



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

REVIEW OF WORKFORCE PLAN

Report of the Chief Fire Officer

Date: 17 July 2015

Purpose of Report:

To review the Corporate Workforce Plan for 2014-16 and make Members aware of the updated Plan for 2015-17.

CONTACT OFFICER

Name : Craig Parkin
Assistant Chief Fire Officer

Tel : 0115 967 0880

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

Media Enquiries Contact : Bridget Aherne
0115 967 0880 bridget.aherne@notts-fire.gov.uk

1. BACKGROUND

- 1.1 The Workforce Plan 2015-17 forms part of the Business Planning process and is undertaken by the Human Resources Department to establish workforce trends, identify potential workforce 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;
 - Resource requirements.

2. REPORT

REVIEW 2014-15

- 2.1 A number of workforce changes have taken place during 2014-15, which reflect both our focus on improving delivery of our services and the need to make budget reductions. The Service has delivered, or in the process of delivering, the outcomes from the “Balancing the Budget” review established in February 2014 and this has formed the driver for much of the workforce changes that have/are taking place. Overall staffing numbers have decreased from 1007 to 966 employees in post in the past year.

Operational Overview

- 2.2 Two appliances were removed from Service as the final part of the implementation of the previous Fire Cover Review in 2014. This has resulted in a reduction in whole-time crewing at Mansfield and Highfields stations. This reduction was managed by transferring personnel to other locations, which meant that there have been no compulsory redundancies. The impact of this has been to reduce the whole-time establishment from 531 to 510 operational posts, and has resulted in a temporary over-establishment of Fire-fighters. Over the next year it is anticipated that this over provision will be addressed through normal retirements and turnover.

- 2.3 The Retained section at Mansfield was also removed during 2014, reducing overall availability from 204 to 192 units of cover. Six RDS employees were redeployed to whole-time roles as an alternative to redundancy, which has contributed to the temporary over provision of Fire-fighter as set out above.
- 2.4 It was predicted that the Service could lose up to 26 whole-time personnel due to retirement or other reasons during 2014-15. In the event, 17 personnel left the Service, which represents a slightly lower than expected turnover rate of 3.2%.
- 2.5 It was further predicted that the Service could lose up to 26 RDS personnel due to retirement or other reasons during 2014-15. In the event 36 personnel left the Service, which represents a slightly higher than expected turnover rate of 13.1%. Historically, the turnover rate for RDS employees is higher than the average for the Service due to the on-call nature of the commitment.
- 2.6 Due to the reduction in the whole-time establishment over recent years, there has been no requirement to recruit to Fire-fighter Trainee positions since 2012, with the last recruit's course being held in 2013. However the Service did undertake 2 RDS recruitment campaigns during 2014, which has led to the recruitment of 23 RDS Trainee Fire-fighters in 2014-15.
- 2.7 The Service has introduced Institute of Fire Engineer examinations during 2014 to ensure that underpinning technical knowledge is developed and maintained as part of the acquisition of competence required to access higher roles. Additionally, provision of incident command training has been prioritised and a dedicated assessment suite for Level 2 assessment will become available during 2015.
- 2.8 Finally, industrial action by the Fire Brigades Union continued during 2015 and the Service continues to maintain Contingency Crew Operatives to provide support during strike action as a business continuity measure. The Service remains committed to promoting a positive industrial relations climate and building on the good relations with all our representative bodies.

Non Operational Roles

- 2.9 The Service continues to prioritise delivery of the Integrated Risk Management Plan and has, and is progressing, a number of workforce initiatives to re-align workforce resources accordingly. During 2014 the Community Safety Department was re-structured to incorporate the former Partnership and Engagement Team and ensure a more integrated and community based response. The ICT team also underwent a re-structure to ensure that it is fit to deliver the refreshed ICT Strategy and work with departments to improve efficiency through the use of enhanced technologies.
- 2.10 There have been seven voluntary redundancies from support roles in 2014-15, which had been agreed as part of a previous review but have been affected in this financial year. This has led to a reduction of eight full time support roles in the past year.

- 2.11 In total, 24 support personnel left the Service during 2014-15 at a turnover rate of 13.8%, which was slightly higher than the prediction of 15 leavers. However the Service also recruited ten new starters in the same period. A number of posts are currently vacant pending decisions about future recruitment.
- 2.12 The Control section is still working toward implementation of the Tri-Service Mobilising System, which is due to go-live in September 2016. Control turnover was 7.14% in 2014-15, accounting for two leavers. Three additional fixed-term employees have been recruited to maintain cover and provide resilience during the training phase of the mobilisation project.

Absence

- 2.13 An area of concern this year has been the increase in absence levels, primarily for whole-time and support employees. Overall absence levels have increased from 5.8 days to 8.25 days per employee, an increase of 2.45 days per employee. Of this, 67% is due to long term medical conditions of over 28 days in duration. Measures to address this rise in absence, which reflects a national trend, have been set out in a separate report to the HR Committee.
- 2.14 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.

Equalities

- 2.15 The fact that there has been no whole-time recruitment has meant that there has not been an opportunity to promote the entry of women and BME applicants to contribute toward our target of 19% of female new entrants and 10% of BME new entrants into operational roles. However we remain committed to progressing positive action wherever possible to encourage prospective applicants to consider a career with the Fire Service, and will seek to find alternate ways to maintain a profile within the community in anticipation of future recruitment.
- 2.16 The Service is proud of its achievement in entering the Stonewall Index of Top 100 Employers in recognition of the work undertaken to promote Lesbian Gay and Transgender issues within the workforce, and will work to maintain this position in future years.
- 2.17 The Service gained accreditation as an Excellent organisation under the Fire Service Equality Framework in 2013 which highlights the exceptional work being undertaken across the Service in taking forward an equalities and inclusion agenda. Work will continue during 2015-17 to strengthen our engagement with communities, particularly with our most vulnerable citizens,

and to ensure that our employment practices reflect the values that we aspire to meet.

WORKFORCE PLAN 2015-17

- 2.18 The current plan has been revised to reflect projections into 2017 and is attached as Appendix 1. This sets out the projected number of anticipated retirements and any changes to the workforce which is anticipated during 2015 and 2016.
- 2.19 This will be strongly influenced by the budgetary reductions that need to be found for the 2016-17 and 2017-18 financial years. The Service aims to find reductions in the region of £3.47m, most of which will need to be found from reductions to workforce numbers.
- 2.20 The other key workforce issues identified in the revised plan are:
- Impact of the Fire Cover review on a proposed delivery model during 2015;
 - Outcomes from the ongoing reviews under the “Balancing the Budget” proposals which could impact upon whole-time and RDS establishment numbers;
 - The turnover rate for Fire-fighter roles which will inform the need to undertake Fire-fighter selection in 2016-17 (subject to the impact on establishment of the cover review);
 - Succession planning for projected vacancies due to projected supervisory and Middle Manager retirements;
 - Encouraging female Fire-fighters to apply for development into supervisor roles;
 - Recruitment of RDS trainee Fire-fighters to meet shortfalls arising from anticipated turnover;
 - Workforce reductions in the Support workforce arising from the functional review and need to make budget reductions;
 - Impact of moving toward a Tri-service Control model;
 - Impact of collaboration with Leicestershire Fire and Rescue Service on the provision of a shared control centre;
 - Increasing the number of BME employees as a proportion of the workforce;
 - Reducing average absence levels to an average of 6 days per person for whole-time employees and to 7 days for support employees;

- Enhancing the well-being and fitness of the workforce, with emphasis on musculo-skeletal and mental health issues.
- Continue to implement and promote an equality and inclusion agenda and develop notable practice

3. FINANCIAL IMPLICATIONS

- 3.1 The management of establishment levels is key to the overall management of pay budgets which constitute around 75% of the overall revenue budget. Although it is difficult to accurately predict some changes to the workforce, the workforce plan remains an essential tool used for budget setting, with issues such as the overall establishment, the distribution of employees within roles and the numbers of staff in development all having significant influence on budgets.
- 3.2 Paragraph 2.20 of this report refers to the likely level of budget reductions in the near future, which will inevitably have an effect on staffing levels going forward, as well as redundancy costs.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resource implications are contained within the report.

5. EQUALITIES IMPLICATIONS

There are no direct equality impact implications, however the Service will be working toward a target of 19% of female appointments to operational roles and 10% of all entrants from BME groups during 2015-17.

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. A lack of planning could lead to shortfalls in available resources, a lack of skills to implement key objectives and a failure to meet targets (a detailed risk register / action plan is included at appendix 2).

9. RECOMMENDATIONS

That Members note the contents of this report.

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

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Workforce Plan – 2015-17

CONTENTS	PAGE
INTRODUCTION	
EXECUTIVE SUMMARY	
SUMMARY OF ACTION POINTS	
DETAILED REPORT	
2013-15: WORKFORCE CHANGES	
KEY WORKFORCE ISSUES BY DEPARTMENT	
APPENDIX 1: RETIREMENT AND TURNOVER	

INTRODUCTION

This Plan is designed to highlight issues relating to corporate “people” requirements over the next year, with a look-ahead to 2017, and links into the Business Planning process.

The report seeks to forecast:

- Workforce reductions through retirement, projected turnover and other factors
- Workforce increases resulting from delivery of new service requirements
- The need for succession planning for specialist and managerial roles
- Particular areas of concern within the Service

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 2014-19. These needs can then be factored into the budget planning process.

This Plan will be developed and managed through the Corporate Management Board.

WORKFORCE CHANGES IN 2014-15

The focus on meeting budget reductions and re-aligning cover arrangements has seen the closure of the retained section at Mansfield, and the removal of a pump at Highfields and Mansfield stations – reducing both the whole-time and retained establishments. The voluntary redundancy process put in place during 2014 has also seen seven redundancies in the Support and Control workforce during 2014/15. Overall staffing numbers have decreased from 1007 to 966 employees in post (between 1st April 2014 and 31st March 2015). A reduction of 41 (this includes current vacancies).

(* For the purposes of this count, each RDS employee is counted as 1 FTE).

In terms of established posts, these have decreased from 733.5 to 704.3, a reduction of 30.3 posts.

In January 2015 the Nottinghamshire and Leicestershire Fire Authorities agreed to the amalgamation of control room functions, to take effect during 2016. This opportunity arose due to the development of a Tri-Service Control Mobilisation system between Nottinghamshire, Leicestershire and Derbyshire which will go-live during 2015. Work is currently ongoing to agree the governance and staffing arrangements for the new control function, however a decision has already been taken to locate the new control room in Leicestershire, with the transfer of staff to the new body.

A review of Fire Cover has commenced and will report to the Authority during 2015, and this may lead to changes to current service delivery and subsequent changes to staffing models at different sites. At the same time, a number of separate reviews have commenced into matching resources to future requirements. These reviews cover the role of Watch Managers, flexi-duty rostering arrangements and the retained duty system. Some aspects of the review will report during 2015, although implementation of outcomes are likely to extend through to 2017.

Whilst the Service did not undertake recruitment for Whole-time Trainee Fire-fighters during 2014-15, it did run two RDS recruitment campaigns which resulted in 23 new appointments.

A review of non-uniformed functions has been undertaken during 2014/15 and the outcomes of this review will inform a re-alignment of resources to meet future priorities during 2015-17. This is likely to result in the conversion of a number of roles from uniformed to non-uniformed posts where this is appropriate and would result in savings. The Service will also be seeking further reductions in workforce numbers during this period to meet a budgetary deficit of £3.47m by 2017-18.

The Service continues to deal with industrial action by the Fire Brigades Union, which has been ongoing since September 2013. This has led to the establishment of Contingency Fire Operatives who provide support during strike action as a business continuity measure. This has been a challenging time for the Service and the industrial action has continued into 2015.

Sickness absence has increased during 2014/15, from an average of 5.8 days per employee (13/14) to 8.25 days during 2014/15. This is slightly higher than both the public sector average (7.9 days) and higher than the private sector average (6.6 days). However in comparison with other Fire & Rescue Services, absence levels are at the median point of the range (from best to worst).

The majority of this absence (67%) is linked to long-term medical conditions which are certified by a GP and are longer than 28 days in duration. There have been three medical retirements during the past year.

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 (anxiety and depression) and additional resources will be made available to address these issues during 2015.

Statutory / national changes which may impact upon workforce issues during 2015-16 include:

- 2014/2015 Fire-fighter Pension scheme changes
- Outcomes from the national review of terms and conditions for fire-fighters
- Potential changes arising from a government review of employment legislation

Corporate issues will are likely to impact on the workforce during 2015-16 include:

- Budgetary constraints (£3.47m savings by 2017)
- Review of cover arrangements
- Review of support services
- Review of the retained duty system
- Review of flexi-duty arrangements
- Raising of the retirement age to 60 under the 2015 Fire-fighter pension scheme
- A review of operational fitness standards following the recent report commissioned by the Fire Fit group

Budgetary Position

The Service continues to face a challenging financial situation, with £3.47m of savings to be achieved by 2017. As the cost of employees forms the largest element of spending, it is inevitable that the majority of savings will need to be found through workforce changes.

This will be understandably be a matter of some concern to our workforce, and it is imperative that the Service has an effective communication strategy in place to provide information and reassurance during this period.

The Service has and will continue to place priority on engaging with our 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 our activities and realignment of services. Whilst it is inevitable that our workforce will reduce over the coming years, the way in which we manage this change process and maintain employee morale will be critical to our success. This will be a key objective in the Workforce Strategy.

EXECUTIVE SUMMARY

ALL EMPLOYEES

REVIEW

- Total turnover for 2014-15 was 6.3%, which represents 62 leavers. This compares to 8.96% in 2013/14;
- The Service appointed 26 new staff during 2013-14 (not including 5 new dual contract appointments). This compares to 74 new appointments in 2013/14;
- The overall workforce establishment, following the removal of 2 appliances (at Highfields and Mansfield) and the retained section at Mansfield, is summarised below;

Work Group	Establishment 01/04/15	Headcount 01/04/15	Establishment 01/04/14	Headcount 01/04/14	Difference (establishment)	Difference (headcount)
Principal Officer	4	4	4	4	0	0
Wholetime	506	520	527	536	-21	-16
Control	26	29	27	27	-1	+2
Retained	192 units	243	204 units	262	-12 units	-19
Support	162.31fte	170	170.34fte	178	-8.03fte	-8
Total	698.31	966	728.34	1007	30.03	-41

- Average absence levels were 8.25 days per employee (**% increase on 2013/14), which is above the performance target of 6.25 days per employee.

PROFILE OF THE WORKFORCE

By gender:

	Wholetime	Retained	Non Uniformed	Control	Total
Male	499 (95.2%)	238 (97.9%)	79 (44.9%)	7 (24%)	823 (84.6%)
Female	25 (4.8%)	5 (2.1%)	97 (55.1%)	22 (76%)	149 (15.3%)

The number of female employees across the Service has decreased by 3 since the last review, however as a % of a shrinking workforce the number of women employed has not changed (15.22%, compared to 15.3% in 2014-15).

It is the Service's aim to increase the % of women appointed to operational roles to 19% by 2016. At the current time, women represent 3.91% (30) of all operational roles.

There has been a reduction of 2 female Firefighters (RDS) in 2014-15, which is attributable to the loss of two female Firefighters from the Mansfield RDS section (one was redeployed to a whole-time role) and the resignation of one female dual contract employee.

In terms of RDS recruitment, the Service has appointed 23 male Trainee Firefighters to RDS roles in this period. There were 110 applicants, of whom 10 were women (9.1%). However all the women failed either at the initial or at the fitness test stage (1 candidate withdrew before interview).

In terms of the latest recruitment campaign, we received 7 applications from women out of 84 applicants (8.3%). Of these one female candidate has been put forward for interview, the others having failed at the physical test stage. The reasons for this will be reviewed to establish whether there is any further positive action that can be undertaken to improve on this figure. However we have maintained contact with all the women who are still interested in a fire-fighting role to help them to improve their fitness and will allow them to re-apply in the future.

By ethnic origin:

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

	Wholetime	Retained	Non Uniformed	Control	Total
White British	419	203	148	27	797 (82%)
White Irish/Other	47	26	4	2	79 (8.13%)
BME	19	4	11	0	34 (3.5%)
Prefer not to say	39	10	13	0	62 (6.48%)

The number of employees from BME backgrounds (excluding Irish and White Other) is 3.29% (32) of the total workforce, making up 3% of operational fire-fighting roles.

If White Irish and White Other are included as BME groups this increases the % of BME in the total workforce to 11.51% (112), making up 12.52% (96) of operational roles.

Positive action measures to increase the number of ethnic minority employees as a ratio of the total workforce is a priority for the Service. The target recruitment figure is that, by 2016, 10% of new entrants are from BME backgrounds.

Whilst the Service did not recruit to whole-time trainee Fire-fighter roles during 2014-15, we did recruit to 38 other roles – 23 Trainee Fire-fighters (RDS system), 3 control employees (FTC) and 10 support roles. None of the appointments were to candidates from a BME background. This means that the Service did meet its recruitment target of 10% of all new appointments. Further analysis will be undertaken by the Equalities Steering Group to identify how we could attract more applications from BME candidates to apply and be successful in their applications.

By age:

	Wholetime	Retained	Non uniformed	Control	Total
16-25	12	13	7	2	34 (3.49%)
26-35	139	71	29	8	247 (25.39%)
36-45	168	49	45	5	267 (27.44%)
Over 45	205	110	96	14	425 (43.68%)

Compared to 2013/14 there has been some changes to the age profile of the workforce. The number of employees aged 16-25 has increased by 15, mainly accounted for by RDS employees. The other changes are statistically small and may relate to the movement of employees into different age bands during the year.

The greatest proportion of employees are aged 45 or over across all work groups. Of these, 39.12% of Wholetime and 45.3% of Retained employees are over 45.

Whilst 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 an 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 will be addressing this issue over the next year.

In the shorter term however, the pension changes may lead to a higher proportion of operational employees, whose benefits are protected for a transitional period (referred to as tapering), to take a decision to retire before the age of 55. There are 116 employees in this position i.e. who have protected benefits, which may lead to a higher turnover rate than previously predicted.

One objective of this Plan, is to predict how many operational employees may opt for retirement over the 2 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

Review

- Turnover during 2014/15 was 3.2%, accounting for 17 leavers (further details are set out in Appendix 1);
- The Service appointed external candidates to two Whole-time roles, and six RDS employees were redeployed as a result of the closure of the RDS section at Mansfield;
- At the end of April 2015, there were no vacancies on the whole-time establishment. This accounts for an over-provision of 22 FTE fire-fighter roles, set against 4 vacancies at supervisory level and 4 vacancies at middle manager level, an over-provision of 14 FTE roles. This over provision is mainly accounted for by the transfer of staff arising from the removal of 2 appliances during the year and redeployment of 6 RDS employees from the Mansfield retained section.
- The Whole-time establishment has reduced by 21 posts, from 531 to 510 posts during 2014/15, due mainly to the removal of an appliance at Highfields and Mansfield. There were no post conversions during the review period (i.e. wholetime posts transferred to the support establishment).
- There were 20 substantive internal promotions made to supervisory and middle manager roles during the review period.
- Average absence levels were 7.79 days per employee, which is above the 6 days performance target set.

2015-17

- It is anticipated that the Service may lose up to 40 Whole-time uniformed personnel before 31st March 2017: 30 due to normal or early retirement after 30 years' service; 2 due to ill-health and 8 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 32 uniformed personnel may choose to take early retirement during 2015-17. This takes the total of potential leavers to 72;
- Based upon projections of turnover for a worst case scenario (see page 19), this would suggest that the Service will need to recruit additional Fire-fighters during 2017. However this will be affected by any reductions to the Whole-time establishment, arising from current review of fire cover and the outcomes from other operational reviews. This recruitment could either be through competitive selection, migration or inter-service transfers. To ensure

operational resilience through to 2017, the Service will need to maintain an on-going review of its workforce requirements.

- Numbers in development as at 1st April 2015 are:
 - Firefighters - 24 (7.5%)
 - Crew Managers - 4 (5.3%)
 - Area Managers - 1 (33.3%)
- In past years the numbers of employees in development has been highlighted as a potential risk to the Service, however the above figures indicate that the numbers in development are at an acceptable level. Employees in development are jointly supported by a line manager and SDC until they reach competence in role.

Retained Duty System

Review

- Turnover during 2014/15 was 7.68%, accounting for 19 leavers (further details are set out in Appendix 1). This includes redundancies effected due to the closure of the Mansfield RDS section in 2014. (The figure does not include the 6 RDS employees who were redeployed to the Wholetime workforce);
- At the end of March 2015, there were 61.5 cover units vacant (each providing 24 hrs of available cover) against a possible 192 available units of cover (32%). The number of available units has reduced by 12 units during 2014-15 due to the closure of the Mansfield retained section;
- The Service has run two RDS recruitment campaigns during 2014-15, with the appointment of 11 Trainee Fire-fighters (a second tranche of 12 recruit's commenced training in April 2015). A further campaign is currently in progress, and the intention is to run 2 recruitment campaigns per year to increase the resilience provided across the county and reduce the number of vacant units.
- A far-reaching review of the Retained Duty System has commenced and is due to report later in 2015. This will consider all aspects of current arrangements, including recruitment, retention, cover models, policies and procedures.
- Currently, there are 53 dual contract arrangements in place (Wholetime firefighters undertaking secondary employment as Retained Firefighters) providing 30.5 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. The impact of the Working Time Regulations may have the effect of reducing the amount of cover provided by those on dual employment contracts in the future and this will need to be addressed by the Service.

- It is worth noting that 8 out of 14 (57%) RDS Watch Managers and 17 out of 32 (53%) RDS Crew Managers are employed on a dual employment basis and that there are 31 units of Supervisory Management roles that are currently vacant. This may represent a risk to cover provision during periods of high activity. This is highlighted in the risk register later in the document.
- There was one substantive promotion to a substantive RDS supervisory position in 14/15, and this was a dual employment appointee.
- Numbers in development as at 31st March 2015:

Firefighters	-25	(12.9%)
Crew Managers	- 4	(12.5%)
- Average absence figures were 8.98 days per employee, which is below the target of 9.32 days per employee.

2016-17

- The RDS could potentially lose 9 individuals due to retirement at age 60+, increasing to 21 if individuals choose to retire between the ages of 55 and 59, before 31st March 2017. Of these 9 are Supervisory Managers and steps will need to be taken to plan for their replacement.
- It is likely that 54 RDS personnel in total will leave (based on average turnover rates) before 31st March 2017.
- The Retained Duty Model is currently under review and this is likely to lead to changes to the way RDS cover is provided at some stations.

SUPPORT ROLES

Review

- Turnover during 2014/15 was 13.8%, accounting for 24 leavers (further details are set out in Appendix 1). This figure includes the seven redundancies effected as a result of the re-structure. If Fixed Term workers (6) are excluded, the turnover figure is 10.34%;
- The Service appointed 10 support staff during 2014/15, 1 of which was a temporary appointment;
- At the end of March 2015, there were 10.91 FTE non uniformed vacancies. (Vacancies are currently being ring-fenced to offer potential redeployment opportunities for employees potentially at risk of redundancy) ;
- The Non-Uniformed establishment decreased by 7.26 FTE posts during 2014/15;

- Average absence levels for non-uniformed employees was 10.63 days per employee, this is above the performance target of 7 days per employee.

2015-16

- There are likely to be 7 retirements before 31st March 2017.
- Based on past turnover levels, it is likely that up to 32 staff will leave the service before 31st March 2017.
- An analysis of support functions has been undertaken during 2014 and this is likely to lead to changes in the current establishment over the next year. Whilst this may result in some workforce reductions, there is also opportunity to create new posts through the conversion of uniformed roles or through a re-assessment of requirements for new skills/knowledge to support Service priorities. In anticipation of potential redundancy situations, the Service will be ring-fencing vacancies where they may offer redeployment opportunities to mitigate potential redundancies.

CONTROL

- Turnover during 2014-15 was 7.14% accounting for 2 leavers. This figure includes 1 redundancy resulting from the Control review.
- The Service appointed to 3 fixed term positions during 2014 to safeguard service provisions during the transition to the new mobilising system during 2015.
- Average absence levels for control staff were 2.24 days per employee. This is significantly below the target established for this work group of 6 days per employee.

2015-17

- There are not projected to be any retirements from the control section before 31st March 2017. However the impact of the amalgamation of control rooms with Leicestershire Fire and Rescue Service, scheduled for 2016, may lead to workforce reductions. These may take the form of voluntary redundancies and early retirements. Wherever possible, redeployment opportunities will be offered to those employees who do not relocate to the new control centre.
- As the number of Control employees is small, turnover figures are included with non-uniformed employees (above) as previous turnover is unlikely to be indicative of future trends.

SUMMARY OF POTENTIAL WORKFORCE ISSUES

This provides a summary of issues that have been identified by the review. A more detailed Action Plan is attached as Appendix 2.

General

- Requirement to meet budget reductions as part of 2016/17 budget planning
- Work to increase the number candidates and appointments to roles from BME backgrounds, and those with a disability within the service (where they are under represented within the workforce) via positive action initiatives
- The impact of increased retirement ages on fitness and well-being issues
- Reduction in absence levels

Wholetime

- Impact of the outcomes from the Fire Cover Review on workforce requirements
- Impact of the reviews undertaken as part of the Balancing the Budget proposals (Watch Managers, Specialist Rescue team, Fire Protection and Station and Group roles) on workforce requirements
- Outcomes from the national review of Grey Book conditions
- Review of the findings of the FireFit / Bath University review into fitness standards for operational firefighters
- Review of service delivery models and potential changes to the self rostering collective agreement
- Work to increase the number of women progressing into supervisory and management roles via positive action initiatives
- Potential for vacancies arising due to projected retirements and turnover profiles, which may be affected by transitional pension arrangements , and ways in which such vacancies may be met

Retained

- Impact of the outcomes from the RDS Review on workforce requirements and conditions of service
- Increased RDS recruitment to meet cover shortfalls
- Promote the development of RDS Fire-fighters into supervisory roles

Support

- Outcomes from the functional analysis on workforce requirements and establishment
- Ring fencing of vacancies for potential redeployments
- Maintain establishment at (at least) 90% of capacity through effective vacancy management
- Introduce opportunities for young people to gain work experience via apprenticeships, work placements and other similar schemes (IRMP commitment)

Control

- Manage the transition to a control centre based in Leicestershire as part of collaborative arrangements

DETAILED REPORT

WORKFORCE PROJECTIONS

Projecting future workforce requirements is critical in ensuring that the Service has the resources and skills available to meet its service delivery requirements, and can plan for anticipated changes.

SECTION 1: PROJECTED LEAVERS

The numbers of retirements and projected turnover levels are set out in Appendix 1. In making projections, an assumption is made that uniformed employees will retire on attaining the age of 55 or on completing 30 years' service after the age of 50 (for those in the Firefighter Pension Scheme 1992) or at age 60 (for those in the Firefighter Pension Scheme 2006 and 2015). However individuals can opt to retire on completion of 25 years' service after the age of 50 (92 scheme) or 55 (2006 & 2015 scheme) and take reduced pension benefits. The normal age of retirement for non-uniformed employees (including Control) is 65, although they are able to work beyond this age if they so choose.

Predictions of turnover, other than retirement, are predicated using a three-year average. Retirement predictions for operational personnel assume that all those who could retire at 30 years' service will do so, those who retire at age 60 will do so, and 50% of those with between 25 and 29 years' service will do so:

Retirements: In reviewing possible retirement figures from the uniformed establishment, it is predicted that 62 employees (Wholetime duty system), and up to 9 employees (Retained duty system) may retire from Service by 31st March 2017. Seven non-uniformed employees are due to retire during this period. Further details are set in tables 1-3 of Appendix 1.

Turnover: this takes into account resignations, transfers, ill-health retirements, dismissals and "other" reasons for leaving the service. It is predicted that this will be in the region of 10 Wholetime employees, 45 for retained employees and 25 for support/Control employees by 31st March 2017. Further details are set out in tables 4-7 of Appendix 1.

Overall turnover during 2014-15 was 6.3%. This is slightly lower than last year (8.96%), and this compares favourably with the average median turnover figure of 20.6% and average public sector turnover figure of 10.1% (Xpert HR survey 2013)

By using a joint retirement and turnover predictive figure, determinations have been made regarding the level of recruitment required to maintain establishment strength over the next two years.

Wholetime Trainee Fire-fighters

Current Situation

As at 1st April 2015, wholetime establishment stood at +14, mainly due to the over-establishment of Firefighters and under establishment of Supervisory and Middle Manager role (-8). The number of Fire-fighter roles were over-established by 22 roles. This follows the redeployment of 6 RDS Firefighters due to the closure of Mansfield retained section and the removal of 2 wholetime appliances leading to the transfer of 20 roles during 2014.

Projection for 2015-17

In assessing Trainee Fire-fighter numbers, the Service needs to take into consideration:

- Current vacancies
- Projected retirements and leavers
- Projected workforce reductions
- The numbers needed to maintain the self-rostering system
- An allowance for temporary non-operational firefighters
- Numbers on long-term secondments outside the organisation

For these reasons, a surplus of Firefighters in development is desirable to maintain ridership levels and maintain resilience.

Appendix 1, Figure 5 illustrates the predicted turnover levels during 2015-16 and 2016-17. These predict that up to 49 operational personnel could leave during 2015-16 and up to 23 during 2016-17. Equating to 72 in total. However this assumes that all those who could take early retirement at 30 years' service will do so, 50% of those with between 25 and 29 years' service will do so, and 10 will leave for other reasons. This should be viewed as a worst case scenario.

As at 1st April 2015 the Service was 14 posts over-established. This would suggest that the workforce planning during the last 2 years has been accurate in terms of its predictions, and in terms of managing recruitment, albeit that the closure of the RDS section and removal of two appliances had not been predicted and has led to the over-establishment of Fire-fighter roles. The roles that are not fully resourced are those of Supervisory Managers (-4) and Middle Managers (-4), this shortfall is currently being managed through temporary appointments pending the outcome of the reviews of these roles during 2015. It is anticipated that the over-establishment of Fire-fighter roles will be reduced during the year through projected retirements.

Appendix 1, Figure 1 highlights that of those projected to take retirement over the next 2 years, it is likely that 7 will be Firefighters. If 50% of those who could retire at age 50 also leave then this rises to 21 Firefighters in total.

Due to the current review of budget and future staffing numbers, it is anticipated that the Service will not need to recruit into Fire-fighter roles during the financial years 2015-17. This assumes that there will be reductions in the Whole-time establishment

arising from the current reviews of fire cover and supervisory and middle manager roles. The Service may consider other options to direct recruitment to meet its resourcing requirements if this is required – for instance, transfers from other services (some services are currently seeking to reduce their operational workforce which may provide a pool of available competent Firefighters), direct recruitment from the Fire Service College, or migration. In the longer term, we may also consider a young firefighter scheme aligned to operational apprenticeships.

The projection below outlines projections about Fire-fighter roles based upon retirements at a 30-year service point, and assumes 50% retirement levels for those who could retire at age 50 with between 25 and 29 year service (these are shown in brackets). It also assumes that all Supervisory Manager vacancies will be filled internally resulting in Fire-fighter vacancies:

Trainee Firefighter vacancies

Over establishment April 2015:	+ 22
Number of projected FF retirements to April 2017:	- 7 (-14)
Trainee FF holding list	0
Supervisory retirements to April 2017:	- 18 (-13)
Number of vacancies linked to turnover to April 2017:	- 10

Total **-13 (-27)**
(figures in brackets represent 50% of potential early retirements)

Clearly these figures will have to be kept under review in the event of a higher level of turnover than predicted or a higher level of internal promotions. Both of which would affect the number of firefighter vacancies.

Supervisory / Managerial Roles

As at 1st April 2015, the Service had 4 vacancies at Supervisory level (Crew and Watch Managers) and 4 at Middle Management level (Station Manager and Group Manager) and none at Strategic Manager level (Area and Brigade Manager).

The Supervisory and Middle Manager Development Programmes run at the Service Development Center, provide incident command, knowledge and skills based training which will enhance managerial capability from first line supervision through to Group Manager level, with an increase in complexity and academic rigour at each level. This ensures that the Service has a pool of able and qualified employees to support succession planning ahead of anticipated retirements over the next five years. From 2014, this development includes examination through the Institute of Fire Engineer examination process.

Presently 63 Fire-fighters are progressing through or have completed the Supervisory Management Development Programme and 25 are progressing through or have completed the Middle Manager Development Programme. This group provides temporary cover as part of their development programme, and will provide a potential talent pool for future internal promotion.

During 2014-15, the Service substantively promoted to the following roles : 2 Area Manager roles, 2 Group Managers roles, 6 Watch Manager roles, and 10 Crew Manager roles. All were internal applicants. Two Principal Officer roles (Chief Fire Officer and Assistant Chief Fire Officer) were also internal appointments.

Retained Duty System

The average turnover figure over the last 3 years is 11.1%.

Based upon a strength figure of 243 (people in post), this would suggest that 27 retained personnel will leave the service during 2015/16 for reasons other than retirement. Turnover is higher amongst retained employees due to the fact that this is normally a secondary employment and any change to primary employment may affect the ability of employees to continue to provide cover.

The number of new dual employment contracts decreased by 5 during 2014/15, taking the total of dual employment arrangements in place to 53 or 21.8% of all retained personnel (providing 30.5 units of cover). Restrictions are in place on the numbers of dual employment arrangements to protect operational resilience. This restriction limits the number of whole-time employees undertaking retained duties to 6 per retained section, of which no more than 2 may be in supervisory roles.

The Service is actively seeking to recruit to RDS roles across the County, concentrating on the stations where appliance availability is historically low – this has resulted in 22 appointments who have either been deployed or are currently in training. A further 60 applicants are currently progressing through a selection process. It is the intention of the Service to significantly increase the numbers of RDS employees by reviewing contractual arrangements, and options to support the maintenance of cover.

Support roles

The turnover figure for non-uniformed employees was 13.8% during 2014/15, which accounts for 24 leavers. This included 7 voluntary redundancies, and 2 retirements. Based on previous figures, it is anticipated that 12 employees may leave due to take up other employment, and 4 due to retirement during 2015/16. This does not include any anticipated leavers arising from the amalgamation of the NFRS and Leicestershire control rooms, which is currently in the early stages of discussions on workforce requirements.

The restriction on external recruitment, which was lifted following the implementation of the new structure in 2012, has now been reinstated due to the need to reduce workforce numbers to meet budgetary savings by 2016-17 financial year. This is to ensure that suitable redeployment opportunities are available if compulsory redundancies become necessary over the next 24 months.

SECTION 2: 2015-17

In addition to natural turnover, proposed changes to service provision will impact upon workforce planning. These may include:

- Reductions in service activity
- Increased or new service activity
- Impact of new legislation
- Local commitments to partnership arrangements
- Internal reorganization
- Post Conversions

WORKFORCE OR SERVICE REDUCTIONS

The Service is currently undertaking a Fire Cover Review and a re-assessment of operational roles. This is likely to lead to a phased reduction in posts at supervisory and middle manager levels. All departmental heads have undertaken a functional analysis during 2015, which will lead to the implementation of a number of workforce changes which will lead to the re-alignment of support roles, which may include post deletions with the aim of establishing potential savings for the 2016-17 budget. Any such recommendations will be reported to the HR Committee once firm proposals are drafted.

CHANGES TO ESTABLISHMENT

Since the previous Workforce Plan, the establishment (Wholetime, Control and Support) has decreased by 27.29 fte posts (from 727.6 to 700.31 FTE's) due to reductions in Whole-time posts (-21), and support posts (-6.29).

The Retained establishment is recorded as units of cover required, which has reduced from 204 units to 192 units due to the closure of the RDS section at Mansfield. The number of RDS employees has reduced from 261 to 243 as a result of redundancies and turnover during 2014.

KEY WORKFORCE ISSUES BY DEPARTMENT

(i) SERVICE DELIVERY

Outcomes from the Fire Cover Review and the internal reviews of delivery models related to specialist rescue, Watch Manager roles, flexi-duty officers and the Retained Duty System are likely to lead to significant changes to ways of working and to the structure of the Delivery department through 2015-16. This is a medium term plan, the impacts of which will be phased as opportunities present themselves, for instance as employees retire from the service. The anticipated changes will result a more focused and effective response model, as well as savings to support the need to make budgetary reductions.

The Community Safety team has been re-organised during 2015 into North and South teams and support roles from the previous Partnership and Engagement team have transferred into the new structure. An evaluation of how the new arrangements are working will be undertaken later in the year, and may result in further adjustments to the model to optimise its effectiveness.

The Fire Protection team will see a number of retirements and the conversion of previous operational roles into support roles – this will include FP Inspectors and Arson Reduction and Fire Investigation roles. The way that fire investigation is undertaken will also be reviewed during 2015 which may lead to changes to ways of working and to contractual variations to support an out-of-hours rota.

A fundamental review of the Retained Duty System is currently at the project planning stage, and is likely to lead to changes to the RDS model including a move to more flexible contracts. Additional RDS recruitment has been planned throughout 2015-16, with the aim of increasing the units of cover currently available at stations where availability is historically low.

The Service is currently working with EMAS to pilot a co-responding scheme which, if successful, will see more integrated working and an expansion of the current co-responding support provided by the Service. This will require development of new skills at an operational level. Work is also progressing with the Police on inter-operability issues, which may lead to more integrated working in the future.

Control

The implementation of the Tri-service mobilising system during 2015 will lead to significant change for Control. Training on the new system has commenced and the planned go-live date for NFRS is 2nd September. A new rostering system will form part of the new ways of working and training and testing of the new system will run parallel with the introduction of the mobilising system. This will undoubtedly result in a period of significant transition for both those working in Control and for operational personnel who will need to become familiar with the new systems.

The proposed amalgamation of Control rooms with Leicestershire Fire & Rescue Service during 2016 will present a major challenge for the Service, and for those control staff who will transfer to Leicestershire. Work will need to be undertaken by both services to establish the working model, transfer arrangements and contractual issues in relation to the move. This will impact on all departments to a greater or lesser degree and a project team has been established to ensure that the transition is undertaken in a planned and co-ordinated manner and, most importantly, that those employees affected are appropriately supported and consulted.

(ii) **SERVICE SUPPORT**

Corporate:

Corporate Support incorporates:

- Human Resources
- Organisational Development
- Learning and Development
- Corporate Communications and Administration
- Ops Planning and Assurance
- Performance and Planning

Learning and Development

A fundamental review of all Learning and Development activity is being undertaken during 2015, which is likely to result in changes to the way that Learning and Development activity is delivered. This may lead to changes to the staffing structure at the Service Development Centre and different modes of delivery, with greater emphasis on blended learning solutions. There will be a requirement to develop skills associated with developing e-learning packages to support this approach.

The Organisational Development Strategy has highlighted the need to take a more integrated approach to management and leadership development to ensure that it supports the values and culture of the Service. One aspect of this is the current roll-out of coaching and mentoring training to managers. A review of the content of the Supervisory and Middle Management Development Programmes will be undertaken as part of a wider approach to talent management and succession planning.

A new incident command assessment centre, based at Service Headquarters, is planned for late 2015. This will facilitate the development and assessment of Level 2 incident command skills.

Corporate Communications and Administration

The Service will be seeking to implement changes to the administrative structure within the financial year 2015/16, subject to Fire Authority approval. This will involve the establishment of an additional administrative hub at Mansfield Fire Station and the appointment of a supervisory manager to provide the appropriate level of support to the hub.

These changes are part of the functional analysis work undertaken by the Service and will enable savings to be made to support the outcomes of the Balancing the Budget paper presented to Fire Authority in February 2014. Following the changes Corporate Administration will be responsible for the delivery of administrative functions to Service Delivery.

There will be a need to provide training and guidance to existing and new members of the Corporate Administration team to enable them to meet the expectations of the revised role. This will be essential to provide high levels of resilience across the three hubs.

The changing environment in which NFRS is operating and developments and diversification in engagement and communications methods means it is now essential to review Corporate Communications activity and team structure to ensure the department provides a strong internal and external communications service. Work is already underway to boost established methods and trials have been taking place to assess what the Service's requirements for the future may be around newer communication methods, such as digital engagement.

Ensuring that the department is equipped with the right skills (including the potential of an out-of-hours support rota) will provide greater support to the Authority's legal and moral duties to warn and inform the public about incidents and raise awareness of fire safety issues by supporting and underpinning the day-to-day work of frontline staff.

Ops Planning and Assurance

The Operational Planning and Assurance team are focusing on work to prepare the Service for crossing over into the shared fire control mobilizing arrangements later this year. The team is also busy working towards implementing the new breathing apparatus guidance document. The team continues to review and improve operational guidance notes and is working to develop an improved way of communicating risk information across the Service.

The performance and planning team is working to help the Service improve across the full area of operational activity through, for example, attending training events and exercises together with operational incidents to observe working practices and stimulate improvement. The team also looks outside of the Service to partner FRSs and agencies to identify best practice and bring these areas of learning into our own standard operating procedures.

The team are preparing to move over to a regional approach to Standard Operating Procedures involving liaison at a regional and national level to ensure best practice is followed to improve Firefighter safety and service efficiency.

Major projects involve the development of Ops Intel to support the intelligence gathering work of Service Delivery and a review of protective security arrangements in the light of revised CFOA guidance

Performance and Planning

The performance team are carrying a full time vacancy of performance officer and the work is being shared out amongst others, some work streams have just been stopped as capacity isn't there to do it. This post may need to be converted in order to provide a Governance and Assurance post within Corporate to deal with the increasing demands of statutory requirements placed upon the Authority.

The GIS team is hugely committed to data and training issues for the tri-services project.

The Fire Cover Review, OpA Peer Assessment this year have reduced capacity within the department to undertake further project work. Following completion of these projects in September 2015 work will commence on a review of the performance management framework within the Service

A review of Records Management within the Service will also need to be completed by April 2016 following the outcomes of an audit conducted on Sharepoint

A collaboration project with Leicestershire FRS will need to be supported in order to enable the Service to build capacity to improve the efficiency of current arrangements with this system and ensure it is fit for purpose in the future

Human Resources:

The impact of budget reductions and associated workforce reviews will require support to manage changes to job roles, departmental structures and workforce reductions during 2015-17.

Particular emphasis will be placed on reducing sickness absence, with additional resources supporting a reduction in musculo-skeletal and mental health issues.

The transfer of staff to the new Control Centre in Leicestershire will require professional HR support to manage the transition and potential TUPE implications.

The continuing development of the i-Trent system will continue into 2016 which will require support from a dedicated project team.

Organisational Development

The implementation of an OD approach to organisational improvement will have significant implications for HR. The Equalities team will be incorporated into this team and will lead on the Inclusion strand of OD as well as supporting other corporate work streams.

To support this process, the HR, Learning and Development and Organisational Development functions will be merged into a single department (People and Organisational Development) from October 2015.

(iii) Finance and Resources

Finance section:

The deletion of the Strategic Director (Finance and Resources) role from October 2015 will result in the current Principal Accountant role taking on additional duties, and reporting to the Chief Fire Officer. This will be a fundamental change to current arrangements.

As reported in last year's Workforce Plan there have been two new employees recruited into part time posts within the Finance Department, following some voluntary redundancies. These post holders have settled into their roles and it is hoped that there will be some stability within the department for the forthcoming period.

The Service participates in the County-wide CIPFA Accountancy Training Scheme and so far two Trainee Accountants from the scheme have worked in the department for a year each. A replacement for the current Trainee will be starting in late July 2015 and is expected to be with the Service for a year.

A project to replace the current payroll system has started, and the Payroll Manager will be heavily involved with this over the next year to two years. The role will be backfilled for a two year period starting this summer. Later on in the 2015/16 year the Systems Accountant is likely to be seconded to work on a regional project to upgrade the financial system and this role will also need to be backfilled for a temporary period (the period has not yet been defined).

Estates and Procurement:

The deletion the Strategic Director (Finance and Resources) role will result in the transfer of the Transport and Equipment teams to the Estates and Procurement Department from October 2015 and will report to the ACFO (corporate services).

As reported last year, the department continues to rely on external specialist assistance due to the diverse nature of the professional construction and property related skills required. A budgetary allowance for the use of external professional assistance has been set aside within the non-pay budget in order the cover any costs as they arise.

There are future proposals to re-organise the Department in order to gain further efficiencies in the non-pay budget, this will not become clear until later in 2015 if the proposals are accepted.

The requirement from Government regarding the transparency regulations and the greater accountability for procurement activities continues to impact on the workload and staffing of the Procurement Section.

ICT:

The deletion of the Strategic Director (Finance and Resources) role will result in the transfer of the ICT department to the Corporate Services Directorate from October 2015.

The successful delivery of the new ICT strategy and ICT services across NFRS demands more than merely the implementation of technology. The skills, attitude and approach of staff is key to ensuring a professional service and as a consequence the ICT Department is beginning to embrace the principles of 'IT as a Service'.

This change of emphasis has required that the current structure of the ICT establishment be reviewed and revised to afford more focus on providing a professional service, using four inter-related work streams:

- ICT Service Improvement – responsible for the management of ICT governance and strategy, financial planning and resourcing;
- ICT Service Transformation – work in a consultative manner with the business via the request fulfilment and change management processes, provide technology-focused project coordination and business analysis services;
- ICT Service Desk – provide support to end users via the incident management and request fulfilment processes, offer administrative and procurement support to the ICT function;
- ICT Service Operations – the provision of technical support 24/7/365 through the incident, problem and event management processes.

The deletion of the role of IS Manager from the establishment by voluntary redundancy has facilitated a restructure of the legacy Information Systems Team, creating the ICT Service Transformation work stream:

- The temporary ICT Business Support Officer has been approved to be substantively established from 1st April 2015, as part of the voluntary redundancy process around the IS Manager;
- The role of IS Support Officer will be transferred to the job description and specification of ICT Business Support Officer, reporting into the Head of ICT from 1st April 2015;
- The newly established role of SharePoint Development Officer will work alongside the two ICT Business Support Officers, to create greater resilience in the end-user support of SharePoint;

- The role of Service Project Manager has been transferred from Strategic Support into ICT, reporting into the Head of ICT from 1st April 2015.

The almost permanent secondment of the IT Manager to act as IT representative for the Authority on the Tri-Service control project has resulted in the appointment of an ICT Operations Manager to act as back-fill for the duration of the project. This has necessitated the back-fill of the role of IT Development Officer using full-time contract resource; which was vacated as a result of this appointment.

EQUALITIES TARGETS

In line with the aims of the Single Equality Scheme, it is our stated aim to increase the number of female new entrants taking up operational Firefighting roles and to reflect the same level of ethnic minority representation in our workforce as in the local working population.

The following targets have been retained from those set in 2011. As there are no nationally established equalities targets, these have been approved through the Equalities Forum as local performance indicators:

Diversity aim	2014-15	2015-16
New entrants into operational roles who are women	19%	19%
New entrants into the organisation from BME backgrounds	10%	10%

Appointments by Gender

The Service did not appoint any women to a Whole-time operational Firefighter role during 2013-14 (two appointments), and none to RDS operational roles (eleven appointments) during 2014-15.

Of the 20 promotions to whole-time operational roles below the role of Brigade Manager during 2014-15, 3 were female (15%). Whilst there is no target set for promotions by gender, as women make up 4.8% of all operational roles, this does reflect a higher than expected ratio of promotions.

In the same period the Service appointed 5 women to support roles (50%) and 2 to Control roles (66.7%).

In total women made up 27% of all appointments in 2014/15.

Appointments by ethnic origin

The Service currently employs 32 individuals from BME backgrounds, representing 3.29% of the total workforce. This breaks down into 19 Whole-time and 4 RDS operational Firefighter roles, and 9 support roles.

In terms of recruitment, no Wholetime appointments and no support appointments were from BME applicants. This means that the Service did not meet the appointment target set in 2014-15 (see above).

There were no appointments from BME applicants for RDS roles – this is likely to be linked to the geographic location of most RDS sections and the areas from which applicants can be drawn.

Of the 20 Whole-time promotions, 19 defined their ethnic origin as White British and 1 as mixed ethnic origin.

RETIREMENTS

The primary purpose of planning effectively for retirement is the maintenance of operational resilience in the Whole-time and Retained workforce. A key factor in this planning is plotting Firefighter Recruitment. The selection process for Whole-time Trainee Fire-fighters can take up to 9 months to complete, followed by a 14-week Trainee course.

In view of the nature of Firefighter Recruitment process it is advisable to take a 2-year look-ahead to ensure that any anticipated peaks in the number of employees retiring can be factored into succession, training and recruitment forecasts at least 18 months in advance so that the appointment of Trainee Firefighters can be “front-loaded” to mitigate future workforce turnover.

In 2015/16 and 2016/17 the following retirements from the Whole-time workforce are predicted, based on an assumptions about respective pension scheme memberships i.e. that retirement will be taken at aged 55 (irrespective of service length) or at age 50, with 30 years’ service (1992 pension scheme members) or at age 60 (2006 pension scheme members). They are shown by role to identify any specific issues regarding losses at different levels of the organization.

Figures also include potential retirements at the 25-year service point, shown in brackets, as it is becoming more common for uniformed personnel to elect to retire before the normal 30-year point in their career as a result of uncertainties about future pension scheme changes. In using projections for early retirement it is assumed that 50% of those who could retire between the 25 and 30 year service point will do so:

Wholetime retirements 2015-2017:

Role	Immediate	2015-16	2016-17	Total
Firefighter	1 (4)	2 (7)	4 (3)	7 (14)
Crew Manager	1 (1)	2 (4)	1 (0)	4 (5)
Watch Manager	3 (2)	8(4)	3 (2)	14 (8)
Station Manager	1 (1)	0 (1)	2 (1)	3 (3)
Group Manager	0 (1)	0	1(0)	1 (1)
Area Manager	0 (1)	0	1	1 (1)
Brigade Manager	0	0	0	0
Total	6 (10)	12 (16)	12 (6)	30 (32)

Figure 1- projected number of wholetime retirements (FPS members aged over 50 with 30 years’ service or with 25 years’ service – shown in brackets)

As at 31st March 2015, the Whole-time establishment is over-strength by 14 roles. This is accounted for by an over establishment of Fire-fighters (+22), an under establishment of Crew Managers (-3), Watch Managers (-1), Station Managers (-3) and Group Managers (-1). Projected figures for employees who could retire aged

50+ with 30 years' service would create **3** Fire-fighter vacancies by April 2016, and **14** vacancies at Supervisory level based on current establishment levels. As most supervisory roles are filled by internal promotion this will create a total vacancy level of **17** Fire-fighter roles.

If this is extended to April 2017, there would be an additional **4** Fire-fighter vacancies and **4** vacancies at Supervisory level. This would create a total vacancy level of **25** Fire-fighter roles.

If employees (FF and Supervisory Managers) aged over 50 with between 25 and 29 year service choose to retire at the levels predicted (50%), this would create a further **22** vacancies by April 2016. Taking the total to **39** potential vacancies due to retirement by April 2016.

If this is extended to April 2017, there would be an additional **3** Fire-fighter vacancies and **2** vacancies at Supervisory level. This would create a total vacancy level of **52** Fire-fighter roles.

The impact of the outcomes from the current review of fire cover linked to budget reductions, which will be considered by the Fire Authority later in the year, will determine decisions around recruiting to these vacancies during 2015.

Wholetime Establishment

As at 31st March 2015 strength was 524 against an Establishment of 510 which represents 14 super-numary posts. This represents an over-establishment of Firefighter roles of +22, an under-establishment of Supervisory Managers of -4, and an under establishment of -4 Middle Manager roles. These vacancies are currently being covered by temporary promotions.

It is anticipated that the numbers of Firefighters will be at or just above establishment levels by the end of the 2015-16 financial year due to projected retirements.

Retained retirements 2015-2017: **(Aged 60+)**

Role	Immediate Aged 60+	2015-16	2016-17	Total
Firefighter	5 (4)	(2)	(1)	5 (7)
Crew Manager	3	(2)		3 (2)
Watch Manager	1 (1)	(2)		1 (3)
Total retirements	9 (5)	(6)	(1)	9 (12)

Figure 2 – assuming retirement from age 60, brackets show employees attaining the age of 55

The normal retirement age for RDS employees is 60 to reflect the provisions of the New Firefighter Pension Scheme. However they may retire from service from age 55 with reduced pension benefits. The figures in brackets show those who will aged over 55 between 2015 and 2017. The Service has specified a requirement for all

operational personnel to maintain a fitness level of 42 VO2 max throughout their careers irrespective of age and this will require those employees who work beyond the previous normal retirement age of 55 to maintain this level of fitness.

As there is potential for up to 9 Supervisory Managers to retire from the Service during 2015-17, it is imperative that Response department plan for potential successors by encouraging RDS firefighters, with potential to become Crew or Watch Managers, to apply through the new progression process. A failure to plan in advance may mean that there are insufficient RDS firefighters to promote to supervisory position in the future. As no more than 2 supervisory positions per station may be held by those undertaking dual employment, this could be a significant risk for the Service.

Non Uniformed and Control Retirements

There are seven non-uniformed (no control) employees who have or will attain the normal retirement age of 65 before 31st March 2017. These posts range from grade 3 to grade 7.

TURNOVER

Turnover is useful in so far as it can provide an indicator to predict levels of employees leaving the organisation, based upon previous experience. For this reason, it is averaged over the previous three years to account for fluctuations or “good or bad years. Any abnormal variances, such as redundancies or redeployments, are taken out the overall figures to avoid skewing the average turnover figures in any given year.

Wholetime Workforce:

Year	Resignations	Transfers	Rets	Dismissals	IHR'S	Other	Total
2014/15	2	0	13	0	2	0	17
2013/14	4	1	27	2	0	1	35
2012/13	3	0	22	0	0	0	25
	9	1	62	2	2	1	77

Figure 4 – Wholetime turnover projections

The average turnover over the years set out is therefore 5%. If retirements are removed from the equation, this falls to 0.94% of the Whole-time workforce.

If this figure is factored into the projection for leavers during 2015/16 it would account for 5 leavers during the course of the year. This is in addition to the retirements already projected. The following projections are used: 3 resignations; 0 transfers; 1 IHR’s; 1 dismissal; 0 for other reasons.

When both retirement and turnover figures are combined, the prediction is set out below. Please note that retirements include a projection that 50% of employees aged over 50 with 25-29 years’ service will opt to take early retirement:

Year	Est	PIP	Projected Leavers	Projected Starters	Difference at year end
2015-16	510	524	49 (44 rets, 1 IHR, 4 other)	0	-35
2016-17	510	475	23 (18 rets, 1 IHR, 4 other)	0	-58

Figure 5 – Projected Wholetime workforce projections

The above prediction is a worst-case scenario and assumes that all those who could take retirement will do so, and that 50% of those who could take early retirement with between 25 and 29 year service will do so, that there will be 1 ill-health retirement each year and that current turnover levels for reasons other than retirement will be maintained at 4 each year. However this does not take into account any reductions in workforce arising from on-going reviews into cover arrangements and reviews of supervisory and middle manager roles. The outcomes from these reviews will impact upon final vacancy levels.

The above figures assume that all management vacancies will be filled by internal movements resulting in gaps within the establishment. In reality, some of these positions at Middle or Strategic level are likely to be filled by external appointments, which reduces the “knock-on” effects created by internal promotions.

During the course of the financial year 2015-16 a review will be undertaken to reassess these assumptions against the reality and figures adjusted accordingly. This will then provide definitive outcome requirements for the 2015-17 Firefighter Recruitment process or other options which may be implemented to recruit to whole-time positions – which may include intra-service transfers, migration from RDS or an Apprentice Fire-fighter development programme.

Retained Workforce

Year	Resignations	Transfers to WT	Rets	Dismissals	IHR'S	Other	Total
2014/15	17	0	1	0	1	0	19
2013/14	29	0	1	1	0	0	31
2012/13	32	1	3	1	1	0	38
Total	78	1	5	2	2	0	88

Figure 6 – retained turnover. Figures exclude 6 redeployments to WDS.

The average turnover is 11.1% which would project 27 leavers during 2015-16 (due to the skewing effect, this average excludes redundancies and redeployments effected during 2014/15 as a result of redundancy).

Non Uniformed and Control

Year	Resignations	Transfers	Rets	Dismissals	IHR'S	Other	Total
2014/15	3		2	0	0	12*	17
2013/14	8		2	2	0	6	18
2012/13	8		5	0	0	9	22
Total	19	0	9	2	0	27	57

Figure 7 – none uniformed and control turnover

** 2012-13 Other reasons are 2 end of fixed term contract and 7 redundancies*

** 2013-14 Other reasons are 2 end of fixed term contract and 4 redundancies*

** 2014-15 other reasons are 6 end of fixed term contract and 6 redundancies*

The average turnover over the years set out is therefore 11.7%. If redundancies are removed from the equation, this falls to 8.2% of the Non-uniformed and Control workforce.

Based upon a strength of 199 employees, this would suggest that 16 support or control personnel will leave the service each year for reasons other than redundancy. These are most likely to be within the support workforce.

It should be borne in mind that the amalgamation of the control rooms which is currently being progressed between NFRS and Leicestershire Fire and Rescue Service may lead to a number of voluntary redundancies or redeployments amongst control employees during 2015/16. This will impact upon the turnover projection but has not been factored in as discussions about staffing issues are in the very early stages of discussion.

RISK REGISTER/ACTION PLAN 2015-17

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
	WHOLETIME		
1	<p>Potential loss of up to 7 Fire-fighters due to retirement after 30 years' service before April 2017</p> <p>Additionally up to 14 FF could take early retirement (with 25-29 years' service)</p>	<p>Maintain an overview of projected retirements against established roles during 2015-16 – taking into account potential workforce reductions.</p> <p>Make contingency plans for recruitment during 2016.</p> <p>Consider the transfer of competent FF from other FRA's or migration from RDS.</p>	<p>Head of HR Services Area Manager (corporate) Area Manager (Delivery)</p>
2	<p>Loss of up to 18 Crew & Watch Managers due to retirement after 30 years' service before April 2017</p> <p>Additionally up to 13 Crew and Watch Managers could take early retirement (with 25-29 years' service)</p>	<p>Undertake succession planning through the Supervisory Development Programme and use of temporary development opportunities.</p> <p>Plan for a promotion process during 2015-16 & 2016-17.</p> <p>Consider the transfer of competent supervisory managers from other FRA's</p>	<p>Head of HR Services Area Manager (corporate) Area Manager (Delivery) Area Manager (L&D)</p>
3	<p>Potential loss of up to 4 Middle Managers due to retirement after 30 years' service before April 2017</p> <p>Additionally up to 4 Middle Managers could take early retirement (with 25-29 year service)</p>	<p>Undertake succession planning through the Middle Manager Development Programme and use of temporary development opportunities.</p> <p>Plan for a promotion process during 2015-16 & 2016-17. Consider the transfer of competent Middle Managers from other FRA's</p>	<p>Head of HR Services Area Manager (corporate) Area Manager (L&D) Area Manager (Delivery)</p>
4	<p>Potential loss of 10 operational personnel for other reasons before April 2017 (resignation, ill-health retirement, dismissal)</p>	<p>Maintenance of holding list from selection and promotion processes to minimize vacancy levels</p>	<p>Head of HR Services</p>
5	<p>Impact of protected pension arrangements on early retirement</p>	<p>Maintain an overview of those leaving the service with between 25-29 years' service</p>	<p>Head of HR Services</p>
6	<p>Revised cover arrangements as result of the outcomes</p>	<p>Undertake a workforce analysis as part of FCR outcomes</p>	<p>Area Manager (Delivery)</p>

	from the Fire Cover review		
7	Revised workforce requirements arising from the Balancing the Budget reviews	Undertake a workforce analysis as part of the review of operational requirements	Area Manager (Delivery)
8	Increase the number of female operational personnel	Positive action to increase applications from women for fire-fighter roles, subject to a recruitment campaign being held in 2016.	Equalities Officer Area Manager (Delivery)
9	Increase the number of female operational personnel in supervisory and management roles	Identify potential female candidates for promotion and increase interest in undertaking development.	Area Manager (Delivery)
10	Review fitness levels in the light of the FireFit / Bath University report	Undertake a review and consult on any proposed changes to current fitness standards	Head of HR Services
	RETAINED		
11	Improve current vacancy level	Recruitment campaign during 2015 and 2016	Head of HR Services Area Manager (Delivery)
12	Potential loss of up to 4 Supervisory Manager due to retirement at age 60+ and 5 due to retirement between 55 and 59	Succession planning to develop future Crew and Watch Managers	Area Manager (Delivery)
13	Outcomes from the RDS review	Analysis of workforce requirements	ACFO / Area Manager (Delivery)
14	Insufficient numbers of RDS progressing through Management Development process	Promote management development to potential RDS candidates	Area Manager (L&D) Area Manager (Delivery)
15	Increase the number of female employees in RDS roles	Positive action to increase the number of female applicants at local level	Equalities Officer Area Manager (Delivery)
	NON UNIFORMED & CONTROL		
16	Implement outcomes from the functional analysis	Undertake consultation with representative bodies and individual employees. Ring-fence vacancies for potential redeployment	Heads of Service Head of HR Services
17	Increase number of BME employees in support & Control roles	Advertise in appropriate media Ensure non discriminatory selection process Ensure supportive culture through awareness raising and education	Equalities Officer Head of HR Services
18	Implement the transfer of employees to the Leicestershire Control Centre	Collaboration with Leicestershire FRS. Ring-fence vacancies for potential redeployment.	Area Manager (Strategic Planning)
	All employees		
19	Increase the number of BME entrants to the Service	Undertake positive action initiatives to increase the number of applications from BME applicants.	Equalities Officer

20	Budget reductions anticipated for financial year 2016-17 & 2017-18.	Review of workforce numbers during 2014/16 to establish possible savings arising from reductions in workforce. Manage redeployment and redundancy processes.	SMT Head of HR Services
21	Reduce absence levels to target of 6 days per person (wholetime and control), and 7 days per person (support employees).	Management of sickness absence process to facilitate earliest possible return to work. Occupational Health support. Implement specific initiatives to reduce the incident of musculo skeletal injury and mental health issues.	Head of HR Services