



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

WORKFORCE PLAN 2021-2023

Report of the Chief Fire Officer

Date: 02 July 2021

Purpose of Report:

To review the Workforce Plan for 2019-2021 and inform Members of the updated plan for 2021-2023.

Recommendations:

That Members note the contents of this report.

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1. BACKGROUND

- 1.1 The Workforce Plan 2021-2023 forms part of the business planning process which supports the delivery of the Strategic Plan and is undertaken by the People and Organisational Development (POD) department to establish workforce trends, identify potential workforce planning issues and formulate an action plan to address these issues. The plan is based upon projections of anticipated turnover and information received from all departments regarding their workforce needs for the forthcoming year.
- 1.2 The plan seeks to forecast:
- Workforce reductions through retirement, projected turnover and other factors;
 - Workforce increases resulting from delivery of new service requirements;
 - The need for succession planning for specialist and managerial roles;
 - Particular areas of concern within the Service;
 - Resources requirements.
- 1.3 By anticipating the needs of the Service through the business planning process, the Service can ensure that the foundations are in place to deliver on key Service objectives and commitments which will underpin the Nottinghamshire Fire and Rescue Service (NFRS) Integrated Risk Management Plan (IRMP). These needs can then be factored into the budget planning process.
- 1.4 This Plan is developed and managed through the Strategic Leadership Team, and the Workforce Plan for 2020-22 is attached as Appendix A to this report.

2. REPORT

REVIEW 2020-2021

- 2.1 Overall staffing numbers have remained stable at 848 employees in post (between 1 April 2020 and 31 March 2021). This reflects work undertaken during the past year to recruit to vacant roles, with 63 appointments to substantive or fixed-term roles. This compares with 64 leavers during the period.
- 2.2 Adjusting to the period of lock-down and restrictions during the COVID period has meant that interview and promotion processes have mainly be undertaken using on-line meeting technology, including 132 interviews for firefighter selection. This has worked quite successfully, and this is credit to those involved in the processes, particularly the Human Resources team who have managed the demands to meet this change effectively.
- 2.3 The number of leavers during 2020-21 was slightly less than predicted and reflects a general reduction in turnover across the national workforce during a period of uncertainty. It is likely that levels of turnover will increase during 2021-23.

- 2.4 As previously mentioned and reported to Human Resources Committee at its April meeting, the Service has undertaken a wholetime recruitment campaign during 2020 in line with forecasts from the Workforce Plan 2019-21, which has seen the recruitment of twenty-eight new firefighter starters during 2021. This will ensure that establishment numbers are maintained as operational employees retire or leave the service for other reasons.
- 2.5 Additionally, three recruitment campaigns for On-Call firefighters were undertaken, with the appointment of twenty firefighter trainees, who have now completed or are undergoing their initial training period.
- 2.6 Further details of establishment figures, at the end of the financial year 2020-21, are set out below.

WHOLETIME ESTABLISHMENT

- 2.7 As of 31 March 2021, the wholetime establishment has remained at 431 posts with no changes to establishment throughout 2020-21. This is against a workforce strength (headcount) of 427 employees. Any changes to the permanent establishment are reported through the Human Resources Committee for approval.
- 2.8 During the year, there have been 18 appointments to operational roles mainly through On-Call migration and transfers.
- 2.9 Outcomes from the wholetime recruitment process will see 28 new starters during 2021. Twenty-five apprentice firefighters will commence initial training in April and September 2021. Whilst three competent firefighters transferred to the Service in April.
- 2.10 Twenty-one wholetime employees left the service, seventeen due to retirement and four for other reasons. This represents 7.3% of the wholetime workforce.

ON-CALL (RETAINED) ESTABLISHMENT

- 2.11 As at 31 March 2021, there were 253 On-Call personnel working from sixteen On-Call sections across the County.
- 2.12 On-Call recruitment and retention remain an ongoing challenge for the fire sector 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.
- 2.13 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.
- 2.14 The Service has continued to focus on recruitment to On-Call roles during 2020 -2021, running 3 campaigns with 20 new trainees appointed. A further

five recruitment campaigns are planned during 2021-22, and the next recruit training course will take place in July 2021.

- 2.15 28 On-Call employees left the Service, five due to retirement, eleven to take up wholetime positions, and twelve for other reasons. This represents 10.6% of the On-Call workforce.

SUPPORT ESTABLISHMENT

- 2.16 As at 31 March 2021, the Service employed 179 employees in support roles against an establishment of 160 posts. However, it should be noted that, of these, 22 are fixed term appointees and one is externally funded.
- 2.17 Twenty-six appointments were made during 2020-21, with nineteen of these to fixed term roles. Fixed term appointments are made to temporarily fill substantive vacancies or to provide short-term expert skills to support specific projects or priorities. Many of the appointments made in the last year are funded from a £1.4m transformational and efficiency budget established by the Authority in February 2020.
- 2.18 Fifteen support employees left the service during 2020-21, which accounts for 10.3% of the support workforce.

OTHER ACTION POINTS

- 2.19 In addition to succession planning, other key workforce objectives within the 2020-22 plan are centred on improving equality and sickness absence figures.
- 2.20 In terms of equality, it is a stated objective for the Service to increase the number of operational female employees in wholetime roles, the number of women in operational roles increased during 2020-21 by 4 (45 overall) or 6.77% of the operational workforce.
- 2.21 The work undertaken to support female applicants for the firefighter recruitment process has had a positive outcome with 15% (78) of applications from women. Of these, five were successful through the selection stage (although one candidate failed at the medical stage), which represents 17.8% of successful applicants. A success rate of 6.4% compared to 4.1% for male applicants. The impact of both national and local positive action initiatives does appear to be attracting more women toward a career with the Fire Service.
- 2.22 Overall, women account for 16.53% of the workforce. The greatest proportion of women are employed in support roles (54.49%). Women account for 6.42% of the operational workforce.
- 2.23 The number of employees from BAME backgrounds has slightly increased from 37 to 40 (this does not include employees from White Irish or White Other backgrounds), equating to 4.72% of the total workforce. Four further candidates from BAME backgrounds commenced their training in April 2021. Positive action measures were undertaken to encourage applications from BAME applicants as part of the 2020 firefighter recruitment process, which

resulted in 98 applications from BAME backgrounds which represents an increase from the last recruitment campaign in 2019. This equates to 17.8% of successful applicants, a success rate of 5.1%.

- 2.24 The average sickness absence rate for Service employees was 8.47 days in 2020-21, a decrease from 8.95 days in the previous year. However, this still is above the target of 6.5 days per employee. The majority of absence (62.25%) was due to long-term medical conditions which were certified by a GP and were longer than 28 days in duration. There have been two medical retirements during the year.
- 2.25 The Service has implemented additional support to reduce the level of absence arising from musculo-skeletal and mental health conditions in the workforce, which are the two main reasons for sickness absence. This includes access to an Employee Assistance Programme, access to physiotherapy support and the impending recruitment of a part-time mental health practitioner to the Occupational Health Team for a fixed term period.
- 2.26 Progress against these targets, and other aspects of the Workforce Plan, is reported to the Human Resources Committee throughout the year.

WORKFORCE PLAN 2021-23

- 2.27 Wholetime establishment – the current plan has been revised to reflect projections into 2023. It is not anticipated that further changes to wholetime establishment numbers will occur during 2021-22. However, the development of a new IRMP in 2022 may lead to structural changes, which will be reported in the revised Workforce Plan for 2022-24.
- 2.28 The final outcome of the 2020 firefighter selection process will result in an intake of twenty-five wholetime apprentice firefighters during 2021. The wholetime establishment will temporarily be over-established as recruits fill the vacancies left as operational personnel leave the service. This front-loading to plan for projected retirements is factored into budget planning and reflects the fact that it takes 26 months to complete the firefighter apprenticeship and become competent in role.
- 2.29 Workforce projections suggest that the Service may lose up to 55 operational personnel by April 2023, offset by twenty-eight new starters during 2021, and if this forecast is realised, plans will be made to commence firefighter recruitment during 2022, for appointment in 2022-23. Figures are kept under regular review as part of quarterly workforce reporting to the Performance and Improvement Board.
- 2.30 It is anticipated that there will be a considerable number of retirements at supervisory level over the next the two years, with the potential retirement of 17 Crew and Watch Managers before April 2023, which will be addressed through in-house progression and development programmes supplemented by external in-role transfers where appropriate.
- 2.31 On-Call Establishment – campaigning for On-Call personnel runs constantly throughout the year, with events held at local stations to promote engagement

with local communities, and with central support provided by the On-Call and Human Resources teams.

- 2.32 It is anticipated that there may be up to 28 leavers per year from the On-Call workforce in 2021 and 2022. The majority of leavers leave due to relocation of their home base or for reasons linked to their primary employment which result in difficulties in maintaining availability.
- 2.33 The focus will continue to be on increasing On-Call firefighter appointments and to reducing the numbers leaving the Service. As previously mentioned a Pay and Contracts project has commenced, with the aim of enhancing both recruitment and retention by offering greater flexibility in cover hours provided. This will be piloted at two stations during 2021-22. In addition, an alternate method of initial training is also being introduced, called Approved to Ride, which will reduce the initial time spent training at the Service Development Centre, with more core training undertaken on station – this will reduce the time the trainees need to take off from their primary employment.
- 2.34 Support Establishment – it is anticipated that up to eighteen employees per year will leave the service in 2021 and 2022, either due to the expiry of a fixed term contract or to take up alternative employment. Recruitment to support roles takes place throughout the year.
- 2.35 During 2021, the Service will be undertaking a project to develop a competency framework for support roles. This will identify current and future skills needs and support the development of individuals and job roles.
- 2.36 The co-location to a Joint Headquarters with the Nottinghamshire Police in the early part of 2022 will be a significant change for those staff currently working from Bestwood Lodge. There are no planned redundancies arising from the move, and teams will share office accommodation with their Police counterparts to increase collaboration and, where possible, enhance efficiency and effectiveness. The focus during the transition period is on communication and engagement, to ensure that those impacted by the move are kept informed and can raise any issues that concern them, or raise suggestions which will help to make this a positive experience for both workforces.
- 2.37 In a more general sense, increasing collaboration with our partners, may result in workforce implications, for instance the projects currently underway to share estate and resources with Nottinghamshire Police and the East Midlands Ambulance Service. The Service works closely with all of its partners and opportunities, for instance secondments between agencies such as the health care sector, will be supported where this will enhance services to our communities.
- 2.38 The raising of the normal retirement age and pension scheme changes will result in an increasing age profile for those working in both operational and support roles, which will have implications for fitness, well-being and employee support. The impact of an ageing workforce will be considered alongside the impacts of an ageing population which will also have implications for the delivery of services to the community.

- 2.39 The need to make the workforce more representative and diverse will continue to be a priority for the Service, with the aim of improving the current workforce profile to better reflect the local population. Whilst targeted positive action measures will continue to be used, the Service will also use service delivery activities as opportunities to engage with local communities about a career with the fire service and to promote the Service more widely as an employer of choice.
- 2.40 There are a number of external factors which will impact upon workforce planning and these are set out within Appendix 1 of the Workforce Plan.
- 2.41 The Workforce Plan forms a key part of the Service's planning process and ensures that the Service has the requisite number of skilled employees, deployed to achieve and maintain the delivery of corporate objectives. The action plan sets out detailed departmental workforce issues and priorities linked to the delivery of the corporate strategy and business plans. These identify succession planning requirements and skill gaps to ensure that the Service has the requisite plans in place to meet delivery objectives.
- 2.42 The Human Resources Committee would usually receive a six-monthly report of equalities monitoring workforce information at this meeting. However, as the Workforce Plan data is reported April – March it is proposed that the equalities monitoring reports are moved to align with this. Therefore, the next equalities monitoring report will be presented to this committee in October.

3. FINANCIAL IMPLICATIONS

The management of establishment levels is key to the overall management of staffing budgets which constitute 79% of the overall revenue budget. Accurate predictions are always difficult but are still essential to budget setting with issues such as the overall establishment, the distribution of staff within roles and the numbers of staff in development all having considerable influence on budgets.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

The equalities implications are contained within the report.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

Workforce planning is key to ensuring that the Service has the requisite number of employees with the skills and competence to fulfil statutory obligations, meet Service objectives and ensure business continuity, within available budgets.

9. COLLABORATION IMPLICATIONS

- 9.1 The Service is actively engaged in identifying opportunities to collaborate with other public-sector bodies on the provision of services to increase effectiveness or efficiency. As such collaborative arrangements may have workforce implications, the POD department will provide professional advice and support to the Service to ensure that issues are dealt with in line with the requirements of employment law and local policy and procedure, and provide support for NFRS employees.
- 9.2 Key collaboration projects over the next two years which will have significant workforce impacts include planning for the co-location of employees to the shared Headquarters with Nottinghamshire Police. However, there are a number of collaborative projects in the planning or implementation phase which are likely to have workforce implications, requiring support from the human resources team, during the scope of this plan.

10. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
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APPENDIX A

Workforce Plan 2021-23

Workforce Plan

2021-23



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SECTION 1 - INTRODUCTION

- 1.1 This Plan is designed to highlight issues relating to corporate “people” requirements over the next year, with a look-ahead to 2023, and links into Strategic Planning and Business Planning objectives.
- 1.2 The report seeks to forecast:
- Workforce reductions through retirement, projected turnover and other factors;
 - Workforce increases resulting from delivery of new service requirements;
 - The need for succession planning for specialist and managerial roles;
 - Training requirements;
 - Impacts of the COVID-19 Pandemic on Workforce Planning;
 - Impact of pension scheme changes to retirement decisions;
 - Particular areas of concern within the Service.
- 1.3 By anticipating the needs of the Service through the business planning process, the Service can ensure that the foundations are in place to deliver on key service objectives and commitments which will underpin the Nottinghamshire Fire and Rescue Integrated Risk Management Plan 2022-25. These needs can then be factored into the budget planning process.
- 1.4 This Plan will be developed and managed through the Strategic Leadership Team.

Review of key workforce metrics 2020-21

- 1.5 The total turnover for 2020-21 was 7.8% which represents 64 leavers. This compares to 13.01% in 2019/20. It should be borne in mind that turnover in 2019/20 includes the transfer of the control room function led to 22 leavers. If these are taken out of the equation, the turnover figure reduces to 9.88%:

- Turnover by work group:

	Comparative 2019-20 turnover
Wholetime - 7.3% (21)	8.37% (37)
On-Call - 10.6% (28) ¹	12.65% (32)
Support - 10.3% (15)	13.75% (20)

¹ Please note that this does not include 11 transferees to the wholetime duty system

- The Service appointed 48 new staff during 2020-21 (not including six new dual contract appointments and the migration of 12 On-Call employees to wholetime roles). This compares to 51 new appointments in 2019/20;

- Starters by work group:

Wholetime: 2
 On Call: 20
 Support: 26

Established Posts

1.6 The number of established posts (excluding on-call roles), has remained stable, there has been a slight increase overall from 579.28 (fte) to 582.78 due to permanent changes to the establishment (Senior Programme Manager, iTrent Technical Officer, Fire Engineer).

1.7 Overall staffing numbers (headcount) has remained stable at 848 employees in post (between April 2020 and March 2021).

Sickness Absence

ANNUAL SUMMARY	2018-2019				2019-2020				2020-2021			
	Total Shifts Lost	Average FTE	Average Shifts Lost per FTE	Variance from Last Year	Total Shifts Lost	Average FTE	Average Shifts Lost per FTE	Variance from Last Year	Total Shifts Lost	Average FTE	Average Shifts Lost per FTE	Variance from Last Year
Control	167	26.00	6.42	N/A	58	25.75	2.25	-65.27%	N/A	N/A	N/A	N/A
Non Uniformed	1361	151.79	8.97	N/A	1581	147.90	10.69	16.16%	1031	162.31	6.35	-34.79%
Wholetime	3457	257.00	13.45	N/A	3942	452.08	8.72	14.03%	2886	421.01	6.85	-26.79%
On-Call	3099	452.08	6.85	N/A	3632	257.00	14.13	17.20%	3046	249.50	12.21	-16.13%
Total	8084	886.87	8.92	N/A	9213	882.74	8.95	13.97%	6963	832.82	8.47	-24.42%

EXCLUDING COVID	2018-2019				2019-2020				2020-2021			
	Total Shifts Lost	Average FTE	Average Shifts Lost per FTE	Variance from Last Year	Total Shifts Lost	Average FTE	Average Shifts Lost per FTE	Variance from Last Year	Total Shifts Lost	Average FTE	Average Shifts Lost per FTE	Variance from Last Year
Control	167	26.00	6.42	N/A	58	25.75	2.25	-65.27%	N/A	N/A	N/A	N/A
Non Uniformed	1361	151.79	8.97	N/A	1510	147.90	10.21	10.95%	838	162.31	5.16	-44.50%
Wholetime	3457	257.00	13.45	N/A	3763	452.08	8.32	8.85%	2440	421.01	5.80	-35.16%
On-Call	3099	452.08	6.85	N/A	3429	257.00	13.34	10.65%	2511	249.50	10.06	-26.77%
Total	8084	886.87	8.92	N/A	8760	882.74	8.53	8.36%	5789	832.82	7.01	-33.92%

1.8 The table above shows the trends in sickness data over the past three financial years; broken down by work group and highlights the variance in total shifts lost from one year to the next. For example, the total shifts lost in 2019-20 was 9213 which is 13.97% greater than in 2018-19 (8084). The second table demonstrates the trend in sickness absence excluding COVID-

19 related reasons (this includes those who have tested positive and those self-isolating and showing symptoms).

- 1.9 Sickness absence has decreased during 2020/21 from 8.95 to 8.47 days per employee, accounting for 6963 days. It is worth noting that the total number of employees reduced during 2019 meaning that as a percentage of time lost for the overall workforce, sickness decreased by 24.42%
- 1.10 This reduction follows a national trend across both public and private sectors since the start of the coronavirus (COVID-19) pandemic which has seen a reduction in absence days lost with the average nationally being the lowest since 1995 accounting for 1.8% working time lost.²
- 1.11 The pandemic has affected sickness absence in a number of ways; although the virus has led to additional sickness absence, measures such as social distancing, shielding and increased homeworking appear to have helped reduce other causes of absence and this is reflected in the reduction specifically for support employees. Homeworking could also allow people to work rather than take sickness absence: they might not have travelled to a workplace to work but feel well enough to work from home.
- 1.12 In comparison with other fire and rescue services (FRSs), absence levels are below sector sickness average of 5.44 at 4.11 and ranked 17th of the 41 other FRSs who take part in the survey. (Data inclusive of April to Dec 2020 only and it should be noted that some other FRS chose not to include COVID related illness).
- 1.13 Most of this absence (62.25%) is linked to long-term medical conditions which are certified by a GP and are longer than 28 days in duration. There have also been two medical retirements during the year.
- 1.14 Whilst absence levels have seen a significant reduction throughout 2020-21, it remains a priority to focus on continuing to reduce overall absences.
- 1.15 The Service continues to provide support for employees through its occupational health team to improve health and well-being throughout the workforce, assist those with long-term conditions to return to or remain at work, and to maintain operational fitness. Analysis has shown that the main reasons for long-term absence are linked to musculo-skeletal conditions and mental health issues. The Service will be appointing a fixed-term mental health nurse within the team during 2021, with the aim of providing effective early intervention and ongoing support to reduce absence levels and to facilitate a supported return to work. This is in addition to the physiotherapy support and other measures previously implemented as part of the well-being strategy which is now fully embedded.

²

SECTION 2 - CURRENT WORKFORCE

Work Group	Establishment 31/03/2021 FTE (Headcount)	Actual 31/03/2021 FTE (Headcount)	Establishment 31/03/2020 FTE (Headcount)	Actual 31/03/2020 FTE (Headcount)	Difference (Establishment) FTE (Headcount)	Difference (Actual) FTE (Headcount)
Principal Officer	3	3	3	2	0	1
Wholetime	428	425.76 (427)	428	426.08 (426)	0	-0.32 (1)
On-Call		253		246		7
Support	153.78 (160)	168.02 (177)	148.28 (156)	136.1 (147)	5.5 (4)	31.92 (30)
Total	584.78 (591)	849.78 (860)	579.28 (587)	810.18 (821)	5.5 (4)	39.60 (39)

The overall workforce establishment is summarised below;

Operational Roles

- 2.1 As of March 2021, the wholetime establishment has remained stable at 431 posts with no changes throughout 2020. This is against a workforce strength of 427 (425.76) FTE at March 2021. This figure is not reflective of extractions from the ridership for internal/external secondments (including 15 operational firefighters currently seconded out of their substantive roles to support the COVID vaccination and testing programmes), temporary promotions, maternity leave, long-term absence or for other legitimate reasons.
- 2.2 Turnover during 2020/21 was 7.37% accounting for 21 leavers. This compares to a prediction of 29 leavers in the previous workforce plan;
- 2.3 Average absence levels from April 2020 to March 2021 were 6.85 days per employee, which is slightly above the 6 days performance target set but a decrease of 26.679% (1056 days) from 2019/20.
- 2.4 At the end of March 2021, the wholetime workforce was 4 fte below establishment.
- 2.5 During the year, there have been 18 appointments to operational roles including 12 through on-call migration, three new starters, one redeployment and two transfers (see below).
- 2.6 A migration process commenced in June 2020 with 12 On-Call firefighters successfully migrating to wholetime roles week commencing 21 September 2020. Additionally, there was 1 redeployment from On-Call to wholetime.

- 2.7 On-Call firefighters have been transferred to wholetime Crew Manager (CM) and Watch Manager (WM) roles.
- 2.8 Two firefighter transfers from other Fire and Rescue Services have been confirmed plus one firefighter from NFRS's On-Call cohort as an outcome from the 2020 wholetime recruitment process. These have commenced on 1 April 2021.
- 2.9 Additionally, the auxiliary crewing list is operational and being coordinated by the On-Call team to cover wholetime ridership gaps.
- 2.10 There were 24 substantive internal promotions made to supervisory, middle and strategic manager roles during the review period.
- 2.11 Six on-call firefighters (now dual contractors) have transferred temporarily to the wholetime duty system to improve strength whilst 15.24 FTE wholetime staff are seconded on to COVID support activities such as lateral flow testing and vaccination programmes. As support for COVID programmes is expected to continue until July 2021, it is likely that wholetime strength will continue to be impacted, assuming the 15.24 FTE remain seconded out.
- 2.12 Wholetime recruitment began in September 2020 and concluded in December 2020, leading to the appointment of 25 apprentice firefighters commencing in April 2021. This will contribute to ensuring that there are sufficient operational personnel to maintain the ridership as operational employees retire over the next two years.
- 2.13 There will be an over-provision of nine firefighter roles from 19 April 2021, when the new apprentice firefighters commence training. There will be another 12 apprentice firefighters who will commence in September 2021. However, this will reduce as retirements are affected through 2021-22.
- 2.14 Even taking into account that 25 apprentice firefighters will enter the workforce throughout 2021, it is likely that there will still be a requirement to commence recruitment to apprentice wholetime firefighter roles towards the end of 2021, for appointment in 2022. However, this will depend upon actual turnover figures, which will be reviewed during 2021.

On-Call Roles

- 2.15 As part of a strategy to increase the number of RDS personnel, there has continued to be a concerted effort to recruit to On-Call sections during 2020 with 3 recruitment campaigns being run through the year. This has led to the appointment of 20 firefighters, however, this must be off-set against turnover, which accounts for 25 leavers in the past year.
- 2.16 There are currently 253 On-Call personnel providing 140 units of cover across all On-Call sections. At the end of March 2021, 52 units of cover were vacant.

- 2.17 Turnover during 2020/21 was 9.88%, accounting for 25 leavers. (Please note that this does not include 11 transferees to the wholetime duty system). This compares to a prediction of 31 leavers in the previous workforce plan;
- 2.18 There were 14 substantive promotions to a substantive or temporary On-Call Crew or Watch Manager supervisory position in 20/21, of these 11 were dual contract appointments. A lack of promotion opportunities for substantive On-Call firefighters could impact upon back retention and resilience, and was a risk raised in previous workforce plans.
- 2.19 Currently, there are 78 (plus six temporary dual contracts) dual contract arrangements in place (wholetime firefighters undertaking secondary employment as On-Call firefighters) providing 49 units of cover. The Service has implemented a restriction on the numbers of dual employment contracts per station to manage the potential risk to operational resilience once the numbers of dual contract arrangements have reached an optimum level.
- 2.20 It is worth noting that 14 out of 17 (82.3%) On-Call Watch Managers and 34 out of 37 (92%) On-Call Crew Managers are employed on a dual employment basis.
- 2.21 In addition, there are 17 temporary Crew Managers who are supernumerary to establishment to facilitate development and succession planning.
- 2.22 Average absence figures during 2020/21 were 12.21 days per employee, which is above the target of 10.5 days per employee but a decrease of 16.13% (586 days) from 2019/20.
- 2.23 On-Call recruitment and retention remains an ongoing challenge due to the limitations of recruitment pools of applicants who live or work within the required five-minute response time of a station and the commitment required to attend incidents and training whilst, quite often, undertaking a primary employment. In response to this a project to review On-Call Pay and Contracts is now underway which aims to improve overall availability and retention alongside improving the volume of new applicants during the recruitment process.

Firefighters in Development

FIREFIGHTERS IN DEVELOPMENT		2019				2020				2021
		QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	
WHOLETIME	FIREFIGHTER	16	25	25	32	18	19	19	9	
	CREW MANAGER	2	8	4	1	0	0	0	0	
	WATCH MANAGER	0	2	2	3	2	2	0	0	
	STATION MANAGER	1	1	1	3	1	1	1	1	
ON- CALL	FIREFIGHTER	54	44	51	42	31	34	30	25	
	CREW MANAGER	3	4	3	2	6	5	4	1	
	WATCH MANAGER	0	0	0	0	0	1	1	1	
	STATION MANAGER									
TOTAL		76	84	86	83	58	62	55	37	

- 2.24 The table above shows the number of firefighters currently in development along with historical data from the previous two years. A decline in the

numbers of wholetime firefighters in development is a direct outcome of the volume of appointments made during 2019-20.

- 2.25 It should be noted that should there be an increase in recruitment activity, trainees may take between 26 months to become fully competent and this requires a resource commitment from both the Service Development Centre trainers and service delivery managers.
- 2.26 An increase in the number of operational personnel in development may create challenges for local managers.
- 2.27 There are a significant number of On-Call firefighters in development due to the increase in recruitment activity. Trainees may take between 18-36 months to become fully competent and this requires a resource commitment from both SDC trainers and service delivery managers. The dedicated On-Call support team assists with support for development activities.

Support Roles

- 2.28 The number of established roles has increased by three during 2020-2021 to 160 with a strength of 177 (168.02 FTE). Of these, the Service currently has 22 personnel on fixed term contracts (excluding internal temporary moves but inclusive of one externally funded post) which are either held against establishment vacancies or are supernumerary to establishment.
- 2.29 Turnover during 2019/20 was 10.3%, accounting for 15 leavers. This compares to a prediction of 17 leavers in the previous workforce plan.
- 2.30 The Service appointed 26 support staff in 2020/21, 17 of which were to fixed-term contracts and two are temporary positions.
- 2.31 At the end of March 2021, there were 8.5 support role vacancies. However, the majority of these are currently in the process of recruitment or are covered by temporary or fixed term appointments.
- 2.32 Average absence levels for support employees during 2020/21 was 6.35 days per employee, this is below the performance target of seven days per employee, and a decrease of 34.79% (550 days) from 2019-20.

SECTION 3 - ANTICIPATED TURNOVER AND RECRUITMENT

- 3.1 A key objective of this Plan, is to predict how many operational employees may opt for retirement over the two-year review period and to plan resources accordingly. This succession planning ensures that there are sufficient competent employees available to provide operational cover.

Wholetime Duty System

- 3.2 Following the recent ruling on the 2015 pension scheme transitional arrangements, it may be more likely that those who may retire under 1992

pension provisions up to April 2022, with 25-29 years' service, may do so or will have to wait until they are 55 under 2015 scheme arrangements to achieve full Service benefits. The assumption has therefore been made that individual who attain 25 years' service (at aged over 50) will still choose to retire early under their 1992 provisions:

3.3 2021-23

- It is anticipated that the Service may lose up to 35 wholetime uniformed personnel before 31 March 2023: 18 due to retirement at 30 years' service; 2 due to ill-health and 14 for other reasons;
- An increasing number of employees are opting to retire at age 50, with 25 years' service. If it is assumed that 50% of those who could take early retirement before 30 years' service are factored into the workforce plan, an additional 21 uniformed personnel may choose to take early retirement during the period 2021-23. This takes the total of potential leavers to 31 March 2023 to five;
- It is predicted that 55 wholetime personnel may leave before 31 March 2023, based on a worst-case scenario, and assuming that the current wholetime establishment remains unchanged at 431 full time roles;
- Of these, up to 17 retirements will be at supervisory level and up to seven at Middle Manager level and, potentially, two at Brigade Manager level;
- However, this is off-set by the 28 new firefighters who will commence training during 2021. In a worse-scenario, the Service could be 31 roles below establishment (including the current 4 vacancies) by April 2023. This may be higher if a higher number of early retirements take place during 2021-23 due to pension scheme changes;
- This indicates that the Service will need to recruit up to 31 wholetime firefighter roles in 2022, either through direct recruitment or via a combination of direct recruitment and migration from the On-Call. Actual numbers will be affected by the actual level of turnover and will need to be reviewed in April 2022;
- Given that there is potential to lose another 2 Crew Managers and ten Watch Managers through retirement during 2021-23, it is critical that development of prospective Crew and Watch Managers is accelerated in order to fill vacancies as they arise;
- Given that there is potential to lose six Station Managers through retirement during 2021-23, it is critical that development of prospective Station Managers is accelerated in order to fill vacancies as they arise.

On-Call Duty System

3.4 2021-23

- The On-Call could potentially lose nine individuals due to retirement at age 60+, increasing to 12 if 50% of eligible individuals choose to retire between the ages of 55 and 59, before 31 March 2023.
- It is likely that 52 On-Call personnel in total will leave (based on average turnover rates) before 31 March 2023. Whilst the Service has committed resources to recruiting to On-Call roles over the last two years, and has committed significant resources to support this, with an average of three campaigns per year, it has proved difficult to retain personnel at a rate that outstrips the number of new starters. This is a perennial problem that will require measures to support retention, as well as recruitment.
- Recruitment campaigns run during 2020-21 may potentially lead to the appointment of 12 trainees commencing training in July 2021.
- A further recruitment campaign will be launched during 2021 for a course start-date in January 2022.
- The Service has completed two On-Call recruitment campaigns during 2020-21, with the appointment of 20 trainee firefighters.

Support Roles

3.5 2021-23

- There are likely to be 5 retirements before 31 March 2023.
- Based on past turnover levels, it is likely that up to 36 staff will leave the service before 31 March 2023. This is predominantly associated with the expiry of fixed-term positions.
- The relocation to the Joint Headquarters in 2022 may lead to a higher level of turnover in the short-term during late 2021/early 2022 and this will be factored into planning during this period.

SECTION 4 - TRAINING REQUIREMENTS

Wholetime and On-Call Acquisition

- 4.1 It is anticipated that, based on estimated turnover figures, there is likely to be a need for two acquisition courses during late 2022/early 2023. There may also be a need for a transitional training if a migration process is undertaken.
- 4.2 On-call turnover is estimated at 52 for the period 21-23. Two On-Call acquisition courses (24 appointments) are scheduled in 2021-22. A further 3 acquisition courses are planned for 2022-23 (36 appointments), although the challenges of recruiting to the courses is recognised. The Operational

Training Team continue to work with the Sustainability of On-Call team to diversify the acquisition training offers to appeal to the broadest range of applicants possible.

Revalidation of Core Operational Competencies

4.3 Core Operational Competencies comprise of Breathing Apparatus, Casualty Care, Command and Control, Extrication, HAZMAT, Water/Water Safety, Working at Height and Driving.

4.4 The Service aims to revalidate core competencies in line with industry standard. Where an industry standard has not been set, a three-yearly revalidation frequency has been determined.

4.5 Revalidation requirements are outlined in the table below:

Core Competence	Standard	Revalidation Frequency
Breathing Apparatus	NOG BA Foundation	Every two years (broken down into one year)
Casualty Care	Currently First aid at work and IEC – soon to be FREC 3	Every three years
Extrication	Currently not revalidated, will start next year	Planned to be every three years
HAZMAT	Currently not revalidated, will start next year	Planned to be every three years
Water/Water Safety	Rescue 3	Every three years
Working at Height	Out Reach	Every three years
Driving	NFCC – soon to be section 19	Every five years
Incident Command L1-	Foundation for Incident Command	Two Yearly

Specialist Roles

- 4.6 Specialist roles encompass specialist operational competencies for example for the Service's Technical Rescue Unit, MTA, ELS and driving and operation of specialist vehicles. In addition, a range of specialist Officer Competencies are required to support functional command roles such as Fire Investigation, Hazardous Materials Advisor and NILO.
- 4.7 Work continues in the development of the maintenance of competence (MOC) programme for all specialist roles. This includes potentially recruiting and training an additional 6 National Inter-Agency Liaison Officer's (NILO's) over the forthcoming year. Additionally, it has been agreed to train three Hazardous Materials & Environmental Protection Officer's (HMEPA's), two Communication Advisors and one Detection, Identification and Monitoring (DIM) Officer during 2021/22.

Corporate Training Needs

- 4.8 Generic training gaps for the workforce have been identified as:
- ICT/Digital skills;
 - Community and faith awareness;
 - Project Management.

These will be areas of focus during 2021-23.

Leadership and Development

Turnover Predictions

- 4.9 During the review period, it is anticipated that 19 supervisory managers and eight middle managers may be promoted or recruited to role. Additionally, projected turnover of support staff is likely to lead to vacancies at a managerial level. This will be supported through the different levels of leadership development:

Aspiring Leaders

- 4.10 In order to promote an interest in future leadership roles, a further aspiring leaders programme will be run in 2021-22. This is supported by access to the Open University New Managers Toolkit for those who find it difficult to attend workshops, such as On-Call employees.
- 4.11 An Aspiring Middle Manager programme has commenced in 2021 for those interested in the next step up to Station Manager or equivalent support role.

Look Ahead Programme

- 4.12 In recognition of the number of vacancies at Crew Manager level, a new development programme for aspiring Crew Managers commenced in 2021 to support those who may wish to apply for the first supervisory role in 2022. If successful, this will continue with a new cohort of participants in 2022.

Development Programmes

- 4.13 The latest cohort of delegates for the ILM3 Award in Leadership commenced in April 2021. This programme is for supervisory manager (operational and support staff) and provides development at the first level of line management. A further course will be scheduled to run in 2022 subject to outcomes from PDR's outcomes.
- 4.14 The ILM 5 in Leadership commenced in October 2020 for newly promoted middle managers or those in role with development needs. A further course will be scheduled to run in 2022 subject to outcomes from PDR's outcomes.
- 4.15 A Strategic Development Programme will run through 2021-22.
- 4.16 Further details of the ILM Level 3 and Level 5 programmes are available within the L&D Prospectus.

SECTION 5 – WELL-BEING

- 5.1 The Well-being strategy ([link](#)) is a focus for ensuring that we support our employees to maintain good physical, emotional and mental health. The Service will maintain its commitment to providing the highest level of support for its employees to achieve this through access to occupational health expertise, employee assistance and health programmes (including access to counselling support) and health and fitness guidance.
- 5.2 During the course of this plan, we will work to reduce factors which lead to the highest instance of long-term sickness absence – musculoskeletal injuries and mental health issues – through effective prevention, intervention and support – with the aim of reducing sickness absence levels overall year on year.
- 5.3 In terms of mental health, the Occupational Health and Fitness (OHF) team provided mental health workshops for all personnel between January and May 2021 and have secured funding for a part-time Mental Health Nurse for 18 months for 2022-23. A mobile app is also under development for employees to enable employees to access mental health information from their phone (Back-Up Buddy) during 2021.
- 5.4 In terms of operational fitness, the OHF team have secured funding for a support role to work with the Fitness Advisor to roll out a functional strength fitness programme over 21/22 and promote well-being initiatives. The team will also launch a pilot to introduce a new vocational hearing test for

operational personnel during 2021, in recognition of potential deterioration in hearing levels as part of the normal ageing process.

- 5.5 Promoting a culture which recognizes the importance of well-being acknowledges the link between high performance, high morale and optimum health. The need for good communication, coaching skills in managers, skills in dealing with difficult issues will be equally important in creating a workplace in which people can perform at their best.

SECTION 6 - EQUALITIES METRICS AND AIMS

- 6.1 The ethnic make-up of the workforce is set out at Appendix two.
- 6.2 Workforce profiling tells us that women and employees from BAME backgrounds are under-represented in the operational wholetime and On-Call workforce. Women represent 6.95% (29) of the wholetime workforce and 5.55% (14) of the On-Call workforce. BAME employees represent 4.8% of the wholetime workforce and 2.8% of the On-call workforce.
- 6.3 BAME employees are also under-represented in support roles at 7.3% (13) of the workforce. Women make up 54.49% of those in support roles. In the last year, 35.29% (18) of new starters were women and 5.88% (3) were from BAME backgrounds.
- 6.4 The gender pay gap tell us that the average pay differential between male and female employees is 18.9% and the median pay differential between male and female employees is 9.8%. This is an increase on 2019 figures, and has been impacted by the transfer of female control staff to the Derbyshire payroll from July 2019 – many of whom were in higher paid positions. It also reflects the low number of women in operational management roles. This means that whilst men and women are paid the same pay for the level of role they undertake, more men than women are employed in more senior roles.
- 6.5 The Service does not set equality targets but aspires toward the local population census figure of 11.2% for BAME employees as a reflection of the community we serve.

Aims

- 6.6 The 2020 wholetime recruitment campaign saw the appointment of five (17.86%) women and 4 (14.29%) BAME candidates. Whilst the outcomes from the campaign are positive, there is still a challenge to make the workforce more reflective of the communities it serves. Attraction rates of women, LGBT applicants and people from BAME backgrounds to firefighting roles need to improve further in order to make a marked difference to the make-up of the workforce in the future.
- 6.7 It is anticipated that the next firefighter appointments will be in 2022, and planning for positive action will commence prior to this to ensure that full

engagement with prospective applicants leads to a higher level of interest from applicants who are currently under-represented within our workforce.

- 6.8 The Service has a long-standing commitment to promoting equality, diversity and Inclusion (EDI) in service delivery and within its workforce. One of Year three priorities within the Strategic Plan includes An Inclusion Approach. This will include the development of an EDI Strategy, a new Community Engagement Plan aimed at growing engagement within BAME communities, promotion of LGBT equality via our Stonewall membership and strengthening of faith training provision. The Service will also work to improve its status as a Disability Confident employer.
- 6.9 We will seek to close the gender pay gap by encouraging women to apply for more senior roles and establishing family friendly working arrangements for all our employees.
- 6.10 We are already a Disability Confident employer and will continue to provide employees and job applicants with ready access to reasonable adjustments which will help to support them at work, or to apply for job roles with us.
- 6.11 We will promote the benefits of a diverse workforce and ensure that our policies and recruitment practices are not directly or indirectly discriminatory.
- 6.12 Through our links to Stonewall, we will seek to establish a workplace where employees can be open about their sexual orientation and our practices are supportive of the LGBT+ communities.
- 6.13 Through adherence to our core values, we will promote a fair and inclusive workplace through education, challenge where appropriate, active engagement and recognition of the difference we can make within our own workforce and to our communities.

SECTION 7 - BUDGETARY POSITION

- 7.1 Whilst the service has set a balanced budget for 2021/22 the financial position remains at best uncertain beyond this date. The prevailing economic climate has caused increased financial pressures to be placed upon all public-sector bodies and the Fire Service is no exception.
- 7.2 There is concern over Business Rate income and the level of government grant that the Service will receive in the three years beyond 2021/22. There will be additional pressures on pension budgets as the Service reacts to the age discrimination remedy for transitioning into the 2015 Firefighter Pension Scheme.
- 7.3 The Service has and will continue to place priority on engaging with employees and trade unions to find ways to mitigate the need for compulsory redundancies, and to find these savings through greater efficiency, a review of activities and re-alignment of services.

SECTION 8 - WORKFORCE ISSUES BY DEPARTMENT

Response

- 7.4 The COVID-19 pandemic has impacted on the priorities of the operational workforce in a number of ways; resource has been diverted to support the vaccination and lateral flow testing programmes as well as supporting EMAS. In addition, the pandemic has led to some changes in the demand profile including a 46.6% decrease in countywide Deliberate Secondary Fires and a 16.4% countywide increase in Accidental Dwelling Fires. Consideration will need to be given to how changes to the demand may impact longer term.
- 7.5 Emphasis remains on developing the skills and core competencies of new and existing operational employees, including specialist skills and new specialisms, meeting new and emerging risks, for example, waste fires and as such succession planning continues with periodic reviews of current demands and future service expectations.
- 7.6 Balancing the ongoing need for training and development against meeting operational demand will remain a challenge – there is a requirement for new firefighters to continue with a high level of support in the first two years on station, however, this places a strain on the service meaning the more recruitment that takes place the greater the strain that is placed on the incumbent workforce.
- 7.7 The ridership remains in a stable position, however, the impact of Covid related absence has resulted in more extractions from the ridership than anticipated, a combination of measures is currently in place to address these shortfalls (migration, transfers) and the use of auxiliary crewing will help to support ridership levels until the posting of new apprentice firefighters, expected in Sept 2021.
- 7.8 Planned recruitment through 2021 and 2022 should mitigate some of the impact of forecasted retirements and turnover during 2021-22, however, following the outcome of the McCloud/Sargeant tribunal there is a risk that the forecasted retirements will increase significantly leading to gaps in the establishment and an increased need for further recruitment.
- 7.9 In turn, succession planning for crew, watch and station manager roles will be ongoing through the review period. To further support employees aspiring for promotion, increased mentoring and coaching opportunities to underrepresented sections of our workforce are in development, with the aim of increasing Supervisory / Middle Manager diversity.
- 7.10 The Service also contributes to civil contingencies and responds to national risks and the aim is to increase the number of over border and multi-agency exercises undertaken by operational crews: Including Police Collaboration Workstreams such as Cadet, Rural and Roads exercises. These capabilities will also need to be developed and maintained during the period 2021-23.

- 7.11 The aspiration is for crews to re-engage in the delivery of the Service's prevention and protection strategies, including the delivery of safe and well checks and business safety checks to enhance fire safety activity as and when focus returns to BAU activities.
- 7.12 As described earlier in the plan, recruitment and retention of on-call personnel is an ongoing priority as the level of turnover remains high. A dedicated project has commenced to review the on-call pay and contracts to address the issues of attraction and enhance retention of On-Call staff. The aim is to review contractual hours, pay, activities and access to development.
- 7.13 Further focus for on-call personnel includes a review of the acquisition training delivery options (Safe to Ride), to further meet the differing needs of potential new on-call firefighters and to increase number of On-Call supervisory appointments by promoting management development to maintain resilience against potential loss of dual employees.
- 7.14 The implementation of mixed crewing and alternative crewing over the past year will continue to be reviewed throughout 2021.
- 7.15 Increasing digitisation and mobile working including improving confidence in the use of frontline appliance mobile technology (including access to operational risk / supporting information) will require new skills to be developed and work is ongoing alongside the ICT department to develop access to training on station.
- 7.16 Other key priorities include a review of the Service's and Flexi Officers Collective Agreements, with the aim of improving the operational response and provision of specialist skills across the command groups; Continue supporting implementation and the embedding of National Operational Guidance; Supporting the external audit of the recording of maintenance of competency on Redkite and implementing any findings / lessons learnt.

Prevention, Protection and Fire Investigation

- 7.17 Completion of prevention and protection activities has been stalled throughout 2020 due to limitations presented by the COVID-19 pandemic. Social distancing and other safety measures have proved to be challenging to overcome, in addition resource has been depleted due to support for other activities alongside increased absences.
- 7.18 As such a backlog of BAU activities has built up and a key priority as we return to normal will be constructing and implementing clearance plans to address this.
- 7.19 The most significant risk remains to prospective retirements or turnover within both the Protection and Prevention teams over the next three years. This will require effective succession planning to ensure that knowledge and experience is passed on – in the case of Fire Protection this requires a two-year development period for those new to the role. However, this also presents the opportunity to review the performance of the team and recruit

new personnel to the roles, diversifying ideas and developing the team further.

- 7.20 The introduction of a career graded pathway for personnel will assist in rewarding progression and development, whilst a wider departmental pathway will enable personnel, who wish to, to develop their skills across a clear multi-functional career. Making the department a preferred career for personnel is a focus over coming years.
- 7.21 Succession planning to address retirement profile risks within Prevention and Protection teams to pass on knowledge and experience over next two years has already commenced in 2020 and the following appointments have been made:
- A Grade six Youth Engagement Officer post has been appointed and commenced employment in January 2021.
 - A Business Education Advocate role has been appointed to a 24-month fixed term appointment, from October 2020.
 - A new Occupational Therapist has joined the Service, on a full-time, three-year secondment basis.
 - A Young Person's Lead role to deliver the cadet programme has been appointed and started in January 2021. The plan is for this person to recruit to the Grade Four Cadet and Volunteer coordinator post that has been funded for two years from earmarked reserve.
- 7.22 Expressions of interest were sought from eligible Fire Safety Inspector's to complete the L5 Diploma course in order to develop the Inspection Officers capability to a level 5 fire safety qualification. Five FSIs have been selected to undertake training throughout 2020/21.
- 7.23 Development and accreditation of a number of Fire Protection roles to meet competency requirements has been delayed due to capacity issues with IFE and currently still awaiting an update from IFE – NFCC are also liaising with the IFE due to this being a national issue.
- 7.24 A substantive SHSO role and a further four additional SHSO roles (one administrative) for a Safe and Well Visits catch-up project have commenced from October 2020 to address backlog of SWVs from Covid BCM response.
- 7.25 It was planned to recruit a qualified Fire Engineer and select personnel for internal training throughout 2020, however, attempts to recruit proved fruitless despite exploring a number of avenues. Agreement was given instead to train two personnel from Fire Protection in a Fire Engineer qualification. Both candidates started a course at UCLAN in September 2020. This is a four-year, part-time course funded from Government Grant and Transformation funding respectively.

Protection

- 7.28 The department's business plan outlines an increase in fire safety audits, as well as the introduction of 'business safety checks' for operational crews.
- 7.29 The proposed co-location of the arson reduction and investigation team, with the Police crime scene investigation team, will enable greater collaboration and closer working, improving standards and enabling both teams to comply to required standards of operation. Work on this project will be ongoing throughout 2021.
- 7.30 Collaborative opportunities within regional FRSs will continue to be explored to enhance the Service's fire engineering and fire investigation capabilities, including supporting the succession planning for the regional hydrocarbon detection dog.

Prevention

- 7.31 The Strategic Plan outlines how the Service will continue to work towards keeping people safe in Nottingham and Nottinghamshire and, the aspiration remains to increase the number of engagements that the Service has within communities.
- 7.32 Activities are planned to restart across Service Delivery with an aim to progressing back to BAU in spring 2021. Particular focus is being given in relation to engaging with minority or under-represented communities through the Comms Steering Groups and District Prevention activities.
- 7.33 Closer working with response crews will enable a number of new initiatives (delayed from 2020) which focus on increasing the number of safe and well visits and smoke alarm ownership, including data led community engagement, enhanced CRaE activity and the use of on-call personnel to facilitate specific thematic events.
- 7.34 Focus remains on road safety and the team continue to engage with partners and other agencies, with this area being designated as one of the five specific collaboration workstreams with the Police. The introduction of a joint Police and Fire cadet programme has enabled the Service to engage with new communities and young people. Aspirations to expand this model will depend upon the ability to resource this model and duplicate the successes noted in the trial schemes which have been held.
- 7.35 In March 2020 a new Safer Communities strategy was created and work to embed this strategy has been ongoing throughout 2020. This will continue to be monitored throughout the review period.
- 7.36 Evaluation of activities has been highlighted as a required area of improvement within the team and is reflected in Service plans. The dedication of a specific post to this function will enable the focus and resource to embed evaluation of activities within the team and across the department.

- 7.37 Work is under way to implement a range of projects working more closely with the Police in order to meet our respective objectives and priorities to create safer communities in Nottinghamshire. These include those targeting our most vulnerable residents, school's education and rural and road safety alongside plans for a joint Police and Fire Cadets Scheme, a joint school's education programme and a joint Specialist Home Safety Team.

Operational Training

- 7.38 Within the operational training function there are a range of challenges associated with succession planning and the loss of experienced trainers due to retirement. Throughout 2019/20, the department explored options to ensure sufficient handover and development time can be provided to minimise the impact of these retirements. The outcome of which was a review of the training structure at SDC and the creation of opportunities to attract firefighter and crew manager trainers providing a progression route through the department. Four crew managers have been appointed and will transition into the structure between Jan and Jun 2021.
- 7.39 There will be on-going training requirements for new trainers joining the department, with significant investment of both time and money required to provide the necessary skills and understanding.
- 7.40 As it is forecasted that most trainers are likely to retire within the next three years this work will be ongoing to ensure stability remains within the department. Further opportunities, such as more flexible working arrangements, response methods and the development of remote training products (i.e. webinars, e-learning modules, virtual classrooms) are currently being explored.
- 7.41 Focus on developing the learning offering and creating efficiencies will be a key priority for this year and will include projects such as supporting the response exercise programme (including the specialist response review), ensuring all exercise are attended by a monitoring officer from the R&A team; Creation of an L&D Policy framework to provide a structure which can then be assured against; Diversifying On-call training delivery to include more on station delivery and enhanced use of digital learning (e-learning, webinars etc to improve accessibility of training); Upgrading the competency recording system through consolidation of systems to remove duplication of recording for front line staff.
- 7.42 Collaboration remains a key driver within the operational training team and discussions are ongoing concerning both co-location and sharing of certain training functions both with Nottinghamshire Police and Derbyshire Fire and Rescue Service. This may bring efficiencies which will enable reallocation of resources to other training functions.

Risk and Assurance

- 7.43 The most significant risk is that many roles within the team require expert qualification/knowledge and are therefore potentially single points of failure. As this is a risk to business continuity efforts will be made to mitigate this risk, for instance by adoption of regional ways of working.
- 7.44 Work associated with the embedding of National Operational Guidance (NOG) is expected to continue in to 2022 and resourcing an ongoing maintenance function for guidance and training products which NFRS will need to be given consideration.
- 7.45 Business continuity management remains a priority for the Service and work to integrate a new BCM management systems into wider resilience and emergency planning function has now been completed. All plans have been reviewed and tested throughout the COVID-19 Pandemic however testing at station level has been temporarily suspended. Further reassurance on testing and exercising will be sought on return to business as usual post COVID-19 and resource will be required to support this alongside ongoing monitoring undertaken through OLB and via Key Performance Indicators (KPI's).

Corporate Support

- 7.46 'Corporate Support' currently encompasses a number of functions including Communications, Performance, Planning and Administration.
- 7.47 In 2019, a temporary structure within Corporate Support was approved in order to develop and implement a performance management framework. This introduced three, 12-month, fixed term posts, which are funded until 31 May 2021.
- 7.48 A further fixed-term post was agreed for a 'Business Architect' role within the Corporate Planning team to support the work related to the Integrated Risk Management Planning (IRMP) process. This post is funded until the end of September 2021.
- 7.49 Work being undertaken relating to the Business Operating Model, alongside a review of the structure and requirements for the Service's performance management platform has highlighted that there are some gaps in how the current structure supports delivery of services.
- 7.50 Similarly, it has been identified that there will be ongoing requirements for the development and management of strategic and business planning, clarity on key performance measures, project management and effective reporting of all these areas.
- 7.51 To facilitate the above a new structure has now been approved, the core functions of which are:
- Strategic Performance and Planning - This will bring the Service's planning and performance capabilities together under one Manager in order to align

the elements of strategic and corporate planning with performance, evaluation and analysis

- Strategic Support and Communications - This function would bring together the current Principal Officer Support role within the Command Suite with other 'strategic support' functions within the Service; Communications, Administration, and Information Governance. The Team manager role would bring to the Service a middle manager responsible for an outward-looking, advisory role to SLT, as well as a 'horizon scanning' functionality to the Service to drive continuous improvement and working closely with the Performance and Planning Manager to incorporate this in to Service planning.
- 7.52 It is likely that the Service will need to review this structure within the next 18-24 months as the requirements evolve and new demands emerge in parallel to other change activities.
- 7.53 Focus in the department over the coming months will be on implementing and embedding this new structure.
- 7.54 A new approach to the development of the Integrated Risk Management Planning (IRMP) has been adopted with a continuous, cyclical approach being taken to assessing community risk and addressing this through the Service's Strategic Plans. This will present a more sustained, level demand from the Corporate Team, compared to the traditional 'peaks and troughs' that were present under the previous delivery model.
- 7.55 Another key focus remains on developing the approach to the inspection regime by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). This has seen the Service adopt a 'continuous improvement' methodology to the outcomes of the inspections and wider organisational learning.
- 7.56 Other key areas that will remain as a priority will be:
- Supporting the Strategic Assessment of Risk;
 - Supporting the Joint Headquarters programme;
 - Focus on training requirements for the department, in particular, upskilling on IT systems such as CFRMIS and PowerBi;
 - Reviewing Communications Strategies and supporting plans across the Service;
 - Developing the Service's performance management approach, incorporating the performance dashboard.

People and Organisational Development

7.57 People and organisational development (POD) incorporates:

- Human resources;
- Occupational health;
- Leadership and Employee Development;
- Inclusion and organisational development.

Human Resources

7.58 There are some significant workforce changes which will require human resources professional support during the year – namely the transition to the new joint Headquarters with the Police, workstreams will include: Collective and individual consultation; Development of relevant policy and contractual variations; Employee engagement activities.

7.59 There is also expected to be some departmental restructures which will require human resources support.

7.60 Recruitment will be a key focus with recruitment to on-call roles continuing to be a priority, with the aim of running up to three recruit courses during 2021-23, this will result in continuous recruitment campaigns for most of the year, which will have significant human resources implications.

7.61 In addition, preparation for wholetime recruitment / migration for commencement in 2022 will be required, alongside facilitating promotion processes for Crew, Watch and Station Managers in response to anticipated turnover rates, to be held in late 2021/early 22.

7.62 An on-going piece of work will be to review people related policies, to ensure the organisation is up to date with new or amended legislation and best practice. A fixed term HR Policy & Projects Officer role has been funded for an 18-month fixed-term period to undertake this task, whilst also providing support for the transition to joint HQ.

7.63 The demands on i-Trent support remain difficult to balance alongside system maintenance and development. Additional resources were secured in 2020 to support the i-Trent team, however the demand on the team has grown as the organisation moves towards a more data-centric, performance management focussed operating model meaning more requests are now of an analytical/business intelligence nature. This may result in a further review of priorities and resources.

7.64 Other projects which will require support from the HR department include the implementation of actions arising from the McCloud Pensions judgement; the transfer of employee records to an electronic document management system and supporting the implementation of a new rostering solution.

7.65 These commitments should be managed through current resources, however there may be a need, at certain times, to provide temporary support through short-term agency cover.

Occupational Health (OH)

7.66 The OH team will continue to implement initiatives to promote good health, with an emphasis on mental well-being and musculo-skeletal injury.

7.67 A Well-Being Strategy was developed in 2019 to draw together the support available to maintain physical and mental health. Focus over the coming months will be to deliver the key aspects of the Well Being Strategy: Mental Wellness, Fitness for Role, Communication, Healthy Lifestyle and develop a network of Wellbeing champions to support the Strategy.

7.68 Work is ongoing to establish strength standards for operational firefighters as part of the Service's Fitness Policy. Launch of a new strength programme was delayed due to the impact of Covid. The pilot has been halted and will recommence in 2021 and seeks to address the issue of musculo-skeletal injury and reduce resultant absence from the workplace.

7.69 Working with the on-call team, fitness support and guidance will be provided by the Fitness Advisor to prospective on-call applicants to enhance their prospects of passing the selection process. This is part of the positive action measures taken to improve on-call recruitment.

7.70 Following a review of the OH system (EOpas) undertaken during 2019, implementation of new OH database will take place during 2021. This will have resources implications for the OH team, which will be addressed via additional funding to temporarily increase established working hours.

7.71 There will be a focus on improving mental health through a range of initiatives: Implementing on-line training for managers and employees on mental health awareness and stress management; development and roll-out of a mental health app to widen access to support and information; the recruitment of Mental Health practitioner on a fixed term basis.

7.72 Additional areas of focus throughout 2021/22 will be; Undertaking a review of post incident support and refresh training for managers; reviewing hearing standards to address the risks reported to H&SC, (this will involve implementing control measures and feeding in to the development of national standards); Development of on-line and remote support for health and fitness to make engagement more accessible and enhance communication with employees and managers and managing the transfer of OH function to police headquarters. Additional funding has been made available to support the well-being and fitness programme over the next 18-months, through appointment to a OH Support role.

Inclusion and Organisational Development

- 7.73 During 2020 the Service has continued its commitment to developing the organisation's culture and values, and to promote equality, diversity and inclusion as a guiding principle. This has been supported through the appointment of a OD and Improvement Officer role for a fixed-term 18-month period.
- 7.74 An Equality, Diversity and Inclusion Strategy has been drafted and will be launched in 2021. This outlines the Service's key EDI commitments over the next two years including the inclusivity of services as well as employment and recruitment practices as well as other functions the organisation manages.
- 7.75 A Community Engagement Plan is in draft which will bolster efforts to engage Black, Asian and Minority Ethnic (BAME) employees and communities. A key part of this will be developing a group of people who can provide feedback on services, policy development and employment practices as well as the development of the Service's Integrated Risk Management Plan. A fixed-term Community Engagement Manager has been appointed to deliver on this work.
- 7.76 The Service continues to build on the leadership programmes it has developed over the last few years as part of its People Strategy. The Aspiring Leaders programme for non-managers has now been expanded to include those aspiring towards middle manager positions.
- 7.77 The new Leadership and Development Manager post is in the process of being filled and this will enable the Service to resource and develop the leadership programme more effectively. This role will also be key in ensuring that the NFCC's leadership workstreams are developed at a local level and can become embedded at NFRS.
- 7.78 In July 2020, an update was provided on the Service's new PDR process which was running between April and September. The project to review this process has been successfully completed. The Behavioural Framework is the next phase of embedding the Service's values. The Shaping Behaviours Programme will touch all areas of the organisation in the form of face to face workshops, briefings and e-learning. This programme will be delivered by April 2022.
- 7.79 As part of the Service's plans to improve the way in which it plans for the challenges of today and in the future, a workstream is underway to map out the existing skills and competencies in the organisation within the support staff cohort. This work has been supported by the appointment of fixed-term Resource Planning Officer role.
- 7.80 The resulting Competency Framework will help managers to build roles within their teams and wider departments. It will also assist with consistency across professional disciplines across the organisation. This will also assist with matching resources to demand and help the organisation to plan its resources in a more holistic way.

ICT/ Digital Transformation

- 7.81 The ICT department has increased from a headcount of 17 in March 2020 to 26 in 2021. The increase is inclusive of 6 fixed term contract appointments and one externally funded post. This is reflective of, and in response to, the pressures faced by the team to meet current workloads, project demands and future development needs, alongside supporting the wider organisation in enhancing their digital skills. It is anticipated that headcount will reduce once all projects are completed but remain slightly higher than the 2020 figure at 20 FTE.
- 7.82 It is likely that a number of the fixed term contracts will need to be extended in order to continue supporting key projects in to 2022. Further support may also be required for ICT helpdesk and Projects teams.
- 7.83 Succession planning will remain a focus in the department and it is the intent of the department head to extend skills sets of existing ICT staff, address any risk of single points of failure/single subject matter experts and review current role requirements. This includes the recruitment of a new Cyber Security Apprentice role to address the ongoing need to strengthen IT security expertise in the organisation.
- 7.84 The need to upskill non-ICT specialists in data and system management and user training, is a key investment for the Service and will reduce the pressure on the ICT team over time as users improve their own system knowledge and data skills. To respond to this need a new ICT Trainer role has been appointed on a fixed term contract basis from 6th June 2020. The ICT Training Officer has a programme of work, including watch visits with crews, providing training on key systems.
- 7.85 Key priorities are continued support of the SharePoint programme, further enhancement of the resilience of the emergency services network (ESN), the implementation of a new rostering and operational response resourcing solution that is integrated with MHR i-Trent and the Systel mobilisation system, replacing the existing Mobile Data Terminals (MDT) and Pagers with devices capable of using the Systel Android L.E.G.O. system and business process analysis and automation.
- 7.86 ICT support for the joint Headquarters project will continue throughout 2021-22 with focus on the migration of all the NFRS systems to facilitate agile working at the new site and also decommissioning legacy equipment such as the Tri-Service Control infrastructure at NFRS HQ (Bestwood Lodge) prior to the move.

Procurement and Resourcing

- 7.87 In 2020 a planned re-structure was implemented, impacting the Engineering and Procurement teams. This involved substantiating the new Asset and Equipment Officer roles, realignment of the Procurement Manager and Estates and Facilities Officer roles and the amendment of the Change Procurement Officer Role to Assistant Procurement Manager role. These

changes are likely to bring about improvements to the service provided by the teams, leading to greater efficiency and savings in these key high spend budget areas.

- 7.88 Particular focus will be given to clearing a backlog of fire hydrant inspections that has built up due to resourcing issues and could have implications for the service if not resolved. Recruitment is underway currently for an Equipment & Hydrant Maintenance Technician as a secondment opportunity to ensure continuity in the volume of annual inspections being undertaken.
- 7.89 The department continues to use external specialists, where necessary, due to the diverse nature of the professional engineering, construction and property related skills required within different projects. These costs are accounted for under project costs.
- 7.90 Work towards a joint estates management team with Nottinghamshire Police (NP) in preparation for the move to the joint headquarters will remain a priority. A planned meeting with NP to confirm the existing objective took place on 06 Jan 2021 where it was agreed that a project report on Joint Estates options will be issued to the Strategic Collaboration Board in May 2021.
- 7.91 Other key activities related to the move include; the New Build and Refurbishment of existing accommodation at Sherwood Lodge; the relocation of Stores to Highfields and the Incident Command Training Suite to Mansfield.
- 7.92 Other major projects requiring focus are new Fire Stations at Worksop and Eastwood (Collaborative project within Local Authority Community Hub); Completion of the One Year Planned Maintenance Programme; Alterations to the existing internal layout to create a training and meeting room at Arnold Fire Station; Procurement and replacement of equipment.

Finance

- 7.93 The finance department remains in a stable position in terms of workforce movement. It is likely that a member of the accountancy team may retire within the next two years and require a direct replacement.
- 7.94 The section has had two apprenticeship posts in recent years. Both apprentices have progressed through their training and are now in substantive posts within the team.
- 7.95 Changes to the audit regulations have significantly increased the burden of work on the team to facilitate the audit of the Statement of Accounts. The Fire Authority approved the appointment of a new post in the team in February 2021 which will enable the team to better meet the increasing workload of audit, pensions and VAT compliance.
- 7.96 The increasing complexity of pension legislation and the implementation of McCloud Employment Tribunal remedy outcome have placed an additional

burden on the Finance Team and additional resources have been procured from Derbyshire Fire and Rescue Service to provide needed expertise in this area.

- 7.97 A review of the structure may be required in the coming months following a review of current gradings.
- 7.98 There is also a requirement for further succession planning and upskilling for capital accounts as there is currently only one member of the team fully skilled and experienced in this field.
- 7.99 The Medium Term Financial Strategy and future budget planning will be a key piece of work for the team in order to ensure that funding is aligned with the priorities outlined in the strategic plan.
- 7.100 Additional areas of focus also include facilitating the 2021 HMICFRS inspection and ensuring CIPFAs Financial Management Code is adopted across the service.

APPENDIX ONE

Internal and External Influencers

INTERNAL DRIVERS: WORKFORCE ISSUES

Corporate issues which underpin the workforce during 2021-23 include:

- **Delivery of the Strategic Plan 2019-22 – Year 3 priorities:**
 - Shaping our future
 - Collaboration to improve community outcomes
 - Business recovery post COVID-19
 - Continuous Improvement
 - Agile Working
 - Specialist Appliance Review
 - Sustainability of On-Call
 - Rostering
 - Inclusion approach
- **Delivery of NFRS People Strategy 2020-22**
- **Relocation to a Joint Headquarters**
- **Budgetary constraints**
- **Service improvements – arising from the HMI inspection outcome**
- **Workforce sustainability – succession planning/future leaders**
- **Employee Well-being**
- **Reduction in workforce absence**
- **Promoting Diversity**
- **Developing a values-led culture**

EXTERNAL DRIVERS: WORKFORCE ISSUES

- **National influences** on workforce issues during 2020-23 include:
- **Firefighter Pension scheme changes – impact of McCloud appeal judgement on early detriment cases and the Matthews (part-time workers) case;**
- **Outcomes from Grenfell Public Inquiry;**
- **National Pay Review/Broadening of Role Maps/Potential for Industrial Action;**
- **Skills Shortages;**
- **Increased collaboration with partners;**
- **Recommendations from the HMICFRS 'State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2020';**
- **White Paper on Police, Fire and Crime Commissioners anticipated in 2021.**

NFCC

- **NFCC People Strategy 2017-22;**
- **NFCC Inclusion Strategy;**
- **NFCC Leadership Strategy;**
- **NFCC Professional standards and code of ethical practice (under development).**

APPENDIX TWO

EQUALITIES PROFILE

Gender:

Gender	Wholetime			On-Call			Support			Total			%		
	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var
Male	388	424	-36	238	249	-11	81	67	14	707	740	-33	83.27%	84.86%	-1.59%
Female	31	32	-1	14	10	4	97	90	7	142	132	10	16.73%	15.14%	1.59%
Total	419	456	-37	252	259	-7	178	157	21	849	872	-23			

- As of March 2021, women constituted 16.53% (140) of the total workforce which is a slight increase of 1.39% from 2019/20. Of these, 43 women are employed in operational roles (including management roles), which represents 6.42% of operational roles undertaken.
- An additional four operational roles were offered to women during the latest recruitment campaign in 2020 and are due to commence employment from April 2021.
- 3.79% (5) of Crew and Watch Managers are women and there are no female middle managers at Station or Group Manager level. As at March 2021, one principal officer is female and two are male, all operational area managers are men, although there are three non-operational female Strategic Managers (Area Manager equivalents) within the Strategic Leadership Team.
- Within the support workforce there continues to be more women (97) than men employed (81). However, it should be noted that men occupy higher numbers of senior organisational positions (6.77%) than women (4.52%).

Ethnic origin:

Ethnic Origin	Wholetime			On-Call			Support			Total			%		
	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var
BAME	20	22	-2	7	5	2	13	10	3	40	37	3	4.72%	4.12%	0.60%
Prefer Not to Say	19	23	-4	10	15	-5	8	20	-12	37	58	-21	4.37%	6.46%	-2.09%
White British	356	382	-26	219	226	-7	143	124	19	718	732	-14	84.77%	81.51%	3.26%
White Irish/ White Oth	21	29	-8	14	13	1	6	3	3	41	45	-4	4.84%	5.01%	-0.17%
Not Declared	1	0	1	2	0	2	8	0	8	11	0	11	1.30%	0.00%	1.30%
Total	417	456	-39	252	259	-7	178	157	21	847	872	-25			

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³ 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

- As of March 2021, employees from BAME groups constituted 4.72% (40) of the workforce (excluding employees who defined themselves as Irish and White Other). Of these, 3.41% (29) were employed in operational roles.
- In comparison 2019/20, the overall number of BAME employees has increased by three (0.6%)
- Figures are not inclusive of the additional intake of wholetime firefighters from the 2020 recruitment campaign. Initial indications suggest an additional 4 BAME candidates securing roles to commence in 2021.
- It should be noted that 38 people have chosen not to define their ethnic origin which is a reduction from 58 in 2019. This is an encouraging indication that employees feel more comfortable in disclosing their ethnicity through the recruitment process.
- There continues to be a low number of employees from BAME backgrounds in operational supervisory roles at 3.79% (8), and there are no middle managers or senior operational managers from BAME backgrounds.

Sexual Orientation:

	Wholetime		Retained		Non Uniformed		Total	
Bisexual	2	0.48%	3	1.19%	2	1.12%	7	0.83%
Declined to specify	57	13.67%	27	10.71%	26	14.61%	110	13.02%
Gay/Lesbian	4	0.96%	2	0.79%	2	1.12%	8	0.95%
Straight/Heterosexual	354	84.89%	220	87.30%	148	83.15%	724	85.45%
Grand Total	417		252		178		847	

- A number of employees (13.02%) have chosen not to state their sexual orientation, however, it should be noted that this reduced from 14.6% in 2019/20. Work is already underway through a series of webinars and e-learning packages to raise awareness of issues faced by employees that identify as LGBT.
- Numbers of employees who identify as lesbian, gay or bisexual has remained the same as 31 December 2019. 1.41% (12) of the work force identify as being lesbian, gay or bisexual, however this is low compared to the expected national population of 5 - 7% quoted by Stonewall.
- The Service continues to work with Stonewall to improve its performance in relation to LGBTQ+ issues. The most recent Wholetime firefighter campaign showed an increase in people who identify as LGBT choosing to apply for firefighter roles. This is really encouraging and may indicate that the Service's commitment to LGBTQ+ equality is resonating with applicants.

Gender Identity:

In July 2018, the Service started to monitor gender identity and gender reassignment. Declaration is voluntary and, to date, only 9.66% (82) of employees

have provided gender reassignment data and 15.78% (134) have provided gender identity data. As such figures are too low to provide any meaningful analysis, no useful conclusions can be drawn at this time, however, work continues to raise awareness of this reporting mechanism and why the Service collects the data in an effort to improve declaration levels.

According to monitoring data the Service does not have any employees who identify as Trans.

Disability:

	WDS		On Call		Support		Total	
Declared Disability	18	4.32%	8	3.17%	15	8.43%	41	4.84%
No Disability	397	95.20%	239	94.84%	150	84.27%	786	92.80%
Not Specified	2	0.48%	5	1.98%	13	7.30%	20	2.36%
Total	417		252		178		847	

- The declaration rate of disability at March 2021 is 4.84% (41) of the total workforce.
- The declaration rate amongst support employees is at 7.34% which is lower than the working age population in the UK that is disabled, which is approximately 10%. When operational employees are included this figure reduces to 4.71%. This is due to the fitness, strength and other functional aspects, such as sight and hearing standards, which are a requirement of operational roles. It should be noted that as a workforce gets older disability issues are likely to increase.
- Whilst disability declaration rates remain relatively low, the Service continues to raise awareness of disability issues such as dyslexia and mental health. It should also be noted that two successful applicants from the latest cohort have registered disabilities through the application process.
- It is acknowledged some employees who meet the definition of disability under the Equality Act may not consider themselves as being disabled, thus monitoring of reasonable adjustments is being considered for future reporting.

By Age:

Age	Wholetime			On-Call			Support			Total			%		
	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var	20/21	19/20	Var
16-25	3	5	-2	15	23	-8	16	5	11	34	33	1	4.01%	3.67%	0.34%
26-35	82	93	-11	84	85	-1	20	23	-3	186	201	-15	21.96%	22.38%	-0.42%
36-45	160	159	1	71	60	11	36	35	1	267	254	13	31.52%	28.29%	3.24%
46-55	152	181	-29	63	71	-8	57	64	-7	272	316	-44	32.11%	35.19%	-3.08%
56-65	20	18	2	19	19	0	46	28	18	85	65	20	10.04%	7.24%	2.80%
65+	0	0	0	0	1	-1	3	2	1	3	3	0	0.35%	0.33%	0.02%
Total	417	456	-39	252	21	-7	178	157	21	847	872	-25			

- The largest age group is those between 46 – 55 years old who make up 32.11% (272) of the workforce. As the typical retirement age for operational personnel is between 50 and 60, this has implications for projected turnover for the next ten years, and the associated loss of experience and knowledge to the service. Succession planning is in place to account for this projected level of turnover. At the other end of the age scale, 4.01% (34) of all employees are aged 16-25.
- Variances to the age profile of the workforce is following a similar trend to previous years, with the largest reduction being seen in the age band 46-55 (-51) and the largest increase in age group 56-65 (+13). This is accounted for by a combination of employees retiring from the Service between the ages of 50 and 55, and moving into the 56-65 age group during the year.
- The largest group for the On-Call workforce (85) are aged between 26-35 which represents a third of all on-call firefighters. It is important that this group is developed and retained in Service to sustain workforce numbers and replace Crew and Watch Managers who make up half (33) of those aged over 46 in on-call supervisory roles.
- Members of the Firefighter Pension Scheme (1992) may opt to take early retirement from 50 if they have at least 25 years' service; members of the 2006 and newly constituted 2015 pension schemes have a retirement age of 60 (with the option to retire from age 55 with a reduction in pension benefits). This means that the age profile of the operational workforce will steadily increase over the coming years. This will inevitably raise issues around maintaining fitness and other age-related medical issues which may arise in an ageing workforce. The Service has already begun undertaking work to address these issues during 2020 with increased support from Occupational Health alongside more development pathways in areas such as prevention, protection and SDC.
- One objective of this Plan, is to predict how many operational employees may opt for retirement over the two-year review period and to plan resources accordingly. This succession planning ensures that there are sufficient competent employees available to provide operational cover.

IMPLEMENTATION PLAN 2021-23

NBR	IDENTIFIED RISK	ACTION	RESPONSIBLE
Succession Planning			
1	Potential loss of up to four Firefighters due to retirement after 30 years' service before April 2023. Additionally, up to 9 FFs could take early retirement (with 25-29 years' service)	<p>Maintain an overview of projected retirements against established roles during 2021-23.</p> <p>Intake of up to 31 FF Apprentices during 2020-22.</p> <p>Migration process may be required in 2022/23 subject to decisions about recruitment</p> <p>Prepare for wholetime recruitment in September 2021, for appointments commencing April 2022.</p> <p>Consider the transfer of competent FF from other FRA's as part of recruitment strategy.</p>	<p>Head of POD</p> <p>Area Manager (Response)</p>
2	Loss of up to 10 Crew & Watch Managers due to retirement after 30 years' service before April 2023. Additionally, up to seven Crew and Watch Managers could take early retirement (with 25-29 years' service)	<p>Undertake effective succession planning, including identification of specialist roles, and promote Aspiring Leaders programme.</p> <p>Plan for a Crew Manager promotion process in 2021 and 2022.</p> <p>In-band progression to fill WM roles in 2021 and 2022.</p> <p>Consider the transfer of competent supervisory managers from other FRA's</p>	<p>Head of POD</p> <p>Area Manager (Corporate)</p> <p>Area Manager (Response)</p>
3	Potential loss of up to 4 Middle Managers due to retirement after 30 years' service before April 2023. Additionally, up to three Middle Managers could take early	<p>Station Manager and Group Manager selection process scheduled for summer/autumn 2021.</p> <p>Undertake effective succession planning, including identification of specialist roles.</p> <p>Continue Aspiring Middle Manager Programme throughout 2021</p>	<p>Head of POD</p> <p>Area Managers (Delivery)</p>

	retirement (with 25-29 years' service)	Consider green book conversion for specific roles	
4	Potential loss of 16 operational personnel for other reasons before April 2023 (resignation, ill-health retirement, transfers, dismissal)	Maintain an overview of turnover and build into succession planning and recruitment activity.	Head of POD
5	Improve current On Call vacancy levels and recruit to potential replace 26 leavers per year, and address current vacancy levels	Maintain an overview of projected retirements against established roles during 2021-23.	Head of POD
		Plan for a minimum of three On Call recruitment campaigns per year	SoOC team
		Undertake local recruitment campaigns	
Corporate Workforce Issues			
6	Response of strategic plan priorities Year 3	Manage workforce resources to support the delivery of strategic priorities	SLT
7	Impact of collaboration	All collaborative proposals to be assessed for workforce implications.	SLT
8	Plan for the relocation to a Joint Headquarters in 2022	Manage the workforce implications to ensure a smooth transition to the new JHQ	Head of POD / JHQ Programme team
9	Deal with the workforce implications of FPS scheme changes relating to immediate remedy and On Call Matthews case outcomes	Implement the remedy rulings to ensure compliance with legal position and manage potential workforce issues	Head of POD / Head of Finance
Inclusion			
10	Improve the diversity of the workforce	Undertake positive action initiatives to increase the number of applications and success rate of BAME applicants.	OD & Inclusion Officer

		Develop community engagement opportunities	Area Manager Prevention & Protection
11	Increase the number of female operational personnel in supervisory and management roles	Identify potential female candidates for promotion and provide development opportunities.	Area Manager (Response)
Training and Development.			
12	Manage the forecasted increase in operational personnel in development	Monitor the volume of employees in development	Area Manager (Response) / Area Manager Risk, Assurance and Operational Training
		Ensure capacity to support employees in development.	
13	Enhance ICT skills across the workforce	Specific focus on workplace systems to support efficiency	Head of Digital Transformation
Health, Fitness and Well-Being			
14	Aim to maintain absence levels at an average of seven days per employee for Wholetime and support staff, and reduce to 11 days for on-call staff.	Promote healthy lifestyles and support via Occupational Health interventions.	Head of POD
		Manage long term sickness interventions	
15	Review strength standards for operational firefighters	Implement a programme to establish and improve strength standards	Head of POD
Departmental Workforce Issues			
16 Response	Impact of anticipated retirements and turnover during 2021-23 resulting in gaps in ridership capacity.	Review options to maintain availability of appliances.	Area Manager Response
		Undertake succession planning for supervisory and middle manager roles	Area Manager Response
	Maintain an overview of	Identify future gaps and implement succession	Area Manager Risk,

	potential loss of specialist skills i.e. NILOs, HMEPOs, Fire Investigation, CBRNE advisors	planning.	Assurance and Ops Training.
	Maintaining competence of specialist skills	Maintain and continue to develop MOC programme / expectations for specialist roles.	Area Manager Response Area Manager Risk, Assurance and Ops Training
	Enhance retention of On-call staff	Review contractual hours, pay, activities and access to development to promote retention (SoOC team)	Area Manager Response
	Increase number of supervisory promotions for On Call Firefighters (non-dual appointments)	Develop the potential of firefighters with the ability to undertake higher level roles	Area Manager Response
	Increasing digitisation and mobile working will require new skills to be developed	Work with ICT to develop access to training on station	Area manager Response / Head of Digital Services
17 Prevention and Protection	Address retirement profile risks with Prevention and Protection teams	Succession planning to pass on knowledge and experience over next two years.	Area Manager (Prevention & Protection)
	Recovery from COVID-19	Recovery plans in place for BAU activities	
	Impact of NFCC Fire Safety Competency Framework	Develop Inspection Officers to a level 5 fire safety qualification. Development and accreditation of a number of FP roles to meet competency requirements.	
18 Corporate	Implementation and embedding of the new structure.	This will impact on the Performance, Project and Corporate Administration and Communication teams.	Area Manager (Corporate)
	Adopt new approach to the development of the Integrated Risk Management Planning (IRMP)	Review and assess the impacts to the level of demand from the Corporate Team	

	Training requirements for the department	Upskilling on IT systems such as CFRMIS and PowerBi;	
	HMICFRS Inspection Outcomes	Ensure that the skills and resources are in place to effectively manage the inspection process.	
	Developing the Service's performance management approach	Establish skill set to create and maintain the performance dashboard.	
19 Finance	Potential risk of single point of failure on capital accounts	Succession planning and upskilling to support capital accounting requirements.	
	The implementation of McCloud Employment Tribunal remedy outcome	Additional resources may be required to support implementation of pension remedy	
	Current structure not aligned with work demands	Undertake a review of roles within Finance	
20 ICT	Succession planning for retirement of senior roles in 2022	Review current role requirements and development of skills and knowledge	Head of Digital Transformation
	Address risk of single points of failure/single subject matter experts	Extend skills sets of existing ICT staff	
	Support existing/emerging workloads	Substantiate or extend current fixed term contract appointments where appropriate and affordable.	
	Facilitating the migration of systems to joint HQ and decommissioning legacy equipment	Review resource against requirements and projected timescales	
	Further support for the ICT helpdesk	Business case for new role/s.	
	Further support for the ICT Projects team	Business case for new role/s.	

21 Risk, Assurance and Operational Training	Continue to review potential loss of experienced trainer's due to retirement over the next 18-24 months.	Succession planning to continue with an aspiration to create opportunities to attract firefighter and crew manager trainers and provide a progression route through the department.	Head of Risk, Assurance and Operational Training
	Release of WM role to support the regional NOG project	Review impact on trainer capacity	
	Develop flexible Response methods	Upskill trainers to develop remote training products i.e. webinars, eLearning modules, virtual classrooms.	
	Address risks of single points of failure/single subject matter experts within the Risk and Assurance teams	Progress opportunities for regional working.	
	Support up to 31 new Firefighter apprentices in 2022/23.	Review the impact on the workplace assessment team.	
22 People and OD			Head of POD
	Impact of Covid on occupational health activity.	The rescheduling of medicals and other OH appointments may require temporary additional resources.	
	Promotion of the wellbeing strategy and improvement of workforce health and fitness.	Aim for a reduction in musculo-skeletal and mental health absence.	
	Current demands for iTrent support	Review existing requests and potential to hand over to business intelligence	
	Impacts of McCloud/Matthews tribunals	Additional resources may be required to implement legal remedy	
	Implementation of new OH database	Resources implications for the OH team, which will be addressed via additional funding to temporarily increase established working hours.	
	Increase the number of under-	Implement positive action initiatives to increase numbers	

	represented applicants	of applicants from underrepresented groups for NFRS job roles.	
23 Procurement and Resources	Work toward joint estates management team with Nottinghamshire Police.	Commence consultation with NP as part of JHQ programme.	Head of Procurement and Resources
	Volume of outstanding fire hydrant inspections	Creation of a clearance plan, ensure resourcing to reduce current backlog	
SKILLS GAPS/TRAINING NEEDS ANALYSIS			
24 Corporate Training Issues	ICT/Digital skills	Identify and address gaps in current workforce skills	Head of Digital Transformation
	Community and faith awareness	Design and deliver information about our diverse communities	Head of POD
	Project Management	Address project management skills gap	Head of Corporate
25 Departmental Training Issues	Response	Increasing digitisation and mobile working will require new skills to be developed	Head of Response/ Head of Digital Transformation
	Operational Training	Upskill trainers to develop remote training products i.e. webinars, eLearning modules, virtual classrooms.	Head of Risk, Assurance and Operational Training
	ICT	Review current role requirements and development of skills and knowledge	Head of Digital Transformation
	ICT	Extend skills sets of existing ICT staff	
	Fire Protection	Identify and address gaps to meet fire safety business plan objectives, Fire Safety Competency Framework, and plan for projected turnover and loss of specialist FP knowledge	Area Manager (Prevention & Protection)
	Corporate	Address CFRMIS skills gap	Area Manager Corporate