Local Pension Board - Annual Report 2019 - 20

Human Resources Committee

Date: 10 July 2020

Submitted By: Chief Legal and Governance Officer

Agenda Item:

6

Purpose	To consider the Local Pension Board Annual Report 2019 – 20 and confirm whether the Local Pension Board is acting within its Terms of Reference and in accordance with good governance principles.
Recommendations	That Members agree that the Local Pension Board is acting within its Terms of Reference and in accordance with good governance principles.
Summary	The Local Pension Board is required to produce an Annual Report setting out activity undertaken during the course of the previous year.
	The Annual Report is submitted for formal ratification by this Committee.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Annex 1 - Local Pension Board Annual Report 2019 – 20
Annex 2 – Local Pension Board Terms of Reference (as amended 25.06.20)

1   Introduction

1.1   The Local Pension Board is required to submit an Annual Report for formal ratification by the West Yorkshire Fire and Rescue Authority's Human Resources (HR) Committee as set out in it approved Terms of Reference. The HR Committee is the responsible committee of the Fire Authority tasked with considering recommendations from the Local Pension Board.

2   Information

2.1   The draft Annual Report 2019 – 20 was considered by the Local Pension Board at its meeting held on 20 April 2020.

2.2   A copy of the Annual Report is attached as an annex to this report and Members are invited to

- offer views on how complaints and risks reported to the Board have been managed
- confirm (as appropriate) that the Local Pension Board is acting in accordance with its Terms of Reference and in accordance with good governance principles.

2.3   A copy of the Local Pension Board Terms of Reference are attached at Annex 2 to this report.

3   Financial Implications

3.1   There are no financial implications arising directly from this report.

4   Legal implications

4.1   The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by Members for legal advice made at the meeting.

5   Human Resources and Diversity Implications

5.1   There are no human resources and diversity implications arising directly from this report.

6   Health, Safety and Wellbeing Implications

6.1   There are no health and safety implications arising directly from this report.

7   Environmental implications

7.1   There are no environmental implications arising directly from this report.

8   Your Fire and Rescue Service priorities

8.1   Production of the Annual Report supports all the Fire and Rescue Service priorities 2019 - 22.

LOCAL PENSION BOARD
Annual Report 2019 - 2020

OFFICIAL
Ownership: Legal and Governance
Date Issued:
Version:
Status: Draft

Revision and Signoff Sheet

Change Record

Date	Author	Version	Comments
		V1 – initial draft	To submit to Local Pension Board for final comment and recommendation for approval to HR Committee on 10 July 2020.

Reviewers

Name	Version Approved	Position	Organisation	Date
Nicola Houseman		Committee Manager	WYFRA	16/4/20

Distribution

Name	Position	Organisation
Local Pension Board		West Yorkshire Fire and Rescue Authority
Human Resources Committee		10 July 2020

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Contents

Contents

1   Foreword

The purpose of this Annual report is to provide a source of information about the status of West Yorkshire Fire and Rescue Authority Local Pension Board for Scheme members and for the Scheme Manager together with a summary of issues considered in the relevant period (1 April 2019 – 31 March 2020)

In accordance with Section 5 and s.30 (1) of the Public Service Pensions Act 2013 and Regulation 4A of the Firefighters' Pension Scheme (Amendment) (Governance) Regulations 2015, the West Yorkshire Fire and Rescue Authority Local Pension Board was established in February 2015 to provide advice on the effective and efficient administration and management of the various firefighter pension schemes.

[The Local Government Pension Scheme for Green Book employees is monitored by a separate Local Pension Board established by the West Yorkshire Local Government Pension Scheme and does not form part of this Annual Report].

The Report includes commentary on the following;

- A summary of the work undertaken by the Local Pension Board during 2019 – 20
- Detail of areas investigated and how these areas were dealt with
- Any conflicts of interest and how these were managed
- Any identified risks and other areas of potential concern
- Any expenses and costs incurred by the Board
- Gifts and hospitality received by members of the Board
- Training for Board members
- Breaches
- Scrutiny and review

Information has also been categorised in parts of this Annual Report on the basis of the following Classifications

Classification	Action
	Outstanding
	Partially complete
	Complete

2   Membership and meetings of the Board

2.1   The West Yorkshire Fire and Rescue Authority Local Pension Board comprises 4 members as follows;

2 x Scheme Member representatives (Paul Drinkwater and Chris Lawton)
2 x Scheme Manager representatives (Councillors Peter Harrand (Chair) and Angela Wenham)

(plus Non-voting Officer Adviser(s) as appropriate)

2.2   The Board has met on 2 occasions in the 2019 – 20 year with an additional meeting by email on 20 April 2020.

3   Work undertaken by the West Yorkshire Fire and Rescue Authority Local Pension Board 2019 – 20

3.1   The work undertaken by the Board during the course of the year has been defined by theTerms of Reference approved at the 24 June 2016 meeting of the West Yorkshire Fire and Rescue Authority.

3.2   Appointment to the Pensionable Pay working group at the behest of the Local Government Association and appointment to the Scheme Advisory Board's Benchmarking and Effectiveness Committee

-    Chris Lawton (Scheme member representative)

3.3   During the period 1 April 2019 – 31 March 2020 the following items were also considered by the Board;

-    Updates on the work and levy associated with the national Scheme Advisory Board (SAB) & its sub-committee (Ensuring the effectiveness of the Local Pension Board)
-    Pension Fund – Key Performance Indicators and corporate risks
-    Discretions made by the Scheme Manager
-    Annual benefit statements (including Annual Benefit Survey 2019)
-    Review of Terms of Reference
-    Pension Risk Register
-    Compliance breaches Register
-    Response to SAB survey 2019 on effectiveness of Local Pension Boards (including West Yorkshire position statement)
-    Guaranteed Minimum Pension (GMP) reconciliation
-    Data Improvement Plan (administered by West Yorkshire Pension Fund)
-    Pension Ombudsman sample cases
-    Legislative updates
-    Firefighter Pensions England bulletins
-    Response to The Pensions Regulator survey 2019
-    Constitution of, and succession planning for, the Board

3.4   Each Activity report includes detail on the number of;

-    pension scheme members across the various schemes
-    number of new scheme members
-    retirees
-    pensioner members
-    deferred members
-    IDRP stage 1 and 2 complaints
-    Opt-outs

- Pension estimates requested / processed
- Compliance and complaints

3.5   Each agenda also includes the following standing items;

- legislative update (see section 10.)
- scrutiny and review (including discretions, breach and risk registers)
- Pensions ombudsman cases (see section 9.)

4   Specific investigations and Board resolutions

4.1   A summary of the areas considered during 2019 – 20 which warranted further investigation and action and the relevant outcomes are detailed in the table below.

Meeting	Summary	Outcome / resolution	Completed
31 January 2020	Terms of reference to be revised and approved by Full Authority	Constitution and succession planning – increase Board to 6 Members and consider appointment of an independent member	

5   Conflicts of interest

5.1   As statutorily required, members of the Local Pension Board complete a Declaration of Interests. The register is maintained by the West Yorkshire Fire and Rescue Authority Committee Services section. Members of the Board reviewed their Declarations in July 2019.

5.2   There have been no declarations made by any member, adviser or attendee at any meeting of the Board during the relevant period.

6   Identified Risks and areas of concern

6.1

Meeting	Summary of risk	Outcome / resolution	Completed
4 December 2015	Ongoing pension dispute –	FBU legal case upheld in Court – Government lost an appeal.	

6.2   IDRP Stage 1 and 2 complaints are included as appropriate in the Activity report at each meeting of the Board.

6.3   Breaches – the reporting system was bedded in during the course of the year and advice sought with regard to the level of breach required to be escalated.

7 Expenses and Costs

7.1   11 September 2019   Rail £65.07   Pensionable Pay Working Group

7.2   There has been no additional expenditure or costs incurred within the relevant period for the administration of the Board.

8 Gifts and Hospitality

8.1   There have been no declarations of gifts or hospitality received by Members of the Local Pension Board during the relevant period.

9 Training

9.1   It is a statutory requirement of the Public Service Pensions Act 2013 that members of the Local Pension Board should have the capacity to become conversant with, and develop a knowledge of, detailed related issues in order to effectively carry out their duties.

9.2   The following training has been provided during the course of the year to Local Pension Board members;

- Pensions Regulator e-learning package
- Monthly bulletins from LGA Pension Advisory Service
- LGA National training programme – update / refresher training

9.3   One standing item on the Local Pension Board agendas is consideration of relevant Pension Ombudsman cases. The summaries provided and Ombudsman decisions serve as a learning tool for LPB members.

9.4   During the course of the year, the following cases were reviewed;

9.4.1 Mrs N – ill health benefits (Derbyshire County Council)
9.4.2 Mr I – ill health benefits (Torfaen LGPS)
9.4.3 Mr N – widow benefits (Police Pension Scheme)
9.4.4 Mr N – administration (Lancs. FRS)
9.4.5 Mrs H – payments (Hants. LGPS)

10 Legislative updates

As a statutory requirement, members of the Local Pension Board have been provided with regular legislative updates.

10.1 The following have been provided during the relevant period;

- Transitional protections and legal challenge
- Revised GAD factors
- Exit payments

- Auto-enrolment

11　Scrutiny and review

11.1 Members are required to scrutinise areas relevant to the administration of the Firefighters' Pension Schemes.

11.2 The following areas were scrutinised during the relevant period;

- Pension Risk and breaches policy
- Discretions
- Breaches register
- Pension Risk register
- Compliance deadlines

Human Resources Activity Report
Human Resources Committee

Date: 10 July 2020

Agenda Item: **7**

Submitted By: Chief Employment Services Officer

Purpose	To inform Members of sickness absence to the end of March 2020 and personnel activity to the end of March 2020.
Recommendations	That Members note the content of the report.
Summary	This report informs Members of the Authority's key areas relating to Human Resources for 2019/2020.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 April 2019 TO 1 April 2020

Wholetime

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Apr 2019	893	10	N/A	20	18	3	1	6	53	898	951
Jul 2019	888	10	N/A	19	18	3	1	6	54	891	945
Oct 2019	880	11	9	11	17	3	1	6	54	884	938
Jan 2020	850	8	7	13	16	3	1	33	55	876	931
Apr 2020	837	7	5	13	16	3	1	32	54	860	914

Control

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Apr 2019	47	0	N/A	1	0	0	0	0	35	13	48
Jul 2019	46	0	N/A	0	1	0	0	0	34	13	47
Oct 2019	42	0	0	1	1	0	0	1	33	12	45
Jan 2020	42	0	1	1	1	0	0	1	34	12	46
Apr 2020	42	0	1	1	1	0	0	1	34	12	46

Retained (On-Call)

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Apr 2019	135	1	N/A	2	1	0	0	1	9	131	140
Jul 2019	137	2	N/A	2	1	0	0	1	9	134	143
Oct 2019	127	0	0	0	1	1	0	18	9	138	147
Jan 2020	132	1	0	1	1	0	0	16	8	143	151
Apr 2020	137	1	0	1	1	0	0	15	9	146	155

Fire Staff

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Apr 2019	274	5	N/A	4	24	2	0	4	167	146	313
Jul 2019	275	5	N/A	4	23	2	0	4	166	147	313
Oct 2019	266	5	2	2	21	2	0	10	165	143	308
Jan 2020	264	5	2	2	20	2	0	12	165	142	307
Apr 2020	264	5	2	2	18	2	0	16	170	138	308

Brigade Total

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Apr 2019	1349	16	N/A	27	43	5	1	11	264	1188	1452
Jul 2019	1346	17	N/A	25	43	5	1	11	263	1185	1448
Oct 2019	1297	16	11	14	40	6	1	33	261	1157	1418
Jan 2020	1288	14	10	17	38	5	1	62	262	1173	1435
Apr 2020	1280	13	8	17	36	5	1	64	267	1156	1423

The above figures include: (CB, Mat & Secondment)
Wholetime employees – (5 Career Break, 0 Maternity, 3 Secondment)
Control employees – (1 Maternity)
Retained (On-call) employees – (2 Career Break, 1 Maternity, 0 Secondment)
Fire Staff employees – (1 Career Break, 4 Maternity, 3 Secondment)

2.   **Sickness Absence**

SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE
APRIL 2019 - MARCH 2020 PER MONTH

|	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Ops Response	0.52	0.56	0.59	0.52	0.39	0.59	0.61	0.66	0.61	0.59	0.62	1.21
Ops Support	1.37	0.58	0.00	0.00	0.00	0.00	**	**	**	0.83	0.64	0.46
Prev & Prot	1.28	0.75	0.75	0.47	0.08	0.13	**	**	**	1.73	0.98	1.53
Legal & Gov	0.00	0.09	0.43	0.23	0.19	0.21	0.32	0.14	0.23	0.38	0.50	0.46
Service Support	0.55	0.51	0.52	0.86	0.69	0.52	0.47	0.41	0.33	0.68	0.74	1.23
Emp Services	0.76	0.49	0.81	1.32	1.14	0.66	0.43	0.38	0.74	0.53	0.54	1.26
Finance	0.69	0.20	0.00	0.80	1.53	0.87	1.13	0.27	0.00	0.00	0.00	0.00
Corporate Comms	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.00	1.00	0.00	0.00
FSHQ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.57	0.54	0.57	0.59	0.45	0.54	0.58	0.60	0.57	0.65	0.63	1.15
Target	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58
Previous Year Total (2017/18)	0.48	0.46	0.35	0.50	0.55	0.55	0.62	0.64	0.60	0.72	0.60	0.67

GREEN - BELOW TARGET
AMBER - WITHIN 10% OF TARGET
RED - OVER 10% OF TARGET

The figure for March 2020 includes absence due to Covid19 and Self Isolating which equates to 0.55 shifs per employee.

** The figure for this is included with Ops Response due to current reporting options.

SICKNESS ABSENCE - MAJOR CAUSES TO MARCH 2020 (Financial Years)

	Total Days Lost	Musculo Skeletal	Mental Health	Respiratory	Gastro Intestinal	Cardiovascular
Total for Current Year 2019/20	10145.00	4117.00	1809.00	786.00	811.50	210.00
Total 2018/19	10476.50	4318.50	2130.00	885.00	849.50	175.12
Total 2017/18	11014.00	4694.50	2146.58	1259.00	790.32	417.00
Total	31635.50	13130.00	6085.58	2930.00	2451.32	802.12
Percentage	100.00%	41.50%	19.24%	9.26%	7.75%	2.54%
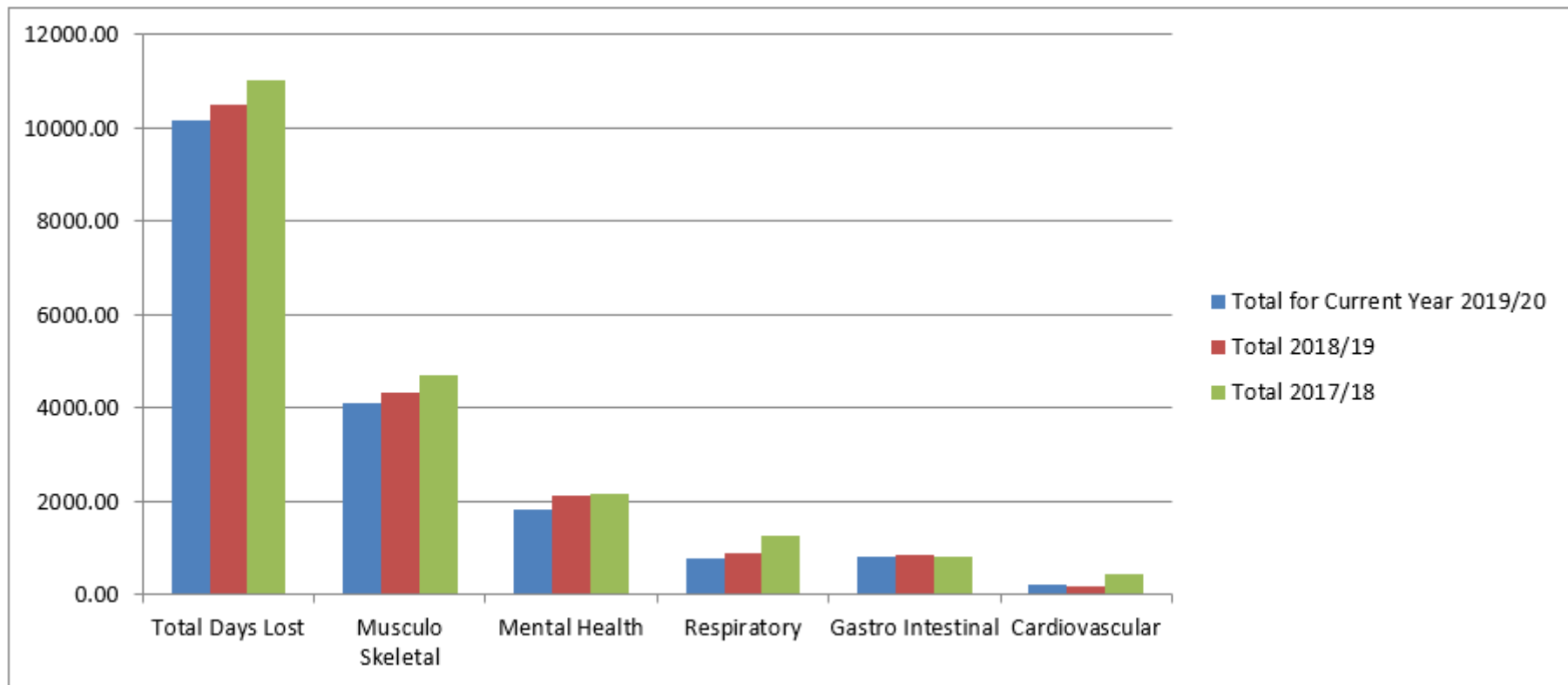
3. ESTABLISHMENT AND STRENGTH APRIL 2014 to 1 APRIL 2020

Summary Figures – Establishment and Strength

	TOTAL ESTABLISHMENT	TOTAL HEADCOUNT	WHOLETIME ESTABLISHMENT	WHOLETIME HEADCOUNT	RETAINED ESTABLISHMENT	RETAINED POSITIONS COVERED*	CONTROL ESTABLISHMENT	CONTROL HEADCOUNT	GREEN BOOK ESTABLISHMENT	GREEN BOOK HEADCOUNT
01 Apr 2014	1657	1624	1202	1198	144	118	43	47	268	261
01 Apr 2015	1587	1552	1153	1144	120	96	42	41	272	271
01 Apr 2016	1511	1479	1074	1059	120	96	42	49	275	275
01 Apr 2017	1483	1421	1032	985	120	94	43	49	288	293
01 Apr 2018	1420	1408	963	959	120	87	43	47	294	315
01 Apr 2019	1396	1394	927	951	120	82	44	48	305	313
01 April 2020	1393	1423	930	914	120	87	44	46	314	308
Reductions to date	264	201	272	284	24	31	-1	1	-46	-47

* Retained strength shown as number of positions covered not people employed (this includes posts that will be covered by Trainees)

Graphical Representation of Establishment and Strength

Graphical Representation of Establishment and Strength
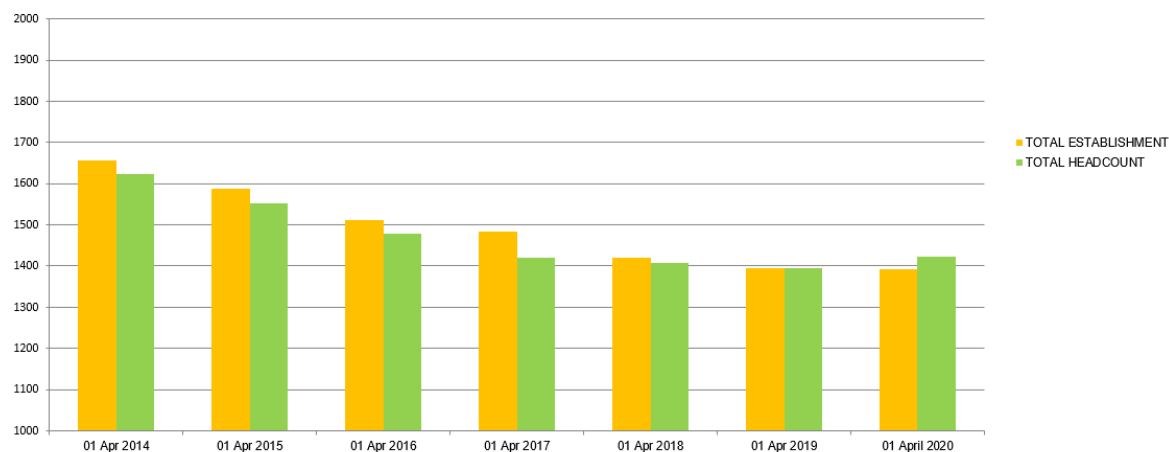
Summary Figures - Employee FTE data - Current Date

	Current Headcount	Current Employee FTE
Wholetime	914	902.80
Control	46	44.31
Retained	155	87.00
Fire Staff	308	266.65

4. HEALTH AND SAFETY PERFORMANCE 1 APRIL 2019 – 31 MARCH 2020

Lost time up to 3 days

Actual performance 2019/20	Target 2019/20
17	26

Lost time over 3 days

Actual performance 2019/20	Target 2019/20
14	23

RIDDOR Major injury/disease

Actual performance 2019/20	Target 2019/20
1	No target set

5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 JANUARY – 31 MARCH 2020 AND YTD 31 MARCH 2020

Ref No.	KPI	Target	Quarter 1st Jan - 31st March 2020	YTD 1st April 2019 – 31st March 2020	Target achieved for present quarter
1	Management referral to appointment date (3 weeks)	90%	100%	100%	Yes
2	AMA report to management within 48hr	90%	100%	100%	Yes
3	No. of Did Not Attends (DNA's) or cancellation <48 hr notice		3 (Nurse) 0 (AMA)	25(Nurse) 2 (AMA)	
4	No. of physiotherapy referrals		50	173	
5	No. of counselling referrals		18	52	
6	No. of management referrals		6	30	
7	No. of health screenings*		69	301	
8	No. of self-referrals		13	36	
9	No of AMA consultations		203	619	

*Please note the health screenings now include the Asbestos medicals.

6. DISCIPLINE AND GRIEVANCE CASES – 1 JANUARY 2020 – 31 MARCH 2020

Disciplinary Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live Cases	Average time to complete (Days)	Oldest Live Case Commenced
FSHQ							18/12/2019
Service Delivery	2			1	1	82	Green < 60 Days
Legal & Governance							Red > 60 Days
Employment Services							
Service Support							

Grievance Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live Cases	Average time to complete (Days)	Oldest Live Case Commenced
FSHQ							21/12/2019
Service Delivery	8		2	4	2	24	Green < 15 Days
Legal & Governance							Red > 15 Days
Employment Services							
Service Support							

Bullying and Harrassment Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live Cases	Average time to complete (Days)	Oldest Live Case Commenced
FSHQ	0						
Service Delivery	0						Green < 45 Days
Legal & Governance	0						Red > 45 Days
Employment Services	0						
Service Support	0						

Mediation Cases by Directorate

Directorate	Total in Period
FSHQ	0
Service Delivery	0
Legal & Governance	0
Employment Services	0
Service Support	0

7. RECRUITMENT STATISTICS – 1 JANUARY – 31 MARCH 2020

External Recruitment by Directorate 1 January to 31 March 2020

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Live cases	Average time to complete (Days)	Vacancies not appointed to	Target Timescale
Finance	0	0	0	0	0			
Service Delivery	10	5	5	0	5	37	1	Green < 84 Days
Legal & Governance	0	0	0	0	0			Red > 84 Days
Employment Services	1	1	1	0	0	25		
Service Support	4	3	3	0	1	27		

Internal Only Recruitment by Directorate 1 January to 31 March 2020

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Lives cases	Average time to complete (Days)	Vacancies not appointed to	Target Timescale
Finance	0	0	0	0	0			
Service Delivery	5	1	1	0	4	29		Green <30 Days
Legal & Governance	0	0	0	0	0			Red > 30 Days
Employment Services	1	1	1	0	0	27	1	
Service Support	1	0	0	0	1			

Staff Survey - Update

Human Resources Committee

Date: 10 July 2020

Agenda Item:

8

Submitted By: Chief Employment Services Officer

Purpose	To update on the progress following the 2019 Staff Survey To update actions arising from the 2017/18 staff survey To share an Organisational Action Plan in response to the 2019 survey results.
Recommendations	It is recommended that the report is noted
Summary	The 2019 survey results shared with the HR Committee previously. Results indicated a much-improved picture whilst highlighting some areas of continuous improvement, which are i) Change management; ii) Bureaucracy; iii) Being fairly paid; iv) Feeling valued; and, v) the PDR process. Improvement areas all show increased ratings, compared to the previous surveys, and completed actions from the 2018/9 action plan (Annex a) have contributed. A 2020/21 Action plan (Annex b) outlines actions to be taken. Focus groups held across the organisation with groups of staff and district management teams have been held to explore, in more depth, specific action areas and suggestions to be incorporated in a living action plan. This update highlights progress made and gives insight into actions planned and under way. There will be a further staff survey conducted in 2021.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Ian Stone, Organisational Development Manager

Background papers open to inspection: None

Annexes: Annex A – 2018/19 Staff Survey Action Plan Update

Annex B – 2019/20 Staff Survey Action Plan

1   Introduction

1.1   The latest iteration of the staff survey was completed in June 2019 and the results were shared at HR Committee in October 2019. At the meeting a commitment was made to provide an update on actions since the previous survey and to advise of actions arising from the 2019 survey

1.2   The results of the 2019 employee survey confirmed that **86%** of our people believe WYFRS is a good place to work, this is a further increase from the previous survey (84%) and significantly higher than the 74% achieved in 2016. This is a clear indication that the people who work for WYFRS are increasingly engaged with their roles and the direction of travel.

1.3   This report includes the action plan arising from the previous survey with an update from December 2019. The update includes all complete items, ongoing actions and any newly added actions resulting from the latest survey. Additional suggestions and actions identified will be added as the need arises.

1.4   The presentation given to HR Committee in October 2019 identified themes for the next iteration of the staff survey action plan, which are;

    I.   Change management
    II.   Bureaucracy
    III.   Being fairly paid;
    IV.   Feeling valued;
    V.   PDR process as the central themes.

1.5   The continuous improvement themes identified within the 2019 staff survey are similar to those from the 2017 report. It is important to note however that the results are a further improvement on the previous survey and significantly better than 2016, demonstrating consistent continuous improvement in how staff feel about working for WYFRS.

1.6   Survey data, employee comments, district conversations and focus groups held all help illustrate the current organisational culture and provide insights into the next steps in our journey. The survey results highlight the positive impact of changes to the organisational culture and how colleagues across the organisation feel about working for West Yorkshire Fire and Rescue Service.

1.7   86% is a high engagement score and the organisation and its people should be proud that we continue to be an employer of choice. The latest action plan is designed to help move the organisation further forward.

2   Information

2.1   It is important to note that a high engagement score does not mean 'job done'. There is always more an organisation can do to improve things further.

2.2   Within this section of the report the key themes and actions to support continued improvements are summarised. We continue to reach out to our people to identify things we can improve, do differently or stop doing. Change is gathering pace across the organisation and further improvements in 'how we do things round here' continue. The continuous improvement activities within the action plan take place over a range of timeframes, from quick wins identified in the latest survey, things carried over from the previous plan and new initiatives or ideas which may take longer to embed.

2.3   Change management.

2.3.1   Further work will take place to support individuals and teams to understand 'why' the organisation continues to evolve and change. People tell us that the pace of change is significant, and on occasions, a little overwhelming, so, further support will be put in place to help our people become more resilient. The organisation must carefully consider the pace of change whilst also being mindful of the role managers' play in supporting teams to embrace change.

2.3.2   Though an improving picture, colleagues still tell us there remains insufficient communication around change initiatives; so, this remains a priority area over the coming months.

2.3.3   The process of change, whether small scale, via major projects or implementation of lean methodology has already reaped some dividends, but there is more to do to. Consolidating successes and spreading the message around systemic change helps people understand how the organisation is approaching change going forward.

2.3.4   The organisation is embedding an improved approach to business planning implementing a robust and consistent approach to identifying and prioritising major change initiatives including a clear cycle where projects are reviewed, identified, prioritised and decisions made on when/if changes are implemented.

2.3.5   Our leadership development programme, which is well under way focuses extensively on the leader's role in change, both in terms of gleaning ideas from the team to do things better, but also their role in robust and regular communication around change initiatives.

2.3.6   In addition to continuous improvement initiatives around change itself there is a common narrative from staff citing the need for consistent approaches to leadership and clarity of the future direction. The leadership development programme is well underway and there is evidence of improvements in how leaders manage and lead their teams, though such changes take time to embed. A series of initiatives supporting the development of the desired future organisational culture are currently being planned.

2.4   Bureaucracy

2.4.1   Change and bureaucracy are linked. Without change one is unable to address bureaucracy.

2.4.2   A significant theme throughout the feedback from the survey is that the organisation has too much bureaucracy. Some of this is being or will be addressed through implementation of lean methodology and reviewing processes to improve them by removing systemic waste (e.g. property repairs and requisition of goods). The clear message is that we need to be open to listening to one another and open to evaluating ideas and suggestions.

2.4.3   We need leaders to make sure there are opportunities for people impacted by systems and processes to make suggestions on how we can remove waste and enable people to access more fulfilling work. Within the latest staff survey across a number of questions, 72% feel adequate opportunities exist to share ideas and areas of concern. This was the first time the question was asked within the survey and work is underway to focus on this area in the action plan.

2.4.4   We are moving to a culture where we are open to trying new ways of doing things. 69% of staff believe new ideas are encouraged and will be supported and though an improving picture, but there is more to do.

2.4.5   The implementation of new ICT equipment, systems and processes is helping, alongside changes to key systems that our employees tell us frustrate them.

2.5   Being fairly paid

2.5.1   There are a number of references within the feedback to pay and other benefits. The austerity programme and low or no pay rises year on year has left a growing feeling amongst staff that their salaries have not kept pace with inflation or with the salary package for similar roles outside of WYFRS. This is not something we can resolve in isolation however and we are bound by national pay agreements and other changes (e.g. pensions) which are outside of our control.

2.5.2   There is work to do to make sure that our people feel valued in other ways. If we are unable to compete on salary alone, then we need to ensure our 'total reward package' is well understood and clearly explained. Work to highlight the range of employee benefits available such as flexible working, leave provisions, health and wellbeing initiatives are all things we need to be better at highlighting to people.

2.6   Feeling valued

2.6.1   Again, this is an improving picture. Staff appreciate the efforts made by the Chief Fire Officer, Board and Management Team to engender a culture of praising good work. Further work is required to put in place a system or series of measures which enable colleagues and managers to recognise the work of each other in different ways. Part of our cultural shift is to put more energy into recognition and praise as doing so helps improve performance universally.

2.6.2   Praising good and great performance is important; it is equally important to ensure we consistently tackle underperformance in a holistic and supportive way. The leadership development programme will equip managers with enhanced skills to conduct both positive and difficult conversations effectively to enable performance improvement to be continuous.

2.7   **Personal Development Review Process**

2.7.1   The changes made in the last cycle have been broadly welcomed. Feedback through the staff survey tells us that people found the system better. The next steps include moving PDRs to the AccessHR system which enables managers to access data in one place and for the individual to record their own views of performance. This is a longer-term project touching FRS Staff in 2020/21 and moving on to operational colleagues' in 2021/22.

2.7.2   Parts of the organisation do not view a PDR as adding enough value; so, a key task here is one of 'hearts and minds' – another opportunity to praise work well done, outline improvements required, and have conversations around talent management and learning or development needs.

2.7.3   A good PDR will be focused on the individual. For those who are competent and happy in role the discussion may be relatively short, but for others who either have performance improvements to make or talents to be polished, the conversation may need to be longer. Within the leadership programme we will be equipping our leaders with the skills to have better quality performance and development conversations.

3   **Financial Implications**

3.1.1   There are no direct financial implications arising from this report.

4   **Legal Implications**

4.1.1   The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5   **Human Resource and Diversity Implications**

5.1.1   The delivery of the action plan will positively impact employee engagement and will continue to support people to make continuous improvements in our organisation. This positively impacts how people feel about WYFRS as a place to work. The action plan will support our drive to be an employer of choice.

6   **Health, Safety and Wellbeing Implications**

6.1.1   Staff who feel valued, are engaged, praised and recognised for their contributions at work have better wellbeing than those who do not. Though often intangible, there will be an improvement in employee health and wellbeing by implementing the action plan and continuing on our journey of improvement.

7   **Environmental Implications**

7.1   None directly arising from this report.

8   **Your Fire and Rescue Service Priorities**

- Support, develop and enable our people to be at their best.

9 Conclusions

9.1   The 2019 survey demonstrated continued progress in almost all areas when compared to the 2017 and 2016 surveys. The engagement 'score' for the organisation has improved in each of the three staff surveys and is now standing at 86%. However, by implication, that means 14% of our staff don't feel engaged and so there more we can do to bring everyone on board.

9.2   Many areas have improved markedly, from ratings around the theme of communication to perceptions around leadership, clarity of purpose, values and the implementation of lean methodologies. These all have positive impacts on the results of the latest staff survey.

9.3   The action plan also includes areas of continuous improvement not covered by the priority themes above; some of these are continuations from actions identified in 2016 and 2017. The action plan is a living document and will continue to be updated.

9.4   Delivering on our promises to act on the comments and responses following the staff survey is of course the right thing to do, but more than that it will help WYFRS to be an even better place to work where its employees feel a part of improvements and are all focused on helping deliver on our promise to make West Yorkshire Safer.

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Bureaucracy	The use of a manual form (314) to raise an order to purchase goods, etc., is old fashioned, long winded and adds delays in receiving goods, etc.	The first step is to carry out a 'systems thinking' review of the end to end processes which cross a number of departments. The aim is for a system which is simple, easy to, electronic and quick - enabling the raising of purchase order and/or requesting goods from stores in a timely manner...	Investigate an electronic system for raising job orders for works. **Complete**. Review whether all requests / orders need a 314, can email be used to make the request rather than a paper form. **Partly Delivered**.	**31/12/2019 Update** Lean working project will continue to take this forward. Where appropriate services are now encouraging request electronically (e.g. ICT). Wholesale review of procurement has also led to some changes in how purchases are made. Operational colleagues are able to order uniform and other key operational items via an electronic system.	Alison Wood	31-Mar-20	People will be able to easily raise requests for goods/service and time from order to receipt will be reduced.	17
Change	The values are not embedded; for some these are posters on the wall and others are unsure how to 'use' them to support / manage.	Values are at the core of the drive for leadership and behavioural approaches to performance management. Reviewing the values and talking about people who demonstrate them more often will help embed them in the organisation.	Review the values to translate them into more active language. **Complete** Change the PDR system to ensure values are reflected by in a focused way. **Complete** Incorporate values into corporate communications when talking about successes of people who do a great job. **Complete** Review the posters, simplify the message and look at how we share any changes to reiterate that almost everybody already demonstrates our values at work. **Ongoing**.	**31/12/2019 Update** 2019 Staff survey highlighted 94% believe their team demonstrate our values and 90% say their line manager demonstrates our values. 89% know how their work contributes to WYFRS delivering our vision. A great result, but more to do. A wider project has started to review our current and desired culture and further recommendations will be shared in due course.	Ian Stone / Louise Johnson	31-Mar-19	People know our values and consider them to be important and to be at the core of 'who we are' as an organisation. People will talk about values and managers will consider values when giving ratings in the PDR and promotions process. **31/12/2019 Update** Data from the latest staff survey indicates that almost all employees know and understand our values. The PDR scheme and system will be reviewed and updated to help bring greater focus on values and behaviours from April 2020 onwards	20

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Change	People consider the different uniform types as a barrier / division we don't need.	Review uniform / PPE to ensure we have in place an approach which reduces difference (rank / service / shirt colour) can accommodate a diverse employee profile, maintain appropriate standards of dress / usability / durability and comfort.	Carry out a programme of replacement for PPE which supports 'one team' but which is sufficiently variable to meet the needs of a diverse employee base. **Complete** Agree and launch a communication piece announcing the single shirt colour approach. **Complete** Develop / deliver opportunity for staff involvement in the selection process to ensure what we buy is fit for purpose. **Ongoing**.	**31/12/2019 Update** The new uniforms have been fully implemented and feedback is broadly very positive. Further work is ongoing to ensure uniform is gender neutral where appropriate and where not that specific clothing and equipment is in place (whether purchased by WYFS or individuals – e.g. gym kit). This involves local arrangements and being a key part of a wider regional programme of trialling PPE for future procurement.	John Roberts	31-Mar-19	For operational staff the perceived division around shirt colours and uniform more generally is removed / reduced which in turn promotes our value of 'one team'. People who wear uniforms / PPE at work consider it to be appropriate and that it meets their individual needs.	17
Communication	Written corporate internal communication is not well received and puts off people in operational roles or those who dislike technology.	Look at how the 'employee newsletter' can be better targeted and more appropriate. Review readerships, style, approach and action to 'fine tune' to ensure key messages are said to the right people at the right time in the right way.	Establish a communications review. Consider findings. Implement. Further review and 'fine tuning. **Ongoing**	**31/12/2019 Update** The 'corporate communication' section of the 2019 staff survey achieved a 'score' of 55% compared to 41% in 2017.d. It also indicated 'on the whole commun-ication in the service is effective', has changed from 31% in 2017 to 45% in 2019. People who believe parts of the service effectively communicate with each other also increased from 27% in 2017 to 33% in 2019.	Louise Johnson	31-Mar-19	Communication within the business will improve, be better targeted and more people will access, understand and gain something from our communications.	20

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Change	People don't know about the direction for the organisation and why we do some of the things we do	Communicate the planning cycle, what it is, how it works, why it is important. Share in 'bite size chunks' key messages. Also key for induction.	Investigate using video or 'whiteboard drawing' to get across complex organisational 'why we do what we do' messages for new staff and those at all levels. **Partially Delivered.**	**31/12/2019 Update** The planning cycle is effectively communicated and key steps are made clear for everyone. Leadership events aligned to the values and behaviours required from leaders are in place on cyclical basis. The leadership programme includes a module around change and how to communicate better with teams. The 'Good' report issued by HMIFRS demonstrated that the majority of our people understood the direction of travel, though more is still to do. Ongoing.	Louise Johnson / Ian Stone	30-Jun-19	People at all levels understanding the direction of travel and our organisational planning process and action plans	20
Communication	The rumour mill is huge, often wrong and always ahead of the formal communication	People know where we are going, what is happening and what is not. Rumour mill management is required to ensure people can check facts and share the answers.	Open up a place on Fire Space to enable people to post questions which can be shared and answered. **Ongoing**	**31/12/2019 Update** The implementation of a new FireHub to replace the previous website will help. The new site looks better, has an effective search function and all communication channels (e.g. Twitter) are available on the site for all to see. This has helped.	Louise Johnson / Ian Stone	30-Apr-19	Rumours are nipped in the bud and facts are shared better, which increases engagement and ensures people understand what is going on.	20

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Communication	Big decisions and those impacting on people need to have a clear communication plan developed - so there is a managed flow of information. Too often people hear things on the grapevine which should have been said face to face by their manager.	People hear 'news' from the appropriate person, at the appropriate time, in the appropriate way.	Develop communication plans for major decisions, which include how information will be shared. Ensure anybody who is made aware of key decision is also aware of the consequences of sharing in the wrong way or at the wrong time. **Partially Delivered**	**31/12/2019 Update** Recent major projects such as CLM and AccessHR / Gartan have had a well-developed communication plan/strategy to ensure people are kept informed. Work on trust and integrity / confidentiality is incorporated into the leadership programme.	Louise Johnson	31-Dec-18	People will feel more assured that decisions impacting on them are being shared appropriately and at the right time. People who break the trust and/or share things before it is appropriate are dealt with appropriately.	20
Communication	Internal Communication is not sufficiently good. People say feedback doesn't reach them and they don't always know what is going on.	Increase engagement from employees in improving commun-ication by establishing a sub group from the change support network which encourages involvement from people across the business.	Scoping meeting, followed by identification of strands which will be identified as projects and actioned. **Partially Delivered**	**31/12/2019 Update** The recent HMIFRS report and 2019 staff survey all indicate effective communication, with a 'score' of 45% in the 2019 staff survey, compared with 31% in 2017. Still more to do.	Helen Peace	Achieved	People within the business will be engaged and part of the improvements in communication they seek. This in turn will drive employee engagement and support continuous improvement.	19
Communication	Managers don't always share the messages they should and don't always feel able to push messages up/down in the organisation.	Upskilling of middle / junior management to ensure key messages are shared appropriately. Provide opportunities to confirm messages have been shared and enable feedback and questions.	Identify and deliver practical tools, a systematic briefings system and training for managers to ensure there are opportunities for a full "feedback loop" - up/down/sideways. **Ongoing**	**31/12/2019 Update** The leadership programme has 7 groups in place with a further 3 starting in quarter 1 of 2019. Station Manager briefings delivered by the top team are well established as are Watch Manager briefings. Further work is required to consider an appropriate 'team briefing' approach, though approval is in place to move forward.	Louise Johnson	30-Apr-19	Managers have a clear set of tools to ensure messages are disseminated appropriately, quickly and to the right people	19

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Communication	People can't find anything on Fire Space. Documents on there are often out of date and it is difficult to search things.	Fire Space is a central hub of information people can easily access and search for information in a simple 'google' way.	Implement a new Fire Space based more on a website view with much improved search functions and a clear, easy to use site template. **Complete**	**31/12/2019 Update** The new Fire Hub is now live. Though delayed due to supplier issues, the new site has a dedicated search engine and the ongoing content 'cleansing' will improve document searches.	Rebecca Hayes / Louise Johnson	31-Mar-19	People will be more inclined to use Fire Space to find information, forms, documents, etc. because it is easier to use, more visually pleasing and acts as a 'hub' for things people need.	19
Communication	Communication beyond / outside the organisation could be improved, and it needs sharing more effectively within	More focused external communication. better coordinated and consistent by having dedicated people resources to support this. Speeding the process of communicating key messages	Appoint a head of communication to review, restructure and improve. **Complete**	**31/12/2019 Update** Structure and head of Comms fully in place.	John Roberts	Achieved	Our external profile is raised, our communication is well received, our communities are informed and our people know what is going on.	18
Communication	Internal Communication is not sufficiently good. People say feedback doesn't reach them and they don't always know what is going on.	Internal comms will be better coordinated and consistent by having dedicated people resources to support this. Speeding the process of communicating key messages internally will reduce the rumour mill. Complete	Improve internal comms and reduce 'rumour mill'; undertake internal communications audit to identify what works, what doesn't and how we ensure key messages get to right people, in right way at right time. Identify gaps and put in place activities and media to support / overcome challenges. **Complete**	**31/12/2019 Update** The WM/SM briefings help to 'short circuit' rumours and provide an opportunity to raise good ideas and issues directly with the top team in an open forum.	Louise Johnson	31-Mar-19	People within the business will receive the key messages they need to understand in a way in which they can access them. Emails where appropriate, newsletter, face to face briefing and other media such as 'ticker tape'.	18

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Communication	There is no systematic way to ensure people know what they need to do / understand.	A system of 'Feedback Five' events in place on a weekly / fortnightly basis. Events will be held with a team by their line manager and will provide a quick summary of key things.	Put in place system to ensure SM share key messages with WM and in turn CM's. Including opportunity for feedback. Feedback Five (or equivalent) to be in place and monitored. **Ongoing**	31/12/2019 Update SM briefings and WM briefings help bridge the gap in information flow. Further work underway to explore implemented a team briefing system which in 2020.	Ian Stone / Louise Johnson	30-Apr-19	The system will enable SM share key messages with WM and in turn CM's. Including opportunity for feedback. Feedback Five (or equivalent) to be in place and monitored. This will ensure feedback is implemented.	18
Communication	There are significant divides between different jobs, locations and people	Enable people to understand what others do.	A day in somebody else's life - encourage shadowing across existing organisational barriers to encourage shared experience, talking to one another, engaging with people we don't come into regular contact with. **Ongoing**	31/12/2019 Update Some progress has been made, as evidenced by the 2019 staff survey where the scores have further improved. Barriers still exist and opportunities to praise and celebrate everyone's contributions will help.	Change support network	31-Mar-20	People better understand what one another does; barriers reduce	16
Communication	People would like more opportunities to meet, speak to and learn about the senior leadership team.	To break down barriers between senior leaders and everyone else (perceived barriers).	Continue visits to stations / services / districts by The Chief, Deputy and other key senior team members.Develop a programme of 'drop in' sessions to hear messages from the top, meet senior leaders in a less formal way and share ideas. **Ongoing**	31/12/2019 Update This is now part of 'business as usual', and has been adopted by other senior leaders in the organisation. Further work is underway to use skype and other opportunities to engage with people across the organisation in different ways.	Louise Johnson	31-Mar-19	People at all levels of the organisation will have an opportunity to see / speak with senior leaders. This will lead to fewer barriers and improved communication across levels.	16

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Communication	People in HQ don't understand what happens at a station level.	People have opportunities to meet one another and to spend some time with operational fire fighters to help break down the barriers which exist.	To arrange a series of 'coffee mornings' on stations across the region. Hosted by the station, people in 'fire staff' roles will be enabled to visit and spend time learning about what happens. The events can be used as a way of raising money for the Fire Fighters Charity too. **Ongoing**	**31/12/2019** Initiative will form part of the wider cultural programme being developed by LJ/IJS	Louise Johnson / Ian Stone	31-Mar-20	Barriers will start to reduce and fire fighters / fire staff colleagues will see one another as people doing a job for WYFRS.	15
Communication	It is difficult to find people, particularly by phone	To enable people to easily contact colleagues across the organisation.	Develop an online 'who's who' / contact directory, which incorporates a search function based on service, search term, (specialism and skills over time). **Complete**	Every employee through AccessHR can search out details of other employees. The record shows photographs, their manager and direct reports. Also, via the emailing system people can access other employees contact information (though in most cases it is shown in AccessHR).	Louise Johnson	31-Mar-20	People can find each other easily, communication lines improve and colleagues can find people with a required skill or knowledge quickly.	14
Communication	There is too much jargon, abbreviations and technical language for people to understand easily.	Jargon will be explained to people.	Create/ curate a wiki style jargon directory so people can post and search for jargon and abbreviations, etc.	No Progress.	Louise Johnson	31-Mar-19	Communication will be improved as people can search for and learn about jargon, abbreviations and common terms in use.	14
Communication	There is insufficient handover between watches/crews which leads to duplication of effort, or things getting missed.	Communication between watches / crews improves.	Adjust the shift start / end time by 30 minutes for Crew/Watch manager to ensure there is a proper handover. Make this 'business as usual' by closely monitoring for 12 months. **Complete**	May not be a practical measure, however, the CLM programme enables a WM to cover two watched by amending standard working hours, which in part addresses this item.	John Roberts	31-Mar-20	Communication will increase, frustrations between teams will reduce and work will be better managed across the brigade.	14

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Communication	Messages aren't easily accessible from the website.	Provide an easily accessible way in which messages are visible and available to operational staff who may not regularly access email / fire space.	Investigate Station based TVs / screens which include our Twitter feed, key organisational messages delivered in an engaging way which are. **Partially Delivered.**	**31/12/2019 Update** Work is underway to put in place, starting with HQ. Better ICT facilities to enable Skype / other media to support delivery of key messages also on track.	Louise Johnson	31-Mar-20	Information sharing utilises technology and is accessible for all - TV's including incidents and key messages	13
Communication	There are too few opportunities for fire staff and operational colleagues' to get to know one another. There are fitness facilities at each station fire staff colleagues could use.	To provide opportunities for fire staff colleagues to get fitter and get to know operational colleagues better.	To establish whether it is possible to enable fire staff colleagues to use the gym facilities on stations (with training) on an out of hours basis - ideally alongside operational colleagues. This is over and above the opportunity to use the HQ gym. **Complete**	**31/12/2019 Update** Subject to individuals connecting with stations to agree this is in place. Many FRS Staff utilise the gym facilities at HQ already.	Mark Dixon	31-Mar-19	People from different parts of the brigade begin to get to know one another in an informal way. This leads to the breaking down of silos and opportunities for dialogue across teams.	13
Communication	There is not enough cross-service working.	Connecting people who are similar but don't work together to develop connections across traditional boundaries, services and roles. Aims to improve cross organisation networks and communication.	match.com style - looking at ways people from different areas of the organisation have shared values, lifestyle, activities. Mentoring for attributes, not experience. This is to enable shared under-standing of people doing different roles across the organisation. **Ongoing**	This is part of the wider cultural piece, which will look at opportunities for people across the organisation to engage with one another in different ways. Options being considered include sporting opportunities, non-sporting opportunities (e.g. choir, quiz league) linking up with the Sports and Social colleagues to enhance and expand opportunities.	Change support network	31-Mar-20	People know and appreciate people outside their immediate circle at work.	12

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Communication	There is a perception that leaders don't communicate effectively on occasion and the direction of travel isn't always clear. Sometimes messages from the top get 'lost in translation'	A programme of learning to equip leaders at senior levels with the skills, knowledge and behaviours to share the organisation / service area vision and direction with their teams, service users and other professionals.	A programme of media / communications training to help senior leaders formulate and share key strategic messages in an engaging and connected way. **Complete**	This is in place for key officers who engage with the press and are responsible for 'corporate' messaging. Further work to be considered to share best practice with others throughout the organisation using internal resources.	Louise Johnson	31-Mar-19	Senior leaders are able to communicate key strategies and 'vision' in an engaging way. People across the organisation understand and feel part of our journey forward.	8
Diversity	Some people consider diversity / positive action initiatives in a negative way.	Enable people to understand why positive action is important; reiterate that it isn't about making it 'easier' for a particular group, but to make it fairer for everyone. People will feel less uncertainty.	Review the current approach to positive action, what works, what doesn't and implement a programme through IAG and beyond to 'win hearts and minds' and open up dialogue. **Partially Delivered.**	**31/12/2019 Update** IAG has been updated to focus around thematic staff networks (e.g. gender, LGBTQ+, disability, etc.). The groups will pick up positive action comms. Temporary role created to help move forward. Role will be an enabler, supporting ops people to understand the principles of PA and why it is important for us.	Gill Cockburn / Louise Johnson	31-Mar-19	People will be more accepting of diversity initiatives and will feel integral to diversity initiatives being a success.	18
IRMP	The 'form 8' used for debriefing and learning from incidents is long winded and difficult to complete; this leads to fewer being done and less learning.	Review the system used to record learning from incidents / debriefs, improving and ensure more are completed and learning implemented	Review current system and make recommendations on a suitable replacement / improvements. **Complete**	**31/12/2019 Update** Improvements have been made and implemented.	IRMP	31-Mar-19	People will be more prepared to report learning / debrief and this will lead to improvements in how we do things going forward.	18
Leadership	People are reluctant to close firegrounds at the appropriate level; people in operational roles fear making a decision and being blasted for it.	People feel more empowered to make decisions at the right level.	Provide clear and detailed instructions for managers in operational roles so they know what decisions they can make and ensure there is support for decision making. **Complete**	**31/12/2019 Update** Additional support and training in place, including incident debriefing.	CLM / IRMP	31-Mar-19	People making decisions will feel supported to do so and 'wrong decisions' are viewed as learning, not disciplinary opportunities.	17

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Leadership	Many leadership roles do not require attendance on fire grounds; these should be reviewed and opened up to non-operational staff.	We recruit the person(s) with knowledge, skills and behaviours to be effective in role. Where roles require operational experience this is made explicit, but removed from roles where this is not the case.	Continue to review JD/PS of roles as they become vacant to ensure we are looking for the best candidate with the appropriate experience. **Ongoing**	**31/12/2019 Update** Continues as and when roles are reviewed.	Christine Cooper	31-Mar-20	People can see and believe that jobs are recruited to on merit alone. Jobs which require a specific set of skills, knowledge or behaviours are advertised and recruited to in a transparent way; colleagues who are 'fire staff' and 'operational' all have opportunities to compete where appropriate.	16
Leadership	Some people feel they aren't told they do a good job often enough, but feel managers are quick to pick up on things going wrong.	Create a climate where performance management is viewed as being holistic, not just telling people off. Effective performance management includes a balance between acknowledging what works and dealing with situations which go wrong.	Create a programme of learning to promote positive performance management (linked to the leadership strategy). The programme will focus on acknowledging good and great practice whilst continuing to manage and deal with poor and average performance. **Partially Delivered.**	**31/12/2019 Update** Significant improvement in this area. Regular 'well done' by the Chief and other senior leaders, both in terms of major incident and also when supporting the delivery of key projects (e.g. lean). More to do, but a significant step forward.	Ian Stone	31-Jan-19	People who do a good job will feel valued and appreciated. Employee engagement will rise.	16

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Leadership	People in operational manager roles move around too quickly and often all together. When they move to a new role change is instigated without necessarily thinking through whether it is necessary.	A more stable management structure.	To review how often managers in operational roles (district / station based) move round. Carry out a review to determine whether people should be enabled to see a major project to conclusion and whether a wholesale move is appropriate. Provide advice and guidance for operational managers moving to cover fire staff services to enable them to reflect on whether change is required, what, how and when. **Partially Delivered**	**31/12/2019 Update** A number of operational move arounds are required, and, this does mean some people moving from roles, however, there are fewer moves, particularly for key projects (e.g. HR/Rostering) Still more to reflect on though.	Chief / Area Managers	31-Mar-19	Moves will be operationally appropriate and timely. People will gain a greater sense of stability and feel less negatively impacted by change.	16
Leadership	There are too many objectives set. People get confused about what is important.	To reduce the number of objectives to be delivered in order to clarify our destination and ensure objectives help deliver our vision statement. Ensure local, district and organisational objectives all fit together thus ensuring clarity of purpose.	Develop a clear process for agreeing objectives which starts from the organisational objectives with others 'nested' within and directly linked back to the top level objectives. **Ongoing**	**31/12/2019 Update** The business planning cycle is much clearer and aligned. The 'sign off' of key initiatives at a strategic level also helps to focus in on what is important. More to do, but a good start.	Ian Stone	31-Mar-19	People will understand how their individual or departmental objectives fit in to the wider organisational goals/objectives. This provides clarity of purpose for all which helps people engage with our vision.	16
Leadership	People are often distrustful of 'why' decisions are made; believing major decisions are taken on a whim.	Increase awareness of the business case process required before implementing a major decision	After something is implemented – publish the business case and background information, probably won't be read but could diffuse situations. **Ongoing**	Still being considered.	IRMP	31-Mar-20	People will be able to access business case information to help them understand why a decision has been taken. This approach reduces rumour mill and creates a climate of transparency	15

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Leadership	Leaders don't always 'tune in' to what people are telling them, some don't appear to listen.	Leaders at all levels will be equipped with self-awareness and awareness of what the team need and this is deployed.	diagnostic assessment (EQi2.0) to identify emotional intelligence strengths and areas of development. **Ongoing**	**31/12/2019 Update** This was completed for Board. Feedback was well received, but there were concerns expressed about the EQi model. It was agreed to hold a pilot programme focusing on a handful of teams, districts and some individuals to identify. This item will be extended for six month to enable the pilot and evaluation to take place.	Ian Stone	31-Dec-19	Leaders at all levels will have significantly better self-awareness and knowledge of the team, what makes them tick and this will lead to improvements in team communication and effectiveness / team work.	14
Leadership	There is a perception that leaders are sometimes too remote and don't always listen to their teams. There's an over reliance on telling people what to do / how things are, rather than engaging with teams	Managers deploy a wider range of communication and leadership styles with their teams.	Provide a series of masterclass / workshop events for senior leaders (SM and above) on key leadership topics. **Complete**	**31/12/2019 Update** The leadership programme coupled with a series of leadership speakers / events is making a difference. The programme itself will take until 2021, and, on completion further events may be required. The scoping has been achieved so this item has been closed though the outputs are still ongoing.	Ian Stone	31-Mar-19	Managers skills, knowledge and awareness increases; people feel more included and listened to.	13
Leadership	People don't understand the structure of the Fire Authority and how we are governed.	Ensure colleagues across the organisation have an understanding of how decisions are made and how the governance structures work in practice.	Develop an accessible eLearning package on how we make decisions and the governance structure of the organisation. **Complete**	**31/12/2019 Update** This is covered as part of the induction programme. For existing colleagues' and members of the public the WYFRS external website has an area covering the Fire Authority, it's purpose and committee structure.	Alison Davey	31-Mar-20	People will have an easily digested understanding of our governance structures and how strategic decisions are made.	11

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Pay & Pensions	There is a perception that reductions in pay over time and impact on pensions / changes to firefighter pension scheme were within our control.	To reduce the barriers in place between senior managers, members of different trades unions and people within different pension scheme 'rules'	Investigate mediation (external, possibly ACAS) between different trades unions to enable the organisation to set aside differences and move forward. **Not Progressed**	**31/12/2019 Update** This has been superseded by the recent ruling on pensions, effectively reinstating the 'rules' in earlier schemes. This will be considered by the government and longer term plans in place, but for now, this is closed.	Ian Brandwood	31-Mar-20	People from different viewpoints and in different situations will have an increased understanding / awareness of how others feel. Tensions will reduce and employee engagement will improve.	15
PDR	The PDR scheme is disliked by many colleagues, is overly complex and doesn't support performance improvement / learning effectively.	Short term improvements to the current form and system to capture better data and reduce duplication. Long term to develop an integrated development scheme which links with learning and performance management / HR system.	Project planned (linked to upgraded Share-Point) to change the current iteration of the PDR forms. **Complete** Work is scheduled to upgrade the current HR ICT system and part of Phase 2 of the upgrade will be an integrated PDR system, including links with our Values and an associated training programme which is currently being scoped. **Ongoing**	**31/12/2019 Update** The project is moving apace. The first step is complete, which was to overhaul the scheme for the 2019/20 cycle. The next phase has started with a view to moving across to an AccessHR product from April 2020 and the third phase will be to implement across operational colleagues from April 2021.	Ian Stone	31/03/2019 (Phase 1) 01/04/202 (Phase 2)	People will have a short term 'fix' which removes duplication and has an element of workflow within. This means training needs can be better captured and coaching / mentoring requests can be dealt with more appropriately. Long term the solution in place will promote positive performance management, individual development and have better links into ongoing learning opportunities / career progression routes.	18
Promoting Excellence	People are reluctant to make decisions, or their managers are reluctant to let them.	People are empowered to make decisions and their decision making is at the right level.	Continuation of CLM to ensure decision making / levels of responsibility is clear, clearly communicated and at the right level. Links with work underway via IRMP. **Partially Complete**	**31/12/2019 Update** This is no implemented. A programme of training in leadership for CLM Watch Managers is pencilled in for 2021 once the roles and responsibilities are fully embedded.	IRMP	31-Mar-20	People are clear about the level of autonomy and decision making they are empowered to deliver. Job boundaries are clear and people feel empowered to make better decisions.	19

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Promoting Excellence	People don't feel appreciated for a job well done; but do know when things go wrong very quickly	Our culture will be more positive by implementing a simple, quick and easy to use system to enable saying thank you and informal staff recognition	Investigate options for a 'trip advisor' style system to enable colleagues, managers and others to acknowledge good work. Providing opportunities to celebrate excellence through a focused awards event (cheap and cheerful). **Ongoing**	**31/12/2019 Update** As a result of the HMIFRS good rating all staff at all levels and in all roles received a token voucher and a thank you card. Alongside this a thank you video / Skype was delivered. Over the next 12 months a more formalised recognition scheme will be implemented, including considering an event, subject to cost.	Louise Johnson / Ian Stone	31-Dec-19	small, simple "thank you" and recognition with a process to alert senior leaders to the small things which have impact. Links with recognition events over time. People feel 'visibly valued' and this helps promote a culture of positive performance management.	18
Promoting Excellence	People leading projects often lack the skills and knowledge to lead projects and in many cases (particularly for long term projects) move on before implementation and review.	Better managed projects with clearer outcomes, better use of resources and evaluation of outcomes against expected.	Implement a programme of 'lean' project management skills. Review the process by which people are assigned projects and put in place a skills/knowledge assessment to ensure people allocated projects have the appropriate stakeholders aboard. Review operational 'move arounds' to limit the impact on projects from people moving on to other roles mid project. **Complete**	**31/12/2019 Update** Better links between projects and the business planning cycle are now in place. Projects are more carefully allocated, though there is still further room for improvement.	Helen Peace (reassigned to Sarah Brook)	31-Mar-20	Projects are consistently led, well-resourced and outcomes are clearly identified, delivered and evaluated.	14

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Survey	People feel WYFRS hasn't implemented suggestions made from the 2016/17 survey. There is a possibility this view will continue	Survey and review engagement of employees to check the progress against our organisational development / people measures. Establish how 'happy' our people are and track this over time to ensure our efforts are having the desired impact.	After we complete year three of our current survey contract review our approach and establish whether more, shorter surveys would be a better approach. Investigate inhouse options and/or other external providers to develop and deliver staff surveys in 2019. and beyond. **Complete**	**31/12/2019 Update** The 2019 staff survey shows a sharp rise in people believing their views are being actively considered and that actions will be carried out in response. In 2016 only 28% of the respondents believed action would be taken as a result of the survey. In 2019 this has risen to 55% A tender process is shortly to be in place with a view to securing a new provider from 2021 onwards /	Ian Stone	31-Mar-19	Changes and suggestions raised in 2016 and 2017 can be implemented. This will lead to a positive outcome from the 2018 survey. From 2019 more regular 'pulse point' surveys will demonstrate how we listen to 'employee voice' and the impact of suggestions and comments on our future plans is clear for all to see.	18
Talent	We don't know all the things our people can do; if we did the brigade could save money. E.g. qualified plumbers replacing toilet seats.	Provide a tool (possibly using self-reporting and an audit of qualifications) to enable WYFRS to understand the skills, knowledge and qualifications our people have and look at how we might tap into the talent.	Develop a project to look at the skills / talents we currently need, those we need in the future but lack, and also the skills and talents our people have but we don't use - develop a project to identify and explore how we can use it. **Ongoing**	**31/12/2019 Update** A talent management strategy has been put in place and work is well under way to operationalise it. This will start with a review of key roles we need and culminate in a programme of people self-identifying skills we could use.	Ian Stone	31-Mar-20	The organisation will save money as it is able to tap into the skills within the organisation we are currently outsourcing. People feel rewarded and valued and small-scale work is completed much quicker than currently with almost zero admin.	18

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Talent	People feel that on occasion people are promoted because they are visible to key people and/or they are well known.	A programme of talent management activities which can be accessed in an open, transparent and 'feels fair' way.	Undertake research within and beyond the Fire Service to identify best practice schemes which can be tweaked to apply in WYFRS. Implement a talent management programme which is open, transparent and develops the future leaders of the organisation. Investigate and implement positive action initiatives to enable people from underrepresented groups to access leadership opportunities. **Ongoing**	**31/12/2019 Update** A talent management strategy has been put in place and work is well under way to operationalise it. The promotions process is under scrutiny and the successful implementation of the Firefighter to Crew process (putting in place learning first followed by a transparent promotions process) has helped. Next steps will be to do this for Station Manager and all other ranks over time.	Ian Stone	31-Mar-21	Leadership vacancies will attract a strong field of candidates, including people from within the organisation.	18
Talent	There is a lack of opportunities for training for green book staff.	A programme of learning available for colleagues in all parts of the business to support development and improve engagement and competence at work.	Improve the PDR system to ensure better quality data is captured on training/learning requests. Provide support and opportunities for fire staff colleagues to access learning opportunities; increased mentoring, coaching and availability of training/development. **Partially Complete**	**31/12/2019 Update** This has been achieved within the constraints of current system. There is a much better set of data extracted which enables better course / learning planning and access to coaching is now much quicker than in previous years. Budget bids approved to ensure opportunities for training/learning for all staff including those in FRS Staff roles.	Ian Stone	31-Mar-20	Development opportunities will feel more even across the organisation. People in Fire Staff roles will be able to access development opportunities and enhance their skills. Engagement will increase; competence and motivation will also be positively impacted.	17

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training	It takes too long to get onto a course when it has been identified for me	To reduce the time from identifying learning need to meeting it.	Moving the appraisal deadline to April, May, and June each year means that all learning needs are 'in' before budget bid time. Ensure a learning needs plan is in place following appraisals to ensure there are sufficient funds to meet the needs. **Complete**	31/12/2019 Update This has been achieved and feedback is positive. The delay from request to delivery of training has been reduced in most cases.	Ian Stone	31-Dec-18	People will have their learning needs met quicker, meaning performance will improve and people will feel more engaged, invested in and positive.	15
training	People in different roles receive first aid training, but this is split between operational and fire staff courses. If the content is broadly the same, can people be trained together?	Provide opportunities for colleagues' in different parts of the business to train together	Investigate what the similarities are between the various first aid courses offered. Establish whether a programme can be offered for staff across all functions and if there is different content, make this clear to everyone. **Complete**	31/12/2019 Update This has been considered and is not appropriate. A pilot took place, but feedback was mixed and those in low risk roles (i.e. office roles) felt the content was too extensive and irrelevant.	Adam Greenwood	31-Mar-20	Less duplication of effort and less money spent on training	13
training	Too often people feel that eLearning isn't the most effective way to get a message / learning across.	To review the use of eLearning and identify how it is deployed to ensure it is effective and the most appropriate method.	Review eLearning to ensure the content is fit for purpose and effective. To develop a core programme of face to face training which is 'topped and tailed' by eLearning where appropriate to minimise time off the job and maximise the learning where classroom sessions are appropriate. **Ongoing**	31/12/2019 Update The organisation has recently upgraded its e-Learning system and is currently reviewing the content and how we deliver key things going forward. There is now a better mix of face to face and online learning in a number of areas, e.g. Diversity and Inclusion, Data Protection and Information Governance. More to do but a good start.	Visual Services / Michaela Hill	31-Mar-20	Training courses and eLearning opportunities are maximised and people feel a benefit from attending events - these link to improved awareness, knowledge and enhanced skills.	12

Topic: What broad theme does the item come under	Statement: What are we trying to 'fix'	Aim: What will be done?	Actions: How will the action/activity be carried out?	Update: What action has been taken?	Responsibility: Who is accountable to make it happen?	Date: By when will it be done?	Impact / Outcome: So What? What difference will there be when it has been achieved?	Priority Score: Urgency, Important Impact Cost.
training	People are expected to use computers as the primary way we deliver communication / receive information. Many lack the skills and/or knowledge to do so.	People who need to use computerised systems (e.g. email) have the requisite skills and knowledge to do so effectively.	Carry out a project to identify core skills for people in operational roles initially. Develop a series of easy to access 'bite size chunks' of learning to help people carry out basic tasks. Supplement with face to face workshops. **Ongoing**	**31/12/2019 Update** This programme is well advanced with a skills matrix in place and a series of skype based learning programmes on key systems. Further work is underway for other core systems, such as Gartan and AccessHR both of which have been implemented with a full programme of information and training.	ICT	31-Mar-20	People will be more able to carry out 'computer' tasks effectively.	12
values	Some people want to help and others just don't	People are signed up to, and demonstrate our values every day.	Remind people that our values are underpinned by behaviours which are designed to help WYFRS be the best it can be. **Partially Complete.**	**31/12/2019 Update** We reference our values and our 'why' (Making West Yorkshire safer) in much of our communications output. The staff survey also confirmed that most people see their colleagues demonstrating our values. Further work is required to embed the values over the forthcoming 12-18 months.	Louise Johnson / Ian Stone	31-Mar-19	People who don't display our values are reminded of them, and, where appropriate people who don't show our behaviours at work will be provided with training, advice and support to do so.	18
VFM	Station based staff don't feel trusted to buy things locally. People feel they are unable to make small scale financial decisions without completing unnecessary paperwork.	Delays from requesting small scale items to receiving them are minimised. People feel trusted to make financial decisions at an appropriate level.	Provide a station based credit card for the purchase of small items locally. **Ongoing**	**31/12/2019 Update** This has been agreed and is currently being planned for. Though delayed, it will be implemented over the course of the next few months. Work is advanced in terms of the system and process / rules to use the card.	IRMP	31-Mar-19	People will feel empowered and trusted; engagement amongst junior managers increases and people have what they need quicker.	14

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VFM	People miss the canteen, believing that the benefits of people mingling and sharing time together have been overlooked when costs were reduced.	Carry out a feasibility study to establish whether a brigade canteen could be established without costing the brigade money.	To investigate options for a not for profit / cost neutral staff canteen. **Not Started.**	**31/12/2019 Update** This is being considered as part of the plans for a new-build HQ, but will not be fully explored for some time. This will be moved across to the new plan.	TBC	31-Mar-20	People will either receive a canteen which is cost neutral for the brigade or understand why such an option is unworkable.	10
Workload	There are too many different ways to record training / learning. We have spreadsheet, EMOCS and information held locally.	To minimise duplication and deliver a holistic training recording system	The implementation of HR Access will address much of this. The action is to scope the system to enable the maximum data to be stored in one place. **Ongoing**	**31/12/2019 Update** The move to AccessHR is complete. The next phase is a project to review the current EMOCS system and explore a new version which is easy to use and includes groups of learning rather than each individual element to reduce the time to input / update.	Ian Brandwood	31-Mar-20	All training data is located in one place which can be validated, checked, reported on and	18

Topic: What broad theme does the item come under	Statement: What are we trying to 'fix'	Aim: What will be done?	Actions: How will the action/activity be carried out?	Update: What action has been taken?	Responsibility: Who is accountable to make it happen?	Date: By when will it be done?	Impact / Outcome: So What? What difference will there be when it has been achieved?	Priority Score: Urgency, Important Impact Cost.
Workload	There is a lack of clarity in terms of where decision making should sit at all levels of the organisation	Support continuous improvement / bureaucracy reducing activities and ensure job boundaries / decision making boundaries are clear and appropriate.	Continue with the CLM workload review, but extend to include 'lean' methodology / principles Provide training for all managers on lean thinking and support continuous improvement / bureaucracy reducing activities.	**31/12/2019 Update** CLM implementation is in place and there is clarity operationally in decision making. Lean training has been completed and two successful interventions have broadly been completed. Further programmes are being considered for inclusion in the 2020/21 plan. In addition leadership programme aims to equip leaders with better understanding of who should make what decision & skills to 'throw back' decisions where they should be taken by team members.	Helen Peace	31-Mar-20	Decisions are made at the right level, bureaucracy reduces and people are empowered to continuously improve.	16
Workload	There is an untapped resource at Watch Manager; CLM could change the approach we take / how we think.	People at supervisory / junior operational manager level have a clear role, clear decision boundaries.	Continue CLM, gaining approval to move forward to the implementation phase. **Complete**	**31/12/2019 Update** CLM is now in place and as such this item is complete.	Dave Walton	31-Mar-19	WM role is clearly defined, and how the post holders interact with their teams, what the expectations are and any resulting training / development is in place. Fire fighters feel valued and the WM's feel invested in. Engagement increases.	16

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Workload	There isn't always a clear understanding of who should carry out work or make decisions following meetings. This leads to duplication and sometimes two different people / approaches to the same issue	Meetings are chaired effectively and actions clearly apportioned - Who is doing what is much clearer and duplication of effort is minimised.	Carry out a programme of 'Chairing a meeting' training for managers at all levels who chair meetings. **Ongoing**	T**31/12/2019 Update** his has been pushed back and will be picked up in 2020.	Michaela Hill	31-Mar-19	Roles and responsibilities are clarified and duplication of effort / confusion is minimised.	15
Workload	There is duplication of effort and a number of 'off radar' projects which would be better together.	Projects are better coordinated and duplication is reduced.	A simple, easy to search list of projects (informal and formal) so people can quickly understand what is already in development. PMO team identify 'informal projects' to establish whether they need to be brought into formal project management methodology. **Complete**	**31/12/2019 Update** A project webpage is available and there is better oversight through the Project Board.	Helen Peace	31-Mar-20	Efficiency and effectiveness improves, duplication of effort reduces and we are able to deliver stronger project outcomes. The organisation has a clear picture of all planned, stalled, ongoing, delivered and evaluated projects which leads to better prioritisation / deliverability.	11

Annex 2 – 2019/20 Staff Survey Action Plan

Topic: What broad theme does the item come under	Statement: What are we trying to 'fix'	Aim: What will be done?	Actions: How will the action/activity be carried out?	Update: What action has been taken?	Responsibility: Who is accountable to make it happen?	Date: By when will it be done?	Impact / Outcome: So What? What difference will there be when it has been achieved?	Priority Score: Urgency, Importance Impact, Cost.
Bureaucracy Change Management	The use of a manual form (314) to raise an order to purchase goods, etc is bureaucratic and long winded. The process adds unnecessary delays in receiving goods and/or services.	The first step is underway - to carry out a 'systems thinking' review of the end to end process. The aim is for a system which is simple, easy to use, (ICT based) and quick - enabling the raising of purchase orders, goods or services in a timely manner.	Continue to review and improve process using lean methodology. Identify waste within the current system, confirm scope of the replacement system and develop a simple, easy to use solution.	**31/12/2019 Update** Lean working project will continue to take this forward. Where appropriate services are now encouraging request electronically (e.g. ICT). Wholesale review of procurement has also led to some changes in how purchases are made. Operational colleagues are able to order uniform and other key operational items via an electronic system.	Alison Wood	31-Mar-20	People will be able to easily raise requests for goods/service and time from order to receipt will be reduced.	17
Change Management	The values are more widely understood, but still need to become more embedded. Accompanying the values we need a set of behaviours which are easy to understand showing what we do and don't want to see For some values statements are just posters on the wall and others are unsure how to 'use' them to support / manage.	Values and behaviours are at the core of our drive for continuous improvement, particularly in our leadership model approaches to performance management.	Define our current and desired culture and identify actions to share this widely. Develop a set of behavioural resources to support managers. Develop values Provide training, support and resources to equip managers with the skills and knowledge to tackle inappropriate behaviours and praise the good stuff.	**31/12/2019 Update** 2019 Staff survey highlighted 94% believe their team demonstrate our values and 90% say their line manager demonstrates our values. 89% know how their work contributes to WYFRS delivering our vision. A great result, but more to do. Project underway to illuminate our desired future culture and embed our values and behaviours.	Ian Stone / Louise Johnson	31-Mar-21	People understand how our values and behaviours support our continuous improvement agenda. People will consider values and behaviours when giving ratings in the PDR, talent and promotions process. All employees understand why our values are important and see their colleagues and managers demonstrating them every day.	20

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Feeling Valued	People don't always feel part of the process for identifying and selecting PPE and items of uniform which are fit for purpose, including gym kit.	Update procurement processes for uniform / PPE sharing expertise and procurement beyond WYFRS to ensure we have in place an approach which removes any barriers and accommodates a diverse employee profile.	Invite colleagues, particularly people from underrepresented groups to be involved in local and regional selection of uniform and PPE which is fit for purpose. Put in place a clear process for enabling people to purchase appropriate gym kit which complies to the requirements, but which also meets individual needs.	**31/12/2019 Update** Work is ongoing to ensure uniform is gender neutral where appropriate and where not that specific clothing and equipment is in place. The issue of gendered gym kit is currently being resolved and shortly people will be able to purchase gender appropriate gym kit WYRS are a key part of a wider regional programme of trialling PPE for future procurement.	John Roberts	31-Mar-21	People will feel valued for who they are. Gender, size, height, etc, will be accommodated appropriately within uniform and PPE provision. People will have access to PPE and equipment which is appropriate, fit for purpose and meets the requirements of the task and people performing the function(s).	17
Change Management	People need to know about the direction for the organisation and why we do some of the things we do Different media and approaches to sharing key strategic and future focused messages should be in place to meet the needs of everyone.	Review what, how often and the method of communication used to share important messages to staff. Update the 'employee newsletter' splitting out interest pieces and key information appropriately	Implement results from communications review, Develop, approve and launch visual representation of our future direction.	**31/12/2019 Update** Detailed proposals to identify and share our future direction, including further improvements to internal communication have been shared with Management Team and are being actioned.	Louise Johnson	31-Mar-20	People have a clear understanding of the direction of travel for the organisation Communication of corporate initiatives within the business improves, messages are better targeted and more people access, understand and gain something from them. Key messages are said to the right people at the right time in the right way. People at all levels understanding the direction of travel and our organisational planning process and action plans	20

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Change Management	The rumour mill is huge, often wrong and ahead of the formal change announcement and/or associated communication	People know where we are going, what is happening and what is not. Rumour mill management is required to ensure people can check facts and share the answers.	Develop an FAQ (frequently asked questions) space within the leadership portal on FireHub to share answers to common questions. Open up a place on Fire Space to share FAQs. Develop a clearer 'communications planning' approach to sharing big decisions which impact people much sooner and in a coordinated way.	**31/12/2019 Update** The new FireHub looks better, has an effective search function and all communication channels (e.g. Twitter) are available on the site for all to see. This has helped to reduce rumours, but further work is required.	Louise Johnson / Ian Stone	31-Mar-20	Facts and key information on upcoming changes are shared more widely. Engagement continues to increase or remain steady as more people have access to more information which ensures people understand what is going on. People will feel more assured that decisions impacting on them are being shared appropriately and at the right time.	20
Change Management	Managers don't always share messages and information they should. Some managers remain too distant from their teams which doesn't help.	Leaders to receive training and support to better engage with their teams through the leadership programme. A robust and simple approach to team briefing to be put in place which ensures key messages are shared, but also provides space for more local/service specific messages too.	Identify and deliver practical tools, a systematic briefings system and training for managers to ensure there are opportunities for a full "feedback loop" - up/down/sideways.	**31/12/2019 Update** Station Manager AND Watch Manager are in place and well received. Approval in principle to develop and deploy a 'team briefing' system in place. Delivery ideas currently being evaluated.	Louise Johnson	30-Jun-20	People receive the information they need in a timely manner and have an opportunity to ask questions and/or seek clarification from their manager. Managers have a system and appropriate tools to disseminate messages quickly and to the right people, with a built in feedback loop.	19
Feeling Valued	Operational colleagues don't understand the roles of HQ services and the value provided to support delivery of our vision. And Vice Versa	To share information on what specific teams and/or departments do and how that contributes to enabling delivery of our services to the citizens of West Yorkshire	Using a range of approaches from 'Burning Issues' to 'coffee mornings' 'focus on' and other forms of communication to raise the awareness of different roles and how their work contributes.		Louise Johnson	30-Jun-20	People better understand what one another does; barriers reduce	16

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Change Management	People like current opportunities to meet, speak to and learn about the senior leadership team and would benefit from continued access.	Break down barriers between senior leaders and everyone else (perceived barriers).	Continue visits to stations / services / districts by The Chief, Deputy and other key senior team members. Using Skype and similar approaches share 'messages from the top' across departments and stations widely.	**31/12/2019 Update** Work is underway to use skype and other opportunities to engage with people across the organisation in different ways. The continue roll out of new/improved technology will support this push.	Louise Johnson	31-Mar-21	All people have an opportunity to see / speak with senior leaders, improving visibility and communication.	16
Bureaucracy	Too much jargon, abbreviations and technical language for people to understand easily.	Jargon will be minimised where appropriate and explained to people in a range of ways.	Create/ curate a jargon buster so people can post and search for jargon and abbreviations, etc.	**31/12/2019 Update** The recent update to FireHub provides an opportunity to progress this and as such dates have been shifted.	Louise Johnson	31-Mar-21	Communication will be improved as people can search for and learn about jargon, abbreviations and common terms in use. People working on projects and/or technical roles will minimise their use of jargon.	14
Feeling Valued	Significant improvements in the perception of diversity and inclusion are evidenced in the 2019 staff survey. Some people however remain who consider diversity / positive action initiatives in a negative way and/or use outdated language (e.g. 'Fireman').	Enable people to understand why the use of language is important. Make a clear 'business case' for positive action; reiterate that it isn't about making it 'easier' for a particular group, but to make everything fair for everyone.	Require staff network groups to explore underlying causes / issues evident under respective protected characteristic(s) and harness members passion to embed best practice across the organisation. Explain business case for change / diversity and positive action Put in place a role which delivers increased positive action opportunities. Role will coordinate operational activities to establish positive action measures.	**31/12/2019 Update** Staff networks (e.g. gender, LGBTQ+, disability, etc) are in place. Recruitment is under way for a secondment to deliver coordination and implement positive action / diversity initiatives. The groups will pick up positive action communication.	Gill Cockburn / Louise Johnson	31-Mar-21	People will be more aware and therefore more accepting of diversity / positive action initiatives and will valued and important in making diversity initiatives a success.	18

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PDR Process Feeling Valued	Many leadership roles do not require attendance on fire grounds; these should be reviewed and opened up to non-operational staff.	We recruit the person(s) with knowledge, skills and leadership behaviours to be effective in role. Where roles require operational experience this is made explicit, but removed from roles where this is not the case.	This is being considered within the talent management and succession planning strategy.

Ongoing reviews to Job Descriptions / Personnel Specifications as they become vacant to ensure we are looking for the best candidate with the appropriate skills, knowledge, behaviours and experience | **31/12/2019 Update**

Roles are being reviewed as required, including consideration of qualifications, knowledge, skills, etc. | Christine Cooper | 31-Mar-21 | Transparency in recruitment practices and a clear business case for including / excluding specific operational experience is shared with everyone.

People see and believe people are recruited on merit alone and jobs which require a specific set of skills, knowledge or behaviours are advertised and recruited to in a transparent way.

Where roles are designated FRS Staff and/or Operational only tis is explained clearly. This is the exception rather than the rule ensuring everyone with the job requirements is enabled to compete where appropriate. | 16 |
| Feeling Valued | The 2019 staff survey indicated some positive moves in this area, however, there are still numbers of people who believe they aren't told they do a good job often enough. Conversely some managers are quick to pick up on things going wrong. The balance of 'reward and sanction' is not always in balance. | Enable performance management culture, viewed as being holistic; where praise and picking up performance concerns is proportionate and in balance.

Effective performance management is in place with a balance of acknowledging what works and dealing with situations which where improvement is required. | Continue roll out of the leadership programme, which includes training on how to have impactful positive and difficult conversations.

Create and embed a recognition scheme which raises the profile of good work done throughout WYFRA, including FRS Staff roles and Operational. | **31/12/2019 Update**

Significant improvement in this area already evidenced, but more to do. Regular 'well done' messages from the Chief and other senior leaders in place. More to do, but a significant step forward. | Ian Stone | 31-Mar-21 | People who do a good job will feel valued and appreciated.

Employee engagement will continue to rise. | 16 |

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Change Management / Feeling Valued	People in operational manager roles move around too quickly and often all together. When they move to a new role change is instigated without necessarily thinking through whether it is necessary.	A more stable management structure.	To review the impact on workload and relationships of regularly moving operational managers (district / station based). Provide advice and guidance for operational managers moving to cover fire staff services to enable them to reflect on whether change is required, what, how and when.	**31/12/2019 Update** Fewer people moving around has been achieved in part, particularly where supporting key projects (e.g. HR/Rostering).	Chief / Area Managers	31-Mar-21	Moves will be operationally appropriate and timely. People leading / involved with projects have a greater sense of ownership as they will be expected to see a project or weak stream through. Colleagues working alongside operational managers will have less management change arounds, increased stability and feel less negatively impacted by change.	16
PDR / Feeling Valued	There are too many objectives set which don't always align.	To ensure individual and team objectives fit together better with organisational level ones. Rationalise number of objectives to ensure all help deliver our purpose / contribute to continuous improvement.	Build on the refreshed business planning cycle Use the PDR system and leadership development training to support leaders and their team members to set and deliver objectives which are all aligned to the organisational priorities.	**31/12/2019 Update** A clearer business planning cycle is in place but there still needs to be more focus on translating top level objectives into individual and team objectives which are aligned. More to do, but a good start.	Ian Stone	31-Mar-21	People have clarity of purpose, understanding how individual or departmental objectives fit in to the wider organisational priorities.	16

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Change Management — Feeling Valued	People are often distrustful of 'why' decisions are made; believing major decisions are taken on a whim.	Better communicate the business before implementing major decision, seeking to involve people more in the process of deciding and implementing	Implement a clear communications plan when considering significant changes to roles and/or services. Consider and involve people in the change process by increasing the level of input by people impacted and increasing the frequency of communication.	**31/12/2019 Update** Recent major changes have been implemented alongside an improved communications approach. However, there is more to do.	Louise Johnson / PMO	31-Mar-21	People will be more aware of the background / business case to involve people and help understand why changes are made. Increased communication reduces the reliance on 'rumour mill' and embeds a climate of transparency	15
Change Management — Feeling Valued	Leaders don't always 'tune in' to what people are telling them, some don't appear to listen.	Through the implementation of the leadership development programme Leaders at all levels will have better self-awareness of their preferred style and how this may impact on their teams. Using the WYFRS situational leadership model leaders will be more reflective and self-aware. Effective WYFRS leaders will listen to their teams more taking on board views of their teams where appropriate	360° Feedback will help leaders to reflect and fine tune their style of leadership. Leaders will take time out to listen to their teams and feedback. A pilot programme using emotional intelligence assessment is underway and the results from this will help decide whether the diagnostic assessment (EQi2.0) will be a valuable tool in future talent programmes.	**31/12/2019 Update** A pilot programme using emotional intelligence assessment is underway and results will help decide whether the diagnostic assessment (EQi2.0) will be a valuable tool in future talent programmes. The 360° Feedback tool deployed within the leadership programme focuses on self-reflection. It is repeated at end of the learning programme to determine changes made.	Ian Stone	31-Mar-21	Leaders at all levels will have significantly better self-awareness. They will use this to better engage with their teams and ensure everyone is clear on their objectives and contribution to achieving our organisational goals. Talent programmes will focus on leadership capabilities, including effective communication and listening leading to improvements in leadership behaviours in future.	14

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PDR Process Feeling Valued Pay & Benefits	The PDR scheme feedback is mixed. Operational colleagues do not believe a PDR adds value, unless they are keen to progress.	An integrated PDR / development scheme which links learning and performance. The PDR system needs to better integrate with wider talent management work.	Upgrade current approach to PDR by implementing AccessHR Talent module. This will start with FRS Staff in 2020, and Operational Colleagues in 2021 Robust training and awareness for appraisers on how to make sure a PDR adds value; how to raise performance concerns appropriately and flag up great performance too To raise the knowledge and awareness of the purpose behind delivering PDRs and how important they are to over all performance.	**31/12/2019 Update** The project is moving apace. Work is already underway to develop the ICT system which will be used to deploy the new style PDR. Plans are in place to deliver information and awareness sessions and a programme of 'hearts and minds' events is planning from mid-2020 onwards.	Ian Stone	31-Mar-21	PDRs are better received / valued. They are seen as a way of praising positive performance and acknowledging progress made. PDRs are a key way in which objectives are measured, individual progress captured and talent identified and managed.	18
Pay & Benefits Feeling Valued	People don't believe their contributions are always noticed and some don't feel appreciated for a job well done	To develop a positive culture where praise and recognition are seen just as important as managing under-performance. A simple, quick and easy to use system to enable saying thank you and informal staff recognition	Investigate options for a system to enable colleagues, managers and others to praise work well done and appreciate what others contribute. Providing opportunities to celebrate excellence through a focused awards event (cheap and cheerful).	**31/12/2019 Update** A more formalised, (but easy to use) recognition scheme will be implemented, including opportunities to thank people, praise good work and potentially to consider a series of appreciation opportunities / events (subject to cost).	Louise Johnson / Ian Stone	31-Mar-21	Simple "thank you" and recognition system in place which supports people to feel more engaged and appreciated. People feel 'visibly valued' and this helps promote a culture of positive performance management.	18

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PDR Process / Feeling Valued	We don't know all the things our people can do; beyond their current role. We don't actively manage the talent in the organisation	To hold comprehensive data on the skills our people have, including those outside of their job role. Examples include language skills and specialist skills not routinely required by the organisation, but which on occasion may add value and save money(e.g. plumbing)	Identify through a comprehensive, but voluntary skills survey the talents & qualifications / skills people have that may add value to the organisation beyond the boundaries of an individual job role. Where appropriate audit skill and record it. Integrate specific skills as search term within AccessR (e.g. BSL).	**31/12/2019 Update** A talent management strategy has been put in place and work is well under way to operationalise it. Repairs and some improvements are being done using the talents of our people already using a 'self-help' approach to property repairs.	Ian Stone	31-Mar-21	The organisation will save money as it is able to tap into the skills within the organisation we are currently outsourcing. People feel valued and small-scale work is completed much quicker than currently with almost zero admin.	18
Feeling Valued / PDR Process	People feel that on occasion people are promoted because they are visible to key people and/or they are well known. Though significantly improved there remains a perception of a lack of opportunities / progression / training for green book staff.	A talent management programme which can be accessed in an open, transparent and 'feels fair' way. Talent is identified, measured, managed and succession plans are in place for key roles	Implement a Talent Management scheme which can be deployed to support people with talent to access additional opportunities for learning, shadowing, coaching and mentoring to support their career journey. Upgrade PDR scheme so individuals / managers can flag up career / talent needs and put in place development to support (subject to adequate performance in role). Investigate and implement positive action initiatives specifically designed to enable people from underrepresented to overcome perceived barriers to progression	**31/12/2019 Update** A talent management strategy is in place and work well under way to operationalise it. Promotions process is being further reviewed, with the next step to do this for Station Manager and all other ranks over time. Work is underway to identify business critical roles / tasks with a view to identifying and developing people in house as part of a succession plan (linked to talent management).	Ian Stone	31-Mar-21	Leadership and/or specialist roles will attract a strong field of candidates, including people from within the organisation who have been developed. People across the organisation will have access to a talent map highlighting their personal strengths with a plan of action to support development areas.	18

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Pay & Benefits — Feeling Valued	Too often people feel that eLearning is used as the default delivery method, but people believe it isn't always the most effective way to get a message / learning across.	To continue reviewing and updating eLearning use with a view to 'topping and tailing' face to face learning and/or supplementing knowledge.	Review eLearning to ensure the content is fit for purpose and effective. To develop a core programme training which is 'topped and tailed' by eLearning where appropriate to minimise time off the job and maximise the learning	**31/12/2019 Update** There is a better mix of face to face and online learning in a number of areas, e.g. Diversity and Inclusion, Data Protection and Information Governance. More to do but a good start.	Visual Services / Michaela Hill	31-Mar-20	Training courses and eLearning opportunities are maximised and people feel a benefit from attending events - these link to improved awareness, knowledge and enhanced skills.	12
Training	People are expected to use computers as the primary way we deliver communication / receive information. Many lack the skills and/or knowledge to do so.	People who need to use computerised systems (e.g. email) have the requisite skills and knowledge to do so effectively.	Identify core ICT skills for people, starting with operational roles or 'hands on' roles initially. Develop a series of easy to access 'bite size chunks' of learning to help people carry out basic tasks. Supplement with face to face workshops.	**31/12/2019 Update** A skills matrix is being developed and in place across some roles. A series of skype based learning programmes on key systems have been delivered. Work is underway for other systems, such as Gartan and AccessHR both of which have been implemented successfully with a full programme of information and training.	Gayle Seekins Chris Kovacs Ian Stone	31-Mar-20	People will be more able to carry out 'computer' tasks effectively.	12
Bureaucracy — Feeling Valued	Station based staff don't feel trusted to buy things locally. People feel they are unable to make small scale financial decisions without completing unnecessary paperwork.	Delays from requesting small scale items to receiving them are minimised. People feel trusted to make financial decisions at an appropriate level.	Provide key managers / locations with access to a purchase card for the purchase of small items locally.	**31/12/2019 Update** Planning to deploy well underway, implementation over the next few months.	James Buttery	31-Mar-20	People will feel empowered and trusted; engagement amongst junior managers increases and people have what they need quicker.	14

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Workload	There are too many different ways to record training / learning. We have spreadsheet, EMOCS and information held locally.	To minimise duplication and deliver a holistic training recording system	Project to review the systems of recording learning / competence Implementation and additional HRAccess modules will address much of this. Project underway to review and replace the EMOC (Electronic Maintenance of Competence) system	**31/12/2019 Update** The move to AccessHR is complete. The next phase is a project to review the current EMOCS system and explore a new version which is easy to use and includes groups of learning rather than each individual element to reduce the time to input / update.	Ian Brandwood Adam Greenwood IRMP	31-Mar-21	All training data is located in one place which can be validated, checked, reported on and	18
Bureaucracy	There is a lack of clarity in terms of where decision making should sit at all levels of the organisation	Support continuous improvement / bureaucracy reducing activities and ensure job boundaries / decision making boundaries are clear and appropriate.	Continue with the CLM workload review, but extend to include 'lean' methodology / principles Provide training for all managers on lean thinking and support continuous improvement / bureaucracy reducing activities.	**31/12/2019 Update** CLM implementation is in place and there is clarity operationally in decision making. Lean training has been completed and two successful interventions have broadly been completed. Further programmes are being considered for inclusion in 2020/21 plan. Leadership programme aims to equip leaders with understanding of who should make what decision & skills to 'throw back' decisions where they should be taken by team members.	Sarah Brook Ian Stone	31-Mar-21	Decisions are made at the right level, bureaucracy reduces and people are empowered to continuously improve.	16

Pension scheme dispute- update

Human Resources Committee

Date: 10 July 2020

Agenda Item:

9

Submitted By: Chief Employment Services Officer

Purpose	To update Members about the latest developments concerning the national dispute regarding changes to the Firefighter Pension Schemes
Recommendations	It is recommended that the report be noted.
Summary	This report explains the latest developments in the legal challenge made by the Fire Brigades' Union (FBU) in response to changes made to the Firefighters pension schemes in 2015 and outlines the implications for the service.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

1   Introduction

1.1   This report explains the latest developments in the legal challenge made by the FBU in response to changes made to the Firefighters pension schemes (FPS) in 2015.

2   Information

2.1   Following a long-standing dispute, the FBU issued proceedings in the Employment Tribunal disputing the lawfulness of changes made to the firefighter pension schemes in 2015. These claims concerned the issue of whether the transitional protections in the 2015 Fire Pension Scheme (FPS), which provide protections based on age allowing older members to remain in their former final salary scheme, are age discriminatory (other claims were made but it is the age discrimination claim which is the primary one).

2.2   As they were named as respondents in the case, Fire and Rescue Authorities (FRAs) had to submit a defence to the legal challenge. This defence has been managed collectively on behalf of the FRAs by the Local Government Association (LGA) under the auspices of the National Employers and decisions have been taken by a central steering group made up of a number of FRA representatives.

2.3   In December 2018 the Court of Appeal found that the transitional protections unlawfully discriminated on age and the case has therefore returned to the Employment Tribunal for it to determine remedy. The Employment Tribunal has now made an order regarding this matter. The Order is only an interim Order and does not bind the parties beyond the limited interim period before the final declaration. It was agreed by all parties and the main points of it and considerations for FRAs are as follows.

2.4   The Order in effect provides that pending the final determination of all of the remedy issues, those that brought claims in England and Wales (the claimants) are entitled to be treated as if they remained in the in 1992 FPS. The Order anticipates that the final determination on that remedy issue in regards to membership of the 1992 FPS should be resolved around mid-July 2020, although it should be noted that even when we have a final determination on that issue it may be some time before this part of the remedy can be put into effect for all claimants. Further there may be other issues relating to remedies to be resolved, for example in regards to claims for injury to feelings.

2.5   So that FRAs can implement this provision of the Order, the LGA are pushing the Home Office to quickly issue guidance on implementation which should amongst other factors cover the following points:

- Dealing with ill-health retirements, including on the Independent Qualified Medical Practitioner (IQMP) process
- Backdated employee contributions

- Taper members due to taper into the 1992 scheme from 21 January 2020
- Immediate normal retirements from age 50 with over 25 years of service

2.6   Pending that guidance, the LGA have advised that FRAs should take no immediate steps save that if they are dealing with ill-health retirements, to avoid delay, they should ask the IQMP to assess the applicant under both the 1992 FPS and 2015 FPS rules. They should also identify all applications for ill-health retirements on the 2015 FPS since 1 April 2015, so they are in a position to take steps once we have Home Office guidance.

2.7   The Order also covers other remedy issues, such as any potential claims for injury to feelings. The Order only covers the existing claimants in England and Wales, all of whom were in the 1992 FPS. In WYFRS we have 220 known claimants. It does not cover those who did not bring claims (non-claimants).   However, Government have confirmed their intent that non-claimants in the same legal and factual position as claimants will be treated in the same manner and they intend to extend the same treatment to all members of the public service pension schemes, including the Firefighters' scheme, (whether claimants or not) who are in the same legal and factual position as the claimants.

2.8   Liability for the cost of the remedy is still to be determined and is still being considered by the Employment Appeal Tribunal (EAT). Our defence in the age discrimination claim that we were obliged by legislation to act as we did in implementing the pension transitional arrangements, and so we should not be liable. That appeal is currently stayed.

2.9   The order itself sets out a timescale for exchange of further legal information running through to September 2020. It is therefore unlikely that final remedy (and therefore costs) are determined for some time.

3   Financial Implications

3.1   The cost to the Authority will be the increase in the cost of employer firefighter pension contributions. The cost of pensions and lump sums is covered by Top Up Grant for which the Authority receives an annual grant from Central Government.

3.2   It has been estimated that based on current employer pension contributions of 37.3% for the 1992 Pension Scheme and 28.8% for the 2015 Pension Scheme (assuming that all employees will revert back to the 1992 scheme), the additional annual revenue costs will be approximately £2m per annum. This estimate does not take into account the past employers pension contributions that are owed from the inception of the 2015 scheme in April 2015 to March 2020. These costs will need to be calculated and will be substantial, but if based on current employees will be around £10m.

3.3   In addition, the effect of the McCloud case could impact on the actuarial review of the fire fighters pension scheme which will take place in 2020 and could result in even higher employer pension contribution rates from 2023.

3.4   The cost associated with an Injury to Feelings claim will have to be assessed and until the numbers and sums are confirmed, this cannot be currently calculated but could be in excess of £2m.

3.5   There will be a requirement for additional administration support to assist the Pensions Officer in the implementation of the remedy. This can either be met from current budgets or the service support reserve.

4   Legal Implications

4.   The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5   Human Resource and Diversity Implications

5.1   However the final remedy is implemented, the solution is likely to place a significant burden on the HR pensions team and our administrators, West Yorkshire Pension Fund. Individual pension records will need to be examined and changes made to both employer and employee contribution rates. This could affect some employees already retired. Any changes could also impact on individual tax liability which will also need to be considered. Tentative provision has been made for additional administrative resource to support the Pensions Officer once the extent of the work can be quantified. Assurances are to be sought through the Local Pension Board that WYPF have the resources to cope with the demands of remedy.

5.2   The remedy could also impact on current workforce planning projections. It is possible that some firefighters may be able to retire earlier than originally anticipated as a consequence of this decision. Plans for further firefighter recruitment are being brought forward to mitigate against this risk.

6   Health, Safety and Wellbeing Implications

6.1   None arising from this report.

7   Environmental Implications

7.1   None arising from this report.

8   Your Fire and Rescue Service Priorities

8.1   The carrying out of this work will be a legal obligation even though it has no direct link to current service priorities.

9   Conclusions

9.1   The report sets out the significant known implications of the pension dispute. Further reports will be provided as and when the situation becomes clearer.

MINUTES OF THE MEETING OF THE YORKSHIRE AND HUMBER EMPLOYERS ASSOCIATION HELD IN DONCASTER ON THURSDAY 16 JANUARY 2020

Present:

Metropolitan Districts

Cllr James Lewis   Leeds CC (Chair)
Cllr Jane Nightingale   Doncaster MBC

County Council

Cllr Cliff Lunn   North Yorkshire CC

Unitary Authorities

Cllr John Dennis   East Riding of Yorkshire
Cllr Nigel Ayre   City of York

District Councils

Cllr Tony Randerson   Scarborough BC

Fire Authorities

Cllr John Briggs   Humberside
Cllr Wenham   West Yorkshire

In Attendance

Deborah Lucas   Kirklees Council
Kay Atherton   Harrogate BC
Emma Wyatt   Leeds CC
Gemma Taskas   Leeds CC
Mark Bennett   Sheffield CC
Janine Hollingsworth   Barnsley MBC
Anne Lloyd   Bradford MDC
Jill Clayton   Wakefield MDC
Jacqui Blesic   Hull CC
Sue Kelsey   South Yorkshire Fire and Rescue
Jill Parker   Doncaster MBC
Rebecca King   East Riding of Yorkshire Council
Justine Brooksbank   North Yorkshire CC
Trudy Forster   City of York
Victoria Leach   North East Lincs Council
Carl Boasman   North Yorkshire Fire and Rescue
Lynne Elliott   North Yorkshire Fire and Rescue

Christine Cooper	West Yorkshire Fire and Rescue
Ian Henderson	Rotherham MBC
Elaine Blades	Scarborough BC
Julie Brookes	YHEA

Employers Secretary

Steve Walmsley YHEA

1 Introductions and Apologies

Apologies for absence were received on behalf of
Cllr Gardiner - Barnsley MBC, Cllr Scullion – Calderdale, Cllr Crane – Selby DC, Cllr Turner – Kirklees, Cllr Shaw – Wakefield, Cllr Brady – Hull CC, Cllr Fox – Sheffield, Cllr Damms – S Yorks FRA, Jackie Addison – Calderdale, Ian Brandwood – WYFRA and Michael Potter – Barnsley MBC

2 Presentation and Discussion from Rob Geary of Wagestream

Wagestream is a financial tool that allows staff access to their earned wages as they earn them, the tool also provides access to information and guidance. This helps to reduce financial and workplace stress and improves employee engagement and performance. Presentation slides will be circulated.

3 Notes of the last meeting

Notes were agreed as a correct record.

4 Matters Arising

There is no further information to date on the £95k cap issue – the statutory regulations are still awaited and a timetable for this has not yet been confirmed.

Audit of YHEA accounts and statutory return to the Certification Officer was completed and signed off on time.

5 Update on LGS and Other Pay

After the meeting in October the LGA offer was delayed due to the General Election. Other negotiating groups have now submitted their claims. Employers will meet on the 21 January. Offers will not be made to other groups of workers until LGS position is clear. It is thought that the Unions are wanting a negotiated process. Most Employers across the country have budgeted for 2%. Government has indicated that by 2024 the NMW will be 66% of median earnings, which may be £10.50 per hour by then. The Employers need to take this into consideration moving forward for 20/21 and beyond.

6   Meetings of the Regional Joint Council

Unions in the region are wanting to reconvene meetings of the Joint Council. A remodelled draft constitution has been sent to the Unions and discussions will take place on their responses to it. Employers are opposed to regional collective bargaining and to dispute resolution at regional level, apart from jointly agreed mediation. The constitution aims to lead the conversation towards bigger issues that can be worked on together. In the meantime, if LA's have any ideas for issues that can be looked at let Steve know.

Action: Email Steve Walmsley on steve.walmsley@yhemployers.org.uk

7   Workforce Strategy Update

A small network working with NHS colleagues met in December 2019. It was a useful meeting and 3 areas for joint working for integration of NHS and LA's were agreed.

- Improve knowledge and understanding of structures and systems in places
- Focus on terms and conditions and legal issues that make integration and continuity of service difficult
- Share OD and Staff Wellbeing themes

8   YHEA Budget Update on 2019/20 and Draft Budget for 2020/21

A monitoring statement for 19/20 which looks to be positive has been circulated, any surplus will be transferred to reserves.

Draft budget was circulated, this will be developed into a final budget for agreement

9   Appointment of Auditors for 2019/20 Accounts

Garbutt and Elliott have been appointed and engagement letter signed. Auditors plan to start work in May 2020.

10   GDPR

Nothing raised

11   Any Other Urgent Business

Nothing reported.

12   Planning for the Next Meeting

The next meeting is planned for 21 April 2020 and will take place at 10 am in Town Hall, Surrey St, Sheffield S1 2HH. If anyone has any specific agenda items for future meetings, please email Steve on steve.walmsley@yhemployers.org.uk