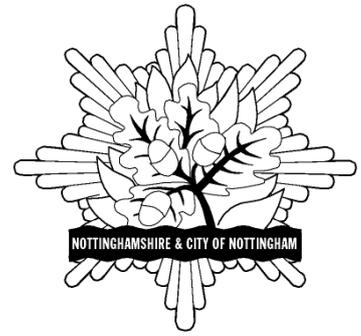


# Public Document Pack



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

**Date:** Friday, 5 November 2021 **Time:** 10.00 am

**Venue:** Nottinghamshire Fire and Rescue Service Headquarters, Bestwood  
Lodge Drive, Arnold, Nottingham, NG5 8PD

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

A handwritten signature in black ink, appearing to read "M. J. [unclear]". The signature is written in a cursive style.

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

<b>Agenda</b>	<b><u>Pages</u></b>
<b>1 Apologies for Absence</b>	
<b>2 Declarations of Interests</b>	
<b>3 Minutes</b> Minutes of the meeting held on 2 July 2021 for confirmation	3 - 8
<b>4 Human Resources Update</b> Report of the Chief Fire Officer	9 - 22
<b>5 Equalities Monitoring</b> Report of the Chief Fire Officer	23 - 36
<b>6 Equal Pay Audit</b> Report of the Chief Fire Officer	37 - 46
<b>7 Agile Working</b> Report of the Chief Fire Officer	47 - 70
<b>8 Review of the People Strategy</b> Report of the Chief Fire Officer	71 - 78
<b>9 Exclusion of the Public</b>	

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

- |           |   |         |
|-----------|---|---------|
| <b>10</b> | <b>Exempt Minutes</b><br>Exempt Minutes of the meeting held on 2 July 2021 for confirmation | 79 - 80 |
| <b>11</b> | <b>Change to Permanent Establishment</b><br>Report of the Chief Fire Officer                | 81 - 86 |
| <b>12</b> | <b>Regrading of Posts</b><br>Report of the Chief Fire Officer                               | 87 - 92 |

**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 and Rescue Service 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: *Emma Powley, Governance Officer*  
0115 8764891  
*emma.powley@nottinghamcity.gov.uk*

The agenda, reports and minutes for all Human Resources meetings can be viewed online at: <https://committee.nottinghamcity.gov.uk/ieListMeetings.aspx?CId=217&Year=0>.

If you would like British Sign Language interpretation at the meeting, please contact the Service at least two weeks in advance to book this, either by emailing [enquiries@notts-fire.gov.uk](mailto:enquiries@notts-fire.gov.uk) or by text on SMS: 0115 824 0400.



## **Nottinghamshire and City of Nottingham Fire and Rescue Authority**

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

**Minutes of the meeting held at Nottinghamshire Fire and Rescue Service  
Headquarters - Nottinghamshire Fire and Rescue Service Headquarters,  
Bestwood Lodge Drive, Arnold, Nottingham, NG5 8PD on 2 July 2021 from 12.00  
pm - 1.07 pm**

#### **Membership**

##### **Present**

Councillor Bethan Eddy  
Councillor Tom Hollis  
Councillor Roger Jackson  
Councillor Gul Nawaz Khan  
Councillor Chantal Lee (Chair)  
Councillor Toby Neal

##### **Absent**

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

Nick Linthwaite - Human Resources Manager  
Leila Henry - Head of Risk Assurance and Operational Training  
Emma Powley –Governance Officer, Nottingham City Council  
Candida Brudenell - Assistant Chief Fire Officer  
Matt Sismey - Organisational Development and Inclusion Manager

#### **1 Apologies for Absence**

None

#### **2 Declarations of Interests**

None

#### **3 Minutes**

The Committee confirmed the minutes of the meeting held on the 23 April 2021 as a correct record and they were signed by the Chair.

#### **4 Human Resources Update**

Nick Linthwaite, Human Resources Manager, presented a report on the key Human Resources metrics for the period of April 2021 to 31 May 2021.

The following points were discussed:

- a) Since the Committee last update, there has been 7 leavers and 18 starters. These included 14 Wholetime firefighter apprentices who had started their initial training in April 2021.
- b) Absence across the workforce (excluding On-Call employees) decreased by 267.36 days (20.15%) compared to the previous quarter; 59.28% of these absences was of a long-term nature. The pandemic contributed to 1177.48 days of absence during the year which were attributed to COVID related reasons.
- c) Support was provided to employees through a number of avenues including Occupational Health and Fitness Team and the Employee Assistance Programmes. Focus was also placed on the two primary reasons for sickness absence; musculo-skeletal and mental health issues. Support that was offered to staff included access to counselling, fitness advisors, on site gyms and physiotherapy.
- d) It was noted that a part-time mental health practitioner would be appointed as part of a pilot scheme. This would assess the need for in-house support in reducing mental health related absences. The Service also offered access to self-help organisations, mental health charities and also offered peer support and cognitive behavioural therapy
- e) Other workforce metrics were considered the Committee were informed that the 1 case of Harassment and Bullying has been dealt with through the Harassment and Bullying policy and a satisfactory outcome had been reached; an Employment Tribunal was currently being dealt with by Human Resources. In reference to the number of leavers (7) it was explained that this was across the non-uniformed area and included a small number of retirements. The number of leavers was regarded as standard and was not considered unduly concerning.

The Committee commended the Fire Authority on their provision of mental health support.

The Committee noted the report.

#### **5 Apprenticeship Update**

Leila Henry, Head of Risk Assurance and Operational Training, presented a report outlining the delivery of the operational firefighter apprenticeship programme within the Service.

The following points were discussed:

- a) Nottinghamshire Fire and Rescue Services was one of very few Services nationally to offer an apprenticeship for wholetime firefighters which began in January 2019. The apprenticeship scheme was initially delivered in conjunction

with Sheffield College, however in September 2019, the Service became a registered employer provider for operational firefighter apprenticeships which allowed the Service to run and administrate in house courses which subsequently allowed the Service to utilise the apprenticeship levy rather than incurring costs from the use of a third-party provider.

- b) As an apprenticeship provider, the Service is now subject to OFSTED inspections. Following an inspection carried out in March 2021, OFSTED reviewed the quality of the in-house programme; the subsequent successful OFSTED report meant that the apprenticeship levy could continue to be drawn down by the Service for in-house firefighter apprenticeship provision.
- c) Since the start of the apprenticeship programme, the Service has had 11 competent firefighters that have successfully passed through the programme, with a further 8 anticipated to undertake their end point assessments in July 2021.
- d) Additional training was provided for those needing to focus on English and mathematics skills through supported learning.

In response to questions asked by the Committee the following information was given:

- a) The majority of apprenticeships were from Nottinghamshire, with the exception of those applying under the 'Armed Forces Covenant'.
- b) Whilst there was not targeted recruitment for apprenticeships, the Service participated in a lot of community engagement, including within schools across the City.
- c) Further consideration would be given in accessing areas (for apprenticeship recruitment) in more deprived areas of the City.

The Chair congratulated the Service officers who took part in the OFSTED inspection and the Committee offered their congratulations to the newly qualified previous apprentices.

The Committee noted the report.

## **6 Workforce Plan 2021-23**

Matt Sismey, Organisational Development and Inclusion Manager, presented a report on the Workforce Plan for 2019-2021 and informed Members of the updated plan for 2021-2023.

The following points were discussed:

- a) The plan was based upon projections of anticipated turnover and information received from all departments regarding their workforce needs for the forthcoming year.
- b) Overall, the staffing levels had remained relatively stable over the last financial year, with the number of leavers during 2020-21 being slightly less than

predicted. This reflected a general reduction in turnover across the national workforce during a period of uncertainty, in part due to the pandemic. It was anticipated that that levels of turnover would increase during 2021-23.

- c) Retention of on call staff had posed some challenges and a number of on-Call recruitment programmes had been carried out.
- d) On-Call recruitment and retention remained a challenge for the fire service nationally due to the limitations of recruitment pools of applicants who live or work within the required five-minute response time of a station and the commitment required to attend incidents and training whilst undertaking a primary employment. In response to this, a project to review On-Call Pay and Contracts project is being piloted, with the aim of improving recruitment and retention, by offering greater flexibility to existing and prospective employees.
- e) It was noted that women account for 16.53% of the workforce with the largest proportion of women being employed in support roles (54.49%). The number of employees from BAME backgrounds has slightly increased from 37 to 40 equating to 4.72% of the total workforce. Positive action measures were undertaken to encourage applications from BAME applicants as part of the 2020 firefighter recruitment process.
- f) The number of female recruits and apprenticeships were seeing some improvements and it was explained that female candidates were being given additional support with their strength and fitness as this was identified as a time when a number of female recruits would drop out or fail to continue. Females were tested at the same level as men and there had been a transition away from the traditional concept that fire-fighting was a job for men.
- g) The Committee noted that Fire Cadets were still functioning, which also offered younger people awareness around fire-prevention. Whilst the Fire cadets did not involve direct access to the Fire Service there was a drive to strengthen and improve this to enable young people to grow into the role of fire-fighters including on-call and wholetime.

Resolved that information on the Fire Cadets be circulated to the Committee.

Resolved that a report be presented at the next Committee to assess the outcome of the review of On-Call Pay and Contracts.

The Committee noted the report.

## **7 Exclusion of the Public**

The Committee decided to exclude the public from the meeting during consideration of the remaining agenda items in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Act.

**8 Exempt Minutes**

The Committee confirmed the exempt minutes of the meeting held on 23 April 2021 as a correct record and they were signed by the Chair.

**9 Regrading of Posts**

See confidential minutes

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

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

# HUMAN RESOURCES UPDATE

Report of the Chief Fire Officer

**Date:** 05 November 2021

**Purpose of Report:**

To update Members on key human resources metrics for the period 1 June 2021 to 30 September, with exception of absence data which is for the reporting period 1 April 2021 to 30 September 2021.

**Recommendations:**

That Members note the contents of the report.

## CONTACT OFFICER

**Name:** Craig Parkin  
Deputy Chief Fire Officer

**Tel:** 0115 8388900

**Email:** craig.parkin@notts-fire.gov.uk

**Media Enquiries Contact:** Corporate Comms  
(0115) 967 0880 corporatecomms@notts-fire.gov.uk

## 1. BACKGROUND

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

## 2. REPORT

### STAFFING NUMBERS

- 2.1 During the period 1 June 2021 to 30 September 2021, 34 employees commenced employment. Establishment levels at 30 September 2021 are highlighted below:

	Approved	Actual	Variance
<b>Wholetime</b>	431 (431 FTE)	443 (441.26 FTE)	+12 (+10.26 FTE)
<b>On-Call</b>	192 Units	252 persons (135.5 units) (includes 79 Dual Contracts)	-56.5 units
<b>Support</b>	154 (148.59) FTE)	176 (165.76 FTE)	+22 (+17.17fte)

- 2.2 There have been 32 leavers and 34 starters since the last report. The starters include 13 Wholetime Firefighter Apprentices who commenced their initial training in September 2021. This has resulted in an actual workforce figure of 871 (this includes 79 dual contractors). Leavers are broken down as follows: 10 x Wholetime, 8 x On-Call and 12 x Support roles.
- 2.3 As at 30 September 2021 Wholetime strength stood at 443 operational personnel (441.26 FTE) employees against an establishment of 431 posts.
- 2.4 During the period, the Service has appointed to 13 Wholetime Apprentice roles, 8 On-Call roles, 2 dual contract roles and 11 support roles.
- 2.5 The number of leavers for Wholetime and On-Call roles is within planning forecasts. However, the number of leavers from support roles is higher than predicted, with fifteen leavers compared to a half-yearly forecast of nine leavers. This reflects the national picture of turnover where employment

vacancy rates have increased significantly during 2021. This has been identified as a potential area of concern for the Service and will be kept under review.

## SICKNESS ABSENCE

2.6 Whilst the review period usually covers three months, due to the timing of committee meetings, the review period covers a six-month period and represents absence figures for Quarter 1, 1 March to 30 June, and Quarter 2, 1 July to 30 September.

2.7 Target absence figures for 2021/22 are:

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

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

2.8 Summary Table:

Absence	Period 1 April- June	Compared with previous quarter (Q4)	Period 2 July - Sept	Compared with previous quarter	Total days lost for 21/22	Average over last 12 months
<b>Total workforce</b>  <b>(314 employees have been absent on 361 occasions during Q1 &amp; Q2, excluding On-Call *)</b>	1423 days lost  2.39 days per employee	1059.22 days lost  1.8 days per employee  34.4% increase  (+364 days)	1731 days lost  2.86 days per employee	1423 days lost  2.39 days per employee  21.6% increase  (+307 days)	3154 days lost	9.29 days per employee  (target 6.25 days)

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

2.9 Absence across the workforce, excluding On-Call employees, increased by 364 days (34.4%) in Quarter 1 and by 30 of days (21.6%) in Quarter 2 compared to the previous quarter. A comparative breakdown of figures by

employment group are set out in Appendix C. This represents an increase compared to the same quarters of the previous year (2020-21) of 663 days (Q1 – 46.6%) and 965 days (Q2 – 55.7%). It should be noted that absence during 20-21 saw an overall reduction in absence of 25.7% compared to the previous year (2019-20), which accounts for the high comparative increases.

- 2.10 Absence related to Covid represents 665 working days lost, which accounts for 21.1% of total absence in Q1 and Q2.
- 2.11 Comparison has also therefore been made to absence figures for the comparative periods of 2019, prior to the Covid period and removing covid related absence, and provides a more representative comparison of historical absence rates. This shows that absence levels saw a decrease in Q1 of -31 days (-2.4%) and a decrease of 212 days (-14.5%) for the comparative period of 2019.
- 2.12 The trends across quarters is shown in the table set out at Appendix A.
- 2.13 Long term absence equated to 67.7% In Quarter 1 and 55.4% in Quarter 2 of the total absence during the review period. A full period commentary of Quarter 4 can be found at Appendix C.

## **NATIONAL ABSENCE TRENDS**

- 2.14 The Service contributes to the National Fire Chiefs Council (NFCC) sickness absence survey, which is undertaken quarterly and allows for comparison between contributing Fire and Rescue Services.
- 2.15 Reasons for sickness absence at NFRS broadly mirror the national trends with musculo-skeletal and mental health related absences featuring significantly in all workgroups.
- 2.16 Appendix B reflects the national absence trends for Quarter 1. Quarter 2 figures have not yet been published. The three charts reflect Wholetime, Support staff (Green book) and On-Call the average of duty days/shifts lost per person for those Fire and Rescue Services who contribute to the survey.
- 2.17 For Wholetime personnel NFRS has an average of 2.39 days lost per employee which ranks the Service as 30<sup>th</sup> out of the 39 Services included in the survey. This figure is above the sector sickness average of 2.17 days per employee. The lowest average was 0.56 and the highest 4.32.
- 2.18 For Support Staff (Green Book) the Service has an average of 2.65 days lost per employee which ranks us 37<sup>th</sup> out of the 39 Services included in the survey. This figure is above the sector sickness average of 1.71 days per employee. The lowest average was 0.3 days and the highest 2.93 days.

## **OTHER WORKFORCE METRICS**

2.30 Over the period 1 July 2021– 30 September 2021:

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

2.31 There are no significant issues in respect of the above HR metrics outlined above. An employment tribunal case was heard in August, but the outcome has yet to be determined.

### **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**

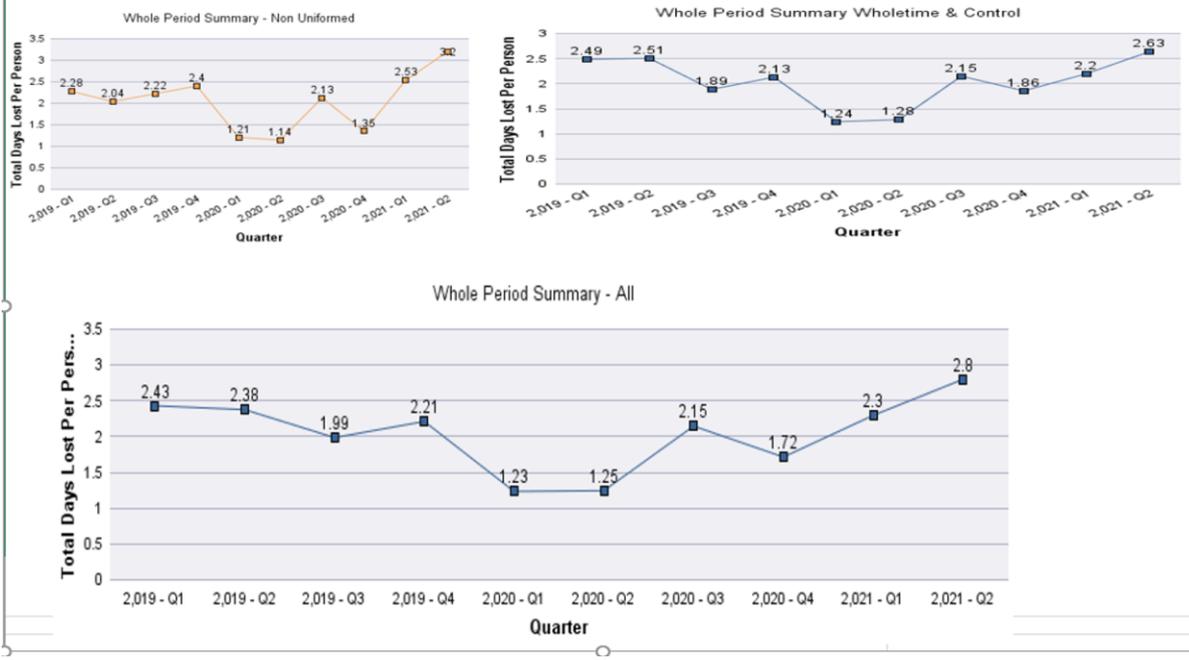
That Members note the contents of the report.

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

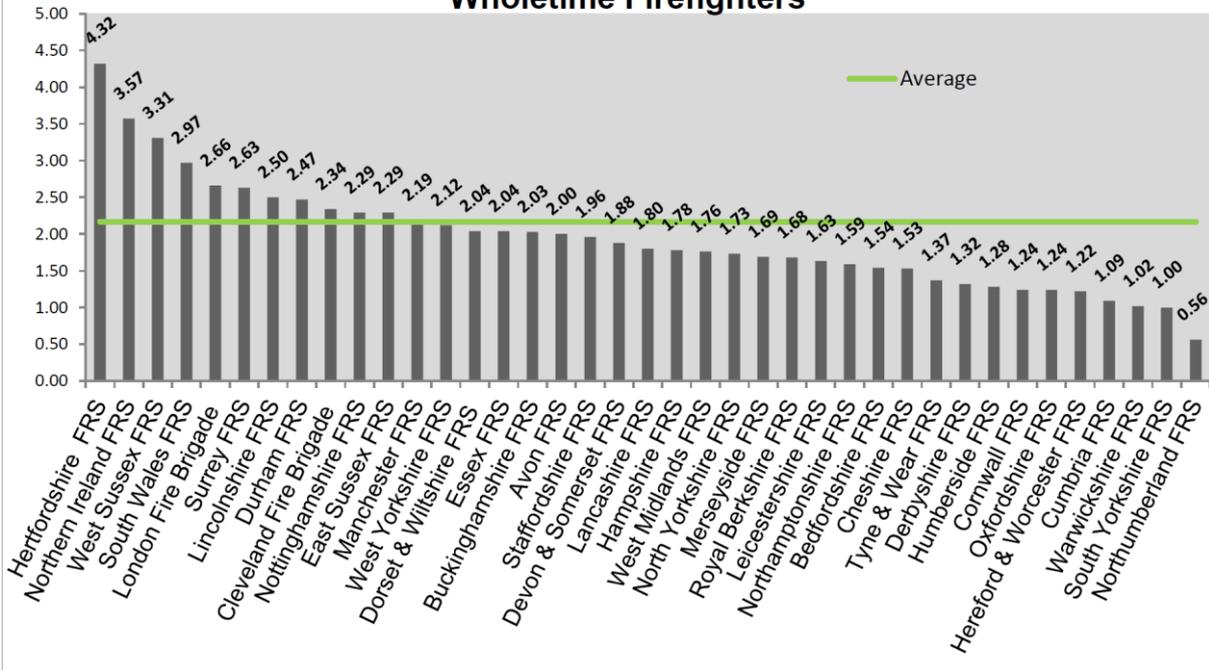
None.

John Buckley  
**CHIEF FIRE OFFICER**

Appendix - Reporting Period: 01/04/2019 to 30/09/2021

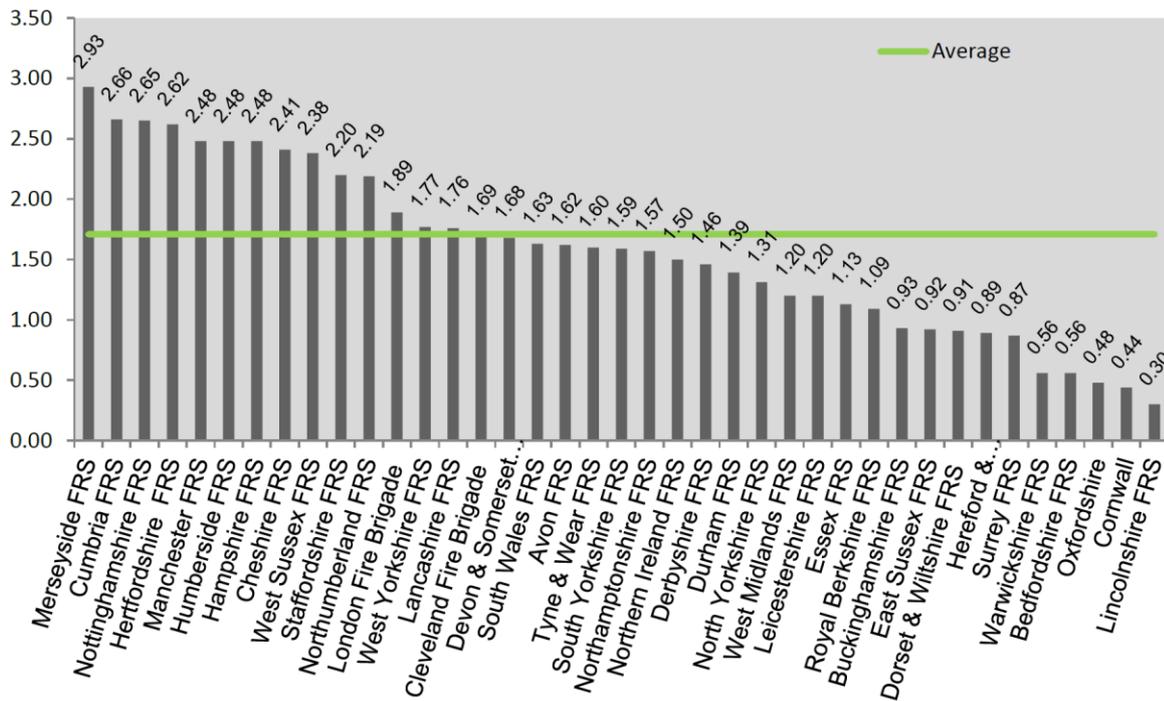


**Number of days/shifts lost to sickness per person -  
Wholetime Firefighters**



**Non-Uniformed absence**

**Number of days/shifts lost to sickness per person  
Green Book staff**



**Q1 2021/2022 - Wholetime**

In total 971 working days were lost due to sickness during this quarter. Of this, 670 days were lost to long-term absence (28+ calendar days absent) and 301 days were lost due to short term absence. This represents an overall increase of 150 days 18.27% on the previous quarter.

The average absence per employee was 2.3 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

69% of sickness absence in this quarter was due to long term absence. There were 40 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 22 of which were classified as long-term sickness. At the end of the period 25 employees had returned to work with 15 still absent.

**Reasons for Absence**

Main reasons for sickness absence for the Wholetime are Musculo Skeletal (33 instances, 372 days) and Mental Health (7 instances, 124 days). The main long term absence reasons were Musculo Skeletal (7 instances, 234 days) For short term absences was Musculo Skeletal (26 instances, 138 days).

**Wholetime**

			Short Term Absences			Long Term Absences		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	33	372	Musculo Skeletal	26	138	Musculo Skeletal	7	234
Mental Health	7	124	Gastro-Intestinal	10	32	Mental Health	4	118
Other known causes (not specified in list)	6	92	Mental Health - Other	5	26	Other known causes (not specified in list)	3	80
Mental Health - Other	8	84	Respiratory - Chest Infection	4	22	COVID-19 Isolating - Tested Positive	2	68
Hospital/Post Operative	4	72	Eye Problems	2	13	Hospital/Post Operative	2	66
COVID-19 Isolating - Tested Positive	3	71	Other known causes (not specified in list)	3	12	Mental Health - Other	3	58
Cancer and Tumours	1	46	Ear, Nose, Throat	4	11	Cancer and Tumours	1	46
Gastro-Intestinal	10	32	Respiratory - Cold/Cough/Influenza	4	11			
Respiratory - Chest Infection	4	22	Virus/Infectious Diseases	3	8			
Eye Problems	2	13	Hospital/Post Operative	2	6			
			Mental Health	3	6			

**Q1 - Support (Non-Uniformed) Sickness Absence**

In total 452.15 working days were lost due to sickness absence for support personnel during the quarter. This breaks down into 295.89 days due to long term sickness absence (28+ continuous days absent) and 156.26 working days due to short term absence. This represents an increase of 213.93 days (89.81%) on the previous quarter.

The average absence per employee was 2.64 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

65.44% of sickness absence in this quarter was due to long term absence. There were 20 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 8 of which were classified as long-term sickness. At the end of the period 12 employees had returned to work with 8 still absent.

## Reasons for Absence

The main reasons for support absence was Mental Health (10 instances, 154 days) and Musculo Skeletal (5 instances, 71 days). Mental Health is the main reason for long term absences (2 instances, 58 days).

Non Uniformed			Short Term Absences			Long Term Absences		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	10	154	Mental Health	8	96	Mental Health	2	58
Musculo Skeletal	5	71	Musculo Skeletal	3	28	COVID-19 Isolating - Tested Positive	1	47
COVID-19 Isolating - Tested Positive	5	65	Hospital/Post Operative	2	24	Mental Health - Other	2	46
Mental Health - Other	2	46	COVID-19 Isolating - Tested Positive	4	18	Musculo Skeletal	2	43
Pregnancy Related Disorders	1	42	Other known causes (not specified in list)	4	14	Pregnancy Related Disorders	1	42
Hospital/Post Operative	2	24	Ear, Nose, Throat	2	7			
Other known causes (not specified in list)	4	14	Gastro-Intestinal	4	6			
Ear, Nose, Throat	2	7	Respiratory - Chest Infection	2	6			
Gastro-Intestinal	4	6	Respiratory - Cold/Cough/Influenza	1	5			
Respiratory - Chest Infection	2	6	Headache/Migraine/Neurological	3	4.5			

## Q1 - On-Call Absence

Attendance for On-Call fire-fighters does not reflect shifts lost as they do not have standard working hours, instead it reflects calendar days lost e.g. availability to attend incidents or training periods and absence is predicated over a 7-day availability pattern (compared to 4-day shift traditionally for whole-time employees).

In Q1, 1083 days were unavailable due to sickness, broken down into 889 days of long-term absence (28+ days) and 194 days of short-term absence. This equates to an average of 4.37 “days” of unavailability per employee.

Compared to Q4, when 1012 days were lost to sickness absence, this reflects a decrease of 71 available days (7.01%).

There were 22 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 12 of which were classified as long-term sickness. At the end of the period 12 employees had returned to work with 10 still absent. HMICFRS do not collate sickness data for On-Call.

## Reasons for Absence

The 2 main conditions leading to long-term absence for On-Call employees in Q1 were Musculo Skeletal issues (4 instances, 265 days) and other known causes (not specified in list) (3 instances, 236 days).

**Retained**

			<b>Short Term Absences</b>			<b>Long Term Absences</b>		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	13	348	Musculo Skeletal	9	83	Musculo Skeletal	4	265
Other known causes (not specified in list)	5	248	Hospital/Post Operative	3	54	Other known causes (not specified in list)	3	236
Hospital/Post Operative	5	201	Mental Health	2	32	Hospital/Post Operative	2	147
Cancer and Tumours	1	91	Respiratory - Chest Infection	1	28	Cancer and Tumours	1	91
Mental Health - Other	2	57	Mental Health - Other	1	24	COVID-19 Isolating - Tested Positive	1	33
COVID-19 Isolating - Tested Positive	4	47	COVID-19 Isolating - Tested Positive	3	14	Mental Health - Other	1	33
Mental Health	2	32	Respiratory - Cold/Cough/Influenza	2	13			
Respiratory - Chest Infection	1	28	Other known causes (not specified in list)	2	12			
Respiratory - Cold/Cough/Influenza	2	13	Unknown causes, not specified	1	7			
Unknown causes, not specified	1	7	Gastro-Intestinal	2	6			

**Q2 2021/2022 - Wholetime**

In total 1164 working days were lost due to sickness during this quarter. Of this, 624 days were lost to long-term absence (28+ calendar days absent) and 540 days were lost due to short term absence. This represents an overall increase of 193 days (19.88%) on the previous quarter.

The average absence per employee was 2.67 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

53.61% of sickness absence in this quarter was due to long term absence. There were 70 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 19 of which were classified as long-term sickness. At the end of the period 53 employees had returned to work with 17 still absent.

**Reasons for Absence**

Main reasons for sickness absence for the Wholetime are Musculo Skeletal (34 instances, 405 days) and COVID-19 isolating (34 instances, 214 days). The main long term absence reasons were Musculo Skeletal (10 instances, 277 days) For short term absences was COVID-19 Isolating – Tested Positive (33 instances, 191 days).

<b>Wholetime</b>			<b>Short Term Absences</b>			<b>Long Term Absence</b>		
Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost	Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	34	405	COVID-19 Isolating - Tested Positive	33	191	Musculo Skeletal	10	277
COVID-19 Isolating - Tested Positive	34	214	Musculo Skeletal	24	128	Mental Health	4	163
Mental Health	10	187	Other known causes (not specified in list)	7	61	Other known causes (not specified in list)	2	52
Other known causes (not specified in list)	9	113	Gastro-Intestinal	19	39	Cancer and Tumours	1	46
Mental Health - Other	2	50	Respiratory - Cold/Cough/Influenza	14	34	Mental Health - Other	1	43
Cancer and Tumours	1	46	Hospital/Post Operative	4	24	COVID-19 Isolating - Tested Positive	1	23
Gastro-Intestinal	19	39	Mental Health	6	24			
Respiratory - Cold/Cough/Influenza	14	34	COVID-19 Isolating Symptoms Self	9	14			
Hospital/Post Operative	4	24	Respiratory - Chest Infection	3	10			
COVID-19 Isolating Symptoms Self	9	14	Genitourinary/Gynecological/Reproductive	1	9			

**Q2 - Support (Non-Uniformed) Sickness Absence**

In total 566.64 working days were lost due to sickness absence for support personnel during the quarter. This breaks down into 334 days due to long term sickness absence (28+ continuous days absent) and 232.64 working days due to

short term absence. This represents an increase of 114.49 days (25.32%) on the previous quarter.

The average absence per employee was 3.34 days lost, which is above the target figure of 1.6 days lost per quarter per employee.

58.94% of sickness absence in this quarter was due to long term absence. There were 20 periods of absence covered by a Medical Certificate (i.e. absence longer than 8 days in duration), 9 of which were classified as long-term sickness. At the end of the period 17 employees had returned to work with 3 still absent.

### Reasons for Absence

The main reasons for support absence was Mental Health (10 instances, 224 days) and Musculo Skeletal (6 instances, 71 days). Mental Health is the main reason for long term absences.

#### Non Uniformed

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	10	224
Musculo Skeletal	6	71
COVID-19 Isolating - Tested Positive	11	61
Hospital/Post Operative	3	57
Cancer and Tumours	1	43
Gastro-Intestinal	10	20
Respiratory - Cold/Cough/Influenza	8	18.5
Virus/Infectious Diseases	5	18
Pregnancy Related Disorders	1	14
COVID-19 Isolating Symptoms Self	6	12

#### Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
COVID-19 Isolating - Tested Positive	11	61
Mental Health	5	33
Hospital/Post Operative	2	22
Gastro-Intestinal	10	20
Respiratory - Cold/Cough/Influenza	8	18.5
Virus/Infectious Diseases	5	18
Pregnancy Related Disorders	1	14
COVID-19 Isolating Symptoms Self	6	12
Ear, Nose, Throat	2	6
Musculo Skeletal	4	6

#### Long Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Mental Health	5	191
Musculo Skeletal	2	65
Cancer and Tumours	1	43
Hospital/Post Operative	1	35

### Q2 - On-Call Absence

Attendance for On-Call fire-fighters does not reflect shifts lost as they do not have standard working hours, instead it reflects calendar days lost e.g. availability to attend incidents or training periods and absence is predicated over a 7-day availability pattern (compared to 4-day shift traditionally for whole-time employees).

In Q2, 1092 days were unavailable due to sickness, broken down into 630 days of long-term absence (28+ days) and 462 days of short-term absence. This equates to an average of 4.39 “days” of unavailability per employee.

Compared to Q1, when 1083 days were lost to sickness absence, this reflects an increase of 8 available days (0.83%).

There were 37 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 28 employees had returned to work with 9 still absent. HMICFRS do not collate sickness data for On-Call.

## Reasons for Absence

The 2 main conditions leading to long-term absence for On-Call employees in Q2 were Musculo-Skeletal issues (4 instances, 275 days) and Mental Health (3 instances, 162 days).

### Retained

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	11	348
Mental Health	7	194
COVID-19 Isolating - Tested Positive	17	181
Other known causes (not specified in list)	4	179
Hospital/Post Operative	3	47
Cancer and Tumours	1	37
Gastro-Intestinal	8	30
Respiratory - Chest Infection	1	21
Respiratory - Cold/Cough/Influenza	5	18
Genitourinary/Gynecological/Reproductive	1	13

### Short Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
COVID-19 Isolating - Tested Positive	17	181
Musculo Skeletal	7	73
Other known causes (not specified in list)	2	51
Hospital/Post Operative	3	47
Mental Health	4	32
Gastro-Intestinal	8	30
Respiratory - Chest Infection	1	21
Respiratory - Cold/Cough/Influenza	5	18
Genitourinary/Gynecological/Reproductive	1	13
COVID-19 Isolating Symptoms Self	4	11
Eye Problems	1	11

### Long Term Absences

Absence Reason - Grouped	Unique Absence Count	Days Lost
Musculo Skeletal	4	275
Mental Health	3	162
Other known causes (not specified in list)	2	128
Cancer and Tumours	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 of the Chief Fire Officer

**Date:** 05 November 2021

**Purpose of Report:**

To provide Members with an update on the breakdown of the workforce and applicant analysis by protected characteristic for the period 1 April to 30 September 2021.

**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.

## CONTACT OFFICER

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## 1. BACKGROUND

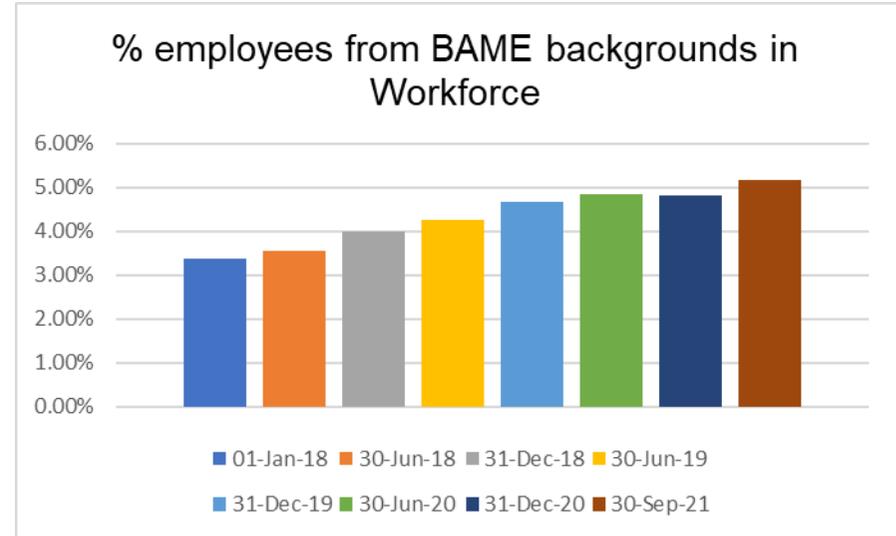
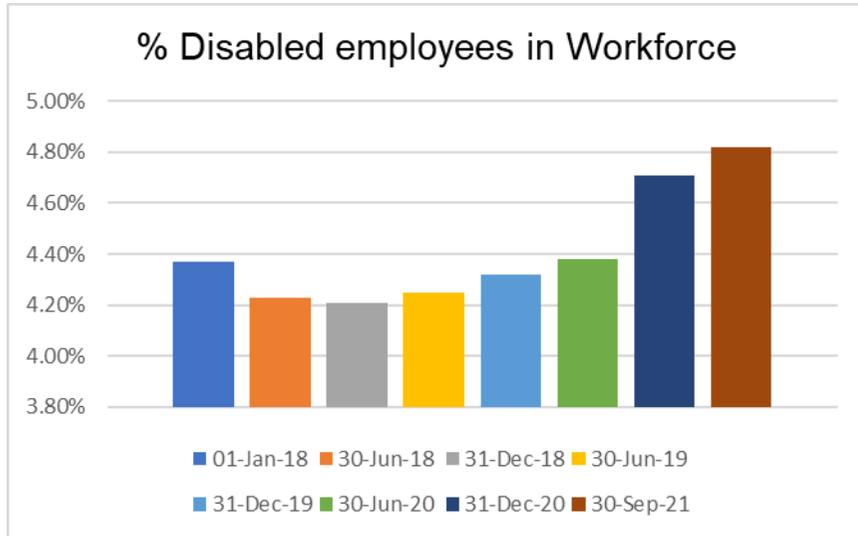
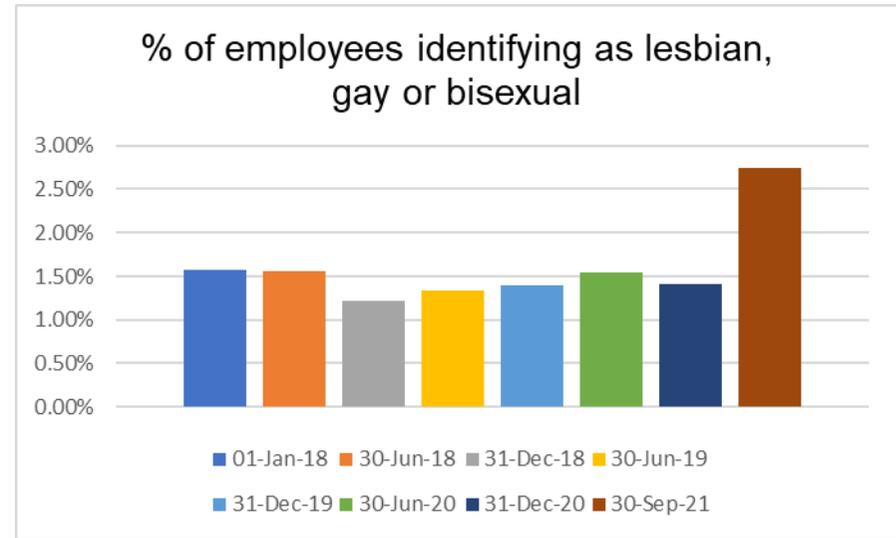
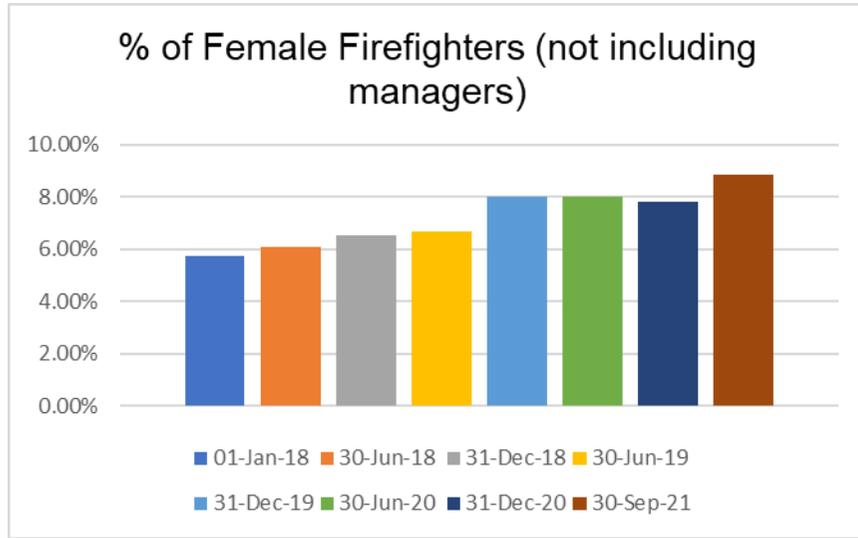
- 1.1 As part of Nottinghamshire Fire and Rescue Service's (NFRS) commitment to promoting equality and diversity, the Human Resources Committee considers updates on the breakdown of the workforce and the work being done to address under-representation by protected characteristic.
- 1.2 This report constitutes a six-month period from 01 April – 30 September 2021. Please note the reporting periods have changed from previous reports to be in line with the financial year.

## 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.

	01 Jan 2018	30 June 2018	31 Dec 2018	30 June 2019	31 Dec 2019	30 June 2020	31 Dec 2020	30 Sept 2021
<b>Total</b>	<b>893</b>	<b>899</b>	<b>902</b>	<b>894</b>	<b>856</b>	<b>845</b>	<b>849</b>	<b>871</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)	8.86% (39 out of 440)
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)	5.17% (45)
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)	2.75% (24)
Disabled	4.37% (39)	4.23% (38)	4.21% (38)	4.25% (38)	4.32% (37)	4.38% (37)	4.71% (40)	4.82% (42)



## GENDER

- 2.2 Women currently constitute 16.76% (146) of the total workforce. Of these, 32.87% (48) women are employed in operational roles (including management roles), which represents 6.92% of operational roles undertaken.
- 2.3 At strategic level, four members of the Strategic Leadership Team are women (40%) – there is currently one vacancy – and eight (42%) hold senior management support roles at Grade 8 and above. Further information of the breakdown of grade by gender can be found at Paragraph 2.7. This reflects a significant proportion of senior management appointments to professional non-operational roles.
- 2.4 However, this is not representative of operational roles at middle and supervisory levels. All Station and Group Managers are currently male and only 3.72% (8) Crew and Watch Manager roles are held by women. This reflects the proportion of women (6.92%) undertaking operational roles who are able to apply for promotion. This can only be addressed through the recruitment of more women at entry firefighter level and is a stated aim within the People Strategy. Positive action measures to attract more women to apply for a career with the Service is undertaken and the figures in the chart at Paragraph 2.1 show a steady increase in successful applicants since 2018.
- 2.5 The Service supports career progression through its Aspiring Leaders and Look Ahead programmes, for those considering a step up to supervisory or middle manager roles, which are open to all employees, and sponsors applications to the local Future Leaders programme for women. This has been successful in seeing 75% of participants moving into higher level roles.
- 2.6 The National Fire Chiefs Council (NFCC) is currently leading a national project to consider how direct entry at Station and Area Manager level might support a career path that does not necessarily require entry level progression. This is an 18-month project, with up to a three year development programme to attain competence and, if adopted, may address some of the issues relating to the lower representation of women in operational management roles.
- 2.7 Within the support workforce there continues to be more women (98) than men employed (79). However, it should be noted that men occupy higher numbers of senior organisational positions (57.89%) than women (42.10%).

	Men	Women	BAME	LGB
Grades 1-4 (plus Apprentice)	25	43	4	4
Grades 5-7	43	47	5	1
Grades 8-SLSM	11	8		

- 2.8 Table A in Appendix A shows the workforce profile by gender.

## ETHNIC ORIGIN

- 2.9 Employees from BAME backgrounds constitute 5.17% (45) of the workforce (excluding employees who defined themselves as Irish and White Other). Of these, 73.33% (33) are employed in operational roles.
- 2.10 To provide some context to these figures, the BAME community in Nottinghamshire is 11.2% based on the 2011 census. This demonstrates that the organisation still faces a challenge to attract and recruit applicants from BAME backgrounds to fire service roles. It should be noted that 42 people have chosen not to define their ethnic origin.
- 2.11 Since April 2021 there has been a slight increase in the number of BAME staff, from 4.84% (41) to 5.17% (45), due to the recent intake of Apprentice Firefighters who have commenced training in April and September. Table B in Appendix A shows the workforce profile by ethnic origin.
- 2.12 It should be noted that On-Call firefighting positions represent 29% of the total employees. However, due to the restrictions of the On-Call application process, which requires that applicants must live/work within a certain distance of the fire station and the local demographics of the fire station locations, lower numbers of ethnic minority applicants are likely to apply for these roles. This is demonstrated in the application rates set out in paragraph 2.34.
- 2.13 There continues to be a low number of employees from BAME backgrounds in operational supervisory roles at 3.72% (8), and there are no middle managers or senior operational managers from BAME backgrounds. This reflects the proportion of BAME employees (5.17%) undertaking operational roles who are able to apply for promotion. This can only be addressed through the recruitment of more BAME applicants at entry Firefighter level and is a stated aim within the People Strategy.
- 2.14 The Service supports career progression through its Aspiring Leaders and Look Ahead programmes for those considering a step up to supervisory or middle manager roles, which are open to all employees, and sponsors applications to the local Future Leaders programme for BAME employees. This has been successful in seeing 75% of participants moving into higher level roles.
- 2.15 The Service continues to undertake positive action, particularly for firefighter roles which traditionally have received low levels of applications from BAME candidates. A report on positive action undertaken as part of the 2020 recruitment campaign was considered by this committee at its meeting on 23<sup>rd</sup> April.
- 2.16 The NFCC Direct Entry project, referred to in paragraph 2.6, may address some of the issues relating to the lower representation of BAME employees in operational management roles.

## **COMMUNITY ENGAGEMENT**

2.17 The Fire Authority has invested in the Service's organisational development and inclusion workstreams via transformation and efficiency funding. In particular, a Community Engagement Manager post has been appointed in January 2021. This role is working to improve engagement with black, Asian and minority ethnic communities across Nottinghamshire, as well as contributing to positive action measures across the Service.

## **DISABILITY**

2.18 The declaration rate of disability is 4.82% (42) of the total workforce.

2.19 The declaration rate amongst support employees is at 9.60% (17) which is in line with the working age population in the UK that is disabled, which is approximately 10%. However, when operational employees are included, this figure reduces to 4.82% of the workforce.

2.20 The reduction relates directly to the fitness, strength and other medical requirements, such as sight and hearing, which ensure that prospective candidates are fit for role. This means that some applicants may not successfully pass medical assessment during the recruitment process. It should be noted that as a workforce gets older potential disability issues are more likely to arise. In this instance, the Service will work to apply reasonable adjustments to the role or to consider redeployment where this is possible.

2.21 Whilst disability declaration rates remain relatively low, the Service continues to raise awareness of disability issues, such as dyslexia and mental health, to support employees to undertake their role and will consider reasonable adjustments wherever possible to allow them to continue in their role.

## **SEXUAL ORIENTATION**

2.22 The number of employees identifying as lesbian, gay or bisexual has doubled to 2.75% (24) of the work force in the review period. This is against an expected national LGB population of 5 - 7% (quoted by Stonewall).

2.23 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 LGB choosing to apply for firefighter roles. This is an encouraging indicator and suggests that the Service's commitment to LGBTQ+ equality is resonating with applicants.

## **AGE**

2.24 Table C of Appendix A sets out the numbers of employees by age and work group. These are grouped in ten-year intervals. The figures show that the largest single group are those people aged between 36 – 45 years old who make up 31.69% (276) of the workforce.

- 2.25 However, if employees aged over 45 are grouped together, this represents 41% (357) of the workforce – of these, 39.8% (176) undertake wholetime roles and 33% (83) undertake On-Call roles. 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, 4.94% (43) 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 Appendix A sets out the numbers of employees by religion/faith. 42.94% (374) of the workforce state that they have no religion and 13.66% (119) chose not to specify. The highest number of employees specify their religion as Christian 40.41% (352).
- 2.23 The Service has been delivering Faith training online to wholetime crews since May which provides an interactive overview of the dynamics and demographics of different religions in Nottinghamshire, this is complemented by religion and belief e-learning which has been developed and is currently being promoted to all staff. Faith podcasts are also being produced to raise levels of understanding of particular religions as a resource for staff to refer back to, to date a podcast on Islam and another on the Sikh faith have been delivered, and future podcasts are planned to raise awareness of other faiths.

## **GENDER IDENTITY**

- 2.24 In July 2018, the Service started to monitor gender identity and gender reassignment. Declaration is voluntary and, to date, 17.33% (151) of employees have provided gender reassignment data and 27.33% (238) have provided gender identity data. As such, figures are too low to provide any meaningful analysis. Work continues to raise awareness of this reporting mechanism and why the Service collects the data in an effort to improve declaration levels and improve support for those employees experiencing gender identity or reassignment issues.

## **RECRUITMENT**

- 2.25 A whole-time recruitment campaign was carried out during 2020 and this resulted in 646 applications. The diversity of candidates included 15% BAME, 12% women and 8% identifying as LGBTQ+. Success rates for these groups were good, with 4 women and 6 people from a BAME background appointed and 5 identifying as LGBTQ+. A report on the recruitment process was considered by this committee in April.

## **STARTERS**

- 2.26 There were 45 starters between 1 April – 30 September 2021.

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

- 17.78% (8) were female and 82.22% (37) were male.
- The majority of appointments were to Wholetime posts 60% (27), 18% (8) were to On-call posts and 22% (10) were to Support Staff posts.
- 68.89% (31) of appointees defined their ethnic origin as White British, 13.3%% (6) of appointees were from a BAME background, 17.8% (8) preferred not to declare their ethnic background.
- The majority of new starters 44.44% (20) were in the age range 26 - 35.

## LEAVERS

2.27 There were 42 leavers between 1<sup>st</sup> April – 31 September 2021.

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

- 19.05% (8) were female and 80.95% (34) were male. This is fairly representative of the workforce profile. Whilst slightly more women than men left the service (5.5% compared to 4.7%) this is likely to be due the higher turnover in support roles during the period.
- 54.76% (23) defined their ethnic origin as White British, 4.76% (2) described their ethnic origin as White Other and 40.48% (17) preferred not to disclose their ethnic origin.
- The majority of leavers 71.43% (30) were over 46 years old.

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

## SUPPORT STAFF RECRUITMENT

2.29 Between 1 April – 30 September 2021 the Service received 113 applicants in total for 13 vacancies. It should be noted that 7 of these vacancies were not filled within the review period. The breakdown of applicants, those shortlisted for interview and appointed was as follows:

	Female	Male	BAME	Disabled	LGBT
Applicants	41	72	27	11	9
Shortlisted	10	30	5	5	4
Appointed	3	3	0	3	3

2.30 The highest number of applications 35.40% (40) were from applicants within the age range of 26 - 35.

2.31 To extend the range of recruitment adverts for vacancies the Service utilises social media messaging, national and local recruitment platforms and shares vacancy information with organisations representing under-represented groups to try to increase the diversity of applicants, wherever possible.

2.32 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. All applicants are interviewed and appointed according to merit.

## **ON-CALL RECRUITMENT**

- 2.33 The Service received 58 applications for the recruitment campaign for On-Call firefighters.
- 2.34 Of the 58 applicants, 13.79% (8) of applicants were female, one of whom was shortlisted for interview (11.11%) but was unsuccessful. One application was received from a BAME applicant, but they were not successful at interview. The Service will be investing further in On-Call positive action to address the low levels of diversity entering the on-call workforce.
- 2.35 However, as set out in Paragraph 2.12, applications are restricted to a specific location due to the nature of the On-Call system, and this can adversely impact upon the number of applications from BAME candidates.

## **CONCLUSION**

- 2.36 The above data represents some gradual improvements in the diversity of the Service's workforce and show that the workforce profile is becoming more representative of the local population in terms of employees from BAME backgrounds. The Service currently has a BAME workforce representation of 5.17% which is below the census BAME population figures for Nottinghamshire of 11.2%.
- 2.37 Women represent 16.8% of the NFRS workforce, this accounts for 7.8% of the operational workforce and 55.4% of those undertaking non-operational support roles. Achieving an increase in women undertaking operational roles is an objective within the People Strategy.
- 2.38 The Service is in the process of planning its next Wholetime recruitment campaign due to take place early in 2022 and will be using a range of positive action measures from the 2020 campaign as part of its recruitment strategy to encourage more applications from both women and BAME candidates.
- 2.39 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 opportunities provided by NFRS to encourage a more diverse range of employees to engage in career development. The Service has recently launched a Women's Network, which works with the national Women in the Fire Service group to promote support for all women and address equality issues.
- 2.40 In terms of declaration levels, 'Not Stated' or 'Prefer not to Say' remain an area in need of improvement in religion/belief (12.74%) and sexual orientation (12.28%), although a reduction in levels of 'prefer not to say' has been achieved over recent years. This is important and it demonstrates confidence

within the workforce to share this personal information. 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 there is still an under-representation of women in operational roles, and of employees from BAME backgrounds or who define themselves as LGBTQ+, or who declare a disability across the workforce.
- 4.2 Whilst measures have been put in place to address the issues leading to 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 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 partnership 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**

**TABLE A**  
**Workforce by Gender**

Gender	Wholetime	On-call	Support	Total	%
Male	408	238	79	<b>725</b>	<b>83.23%</b>
Female	34	14	98	<b>146</b>	<b>16.76%</b>
<b>Total</b>	<b>442</b>	<b>252</b>	<b>177</b>	<b>871</b>	

**TABLE B**  
**Workforce by Ethnic Origin**

Ethnic Origin	Wholetime	On-Call	Support	Total	%
<b>BAME</b>	26	7	12	<b>45</b>	<b>5.17%</b>
<b>Not declared</b>	24	8	10	<b>42</b>	<b>4.82%</b>
<b>White British</b>	371	224	148	<b>743</b>	<b>85.30</b>
<b>White Irish / White Other</b>	21	13	7	<b>41</b>	<b>4.71%</b>
<b>Total</b>	<b>442</b>	<b>252</b>	<b>177</b>	<b>871</b>	

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**

	Wholetime	On-call	Support	Total	%
<b>16-25</b>	9	16	18	<b>43</b>	<b>4.94%</b>
<b>26-35</b>	95	80	20	<b>194</b>	<b>22.27%</b>
<b>36-45</b>	162	73	41	<b>276</b>	<b>31.69%</b>
<b>46-55</b>	153	62	49	<b>264</b>	<b>30.31%</b>
<b>56-65</b>	23	21	46	<b>90</b>	<b>10.33%</b>
<b>+65</b>			3	<b>3</b>	<b>0.34%</b>
<b>Total</b>	<b>442</b>	<b>252</b>	<b>177</b>	<b>871</b>	

**TABLE D**  
**Workforce by Religious Belief**

Religion	Total Number	% Total
Any other Religion	4	0.46%
Buddhist	4	0.46%
Christian (all denominations)	352	40.41%
Hindu	2	0.23%
Muslim	3	0.34%
No Religion	374	42.94%
Not Specified	119	13.66%
Other	9	1.03%
Sikh	4	0.46
<b>Total</b>	<b>871</b>	

**TABLE E**  
**Starters by Gender and Ethnic Origin**

	Wholetime	On-call	Support	Total	%
<b>Female</b>	5		3	8	17.78%
<b>Male</b>	22	8	7	37	82.22%
<b>Total</b>	<b>27</b>	<b>8</b>	<b>10</b>	<b>45</b>	
<b>BAME</b>	6			6	13.3%
<b>Not disclosed</b>	6	1	3	10	17.8%
<b>White British</b>	17	7	7	31	68.89%
	<b>27</b>	<b>8</b>	<b>10</b>	<b>45</b>	
<b>Age</b>					
<b>17-25</b>	7	2	3	12	26.67%
<b>26-35</b>	16	3	1	20	44.44%
<b>36-45</b>	4	3	4	11	24.44%
<b>46+</b>			2	2	4.44%
<b>Total</b>	<b>27</b>	<b>8</b>	<b>10</b>	<b>45</b>	
<b>Bisexual</b>	4			4	8.89%
<b>Declined to specify</b>	3		1	4	8.89%
<b>Gay/lesbian</b>	2		3	5	11.11%
<b>Straight/Heterosexual</b>	18	8	6	32	71.11%
<b>Total</b>	<b>27</b>	<b>8</b>	<b>10</b>	<b>45</b>	

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>By Gender</b>					
Female	3	1	4	<b>8</b>	<b>17.7%</b>
Male	13	12	12	<b>37</b>	<b>82.2%</b>
<b>Total</b>	<b>16</b>	<b>13</b>	<b>16</b>	<b>45</b>	
<b>By ethnic origin</b>					
White British	11	11	1	<b>23</b>	<b>54.76%</b>
White Irish/ White Other	2			<b>2</b>	<b>4.76%</b>
Not disclosed	3	2	12	<b>17</b>	<b>40.48%</b>
<b>By Age</b>					
<25	1			<b>1</b>	<b>2.38%</b>
26-35	3		3	<b>6</b>	<b>14.29%</b>
36-45	5			<b>5</b>	<b>11.90%</b>
46+	7	13	10	<b>30</b>	<b>71.43%</b>
<b>By sexual orientation</b>					
Straight heterosexual	2	1	12	<b>15</b>	<b>32.51%</b>
LGB	13	12	1	<b>26</b>	<b>61.90%</b>
Prefer not to specify	1			<b>1</b>	<b>2.38%</b>
	<b>16</b>	<b>13</b>	<b>13</b>	<b>45</b>	

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



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

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

# **EQUAL PAY AUDIT**

Report of the Chief Fire Officer

**Date:** 05 November 2021

**Purpose of Report:**

To provide Members with the findings of the Equal Pay Audit, gender pay gap reporting and ethnicity pay gap information.

**Recommendations:**

That Members note the content of the report

## **CONTACT OFFICER**

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## 1. BACKGROUND

- 1.1 The Service has recently undertaken its annual Equal Pay Audit 2020-21, demonstrating commitment to promote equality and address pay disparities across the organisation.
- 1.2 Further to this, the Service has, in line with the Gender Pay Gap Regulations, otherwise known as the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, undertaken a review of its Gender Pay Gap. The government introduced the duty on employers with 250+ employees to calculate and publish six specific measures in relation to the pay gap between men and women in their organisation in 2017.
- 1.3 Pay data is collected on a specific pay date – 31 March 2021 – and must be published on the national register by 31 March 2022.
- 1.4 The Service has also recently been approached by Nottingham City Council to participate in collective pay gap reporting to promote pay transparency. This work is also highlighted.

## 2. REPORT

### EQUAL PAY AUDIT

- 2.1 In April 2021, the Service engaged consultants to undertake an Equal Pay Audit (EPA) of its current pay systems and practice. The purpose of the audit is to identify any areas of equal pay concern and make recommendations in order to correct any inequality that is found.
- 2.2 The EPA is conducted in two parts. The first part includes all support staff at the Fire and Rescue Service covered by the National Joint Council for Local Government Services (NJC LGS) and the second part includes all Wholetime and On-Call Firefighters.
- 2.3 The Equal Pay Act covers the protected characteristics of gender, ethnicity, and sexual orientation. The key findings and recommendations of the audit are as follows.

Concerning the pay arrangements for Uniformed Firefighters:

- There are no average base pay differences between men and women that exceed the Equality & Human Rights Commissions' threshold of +/- 5%;
- There are only three instances of unequal pay under the analysis of sexual orientation. All are lower. All instances are satisfactorily explained by the normal operation of the pay structure;

- There were three instances under the analysis of race. All instances are satisfactorily explained by the normal operation of the pay structure.

Concerning the pay arrangements for Support Staff:

- The job evaluation scheme and method of operation should provide the FRS with a reliable and robust means of determining the relative worth of jobs within the organisation. Continue to use the NJC JES and method of operation;
- The design of the pay structure and method of pay progression meets current legislation and best practice. Continue to use the pay structure;
- There are no average base pay differences between men and women that exceed the Equality & Human Rights Commissions' threshold of +/- 5%;
- There are only two instances of unequal pay under the analysis of sexual orientation. One is higher and the other lower – there is no pattern. Both instances are satisfactorily explained;
- There were four 'red' and seven 'amber' instances under the analysis of race. All are satisfactorily explained by length of service.

2.4 In summary, no significant issues were evident within the audit. The Service's pay arrangements work in the way they are intended. It should be noted that the Equal Pay Audit and Pay Gap reporting measure different things.

## **GENDER PAY GAP**

2.5 The Service has completed a Gender Pay Gap report.

The six specific measures collated are:

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

2.6 The outcomes from the audit are a mean hourly pay gap of 15.3%, and a median gender pay gap of 8.2%. This compares with a mean of 18.29% and a median average of 9.8% for 2019-20 – a reduction in both average and median pay between male and female employees i.e. the pay gap has reduced during 2020-21. Differences in hourly pay are set out in the table below:

	Female	Male	Grand Total	% Difference
<b>On-Call</b>	41.54	32.94	33.47	20.71
<b>Dual</b>	16.71	18.02	17.96	7.25
<b>Support</b>	16.15	17.62	16.79	8.31
<b>Wholetime</b>	16.4	17.47	17.39	6.14
<b>Grand Total</b>	18.06	21.31	20.72	15.25

- 2.7 It can be seen that for all work groups, with the exception of On-Call, average male pay is higher than average female pay. It should be noted that On-Call pay represents a 12-week average. This may therefore reflect a short-term increase during the reference period rather than a long-term pattern of higher hourly pay.
- 2.8 It should be noted that the pay gap between men and women does not indicate a disparity in hourly rate for the same job, which is the same for male and female employees, but rather reflects the gender balance within the workforce (83.9% male) and the proportion of male employees in higher graded operational and managerial roles.
- 2.9 To provide some context to the figures: the public-sector average rate is 14.5% and the median 15.8%. The private-sector average rate is 22.1% and the median 18.1%. The Service is therefore above the public sector average and significantly below the median figure, and below the private sector and median figures. These figures reflect figures for 2019-20.
- 2.10 Overall, the Service is below the national average rate of 15.5%. In terms of reducing the gender pay gap, the Service already has in place policies and pay structures that are reflective of best practice outlined in guidance documents. However, the lack of women in operational supervisory and senior management roles is a perennial issue and work continues to encourage more women to apply for higher graded roles. The gender pay gap will only be closed by appointing more women to supervisory and managerial roles, and this requires more women to apply at entry level to Wholetime and On-Call roles.
- 2.11 The focus of actions to improve upon the gender pay gap are:
- Undertake positive action to encourage more women to apply for Wholetime and On-Call Firefighter roles;
  - Identify the reasons why more female fire-fighters do not apply for promotion and address any barriers/concerns;
  - Engage with the NFCC Direct Entry workstream;
  - Be pro-active in identifying those with the potential to progress to more senior roles and provide support and development;

- Review any barriers for women to be appointed to senior roles across all work groups
- Review the requirements of the On-Call duty system to make it more attractive to female applicants
- Provide opportunities for women to gain experience in higher level roles through temporary appointments, involvement in projects, development roles;
- A mentoring scheme to be introduced to enable women in leadership roles within the service to provide advice to women who are interested in future development – mentoring and reverse mentoring is a part of this and should be extended to all female employees over time
- Any additional flexible working arrangements that can be put in place, such as agile working.
- Maintain engagement with the Nottingham City Future Leaders programme and encourage women to apply

## **ETHNICITY PAY GAP REPORTING**

- 2.12 The Service has recently been approached by Nottingham City Council to participate in collective pay gap reporting to promote transparency and commitment across the public sector locally. As a result of this approach the Service is publishing information regarding the Ethnicity Pay Gap including the work being undertaken to reduce disparities and plans for the future. This can be found in Appendix A. The Service is currently considering signing up to the Race at Work Charter following this work.
- 2.13 Analysis has shown an average pay gap of 6% and a median pay gap of 0%. Please note that these figures do not take into account On-Call pay rates.
- 2.14 It should be noted that the pay gap between white and BAME employees does not indicate a disparity in hourly rate for the same job, which is the same, but rather reflects the ethnic balance within the workforce (5.17% BME employees) and the lower proportion of BME employees in higher graded operational and managerial roles.
- 2.15 There are currently no national comparators for pay gap data based on ethnicity.

## **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

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

Human resources implications are addressed throughout the report.

## **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 working practices and positive action.

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

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

## **7. LEGAL IMPLICATIONS**

- 7.1 The Gender Pay Gap Regulations, otherwise known as the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 came into force in the UK in April 2017. The regulations require all private and voluntary-sector employers with 250 or more employees to publish data on their gender pay gap.
- 7.2 Employers that fail to report by statutory reporting deadline, or report inaccurate data, will be in breach of the regulations and risk facing enforcement from the Equality and Human Rights Commission (EHRC), leading to court orders and fines.
- 7.3 In addition to the statutory requirement to publish gender pay gap data, the case for ensuring that pay systems are not intrinsically gender biased is important to defend any claim for equal pay brought under the Equality Act, which includes work of equal value.

## **8. RISK MANAGEMENT IMPLICATIONS**

It is important to ensure that pay and progression processes are fair and robust in order to defend potential equal pay claims of gender or race bias. However, notwithstanding this, the Service is committed to promote equality in all its employment policy and practice and, by undertaking regular pay audits, the Service is able to review and address any disparity in pay systems.

## **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report.

## **10. RECOMMENDATIONS**

That Members note the content of the report.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

## ETHNICITY PAY GAP SUMMARY



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
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Nottinghamshire Fire and Rescue Service is committed to equal pay, and we work hard to ensure that we address under-representation across our workforce. We do this through positive action initiatives for recruitment campaigns, but we also develop our existing employees and managers through initiatives like the Future Leaders of Nottingham programme. Black, Asian and Minority Ethnic (BAME) employees currently represent 5.17% of the workforce. Please note, this does not include those categorised as White Other.

The figures are as follows<sup>1</sup>.

Mean White pay (includes White Other, white British and white Irish) £17.55 per hour

Mean BAME pay £16.50 per hour

Median White pay £15.77 per hour

Median BAME pay £15.77 per hour

Therefore, the **mean** gap is £1.05 per hour (6.0%) and the **median** gap is £0 (0.0%)

It should be noted that the mean pay gap does not indicate a disparity in hourly rate paid to BAME and White employees doing the same job, which is the same, but rather reflects the diversity of the workforce in terms of ethnic background and the lower proportion of BAME employees in higher graded operational and managerial roles.

### What we are doing

- Regular positive action initiatives working with community organisations to promote employment opportunities and encourage applications from BAME candidates.
- Partnership with Radio Dawn to promote fire safety in homes and businesses and careers in the Fire and Rescue Service.
- BAME employee forum established in 2020.
- Community Engagement Plan developed to improve engagement with BAME communities in Nottingham and Nottinghamshire.
- Annual celebration of Black History Month.
- Training our staff – not just in EDI generally but new faith training, e-learning and podcasts to improve understanding and development.

<sup>1</sup> The data does not include On-Call Firefighter earnings due to the variability of the earnings in-role.

- Reverse Mentoring pairing employees with members of our Strategic Leadership Team to share and learn about experiences regarding background and identity.

#### What we will do next

- Improve the diversity of our chaplaincy.
- Launch our EDI Plan.
- Work harder to identify and develop talent – encourage under-represented groups and BAME employees to step forward for promotion.
- Improve the representation of our recruitment panels.

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

# AGILE WORKING

Report of the Chief Fire Officer

**Date:** 05 November 2021

**Purpose of Report:**

To set out proposals for implementing agile working arrangements for Service employees.

**Recommendations:**

That Members support the Service's approach to implementing Agile Working arrangements.

## CONTACT OFFICER

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## **1. BACKGROUND**

- 1.1 The People Strategy 2020-22 set out an objective to “Develop different working models to create more agile and flexible ways of working”. This aim is aligned to the need to provide a modern workplace which has the agility to change established ways of working for the benefit of improving service delivery, to use the opportunities provided by advances in technology, and to support the well-being of service employees. It also acknowledged the role of more agile working arrangements as part of an effective transition to sharing a Joint Headquarters with the Nottinghamshire Police.
- 1.2 The changes to workplace practices during the last eighteen months, due to Covid restrictions, has brought a change to the traditional concept of office working. The majority of private and public sector organisations are now reviewing their need to require employees to work solely from an office base in recognition of the benefits this can bring. Benefits which include greater productivity, cost savings, reducing commuting and carbon emissions and enhancing work-life balance for their workforce.
- 1.3 There is an increasing expectation from employees that they should be able to work more flexibly and, in an increasingly competitive recruitment market, this is likely to influence retention and recruitment decisions.
- 1.4 During the Covid period, the majority of those undertaking support roles have been able to work from home or other bases due to the development of technologies which allow them to work “as though” they were in the office. The advent of Team and Zoom meetings and messaging has allowed employees to effectively engage with each other, partners and service users and mobile technology has facilitated secure access to all key IT systems remotely. This ability to adapt our way of working has been one of the key lessons learned from this period.

## **2. REPORT**

- 2.1 In reviewing the potential for working in a more agile way, consideration was given to four key options: (i) maintaining the existing office-based approach; (ii) employees predominantly working from home unless required to attend the workplace; (iii) “hot desking” whereby employees book a desk or meeting room when it is needed and work peripatetically across the NFRS estate (iv) a hybrid model whereby all of the above options are available to managers depending on the role undertaken and potential impact on service delivery.
- 2.2 As part of consideration of the various options, the Service has undertaken a review of the benefits and challenges of adopting a more agile approach, drawing from subject matter experts from ICT, Health and Safety, data governance, human resources and finance and has developed detailed guidance for managers and employees.

- 2.3 Employee and manager surveys were also undertaken to establish views on whether agile working arrangements during the pandemic had worked well and whether such arrangements should be extended. The surveys established that the principle of agile working was supported, with benefits, including: increased productivity, better work-life balance, reduced stress, a positive impact on morale and job satisfaction, and effective team working. Ninety percent of employee respondents reporting that agile working was more likely to make NFRS an employer of choice and make staff feel more committed and engaged.
- 2.4 Both managers and employees supported an approach which balanced working from an office base with flexibility to work from other locations for part of the working week. This is referred to as hybrid working.
- 2.5 In summary, the benefits of adopting a more agile working approach are summarised as:
- Improved efficiency and performance leading to better and more responsive services;
  - More efficient use of premises and resources;
  - Better time management;
  - Effective use of technology;
  - Enhanced recruitment and retention – employer of choice;
  - Supporting a reduction in carbon emissions by reducing commuting;
  - Improved health and wellbeing - allowing some flexibility about when and how people work can have a positive impact on mental well-being, and reduce sickness absence;
  - Maintenance of business continuity;
  - As a reasonable adjustment, to support disabled employees to enter or remain in employment where this would otherwise be difficult.
- 2.6 Introducing a more agile way of working will also present challenges around maintaining service delivery and customer support, performance monitoring, effective team working, complying with health and safety regulations, maintaining employee well-being, employee development, data security and cost. When considering an agile working arrangement, these are areas that managers will need to address before agreeing to a change in working practice and ensure ongoing monitoring is in place.
- 2.7 Having considered the benefits, challenges and requirement to work in a more agile way, the preferred option is to continue to work from an office base for the majority of NFRS employees who are employed in professional and support roles, or uniformed employees who are part of the non-ridership establishment, but to offer flexibility where this would achieve the benefits set out in paragraph 2.5 as part of a hybrid approach.
- 2.8 Not all roles will be suitable for an agile working approach, this will depend upon the nature of the role. Therefore, agreement to agile work arrangements would be at the discretion of the line manager and would not be a contractual right or expectation on employees. Managers will review roles within their teams to identify those which may be open to working in a more agile way.

- 2.9 It should be stressed that working in an agile way is not designed to offer an alternative to planned childcare or dependent care arrangements or to undertake secondary employment or self-employment. Employees must arrange their working time as if they are working at their normal office base and be available to attend at the office when required.
- 2.10 It is recommended that office-based employees would work a minimum of three days per week (pro rata for part-time employees) at their work base, although this may vary for a specific reason agreed with the line manager, for instance to meet a particular deadline or provide flexibility for the team or individual. However, this should not impact upon effective working arrangements, particularly where a presence in the workplace is important to meet customer requirements or supports team working and delivery of Service priorities.
- 2.11 As part of agile working arrangements, home working will be considered in specific instances. As this is a permanent contractual change, where a contractual home working is requested by the employee or required by the Service, this will require a business case to be agreed at Head of Department level and must meet defined criteria to ensure that service delivery will not be adversely impacted.
- 2.12 An Agile Working Policy and detailed procedure have been drafted which set out the considerations to be addressed, criteria to be met and process to be followed before implementing agile working arrangements. The draft policy is attached as Appendix A to this report. The policy will be subject to consultation with the representative bodies.
- 2.13 Whilst the flexibility offered by agile working arrangements set out within the report relates primarily to where an employee undertakes their role, the principle of agile working has many different aspects and can act as a catalyst to improve working practice. For instance, re-engineering work processes to make them more efficient, enhancing ICT systems solutions with the aim of improving effectiveness, delivering better and more responsive services and enhancing the working environment for employees. These objectives are set out within the new Community Risk Management Plan.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There may be costs associated with implementing a home working arrangement which may arise due to the provision of office furniture (desk/chairs) or equipment to comply with Health and Safety regulations or to provide reasonable adjustments and this will be built into existing budgets. A Home Working payment of £312 per year may be payable to contribute to utility costs in line with HMRC home working allowances. This cost will be built into the non-uniformed salary budget.
- 3.2 The implementation of the digital strategy has already seen the replacement of desk-top computers with more mobile devices such as laptops and surfaces. There may need to be an increase in the provision of mobile devices to facilitate

agile working arrangements, and these will be built into the existing ICT equipment budget.

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

Human Resources implications are set out within the report. There will be implications in terms of employee engagement, consultation, and potential changes to contractual terms, which will be managed within existing resources.

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

An initial equality impact assessment has been undertaken and is attached at Appendix A. This indicates that any impacts are likely to be positive or neutral in terms of protected characteristics.

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

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

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

The Service will need to exercise a duty of care to employees who work from home, whether permanently or as a hybrid arrangement, in terms of compliance with health and safety regulations and in terms of employee well-being.

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

There is a risk attached to not offering choice through agile working arrangements in terms of employee morale, recruitment, and retention.

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

There are no collaboration implications arising from this report.

#### **10. RECOMMENDATIONS**

That Members support the Service's approach to implementing Agile Working arrangements.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**



# Title: Agile Working Policy

## Document: POL 2220

### Scope

NFRS staff eligible to be considered for agile working.

### Summary

The purpose of this policy is to set out the Service's agile working arrangements for office-based employees.

<b>Security classification</b>		Official	
<b>Author</b>		HR Policy & Project Officer	
<b>Department</b>		POD	
<b>Approved by</b>		Head of People and Organisational Development	
<b>Assessments done</b>		EIA –	
<b>Version</b>	<b>Date</b>	<b>Modified by</b>	<b>Changes</b>
1.0	Oct 2021		New policy.

# Contents

1.	<b>Key information</b>	1	Definitions
2.	<b>Primary information</b>	2	General Principles Hybrid working Hot desking Home working General conditions <ul style="list-style-type: none"> <li>➤ Personal Health &amp; Safety</li> <li>➤ NFRS equipment</li> <li>➤ Data Security</li> <li>➤ Reasonable adjustments</li> </ul>
3.	<b>Support information</b>	3	Related documents
4.	<b>Appendices</b>	4	Appendix 3 Initial EIA Assessment

## Information Delivery System (IDS)

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

Section	Colour	Purpose
Key		Is critical 'need to know' information and can consequently be found at the front of the document.
Primary		Is information that supports and elaborates on key

		information but is not immediately critical in nature.
Support		Is background information that further underpins the previous sections.
Appendices		Is relevant information such as process maps, tick lists, flowcharts, and templates etc.

## Key information

### 1. Definitions

- 1.1 “Agile Working” - is a concept which supports a more flexible approach to the way that people perform their roles with a focus on People, Place and Technology. A modern workspace is no longer the place that you go, it is what you do and how you do it. The traditional office-based model assumes that employees need to work from a single work base to be productive, but the progress of information technology has challenged this idea and has revolutionised many of the traditional aspects of work and the workplace. It is now common for information to be shared and stored electronically, which makes processes, communication and information sharing far more accessible.
- 1.2 Agile working has many different aspects - from re-engineering work processes to make them more efficient, introducing ICT solutions to make data readily available and replacing previous manual tasks, to reviewing when and how people work – with the aim of improving effectiveness, delivering better and more responsive services and enhancing the working environment for employees. An agile working approach supports the objectives of the People Strategy, Well Being Strategy and Digital Strategy.
- 1.3 “Hybrid working” – is a concept which combines office-based working with some flexibility to work from other sites, including from home, and brings together different aspect of agile working. NFRS has adopted a hybrid working model as part of its agile working provisions. The details are set out later in the policy. Please note that this is different to the Flexible Working Policy ([link](#)) which covers request for permanent requests to changes in hours or work location.
- 1.4 Hybrid working will not require a contractual change, but are simply working arrangements agreed between the manager and employee which may entail a combination of working from the normal office base, the facility to occasionally work from home or other work base (i.e. other NFRS locations) or within partner organisations, where this is mutually beneficial.
- 1.5 “Hot-desking” – this happens when an employee doesn’t have a permanent work space but uses an available desk at a work location when they require it.

- 1.6 “Home Working” – this is a contractual arrangement whereby an employee undertakes the majority of their work at home.
- 1.7 “Work-station” – will include a desk, adjustable chair and IT connections to the NFRS network at an NFRS office base.
- 1.8 “Reasonable adjustment” – arising from a DSE assessment or recommendation from Occupational Health to provide an adjustment to the work-station due to a disability or medical issue which may be temporary or permanent in nature.

## Primary information

### 2 General Principles

- 2.4 Working from an office base will remain the norm for the majority of NFRS employees who are employed in professional and support roles, or uniformed employees who are part of the non-ridership establishment.
- 2.5 There are many advantages to working from an office base as part of a team including ready access to colleagues and managers, informal communication and pooling of ideas, on-the-job learning and the development of effective working relationships between teams. Agile working should enhance these arrangements and lead to:
  - Better, more responsive services.
  - Improved efficiency and performance
  - More efficient use of premises and resources
  - Better time management
  - Effective use of technology.
  - Enhanced recruitment and retention
  - Supporting a reduction in carbon emissions by reducing commuting
  - Improved health and wellbeing
  - Maintenance of business continuity
  - As a reasonable adjustment, to support disabled employees to enter or remain in employment where this would otherwise be difficult.

- 2.6 Not all roles will be suitable for an agile working approach, this will depend upon the nature of the role. Therefore, agreement to alternative work arrangements is at the discretion of the line manager and is not a contractual right. Managers will review roles within their teams to identify those which may be open to working in a more agile way.
- 2.7 For employees who are new to NFRS, a period of office-based working is essential to ensure that they can familiarise themselves with the Service, systems, culture and meet colleagues and partners. This initial induction period may be different for different roles but should align with the probationary period. This may also be the case for those returning after an extended period of absence, or where performance concerns have been identified so that support and supervision can be provided.
- 2.8 In order to ensure that an agile working approach is effective, and meets criteria around health and safety, data protection and ICT connectivity requirements, the Service has produced guidance documents for managers to support their decision-making and ensure consistency of approach and can be found as appendices to the Agile Working Procedure. If these criteria are not met, then an agile working approach is likely to be unsuitable.
- 2.9 It should be stressed that working in an agile way is not designed to offer an alternative to planned childcare or dependent care arrangements or to undertake secondary employment or self-employment. Employees must arrange their working time as if they are working at their normal office base and be available to attend at the office if required.
- 2.10 When considering whether agile working is appropriate to specific roles, managers should consider whether the role is:
- Fixed desk – the employee requires their own dedicated work space and need to be physically available to perform the role effectively. This might apply to front-facing and some support roles. Agile working is not likely to be appropriate for this work style. For employees who require significant workplace adjustments, a fixed desk location is likely to be more suitable.
  - Fixed location – the employee is required to work in a particular office or team environment to perform their role effectively, but part of their role can be undertaken from another location with access to the appropriate technology. This work style may be open to hybrid working arrangements.

- Multi-site – the employee works from other work sites as well as their primary office base. They are fully mobile and have the technology to support multi-site working. This work style is open to hybrid working arrangements.
- Peripatetic – the employee does not need a primary work base to undertake their role. They may work with partners and undertaken external visits and meetings as part of the normal working week. They are fully mobile and have the technology to support off-site working. This work style is open to hot-desking.

2.11 The main issues that manager will need to consider in agreeing agile working arrangements are:

- Effective team working – any arrangements should not impact upon the maintenance of a team working ethos
- Customer support – access for both internal and external service users is maintained and not diminished by agile working arrangements
- Performance – ensuring that individuals and team performance is maintained and ideally enhanced by agile working methods
- Communication – managers will need to ensure that team and personal communication channels are effective
- Health, safety and welfare – ensuring that the working environment complies with regulations and support employee’s well-being
- ICT links and equipment are effective
- Data security is maintained.
- Any costs – this includes any specialist equipment, furniture or travel

2.12 Whilst agreeing agile working arrangements is not intended to be onerous, there are conditions which will need to be met:

- The employee has a work environment that meets DSE requirements and does not adversely impact upon their health. This may mean that an assessment of the workspace is undertaken with the line manager – this will be a pre-requisite for home-working;
- ICT connectivity is assured through reliable broadband connections – this will be at the employee’s expense.

- The work environment is conducive to effective working i.e. the employee is able to undertake all aspects of their job role, and they are not subject to interruptions or distractions during working hours.
- The employee is contactable during normal working hours
- The employee attends the office at short notice, if required, at the request of their line manager. This may include on days when it has been agreed that they may work from another work location. For those with contracted home working arrangements, reasonable notice will be given of this requirement.

2.13 Within the conditions set out above, there will be some flexibility for the employee to arrange their working hours outside of normal office hours where this is preferred and does not impact upon effective working. For those employees contracted to flexitime arrangements, they will be required to work their contractual working hours and to manage their credit and debit hours so that they have no more than 12 credit hours or 4 debit hours per accounting period. (Please note arrangements for flexitime working are different for home working contracts).

2.14 It is important in maintaining employee well-being to balance working and home life where the agile working arrangements apply. Employees should factor in breaks during their working day, including lunch breaks, and take time away from a screen wherever possible, and should not work excessive hours.

### **Hybrid Working**

2.15 Employees who normally work from an office base can request an agile working arrangement. The Agile Working Procedure sets out the process to be followed. This should be discussed with the relevant line manager, who will take into account the work style most appropriate to the role (see Paragraph 2.10). Arrangements will be considered on an individual basis, taking into account the reason for the request and must meet the requirements set out under Paragraphs 2.11 and 2.12.

2.16 Any arrangement must not adversely impact upon service delivery, productivity or team working.

2.17 In a normal working week, at least three days should be worked from the normal work base. It is accepted that, on an ad-hoc basis, this may vary for a specific reason agreed with the line manager i.e. to meet a particular deadline or provide flexibility for the team or individual. However, this should not impact upon effective working arrangements, particularly where a presence in the workplace is important to meet customer requirements or supports team working.

- 2.18 Please refer to the attached Agile Working Procedure for more detailed information about conditions which apply to an agreement to undertake a hybrid working arrangement.
- 2.19 Employees who work in this way, will need to accept that desk sharing arrangements will apply if they do not require a permanent work space and should work positively to ensure that they operate a “clear desk” approach to accommodate the best use of office accommodation for themselves and others.
- 2.20 Managers must complete the agile working assessment, which is attached as an appendix to the Agile Working Procedure, and return it to the HR department to be retained with the employee’s personal record.
- 2.21 The arrangement should be reviewed on a regular basis to ensure that there are no adverse impacts for either the Service or employee.

### **Hot Desking**

- 2.22 Teams will manage their own workspace within the office, which may entail the sharing of work-stations when employees do not require a fixed work location, work in an agile way or do not work from the office base on a full time basis.
- 2.23 Where the employee is required to work from a fixed work base on a full or part time basis, they will be allocated a permanent work-station. However, this may be used by others when they are not in the office.
- 2.24 However, there may be roles which do not require access to a work-station on a regular basis. These will generally be roles which are peripatetic in nature i.e. move between work sites as a normal part of the working week.
- 2.25 All desk space will have access to the NFRS network. A suitable adjustable chair and monitor will be provided. The standard set-up will not include a computer, mouse, keyboard or AV connector or docking block, which will need to be provided.
- 2.26 The allocation of mobile computing device (laptop or surface), mouse, keyboard, docking block and AV connector will be in line with ICT procedures for mobile working.
- 2.24 Employees who require a desk space at an NFRS work location will arrange this, in advance, with the relevant manager at the location they wish to work

from. If they need to work from Headquarters, this will normally be within the office space allocated to their home department.

## Home Working

2.25 This is a contractual arrangement whereby an employee uses their home as their permanent work base and therefore will only be suitable in very limited circumstances, which may include (but are not restricted to):

- An adjustment to enable a person with a disability to access or continue their employment with NFRS and where accessing the workplace on a regular basis is difficult
- As a recruitment aid where the skills and knowledge required are critical to the effective functioning of the Service and are in short supply i.e. the Service has received few suitable applicants through an open selection process and home working would result in a successful appointment
- As a retention aid whereby the skills and knowledge held by an employee are critical to the effective functioning of the Service.
- A personal or medical reason which prevents an employee from working from an office base on a permanent basis. In this instance, alternatives should be fully considered i.e. hybrid working arrangements or other welfare support, before a permanent contractual change is agreed

**2.26 In all cases, the manager must follow the Home Working Guidance to assess the suitability of the role for home working. This can be found as an appendix to the Agile Working Procedure.**

2.27 Home working arrangements should initially be established on a trial basis to ensure that it is suitable for both the Service and the employee. It is recommended that this is three months initially, which can be extended to six months if required.

2.28 As this is a permanent contractual arrangement, managers must not commit to a home working arrangement without taking advice from a HR Business Partner.

2.29 Each application for a home working arrangement will require a separate business case – please refer to the attached Agile Working Procedure – and must be authorised at Head of Department level.

## **General Conditions**

### Health and Safety

2.30 Employees authorised to work away from the normal office base will complete a Health & Safety (Display Screen Equipment) Regulations 1992 (DSE) abbreviated self-assessment for each location they work from. The Service will not supply additional or specialist furniture/equipment to facilitate working from home or any other location as part of their agile working request, however this will be considered if linked to a DSE or risk assessment or recommended as a reasonable adjustment.

### NFRS Equipment

2.31 Employees are responsible for ensuring security of any equipment as far as is reasonable. Any loss or damage shall be reported to their line manager immediately. The line manager shall notify the Data Compliance Manager and ICT without delay in order that data security measures can be enacted.

2.32 All equipment supplied by the Service to facilitate the employees work shall be insured by the Service's Insurance policy. All electrical equipment supplied by the Service shall be PAT tested according to that items normal testing policy, Employees shall ensure this equipment is made available at the scheduled testing time and place.

### Data Security

2.33 Employees are responsible for ensuring the security of all data in their possession, this shall include information displayed on any monitor/screen as well as printed information. Data security shall include setting computer equipment to screen saver mode whenever they are away from their equipment and ensuring no other person can read any information.

### Reasonable Adjustments

2.34 Where an employee requires adjustments under the Equality Act 2010, individual needs will be discussed thoroughly, and careful consideration given to how the employee's needs can be reasonably met in the context of agile working.

## **Support information**

### **Related Documents.**

Agile Working Procedure  
Flexitime Policy  
Disability Access Guidance for Managers  
POL 2150 Driving Safety Policy  
Email policy (POL2083)  
Internet Acceptance Use Policy (POL2084)  
Personal Computer Policy (POL 2085)  
Mobile Computing Policy (POL2086)  
Removeable Media Policy (POL2088)

## **Appendices**

Equality Impact Assessment

## Initial Equality Impact Assessment

The Public Sector Equality Duty (PSED) requires all public authorities to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their functions. This means that NFRS must consider how our workforce and/or the public is affected when we carry out our work. This form will help you do that by undertaking an equality impact assessment of your proposed policy.

<b>Are people (members of the public and/or employees) affected by the policy, procedure, function, project or initiative?</b>	<b>Yes</b>	<b>X</b>	<b>No</b>	
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If No, you do not need to complete the rest of this form

<b>Name of Policy, procedure, function, project, initiative etc.</b>	POL 2220	<b>Date of Analysis</b>	1 September 2021
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### 1. What are the aims of the policy?

The purpose of this policy is to establish the conditions under which Non-Uniformed Service Employees can work in an agile manner, while demonstrating the benefits to the organisation and employee.

### 2. List the groups of people potentially affected by this proposal.

All non-uniformed employees, including part-time and fixed term contract employees.

### 3. List any involvement, engagement and consultation you have undertaken on this proposal

Full consultation within the Service consultation procedures, including SLT, Managers and Trade Unions.

### 4. List any equality data available relating to the use or implementation of this proposal

This is a new policy, evidence from Covid-19 lockdowns demonstrate that working from home in particular did not disadvantage any group and could be seen to benefit certain groups of people.

### 5. Can a monitoring system be established to identify any effects this policy or initiative has?

Yes, the policy intentions are to apply equally to all office-based employees, a review should be

taken to ensure these intentions have been achieved, by investigating all applications measured against those approved and ensuring the percentages of each protected characteristic does not proportionately change in a disproportionately negative manner.

Protected Characteristic	Taking into account the information you have gathered above, consider how the following groups of people could be affected by the policy both inside the Service (as employees or applicants) and outside (as service users or communities).	Tick the relevant box below if the impact is positive, negative, neutral or not known			
		Positive	Negative	Neutral	Unknown
<b>Age</b>	An indirect benefit can be identified, whereby younger employees may not be drivers, are able to undertake their role in a more conducive manner.	X			
<b>Disability</b>	Disabled employees may benefit as they will be able to select the environment that is more suitable to their disability, if home working is the preferred option adaptations may already be in place to allow the disabled person to perform at their highest level.	X			
<b>Gender Reassignment</b>	This policy is expected to have a neutral impact to persons within this characteristic.			X	
<b>Married and Civil Partnership</b>	This policy is expected to have a neutral impact to persons within this characteristic.			X	
<b>Pregnancy and Maternity</b>	This policy is expected to have a neutral impact to persons within this characteristic. An indirect benefit might become apparent to pregnant women who might find driving difficult, uncomfortable, or potentially distressing, so allowing them to work closer to their anticipated week of confinement.	X		X	
<b>Race</b>	This policy is expected to have a neutral impact to persons within this characteristic.			X	
<b>Religion or Belief</b>	This policy is expected to have a neutral impact to persons within this characteristic, although those required to fast for religious reasons may find a	X		X	

Protected Characteristic	Taking into account the information you have gathered above, consider how the following groups of people could be affected by the policy both inside the Service (as employees or applicants) and outside (as service users or communities).	Tick the relevant box below if the impact is positive, negative, neutral or not known			
		Positive	Negative	Neutral	Unknown
	benefit from the reduced need to travel.				
<b>Sex</b>	This policy is expected to have a neutral impact to persons within this characteristic.			X	
<b>Sexual Orientation</b>	This policy is expected to have a neutral impact to persons within this characteristic.			X	
<b>Rurality</b>	This policy may benefit those living in a rural setting as travel is reduced whether using public or private transport.	X			

**This Equality Impact Analysis was completed by: (Ian Sawyer, Human Resources Policy and Project Officer)**

### Analysis Ratings

		As a result of performing this analysis, it is evident that there will be a negative impact on one or more groups of people. It is recommended that you take advice from the EDI Unit when considering justification.
		As a result of performing this analysis, it is evident a risk of discrimination exists, and this risk may be removed or reduced by implementing the actions detailed within the action plan.
	<b>X</b>	As a result of performing this analysis, no adverse effects on people from different groups are identified, no further action is required.

Action Plan Owner: HR Manager	Commencement date:	Sign off date:
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### Action Planning

As a result of performing this analysis, what actions are proposed to remove, reduce any risks of adverse outcomes identified on people (employees, applicant's, customers, members of the public etc)

Identified Risk	Recommended Actions	Responsible Lead	Completion Date	Review Date



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

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

# REVIEW OF PEOPLE STRATEGY

Report of the Chief Fire Officer

**Date:** 05 November 2021

**Purpose of Report:**

To update Members on the People Strategy for 2020-22.

**Recommendations:**

That Members note the progress made against the People Strategy objectives.

## CONTACT OFFICER

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## 1. BACKGROUND

- 1.1 The People Strategy was refreshed in April 2020 to align with the Strategic Plan 2019-22. Due to the temporary suspension of committee meetings during 2020, this was reported to Human Resources Committee at its meeting on 22 January 2021.
- 1.2 A subsequent report was considered by this Committee in April 2021. This review looked back at the work undertaken from 2017 to 2020 and covered the period of the previous People Strategy. This review also included progress up to April 2021.
- 1.3 The review period for this update is April to September 2021.

## 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 the Service 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 focus for the People Strategy 2020-22 is set below:

**Delivering our Services:** ensuring that the organisation has the optimum number of personnel to deliver effective and quality services to communities.

**Shaping our Workforce:** considering ways in which the Service can adapt its ways of working to create efficiencies and improve services.

**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.

**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.

**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.

## UPDATE

2.3 The following update provides a summary of key activities in the last six months.

2.4 Delivering our Services: the Service has recruited forty-five new starters during the review period. This includes twenty-seven appointments to Whole-time Firefighter roles, eight to On-Call roles and ten to support roles. This links to our workforce planning and ensures that the Service has the numbers, skills, and employees in development to deliver on the objectives of its Strategic Plan.

- Twenty-five Fire-fighter apprentices commenced their initial training in April and September 2021, and two competent Fire-fighters transferred from other services. The first cohort of Apprentice Firefighters have been posted to station and are now in their development phase. The September course will be completed in December.
- An On-Call initial acquisition course commenced in July. The format of the course has been changed recently to a modular approach, which means that trainees can complete their training in eleven weeks or take up to 12 months to complete their critical modules. This provides more flexibility for trainees who have to balance their primary employment commitments with operational training. It also allows more time on station between modules on completion of the Safe to Ride element of the training programme. This aligns with the aim of making On-call employment more accessible and attractive to potential candidates.
- Promotion processes have taken place recently for Station Manager roles and two appointments were made. A Crew Manager promotion process is now open and will complete in December, and a Watch Manager process will complete in February 2022. This is part of our succession planning to take account of the number of supervisory and middle managers who are projected to retire over the next two years.
- The Workforce Plan has been refreshed and was presented to members at the meeting on 2 July. This ensures that recruitment is planned, and key workforce issues progressed. Due to the number of projected retirements, a decision has been made to run a wholetime recruitment campaign each year until 2025. This also allows the opportunity to enhance the diversity of the workforce through positive action.

2.5 Shaping our Workforce: a number of areas have been progressed to enhance current working arrangements and are aligned with the aim of developing working models to create more agile and flexible ways of working:

- Negotiations with representative bodies have led to changes to the current Rostering Collective Agreement for wholetime employees, which will be applied from April 2022. The aim of the changes is to improve efficiency and flexibility and more effectively utilise the annualised hours arrangements in place.
- A project to review On-call Pay and Contracts is in progress with the aim of reviewing the way that hours of availability are managed, which currently require a minimum of 84-hours of available cover, and to provide more flexibility to current and future On Call employees. This aligns with the aim of making On Call employment more accessible and attractive to potential candidates and to enhance retention of existing On-call employees.
- A draft agile working policy has been developed and is currently in consultation. This applies to office-based staff whose role is open to working from different work locations, including from home. A more detailed report is contained within the meeting agenda.
- Work has commenced to develop a competency framework for support roles to ensure that the Service has the right skills and competencies in place to deliver its objectives, and to target development.

2.6 Inclusion: a Community Engagement Plan and Equality and Inclusion Plan have been completed which set out the Service objectives for the next two years. These plans have been endorsed by the Strategic Inclusion Board and Equality Steering Group and work is underway to deliver against their objectives. Other progress to note:

- The Service has recently commissioned an external consultant to undertake an EDI review. This will involve a review of policy and practice and will include focus groups from across different stakeholders to explore how effectively inclusion is embedded and to recommend improvements. This is due to be completed by the end of the year.
- An equal pay review and Gender Pay audit have also been undertaken and are reported within the Equalities Monitoring report which is contained within the agenda.
- A new BAME Community Advisory Group (BCAG) has become established to help support our engagement with Black and Minority Ethnic communities. The group will act in an advisory and sounding board capacity with the aim of developing stronger relations between BAME communities and the Service, identifying opportunities for better

community engagement, sharing information with communities, and advising on areas for development.

- A Women's Network and LGBT+ Network have officially launched in recent weeks. These are employee led forums, supported by an SLT champion, and are a welcome addition to the existing BAME network.
- The Service were proud to contribute to the Pride event on 11<sup>th</sup> September, which was led by an appliance and crew from Arnold fire station.

2.7 Employee Engagement: the Service continues to engage with those staff who will be relocating to the Joint Headquarters with Nottinghamshire Police (NP) from January 2022. Two joint employee update events have been held with NP in April and July which were very well attended and brought staff up to date on progress and to raise any issues about the move. A dedicated JHQ page has also been established on MyNet to provide readily accessible information for staff and to respond to queries. A joint employee forum is also well established and meets monthly to provide feedback and contribute ideas.

2.8 Positive Workplace: promotion of our Service values has been highlighted with the refreshing of posters around all our sites and an introduction to the new NFCC Code of Ethics and how this integrates into our existing behaviours framework. Plans for the next Awards evening on 24 November are well underway and employees have been encouraged to nominate colleagues, partners and members of the public who deserve recognition.

2.9 Well Being: the focus on supporting good mental health continues, with the appointment of a part-time mental health practitioner to support development of our approach to mental health issues for an 18-month period. The Occupational Health team have been working on a mental health application, called Back-Up Buddy, which will be available to all employees and will provide information, guidance, and contacts for people to access on their own mobile phone or personal computer. Both these initiatives have been supported through transformational funding.

- Work has also been progressed on a strength and conditioning programme for operational employees to enhance core fitness levels and to avoid Musculo-skeletal injury. There is a significant amount of information about the programme on the Well-Being Mynet site, which employees can readily access and use, and a formal trial is due to be rolled out using volunteers to gauge the effectiveness of the programme. The Service Fitness Advisor is working with the NFCC Firefit group to share the programme and our Healthy Lifestyles programme nationally.

2.10 Whilst this review provides a snapshot of key activities over the last six months, there are many more areas of work that are in train and have been reported previously to this Committee. The review provides assurance that the objectives set out within the People Strategy are being progressed

effectively. With the development of the new Community Risk Management Plan, the People Strategy will be refreshed in 2022.

### **3. FINANCIAL IMPLICATIONS**

Funding to support the delivery of the People Strategy objectives has been built into the 2021-22 budgets.

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

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

### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because the 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 have been 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 HMICRS inspections across the areas of: promoting the values and positive culture; workforce planning; well-being; workforce skills and capabilities; employee engagement; 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 and delivering services.

## **10. RECOMMENDATIONS**

That Members note the progress made against the People Strategy objectives.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

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