



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

REVIEW OF WORKFORCE PLAN

Date: 11 July 2014

Purpose of Report:

To review the Corporate Workforce Plan for 2013-14 and make Members aware of the updated Plan for 2014-16.

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1. BACKGROUND

- 1.1 The Workforce Plan 2014-16 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 2013-14

- 2.1 The last year has seen some significant workforce changes, including the appointment of a new senior management team following the retirements of the Chief and Assistant Chief Fire Officer and promotions to the Chief Fire Officer (John Buckley) and Assistant Chief Fire Officer (Craig Parkin) roles and appointment to the Deputy role (Wayne Bowcock). Appointments to other senior management roles at Area Manager and Group Manager level will take place early in the new financial year.
- 2.2 The focus on meeting budget reductions and re-aligning cover arrangements has seen the closure of the retained section at Arnold, and the removal of a pump at West Bridgford – reducing both the whole-time and retained establishments. A voluntary redundancy process has also been undertaken within the support and Control sections and this will lead to eight redundancies during 2014/15. Overall staffing numbers have decreased from 1023.83 to 988.60 employees in post.
- 2.3 A new Integrated Risk Management Plan has recently been agreed by the Authority, following public consultation, and this will prioritise our commitments over the next five year period. This will impact upon the future shape and direction of the Service and will inform a review of workforce resources.

- 2.4 The Service completed the final Fire-fighter Trainee course linked to the Firefighter selection process undertaken in 2012, which has resulted in an over-establishment of Fire-fighter roles in anticipation of projected retirements and internal promotions.
- 2.5 In the previous Workforce Plan (2013-15) it was projected that up to 20 Firefighters and up to 14 Supervisory Managers would retire from Service by March 2015. This could rise to up to 59 potential vacancies if early retirements were factored into the projection. In the event, 35 operational employees left the Service during 2013, with 27 new entrants taking up operational roles. This included 11 redeployments from the Retained section as a result of the closure of Arnold retained section.
- 2.6 The review of the non uniformed establishment was implemented during 2013-14 and will be subject to further review to re-assess possible reductions in workforce numbers. Eight voluntary redundancies were agreed as part of budget reduction measures, and will be implemented throughout 2014-15.
- 2.7 A new Control collective agreement has been implemented during 2013-14, which has seen a move to self-rostering and the alignment of staffing to peak work demands. This appears to be working well and provides resilience to cover absence and training requirements.
- 2.8 The Retained workforce has seen the loss of 36 employees during 2013-14, and the recruitment of 11 new RDS Fire-fighters (not including dual employment arrangements). Additionally, 11 RDS Fire-fighters were redeployed to the Whole-time workforce.
- 2.9 The Service has commenced negotiations with the representative bodies on the implementation of an Enhanced Crewing model which will introduce the concept of part-time working on permanent contracts for some retained sections. This will offer improved cover for specific areas of the county and also provide cost savings in the longer term.
- 2.10 Work on the development of a new HR system (i-Trent) and rostering system (Systemel) continues and will be completed during 2014-15. Phase One of the HR system implementation went live on 6th May and Phase Two should be completed by the end of the year. This will lead to efficiencies of transactional processing, enhanced employee access to HR records and improved management information systems.
- 2.11 The Service has gained accreditation as an Excellent organisation under the Fire Service Equality Framework during 2013-14 which highlights the exceptional work being undertaken across the Service in taking forward an equalities and inclusion agenda. Work will continue during 2014-15 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.

- 2.12 The Service has had to deal with industrial action by the Fire Brigades Union since September 2013 and this has led to the establishment of Contingency Crew 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 2014-15.
- 2.13 The loss of the Industrial Relations Officer as part of the voluntary redundancy programme has led to a re-assessment of the way in which industrial relations is undertaken. The Service remains committed to promoting a positive industrial relations climate and building on the good relations with all our representative bodies. The re-alignment of a Station Manager role with HR will support this relationship with the trade unions.
- 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. It is a testament to our employees during a time of significant change, and to the support provided by the OH team, that absence levels have reduced in 2013-14 to a level of 5.8 days per employee, which is below the national average absence levels for both public and private sector organizations.

ACTION AREAS

- 2.15 An outcome from last year's Workforce Planning process was the agreement of areas for action. The risks identified and subsequent actions are set out below:

Wholetime Workforce

- 2.15.1 **Loss of up to 31 Fire-fighters due to retirement (worst case scenario)**
In the event 13 Firefighters retired from service during 2013/14. In addition, 3 Fire-fighters left the Service for other reasons. The intake from the 2012 Firefighter recruitment campaign fully covered these vacancies, with an over-establishment of 19 Fire-fighter roles by March 2014. This front-loading of establishment ensures that projected retirements during 2014/15 and promotions to fill vacant supervisory roles will not lead to a reduction in Fire-fighter cover.
- 2.15.2 **Loss of up to 28 Crew and Watch Managers due to retirement (worst case scenario)**
In the event 13 Crew and Watch Managers retired from service during 2013/14. There were 14 vacancies at this level by March 2014. These will be filled via a Crew Manager selection process in October 2014, which will reduce the over-establishment of Fire-fighters referred to above.
- 2.15.3 **Loss of up to 6 Middle Managers due to retirement (worse case scenario)**
In the event no Middle Managers retired from Service. Three new Station Managers were recruited in 2014 which brings Station and Group Manager roles to full strength. The Service recruited to an additional

Station Manager (42) role as part of this process in anticipation of a Station Manager retirement during 2014.

2.15.4 Loss of 8 operational personnel for other reasons

As previously mentioned, 3 Fire-fighters left the Service for reasons other than retirement during 2013/14.

2.15.5 Potential retirement of 3 Brigade Managers (including 2 Principal Officers)

The Chief Fire Officer retired from Service on 31st March 2014. The Assistant Chief Fire Officer and an Area Manager will retire on 30 June 2014. Recruitment to the CFO and ACFO roles were undertaken in February, leading to 2 internal appointments, and the appointment of a Deputy Chief Fire Officer from April 2014. An Area Manager selection process took place in May which has led to two internal appointments, ensuring a full complement of Brigade Managers by July 2014.

2.15.6 Increase in development roles

As predicted, the number of roles in the development phase has increased from 23 to 29 during 2013/14. This is primarily due to the intake of Trainee Firefighters. This accounts for 5.41% of the total operational workforce and does not present a significant risk to resilience going forward.

2.15.7 Succession planning for future Supervisory and Middle Manager roles

A Watch Manager process was undertaken during 2013, which resulted in the promotion of 4 Crew Managers. A Supervisory Development Programme will be completed by July 2014 which will provide candidates for the Crew Manager selection process in October 2014. The Service has been covering 14 Crew Manager vacancies through temporary promotions pending the completion of this programme. Appointments through the selection process will see all Crew Manager positions filled by the end of the year.

2.15.8 Loss of technical and acquired command knowledge

The implementation of an Initial Incident Command Course as part of Supervisory Development has enhanced the acquisition of command skills for first-line incident commanders. Additionally, the Service is seeking to introduce mandatory IFE examinations as part of the supervisory development process from 2014. This will ensure the acquisition of technical know-how to supplement existing learning.

2.15.9 Increase the number of female operational personnel

The Service has set itself a target of 19% of female Trainee Fire-fighters progressing through the selection process. This target was achieved during the last Fire-fighter recruitment campaign in 2012. The Service has not undertaken Fire-fighter selection in 2013-14 and therefore there has been no opportunity to increase the % of women in the whole-time workforce. As part of any future campaign, positive action will be undertaken to encourage female applicants to apply to the Service.

2.15.10 Increase the number of female operational personnel in supervisory and management roles

There are currently 5 female supervisory managers (3 Whole-time and 2 RDS), and 1 female Station Manager. This figure has remained unchanged from the previous report. This accounts for 2.5% of supervisory manager roles and 3.4% of Station Manager roles. There are currently 2 female fire-fighter undertaking, or have recently completed, the supervisory management development programme.

Retained Workforce

2.15.11 Current vacancy levels

Vacancy levels are measured as units of available cover for RDS personnel. In the previous report there were 61 units vacant from a total of 216 units (28%). By the end of 2013/14 there were 81 units vacant from a total of 204 units (39%). The number of units has reduced as a result of the closure of the Arnold retained section earlier in the year. The % increase in the number of vacant RDS units is an issue of concern, and significant work has already taken place both to improve the current recruitment process and to implement new ways of providing cover in areas where cover is problematic. This work will continue into 2014-15.

2.15.12 Loss of up to 7 Supervisory Managers (worse case scenario)

In the event 1 Crew Manager retired from service. There are currently 2 RDS employees who are aged over 55 still in service.

2.15.13 Impact of increasing regulation of working hours

This relates to anticipated changes to the Working Time Directive in relation to those working on-call hours. In the event the regulations have not changed. However it is widely expected that the Regulations will become more restrictive and we will be monitoring this in order to consider the impact on RDS availability.

2.15.14 Insufficient numbers of RDS progressing through Management Development Process

RDS employees, in order to seek promotion to supervisory management positions, are required to go through the same process as their whole-time colleagues which includes completion of the Supervisory Development Programme at SDC. This is a significant commitment over 18-24 months and few RDS Fire-fighters are willing, or able, to make this commitment. This means that increasingly RDS supervisory managers will be filled by dual employment arrangements which will have implications for resilience during periods when resources are stretched.

2.15.16 Lack of substantive promotions for RDS FF to supervisory roles

There were no RDS promotions to RDS supervisory roles during 2013/14. It is anticipated that two Watch Manager roles will be open to appointment during 2014/15, and RDS employees will have the opportunity to apply for these vacancies.

2.15.17 Increase the number of female employees in RDS roles

The Service appointed 11 Trainee Fire-fighters to RDS roles during 2013/14, however all appointments were male. The current RDS recruitment campaign has attracted 7 female applicants and outcomes from this process will be known in August. There is a long-standing problem in attracting female candidates to the on-call demands of the RDS and how this fits into family and social commitments. Work has been undertaken during the current recruitment campaign to target local clubs and gyms with high levels of female members to promote RDS roles. The implementation of an Enhanced Crewing Model may, in the future, be more attractive to female applicants.

Support (non Uniformed) and Control Workforce

2.15.18 Reduce absence levels by an average of 2.5 per person (support roles) and by 3.21 days (control)

The level of absence for support staff reduced from 9.5 to 8.61 days during 2013/14, and from 12.4 days to 3.21 days for Control staff. However this is still higher than our absence targets. The Service continues to provide support through its Occupational Health team in order to prevent absence arising in the first instance, and to support a return to work at the earliest opportunity. Much of the absence (46%) has been long term in nature, i.e. for more than 28 days in total.

2.15.19 Increase number of BME employees

The number of BME as a % of new entrants exceeded the target of 10% (11.8%) during 2013/14.

2.15.20 Increase the number of disabled employees

Of the 35 new starters during 2014/15, no appointees declared a disability.

All Employees

2.15.21 Increase the confidence rate of employees declaring protected characteristics

At the end of March 2014, 36 employees had declared a disability to the Service and reasonable adjustments put in place as appropriate. In terms of the confidence of employees to declare their sexual orientation, the Service has participated in the Stonewall Index, and has increased its points score for the third consecutive year for best practice across a range of measures. The Service aspires to be amongst the top 100 employers on the Index, and has implemented an action plan to address some of the issues raised. The Staff Survey, to be undertaken in September 2014, will establish whether respondents are confident to disclose a disability or their sexual orientation to the Service.

2.15.22 Increase the number of BME entrants to the Service

The Service has been successful in increasing the number of BME employees in its workforce over previous years, and met its target of 10% of new entrants to support roles during 2013/14. The equalities team works with local communities to promote the Service and this will continue

to be a focus for positive action when we undertake a Fire-fighter recruitment campaign.

2.15.23 Budget reductions anticipated for the financial year 2015-16

The impact of budget reductions has seen a number of redundancies in the RDS and support/control workforce in anticipation of reducing budget up to the financial year 2015/16. This is likely to continue into 2014/15. The Service has taken measures to mitigate the need for compulsory redundancies by accepting voluntary redundancy applications and redeploying “at risk” employees wherever possible. Full consultation takes place with our representative bodies to ensure that workforce reductions are managed in accordance with statutory and local provisions.

WORKFORCE PLAN 2014-16

2.16 The current plan has been revised to reflect projections into 2016 and is attached as Appendix 1. This sets out the projected number of anticipated retirements and any changes to the workforce which are anticipated during 2014 and 2015. This will be strongly influenced by the budgetary reductions that need to be found for the 2015-16 financial year. The Service aims to find reductions of £2.4m, most of which will need to be found from reductions to workforce numbers.

2.17 This will be strongly influenced by the outcomes of the current consultation process (“Balancing the Budget 2014”) which is likely to result in reductions to Whole-time and/or Retained cover.

2.18 The other key workforce issues will be:

- Implementation of the Enhanced Crewing Model from 2015;
- The likelihood of a Fire-fighter selection process in 2015 (subject to the impact on establishment of the cover review);
- Succession planning for projected vacancies at Watch Manager level;
- 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 need to make budget reductions;
- Impact of moving toward a Tri-service Control model;
- Increasing the number of BME employees as a proportion of the workforce;
- Reducing average absence levels for Support employees to 7 days;

- Reducing average absence levels for Control employees to 6 days.

3. FINANCIAL IMPLICATIONS

- 3.1 The management of establishment levels is key to the overall management of staffing budgets which constitute 75% 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 significant influence on budgets.
- 3.2 The proposed enhanced crewing model will, if successfully implemented result in significant cost reductions in some areas.
- 3.3 As the report points out in paragraph 2.16, the financial pressures on the organisation are such that £2.4m of budget reductions will need to be made over the next two years and it is likely that this will have some effect on staffing levels and 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 2014-15.

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. RECOMMENDATIONS

It is recommended that Members note the content of this report.

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

None.

John Buckley
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WORKFORCE PLAN – 2014-16

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INTRODUCTION

This Plan is designed to highlight issues relating to corporate “people” requirements over the next year, with a look-ahead to 2016, 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 DEVELOPMENTS IN 2013-14

The last year has seen some significant workforce changes, including the appointment of a new senior management team following the retirements of the Chief and Assistant Chief Fire Officer and promotions to the Chief Fire Officer (John Buckley) and Assistant Chief Fire Officer (Craig Parkin) roles and appointment to the Deputy role (Wayne Bowcock). Appointments to other senior management roles at Area Manager and Group Manager level will take place early in the new financial year.

The focus on meeting budget reductions and re-aligning cover arrangements has seen the closure of the retained section at Arnold, and the removal of a pump at West Bridgford – reducing both the whole-time and retained establishments. A voluntary redundancy process has also been undertaken within the support and Control sections and this will lead to eight redundancies during 2014/15. Overall staffing numbers have decreased from 1023.83 to 988.60 employees in post.

A new Control collective agreement has been implemented during 2013-14, which has seen a move to self-rostering and the alignment of staffing to peak work demands.

The review of the non uniformed establishment was implemented during 2013-14 and will be subject to further review in 2014-15 to re-assess possible reductions in workforce numbers.

A new Integrated Risk Management Plan, has recently been agreed by the Authority, following public consultation, and this will prioritise our commitments over the next five year period. This will impact upon the future shape and direction of the Service and will inform a review of workforce resources.

The Service has commenced negotiations with the representative bodies on the implementation of an Enhanced Crewing model which will introduce the concept of part-time working on permanent contracts for some retained sections. This will offer improved cover for specific areas of the county and also provide cost savings in the longer term.

Work on the development of a new HR system (i-Trent) and rostering system (Systel) continues and will be completed during 2014-15. Phase One of the HR system implementation went live on 6th May and Phase Two should be completed by the end of the year. This will lead to efficiencies of transactional processing, enhanced employee access to HR records and improved management information systems.

The Service has gained accreditation as an Excellent organisation under the Fire Service Equality Framework during 2013-14 which highlights the exceptional work being undertaken across the Service in taking forward an equalities and inclusion agenda. Work will continue during 2014-15 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.

The Service has had to deal with industrial action by the Fire Brigades Union since September 2013 and 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 2014-15.

The loss of the Industrial Relations Officer as part of the voluntary redundancy programme has led to a re-assessment of the way in which industrial relations is undertaken. The Service remains committed to promoting a positive industrial relations climate and building on the good relations with all our representative bodies. The appointment of a new Station Manager role with HR will support this relationship with the trade unions.

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. It is a testament to our employees during a time of significant change, and to the support provided by the OH team, that absence levels have reduced in 2013-14 to a level of 5.8 per employee, which is below the national average absence levels for both public and private sector organizations.

Statutory changes which will affect workforce issues during 2014-15 include:

- 2014/2015 Pension scheme changes
- Flexible working regulations

- Maternity regulations
- Pre-claim conciliation (tribunal claims)
- Adoption regulations

Corporate changes will may affect workforce issues during 2014-15 include:

- Budgetary constraints (£2.4m savings by 2016)
- Review of cover arrangements
- Review of support services
- Implementation of an Enhanced Crewing Model
- Publication of the Integrated Risk Management Plan
- Implementation of a new HR information system which will affect current ways of working

Budgetary Position

The Service continues to face a challenging financial situation, with £2.4m of savings to be achieved by 2016. 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 to effectively manage this situation. 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 2013-14 was 8.96%, which represents 89 leavers. This compares to 10.5% in 2012/13;
- The Service appointed 74 new staff during 2013-14 (not including 5 new dual contract appointments). This compares to 62 new appointments in 2012/13;
- Following changes arising from the Fire Cover Review, service re-structure and review of Control, the overall workforce establishment has a settled position, as follows (as at 1st April 2014);

Wholetime:	530 (-11)
Control:	27 (no change)
Non uniformed:	170.6 FTE (+4.77)
Total	727.6 FTE (-6.23)
Retained:	204 units of cover (-12 units)

- Average absence levels were 5.8 days per employee (6.34% decrease on 2012/13), which is better than the performance target of 6.25 days per employee.

PROFILE OF THE WORKFORCE

By gender:

	Wholetime	Retained	Non Uniformed	Control	Total
Male	511	254	76	6	847
Female	24	8	99	21	152

The number of female employees across the Service has increased by 6 since the last review, however as a % of a shrinking workforce the number of women employed has actually risen to 15.22%, compared to 14.3% in 2013-14.

There has been no change to the number of female Firefighters (WTS and RDS) as for 2012-13. Although a female Trainee Fire-fighter was appointed during 12/13, this was off-set by a female Trainee Fire-fighter leaving the service. In the same period, 27 male Trainee Fire-fighters were appointed.

It is the Service's aim to increase the % of women appointed to operational roles to 19% by 2015. There were no women appointed to RDS roles, and 1 woman appointed to a whole-time role during 2013-14. This represents 2.36 % of all operational appointments and is therefore below the target set. More work clearly needs to be done in terms of attracting female applicants to RDS roles.

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	395	204	145	23	767 (76.8%)
White Other	77	42	7	3	129 (12.9%)
White Irish	4	2	2	1	9 (0.9%)
BME	16	4	9	0	29 (2.9%)
Prefer not to say	43	10	12	0	65 (6.5%)
Totals	535	262	175	27	999

The number of employees from BME backgrounds (excluding Irish and White Other) is 2.9% of the total workforce, making up 2.51% 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 17%, making up 18.2% of operational roles.

Positive action measures to increase the number of ethnic minority employees as a ratio of the total workforce is a high priority for the Service. The target recruitment figure is that, by 2015, 10% of new entrants are from BME backgrounds.

By age:

	Wholetime	Retained	Non uniformed	Control	Total
16-25	13	23	8	1	45 (4.5%)
26-35	144	69	34	6	253 (25.3%)
36-45	189	71	41	8	309 (30.9%)

Over 45	189	99	92	12	392 (39.2%)
Total	535	262	175	27	999

Compared to 2013/14 there has been some changes to the age profile of the workforce. The number of employees aged 16-25 has reduced by 10 (however this does not include 4 Apprentices taken into supernumary roles during the year), 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, 35% of Wholetime and 38% of Retained employees are over 45.

Under the Firefighter Pension Scheme 1992 regulations, operational personnel may opt to take early retirement from 50 if they have at least 25 years service, which represents a risk to the organization if large numbers choose to exercise this option. This only applies to Whole-time employees still in the 92 scheme, as Retained employees and those Wholetime employees who entered service after 2006 are in the Firefighter Pension Scheme 2006, which raised the retirement age to 60 (with some discretion to take early retirement from 55). However, there are still significant numbers of Firefighters in the 92 scheme and so this will continue to be an issue for some years to come.

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 2013/14 was 6.49%, accounting for 35 leavers (further details are set out in Appendix 1);
- The Service appointed to 27 Whole-time roles through a combination of redeployment or selection from existing RDS employees (11) , the appointment of Trainee Fire-fighters from the 2012 campaign (14), and inter-service transfers (2) during 2013/14;
- At the end of April 2014, there were no vacancies on the whole-time establishment. This accounts for an over-provision of 19 FTE fire-fighter roles and 1 Station Manager role, set against 14 vacancies at supervisory level-leaving an over-provision of 6 FTE roles.
- The Whole-time establishment has reduced by 11 posts during 2013/14, due to the removal of an appliance at West Bridgford and conversion of a Watch Manager post within Fire Protection.
- There were four substantive promotions made to Whole-time Watch Manager positions and three external appointments to Station Manager roles during the review period.
- One uniformed employee is currently seconded to full-time union duties;
- Average absence levels were 4.87 days per employee (-7% decrease on 2012/13), which is within the 6 days performance target set.

2014-15

- It is anticipated that the Service may lose up to 26 Whole-time uniformed personnel before 31st March 2015: 20 due to normal or early retirement after 30 years service; 1 due to ill-health and 5 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 24 uniformed personnel may choose to take early retirement during 2014-15. This takes the total of potential leavers to 50;
- Based upon projections of turnover for a worst case scenario,, this would suggest that the Service will need to recruit additional Fire-fighters during 2015. However this will be affected by any reductions to the Whole-time establishment, arising from current review of fire cover, and reductions arising from the proposed implementation of the Enhanced Crewing model. This recruitment could either be through competitive selection, migration or inter-service transfers. To ensure operational resilience through to 2016, selection would need to commence during 2015.

- The Service could lose 2 Station Managers before 31st March 2015 through retirement after 30 years service. If a 25-year service length is factored in this could increase to 5 retirements in total (if 50% of those who could do so opt for early retirement).
- Numbers in development as at 1st April 2014 are:
 - Firefighters - 22 (6.3%)
 - Watch Managers - 6 (7.5%)
 - Station Managers - 1 (3.4%)
- 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. The number of Firefighters in development has increased by 10 due to the out-turn of Trainee Fire-fighter recruits during 2012-13. Their development will be jointly supported by a line manager and SDC until they reach competence in role.

Retained Duty System

Review

- Turnover during 2013/14 was 13.1%, accounting for 36 leavers (further details are set out in Appendix 1). This level of turnover is slightly higher than normal due to the redundancies effected during 2013. (The figure does not include the 5 RDS employees who were redeployed to the Wholetime workforce);
- The Service appointed 11 RDS Firefighters during 2013/14 (this excludes dual employment appointments);
- At the end of March 2014, there were 81 units vacant (each providing 24 hrs of available cover) against a possible 204 available units of cover (39%). This reflects the removal of 12 units due to the closure of the Arnold retained section;
- The Service has recently opened an RDS recruitment campaign, with appointments due to commence in September 2014. A number of local recruitment events have been held to encourage applications at stations experiencing low availability.
- Currently, there are 58 dual contract arrangements in place (Wholetime firefighters undertaking secondary employment as Retained Firefighters) providing 33 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 17 (47.1%) RDS Watch Managers and 10 (31%) RDS Crew Managers are employed on a dual employment basis and that there are 7 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.
- It is worth noting that of the 1 promotion to a substantive RDS supervisory position this year, this was a dual employment appointee.
- Numbers in development as at 31st March 2014:

Firefighters	26 (12%)
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2014-15

- The RDS could potentially lose 3 individuals due to retirement at age 60+, increasing to 18 if individuals choose to retire between the ages of 55 and 59, before 31st March 2015. Of these 8 are Supervisory Managers and steps will need to be taken to plan for their replacement.
- It is likely that 26 RDS personnel in total will leave (based on average turnover rates) before 31st March 2015.
- 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. A pilot scheme will take place during 2015 as a pre-cursor to extending changes over the next couple of years. The aim of the review is to enhance cover arrangements and provide further resilience.
- The restriction on dual employment, which was introduced during 2010, will limit the numbers of whole-time employees who can undertake retained duties. This will make it increasingly likely that RDS employees who migrate to the whole-time duty system will resign from the RDS and new entrants will need to be fill the gaps left in the retained workforce.

NON-UNIFORMED & CONTROL

Review

- Turnover during 2013/14 was 9.1%, accounting for 14 leavers (further details are set out in Appendix 1). This figure includes the redundancies effected as a result of the re-structure. If Fixed Term workers (2) are not included, the turnover figure is 7.8%;
- The Service appointed 34 non-uniformed staff 2013/14, 4 of which were temporary appointments;

- At the end of March 2014, there were 11.41FTE non uniformed vacancies, some of which are ear-marked for deletion as part of salary reduction measures. Other roles are currently in the process of recruitment;
- The Non-Uniformed establishment increased by 3.77 FTE posts during 2013/14, one of which was a post conversion;
- Average absence levels for non-uniformed employees were 8.61 days per employee (4.98% decrease on 2012/13). This is above the performance target of 7 days per employee.

2014-15

- There are likely to be 3 retirements before 31st March 2015.
- Based on past turnover levels, it is likely that up to 15 staff will leave the service before 31st March 2015.
- Additionally, 6 individuals will leave through voluntary redundancy during the period. A projected total of 21 leavers overall.

CONTROL

- Turnover during 2013-14 was 17.5% accounting for 4 leavers. This figure includes 1 redundancy resulting from the Control review.
- The Service appointed to 1 FTE post during 2013-14.
- Average absence levels for control staff were 9.21 days per employee. Control are counted within the uniformed work group and are therefore subject to the target established for this work group of 6 days per employee.

2014-15

- There are not projected to be any retirements from the control section before 31st March 2015. However there will be a voluntary redundancy effected in December 2014.
- 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

- Review of workforce costs as part of 2016/17 budget reductions
- Work to increase the number of BME appointments to roles within the service (where they are under represented within the workforce) via positive action initiatives (target of 10% of new entrants)
- Work to increase the number of disabled applicants to the Service via positive action initiatives

Wholetime

- Work to increase the number of women appointed to operational roles via positive action initiatives (target of 19% of new entrants)
- Work to increase the number of women in supervisory and management roles via positive action initiatives
- Likely requirement to recruit additional Fire-fighters during 2015 to meet projected turnover rates (subject to confirmed establishment figures)
- Promotion to supervisory management roles to fill existing vacancies

Retained

- Implementation of new Enhanced Cover model during 2014-15
- Take positive action to recruit RDS Trainee Fire-fighters to meet cover shortfalls
- Promote the development of RDS Fire-fighters into supervisory roles
- Work to increase the number of women appointed to RDS roles via positive action initiatives (target of 19% of new entrants)

Non-uniformed

- Reduce sickness absence levels from average of 8.61 days to 7 days through effective intervention
- 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

- Proposed transition to a regional cover model, effective from 2017
- Reduce sickness absence levels from an average of 9.21 days to 6 days through effective intervention.

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. This is linked to the provisions of the Firefighter Pension Scheme 1992. However individuals can opt to retire on completion of 25 years service after the age of 50 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, 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 74 employees (Wholetime duty system), and up to 25 employees (Retained duty system) may retire from Service by 31st March 2016. Five 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 12 Wholetime employees, 56 for retained employees and 30 for non-uniformed/Control employees by 31st March 2016. Further details are set out in tables 4-7 of Appendix 1.

Overall turnover during 2013-14 was 8.96%. This is slightly lower than last year (10.5%), and this compares favourably with the average turnover figure of 17% and average public sector turnover figure of 13.9%.

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 2014, whole-time establishment stood at +6, mainly due to the over-establishment of Firefighters and Station Managers (+1) and 14 vacancies at Supervisory level. The number of Fire-fighter roles were over-established by 19 roles. This follows the appointment of 26 Trainee Firefighters during 2013.

Projection for 2014-16

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

- Current vacancies
- Projected retirements and leavers
- 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 2014-15 and 2015-16. These predict that up to 50 operational personnel will leave during 2014-15 and up to 37 during 2015-16. Equating to 87 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 8 will leave for other reasons. This should be viewed as a worst case scenario.

As at 1st April 2014 the Service was six 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. The roles that are not fully resourced are those of Crew Manager (-11) and Watch Manager (-3), this shortfall should be addressed through the out-turn from the Supervisory Management Development Programme and 2014-15 promotion process. If all supervisory manager vacancies are filled internally, this would lead to a surplus of 5 Fire-fighter roles.

At the time of the last review, the Service had 22 people on its Trainee Fire-fighter holding list, established as an outcome of the 2012 recruitment campaign – all of these have now been taken into the whole-time establishment.

Appendix 1, Figure 1 highlights that of those projected to take retirement over the next 2 years, it is likely that 14 will be Firefighters. If 50% of those who could retire at age 50 also leave then this rises to 29 Firefighters in total.

Due to the current review of budget and future staffing numbers, it is anticipated that a recruitment campaign will commence during the financial year 2015-16. If turnover is at a higher level than predicted then the Service may consider migration or inter-service transfers to maintain resilience. However this will be

impacted by any reductions in the Whole-time establishment arising from the current review of fire cover.

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 2014:	+ 6
Number of projected FF retirements to April 2016:	-14 (-15)
Trainee FF holding list	0
Supervisory retirements to April 2016:	-15 (-20)
Number of vacancies linked to turnover to April 2016:	-12

Total **35 (+35)**
(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 2014, the Service had 14 vacancies at Supervisory level (Crew and Watch Managers) and none at Middle Management level (Station Manager and Group Manager) and Strategic Manager level (Area and Brigade Manager), although it is known that there will be 2 Area Manager vacancies by July 2014. A process for appointments to these vacancies is scheduled for May/June 2014.

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, it is proposed that development will also include examination through the Institute of Fire Engineer examination process.

During 2013-14, the Service appointed 3 Station Managers, which is one above the establishment - this is in anticipation of Station Manager retirements later in the year. All of these appointments were external. The Service also appointed 4 Watch Managers from internal applicants to meet vacancy requirements. A Crew Manager selection process will take place in the autumn to address the vacancy level within this role.

Finally, as anticipated the Chief Fire Officer retired from Service in April 2014 and the Assistant Chief Fire Officer will be retiring in July 2014. The Appointments Panel undertook selection to these roles in February, and a new CFO (John Buckley), Deputy Chief Fire Officer (Wayne Bowcock) and acting ACFO (Craig Parkin) have now taken up their appointments. This will bring stability to the senior management team for the foreseeable future.

Retained Duty System

The average turnover figure over the last 3 years is 10%.

Based upon a strength figure of 261 (people in post), this would suggest that 26 retained personnel will leave the service during 2014/15 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 2 during 2013/14, taking the total of dual employment arrangements in place to 58 or 22% of all retained personnel (providing 33 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.

A review of the sustainability of the present RDS model, has been undertaken during 2013-14 to consider alternate cover models. The Service is currently negotiating with the Representative Bodies on the implementation of an Enhanced Crewing Model, which will replace the current RDS model at specific stations with the proposed appointment of part-time Fire-fighters who will be available to provide cover during periods of peak activity, provide additional support to whole-time crews and to undertake RDS cover. This is an innovative model of delivery which should result in significant savings, as well as enhanced operational cover in areas where RDS availability has become problematic. It is anticipated that a pilot scheme will be in place during 2015.

Non-uniformed

The turnover figure for non-uniformed employees was 9.1% during 2013/14, which accounts for 14 leavers. This included 3 voluntary redundancies, and 2 retirements. There are currently 6 voluntary redundancies pending as a result of the process entered into in 2013, and these redundancies will be phased throughout the year. Based on previous figures, it is anticipated that 15 employees may leave due to take up other employment, and 3 due to retirement during 2014/15.

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 2015-16 financial year. This is to ensure that suitable redeployment opportunities are available if compulsory redundancies become necessary over the next 24 months.

SECTION 2: 2014-16

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 organisational re-structure implemented during 2012, resulted in a significant re-alignment of establishment leading to a net reduction of 56.5 posts. The establishment will further reduce by 3 posts by the end of 2014-15 as a result of voluntary redundancies in support roles. All departmental heads have been tasked with reviewing their current activity to establish potential savings for the 2015-16 budget. This work should be completed by the end of the year, and is likely to result in the identification of further redundancies. 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 Non Uniformed) has decreased by 6 posts (from 733.6 to 727.6 FTE's) due to reductions in Whole-time posts (-11) and increase of 4.77 non uniformed posts (of which one was the conversion of a Watch Manager role to Fire Protection Inspector role). These changes have been reported through the HR Committee.

The Retained establishment is recorded as units of cover required, which has reduced from 216 units to 204 units due to the closure of the RDS section at Arnold. The number of RDS employees has reduced from 290 to 261 as a result of redundancies and turnover during 2013.

KEY WORKFORCE ISSUES BY DEPARTMENT

(i) SERVICE DELIVERY

Following the re-structure, all front-line services departments are now under a single directorate called Service Delivery consisting of Response, Prevention, Protection and Fire Control functions.

Response: planned reductions in the number of operational appliances requiring consultation and reduction in the number of personnel.

An enhanced crewing model will be piloted at a number of stations.

There is a potential for the integration of three Fire Controls across the region.

The level of uniformed management and supervision roles will be reviewed including the role of Managers.

The role and function of the SRT will be reviewed.

The Fire Cover Review will be reviewed to explore a operational response model based upon high, medium and low risk.

The administration provision within Service Delivery will be reviewed to determine the most effective and efficient model, which may lead to adjustments being made to roles and working locations and practices.

A collocating concept is being introduced where EMAS will share the use of Fire Service premises.

A revised co-responding model is to be piloted.

Fire Prevention:

The resources of the former Community Safety team and the District based Risk Reduction Officers have been redeployed to three Risk Reduction Teams, one in the North, one in the South and one in the City.

The role of Risk Reduction Officers will continue to provide community based support to operational stations. However the way this support is delivered has been changed to be more representative of areas of risk rather than a geographic base.

The teams will be providing support for risk related matters, not limited to fire prevention matters an example is providing operational cover for retained sections where there are occasions where there is insufficient crew.

Following a review of an earlier re structure, the Partnerships and Engagement department will be integrated into Service Delivery, 2014 will be a period of continued transition and adjustment for those employees involved in this area of work.

Fire Protection:

The Fire Protection team consists of two geographic teams, one based in the North (Mansfield) and City/South (High fields). The Fire Investigation/Arson Reduction team are located within the FP team structure. The composition of the team over recent years has seen an increase in non operational Fire Inspecting Officers and a reduction in Watch Manager positions through post conversions. This is likely to continue whenever an opportunity arises. Two new support roles will be filled this year – Fire Protection Support Team Manager and FP Information Support Officer – to enhance the service currently provided to the business community. A new professional framework will also be introduced this year to ensure competence against national standards.

Control

The self rostering arrangements introduced in April 2013 have worked well for Control with an issue regarding resilience at supervisory levels being addressed by temporarily increasing the number of Supervisory Managers. With a low number of staff within Control any variation on establishment, even short term, has the potential to have an impact on staffing. As outlined in the Fire Authority Paper 'Balancing the Budget in Future Years', NFRS will be discussing the opportunity to reduce the number of Control Facilities with Tri-Service Control partners (Derbyshire and Leicestershire Fire and Rescue Services) and liberate any efficiencies that may generated once the new mobilising system has gone live. On behalf of collaborating partners Leicestershire Fire and Rescue Service are leading work to appoint a Manager to oversee all three control facilities within the Tri-Service Control Collaboration, with the post jointly funded by all 3 Services. Once the Tri-Service Control project has gone live the workloads and system administration demands of the new system can be fully assessed which may lead to review and revision of the Control Support function.

Training of Control Staff in preparation for the roll out of Tri-Service Control is progressing well and the ring-fencing of dedicated training hours away from the Control room negotiated as part of the self rostering arrangements is paying dividends. The Tri-Service Control project is likely to go-live in early Autumn 2014 and commensurate with the implementation phase the resources dedicated to the project have increased accordingly. Post go-live a number of additional components will be delivered which will require additional training for both Control and Operational staff. The full-time project team now comprises of a Group Manager, Station Manager and Temporary Crew Manger all drawn from Control along with an ICT Manager, Area Manager, Station Manager,

Temporary Crew Manager and 3 Firefighters to deliver this wide ranging project.

(ii) **SERVICE SUPPORT**

Corporate:

Through the Service restructure, Corporate Support continues to implement change and includes:

- Learning and Development
- Partnerships and Engagement
- Corporate Communications and Administration
- Ops Planning and Assurance
- Performance and Planning

Learning and Development

2014/15 will bring many opportunities and challenges. The changes to the structure of the management development team will streamline and focus the resources available and ensure the direction taken is in line with the Services priorities.

Currently, L&D management are conducting a review of our deliveries and team functionality. This a broad-brush review to evaluate and reconsider the size and structure of the L&D team to ensure that we are able to effectively and efficiently deliver the full ambit of organisational and people development. This will include the potential expansion of critical development activities required for a safe and competent workforce, balanced against a consideration of opportunities to share taskings more efficiently across the rest of the organisation and possibly regionally. This significant review will be completed by early September. It will then inform the subsequent team restructuring and possible resizing

The Princes Trust team structure has been reviewed and the Service has begun a relationship with Nottinghamshire Police to supply team leaders and support officers to assist their objectives, up skill their workforce and provide cross fertilisation between the Services therefore supporting the concept of interoperability.

Partnership and Engagement

The existing team will be transferred to the Service Delivery department during 2014 to more closely align risk reduction activities throughout the County. The role of Partnership and Engagement Manager will be dis-

established as a result of voluntary redundancy and a Group Manager will oversee the Risk Reduction function.

Corporate Communications and Administration

The Corporate Administration Team halted recruitment to three posts that became vacant and, through changes to processes and co-location of the central team, a good administration service is being provided by a smaller team. Therefore, the department is due to remove these vacancies from the establishment to offer a saving as part of the Service's efforts to cope with a reduced budget.

Administrative support at Highfields Fire Station, which provides a secondary central hub, was established at an optimum number around 18 months ago. This team is providing an effective and efficient service to the fire station and central functions based at the site and it is the intention to maintain these working arrangements.

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.

Performance and Planning

The special projects team will be involved in Consultation until 10 August some officers will also be utilized from Operational Assurance Team and support from the Corporate Administration Team.

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.

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

Human Resources: the Human Resources Department is made up of the HR, Occupational Health and Equalities teams.

The HR team have a busy agenda for 2014-15. The next year will see the full implementation of the new i-Trent HR system which should lead to significant transactional efficiencies and more ready access to management information for system users. It will also lead to greater integration between HR, Payroll, rostering and training systems, with the ability to share common data. Employees will also be able to view their own data, and make limited amendments, as well as request leave, training courses etc. through the employee self-service portal.

The need for workforce reductions and efficiencies to meet budget shortfalls, will involve HR officers in advising on and supporting changes to the organization, which may impact on the delivery of HR services itself.

HR Officers will be involved in the implementation of the proposed Enhanced Crewing model, pension scheme changes, changes to the PDR scheme and supervisory manager progression policy, and review of the selection process for operational roles.

The Equalities team was instrumental in the successful attainment of the Excellent level of the fire service equalities framework earlier in the year. A review will be undertaken to establish the direction of the equalities agenda from 2014 onwards to ensure that the Service continues to build upon the initiatives already in place which deliver effective support to all areas of our community, particularly those who are most vulnerable, and embeds effective practices and policies within the workplace and our ways of working . It is likely that Inclusion will form part of a new Organisational Development function.

The Occupational Health team has been supplemented by an additional Support Officer role for a period of one year initially. This will assist in the implementation of a 2-year statutory medical regime (as a result of changes to Asbestos Regulations) and will help to promote well-being and health initiatives across the Service. The team will be making

additional efforts to visit stations to undertake medicals on site and to engage with employees on their health and fitness. The Service will be seeking to attain recognition for its achievements in providing a high level of employee support through the Workplace Health Award Scheme. Work is already under way to enhance post-incident support for operational employees and this will be rolled out during 2014.

(iii) Finance and Resources

Finance section:

As reported in last year's Workforce Plan, a 0.5FTE post left the Service under voluntary redundancy in July 2013. Since then two further voluntary redundancy applications from team members have been approved, with the two full time post holders leaving the Service at the end of June 2014. These two redundant posts have been replaced with two 0.6 FTE posts and the new post holders have been recruited and are expected to start in their roles in July 2014. Succession planning has been taking place to ensure as smooth a transition as possible. These changes have arisen from process efficiencies realised over the last three years.

The Service is participating in the County-wide CIPFA Trainee scheme, which is co-ordinated by Nottinghamshire County Council. This means that every 6 months a CIPFA Trainee Accountant from the Scheme's pool of trainees will be assigned to work in the Finance section for a period of 6 months. Our first Trainee joined the team in July 2013 and will be with us for a full year, with a replacement Trainee due in July 2014. So far, the scheme has worked well. It is noted that in July 2014 there will be three new starters in the Finance Department who will require a lot of support from the team at first.

No other changes to the workforce are planned over the next year, although there is a possibility that one member of staff may apply for flexible retirement.

Transport section:

With the recruitment of another new Transport driver (which was enforced by the previous post holder electing to join the wholetime as a re-deployment option) the staff establishment has now returned to full status. This has now reduced any increased dependency on agency driving staff once again; over and above covering for leave periods or long term absence.

The contractual hours and working pattern of the Fleet Co-ordinator will need to be reviewed and discussed with the post holder aside from the request to carry out a functional analysis of the work carried out by the department.

Workload will remain very high for both managers in the department during the next year to deliver business plan activities, including a number of capital projects and maintain the momentum of some required

improvements with the fleet maintenance contract to determine in 2015 whether a contract extension will be awarded.

Despite the fact that the Transport staff establishment has been static for some 10 years the impact of any reduction in establishment will need to be determined as part of the functional analysis work to be undertaken.

Collaborative work with Derbyshire FRS will continue on the Fleet Options project and any other opportunities for collaborative working that will be of benefit to the Service, department and staff development will be considered, as and when they arise.

Estates and Procurement:

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 to cover any costs as they arise.

The requirement from Government regarding the new transparency regulations and the greater accountability for procurement activities is likely to have an impact on the workload and staffing of the Procurement Section. This impact is still to be determined as the regulations are brought onto force.

ICT:

A new Head ICT joined the Authority in May 2013 with the main purpose driving through a number of ICT improvement initiatives, a reorganization of the function and culminating in the production of a new ICT strategy.

The implementation of the new ICT strategy is well underway and there has been good progress on the identified improvements of the ICT infrastructure and function such as:

The reorganization of the ICT department has resulted in an increase in resources and the function being split into four sub-functions:

- ICT Service Improvement;
- ICT Service Transformation;
- ICT Service Desk;
- ICT Service Operations.

The position of IT Support Officer (Grade 4) has been replaced by a new role of ICT Support Technician (Grade 5) and an additional member of staff has been recruited

into the role; allowing for a new ICT Support 'Out of Hours' call-out roster to be established.

The ICT Service Desk has taken on two ICT Apprentice Support Technicians (1 year contract) to assist with workloads driven from the implementation of the new ICT Strategy.

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 (Grade 7 - 1 year contract) to act as back-fill for the duration of the project. Additional temporary resource has also been recruited to assist with the Tri-Service control project and the HRIS project in the form of a ICT Business Support Officer (Grade 5 - 2 year contract) and a IT Development Officer (Grade 6 - 1 year contract).

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 appointed 1 woman to a Whole-time operational Firefighter role during 2013-14, and none to RDS operational roles. This represents 2.36% of all operational appointments and is therefore below the target set (see above).

In the same period the Service appointed 14 women to support roles (41.2%).

In total women made up 20.5% of all appointments in 2013/14.

Appointments by ethnic origin

The Service currently employs 29 individuals from BME backgrounds, representing 2.9% of the total workforce. This breaks down into 16 Whole-time and 4 RDS operational Firefighter roles, and 9 support roles.

In terms of recruitment, 4 (14.8%) Wholetime appointments and 4 (11.8%) support appointments were from BME applicants. At an average of 11% of all appointments, this met the appointment target set in 2012-13 (see above).

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

Appendix 1

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 2014/15 and 2015/16 the following retirements from the Whole-time workforce are predicted, based on an assumption that retirement will be taken at aged 55 (irrespective of service length) or at age 50, with 30 years service. 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 2014-2016:

Role	Immediate	2014-15	2015-16	Total
Firefighter	4 (8)	5 (9)	5 (13)	14 (30)
Crew Manager	0 (2)	0 (7)	2 (4)	2 (13)
Watch Manager	6 (10)	1 (3)	6 (13)	13 (26)
Station Manager	1 (3)	1 (3)	1 (1)	3 (7)
Group Manager	0 (2)	0 (1)	1	1 (3)
Area Manager	1	0	0	1
Brigade Manager	0	1	0	1
Total	12 (25)	8 (23)	15 (31)	35 (79)

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 2014, establishment is over-strength by 6 roles. This is accounted for by an over establishment of Fire-fighters (+19) and Station Managers (+1), and an under-establishment of Crew and Watch Managers (-14). Projected figures for employees who could retire aged 50+ with 30 years service would create **14** Fire-fighter vacancies by April 2016, and **15** vacancies at Supervisory level. As most

supervisory roles are filled by internal promotion this will create a total vacancy level of **29** Fire-fighter roles.

If employees aged over 50 with between 25 and 29 year service choose to retire at the levels predicted (50%), this would create a further **35** vacancies. Taking the total to **64** potential vacancies due to retirement by April 2016.

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.

A selection process for Crew Manager roles will be undertaken in Autumn 2014 to meet projected vacancy levels.

A selection process for Area Manager roles will be undertaken in June 2014, and for Group Manager vacancies in July 2014. Appointments from these processes will mean that the Service has a full complement of Strategic and Middle Managers going forward.

Wholetime Establishment

As at 31st March 2014 strength was 536 against an Establishment of 530 which represents 6 supernumary posts. This represents an over-establishment of Firefighter roles of +19, an under-establishment of Supervisory Managers of -11, and an over establishment of +1 Station Manager role.

The Crew Manager selection process will significantly address the over-establishment of Fire-fighters, bringing this down to +8 roles by the end of the year. Projected Firefighter retirements (up to 17) will further reduce this figure. It is anticipated that the numbers of Firefighters will be at or below establishment levels by the end of the 2014-15 financial year.

Retained retirements 2014-2016: (aged 55+)

Role	Immediate Aged 60+	2014-15	2015-16	Total
Firefighter	2	(8)	1	3 (8)
Crew Manager	1	(4)	1 (3)	2 (7)
Watch Manager		(3)	(2)	0 (5)
Total retirements	3	15	7	25

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

The normal retirement age for RDS employees has been amended this year (from 55 to 60) to reflect the provisions of the New Firefighter Pension Scheme. The figures in brackets show those who will aged over 55 between 2014 and 2016. 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 14 Supervisory Managers to retire from the Service during 2014-15, 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 5 non-uniformed (no control) employees who have or will attain the normal retirement age of 65 before 31st March 2016. These posts are:

Job Role*	Grade	Retirement date
[REDACTED]	Grade 5	02/02/2013
[REDACTED]	Grade 6	27/07/2013
[REDACTED]	Grade 7	12/03/2015
[REDACTED]	Grade 3	13/04/2015
[REDACTED]	Grade 3	10/10/2015

Figure 3 – assumes normal retirement at age 65

This information has been redacted to preserve confidentiality.

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
2013/14	4	1	27	2	0	1	35
2012/13	3	0	22	0	0	0	25
2011/12	1	2	28	0	1	0	32
	8	3	77	2	1	1	92

Figure 4 – Wholetime turnover projections

The average turnover over the years set out is therefore 5.5%. If retirements are removed from the equation, this falls to 0.9% of the Whole-time workforce.

If this figure is factored into the projection for leavers during 2014/15 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: 2 resignations; 1 transfer; 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
2014-15	530	536	50 (44 rets, 1 IHR, 5 other)	0 (trainees)	-44
2015-16	530	486	37 (31 rets, 1 IHR, 5 other)	36 (trainees)*	-45

Figure 5 – Projected Wholetime workforce projections

The above prediction is a worst-case scenario and assumes that all those who could take early retirement will do so, and that 50% of those who could take early retirement with between 25 and 29 year service will do so, which is unlikely, that there will be 1 ill-health retirement each year and that current turnover levels for reasons other than retirement will be maintained. To meet the potential deficit, it has been assumed that up to three Trainee Firefighter courses will run during 2015-16. The likelihood is that the Service will only need to run up to two courses. This assumption is made on current establishment levels, however should establishment be reduced due to the current review of the budget then this will affect the need to recruit to Trainee Fire-fighter roles.

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 2014-15 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 2014-15 Firefighter Recruitment process.

Retained Workforce

Year	Resignations	Transfers to WT	Rets	Dismissals	IHR'S	Other	Total
2013/14	29	0	1	1	0	0	31
2012/13	32	1	3	1	1	0	38
2011/12	19	0	0	4	0	0	23
Total	80	1	4	6	1	0	92

Figure 6 – retained turnover. Figures exclude 5 redundancies and 5 redeployments to WDS.

The average turnover is 10% which would project 28 leavers during 2014-15 (due to the skewing effect, this average excludes redundancies and redeployments effected during 2013/14 as a result of redundancy).

Non Uniformed and Control

Year	Resignations	Transfers	Rets	Dismissals	IHR'S	Other	Total
2013/14	8		2	2	0	6	18
2012/13	8		5	0	0	9	22
2011/12	4		3	0	0	21	28
Total	20	0	10	2	0	36	68

Figure 7 – non uniformed and control turnover

** 2011/12 Other reasons are 2 end of fixed term contract and 19 redundancies*

** 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*

The average turnover over the years set out is therefore 12%. If redundancies are removed from the equation, this falls to 7% of the Non-uniformed and Control workforce.

Based upon a strength of 210 posts, this would suggest that 15 non-uniformed or control personnel will leave the service each year for reasons other than redundancy. These are most likely to be within the non-uniformed workforce. Additionally, it is known that six employees will leave the Service during 2014-15 due to voluntary redundancy (1x Control and 5x Non uniformed posts).

Appendix 2

RISK REGISTER/ACTION PLAN 2014-16

NBR	IDENTIFIED RISK	ACTION	RESPONSIBILITY
	WHOLETIME		
1	Loss of up to 29 (8.3%) Fire-fighters due to retirement	Plan for a Fire-fighter recruitment campaign during 2015. Plan for transfer of competent fire-fighters from other FRA's, or RDS migration process.	Head of HR Services Area Manager (corporate) Area Manager (Delivery)
2	Loss of up to 30 (20.6%) Crew & Watch Managers due to retirement	Promotion process during 2014-15 & 2015-16 Transfer of competent supervisory managers from other FRA's	Head of HR Services Area Manager (corporate) Area Manager (Delivery)
3	Loss of up to 9 (25.7%) Middle Managers due to retirement	Promotion process during 2014-15 & 2015-16. Transfer of competent Middle Managers from other FRA's	Head of HR Services Area Manager (corporate) Area Manager (Delivery)
4	Loss of 12 operational personnel for other reasons	Maintenance of holding list from selection and promotion processes to minimize vacancy levels	Head of HR Services
5	Revised cover arrangements to meets budget shortfall	Implementation of alternate delivery models	Area Manager (Delivery)
6	Succession planning for future supervisory and middle manager roles	Align outcomes from the Supervisory and Middle Manager Development Programmes with selection dates to provide a pool of potential managers Review Assessment and Development Centres as part of the selection process	Area Manager (corporate)
7	Loss of technical and acquired command knowledge	Implement enhanced incident command training at all levels Implement IFE examinations from 2014.	Area Manager (corporate)
8	Increase the number of female operational personnel	Positive action to increase applications from women for fire-fighter roles.	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 the development programmes.	Area Manager (Delivery)
	RETAINED		
10	Improve current vacancy level	Recruitment campaign during 2014 and 2015	Head of HR Services Area Manager (Delivery)
11	Potential loss of up to 1	Succession planning to	Area Manager (Delivery)

	Supervisory Manager due to retirement at age 60+ or 8 due to retirement between 55 and 59	develop future Crew and Watch Managers	
12	Improve cover shortfalls and plan for reduced budget	Implementation of Enhanced Crewing model	ACFO / Area Manager (Delivery)
13	Insufficient numbers of RDS progressing through Management Development process	Promote management development to potential candidates	Area Manager (corporate) Area Manager (Delivery)
14	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		
15	Reduce absence levels by an average of 2.5 days per person (non-uniformed) and by 6.4 days (control).	Management of sickness absence process to facilitate earliest possible return to work. Occupational Health support	Head of HR Services
16	Increase number of BME employees in support & Control roles	Work with local employment support agencies to optimize number of BME applicants Ensure non discriminatory selection process Ensure supportive culture through awareness raising and education	Equalities Officer Head of HR Services
17	Review workforce requirements following the appointment of a Tri-service Control Manager and move toward streamlining the current provision of control functions	Collaboration with Leicestershire and Derbyshire FRS'	Area Manager (Strategic Planning)
	All employees		
18	Increase the number of BME entrants to the Service	Undertake positive action initiatives to increase the number of applications from BME applicants.	Equalities Officer
19	Budget reductions anticipated for financial year 2015-16.	Review of workforce numbers during 2014/15 to establish possible savings arising from reductions in workforce. Manage redundancy process.	SMT Head of HR Services

