



Fire and Rescue Service
Headquarters, Pirehill
DDI (01785) 898959
Please ask for Ora Yearwood

HUMAN RESOURCES AND ETHICS COMMITTEE

Wednesday 15 March 2017
2.15 pm
Room 1
Fire and Rescue Service Headquarters,
Pirehill

(A Chairman/Vice-Chairman's Preview, for Mr M A Deaville and Mr G S Kallar has been arranged for 1.45 pm)

Howard Norris
Secretary to the Authority
6 March 2017

A G E N D A

PART ONE

1. Apologies
2. Declarations of Interest
3. **Minutes of the Meeting held on 31 January 2017**
4. **Pay Policy Statement 2017/18**
Report of the Director of Finance, Assets and Resources
5. **Discipline and Grievance Monitoring Report**
Report of the Head of Human Resources
6. **Staff Turnover Monitoring Report**
Report of the Head of Human Resources
7. **Job Evaluation Update**
Verbal Update from the Head of Human Resources

8. **Anticipated future items for consideration by the Committee**

For discussion:

- Firefighter Fitness Assessments – Further update
- Occupational Health Provision
- Retained Duty System Update
- Further Training reports, as and when required
- Further Fire Control updates

9. **Date of Next Meeting**

Thursday 29 June 2017 at 2.15pm

10. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs Part 1 of Schedule 12A of the Local Government Act 1972 indicated below”.

PART TWO

NIL

**MINUTES OF THE HUMAN RESOURCES AND ETHICS COMMITTEE
HELD ON 31 JANUARY 2017**

Present: Deaville M A (in the Chair)

Clarke, R J
Finn, T V
Kallar, G S

Mitchell, Ms C
Taylor, J W

Apologies: Chapman, F A and Winnington, M J.

Also in Attendance: Mr T Hyde, Director of Response; Mr H Norris, Secretary & Monitoring Officer and Mrs S Wilkinson, Head of Human Resources.

PART ONE

Documents referred to in these Minutes as schedules are not appended but will be attached to the signed copy of the Minutes. Copies, or specific information in them, may be available on request.

Minutes of the Meeting held on 7 September 2016

34. The Chairman and Vice Chairman both conveyed their thanks to Mr Finn for officiating in the Chair for the meeting held on 7 September 2016.

35. **RESOLVED** – That the Minutes of the Meeting held on 7 September 2016 be confirmed and signed by the Chairman.

**Notes of the Staff Consultation and Negotiating Forum
held on 11 October 2016**

36. **RESOLVED** - That the Notes of the Staff Consultation and Negotiating Forum held on 11 October 2016 be received.

**Discipline and Grievance Procedure Monitoring Report
(Schedule 1)**

37. Ms Wilkinson updated Members on discipline and grievance cases and provided information on the usage and effectiveness of the disciplinary and grievance procedures. The information referred to cases between August 2016 and December 2016, which followed the last report that referred to cases up to the end of July 2016. Statistical data for this period was attached to the report for Members' information.

There were 26 incidents of informal action recorded in that period. Seventeen of those incidents were related to sickness; 7 for Wholetime staff, 5 for Retained staff and 5 for Support staff.

Nine minor disciplinary offences had been committed and related to conduct by members of staff. These were for differing reasons with 2 issued to Wholetime staff and the remainder to Retained duty staff. There were no cases of informal action relating to capability.

There were four discipline cases heard in this period that resulted in a formal sanction being issued. One member of staff resigned prior to a decision being reached. Two other cases resulted in a dismissal, one of these was appealed and the decision was overturned. There was no appeal received in respect of the other case. One case was heard that resulted in a final written warning being issued. Two further cases had been investigated but the individuals resigned prior to the case being heard. No cases in relation to grievance or capability were heard during that period.

Trends

Although there were a number of formal discipline cases in this period, three were related to the same investigation. There was generally a drop in most areas compared to a similar period last year. It should be noted however that the report covered a 5 month period against the 2 months reported in the previous report. The level of formal procedures was still considered low and this had been consistent over the financial year which reflected a positive trend.

Members held a short discussion on the report as presented. Mr Norris enquired as to what action is taken if a firefighter resigned during the hearing process. Mrs Wilkinson advised that the resignation would take effect immediately if they resigned after the hearing had taken place. If the resignation is submitted before the date of the hearing, then the hearing would be cancelled.

A Member enquired if an individual is made aware of the impact on the Service by resigning. Mrs Wilkinson advised that if a Union representative was involved then it was very likely they would make the individual aware of the impact.

It was requested that in the interest of considering the turnover percentage of Retained, Wholetime and Support staff for the past five years, it would be useful for those figures to be presented at the next meeting of the Committee.

38. **RESOLVED** – (a) That the Discipline and Grievance Monitoring report be noted.

(b) That comparator figures of staff turnover for the past five years be presented at the next meeting of the Committee.

The Thomas Review – Independent Review of Conditions of Service for Fire and Rescue Staff in England

(Schedule 2)

39. Mr Hyde introduced the report which summarised and presented a set of recommendations resulting from the Thomas Review that was released at the end of 2016. The report presented information relating to the Action Plan that had been developed by the Service in order to address a number of the recommendations identified through the work undertaken as part of the Thomas Review.

The Review was commissioned and launched formally in October 2014 by the then Fire Minister Penny Mordaunt MP, with the aim of investigating further the barriers to change that had been suggested by Sir Ken Knight within his review of the efficiencies and operations of the Fire and Rescue Authorities in England. Terms of reference were available at Appendix 1 of the appended report.

The Review involved questionnaires; written submissions; desk research and visits to 21 Fire and Rescue Authorities within England, with Staffordshire being one such Service; various Governmental departments; the employers' representatives; employees' representative organisations; academic researchers; Skills for Justice; ACAS; the Fire Service College and various diversity groups.

The review explored a number of areas in relation to terms and conditions predicated on the following questions: -

- Is the demand for services, the public's expectations of service and capability of the Fire and Rescue Service clearly articulated and communicated?
- Is the culture within the Fire and Rescue Service conducive to change?
- Is the current structure appropriate to the local fire authority requirements in terms of staffing (both whole-time and retained)?
- Does the changed workload allow for increased training and remit and a wider deployment model – a good example being technology introduction or co-responding?
- Are there real or imaginary barriers to change? If real what are they?
- What measures are needed to enable necessary change?

In respect of the development of the Action Plan, this had been discussed and explored through the Service's extended leadership team prior to review by the Committee.

With the forthcoming introduction of the Independent Inspectorate, information had been communicated from the Home Office that indicated Fire and Rescue Services and Authorities would be inspected against the recommendations of the Thomas Review. The risk of not implementing an Action Plan relating to Service specific recommendations could result in a challenging inspection result in due course.

The report contained a total of 45 recommendations that impacted on:-

- The working environment
- Documented conditions of service
- Industrial relations
- Duty systems
- Management of the Fire and Rescue Service

There were a number of recommendations that were directed at individual Fire and Rescue Services and a number that were beyond the scope of the Service to implement as they related directly to nationally agreed terms and conditions under the auspices of the National Joint Council. There were also some recommendations

that were directed at Government to review and implement. At the time of the report, there had not been a response to the Thomas Review published by Government.

A number of key findings were identified in addition to the 45 recommendations contained within the report. These had been identified as being the initial priorities for Fire and Rescue Services to address. The key findings related to the following areas: -

- There was much re-building to be done around culture and trust including addressing the concerns around bullying and harassment.
- The Retained Duty System offered significant opportunity to align resources to risk at a significantly lower cost than maintaining full time cover at times of low level risk and activity.
- Conditions of service that were currently documented in the Green, Grey and Gold Books.
- The description of role maps and duty systems in the Grey Book created inflexibility in the deployment of firefighters in support of the local Integrated Risk Management Plan.

Members discussed the report. Mr Hyde stated in respect of one of the key findings, that Adrian Thomas would have focussed heavily on London Fire Brigades where there had been cultural issues. He advised that the cultural framework was an integral aspect of the Service's appraisal process and formed part of the objectives set during the appraisal. Further work was being undertaken to develop the year's phase of 'Masterclasses' which would continue to include aspects related to cultural development.

The Chairman stated that the Management Team could be proud of the relationships that have developed at Staffordshire Fire & Rescue Service. He also felt the Minister had been quite scathing about some Fire and Rescue Services but it was clear to see there was a well-motivated team of firefighters and others in the Staffordshire Fire & Rescue Service. Mr Hyde added that this good relationship also included the FBU taking a pragmatic approach to their role and therefore credit should also go to them.

Mr Taylor concurred with this viewpoint and commented that the only way to have a good relationship is that it has to work both ways and as long as that kept developing the Service was in a good place.

Mr Finn made reference to the Service Actions as detailed in the Appendix. He felt that they were open and transparent and clearly written.

Mr Hyde was thanked for his presentation of the report.

40. **RESOLVED** – That the contents and findings of the Thomas Review be noted.

Retained Duty System Update (Schedule 3)

41. Mr Hyde provided an update on the Retained Duty System (RDS). He recapped on the current crewing positions for the three duty systems in operation:

- Wholetime – crewed 24/7 at 8 locations
- Day duty system – crewed 0800 to 2000 daily at 2 locations
- Retained Duty System – crewed on call 24/7 at 30 locations

From 1 January 2017 the Retained Duty System now had an establishment of 394 firefighters. For comparison the wholetime establishment was now 248 and indicated that firefighters in Staffordshire were conditioned to the Retained Duty System.

The RDS required a firefighter to give a commitment to a number of hours on call for which they would receive a retaining fee and during those committed hours respond to the fire station within five minutes, in order to crew the appliance and proceed to the allocated incident. In addition to the response duties a budget is allocated to each station to allow the firefighters to deliver risk reduction work within their own communities. The RDS had traditionally been aligned to the conditions of service contained in The Grey Book. Staffordshire was one of a number of Services that took steps in the early 2000's to renegotiate the payment mechanisms for Retained staff and a system of payment which recognised the number of hours on call delivered by an individual, along with the activity level of the station, was developed. As call rates dropped largely as a result of the successful prevention work carried out across the County, so the banding (and payments) at some stations began to fall. In addition, those stations which had opted to stay aligned to the Grey Book were also seeing proportionate reductions in their pay.

The Service was faced with a need to reduce establishments and make the RDS more attractive to current and potential staff and so entered into negotiation with the representative bodies. An agreement was reached that resulted in a reduction in the RDS establishment from 487 to 394 along with a new payment mechanism that, from 1 January 2017, would apply to all RDS staff.

All RDS staff have been issued with a new contract of employment that became effective on 1 January 2017. A copy of the new policy which detailed the working arrangements and management of the RDS was attached to the report.

Mr Hyde advised that having to be within 5 minutes of a station for 84 hours a week was a big commitment and quite restrictive but the Service was satisfied that the staff were now being remunerated fairly. The Service had made £1½m reduction in staff costs and the crew had been reduced by 20% on each station. The impact on the community was that it was costing less to get the same level of service.

Ms Mitchell commented that it was very pleasing to hear that conditions had improved for the Retained staff as having to be 5 minutes from a station completely limited their lives and what they are given should reflect this.

Mr Hyde advised that quite a number of wholetime firefighters also worked as Retained and the benefit they had brought to their retained role was paramount.

A Member stated there was a link to the Thomas Review with recognising this role as it showed that the Service was concerned about all employees.

In response to a Member's question regarding the weekly 2 hours training afforded to the Retained firefighter, Mr Hyde advised that 2 hours per week would be routine maintenance of competency and not initial training. The Retained firefighter received the same initial training as a Wholetime firefighter and also the same continuation training. Members asked if more time could be given for weekly training. Mr Hyde responded that this would not only come as a cost to the Service but also mean a greater demand on the time of the Retained firefighters which some are unable to give. This area would continue to be monitored and any changes would be reported back to the Committee.

The Chair requested that a report be tabled at a future meeting of the Fire Authority, as it would give Members of the Authority an opportunity to show their appreciation to the Retained staff for the worthwhile job they have undertaken.

It was also requested that following a six month period of the revised working arrangements a further update on the Retained Duty System be presented to the Committee.

42. **RESOLVED** – (a) That the update be noted.

(b) That a report on the improved Retained Duty System be included as an Item at a future meeting of the Fire and Rescue Authority.

(c) That a further update on the progress of the Retained Duty System be received by the Committee following a six month period.

Anticipated future Items for consideration by the Committee

43. Members discussed items to be considered at future meetings of the Committee:

- Retained Duty System Terms and Conditions – Progress report following a six month period of the new working arrangements.
- Firefighter Fitness Assessments – A further update to be brought back to the Committee in the new year following the Firefit Conference in October.
- Occupational Health Provision – A further progress report to be tabled at the next meeting of the Committee in March 2017.
- Further Training reports, as and when required – It was suggested that the changes to Incident Command and Firecraft training proposed to take advantage of the new facilities being built on site would be brought back to the Committee for information.
- Fire Control – further updates to be brought back to the Committee once the vision and measures development had been reset.

44. **RESOLVED** – That the Items for future meetings be noted.

Date of the next Meeting

45. Members were advised that the next Meeting of the Committee was scheduled to be held on Wednesday 15 March at 2.15 pm.

Exclusion of the Public

Upon the motion of the Chairman it was:-

46. **RESOLVED** – That the public be excluded from the meeting for the following items of business which involved the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972 indicated below.

Exempt Notes of the Staff Consultation and Negotiating Forum held on 11 October 2016 (exemption paragraph 4)

47. **RESOLVED** – That the Exempt Notes of the Staff Consultation and Negotiating Forum held on 11 October 2016 be received.

Policing and Crime Bill update

48. Members enquired on the current position regarding the Police and Crime Bill. Mr Norris advised that the Policing and Crime Act had received Royal Assent that day on 31 January 2017. This now allowed Police and Crime Commissioners to develop a local business case to take on responsibility for the governance of local fire and rescue services which technically speaking would mean the removal of the Fire and Rescue Authority.

The Chairman commented that he was looking forward to seeing a water tight report as any change of governance would have to reflect an improvement of community safety and show tangible benefits to the people of Staffordshire.

49. **RESOLVED** – That the update be noted.

CHAIRMAN

Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Human Resources and Ethics Committee

15 March 2017

Pay Policy Statement 2017/18

Report of the Director of Finance, Assets and Resources

SUMMARY

Section 38 of the Localism Act 2011 requires that Fire and Rescue Authorities must prepare and approve an annual Pay Policy Statement. The attached Pay Policy for 2017/18 has been produced which takes account of the requirements of the Act.

There is a requirement for the Pay Policy to be approved before the end of 31 March each year and in view of the timing, the Strategy and Resources Committee at its meeting on 2 March 2017 have considered and recommended the Pay Policy Statement to the Fire and Rescue Authority for approval. The Human Resources and Ethics Committee is therefore asked to consider if they have any comments regarding the Policy and these comments will be reported to the Authority when it considers the Pay Policy on 30 March 2017.

RECOMMENDATIONS

Members are asked to review the Pay Policy Statement and recommend approval of the Pay Policy to the Fire and Rescue Authority

Financial Implications

None

Legal Implications

The Pay Policy enables Staffordshire Fire and Rescue Authority to comply with the relevant sections of the Localism Act 2011 and demonstrate its support for the Government's Public Sector Pay Policy.

To comply with the Localism Act 2011 the Authority must approve its Pay Policy Statement before the end of 31 March each year. As soon as reasonably practicable after approving or amending a Pay Policy Statement an Authority must publish the Statement in such a manner as it thinks fit including publication on the Authority's web site.

Equality and Diversity

There is no direct impact on individuals in setting out the Authority's Pay Policy Statement.

Risk Implications

N/A

Consultation and Engagement undertaken

N/A

Financial Implications

N/A

Legal Implications

There are no direct implications arising from this report.

Equality and Diversity

There is no direct impact on individuals in setting out the Authority's Pay Policy Statement.

Consultation and Engagement undertaken

The pay budget for 2017/18 has been compiled from a zero base following extensive consultation with budget managers, Directors and Members of the Authority. The Revenue Budget for 2017/18 was approved by the Authority on 15 February 2017.

Protective and Information Security Implications

The Authority must publish a Pay Policy Statement in such a manner as it thinks fit including publication on the Authority's web site. Data protection and information security implications are considered when preparing the policy statement.

Procurement and Social Value impact

N/A

Background

Section 38 of the Localism Act 2011 requires that Fire and Rescue Authorities must prepare and approve an annual Pay Policy Statement, applicable to all staff.

The Pay Policy Statement must set out the Authority's policies for the financial year relating to:

- ♦ the remuneration of its chief officers (which, for the purposes of this Act includes the Chief Fire Officer/Chief Executive and Deputy Chief Fire Officer/Deputy Chief Executive and Secretary/Monitoring Officer
- ♦ the remuneration of its lowest paid employees, and
- ♦ the relationship between:
 - the remuneration of its chief officers and
 - the remuneration of its employees who are not chief officers.

The Pay Policy Statement must state:

- ♦ the definition of “lowest paid employees” adopted by the Authority for the purposes of the statement, and
- ♦ the Authority’s reasons for adopting that definition.

The Statement must include the Authority’s policies relating to:

- ♦ the level and elements of remuneration for each chief officer
- ♦ remuneration of chief officers on recruitment
- ♦ increases and additions to remuneration for each chief officer
- ♦ the use of performance-related pay for chief officers
- ♦ the use of bonuses for chief officers
- ♦ the approach to the payment of chief officers on their ceasing to hold office under or be employed by the Authority
- ♦ the publication of and access to information relating to the remuneration of chief officers.

A Pay Policy Statement may also set out the Authority’s policies relating to the other terms and conditions applying to the Authority’s chief officers.

The attached Policy seeks to meet these statutory requirements by setting out the Fire and Rescue Authority’s policy in the above prescribed areas.

In addition to these statutory requirements Stoke-on-Trent and Staffordshire Fire and Rescue Authority also publishes details of remuneration of staff with salaries above £50,000 per annum as part of its transparency agenda.

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Staffordshire Fire and Rescue Service Pay Policy Statement 2017/18

1 Statutory Requirement

- 1.1 S.38 of the Localism Act 2011 requires that Fire and Rescue Authorities must prepare and approve an Annual Pay Policy Statement, applicable to all staff, by 31 March immediately proceeding the year to which it relates.
- 1.2 The Pay Policy Statement must set out the Authority's policies for the financial year relating to:
- ♦ the remuneration of its Chief Officers (which, for the purposes of this Act includes the Chief Fire Officer/Chief Executive and Deputy Chief Fire Officer/Deputy Chief Executive and the Secretary/Monitoring Officer
 - ♦ the remuneration of its lowest paid employees, and
 - ♦ the relationship between:
 - the remuneration of its Chief Officers and
 - the remuneration of its employees who are not Chief Officers
- 1.3 The Pay Policy Statement must state:
- ♦ the definition of "lowest paid employees" adopted by the Authority for the purposes of the statement, and
 - ♦ the Authority's reasons for adopting that definition
- 1.4 The Statement must include the authority's policies relating to:
- ♦ the level and elements of remuneration for each Chief Officer
 - ♦ remuneration of Chief Officers on recruitment
 - ♦ increases and additions to remuneration for each Chief Officer
 - ♦ the use of performance-related pay for Chief Officers
 - ♦ the use of bonuses for Chief Officers
 - ♦ the approach to the payment of Chief Officers on their ceasing to hold office under or be employed by the Authority
 - ♦ the publication of and access to information relating to the remuneration of Chief Officers
- 1.5 A Pay Policy Statement may also set out the Authority's policies relating to the other terms and conditions applying to the Authority's Chief Officers.
- 1.6 The following paragraphs seek to meet these statutory requirements by setting out the Fire and Rescue Authority's policy in the above prescribed areas.

2 Specific policy and practice: The level and elements of remuneration for each Chief Officer

- 2.1 The Chief Fire Officer/Chief Executive is set at an annual salary of £144,873 as at April 2008. No other salary payments are made to the Chief Fire Officer who has declined any increases in remuneration since that date.
- 2.2 The Deputy Chief Fire Officer/Deputy Chief Executive is set at a substantive annual salary of £119,248. No other salary payments are made to the Deputy Chief Fire Officer/Deputy Chief Executive.
- 2.3 The Secretary/Monitoring Officer is paid an annual salary of £56,807 for 60% of full time hours. No other salary payments are made to the Secretary /Monitoring Officer.
- 2.4 It is not the Authority's policy to increase the pension benefits of the Chief Fire Officer/Chief Executive, the Deputy Chief Fire Officer/Deputy Chief Executive or the Secretary/Monitoring Officer.
- 2.5 It is not the Authority's policy to provide benefits in kind to the Chief Fire Officer/Chief Executive, the Deputy Chief Fire Officer/Deputy Chief Executive or the Secretary/Monitoring Officer.

3 Specific policy and practice: Remuneration of Chief Officers on recruitment

- 3.1 The remuneration of Chief Officers on recruitment will be determined by the Fire Authority having taken into account the level of remuneration paid to the present post holder and any differential indicated by reference to the posts of other continuing Chief Officers.

4 Specific policy and practice: Increases and additions to remuneration for each Chief Officer

- 4.1 The levels of pay for Chief Officers will be determined by both national and local review following the guidance set out in the 'Gold Book' Terms of Conditions. At a national level the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so, the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to Fire Authorities by circular.
- 4.2 Other decisions about the level of pay and remuneration to be awarded to Chief Officers will be taken by the local Fire Authority using the advice of external consultants as appropriate. The Chief Fire Officer/ Chief Executive's post is subject to an annual appraisal by Members of the Authority and this process includes an examination of whether there have been any significant achievements beyond those required as a consequence of the job description of the post holder. Through this process the Authority has the option to make

a recognition payment should this be deemed appropriate in their absolute discretion.

4.3 The pay for the Deputy Chief Fire Officer/ Deputy Chief Executive will normally be set at a minimum of 80% of the pay for the Chief Fire Officer/Chief Executive.

4.4 The pay for the Secretary/Monitoring Officer is increased in line with any increases agreed at the relevant NJC.

5 Specific policy and practice: The use of performance-related pay for Chief Officers

It is not the Authority's policy to make performance related payments to the Chief Fire Officer/Chief Executive, the Deputy Chief Fire Officer/Deputy Chief Executive, or the Secretary/Monitoring Officer.

6 Specific policy and practice: The use of bonuses for Chief Officers

It is not the Authority's policy to make bonus payments to the Chief Fire Officer/Chief Executive, the Deputy Chief Fire Officer/Deputy Chief Executive or the Secretary/Monitoring Officer.

7 Specific policy and practice: The approach to the payment of Chief Officers on their ceasing to hold office under or be employed by the authority

7.1 The payment to Chief Officers on the ceasing of their employment will be in line with the benefits accrued through meeting the qualifying requirements of the relevant Pension Scheme.

7.2 Any other payments will be subject to the approval of the Authority on a case by case basis.

8 Specific policy and practice: The publication of and access to information relating to the remuneration of Chief Officers

8.1 The Authority's policy is to provide information on the remuneration of its Chief Fire Officer/Chief Executive, Deputy Chief Fire Officer/ Deputy Chief Executive, and the Secretary/Monitoring Officer on its website in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency and as required by s.7 of the Accounts and Audit (England) Regulations 2011.

8.2 All pay scales are available on the website and in addition information is published on the website regarding all staff that are paid more than £50,000 per annum.

9 Specific policy and practice: The Authority's policy relating to the other terms and conditions applying to Chief Officers

Except in respect of pay and pay related arrangements the terms and conditions that apply to the Chief Fire Officer/Chief Executive, the Deputy Chief Fire Officer/Deputy Chief Executive and the Secretary/Monitoring Officer are those agreed by the relevant Joint Negotiating Committee.

10 Relationship between the highest and lowest paid employees

The policy of the Authority to pay employees in accordance with the NJC pay framework and as at 31 December 2016 the 'lowest paid employees' were paid an annual salary of £15,507 pa, or on a pro-rata basis if they work for less than 37 hours per week. (This definition does not include those working as apprentices, on work experience or other placements where the full duties attached to the post are not required to be undertaken) This means that the 'salary ratios' between the Authority's lowest paid staff and its Chief Fire Officer/Chief Executive, the Deputy Chief Fire Officer/ Deputy Chief Executive are 1:9.34 and 1:7.69 respectively.

11 Pay for staff other than Chief Officers

- 11.1 The Authority's policy in respect of the majority of its employees is to pay staff in accordance with pay frameworks and terms and conditions agreed by the relevant national negotiating bodies. Salaries of 'Green Book' employees in the Service are set using locally determined pay scales and the nationally agreed Job Evaluation Scheme. Salaries of 'Grey Book' employees in the Service are set using nationally agreed pay levels.
- 11.2 For all groups of staff paid in accordance with pay frameworks agreed by the national negotiating bodies, the Authority's policy is to implement such salary increases as are agreed by those bodies.
- 11.3 The only exception to the Authority's policy of determining remuneration in accordance with national pay agreements, relates to the posts of Directors whose pay is determined by the Fire Authority. The pay for the Directors is increased in line with any increases agreed at the relevant NJC.
- 11.4 The Authority will take account of the living wage when establishing salary levels for staff and no member of staff will be paid at an amount less than the living wage. This excludes on call arrangements.

12 The approach to the payment of all other employees on their ceasing to hold office or to be employed by the Authority

- 12.1 The payment of Green and Grey Book Employees on the ceasing of their employment will be in line with the benefits accrued through meeting the qualifying requirements of the relevant Pension Scheme.
- 12.2 In the case of redundancy the guidance contained within the Reorganisation, Redeployment and Redundancy Policy will be followed.
- 12.3 For staff in the Local Government Pension Scheme, the Local Government (Early Termination) Regulations Policy Statement and Local Government Pension Scheme Policy Statements dated 25/3/11 will apply. (The Pension Policy Statements are available on the SFRS website).

Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Human Resources and Ethics Committee

15 March 2017

Discipline and Grievance Monitoring Report

Report of the Head of Human Resources

SUMMARY

The purpose of this report is to keep Members updated on discipline and grievance cases and provide information on the usage and effectiveness of the disciplinary and grievance procedures. This information refers to cases during the period January and February 2017, following the last report which referred to cases up to the end of December 2016.

RECOMMENDATIONS

That Members note the contents of the report.

Financial Implications

There are no financial implications.

Legal Implications

There are no legal implications at the present time from the content of this report.

Equality and Diversity

There are no specific equalities implications at this time arising from this report.

Risk Implications

The potential risk implications of not following the current procedures may be increased litigation and cost to the Service, however, training and specialist advice and guidance in line with our procedures will reduce the impact.

Consultation and Engagement undertaken

None applicable to this period.

Other implications

None

BACKGROUND

As part of the ongoing process, this report updates and summarises the period 1st January 2017 to 28th February 2017. Advice and guidance continues to be provided to support line managers. Statistical data for this period is attached for Members' information.

Informal Action

15 incidents of informal action were recorded in this period.

10 of these were related to sickness, 2 for Wholetime staff, 3 for Retained staff and 5 for Support staff.

5 minor disciplinary offences were committed relating to conduct by members of staff – these were for differing reasons, with 2 informal warnings issued to Retained duty staff and the remaining 2 to Support staff. No Wholetime duty staff were subject to informal action.

There were no cases of informal action relating to capability.

Formal Action

2 discipline cases were heard in this period which resulted in a formal sanction being issued. Both these cases involved wholetime staff and both resulted in final written warnings being issued.

No cases in relation to grievance or capability were heard during this period.

Trends

Although the numbers reported here are lower than the last report, this reporting period only covers 2 months which is less than half of that covered by the last report which referred to the period August to December. Proportionately, however, the numbers demonstrate that the level of formal and informal action is relatively consistent and no adverse trend is emerging. The activity does appear to be lower than the same period last year which is a positive outcome.

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Formal Discipline

Role	WT/RT	Subject	Outcome
FF	WT	Conduct	Final Written Warning
FF	WT	Conduct	Final Written Warning

Formal Grievance

No grievance cases were raised during this period.

Capability

No capability cases were raised during this period.

Informal

Role	WT/RT	Subject	Reason
FF	RT	Conduct	Failure to nominate for training
FF	RT	Conduct	Behaviour
FF	RT	Sickness	Absence fallen below the standard expected
FF	RT	Sickness	Absence fallen below the standard expected
FF	RT	Sickness	Absence fallen below the standard expected
Support	FT	Conduct	Driving incident
Support	FT	Conduct	Incorrect time recording
Support	FT	Conduct	Incorrect time recording
Support	FT	Sickness	Absence fallen below the standard expected
Support	FT	Sickness	Absence fallen below the standard expected
Support	FT	Sickness	Absence fallen below the standard expected
Support	FT	Sickness	Absence fallen below the standard expected
Support	FT	Sickness	Absence fallen below the standard expected
CM	WT	Sickness	Absence fallen below the standard expected
FF	WT	Sickness	Absence fallen below the standard expected

Key:

WT/RT = Wholetime/Retained FF = Firefighter CM = Crew Manager Support = Support Staff

Stoke-on-Trent and Staffordshire Fire and Rescue Authority

Human Resources and Ethics Committee

15 March 2017

Staff Turnover Monitoring Report

Report of the Head of Human Resources

SUMMARY

As a result of discussions during the meeting convened on 31st January 2017, which referred to the number of staff leaving the Service, the Committee requested that a summary of staff turnover be presented for information.

This report covers the volume of staff turnover over the financial years from April 2011 to March 2017. The figures for March 2017 have been estimated based on information known at the time of reporting. The data has been calculated by contract type and has also considered the Service wide figures.

RECOMMENDATIONS

That Members note the contents of the report.

Financial Implications

There are no financial implications from this report which is for information only.

Any staff turnover does incur a recruitment cost and where appropriate, training costs to the Service if the post is replaced.

Training costs are significantly higher for operational staff than for support staff by the nature of the skills needed to become safe to ride and attend incidents. Costs for the elements of training conducted by Learning & Development (L&D) within the first 12 months equate to approximately £3,500 per recruit. In addition, there is an amount in the region of £15,500 per course for the Trainer costs in delivering this training. Each course can train up to 12 recruits.

As part of the on-going development in between the modules delivered at L&D, there will be the cost of on-station training, where the recruits' own crew and supervisory managers will carry out training exercises to assist in the development of the new staff members.

Legal Implications

There are no legal implications from the information contained in this report.

Equality and Diversity

There are no specific equalities implications at this time arising from this report. It is worth noting however that the recruitment of new staff does give the Service the opportunity to carry out some positive action to endeavour to increase the diversity of our workforce.

Information Security Consideration

This report does not contain any personal data or data which presents an implication for information security.

Risk Implications

Loss of key personnel or loss of high numbers of personnel could prove to be a risk to Service delivery which should be monitored. It is not believed that this poses a risk at the present time but this is a Service wide risk and is considered within the Service Strategic Risk Register.

Consultation and Engagement undertaken

Not applicable

Background

This report covers the volume of staff turnover over the financial years from April 2011 to March 2017. The figures for March 2017 have been estimated based on information known at the time of reporting. The data has been calculated by contract type and has also considered the Service wide figures.

For illustrative purposes the information is provided in the tables attached as an **Appendix** to this report. As a high proportion of leavers from the Wholetime establishment are due to retirement and, due to the pension regulations, most do retire when eligible, this could present data which is misleading in respect of staff retention. The data shows the turnover based on the total number of staff exiting the Service but as a number of staff leave through retirement, particularly in the Wholetime establishment, a separate calculation taking into account the number of leavers who have left due to retirement has been included with the turnover adjusted if these are discounted. In respect of Support staff, those who have requested voluntary redundancy as well as those who have retired are also shown as adjusted totals.

For information: turnover is calculated by taking the number of staff at the beginning of the reference period, plus the number of staff at the end of the period and the total divided by 2 to give an average number of staff for the year. The number of leavers is then divided by the average number and expressed as a percentage.

The data illustrates that staff turnover in the Wholetime establishment is the lowest in the Service compared with other contract types and if those who are reaching normal pension age are discounted, this shows a very small amount of turnover.

The Retained establishment is quite fluid but the turnover has increased since 2014/15. Retained recruitment and retention is an area which is a challenge to many services nationally. Staffordshire have introduced revised working arrangements, including a revised payment system from January 2017 which is felt to remunerate staff in a fairer way and this will be monitored to see if this has an impact on retention. The number of starters has been included in the tables to demonstrate the challenge the Service has been facing in recruiting new staff in comparison with the number of staff who leave this group of staff in particular.

Support staff turnover increased significantly in the financial year 2016/17, compared to the previous 12 months, to its highest level over the 5 year period.

Turnover across the Service has, however, remained relatively stable in the last 4 years, although 2012/13 showed a drop from the previous year and then a significant increase the following year. Since then, there has been a less than 3% variation.

Nationally staff turnover figures are increasing from an average of 10.6% in 2012 to 16% in 2015. Looking at the public sector as a separate measure, this is slightly lower, showing an average of 14% against the overall figure of 16%.

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Staff Turnover April 2011 – March 2017

Wholetime staff:

Financial Year	Turnover %	Retirements	Adjusted turnover %	No of leavers	No of starters
2011/2012	7.04	23	1.64	30	5
2012/2013	0.97	2	0.48	4	9
2013/2014	7.81	23	2.20	32	1
2014/2015	3.96	14	0.50	16	5
2015/2016	8.70	21	3.16	33	3
2016/2017	6.02	15	1.51	20	0

Retained Duty Staff:

Financial Year	Turnover %	Retirements	Adjusted turnover %	No of leavers	No of starters
2011/2012	9.69	3	9.07	47	51
2012/2013	3.07	0	3.07	15	60
2013/2014	13.10	0	13.10	63	36
2014/2015	12.94	11	10.53	59	22
2015/2016	17.30	6	15.88	73	27
2016/2017	16.49	4	15.45	63	26

Support staff:

Financial Year	Turnover %	Retirements/ VR	Adjusted turnover %	No of leavers	No of starters
2011/2012	12.65	8	8.76	26	4
2012/2013	5.24	1	4.76	11	36
2013/2014	13.53	12	7.73	28	8
2014/2015	15.54	11	10.03	31	22
2015/2016	9.64	7	6.09	19	17
2016/2017	18.90	6	15.75	36	10

Service wide:

Financial Year	No of leavers	Turnover %	Retirements/ VR	Adjusted turnover %
2011/2012	103	9.23	69	6.18
2012/2013	30	2.70	27	2.43
2013/2014	123	11.24	88	8.02
2014/2015	106	10.04	70	6.61
2015/2016	125	12.55	91	9.11
2016/2017	119	13.20	94	10.39