reporting this year covered the period 1 April 2018 to 31 March 2019.
- 2.14 During this period, 16.67% of all new starters were apprenticeships. This represents 1.32% of the total workforce. Overall, apprentices account for 2.4% of the total headcount. Despite the increase in new-start apprenticeships, which saw 11 new apprenticeship starts between September 2018 and September 2019, the Service did not meet this target during 2018-19.
- 2.15 Whilst the target is based on headcount and includes the whole workforce, the Service is unable to register on-call trainees onto the Operational Firefighter Apprenticeship as they cannot comply with the eligibility criteria due to their hours of work. This means the majority of appointments made each year, 33 on-call trainees since September 2018, cannot be counted against the target. However, the headcount figure, against which the % of new starts is calculated, does include On-call employees. This has been recognised by the National Fire Chiefs Council as a sector issue and lobbying has been taking place to address this anomaly.
- 2.16 Whilst there have been 10 new apprenticeship starts since September 2019, and a further two apprenticeship starts during 2020, there will be no further apprenticeship firefighters due to commence employment during 2020, and it is therefore anticipated that the Service will not meet the apprenticeship target when it reports again in September 2020.
- 2.17 The target extends over four years, between 2017 and 2021, and it is possible to aggregate apprenticeship starts between years.

3. FINANCIAL IMPLICATIONS

- 3.1 As of the beginning of December 2019, the Service had £231,405 in its digital apprenticeship account. This includes a contribution from Government. The monthly contribution to this account is approximately £900 depending on payroll numbers in a given month.
- 3.2 Between April and the beginning of December 2019, the Service drew down £56,000 toward apprenticeship training, at approximately £6,500 per month.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

- 5.1 An initial equality impact assessment has been undertaken and found that there were no negative equality impacts associated with the policy. The positive action measures undertaken as part of the recruitment of operational firefighter apprentices in 2018 led to the appointment of 32.5% of women and 15% from BAME backgrounds to new firefighter roles (excluding transfers from other FRSs). Participants in the first trainee course, in September 2018, were not appointed to apprenticeships as there was no scheme in place at that time.
- 5.2 However, of the 24 apprentices currently employed by the Service 14 (58.3%) are women and 4 (16.7%) from BAME backgrounds.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

- 7.1 The apprenticeship levy is a statutory payment under the Enterprise Bill 2016 and is payable by all employers with more than 250 employees.
- 7.2 The public-sector apprenticeship target is established under the Public-Sector Apprenticeship Target Regulations 2017.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The apprenticeship levy is paid over irrespective of usage, and must be used within 24 months or lost as a source of funding. To maximise draw down from the levy, it is therefore imperative that the Service identifies apprenticeship opportunities, by either creating apprenticeship contracts for new employees linked to registered schemes, or by purchasing training for existing employees from registered providers. The use of sub-contracting arrangements is a means by which the Service has been able to access funding to provide operational firefighting apprenticeships.
- 8.2 The Public-Sector Apprenticeship Target Regulations 2017 require public sector employers to report on progress against the 2.3% apprenticeship target annually. A failure to meet the target will result in the submission of a

statement to the Secretary of State explaining why the target has not been met and how this will be addressed. It is not yet clear what sanctions, if any, will result from a failure to meet the target.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

That Members recognise the progress made in the employment of apprenticeship roles during the review period.

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

None.

John Buckley
CHIEF FIRE OFFICER



Title: Apprenticeship Policy

Document: 2094

Scope: This policy is mandatory.

Summary: This document sets out the policy on apprenticeships within the Nottinghamshire Fire and Rescue Service.

Contents

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Information Delivery System (IDS)

The IDS uses colour to identify sections within documents, namely:

Section	Colour	Purpose
Key		Is critical 'need to know' information and can consequently be found at the front of the document.
Primary		Is information that supports and elaborates on key information, but is not immediately critical in nature.
Support		Is background information that further underpins the previous sections.
Appendices		Is relevant information such as process maps, tick lists, flowcharts and templates etc.
Document History		Is a detailed history of the document and indicates which department 'owns' it.

KEY INFORMATION

1. Definition

- 1.1 Apprenticeships are available to anyone living in England, over the age of 16. Apprenticeships combine practical training in a job with study through working and gaining experience in a vocational or professional field.
- 1.2 All apprenticeships include elements of on the job and off the job training, usually leading to industry recognised standards or qualifications. Most apprenticeships will require an assessment at the end of the programme to assess the apprentice's ability and competence in their job role. Apprenticeships must last for at least a year and can last up to 5 years depending on the level the apprentice is studying.
- 1.3 Apprenticeships will be made available to new NFRS staff through an apprenticeship position or as part of a professional development route for existing employees. All apprenticeships delivered by Notts FRS will be those approved apprenticeship standards or frameworks as detailed by the Institute of Apprenticeships and Technical Education.

2. General Principles

- 2.1 The Nottinghamshire Fire and Rescue Service is committed to achieving the public-sector apprenticeship target and will seek to provide access to apprenticeships where this can be properly facilitated. Prior to recruiting to a vacant role, consideration will be given to the feasibility of employing an apprentice via the recruitment authorization process.
- 2.2 NFRS have committed to the target that our in-house delivered apprenticeship programme should have a full 100% success rate in retaining and developing our apprentices across the life of their programme.
- 2.3 A number of dedicated apprenticeship roles will be funded across departments (dependent on budgetary availability) in addition to substantive roles which may be open to an apprenticeship learning route.
- 2.4 Apprenticeships within the Service will be delivered either through an approved training provider or by the Service as an employer provider. Most apprenticeships are envisaged to be delivered through an approved training provider.
- 2.5 The Service may:
 - (i) Advertise an apprenticeship opportunity on its recruitment site.
 - (ii) Work with a registered apprenticeship training provider to identify suitable individuals for apprenticeship opportunities within the Service. This will depend upon the role undertaken.
 - (ii) Advertise available apprenticeships as part of the National Apprenticeship Service Online 'Find an Apprenticeship' Service.

This process will be managed by the Human Resources department.

- 2.6 An Apprentice may fill an established vacancy or be held as supernumerary to establishment as a funded fixed term post.
- 2.7 The Service will ensure that the apprentice is mentored and supported throughout the period of their employment with a programme of work based development. The apprentice will receive the necessary training for the duration of the apprenticeship in line with the requirement of the apprenticeship programme.
- 2.8 To provide value to the Service and to the apprentice, the work undertaken will be meaningful and relevant to the achievement of the apprenticeship occupational standards and any associated qualifications. It is the responsibility of the apprentice's manager to ensure that the learning programme provides access to relevant learning opportunities and that time is afforded to undertake relevant study – this should equate to 20% of the apprentice's working time.
- 2.9 All apprentices, whether in a substantive or fixed-term role, will be paid on the basis of the national minimum wage rates as laid down for employees aged 16-21 and for those aged up to 25. After the age of 25 the national living wage will be applied.
- 2.10 Where apprentices are employed in a substantive role, it may be possible, during the course of the apprenticeship, to move on to the NFRS grading structure appropriate to the role. This will be subject to agreed milestones which will generally, but not always, be linked to the achievement of relevant professional qualifications and/or ability to undertake tasks commensurate with the grading level applied. At the point that the apprentice successfully passes the relevant End Point Assessment (for those undertaking an apprenticeship standard), they will be moved to the permanent establishment.
- 2.11 If the apprenticeship is fixed-term or facilitated by a training provider, the Service cannot guarantee permanent employment at the end of the apprenticeship period. However, it will seek to match apprentices with suitable vacancies if an opportunity arises, subject to a selection process. In cases where a fixed-term contract ends, the Service will provide advice and guidance to enable the individual to seek other suitable employment.

Existing Employees

- 2.12 To encourage and facilitate development for its employees, the Service will support participation in recognized apprenticeship standards to achieve professional or vocational qualification and development. This will primarily include operational and leadership roles.
- 2.13 Existing employees undertaking an apprenticeship learning route are required to adhere to the study and programme requirements and will be required to sign a Learning Agreement to this effect. The Service will be required to ensure that learners receive the time required to fulfil the learning agreement, which includes time dedicated to study (20% of working time).

PRIMARY INFORMATION

3. Application

- 3.1 Heads of Department will be responsible for identifying suitable apprenticeship opportunities within Service Departments.
- 3.2 Where the Head of Department identifies a potential apprenticeship opportunity they will provide the Head of Human Resources with a proposed outline. (See Appendix C).
- 3.3 The Head of Human Resources will consider the outline and confirm with the Head of Department if agreement has been given to progress the potential apprenticeship opportunity. This will be progressed via the normal Recruitment Authorisation process.
- 3.4 The Human Resources Department will keep a record of all apprenticeships being undertaken within the Service.
- 3.5 The Service will recruit apprentices either directly or through an external apprenticeship provider. An agreement will be drawn up between the Service and the training provider setting out the arrangements that are to be put in place for the apprenticeships.
- 3.6 The responsibility for recruiting apprentices to suitable opportunities will lie with the appropriate Line Manager. A Human Resources Business Partner will liaise with the apprenticeship provider in relation to the provision of a pool of suitable potential apprentices.
- 3.7 The Line Manager will be responsible for identifying a suitable approved training provider and apprenticeship standard or framework for the apprenticeship. Advice and support can be sought from the Learning and Development Manager.
- 3.8 The Line manager will also be responsible for ensuring that the correct procurement policy is followed for any external contract with an approved training provider. Further the Line manager should ensure with the Learning and Development Manager that sufficient resources are in the Service's Digital Account to support the apprenticeship.
- 3.9 The Line Manager will undertake a selection process from the pool of candidates provided. The selection process will consist of an interview, and a job related test where appropriate.
- 3.10 The successful apprentice will be required to undergo standard Service pre-employment checks prior to confirmation of the apprenticeship to include:
 - a basic or enhanced Disclosure and Barring service check where appropriate;

- a medical check to include drug and alcohol screening to be undertaken by the Occupational Health Centre;
 - Checks to determine eligibility to work in the UK
- References

- 3.11 On successful completion of the pre-employment checks a contract of employment will be drawn up by the HR department and issued to the apprentice. The apprentice will be employed by the Service either on a fixed term basis for the period of the apprenticeship (i.e. resulting in the End Point Assessment) or on a permanent basis, where the Apprenticeship post is on the approved establishment. The performance of the apprentice will be monitored and reviewed during this period.
- 3.12 The Line Manager should ensure that any reasonable adjustments recommended by the Occupational Health Department are introduced prior to the individual commencing the apprenticeship role. In addition, consideration will need to be given to any specific needs that the apprentice may have.
- 3.13 The Line Manager will be responsible for ensuring that the apprentice undertakes a formal induction process (Please refer to the induction procedure for further details).
- 3.14 The Line Manager will ensure that an Apprenticeship Agreement is signed with the apprentice. This will state:
- How long they will be employed.
- The training that they will undertake.
- Their working conditions.
- The qualifications they will be working towards.
- 3.15 An apprenticeship agreement template can be found at:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/731352/Apprenticeship_Agreement.odt
- 3.16 The line manager will also sign a Commitment Statement with the apprentice and the training provider. It will include:
- The planned content and schedule for training
- What is expected and offered by the employer, the training organisation and the apprentice
- How to resolve queries or complaints.
- 3.17 The Line Manager is to liaise with the training provider to produce the commitment statement.
- 3.18 Once the apprenticeship is established the Line Manager is to inform the Learning and Development manager who will ensure that the funding application for the apprenticeship is completed on the Digital Apprenticeship Service portal.

- 3.19 The line Manager should ensure all health and safety requirements are met, to include a full risk assessment and risk control measures such as the use of Personal Protective Equipment as appropriate.
- 3.20 The Line Manager should ensure compliance with any special considerations for young workers under the Working Time Regulations.
- 3.21 The use of Service vehicles will require driving license checks and a requirement for the individual to undertake a light vehicle assessment.
- 3.22 The Line Manager will be responsible for ensuring that the apprentice has a development programme that sets out a programme of work activities to be undertaken. This should be completed on a weekly basis. (A template is attached at Appendix D). It should be noted that this template may be subject to review dependent on the requirements of the apprenticeship.
- 3.23 The Line Manager should meet with the apprentice on a regular basis, and at least monthly, to review the development and work performance. Where specific development or training needs are identified the Line Manager should ensure that appropriate support and development is provided to enable the apprentice to achieve the required skills.
- 3.24 The apprentice will be expected to fully engage with the development and training programme set out by the Line Manager and to maintain high standards of conduct, to include regular and punctual attendance and exhibit a positive attitude to the apprenticeship opportunity. Whilst the Service will make every effort to support the apprentice a continued failure to adhere to these requirements may result in the apprentice's period of employment being terminated by the Service in line with the contract of employment or apprenticeship agreement.
- 3.25 The apprentice will be placed on a probation period of six months, with formal reviews being undertaken at 2, 4 and 6 months. (Please refer to the probationary procedure for further guidance) or periods set out within the apprenticeship agreement.
- 3.26 The Line Manager should ensure that the HR Business Partner is informed of any potential performance or conduct issues involving the apprentice.
- 3.27 Where performance issues are identified the Line Manager should ensure that a Personal Performance Improvement Plan is introduced. Where the apprentice continues despite on-going support to be unable to undertake the work activities required of them the Service reserve the right to terminate the apprenticeship in line with the contract of employment or apprenticeship agreement.
- 3.28 The apprenticeship training provider will meet with the apprentice in the work environment on a regular basis to ensure that progress is being made towards the attainment of a nationally recognised qualification and to review the development opportunities being undertaken. The Line Manager should attend these regular Individual learning reviews with the apprentice and the training provider.

- 3.29 The Line Manager should ensure that they liaise directly with the apprenticeship training provider on a regular basis to ensure that the work development programme is providing the apprentice with the appropriate learning opportunities and to ensure that the provider is aware of any performance/conduct issues.
- 3.30 The Line Manager is to ensure that the 20% 'off the job training' required abstraction for apprenticeship training and development is provided for the apprenticeship. This should also be reflected in a 20% reduction in usual workload for existing employees undertaking an apprenticeship.
- 3.31 The HR Business Partner will regularly liaise with the Line Manager to ensure that the apprentice is receiving all appropriate support and development as required.
- 3.32 Following the End Point Assessment a meeting will be held between the apprenticeship provider, Service Line Manager and HR Business Partner to review and evaluate the effectiveness of the apprenticeship.

4. Role & Responsibilities

4.1 Apprenticeship provider

The apprenticeship provider will be responsible for providing the Service with a pool of potential apprentices and for ensuring that the apprentice/s selected for the role/s is/are working towards achieving a **nationally recognised qualification**.

4.2 Head of Department

The Head of Department will be responsible for identifying suitable apprenticeship opportunities and developing an apprenticeship proposal for consideration by the Head of Human Resources.

4.3 Head of Human Resources

The Head of Human Resources will consider all apprenticeship proposals developed by the Head of Department.

4.3 Line Manager

The Service Line Manager designated as the nominated officer for the apprenticeship will be responsible for ensuring the implementation of all working arrangements relating to the apprenticeship to include introduction of any reasonable adjustments, induction, development of a programme of work experience, mentoring and day to day management.

The Line Manager will be responsible for reviewing apprentice performance in conjunction with the apprenticeship provider on an on-going basis.

4.4 HR Business Partner

The relevant HR Business Partner will liaise with the apprenticeship provider and support the Line Manager with the selection of a suitable apprentice and ensure

all suitable pre-employment checks are undertaken.

The HR Business Partner will oversee the apprenticeship and provide HR support to the Line Manager on any employment related matter to include the drafting of the fixed term contract of employment.

Learning and Development Manager

The Learning and Development Manager will provide advice and support where needed to those involved in setting up and supporting an apprentice in the Service. The Learning and Development Manager will also ensure the payment stream through the digital apprenticeship portal is initiated.

5. Monitoring - Audit & Review

- 5.1 The effectiveness of the apprenticeship scheme will be regularly monitored by the Human Resources Manager/Head of Human Resources and the Learning and Development Manager as required.

SUPPORT INFORMATION

6. Related Documents.

- 6.1 Equalities Impact Assessment
- 6.2 Appendix 1 Head of Department Apprenticeship proposal pro forma
- 6.3 Appendix 2 Line manager work development pro forma
- 6.4 Professional development of employees
- 6.5 Apprenticeship agreement and Commitment statement
- 6.6 Training continuity plan – specific continuity measures
- 6.7 Delivering English and Maths to apprentices
- 6.8 Performing initial assessments of apprentice's prior learning
- 6.9 Quality assurance, Quality evaluation and quantitative KPIs

APPENDIX

Appendix 1

Head of Department Apprenticeship Proposal

Appendix 2

Work Development Programme

Appendix 3

Safeguarding Policy

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

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