

# Public Document Pack



## Nottinghamshire and City of Nottingham Fire and Rescue Authority Human Resources Sub-Committee

**Date:** Friday 22 January 2021      **Time:** 10:00am

**Venue:** To be held remotely and live-streamed to:  
<https://www.youtube.com/channel/UCt4VuYp8JJJvXCLRmSRJ1mw/featured>

**Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business:**

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

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- 9 Exclusion of the Public**  
To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, 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
- 10 Exempt Minutes** 73 - 74  
Exempt Minutes of the meeting held on 24 January 2020, for confirmation
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Report of the Chief Fire Officer
- 12 Regrading of Posts** 81 - 84  
Report of the Chief Fire Officer

**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 8388900.**

**If you need any advice on declaring an interest in any item above, please contact the Governance Officer shown on this agenda before the day of the meeting, if possible.**

Governance Officer: Adrian Mann  
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<https://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=217&Year=0>

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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 24 January 2020 from  
10:03am to 11:34am**

### **Membership**

#### **Present**

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

#### **Absent**

None

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

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

### **17 Apologies for Absence**

None.

### **18 Declarations of Interests**

None.

### **19 Minutes**

The Committee confirmed the minutes of the meeting held on 18 October 2019 as a correct record and they were signed by the Chair.

### **20 Permanent Change to Establishment: i-Trent Development Support Role**

Tracy Crump, Head of People and Organisational Development, presented a report on the proposed creation of an additional i-Trent technical support role, to provide resilience for the i-Trent support team. The following points were discussed:

- (a) the i-Trent Human Resources (HR) database was introduced in 2014. The system is developed and supported by a dedicated i-Trent team, with technical input from ICT. In addition to holding employee and post information, the system supports the administration and reporting of training, payroll, absence management and establishment management. Employees have access to an employee portal that enables them to review their personal details, book leave and register for training courses. The i-Trent system interfaces with many internal databases, including the mobilising system. Developments over the next year include Payroll Phase 2 (expense management), time recording, employee development and Performance Review, and all of these require i-Trent support;
- (b) the current i-Trent support team consists of a part-time HR Systems Officer, a part-time System Administrator and a Systems/Absence Administrator, who commits up to 18.5 hours to i-Trent support. The demands on the i-Trent team since its introduction have increased significantly due to internal requests for system enhancements, the increasing complexity of reporting arrangements/data analysis to support the performance management system and external inspection requirements, and the need for i-Trent to interface and transfer information with other internal systems. Additionally, there is an ongoing requirement to implement system upgrades so that the system can operate at its optimum level;
- (c) to achieve the required capacity, and to enable the Systems Officer to focus more on strategic issues, the creation of a new Grade 4 technical Development Support role is proposed. The original funding for the i-Trent support team was based on a full-time Systems Officer role and a 30-hour Systems Administrator role. However, the current post-holders have since reduced their hours. As such, the funding for the role will be covered largely by the under-spend from the existing salary budget.

**Resolved to recommend the establishment of a full-time i-Trent Development Support post to the Fire Authority.**

**21 Amendments to Maternity Provisions**

Tracy Crump, Head of People and Organisational Development, presented a report on the proposed amendments to the current occupational maternity and adoption provisions. The proposed changes relate to maternity leave only, as provision is made for paternity and shared parental leave under different policies. The following points were discussed:

- (a) the current maternity provisions are based upon the public sector national agreements set out for operational and support employees, which enhance the statutory regulations. Additionally, local enhancements are set out within the Service's Maternity Policy and Procedure, which apply to all employees. The National Fire Chiefs' Council has circulated a new best practice document, which has consolidated practice across all English Fire and Rescue Services. Although this is a guidance document, all Services have been encouraged to review their own practice against the guidance;
- (b) the Service's existing provisions are, largely, in line with the guidance documents. The layout and wording of the existing policies has been changed to reflect the

template in the guidance document more closely, to provide more clarity and make it easier to follow. However, some recommendations are not covered in the Service's maternity provisions currently, in areas such as premature births; miscarriage, termination or still birth before 24 weeks; parental bereavement leave; surrogacy; and fertility treatment;

- (c) the proposed changes to the policy do not represent a significant additional cost in themselves, but they do extend current leave arrangements, which will have salary cost implications. The most significant proposal is the extension of occupational maternity (OMP) and adoption pay (OAP). The suggested approach set out in the national guidance extends the paid leave period to 26 weeks' full pay, followed by 13 weeks' statutory pay. This would also be applied to Adoption Leave and pay, which follows broadly the OMP/OAP provisions. The other options would be to keep the current provision or, as has been done at a small number of Services, apply local enhancement to extend full pay to 39 weeks and half pay for 13 weeks, taking paid entitlement to the full maternity leave period of 52 weeks;
- (d) it is difficult to predict the exact cost of increasing occupational maternity/adoption payments, as it will vary based on the numbers taking the leave in a period, their service length, their pay level and the length of the maternity/adoption leave. The current cost of £4132.75 could rise to £11,663.60, but this indicative figure does 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. It is not possible to claim any further costs from central Government beyond the statutory payments;
- (e) the enhanced maternity benefits are a key issue for the recruitment and retention of female employees between the ages of 16 and 45. Enhanced maternity benefits is also an important step towards closing the gender pay gap. The enhancement of provision does have a financial cost, but it is a positive step in supporting and retaining women, particularly in operational roles;
- (f) the Committee felt that the further provision for parental bereavement leave is a very positive step. In the event of miscarriage, the policy will not give the father an automatic right to paid leave, but all situations will be considered for compassionate leave on a case-by-case basis.

**Resolved to support the proposed changes to maternity provisions as set out under 'Option 2' in the report and approve the associated changes to local occupational maternity and adoption pay.**

## **22 Review of Commissioned Services for Safe and Well Visits**

Craig Parkin, Deputy Chief Fire Officer, presented a report on the proposed changes to the Service's Safe and Well Visit delivery model. The following points were discussed:

- (a) the recent inspection of the Service highlighted that, at 3.3 per 1,000 population, the number of Safe and Well Visits (SWVs) being completed is lower than the England average of 10 visits per 1,000 population. However, SWVs completed by external providers did not count towards the Service's completion statistics as recorded in the latest inspection;

- (b) over the last 16 months, work has been carried out to improve protection and prevention services, with a priority to increase the number of SWVs carried out by 2022 while retaining the high proportion that are delivered to those at high or very high risk. The Service has exceeded its target of completing over 6,000 SWVs in 2019/20 and hopes to reach 8,500, which represents an increase of over 50% in productivity, with a proportionate increase in the number of high-risk referrals. Consideration is being given to how the Service can continue to improve its productivity by completing 9,000 visits in 2020/21 and 12,000 in 2021/22. However, it is vital to ensure that the focus remains on addressing the needs of the most vulnerable as fully as possible;
- (c) it is proposed that the £45,000 that is used currently to commission external providers is used instead to increase the Service's establishment of Grade 3 Specialist Home Safety Operatives (SHSOs) by 1.5 posts. These SHSOs will conduct high-risk SWVs and manage the follow-up activities. The additional 1.5 SHSOs will complete approximately 500 SWVs per year and each of these visits will count towards inspection statistics. In addition, the new roles will provide additional capacity within the Persons at Risk Team to assist with the increased follow-up activities, which will grow with increased SWV productivity;
- (d) this model will place the function under direct Service performance management control to assure consistency in delivery and accurate recording, driving the ambition to increase Service productivity to address community risk. The Service will continue to work with external providers as referring partners, with more partnership and joint working measures in place with Council housing officers, Nottingham City Signposting and the NCHA Homeless Prevention Service. Appropriate information sharing agreements are in place and the database systems will be upgraded. Further training opportunities will be introduced for SHSOs with partners around engaging with vulnerable people, including those suffering from alcohol issues or the threat of homelessness, in addition to the existing training for age-related issues;
- (e) if any councillors are interested in joining the SWVs, the senior officers would be glad to discuss this with the Persons at Risk Team.

The Committee extended its thanks to the Persons at Risk Team for their significant work in this vital area.

**Resolved to support bringing the delivery of Safe and Well Visits (supplied currently through commissioned services) in-house and recommend the associated creation of an additional 1.5 full-time equivalent Grade 3 Specialist Home Safety Operative posts within the establishment to the Fire Authority.**

## **23 Update on the Service Response to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Inspection**

Craig Parkin, Deputy Chief Fire Officer, presented an update on the Service's response to the outcomes of the recent inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services. The following points were discussed:

- (a) each of the 25 areas for improvement identified within the inspection report have been allocated to a lead officer, with clear milestones and expected outcomes in place, and 8 of the areas are under the remit of Human Resources. The Chief Inspector has now published an overall report on the Fire and Rescue Services in England to identify trends across the country and a cross-mapping exercise is underway to ensure that the Service is addressing all of the issues;
- (b) Area 17 (“The Service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff”): the issues highlighted by the inspection relate primarily to dual contractors, who are whole-time firefighters who also provide support to on-call stations, and the lack of overview of the hours they have worked and rest breaks they have taken across both roles. To address this, a weekly timesheet has been for dual contractors that will be reviewed locally and by the On-Call team. An annual welfare review meeting for dual contractors and those undertaking secondary employment via an i-Trent workflow will be undertaken by line managers and will include a health and stress questionnaire. The system will rely on self-declaration, so it will be monitored closely. The requirement for staff to take adequate breaks will be managed carefully with the need to ensure full operational coverage for Nottingham and Nottinghamshire;
- (c) Area 18 (“The Service should develop a wellbeing strategy and a system to improve understanding of health, safety and wellbeing trends”): the inspectors felt that there was a strong level of good practice within the Service, but that there was not an over-arching health and wellbeing strategy to draw it all together, and that the effectiveness of the wellbeing measures were not evaluated consistently. A Wellbeing Strategy has been drafted for publication and a programme of Occupational Health site visits will take place throughout 2020 to promote the strategy and the support available through Occupational Health provision. The Occupational Health and Fitness Manager will provide an update report on a quarterly basis to analyse sickness and wellbeing trends;
- (d) Area 19 (“The Service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation”): the inspectors felt that the Service promotes its values to improve behaviour, but 15% staff reported witnessing recent behaviour not in line with Service values in the staff survey. To address this, there will be a consistent promotion of core values with a focus on the theme of ‘One Team’. The Harassment Policy and Procedure has been reviewed in consultation with the representative bodies. A forum for discussing harassment and bullying issues has been scheduled to establish the employee experience and identify steps to promote a workplace culture where inappropriate language and behaviour is recognised as unacceptable and challenged. A Behavioural Competency Framework will be introduced alongside the new Planning, Development and Review process, which will set out expectations of positive behaviours, including Value and Respect for Others. Further training will also be provided to supervisory managers so that they are more confident in resolving issues informally, through conversations and mediation, rather than escalating incidents to the formal process when this may not be required or proportionate;
- (e) Area 20 (“The Service should develop a training plan that clearly aligns and supports its workforce plan”): each department has established its training needs for 2020/21 and an ICT Training Plan will be implemented. A review has been undertaken of

current leadership development processes and a revised Middle Management programme will be introduced, to increase diversity in leadership roles. A Supervisory Development Programme has been scheduled to provide support for newly promoted Crew and Watch Managers. A new Planning, Development and Review process is in place to identify the training and development requirements for all staff, including non-operational employees, and individual training plans will be produced. Work will be carried out to align the operational training planner with wider aspects of workforce development and training;

- (f) Area 22 (“The Service should improve communication around positive action through all levels of the organisation”): a Joint Statement on Positive Action has been drafted for circulation via the internal communications channels, following consultation with representative bodies. A positive action programme will be implemented as part of the planning and resourcing for whole-time recruitment in 2021, to seek to achieve a strong level of representation amongst the candidates. Events will be held at stations and will involve station personnel in supporting them. A briefing will be issued to explain fully what the Service aims to achieve through the proposed positive action and to challenge any negative assumptions, and middle management is being engaged in ensuring that this is successful. However, turnover in the Service is low, recruitment is irregular and there is a geographical requirement for on-call rolls, so it will take time for the effects of positive action to be reflected in the workforce;
- (g) Area 23 (“The Service should ensure individual performance targets clearly support objectives within the Integrated Risk Management Plan”): a new Performance and Development Policy has been published and will be promoted as part of the launch of the Performance Development Review process, with training on how this will be accessed through the i-Trent system. Departmental plans are in place, with a new progression procedure;
- (h) Area 24 (“The Service should improve staff awareness and understanding of promotion and selection process”): a progression process to higher-level operational roles is undertaken annually. A Progression Procedure is in place, but further mentoring and coaching will be provided to prospective candidates to ensure that they understand the process and selection criteria clearly;
- (i) Area 25 (“The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders”): a review will be undertaken to identify the options and potential benefits of introducing a high-potential talent management scheme. However, the Service is a relatively small organisation with low staff turnover, so it may only be viable to introduce this kind of scheme in partnership with another Service or Services. Informal development programmes are in place, such as Aspiring Leaders. Steps will be taken to make this provision more formal, using a mix of internal and external management development trainers. External providers are giving general management training, while a trainer is being tendered for to provide additional training for middle and senior managers. The Service has good links with Nottingham Trent University and bursaries are available for staff who are looking to develop other work-related skills and proficiencies.

The Committee noted the report.

## **24 Human Resources Update**

Tracy Crump, Head of People and Organisational Development, presented a report on the key Human Resources metrics for the period of 1 October to 31 December 2019, including absence reporting from the period of 1 July to 30 September 2019. The following points were discussed:

- (a) sickness absence has decreased since the preceding period, but is slightly higher than the same period in the previous year. Long-term conditions (often musculoskeletal and mental health related) account for 70% of sickness absence. Sickness absence within the Service is slightly higher than the sector average, but work is underway to reduce this. Conversations are taking place with the Services with the lowest levels of long-term sickness absence, to seek to improve 'return to work' provision;
- (b) the new Joint Control Room with the Derbyshire Fire and Rescue Service has seen relatively high sickness absence during the early period of its establishment. As the team is small and specialised, it is difficult to provide cover. However, it is anticipated that the situation will improve once the new ways of working become established;
- (c) 20 members of staff left the Service (mainly due to retirement) and 6 new staff joined. One Employment Tribunal has been registered, following an employee's departure. As part of the process, an internal investigation is underway.

The Committee noted the report.

## **25 Equalities Monitoring Report**

Matt Sismey, Organisational Development and Inclusion Manager, presented a report on the breakdown of the workforce by protected characteristics between 1 January and 31 December 2019, and the work being done to improve diversity at Nottinghamshire Fire and Rescue Service. The following points were discussed:

- (a) the number of women in the workforce has increased to 15.54% over the last two years, with 43 (6.13%) employed in operational roles (including management roles). However, 35.85% of the new starters in 2019 were women. The proportion of Black, Asian and Minority Ethnic (BAME) employees has also increased slightly, but less significantly than hoped. Declarations of sexuality, disability and mental health are also low, so work is underway to ensure that employees are comfortable discussing these subjects in the work environment. Further reasonable adjustments to improve accessibility at work are under consideration, in addition to improvements in equalities monitoring;
- (b) the number of women and BAME employees in middle management and above is low, so positive action is in place to help create pathways for potential management candidates who are at fire fighter level, currently. A low number of BAME candidates have been successful in applying for support roles. An audit system is in place for these applications and a Human Resources representative is in place on appointment panels, to ensure that the process is fair. It is also a primary aim to

ensure diversity on the interview panels. Work is taking place to explore ways to attract more BAME citizens to apply for roles in the Service.

The Committee noted the report.

## **26 Apprenticeship Update**

Tracy Crump, Head of People and Organisational Development, presented a report on apprenticeships within the Service. The following points were discussed:

- (a) it has been Government policy since 2016 to increase the number of apprenticeships available, particularly within the public sector. Significant progress has been made in the numbers of apprentices employed by the Service since January 2019 in both operational firefighter and support roles, for which the Service is able to draw down funding from the apprenticeship levy;
- (b) this has been due primarily 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 that, subject to successful completion, covers the full development period (including spending time on station), 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;
- (c) public sector employers have been set a target of 2.3% of the workforce as new apprenticeship starters. Based on a Service workforce of 798 (excluding those with dual contract arrangements), this would require 18 new apprenticeships each year. From 1 April 2018 to 31 March 2019, 16.67% of all new starters were on apprenticeships, representing 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 start between September 2018 and September 2019, the Service did not meet this target during 2018-19;
- (d) while the target is based on a headcount and includes the whole workforce, the Service is unable to register on-call trainees onto the Operational Firefighter Apprenticeship, as they are not able to comply with the eligibility criteria due to their hours of work. This means that the majority of appointments made each year cannot be counted against the target. However, the overall headcount figure (against which the percentage 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 is taking place to address this anomaly;
- (e) the apprenticeship programme is inspected by Ofsted, to ensure that the right standards of education are maintained. The Service is now also an accredited training provider at a national level, giving access to the Government's training levy. Five members of staff in support roles are undertaking new qualifications.

The Committee noted the report.

**27 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.**

**28 Exempt Minutes**

The Committee confirmed the exempt minutes of the meeting held on 18 October 2019 as a correct record and they were signed by the Chair.

**29 Regrading of Posts**

Craig Parkin, Deputy Chief Fire Officer, presented a report on the outcomes of the job evaluation process that has led to a permanent change to the support (non-uniformed) establishment.

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

# HUMAN RESOURCES UPDATE

Report of the Chief Fire Officer

**Date:** 22 January 2021

**Purpose of Report:**

To update Members on key Human Resources metrics for the period 1 April 2020 to 31 December 2020. Please note that absence reporting references the period 1 April 2020 to 30 September 2020.

**Recommendations:**

That Members note the contents of the report.

## CONTACT OFFICER

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Deputy Chief Fire Officer

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## **1. BACKGROUND**

- 1.1 As part of its remit, the Human Resources Committee of the Fire Authority receives regular updates on Human Resources (HR) issues within the Service. This includes issues such as sickness absence, formal discipline, grievance, employment tribunal cases and staffing numbers. These issues are collectively referred to as HR metrics.
- 1.2 Reports are on a quarterly basis and allow the Human Resources Committee to keep informed of ongoing issues and offer their guidance and scrutiny.

## **2. REPORT**

### **HR METRICS - SICKNESS ABSENCE**

- 2.1 The following represents absence figures for Quarter 1 and Quarter 2: 1 April 2020 to 30 September 2020:

Target absence figures for 2020/21 are:

Wholetime:	6 days per person;
Support:	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 1451.56 days (-48.8%) during the review period compared to the same period of 2019/20. A comparative breakdown of figures by employment group are set out in Appendix C.

Absence	Quarter 1 & 2 1 Apr – 30 Sept 2020	Compared with previous quarters (Q4/Q1)	Cumulative total days lost for 20/21 (Apr-Sept)	Cumulative average over last 12 months
<b>Total workforce</b>  <b>(264 employees have been absent on 289 occasions during Q1 &amp; Q2, excluding On-call*)</b>	<b>Q1 - 760</b> days lost  1.3 days per employee  <b>Q2 – 765.44</b> days lost  1.31 days per employee	<b>Q4 - 1338</b> days lost  2.2 days per employee  43.1% decrease (-578 days)  <b>Q1 - 760</b> days lost  1.3 days per employee  0.72% increase (+5.44 days)	1525.44 days lost	7.06 days per employee (target 6.25 days)

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

- 2.3 Across the workforce a total of 1525.44 working days were lost in the first half of 2020/21. The trends across quarters is shown in the table set out at Appendix A.
- 2.4 Long term absence equated to 51.2% of the total absence during this period. A full period commentary of Quarter 1 and Quarter 2 can be found at Appendix C.

## NATIONAL TRENDS

- 2.5 The Service contributes to the National Fire Chiefs Council sickness absence survey, which is undertaken quarterly and allows for comparison between contributing fire and rescue services.
- 2.6 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 1 & 2 (April to September 2020). Please note that the reference to 'Retained' in the table refers to On-call firefighters, and 'Green-Book' refers to Support staff.
- 2.8 This shows that for Wholetime employees, the Service was ranked 10th of the 41 services at 2.31 days per employee and was below the sector sickness average of 3.47 days per employee. The lowest average was 1.76 days and the highest 4.63 days.

- 2.9 For On-call employees, the Service was ranked 12th of the 24 services at 3.83 days per employee and was below the sector sickness average of 4.28 days per employee. The lowest average was 0 days and the highest 7.38 days.
- 2.10 For Support staff, the Service was ranked 11th of the 41 services at 2.3 days per employees and was below the sector sickness average of 3 days per employee. The lowest average was 0 days and the highest 8.05 days.

### **DISCIPLINE, GRIEVANCES ETC**

2.11 Over the period 1 April 2020– 31 December 2020:

- Disciplinary: 0;
- Grievances: 4;
- Harassment and Bullying: 0;
- Formal Management Sickness Absence Policy: 0;
- Dismissals including ill health retirements: 2;
- Redundancy: 1;
- Redeployment: 2;
- Employment Tribunal cases: 1;
- IDRPs appeals: 1;
- Performance and capability: 0.

### **STAFFING NUMBERS**

2.12 During the period 1 April to 31 December 2020, 33 employees commenced employment. Establishment levels at 31 December 2020 are highlighted below:

	<b>Approved</b>	<b>Actual</b>	<b>Variance</b>
<b>Wholetime</b>	431 (431 FTE)	428 (426.76 FTE)	-3 (-4.24 FTE)
<b>On-call</b>	192 Units	244 persons (131 units) (includes 79 dual contracts)	-61 units
<b>Support</b>	160 (151.78) FTE)	177 (168.30 FTE)	+17 (+16.52)

- 2.13 Since April 2020, there have been 40 leavers and 50 starters, which has resulted in an actual workforce figure of 849 (this includes 79 dual contractors). Leavers are broken down as follows: 15 Wholetime, 16 On-call and 9 Support roles.
- 2.14 As at 31 December 2020 Wholetime establishment stood at 428 operational personnel (426.76 fte) employees against an establishment of 431 posts.
- 2.15 During the period, the Service has appointed to 24 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.

### **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.

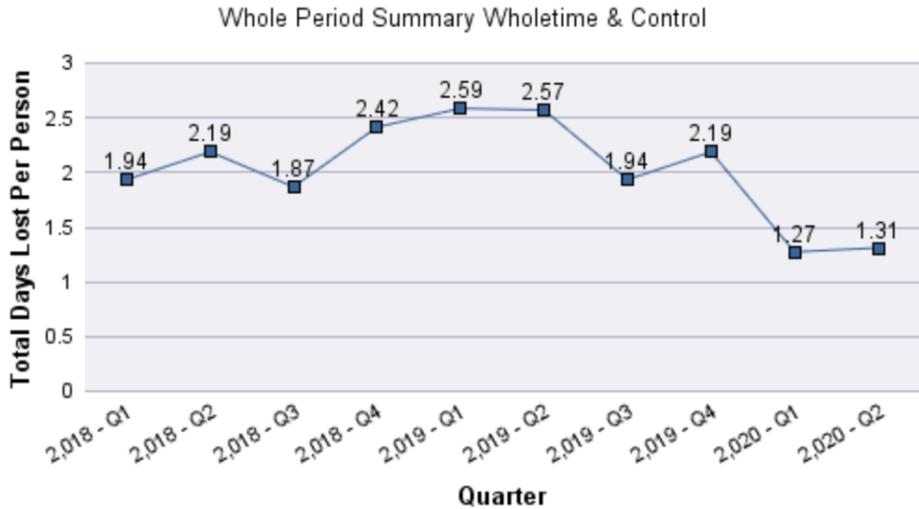
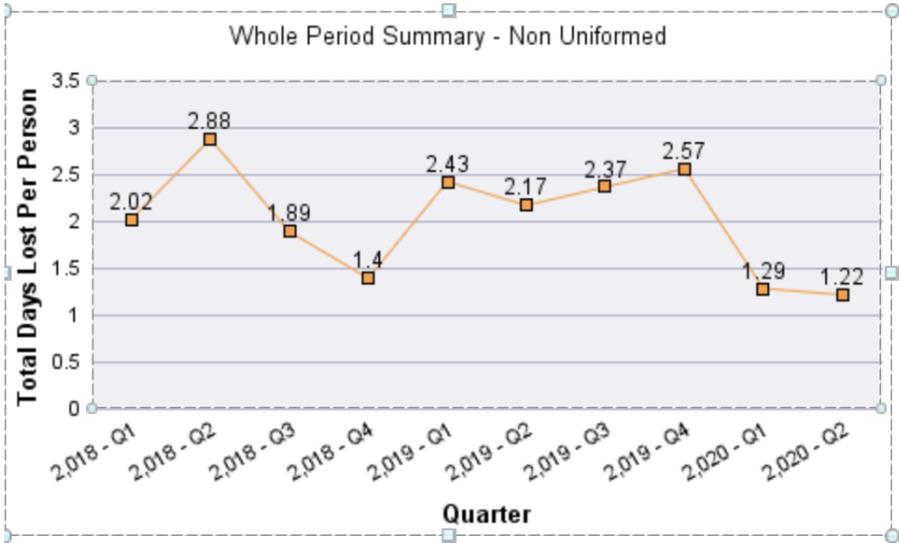
**11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

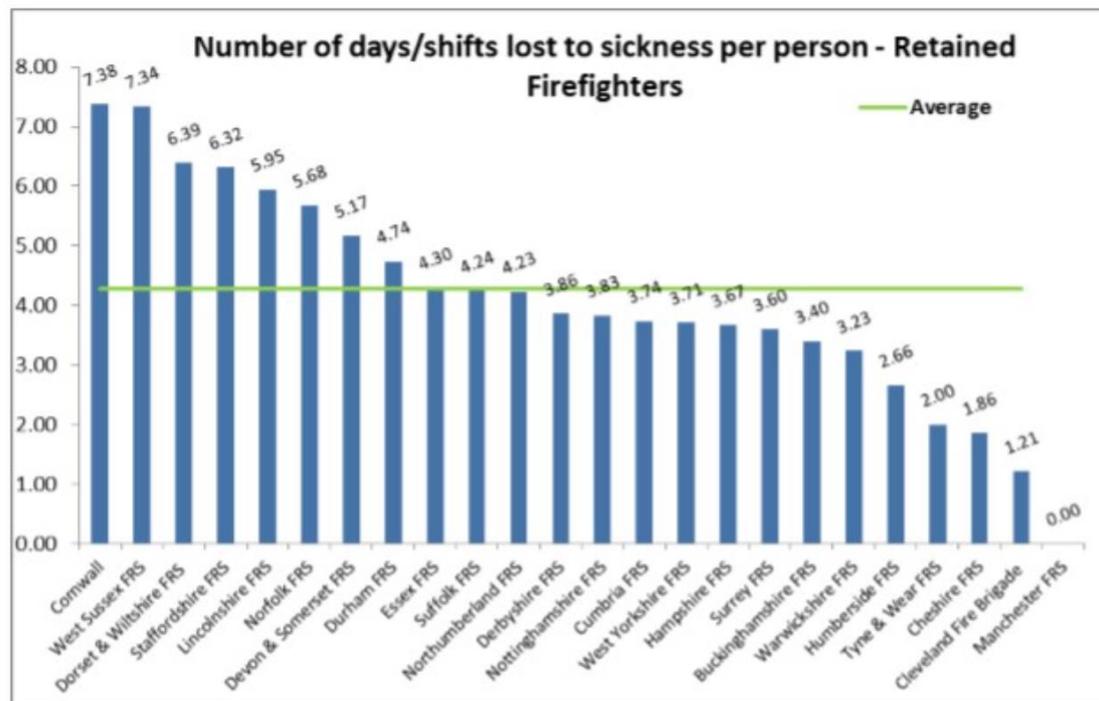
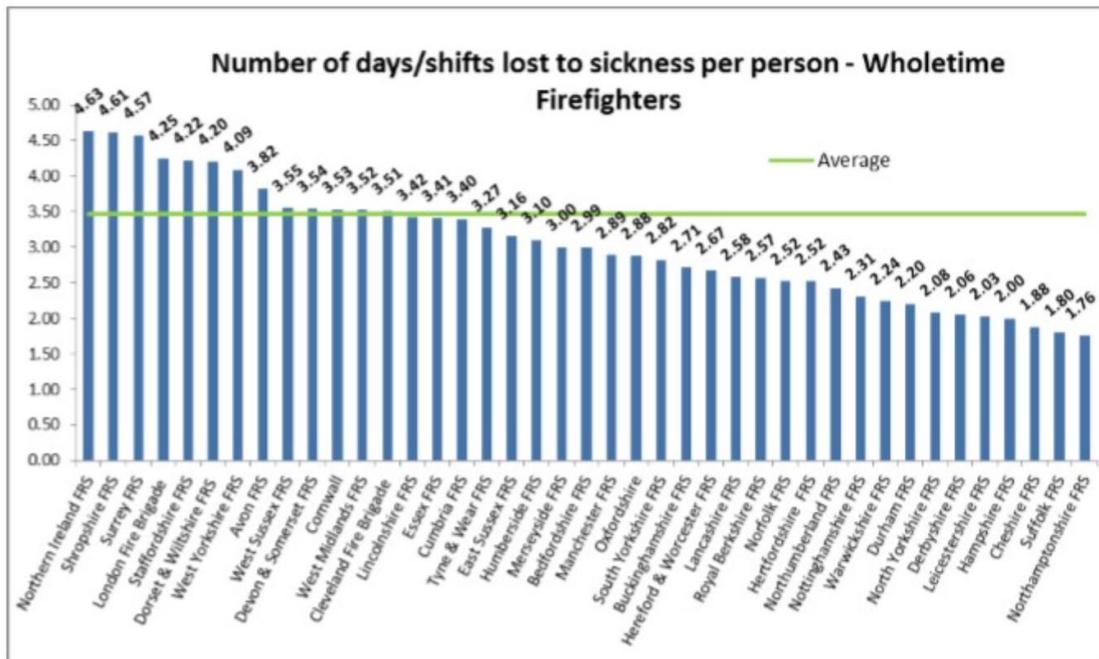
John Buckley  
**CHIEF FIRE OFFICER**

Appendix - Reporting Period: 01/04/2018 to 30/09/2020

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NATIONAL TRENDS



**Q1 2020/2021 - WHOLETIME**

In total 547 working days were lost due to sickness during this quarter. Of this, 338 days were lost to long-term absence (28+ calendar days absent) and 209 days were lost due to short term absence. This represents a significant decrease of 374 days (-41%) on the previous quarter.

The average absence per employee was 1.3 days lost, which is below the target figure of 1.6 days lost per quarter per employee.

62% of sickness absence in this quarter was due to long term absence. There were 23 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 11 of which were classified as long-term sickness. At the end of the period 17 employees had returned to work with 6 still absent.

**Reasons for Absence**

Main reasons for sickness absence for the Wholetime are Mental Health (9 instances, 188 days) and Musculo Skeletal (17 instances, 140 days). The main long-term absence reasons were Mental Health (5 instances, 164 days). For short term absences was Covid symptoms (18 instances, 63 days)

**Wholetime**

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	9	188
Musculo Skeletal	17	140
Other known causes (not specified in list)	9	88
COVID-19 Isolating Symptoms Self	18	63
Genitourinary/Gynecological/Reproductive	1	27
Mental Health - Other	2	16
COVID-19 Isolating - Tested Positive	2	8
Gastro-Intestinal	3	5
Endocrine/Glandular Problems	1	4
Respiratory - Cold/Cough/Influenza	1	4
Unknown causes, not specified	1	4

**Short Term Absences**

Absence Reason - Grouped	Unique Absence Count	Days Lost
COVID-19 Isolating Symptoms Self	18	63
Musculo Skeletal	13	49
Other known causes (not specified in list)	7	32
Mental Health	4	24
Mental Health - Other	2	16
COVID-19 Isolating - Tested Positive	2	8
Gastro-Intestinal	3	5
Endocrine/Glandular Problems	1	4
Respiratory - Cold/Cough/Influenza	1	4
Unknown causes, not specified	1	4

**Long Term Absences**

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	5	164
Musculo Skeletal	4	91
Other known causes (not specified in list)	2	56
Genitourinary/Gynecological/Reproductive	1	27

**Q1 – SUPPORT ABSENCE**

Please note that the reference to ‘Non Uniformed’ in the table should be read as Support staff. In total 213 working days were lost due to sickness absence for support personnel during the quarter. This breaks down into 111 days due to long term sickness absence (28+ continuous days absent) and 102 working days due to short term absence. This represents a significant decrease of 204 days (-49%) on the previous quarter.

The average absence per employee was 1.4 days lost, which is below the target figure of 1.6 days lost per quarter per employee.

52% of sickness absence in this quarter was due to long term absence. There were 9 periods of absence covered by a Medical Certificate (i.e. absence longer than 8

days in duration), 4 of which were classified as long-term sickness. At the end of the period 8 employees had returned to work with 1 still absent.

### Reasons for Absence

The main reasons for support absence was Covid Symptoms (14 instances, 78 days) and Mental Health (3 instances, 40 days), the former is also the main reason for short term absences this quarter.

#### 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
COVID-19 Isolating Symptoms Self	14	78	COVID-19 Isolating Symptoms Self	13	57	Heart, Cardiac and Circulatory Problems	1	38
Mental Health	3	40	Mental Health	2	13	Mental Health	1	27
Heart, Cardiac and Circulatory Problems	1	38	Headache/Migraine/Neurological	6	10.5	Musculo Skeletal	1	25
Musculo Skeletal	1	25	Respiratory - Cold/Cough/Influenza	1	7	COVID-19 Isolating Symptoms Self	1	21
Headache/Migraine/Neurological	6	10.5	Other known causes (not specified in list)	2	4			
Respiratory - Cold/Cough/Influenza	1	7	Virus/Infectious Diseases	1	4			
Other known causes (not specified in list)	2	4	Ear, Nose, Throat	1	2			
Virus/Infectious Diseases	1	4	Gastro-Intestinal	1	2			
Ear, Nose, Throat	1	2	Unknown causes, not specified	1	1.5			
Gastro-Intestinal	1	2	Respiratory - Other	1	1			

### Q1 – ON-CALL ABSENCE

Please note that the reference to 'Retained' in the table should be read as On-call firefighters. Attendance for On-call firefighters does not reflect shifts lost as they do not have standard working hours, instead it reflects calendar days lost e.g. availability to attend incidents or training periods and absence is predicated over a 7-day availability pattern (compared to 4-day shift traditionally for Wholetime employees).

In Q1, 486 days were unavailable due to sickness, broken down into 255 days of long-term absence (28+ days) and 231 days of short-term absence. This equates to an average of 1.9 "days" of unavailability per employee.

Compared to Q4, when 957 days were lost to sickness absence, this reflects a significant decrease of 471 available days (-49%).

There were 11 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 4 of which were classified as long-term sickness. At the end of the period 6 employees had returned to work with 5 still absent.

### Reasons for Absence

The main reasons for absence for on call personnel this quarter was Musculo Skeletal (4 absences, 131 days) which was also the main reason for long-term absences (and Covid 19 Symptoms (16 absences, 78 days) was the short-term main reason (figures as stated before).

**Retained**

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**Short Term Absences**

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	4	131
Other known causes (not specified in list)	2	83
COVID-19 Isolating Symptoms Self	16	78
Mental Health	4	61
Cancer and Tumours	1	53
Hospital/Post Operative	1	22
COVID-19 Isolating - Tested Positive	1	17
Ear, Nose, Throat	2	17
Cause Known, but not specified	1	7
Nervous System Disorder	1	7

**Long Term Absences**

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	1	91
Other known causes (not specified in list)	1	82
Cancer and Tumours	1	53
Mental Health	1	29

**Q2 2020/2021 - WHOLETIME**

In total 565 working days were lost due to sickness during this quarter. Of this, 284 days were lost to long-term absence (28+ calendar days absent) and 278.9 days were lost due to short term absence. This represents an overall increase of 18 days (3.29%) on the previous quarter.

The average absence per employee was 1.3 days lost, which is below the target figure of 1.6 days lost per quarter per employee.

50% of sickness absence in this quarter was due to long term absence. There were 27 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 10 of which were classified as long-term sickness. At the end of the period 20 employees had returned to work with 7 still absent.

**Reasons for Absence**

Main reasons for sickness absence for the Wholetime are Musculo Skeletal (28 instances, 258 days) and Mental Health (5 instances, 85 days). The main long-term absence reasons were Musculo Skeletal (4 instances, 112 days) for short-term absences this was Musculo Skeletal (24 instances, 146 days)

**Wholetime**

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**Short Term Absences**

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	28	258
Mental Health	5	85
Mental Health - Other	1	45
Other known causes (not specified in list)	6	43
COVID-19 Isolating - Tested Positive	6	28
COVID-19 Isolating Symptoms Self	11	24
Eye Problems	1	24
Gastro-Intestinal	7	17
Virus/Infectious Diseases	4	13
Ear, Nose, Throat	2	11

**Long Term Absences**

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	4	112
Mental Health	3	80
Mental Health - Other	1	45
Eye Problems	1	24
Other known causes (not specified in list)	1	23

**Q2- SUPPORT SICKNESS ABSENCE**

Please note that the reference to 'Non Uniformed' in the table should be read as Support staff. In total 202.5 working days were lost due to sickness absence for Support personnel during the quarter. This breaks down into 48 days due to long-term sickness absence (28+ continuous days absent) and 154.5 working days due

to short-term absence. This represents a decrease of 10.5 days (5.37%) on the previous quarter.

The average absence per employee was 1.2 days lost, which is below the target figure of 1.6 days lost per quarter per employee.

23.7% of sickness absence in this quarter was due to long term absence. There were 8 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 2 of which were classified as long-term sickness. At the end of the period 6 employees had returned to work with 2 still absent.

**Reasons for Absence**

The main reasons for Support absence was Mental Health (7 instances, 58 days) and Mental Health/Other (4 instances, 41 days). Eye Problems are the main reason for long term absences.

**Non Uniformed**

<u>Non Uniformed</u>			<u>Short Term Absences</u>			<u>Long Term Absences</u>		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	7	58	Mental Health - Other	4	41	Eye Problems	1	26
Mental Health - Other	4	41	Mental Health	6	35.5	Mental Health	1	22
Eye Problems	1	26	Musculo Skeletal	4	22			
Musculo Skeletal	4	22	Virus/Infectious Diseases	3	13			
Virus/Infectious Diseases	3	13	COVID-19 Isolating Symptoms Self	5	10			
COVID-19 Isolating Symptoms Self	5	10	Hospital/Post Operative	2	9			
Hospital/Post Operative	2	9	Headache/Migraine/Neurological	3	7			
Headache/Migraine/Neurological	3	7	Ear, Nose, Throat	1	5			
Ear, Nose, Throat	1	5	Gastro-Intestinal	3	5			
Gastro-Intestinal	3	5	Respiratory - Cold/Cough/Influenza	1	4			

**Q2 – ON-CALL ABSENCE**

Please note that the reference to ‘Retained’ in the table should be read as On-call firefighters. Attendance for On-call fire-fighters does not reflect shifts lost as they do not have standard working hours, instead it reflects calendar days lost e.g. availability to attend incidents or training periods and absence is predicated over a 7-day availability pattern (compared to 4-day shift traditionally for whole-time employees).

In Q2, 583 days were unavailable due to sickness, broken down into 349 days of long-term absence (28+ days) and 234 days of short-term absence. This equates to an average of 3.73 “days” of unavailability per employee.

Compared to Q1, when 486 days were lost to sickness absence, this reflects an increase of 97 available days (19.96%).

There were 13 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 5 of which were classified as long-term sickness. At the end of the period 8 employees had returned to work with 5 still absent.

## Reasons for Absence

The two main conditions leading to long-term absence for On-call employees in Q2 were Musculo-Skeletal issues (7 instances, 256 days) and other known causes (not specified in list) (5 instances, 112 days).

### Retained

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	7	256
Other known causes (not specified in list)	5	112
Mental Health	2	53
Respiratory - Cold/Cough/Influenza	4	24
Respiratory - Chest Infection	1	22
Cause Known, but not specified	3	20
Ear, Nose, Throat	2	20
Gastro-Intestinal	2	19
COVID-19 Isolating Symptoms Self	5	16
Hospital/Post Operative	1	15

### Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	4	36
Respiratory - Cold/Cough/Influenza	4	24
Respiratory - Chest Infection	1	22
Cause Known, but not specified	3	20
Ear, Nose, Throat	2	20
Other known causes (not specified in list)	4	20
Gastro-Intestinal	2	19
COVID-19 Isolating Symptoms Self	5	16
Mental Health	1	16
Hospital/Post Operative	1	15

### Long Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	3	220
Other known causes (not specified in list)	1	92
Mental Health	1	37

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**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:** 22 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 2020 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 (HR) 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 2020. Please note this data was taken on 15 December 2020 to provide a timely reporting period to HR 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 have differences in job type, conditions of service and workforce composition. The table below provides a snapshot of under-represented groups at the Service.

	1 Jan 2018	30 June 2018	31 Dec 2018	30 June 2019	31 Dec 2019	30 June 2020	31 Dec 2020
<b>Total</b>	<b>893</b>	<b>899</b>	<b>902</b>	<b>894</b>	<b>856</b>	<b>845</b>	<b>849</b>
Female firefighters No. of posts	5.74% (26 of 453)	6.09% (28 of 460)	6.55% (31 of 473)	6.66% (31 of 465)	8% (36 of 450)	8.02% (35 of 436)	7.82% (33 of 422)
Black, Asian and Minority Ethnic (BAME)	3.36% (30)	3.56% (32)	3.99% (36)	4.25% (38)	4.67% (40)	4.85% (41)	4.83% (41)
Lesbian, gay or bisexual	1.57% (14)	1.56% (14)	1.22% (11)	1.34% (12)	1.4% (12)	1.54% (13)	1.41% (12)
Disabled	4.37% (39)	4.23% (38)	4.21% (38)	4.25% (38)	4.32 (37)	4.38% (37)	4.71% (40)

### GENDER

- 2.2 On 31 December 2020, women constituted 16.37% (139) of the total workforce. Of these, 42 women are employed in operational roles (including management roles), which represents 6.25% of operational roles undertaken. Table A in the Appendix shows the workforce profile by gender.

## **ETHNIC ORIGIN**

- 2.3 On 31 December 2020, employees from BAME groups constituted 4.83% (41) of the workforce (excluding employees who defined themselves as Irish and White Other). Of these, 3.41% (29) were employed in operational roles.
- 2.4 In comparison to 31 December 2019 there has been a slight increase of 1 in BAME staff employed by the Service from 4.67% (40) to 4.83% (41). It should be noted that 38 people have chosen not to define their ethnic origin. Table B in the Appendix 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.
- 2.6 The Service continues to undertake positive action, particularly for firefighter roles which traditionally have received low levels of applications from BAME communities. It should be noted that On-call firefighting positions represent 28.7% of the total employees and, due to the restrictions of the On-call application process (must live within a certain distance of the fire station) and their geographical location, lower numbers of ethnic minority applicants are eligible to apply for these roles.

## **COMMUNITY ENGAGEMENT**

- 2.7 Via Transformation and Efficiency funding the Fire Authority has invested in the Service's Organisational Development and Inclusion workstreams. In particular, a Community Engagement Manager post has been appointed to. This role will work to improve engagement with black, Asian and minority ethnic communities across Nottinghamshire, as well as contributing to positive action measures across the Service.

## **WORKFORCE BY GRADE AND ROLE**

- 2.8 3.79% (8) of Crew and Watch Managers at NFRS are women and there are no female middle managers at Station or Group Manager level. As at 31 December 2020, one principal officer is female and two are male, all operational area managers are men, although there are three non-operational female Strategic Managers (Area Manager equivalents) within the Strategic Leadership Team.
- 2.9 There continues to be a low number of employees from BAME backgrounds in operational supervisory roles at 3.79% (8), and there are no middle managers or senior operational managers from BAME backgrounds.
- 2.10 There continues to be low numbers of Lesbian, Gay and Bisexual LGB employees in operational and support roles, (the analysis of Support roles can be seen below. There are 1.21% (3) of supervisory, middle and senior managers who identify as LGB.

- 2.11 According to monitoring data the Service does not have any employees who identify as Trans.
- 2.12 Within the support workforce there continues to be more women (97) than men employed (80). However, it should be noted that men occupy higher numbers of senior organisational positions (6.77%) than women (4.52%).

	Men	Women	BAME	LGB
Grades 1-4 (plus Apprentice)	26	41	4	2
Grades 5-7	42	48	8 (grades 5-SLM)	1 (grades 5-SLM)
Grades 8-SLSM	12	8		

## DISABILITY

- 2.13 The declaration rate of disability on 31 December is 4.71% (40) of the total workforce.
- 2.14 The declaration rate amongst support employees is at 7.34% 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 4.71%. 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.
- 2.15 Whilst disability declaration rates remain relatively low, the Service continues to raise awareness of disability issues such as dyslexia and mental health.
- 2.16 It is acknowledged some employees who meet the definition of disability under the Equality Act may not consider themselves as being disabled, thus monitoring of reasonable adjustments is being considered for future reporting.
- 2.17 The Service works hard to ensure that older and disabled employees have the support they need via line manager support, a proactive approach to reasonable adjustments, Occupational Health and additional support via third party health provider.

## SEXUAL ORIENTATION

- 2.18 Numbers of employees who identify as lesbian, gay or bisexual has remained the same as 31 December 2019. 1.41% (12) of the work force identify as being lesbian, gay or bisexual, however this is low compared to the expected national population of 5 - 7% quoted by Stonewall.
- 2.19 The Service continues to work with Stonewall to improve its performance in relation to LGBTQ+ issues. The most recent Wholetime firefighter campaign showed an increase in people who identify as LGBT choosing to apply for

firefighter roles. This is really encouraging and may indicate that the Service's commitment to LGBTQ+ equality is resonating with applicants.

## **AGE**

- 2.20 Table C of the Appendix 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 33.69% (286) of the workforce. As the typical retirement age for operational personnel is between 50 and 60, this has implications for projected turnover over the next ten years, and the associated loss of experience and knowledge to the service. At the other end of the age scale, 3.77% (32) of all employees are aged 16-25.
- 2.21 The annual Workforce Plan ensures that the Service has effective succession planning in place to mitigate against this anticipated turnover.

## **RELIGION**

- 2.22 Table D of the Appendix sets out the numbers of employees by religion/faith. 39.58% (336) of the workforce state that they have no religion and 15.38% (179) chose not to specify. The highest number of employees specify their religion as Christian 40.75% (346).
- 2.23 The Service piloted some Faith training online during 2020 and this will be rolled out further in 2021. An e-learning package focusing on religion and belief is also in development.

## **GENDER IDENTITY**

- 2.24 In July 2018, the Service started to monitor gender identity and gender reassignment. Declaration is voluntary and, to date, only 9.66% (82) of employees have provided gender reassignment data and 15.78% (134) have provided gender identity data. As such figures are too low to provide any meaningful analysis, no useful conclusions can be drawn at this time, however work continues to raise awareness of this reporting mechanism and why the Service collects the data in an effort to improve declaration levels.

## **STARTERS**

- 2.25 There were 44 starters from 1 January – 31 December 2020.

Of these starters (as set out in Table E of the Appendix):

- 40.91% (18) were female and 59.09% (26) were male.
- The majority of appointments were to Support posts 72.72% (32), 20.45% (9) were to On-call posts and 6.81% (3) were to Wholetime posts including the new Assistant Chief Fire Officer.
- 79.54% (35) appointees defined their ethnic origin as White British, 2.27% (1) appointee was from a BAME background, 18.18% (8) preferred not to declare.
- The majority of new starters 45.45% (20) were in the age range 46+.

## LEAVERS

2.26 There were 64 leavers from 1 January – 31 December 2020.

Of these leavers (as set out in Table F of the Appendix):

- 20.31% (13) were female and 79.69% (51) were male. This is fairly representative of the workforce profile.
- 78.13% (50) defined their ethnic origin as White British, 6.25% (4) described their ethnic origin as White Other and 15.63% (10) preferred not to disclose their ethnic origin.
- The majority of leavers 64.06% (41) were over 46 years old.

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

## SUPPORT STAFF RECRUITMENT

2.28 From 1 January – 31 December 2020 the Service received 338 applicants in total for 23 vacancies. It should be noted 5 of these vacancies weren't appointed to through the Service's application process as there were no successful applicants.

51.18% (173) of all applicants were female and 48.22% (163) were male, it should be noted 2 applicants did not specify their gender. 46.32% (44) of shortlisted applicants were female and 53.68% (51) were male, 39.13% (9) of appointed applicants were female and 60.87% (14) were male.

2.29 The Service received 21.59% (73) of applications from individuals from BAME backgrounds and 15.79% (15) of shortlisted applicants identified as BAME and 7.14% (1) of BAME applicants was successful.

2.30 4.44% (15) of applications received by the Service, were from applicants who identified as being LGBT, 5.26% (5) of all applicants interviewed identified as LGBT, no applicants identifying as LGBT were appointed.

2.31 The Service continues to use a diverse range of role models, within its recruitment campaigns, utilises social media messages for its diversity campaigns messages such as Pride and advertise in a range of media to promote its vacancies to the widest range of potential applicants.

2.32 The Service received 9.47% (32) of applicants identifying as having a disability, 12.63% (12) of shortlisted applicants identified as having a disability and 14.28% (2) were appointed. It is worth noting that 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.

- 2.33 The highest number of applications 36.09% (122) were from applicants within the age range of 26 - 35.
- 2.34 It should be noted that all applicants are interviewed and appointed according to merit.

### **ON-CALL RECRUITMENT**

- 2.35 The Service received 49 applicants for one recruitment campaign for On-call firefighters during the period of 1 January 2020 – 31 December 2020. It is important to note there have been two other On-call firefighter campaigns cancelled after the application stage due to COVID-19 restrictions, as a result applicants from those campaigns have been moved to the next process.
- 2.36 Of the applicants for On-call roles, 6.12% of applicants were female, 8.33% of shortlisted applicants were female and 9.09% appointed applicants were female.
- 2.37 4.08% of applications received were from individual(s) identifying as BAME, no applicants from BAME backgrounds were successfully shortlisted at the interview stage. The Service continues to use a diverse range of role models within its recruitment campaigns to target its recruitment at BAME communities, however there is a limited applicant pool when recruiting to On-call positions due to the location of On-call stations in rural areas with low numbers of BAME communities.
- 2.38 4.08% of applications received by the Service, were from applicants who identified as being LGBT, 8.33% of whom were interviewed but none were appointed.

### **SUPERVISORY MANAGEMENT RECRUITMENT**

- 2.39 From 1 January – 31 December 2020 the Service received 42 applicants in total for a Watch and Crew Manager recruitment process. 28 applicants were shortlisted and 18 were appointed.
- 2.40 All appointed applicants were male. Due to low numbers of appointments, further breakdown of personal characteristics isn't supplied for this recruitment process for this report.
- 2.41 In total, 10 Crew Manager and 8 Watch Manager roles were recruited to role.

### **CONCLUSION**

- 2.42 The above data represents some gradual improvements in the diversity of the Service's workforce.
- 2.43 The workforce profile is not representative of the local population in terms of employees from BAME backgrounds. The Service continues to use positive action to promote the fire service as a career during firefighter recruitment campaigns. However, as the majority of vacancies are for On-call roles, and

these are very specific to location, the impact has been limited. The Service is also coming to the end of a Wholetime recruitment campaign and has successfully undertaken positive action to attract underrepresented groups to its recruitment campaign.

- 2.44 Support staff vacancies are also promoted to applicants from under-represented groups through targeted advertising. Some gradual improvements can be noticed in Support staff diversity within recent years.
- 2.45 Representation in terms of gender also stands out as women are clearly under represented in operational roles, similarly to BAME employees. The Service continues to undertake positive action to address this underrepresentation. It is also worth noting that a female Assistant Chief Fire Officer has been appointed and commenced her appointment in June.
- 2.46 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 continue to be used within the Service's recruitment campaigns.
- 2.47 The Service continues to engage with the local community, for instance through its social media messages for diversity campaigns, such as Ramadan, Eid and Pride and this engagement will be extended to develop a continuous presence which, in time, may lead to an increased number of applications to the Service. Other engagement methods are also being explored such as promoting news stories to radio stations targeted at minority communities including Radio Faza, Kemet and Radio Dawn.
- 2.48 The Service continues to provide targeted development opportunities for women and other under represented groups within the Service's workforce. The Aspiring Leaders Programme and Future Leaders Programme (multi-agency) are some of the courses used by NFRS which can help encourage a more diverse range of employees to engage in career development. The Service also promotes the Women in the Fire Service conference to its staff each year (the conference didn't run this year due to COVID-19).
- 2.49 Levels of 'Not Stated' or 'Prefer not to Say' remain an area in need of improvement in religion/belief (15.38%) and sexual orientation (13.78%). Also, as discussed within this report, those disclosing a disability remains low compared to national figures.
- 2.50 Awareness-raising and training will continue to ensure employees understand the reasons why declaration is so important, to provide reassurance and to promote the support available.

### **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 leading to this under-representation, the Service continues to commit to further improve both the applicant and appointment rates from under-represented groups. This includes the continued requirement for targeted positive action measures and support through the provision of the appropriate resources.

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

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

#### **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**

**APPENDICES**

**TABLE A**

**Workforce by Gender**

<b>Gender</b>	<b>Wholetime</b>	<b>On-call</b>	<b>Support</b>	<b>Total</b>	<b>%</b>
<b>Male</b>	397	233	80	710	83.63%
<b>Female</b>	31	11	97	139	16.37%
<b>Total</b>	428	244	177	849	

**TABLE B**

**Workforce by Ethnic Origin**

<b>Ethnic Origin</b>	<b>Wholetime</b>	<b>On-Call</b>	<b>Support</b>	<b>Total</b>	<b>%</b>
<b>BAME</b>	22	7	12	41	4.83%
<b>Not declared</b>	20	10	8	38	4.48%
<b>White British</b>	361	210	142	713	83.98
<b>White Irish / White Other</b>	24	15	6	45	5.30%
<b>Total</b>	1	2	9	12	1.41%
	428	244	177	849	

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.

**TABLE C**

**Workforce Profile by Age**

	<b>Wholetime</b>	<b>On-call</b>	<b>Support</b>	<b>Total</b>	<b>%</b>
<b>16-25</b>	2	14	16	32	3.77%
<b>26-35</b>	86	82	21	189	22.26%
<b>36-45</b>	162	65	33	260	30.62%
<b>46-55</b>	157	66	63	286	33.69%
<b>56-65</b>	21	17	41	79	9.31%
<b>+65</b>			3	3	0.35%
<b>Total</b>	428	244	177	849	

Table D

## Workforce by Religious Belief

Religion	Total Number	% Total
Any other Religion	5	0.59
Buddhist	6	0.71
Christian (all denominations)	346	40.75
Hindu	2	0.24
Muslim	4	0.47
No Religion	336	39.58
Not Specified	179	15.38
Other	7	0.82
Sikh	4	0.47
<b>Total</b>	<b>849</b>	

Table E

## Starters by gender and ethnic origin

	Wholetime	On-call	Support	Total	%
<b>Female</b>	2	1	15	18	40.91%
<b>Male</b>	1	8	17	26	59.09%
<b>Total</b>	3	9	32	44	
<b>White British</b>	2	8	25	35	79.55%
<b>BAME</b>			1	1	2.27
<b>Not disclosed</b>	1	1	6	8	18.18%
<b>Age</b>					
<b>17-25</b>		3	9	12	27.27%
<b>26-35</b>	1	4	3	8	18.18%
<b>36-45</b>		1	3	4	9.09%
<b>46+</b>	2	1	17	20	45.45%
<b>Total</b>	3	9	32	44	
<b>Bisexual</b>			1	1	2.27%
<b>Declined to specify</b>	1	1	4	6	13.64%
<b>Straight/Heterosexual</b>	2	8	27	37	84.09%
<b>LGB</b>	0	0	0	0	0%

Please note – to protect the identity of those in small 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.

**TABLE F****Reasons for leaving by gender, ethnic origin and age**

	<b>Resignation</b>	<b>Retirement</b>	<b>Other</b>	<b>Total</b>	<b>%</b>
<b>Female</b>	11	1	1	13	20.31%
<b>Male</b>	16	28	7	51	79.69%
<b>Total</b>	27	29	8	64	
<b>Not disclosed</b>	4	4	2	10	15.63%
<b>White British</b>	22	22	6	50	78.13%
<b>White Irish/ White Other</b>	1	3		4	6.25%
<b>Age</b>					
<b>&lt;25</b>	3			3	4.69%
<b>26-35</b>	7			7	10.94%
<b>36-45</b>	12	1		13	20.31%
<b>46+</b>	5	28	8	41	64.06%
<b>Prefer not to specify</b>	6	7	2	15	23.44%
<b>Straight heterosexual</b>	21	22	6	49	76.56%
<b>LGB</b>	0	0	0	0	

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.

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Human Resources Committee

# APPRENTICESHIP UPDATE

Report of the Chief Fire Officer

**Date:** 22 January 2021

**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.

## CONTACT OFFICER

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Deputy Chief Fire Officer

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## 1. BACKGROUND

At its meeting on 24 January 2020, Members received an update 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 Since 2019, the Service has aligned its trainee firefighter development programme to the national Operational Firefighter Apprenticeship Standard, which is a level 3 qualification. There are currently nineteen apprentice firefighters progressing through the twenty six month programme. Ten apprentice firefighters are nearing the end of their training period, with final assessment completed in December 2021. Nine apprentice firefighters will complete the final assessment in July 2021.
- 2.2 The Service draws down funding from the apprenticeship levy for this training, and this counts toward the public-sector apprenticeship target of 2.3% of the workforce.
- 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 (EPA) 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. The first cohort of apprentices have completed their EPA and are awaiting outcomes.
- 2.6 As an employer provider, the Service now receives £12,000 per trainee (rising to £14,000 in 2021) over a two-year apprenticeship programme life.
- 2.7 The Service currently has eight apprentices in support roles in the following departments:
  - Finance Department undertaking the Level 3 Assistant Accountant apprenticeship;
  - Finance Department undertaking a Level 2 Business Administration apprenticeship;

- ICT Department undertaking a Level 4 Network Engineer Apprenticeship;
- ICT Department undertaking a Level 3 Digital Support Technician Apprenticeship;
- ICT Department undertaking a Level 4 Cyber Security Technologist Apprenticeship;
- Occupational Health and Fitness team undertaking the Personal Trainer Level 3 Apprenticeship;
- 2 x Prevention and Protection Department undertaking a Level 2 Business Administration apprenticeship.

The Service draws down training costs from the levy to support the academic courses, however the levy cannot be used to fund salary costs.

- 2.8 An ILM Level 5 Operations/Departmental Manager apprenticeship also commenced in 2018 and there are currently three 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.
- 2.9 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 twenty four months of pay-over.

## **PUBLIC SECTOR APPRENTICESHIP TARGET**

- 2.10 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 seven hundred and seventy (excluding those with dual contract arrangements), this would require eighteen 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 2019 to 31 March 2020.
- 2.11 During this period, 23.5% of all new starters were apprenticeships. This represents 1.44% of the total workforce. Overall, apprentices account for 3.2% of the total headcount. Despite the increase in new-start apprenticeships, which saw twelve new apprenticeship starts between April 2019 and March 2020, the Service did not meet this target during 2019-20.
- 2.12 Further to the recent Wholetime firefighter recruitment process, which has recently completed, there will be twenty six new apprentice firefighters who will commence employment during 2021. This will contribute to achievement of the target in the future, if the target period is extended beyond the original completion date of 31 March 2021. The next reporting period will be in September 2021 for the year 2020-21.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 During 2020, the Service paid over £120k into the apprenticeship levy, based on payroll. The Service has received back £75,461 to date. Other funding has been received directly from our levy account to training providers.
- 3.2 As of the beginning of December 2020, the Service had £241,606 in its digital apprenticeship account, this includes a contribution from government. The monthly contribution to this account is approximately £9k depending on payroll numbers in a given month.
- 3.3 Between January and the beginning of December 2020, the Service drew down £103,478 toward apprenticeship training, at approximately £8,600 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 not been undertaken as there has been no change in policy or service delivery.
- 5.2 However, of the twenty seven apprentices currently employed by the Service twelve (44.4%) are women and four (14.8%) 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 two hundred and fifty 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 twenty four 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.

- 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**

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# HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES UPDATE

Report of the Chief Fire Officer

**Date:** 22 January 2021

**Purpose of Report:**

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

**Recommendations:**

It is recommended that Members:

- 10.1 Note the progress made against the Area for Improvement (AFI) Action Plan.
- 10.2 Support the closure of AFI 20 and AFI 25.

## CONTACT OFFICER

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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 & Rescue Services (HMICFRS) following the inspection of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 Furthermore, at the September 2019 Fire Authority meeting, Members were presented with an action plan detailing the 'areas for improvement' (AFI), that had been highlighted by HMICFRS, and capturing the actions required to address these areas.
- 1.3 It was agreed that scrutiny would be conducted through the Fire Authority committee structure with regular progress reports being presented to Members. Of the twenty-five AFI, twelve were aligned to the Community Safety Committee, eight were aligned to Human Resources (HR) Committee, two were aligned to Finance and Resources Committee and three were aligned to the Policy and Strategy Committee.
- 1.4 Due to the interim governance arrangements being in place because of Covid-19, the reporting of updates to the various committees was suspended, and update papers, detailing progress against all AFI, have been presented to the Policy and Strategy committee.
- 1.5 As an update, of the twenty-five AFI the Service received, there are now just six remaining. Satisfactory progress is being made against these with all AFI scheduled to be completed by April 2021
- 1.6 Of the eight AFI aligned to Human Resources Committee, six have now been completed and closed with just two remaining.

## **2. REPORT**

- 2.1 HMICFRS highlighted twenty-five AFI for the Service to consider. Each improvement area has been allocated to a lead officer, with clear milestones and expected outcomes to deliver the improvement required.
- 2.2 Progress against each of the twenty-five AFI is monitored each month at the Services Programme and Performance Board. All AFI are tracked and reviewed through an online 'action tracker', allowing for ongoing updates and scrutiny.
- 2.3 The attached Appendix A provides a summary of progress against each of the eight AFI that relate to the Human Resources Committee, this report focuses upon the two remaining AFI to be completed:

AFI 20 relates to; *The service should develop a training plan that clearly aligns and supports its workforce plan.* This action is complete and approval to close will be sought at Programme and Performance Board for this action.

AFI 25 relates to; *The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.* This action is complete and approval to close will be sought at Programme and Performance Board for this action.

- 2.4 On 15 December, Programme Board have reviewed the actions and are satisfied that all work has now been completed to discharge both AFIs and therefore they are recommended to the Committee for closure.
- 2.5 Should Members agree to formally close the final AFIs, this will complete all the workstreams that are aligned to the HR committee. Members should also be aware that the Service continues to ensure it has a skilled workforce by embedding its recently reviewed People Strategy.

### **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**

- 7.1 The Fire and Rescue Service Act 2004 places a duty on NFRS in respect of the delivery of its services to communities.
- 7.2 The Local Government Act 1999 places a statutory duty on NFRS to '*secure continuous improvement in the way in which its functions are exercised*'. The reporting of Service Delivery's performance ensures that the Service is focusing on key objectives as set by the Fire and Rescue Authority and

continuous improvement. This ensures that Members can apply effective scrutiny to be satisfied that statutory obligations are being met.

- 7.3 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**

There are no risk management implications arising from this report.

## **9. COLLABORATION IMPLICATIONS**

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

## **10. RECOMMENDATIONS**

It is recommended that Members:

- 10.1 Note the progress made against the Area for Improvement (AFI) Action Plan.
- 10.2 Support the closure of AFI 20 and AFI 25.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

## HMICFRS AREAS FOR IMPROVEMENT- JANUARY 2021 UPDATE

AFI Reference	Reporting Committee	Completion Date	Comments
<b>AFIs Seeking approval for Closure</b>			
N/A for this reporting period			

AFI Reference	Reporting Committee	Completion Date	Comments
<b>ONGOING AFIs</b>			
AFI 20	Human Resource	31-Dec-20	<p><b>The service should develop a training plan that clearly aligns and supports its workforce plan.</b></p> <p>This action is complete and being recommended for closure.</p> <p>DCFO Parkin leads on this action. Following the Programme Board (15/12/2020) discussions, it was recommended that this action be progressed for closure by the CFA. The Service can demonstrate the continued work within the organisation to underpin the People Strategy and linking the L&amp;D/Operational training elements to the activity of the workforce, particularly within Service Delivery or Leadership more generally. This is also supported vis the PDR process and elements of assurance built in to the structure. Support of the Human Resource committee is sought for formal closure by the Fire Authority,</p>
AFI 25	Human Resource	30-Apr-21	<p><b>The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.</b></p>

			<p>This action is complete and being recommended for closure.</p> <p>The following closure statement has been provided:</p> <p>DCFO Parkin leads on this action. Having considered this in the SLT Programme and Performance Board meeting (15/12/2020) suitable assurances have been confirmed to recommend to the CFA for closure. The system in place offers opportunity to all staff to consider leadership as a career choice within Nottinghamshire, the process implements the approach developed across the United Kingdom FRS via the NFCC and is evolving continuously within the Services EDI agenda, for example, the 'Aspiring Leaders' programme. Reporting is addressed within the workforce planning reports to SLT. Support from Members of the Human Resource committee is sought for formal closure to the Fire Authority.</p>
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AFI Reference	Reporting Committee	Completion Date	Comments
<b>AFIs Completed and Closed</b>			
AFI 17	Human Resource	13-Nov-20	<p><b>The service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff.</b></p> <p>Action completed and closed</p>
AFI 18	Human Resource	24-Jul-20	<p><b>The service should develop a wellbeing strategy and a system to improve understanding of health, safety and wellbeing trends.</b></p> <p>Action completed and closed</p>

AFI 19	Human Resource	11-Sep-20	<b>The service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation.</b>  Action completed and closed
AFI 22	Human Resource	11-Sep-20	<b>The service should improve communication around positive action through all levels of the organisation.</b>  Action completed and closed
AFI 23	Human Resource	13-Nov-20	<b>The service should ensure individual performance targets clearly support objectives within the IRMP.</b>  Action completed and closed
AFI 24	Human Resource	24-Jul-20	<b>The service should improve staff awareness and understanding of promotion and selection process.</b>  Action completed and closed

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# PEOPLE STRATEGY 2020-22

Report of the Chief Fire Officer

**Date:** 22 January 2021

**Purpose of Report:**

To update Members on the People Strategy for 2020-2022.

**Recommendations:**

That members endorse the People Strategy 2020-22 and agree to receive six monthly updates on the progress made against it.

## CONTACT OFFICER

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## 1. BACKGROUND

- 1.1 The People Strategy has been reviewed and updated to cover the period 2020-22, as attached to this report. This will bring it into alignment with the new Strategic Plan (Integrated Risk Management Plan) in 2022 and sets out priorities for this period. It also reflects the comments and areas for improvement received from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in its inspection report in 2018.
- 1.2 The strategy builds upon work already undertaken within the Shaping our Future Plan 2017-20, the overarching objectives of the National Fire Chiefs Council (NFCC) Fire and Rescue People Strategy and addresses new challenges for the Service.

## 2. REPORT

- 2.1 The People Strategy is key to the delivery of our Strategic Plan 2019-22, setting out how the Service will address and prioritise workforce issues to meet the aims and objectives of the Strategic Plan. This will be a period of both consolidation and transformation - embedding and enhancing the things we do well, improving and innovating where we can and rising to the challenges we will face at a local and national level.
- 2.2 The Strategy continues to focus on the key priority areas of:

**Delivering our services** - ensuring that the Service has the optimum number of personnel with the requisite skills, knowledge and experience to deliver effective and quality services to our communities. Encompassing effective workforce planning and the way in which resources are managed to maximise efficiency and impact.

**Shaping our workforce** - considering ways in which the Service can adapt its ways of working to create efficiencies and improve services. This could include the restructuring of roles and teams, or considering other ways of delivering services, for instance through collaboration.

**Inclusion** - creating a workplace based on respect for individuals, acceptance of differences and where no one feels marginalised or excluded. Understanding our diverse communities and developing positive relationships with all our service users, particularly with those who may have specific needs or may be more vulnerable to fire or other risk of injury.

**Outstanding Leadership** - Enhancing leadership skills and planning for future leaders through succession planning, critical to achieving and sustaining high quality services and establishing a positive workplace culture. At a national level, this is aligned to work being undertaken by the NFCC to develop outstanding leaders throughout the sector.

**Workforce Development** - Ensuring that the Service has the operational skills and competence to ensure a safe and effective operational response and that learning resources are available to all employees to make learning accessible and to encourage personal and professional development.

**Workforce Engagement** - having effective communication with the workforce, to inform and seek active engagement to improve understanding about issues and priorities and providing effective channels for feedback.

**Positive workplace and culture** - creating a workplace where people feel accepted, included and valued. The emphasis will be on promoting Service values and expectations about behaviour, working to eliminate unacceptable conduct and inappropriate language in the workplace.

**Employee Well-Being** - retaining and promoting a healthy, productive and engaged workforce with support for physical, emotional and mental wellbeing. The Well-Being Strategy sets out the Service's commitment to helping employees to establish healthy lifestyles, remain fit for role and supporting them during periods of ill-health and on their return to work.

- 2.3 The Strategy sets out key objectives and outcomes within each of the above priority areas. Progress against these objectives will be reported to members on a six-monthly basis.

### **3. FINANCIAL IMPLICATIONS**

Funding to support the delivery of the People Strategy objectives have been factored into the 2021-22 budget setting process.

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

The workstreams which support the delivery of the People Strategy have been factored into strategic and business planning for 2021-22.

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because this review does not represent a change to service delivery or policy. However, aspects of the strategy are intended to have a positive impact upon inclusion and equality issues, and these are set out within the report.

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

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

## **7. LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1 The development and implementation of a People Strategy forms part of a suite of strategies which underpin the effective leadership and governance arrangements of the Service, establishing a clear direction and priorities for workforce development.
- 8.2 Evidence of effective workforce planning, leadership and commitment to equality and inclusion form part of any future inspection undertaken by the HMICFRS across the areas of: Promoting the right values and culture; Getting the right people with the right skills; Ensuring fairness and promoting equality; Managing performance and developing leaders.

## **9. COLLABORATION IMPLICATIONS**

There are direct collaboration implications associated with preparation for the co-location to a Joint Headquarters with Nottinghamshire Police in 2022. Opportunities to establish collaborative and partnership working in delivery of the strategy will be pursued where this would lead to efficiencies or improved ways of working.

## **10. RECOMMENDATIONS**

That members endorse the People Strategy 2020-22 and agree to receive six monthly updates on the progress made against it.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



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# People Strategy 2020-22



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# Introduction

The People Strategy is key to the delivery of our Strategic Plan 2019-22, setting out how the Service will address and prioritise workforce issues to meet the aims and objectives of the Strategic Plan. This will be a period of both consolidation and transformation - embedding and enhancing the things we do well, improving and innovating where we can and rising to the challenges we will face at a local and national level.

The way that we deliver our services are underpinned by the three principles which provide focus for our activity under the Strategic Plan. These are:

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

The [NFCC Fire and Rescue People Strategy 2017-22](#), which is referenced within the Fire & Rescue Service National Framework for England (2018), identifies the following key objectives for workforce development and underpins our own approach:

- ◇ Strengthen leadership and line management to support organisational change and improve community outcomes
- ◇ Develop cultural values and behaviours which make Fire and Rescue a great place to work for all our people
- ◇ Ways of working that are able to respond to service needs and offer flexible working opportunities
- ◇ Promote excellent training and education to ensure continuous improvement of services to the public
- ◇ Continue to support the Health and Wellbeing of all our people
- ◇ Strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair and equal place to work

## National Influencers

National Fire & Rescue People Strategy 2017-22

Grenfell Enquiry and Hackett review of Fire Safety Regulations

Application of NFCC Professional Standards

National Inclusion Strategy

Introduction of NFCC Code of Ethics

## NFRS Challenges

Maintaining operational resilience and specialist skills

Support for On-Call response

Fire cover review and changing demands

Relocation to a Joint Headquarters with the Nottinghamshire Police in 2022

Improvements required to address issues raised by the HMICFRS inspection report 2019

Increased collaboration with our partners and other FRS

Improved employee engagement

Employee health and Wellbeing

Developing future leaders

The NFRS People Strategy will also continue to focus on the areas set out within the previous strategy “Shaping Our Future”, as set out below:



Our priorities against each of the above areas are set out within this strategy, the main aims of which are to:

- Ensure that our people have the skills and resources to effectively deliver our services when they are needed
- Develop an effective performance culture
- Deliver service improvements
- Enhance employee engagement
- Provide a positive workplace, reflected in good employee morale
- Provide the training which allows employees to perform in their role effectively and safely
- Provide development opportunities to facilitate personal progression and identify our future leaders
- Develop outstanding leaders
- Implement our wellbeing strategy and support our employees
- Promote our values and challenge unacceptable behaviour
- Embed an inclusion approach to all that we do

## Delivering Our Services

Ensuring that we have the right number of people with the requisite skills, knowledge and experience is critical to the effective delivery of our Strategic Plan and our commitment to Creating Safer Communities.

Between April 2020 and 2022 it is anticipated that up to 43 whole-time and 62 On-call operational employees and 34 support employees at all levels may leave the Service. This will create a loss of experience, leadership and professional expertise that will need to be addressed through effective succession planning and investment in training and development.

The importance of recruiting and retaining to On-Call roles continues to be a major challenge, with those entering and leaving the Service remaining static in recent years. The value of those providing dual cover cannot be underestimated, particularly at supervisory level, but there is also a continual need to attract and develop new entrants to our On-Call team. This will require some new ways of thinking about recruitment, progression and job enhancement.

The value of the Prevention work we do to reduce fatalities and injuries and support the most vulnerable in our society continues to be a focus within our Strategic Plan. This is achieved through the work undertaken by our crews in Safe and Well visits, working within their local communities, as well as developing internal expertise in our Prevention and Education teams.

The national work currently being undertaken on fire safety, through the Hackett Review and Grenfell Enquiry, will lead to changes in the way that all fire services deliver their fire safety functions. The Service has already extended the role played by local crews in undertaking business audits and this reflects the increasing diversity of the role now undertaken by our operational teams, in addition to the expertise of our Fire Protection team we will be extending expertise in this area by recruiting to a Fire Engineer role during 2020.

### Our Focus

- Develop an annual workforce plan to maintain continuity of service delivery and keeping this under review to make timely decisions on recruitment.
- Acquisition and development of knowledge and skills to ensure effective succession planning.
- Increase recruitment to On-Call roles. Implement retention of existing On-call staff.
- Increase the number and impact of Safe and Well visits. Making every contact count.
- Extending fire safety knowledge and implementing outcomes from national guidance to meet national standards and enhance our fire protection expertise.

How will we do this?

[See Appendix One](#)



**ON-CALL  
FIREFIGHTERS**

For more information visit:  
[www.oncallfire.uk](http://www.oncallfire.uk)



Over the course of this strategy, we will work to design and implement an organisational structure which will support the priorities of the Strategic Plan. Ensure that the roles, functional relationships (which cut across departmental lines) and the skills needed to deliver our priorities are aligned, to support efficient and effective working,

We will undertake a fire cover review to ensure that our resources are best placed to meet changing requirements and risk and this is likely to result in changes to delivery models that optimise the resources that we have, whilst providing further flexible working options for our employees.

Our focus will be on service improvements to enhance the way we work, with the aim of fully engaging all our employees with our commitment to deliver high quality services, fostering a performance culture where everybody understands how their role contributes to creating Safer Communities.

The increasing value of working more collaboratively will require working with different partners, building effective partnership relationships and being open to change the way we do things to achieve the best outcomes for our residents.

The relocation of our Headquarters staff to a Joint Headquarters with Nottinghamshire Police at Sherwood Lodge in 2022 will be a major undertaking during the course of this strategy. It is important that our staff feel informed and engaged with the process of transition and we will work to develop a positive relationship with our police colleagues.

This will provide an opportunity to review current ways of working and consider moving to a more flexible and agile working model. The adjustments that our staff have made to their working arrangements during the lockdown has shown the potential for working differently. Working more closely with police colleagues will offer opportunities to develop some shared services where this leads to increased efficiency and a better outcome for our service users.

## Our Focus

- Undertake a review of:

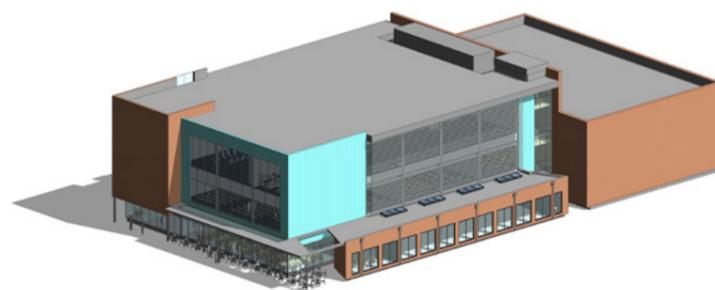
- ◇ Roles
- ◇ Business design
- ◇ Skills and processes

To achieve more streamlined delivery of services.

- Undertake an analysis of risk through the fire cover review to inform decisions about deployment of resources, assets and personnel - including alternative delivery models.
- Improving the way we do things being innovative and open to change to improve outcomes for our communities.
- Actively engaging with other partners in a collaborative way to improve outcomes for our communities.
- Ensuring that the transition to the new joint Headquarters goes smoothly, and those affected are kept informed and engaged in the process.
- Developing different working models to create more agile and flexible ways of working.

How will we do this?

[See Appendix One](#)



Our Inclusion approach is modelled on the [NFCC Inclusion Strategy](#).

Inclusion refers to an individual's experience within the workplace and in wider society, and the extent to which they feel valued and included.

It is important that people can bring themselves to work without the need to hide their sexual orientation, mental health state, faith or the things that matter to them. It requires an acceptance that people are different.

Inclusion means including all in conversations, in opportunities, social events, workplace social media groups. It also means supporting those who are new to the Service, or who are experiencing personal or health issues.

Conduct or conversations that make others feel excluded, which are disrespectful or discriminatory have no place in a modern workplace, and the Service will challenge such behaviour and encourage all its employees to do the same in a measured and open way.

We value diversity and recognise that different people bring different perspectives, ideas, experience and culture that reflect our society. We will seek to make our workforce more diverse by encouraging applications from those who are under-represented in our workforce and will undertake positive action to promote the Service as a career.

Inclusion is also about engaging within our communities, taking the time to understand the differing cultures and lifestyles, particularly those which may make people more vulnerable to fire and possible injury, and how these may impact upon the way we deliver our services. Making connections that will help us to prevent and protect through effective education and intervention.

Underpinning all aspects of our service delivery is the commitment to provide a truly inclusive approach to all that we do. Ensuring that those receiving our services, those delivering those services and our partners are treated with respect and acceptance, and that we reach out to those in our community who are vulnerable and that our services are accessible and relevant to their needs.

## Our Focus

- Promoting a positive workplace culture in which inclusion is central to our approach to service delivery, working within the community and our everyday interactions.
- Creating a workplace which is welcoming, accepting, supportive in difficult times, and a good place to work.
- Developing a culture which rejects discriminatory or inappropriate language or conduct.
- Seeking to reflect the diversity of society in our workforce.
- Reviewing our Disability Confident status with a view to reaching the 'Leader' level.
- Promoting understanding of our different communities to enhance the services we provide and make Nottinghamshire a safer place to live and work for all our residents.

How will we do this?

[See Appendix One](#)



# Outstanding Leadership

Our own leadership approach is modelled on the [NFCC leadership framework](#).

The way in which the Service identifies, develops, supports and role models' leadership is integral to the achievement of our corporate aims.

To be effective, leaders will need to be operationally and professionally competent, committed to service delivery and improvement, reflect our values and have the personal qualities to bring out the best in those they lead.

The impact of those leaders operating at supervisory and middle manager level is critical to our success and the Service will support existing and future leaders by:

- Setting out a development pathway to maximise the opportunities available to those who aspire to be our future leaders
- Defining expectations about effective leaders
- Providing the professional framework in which to manage professionally and effectively
- Developing the personal qualities and people skills to manage and develop others
- Provide open and accessible promotion and development processes
- Encouraging personal development and self-awareness
- Encouraging a coaching and mentoring approach to leading others

The Service will play its part in identifying those with potential to be our future leaders, and providing development opportunities to allow people to be their best. However, personal commitment and self-development are equally important factors in taking that next step.



**Leadership is not defined by what courses we have attended or what qualifications we have achieved, but instead by the difference we are making to the people around us.**

NFCC Leadership Strategy 2019

## Our Focus

- Developing effective leaders at all levels to ensure delivery of our strategic priorities.
- Provide a development programme which provides personal, professional and management skills for those in their first management role and those in more senior positions.
- Providing support to those aspiring to progress to managerial roles or with the ability to progress to more senior roles.
- Providing guidance and expectations via a new behavioural framework to all our employees, including those in managerial roles.
- Promoting a coaching and mentoring approach.

How will we do this?

[See Appendix One](#)

# Workforce Development

Effective workforce development is central to this strategy, ensuring high quality and sustainable services.

We will ensure that our training resources support the development of the skills and knowledge required to deliver these services, from initial acquisition of competencies to continued professional development.

Operational skills development will be underpinned by implementation of National Operational Guidance training packages and national Professional Standards as they are developed.

Learning from national and local incident reviews will be incorporated into the operational assurance process to ensure the currency of training content and alignment with best practice. Skills and learning will be revalidated at regular intervals.

Professional and vocational competence across all job roles is vital if we are to deliver quality services. Each job is reliant on a matrix of linked and support roles and we need to ensure that all our employees maintain their knowledge and skills and are provided with opportunity to expand their skill set, and maintain their continuous professional development. Individual development will be a key component of the Performance and Development Review process.

Our Apprenticeship programme provides an accredited route for employees to follow a vocational or professional career path. Ensuring effective on-the-job learning with academic qualifications and development support.

Digitisation of service requires a base level of ICT skills and proficiency, we will also seek to upskill employees to use our ICT systems more effectively to maximise the opportunities arising from evolving technologies.

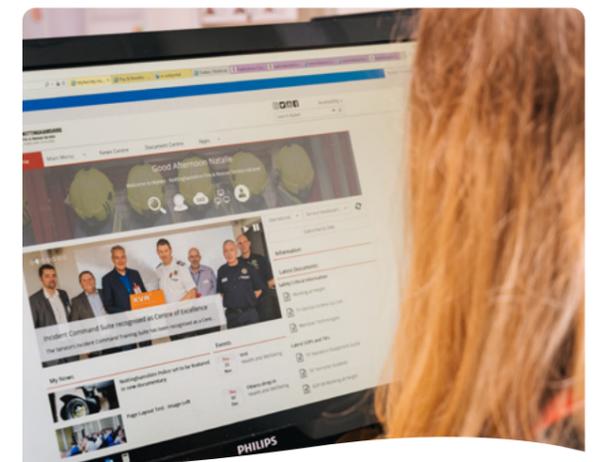
Different routes to learning will be made increasingly available via e-learning, virtual classrooms, academic qualification and access to temporary roles. A bursary route will continue to be available for those who apply for funding to support their personal development.

## Our Focus

- Providing the resources and training required to maintain a professional, safe and highly skilled workforce.
- Ensure the operational training is continuously reviewed and based on the latest National Operational Guidance.
- Providing continuous development and assessment of command skills at all levels (ICL1 to ICL4).
- As part of our succession planning approach, encourage individual and role development.
- Alignment to relevant apprenticeship frameworks.
- Development of ICT skills across our workforce.
- Develop flexible learning resources to make continuous learning more accessible and flexible

How will we do this?

[See Appendix One](#)



# Workforce Engagement

Ensuring that everyone with our workforce is informed and engaged is essential to our One Team ethos. Good internal communication leads to a greater awareness of the issues and challenges faced by the Service, and a better understanding of decisions about our priorities and commitments. This is especially important in the way that we manage change within the organisation.

It is also important to share positive stories about how we are making our communities safer and acknowledging the contribution of all our teams toward this joint vision.

Listening to our employees is also part of this engagement. We know that the best ideas are those which come from the people who are doing the job and that people do their job better when they feel part of the solution.

We will seek ways to improve feedback and encourage ideas about service improvement, and incorporate feedback and learning from operational debriefs and exercises to ensure that our operational employees have a means to influence practice at operational incidents.

Maintaining a positive relationship with our representative bodies is an important part of this feedback cycle. We have good formal and informal engagement with union representatives who have an important part to play as the voice of their members. By working together, we are better able to address the concerns of our employees and work toward a shared aim of creating a positive workplace for all our staff.

We will support the creation of employee groups and networks as a voice for those who are under-represented in our workforce, such as the Service Inclusion Forum and Women in the Fire Service, in recognition of the contribution they can make to inform decisions and to work toward being a more inclusive service.

## Our Focus

- Using different channels to keep our workforce up-to-date and informed about current issues and priorities.
- Sharing positive news about how we are making our communities safer.
- Finding ways to channel back ideas about, service improvements, employee views about the service to senior managers to influence decision making.
- Undertaking regular staff surveys
- Creating a culture of trust between employee representatives and managers so that views can be expressed in an open and honest way, working towards consensus wherever possible.
- Supporting the creation of employee groups and networks to enhance equality and inclusion.

How will we do this?

[See Appendix One](#)



# Positive Workplace and Culture

The last five years have seen us embedding our core values: **Working as One Team**, **Being Professional**, **Being Open To Change**, **Valuing and Respecting Others**, and making them count in terms of the way we treat each other, our service users, and how they impact on expectations about the services we provide. Whilst we have seen cultural change, and have challenged behaviours which do not reflect our values, we now need to raise the bar.

Various reviews, the latest being the HMI State of Fire & Rescue report, identified that “Services still have much to do to improve workplace behaviour”. We need to tackle those issues and norms that allow unacceptable comments and behaviour to go unchecked.

We have recently launched our [new behavioural framework](#). This sets out expectations about how our core values are reflected in individual conduct. It will also form part of our code of conduct. This will align to the developing NFCC Code of Ethics.

In creating a positive workplace and culture, we need to ensure that all our employees feel comfortable, accepted and supported whilst at work. This means promoting an inclusion approach to all that we do.

Feedback from our last employee survey, and from the HMI review, tells us that some of our staff had been witness to inappropriate or discriminatory language in the workplace. A number reported that they had been subject to harassment and bullying behaviour themselves. This is unacceptable.

By raising awareness of issues of potential discrimination, harassment and bullying, promoting positive behaviours, and ensuring confidence in the reporting system we aim to reduce, with the aim of eliminating, the incidences of harassment and bullying in the service.

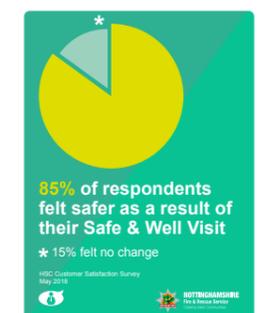
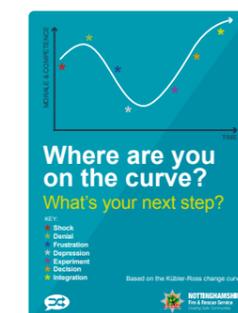
Regular 1-1 meetings between individuals and their managers will support this. This will increase the opportunity for discussion and feedback about work, well-being and providing a confidential route to discuss any concerns.

## Our Focus

- Promotion of our core values as the driver for our approach to the way “we do things around here”, encompassing the decisions we make, the way we interact with each other, our service users and partners.
- Setting out our expectations via a Behavioural Framework and embedding this into our recruitment and promotion process, PDR process, development programmes and our NFRS leadership style.
- Creating a culture in which individuals have the confidence to challenge or report inappropriate language when it arises.
- Dealing effectively with allegations of harassment with the aim of addressing and resolving issues at an early stage through workplace mediation wherever possible.

How will we do this?

[See Appendix One](#)



# Well-Being

The Service is acutely aware of the role of well-being in retaining a healthy, productive and engaged workforce. Our [Well-being Strategy](#) sets out the how we will support our employees throughout their career.

As well as a dedicated in-house Occupational Health (OH) and fitness team, the Service also provides an Employee Assistance Programme, Health Cash Back membership and access to counselling and physiotherapy to encourage employees to look after their health and to support them when they are unwell or recovering from injury.

The OH and Fitness team are pro-active in promoting healthy lifestyles options and provide individual fitness plans and guidance to ensure that employees remain fit for role. Working lives are becoming longer and fitness helps to deal with the normal physiological aspects of ageing. This is particularly important for operational employees who have a physically demanding role. Building core strength and resilience is key to reducing risk of injury and to recovery times if injuries arise.

The Service will seek to support its employees when they are ill or have a long-standing medical condition by referral for OH advice, applying reasonable adjustments and modifications on a temporary or permanent basis and by retaining contact with the workplace via managers and HR Business Partners.

It is increasingly recognised that mental health issues can be as debilitating and potentially life-changing as physical conditions. It is important that mental health issues are talked about openly and understood. The Service will provide a range of information, interventions and support for its employees, such as counselling, and other therapies (such as CBT), or employees can seek assistance through peer support. We will continue to pro-actively manage work related stress through the application of the established risk assessment approach.

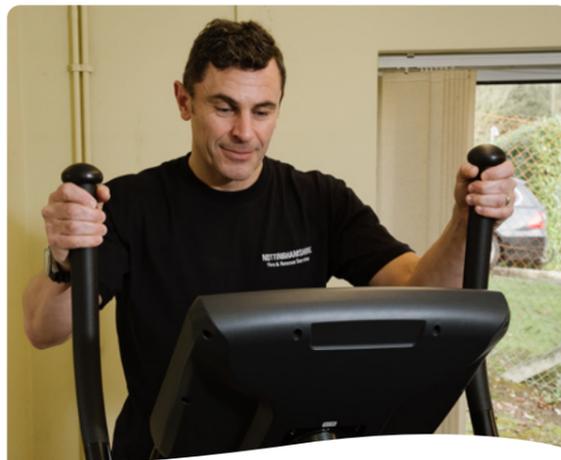
The demands of life outside of work can also bring its challenges and the Service has a range of policies in place to support employees to deal with unexpected issues, including caring responsibilities.

## Our Focus

- Implementation of our Well Being approach to sustain and improve the physical, mental and emotional health of our workforce.
- Providing guidance and support to pro-actively manage a healthy lifestyle to ensure fitness for role.
- Prevent ill health arising or escalating to sickness absence.
- Ensuring that age related conditions are effectively managed and supported - for instance, menopause.
- Supporting employees who have long-term medical conditions whilst they are absent, and on their return to work.
- Raising awareness understanding and support of mental health issues.
- Providing a range of support to enable employees to deal with personal issues which may be impacting on their well-being.

How will we do this?

[See Appendix One](#)



# 2022 - What does success look like?

Creating safer communities

Engaged and Motivated Workforce

Quality Services

Focus	Action points (How)	Outcomes
<b>Delivering our services</b>		
Developing an annual workforce plan to project a leaver profile to maintain operational service delivery, and keep this under review to make timely decisions on recruitment.	Undertake recruitment to wholtime firefighter roles during 2020 to maintain ridership numbers. Revise workforce plan projections annually, and review at regular intervals.	Deliver operational emergency response when needed (whether this need is local, regional or national), and meet our commitment to create safer communities.
Acquisition and development of knowledge and skills to ensure effective succession planning.	Develop individual and role-based development plans.	Develop a pool of employees with the skills and ability to step up to their next role or undertake a specialist role.
Increase recruitment to On-Call roles. Implement retention of existing On-Call staff.	Aim to recruit a minimum of 30 new On-Call firefighters per year and enhance job satisfaction, development opportunities and earnings potential for existing On-Call staff, linking into the NFCC national and regional review	Increased rates of recruitment and retention to On-Call roles.
Increasing the number and impact of Safe and Well visits. Making every contact count.	Providing support and training to operational crews to engage in low risk S&W visits within their local communities.	Meet our aim of increasing the number of Safe and Well visits to 12,000 visits by 2022, and making every contact count, as set out in our <a href="#">Safer Communities strategy</a> .
Extending fire safety knowledge and implementing outcomes from national guidance to meet national standards and enhance our fire protection expertise.	Create a development pathway for Fire Safety Officers to gain accreditation in line with the NFCC Fire Safety Competency Framework.  To provide support and training to operational crews to engage in fire safety audits within their local communities.	Meet our aim of extending the number of fire safety audits and implementing improvements to fire safety training and regulation arising from the Grenfell and Hackett enquiries, as set out in our <a href="#">Safer Communities Strategy</a> .
Focus on "Looking After Your Service" priorities: <ul style="list-style-type: none"> <li>• Have an engaged and motivated workforce.</li> <li>• Promote our core values.</li> <li>• Improve the diversity of our workforce.</li> <li>• Provide access to health and wellbeing support so that our employees maintain good physical, emotional and mental health.</li> <li>• Support employee development.</li> <li>• Support a good work-life balance.</li> </ul>	Prioritising these aspirations in policy development, working practices and behaviours.  Undertaking impact assessments to ensure that People priorities are met and evaluating their success.  Checking our progress in employee satisfaction rates via the employee survey and seeking feedback from employees, employee representatives and employee networks.	Deliver our strategic plan commitments.

Focus	Action points (How)	Outcomes
<b>Shaping our Workforce</b>		
Undertake a review of roles, business design, skills and processes to achieve more streamlined delivery of services.	Reviews have already commenced in (i) Corporate Support to improve performance, corporate administration, corporate communications and programme/project management (ii) Resources and Procurement equipment team. Future reviews including ICT, Learning & Development and Risk and Assurance and Organisational Development.  The use of transformational funding to support changes needed to improve systems and performance management.	Implement an organisational structure which will support the priorities of the Strategic Plan and in which roles, functional relationships (which cut across departmental lines) and the skills needed to deliver our priorities are aligned, to support efficient and effective working.
Undertake an analysis of risk through the fire cover review to inform decisions about deployment of resources, assets and personnel – including alternative delivery models.	Implementation of recommended changes to delivery models and deployment of personnel.	Our resources are best placed to meet changing requirements and risk, optimising the resources that we have and providing further flexible working options for our employees.
Improving the way we do things by being innovative and being open to change.	Establish mechanisms for identifying and progressing change and improvement, i.e. Little Acorns, team engagement, debriefs, lessons learned logs.	By continuously trying to improve the way we do things we will be more effective and improve outcomes for our communities.
Actively engaging with other partners in a collaborative way to improve outcomes for our communities.	Providing the skills to identify and build effective partnership arrangements.	Implementation of collaborative working arrangements that have a positive impact on efficiency, effectiveness, and result in better delivery of services to our communities
Ensuring that the transition to the new Joint Headquarters goes smoothly, and those affected are kept informed and engaged in the process.	Planning and resourcing transition to ensure effective communication and engagement with staff to minimise anxiety about the move. Build effective relationships with police colleagues at team and individual level. Prioritise the welfare and well-being of staff.	The move to the Joint Headquarters is achieved, with effective working arrangement in place. This will be reflected in low attrition, absence, and employee satisfaction rates.
Developing different working models to create more agile and flexible ways of working.	Review options and implement feasible alternatives to support flexible working arrangements.	Improved efficiencies, and choice for our employees to create a better work-life balance.

Focus	Action points (How)	Outcomes
<b>Inclusion</b>		
Promoting understanding of our different communities and service users to enhance the services we provide and make Nottinghamshire a safer place to live and work for all our residents.	Raise awareness of our different communities and service users through education and training, to facilitate a better understanding of their priorities, needs and how we can make them safer through our prevention and protection activities and be more empathetic in our response.	Linking in with our <a href="#">Safer Communities Strategy</a> to engage with our diverse service users to better understand how we can target our services and messages more effectively and make them more accessible to all our service users.
Promoting a positive workplace culture in which inclusion is central to our approach to service delivery, working within the community and in our everyday interactions.	Undertake equality/people impact assessments on new or changing ways of working and/or policy development. Taking account of the views and potential benefits and negative impacts on those who are affected by them, and adjusting our approach where feasible to address such impacts.	Be proactive in seeking to identify and address issues around service delivery or impact on people to anticipate and address any negative impacts from the way we deliver our services or implement our policies.
Seeking to reflect the diversity of our society in our workforce	Use community engagement to raise the profile of the service as a career. Engage with employees and organisations that represent those who are under-represented in our workforce to seek ways to encourage applications from those who might not otherwise view the service as a potential employer.	Respecting and valuing different perspectives, ideas, experiences and culture within our workforce and using positive action measures to promote the service as an inclusive employer with the aim of increasing the diversity of the workforce.
Creating a workplace which is welcoming, accepting, supportive in difficult times, and a good place to work.	Raise awareness and understanding about issues which impact on the day to day lives of all, or some, of our employees - such as ethnicity, belief, sexual orientation, disability, mental health, gender - in order to better understand and support people at work. Build this into our induction and development programmes.	Creating a workplace culture that is supportive and empathetic to the needs and challenges of all employees, with the aim of enhancing engagement and motivation within our workforce.
Developing a culture which rejects discriminatory or inappropriate language or conduct	Be clear about expectations of behaviour in the workplace and in our interactions with others, and challenge comments, views, conduct and language which undermine our commitment to our core value to respect and value others.	Ensuring that discriminatory or inappropriate behaviour, views and language are challenged, with the aim that such issues no longer arise within our workplace.



Focus	Action points (How)	Outcomes
<b>Outstanding Leadership</b>		
Developing effective leaders at all levels, to ensure delivery of our corporate priorities.	Establish and Implement development objectives and expectations for leadership roles via development pathways. This will link into the professional standards being developed by the NFCC.	Leaders at all levels understand the requirements of their role to effectively deliver high quality services, and have the personal qualities and people skills to manage and develop others.
Provide a development programme which provides personal, professional and management skills from supervisory to strategic manager level	Provide support for those new in role, and for existing leaders to promote continuous professional development. Monitor individual and role development via i-trent and through the PDR process.	To ensure that managers at all levels can continue to develop their skills to meet existing and future challenges.
Providing support to those aspiring to progress to managerial roles or with the ability to progress to more senior roles.	Identify and mentor those with potential to develop into a more senior or specialist role by offering access to development opportunities (aspiring leadership programmes), promoting self-awareness (360 degree feedback) and exponential learning.	Implement effective succession planning to meet future leadership and specialist skills requirements.
Providing guidance and expectations via a new behavioural framework to all our employees, including those in managerial roles.	Establish a values based behavioural expectation framework which underpins our core values, recruitment, progression and management processes.	Embed a culture that is supportive of all our employees and based on the highest principles of public service and ethical standards.
Promoting a coaching and mentoring approach.	Further developing coaching and mentoring as an essential management skill inherent within our leadership framework.	Support for self-development, and building of problem solving capabilities.

Focus	Action points (How)	Outcomes
<b>Workforce Development</b>		
Providing the resources and training required to maintain a professional, safe and highly skilled workforce	Identify role related training needs across the service and building this into i-trent performance management modules for review during PDR meetings. Develop competency frameworks for support roles.	Employees and managers have a clear understanding of mandatory training requirements to build and maintain competency in role.
Ensuring that operational training is continuously reviewed and based on the latest National Operational Guidance.	Review our Operational Training plan to ensure that it delivers high quality training, based on the latest National Operational Guidance. Leading development and implementation of National Operational standards through engagement at a regional level. Establish clear links between the operational assurance team and learning and development to capture learning and translate it into training outcomes.	Acquisition, maintenance and revalidation of core operational skills are delivered to national standards to ensure competent and safe service delivery.
As part of our succession planning approach, encourage individual and role development.	Support individual development and maintenance of role competence through access to CPD via internal programmes, external courses/conference and bursary funding.	Broadening of the organisation's skills base to enable our employees to deal with change and new challenges.
Alignment to relevant apprenticeship frameworks	Increase the number of employees aligned to appropriate apprenticeship frameworks.	Establishing national transferable vocational qualifications
Development of ICT skills across our workforce	Provide easily accessible guidance and e-learning modules to support internal systems and develop generic IT skills	Employees have the knowledge and skills to support delivery of our <a href="#">Digital Strategy</a> .
Develop flexible learning resources to make continuous learning more accessible and flexible.	Increase the use of remote learning tools such as e-learning packages, webinars, on-line learning and virtual classrooms.	Employees can access learning through various sources to reduce classroom time, and at a time and pace to suit individual learning styles



Focus	Action points (How)	Outcomes
<b>Positive Workplace and Culture</b>		
Promotion of our core values to drive cultural change	Continually promote our core values to ensure that they are understood and embedded across the service through induction of new employees, policy development, service delivery, development programmes and are reflected our leadership approach.	Our core values are understood and embedded across the workforce. This will be reflected in the decisions we make, the way we interact with each other, our service users and partners.
Setting out our expectations about positive behaviours	Implement a values-based Behavioural Framework and embed this into our recruitment and promotion processes, development programmes, code of conduct and our NFRS leadership style.	Our employees understand and adhere to expectations of behaviour in the workplace.
Creating a culture in which individuals have the confidence to challenge or report inappropriate language when it arises	Work with employee representatives through the Service Inclusion Forum to establish ways in which inappropriate behaviour can be tackled constructively and effectively.	Develop an environment where our employees have confidence that they can challenge unacceptable behaviour and it will be dealt with appropriately.
Dealing effectively with allegations of harassment and bullying, with the aim of addressing and resolving issues at an early stage.	Provide training to managers in dealing with difficult employment issues at an early stage. Support resolution through workplace mediation wherever possible.	Allegations of harassment and bullying are dealt with effectively, with the aim of reducing and, ultimately, eliminating this in the workplace.

Focus	Action points (How)	Outcomes
<b>Workforce Engagement</b>		
Using different channels to keep our workforce up-to-date and informed about current issues and priorities	Use of a variety of methods to establish effective information sharing channels to ensure broad engagement. Share positive news about how we are making our communities safer.	Employee are kept up to date on current issues and priorities in a way which engages them, and highlights the good work being undertaken within our communities.
Finding ways to channel back ideas about service improvements, and employee views about the service, to senior managers to influence decision making.	Establish and embed ways for employees to feed back their views and ideas about service improvements. Undertake two-yearly employee surveys to establish views about the service as an employer and identify areas for development.	Employees have an opportunity to feed back their views and make a positive contribution to service development.
Establish a culture of trust between employee representatives and managers so that views can be expressed in an open and honest way.	Use formal and informal opportunities to consult with employee representatives to establish effective channels for communication and understanding	Building effective channels for discussion of key issues will reduce areas of potential conflict and build trust and confidence.
Supporting the creation of employee groups and networks to enhance equality and inclusion.	Develop and embed employee groups/networks to encourage under-represented groups within the workforce to provide mutual support, encourage discussion, and to provide feedback for improvement	To encourage discussion of issues which may affect particular areas of the workforce in order to effect change in policy/practice and create a more inclusive workplace.

Focus	Action points (How)	Outcomes
<b>Well Being</b>		
Implementation of our Well Being approach to sustain and improve the physical, mental and emotional health of our workforce.	Deliver the key aspects of the Well Being Strategy: <ul style="list-style-type: none"> <li>Mental Wellness</li> <li>Fitness for Role</li> <li>Communication</li> <li>Healthy Lifestyle</li> </ul>	Implement a culture of sustainable well-being to ensure that our employees can perform at their best.
Providing guidance and support to pro-actively manage health and fitness to ensure fitness for role	Promote healthy lifestyle choices, and implement a network of on-the-job and external support to maintain fitness, such as workplace gyms, fitness Instructors, access to fitness programmes and health benefit plans.	Maintain a healthy workforce. Reduce short and long-term sickness absence rates and ill health retirements.
Prevent ill health arising or escalating, particularly those relating to musculo-skeletal conditions	Provide OH interventions such as screening, workplace adjustments, rehabilitation, and specialist support to ensure that employees can undertake their role effectively.	Reduce the number of musculo-skeletal injuries and improve recovery times.
Ensuring that age related conditions are effectively managed and supported	Address the potential impact of age related health issues through effective screening, guidance, workplace adjustments and welfare support measures.	Employees are supported to deal with the physical and lifestyle effects of the natural ageing process so that they can remain well and productive through to their chosen retirement age.
Raising awareness, understanding and support of mental health issues	Implement regular engagement with staff on mental health issues and support campaigns such as Time to Change to widen understanding. Provide access to a range of support to those experiencing mental and emotional health issues. Implement measures to recognise and address work related stress through effective managerial intervention and risk assessment.	Employees are supported to recognise and deal with the potential impacts of mental and emotional issues on health.
Providing a range of support to enable employees to deal with personal issues which may be impacting on their well-being.	Provide access to independent support via agencies such as Relate, Employee Assistance Programme, and peer support. Develop and enhance policy to support the welfare and wellbeing of staff.	Employees are supported to manage issues which are causing them distress or anxiety.



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

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