



OFFICIAL

Youth Intervention Trainers - fixed term appointments

Human Resources Committee

Date: 11 January 2019

Agenda Item:

5

Submitted By: Deputy Chief Fire Officer and Director of Service Delivery

Purpose

To inform Members that, due to the success of multiple funding bids, external funding is in place for additional posts to deliver work commissioned of the Youth Interventions team

Recommendations

To approve the appointment of 2 x 21-month full time, fixed term, Green Book Grade 7 contracts to the post of Youth Intervention Trainer to be funded from external funding already secured.

Summary

The Youth Interventions Team operates on a cost recovery basis for programmes listed in the Youth Interventions Booklet. Costs recovered pay for the Green Book team which coordinates and delivers the programmes across West Yorkshire. Recent successful funding bids and programmes commissioned, coupled with the resignation of a current fixed term employee, have led to the need for 2 x 21-month fixed term Green Book Grade 7 contracts to the post of Youth Intervention Trainer.

Local Government (Access to information) Act 1972

Exemption Category:

None

Contact Officer:

Jo Hardy

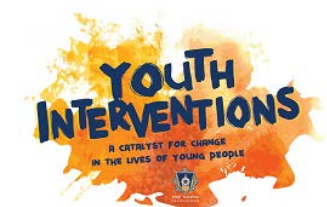
Youth Interventions Team Manager

07552283480

Background papers open to inspection: None

Annexes:

None



1 Introduction

- 1.1 The Youth Interventions Team operates on a cost recovery basis for programmes listed in the Youth Interventions Booklet. Costs recovered pay for the Green Book team which coordinates and delivers the programmes across West Yorkshire.
- 1.2 Recent successful funding bids and programmes commissioned, plus the resignation of a current fixed term employee have led to the need for 2 x 21 month fixed term Green Grade 7 contracts to the post of Youth Intervention Trainer.

2 Information

2.1 The Youth Interventions Team consists of:

- 5 x Green book Grade 7 Trainers;
- 1 x Green book Grade 8 Youth Interventions Coordinator; and
- 1 x Green book Grade 10 Youth Interventions Team Manager.

Four of these posts are established and 3 are cost recovered through the commissioning of programmes by external partners. As the number of programmes delivered increases, the workload increases and so do the costs recovered. This is a normal function for the team and it is anticipated this will be an ongoing feature of the structure of the team.

- 2.2 A Youth Intervention Trainer is a specialist role to design and lead on programmes of behaviour change around various safety themes to groups of young people most likely to need or instigate blue light services. The role is well established with multiple support mechanisms and resources.
- 2.3 One of the current 21-month fixed term Green Grade 7 employees has given notice and therefore we propose the post is re-advertised to continue this work – funding for which is secured. The departing employee had 7 months remaining on contract. Funding is in place for 21 months and it is proposed that the existing 7-month contract will become obsolete and be replaced with a new 21 month contract.
- 2.4 Multiple funding bids have recently been successful, securing funding and an additional workload for a sixth Trainer for 21 months on the same conditions as the others. It is proposed this post is created and recruited to alongside the post discussed in paragraph 2.2.

3 Financial Implications

- 3.1 The successful funding bids and work already commissioned by other partners totals £160,000 of which £110,000 will be used to pay for the 2 x 21-month Green Book grade 7 contracts. The remaining funds will be allocated to other costs associated with delivery of the programmes.

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 Resource and Diversity Implications

- 5.1 Assistance will be required from Human resources to recruit the 2 new post holders. The Job role and has been recently reviewed and does not require any adaptations. Interview tasks and questions are also current and appropriate for the role.
- 5.2 The posts will be advertised internally and externally due to recent advertisement of the same post yielding low internal interest.

6 Health and Safety Implications

- 6.1 All new employees will be inducted to Health and Safety as per relevant policy and training.

7 Service Plan Links

- 7.1 Deliver a proactive community safety programme
- 7.2 Provide a safe skilled workforce that serves the needs of a diverse community

8 Conclusions

- 8.1 The Youth Interventions Team continues to reach more and more partners, areas and service users in its mission to be a catalyst for change in the lives of young people to make West Yorkshire safer. Its ongoing success in achieving this goal and aligning to the needs of partners and vulnerable/high risk young people means it has continued to grow, securing funding to support this growth alongside increased delivery and outcomes. The appointment of the 2 x 21 month full time, fixed term, Green Book Grade 7 contracts to the post of Youth Intervention Trainer will enable us to meet our contractual obligations to deliver the programmes for which we have been commissioned.

OFFICIAL

Human Resources Activity Report

Human Resources Committee

Date: 11 January 2019

Agenda Item: **6**

Submitted By: Chief Employment Services Officer

- Purpose** To inform Members of sickness absence to the end of September 2018 and personnel activity to the end of September 2018.
- Recommendations**
1. That Members approve the amendment to the establishment.
 2. That Members note the content of the report.
- Summary** This report informs Members of the Authority's key areas relating to Human Resources for 2018/19.

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 JULY 2017 TO 30 SEPTEMBER 2018

Wholetime (including Control)

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2017	976	8	22	16	4	1	0	83	944	1027
Oct 2017	966	8	22	16	4	1	0	83	934	1017
Jan 2018	954	9	21	17	4	1	0	83	923	1006
Mar 2018	953	9	22	17	4	1	6	82	930	1012
Jun 2018	958	10	21	17	5	1	6	87	931	1018
Sep 2018	957	10	19	17	3	1	6	88	925	1013

Retained

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2017	136	0	0	1	0	0	1	8	130	138
Oct 2017	133	0	0	1	0	0	1	7	128	135
Jan 2018	135	0	0	1	0	0	1	7	130	137
Mar 2018	134	0	0	1	0	0	1	7	129	136
Jun 2018	131	0	0	1	0	0	1	6	127	133
Sep 2018	124	0	0	1	0	0	1	6	120	126

Green Book Staff

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2017	267	6	2	15	1	0	0	156	135	291
Oct 2017	278	7	3	18	2	0	0	164	144	308
Jan 2018	274	7	3	20	2	0	1	165	142	307
Mar 2018	278	8	3	22	2	0	2	170	145	315
Jun 2018	272	6	2	22	2	0	2	164	143	307
Sep 2018	274	6	2	22	2	0	3	168	141	309

2. Sickness Absence

SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE
1 OCTOBER 2017 – 30 SEPTEMBER 2018 PER MONTH

	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Ops Response	0.59	0.54	0.57	0.56	0.51	0.60	0.47	0.46	0.37	0.53	0.54	0.55
Ops Support	0.00	0.32	0.43	0.00	0.58	0.74	0.70	0.65	0.00	0.02	0.23	0.73
Prev & Prot	0.73	0.48	0.34	0.22	0.65	0.54	1.04	0.70	0.16	0.71	0.45	0.42
L & G	2.70	2.78	2.13	1.88	1.44	1.67	1.04	0.45	0.52	0.32	0.00	0.05
Service Support	1.44	0.82	0.50	0.42	0.36	0.41	0.20	0.21	0.17	0.34	0.36	0.31
Emp Services	0.16	1.48	1.15	0.66	0.65	0.44	0.61	0.89	0.75	0.61	1.36	1.26
Finance	0.33	0.50	0.71	1.73	1.33	2.64	0.20	0.13	0.07	0.00	0.00	0.00
FSHQ	0.00	0.00	1.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Total	0.74	0.67	0.61	0.55	0.53	0.59	0.48	0.46	0.35	0.50	0.55	0.55
Target	0.50	0.50	0.50	0.50	0.50	0.50	0.58	0.58	0.58	0.58	0.58	0.58

*L & G – Legal and Governance

SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE
1 APRIL 2016 – 30 SEPTEMBER 2018 PER QUARTER

	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19
Ops Response	1.37	1.31	1.60	1.47	1.35	1.46	1.70	1.67	1.29	1.63
Ops Support	4.04	0.86	0.71	0.53	0.88	0.29	0.75	1.32	1.35	0.98
Prev & Prot	5.46	3.76	2.18	1.68	1.21	1.45	1.56	1.41	1.90	1.58
L & G	2.22	0.56	3.18	5.67	5.82	8.07	7.61	4.99	2.02	0.36
Service Support	1.79	2.46	3.22	2.40	2.23	3.14	2.20	1.18	0.59	1.00
Emp Services	0.20	2.56	3.15	2.61	0.36	0.10	4.51	1.76	2.24	3.23
Finance	2.86	1.04	1.27	0.27	1.07	0.96	1.55	5.71	0.40	0.00
FSHQ	0.00	0.00	0.00	0.00	1.60	0.00	0.00	0.00	0.00	0.00

Total	1.61	1.55	1.87	1.67	1.50	1.79	2.02	1.68	1.29	1.60
Target	1.57	1.57	1.57	1.57	1.50	1.50	1.50	1.50	1.75	1.75

SICKNESS ABSENCE – MAJOR CAUSES 1 APRIL 2016 – 30 SEPTEMBER 2018

	Total Days Lost	Musculo Skeletal	Mental Health	Respiratory	Gastro Intestinal	Cardiovascular
Sep 2018	850.50	321.00	175.00	91.00	88.50	20.00
Aug 2018	846.00	323.50	212.50	24.50	58.00	31.00
Jul 2018	767.50	240.00	147.00	30.50	50.50	17.00
Jun 2018	934.50	380.00	310.00	57.50	72.00	3.50
May 2018	774.50	451.00	87.00	65.50	36.50	15.00
Apr 2018	726.00	356.00	110.50	58.50	62.00	24.00
Mar 2018	930.50	385.50	143.00	122.50	70.00	31.00
Feb 2018	871.00	335.00	115.50	195.50	66.00	28.00
Jan 2018	877.00	305.50	119.00	249.50	55.50	31.00
Dec 2017	924.00	280.00	218.00	154.00	75.50	31.00
Nov 2017	1,076.00	443.00	185.00	146.00	70.00	30.00
Oct 2017	1,157.50	540.00	215.00	83.00	82.00	38.00
Sep 2017	1,010.50	484.00	199.00	52.50	96.50	30.00
Aug 2017	917.50	390.50	251.00	53.50	53.71	32.00
Jul 2017	865.50	354.50	211.00	52.50	78.00	57.00
Jun 2017	820.50	392.00	206.58	38.00	27.00	35.00
May 2017	769.00	400.00	144.00	59.50	48.50	32.00
Apr 2017	795.00	384.50	139.50	52.50	67.61	42.00
Mar 2017	902.00	353.00	121.00	119.00	76.00	56.50
Feb 2017	845.50	309.00	286.00	75.00	142.50	34.00
Jan 2017	895.00	255.00	303.00	133.50	107.50	31.00
Dec 2016	930.00	301.50	247.00	186.50	115.00	30.00
Nov 2016	1161.50	478.50	308.00	101.50	118.50	35.00
Oct 2016	918.00	343.00	241.00	111.50	65.00	2.00
Sep 2016	786.00	261.00	231.50	53.00	63.50	17.00
Aug 2016	822.50	271.00	260.00	66.00	30.00	26.00
Jul 2016	924.50	328.00	307.00	19.50	55.00	69.00
Jun 2016	970.50	331.00	314.00	35.00	63.50	45.00
May 2016	856.50	321.50	230.50	38.50	101.50	25.00
Apr 2016	810.50	294.50	190.00	97.50	92.50	24.00
Total	26735.50	10613.00	6227.58	2623.00	2188.32	922.00
Percentage	100.00%	39.70%	23.29%	9.81%	8.19%	3.45%

3. ESTABLISHMENT AND STRENGTH AS AT 30 SEPTEMBER 2018

Staff Group	Establishment			Employees			
	No. of Posts reported at HR Committee 06 July 2018	Amendments to Establishment	Number of Posts after amendments (New Establishment)	Enrolments 1 Apr to 30 Jun 2018	Leavers and Retirees 1 Apr to 30 Jun 2018	Number of People Employed (including Career Breaks)	FTEs
Whole Time	932	-1*	931	26	31	963*	961.6
Retained	120		120		7	126	67.8
Control	43		43	3	1	50	47
Green and Blue Book (Non-Operational) Personnel	298	6**	304	17	15	309	269.9
Total	1393	5	1398	46	54	1448**	

Further Information – Establishment

* Removal of 1 x Watch Manager post (IRMP4).

Total Whole-time reduction = 1 post

** Removal of 1 x Employee Resources Co-ordinator

Add 4 x Station Clerk (no increase to establish FTE), 1 x CST Officer Gd8, 1 x Marketing & Comms Manager, 1 x Service Improvement & QA Officer Gd7

Total Green book increase = 6 posts

Further Information – Establishment

* Whole-time employees figure has been reduced by an additional 2 due to Secondments no longer being included.

** The number of actual employees exceeds the number of establishment posts due to part-time employment, Firefighter recruitment and employees on career breaks.

Summary Figures – Establishment and Strength (April 2013 to September 2018)

	TOTAL ESTABLISHMENT	TOTAL STRENGTH	WHOLETIME ESTABLISHMENT	WHOLETIME STRENGTH	RETAINED ESTABLISHMENT	RETAINED POSITIONS COVERED*	CONTROL ESTABLISHMENT	CONTROL STRENGTH	GREEN BOOK ESTABLISHMENT	GREEN BOOK STRENGTH
12 Apr 2013	1719	1701	1244	1272	156	121	51	50	268	258
5 July 2013	1699	1681	1236	1256	144	117	51	49	268	259
1 Nov 2013	1689	1658	1226	1235	144	114	51	49	268	260
17 Jan 2014	1685	1647	1222	1220	144	118	51	46	268	263
4 April 2014	1657	1629	1202	1204	144	118	43	47	268	260
5 Sep 2014	1641	1608	1186	1193	144	112	43	44	268	259
14 Nov 2014	1624	1600	1166	1182	144	110	43	45	271	263
23 Jan 2015	1611	1579	1165	1164	132	103	42	42	272	270
27 Mar 2015	1587	1563	1153	1156	120	96	42	41	272	270
10 Jul 2015	1585	1536	1150	1124	120	101	42	45	273	266
25 Sep 2015	1561	1514	1126	1102	120	100	42	47	273	265
4 Dec 2015	1514	1496	1078	1079	120	99	42	47	274	271
26 Feb 2016	1511	1485	1074	1070	120	96	42	47	275	272
8 July 2016	1503	1452	1058	1040	120	94	42	48	283	270
7 Oct 2016	1493	1440	1048	1026	120	91	42	49	283	274
13 Jan 2017	1485	1438	1033	1010	120	91	43	49	289	288
31 Mar 2017	1483	1431	1032	994	120	94	43	49	288	294
31 May 2017	1416	1412	964	981	120	91	43	49	289	291
31 Aug 2017	1419	1415	964	972	120	91	43	48	292	304
30 Nov 2017	1421	1412	964	964	120	91	43	48	294	309
31 Mar 2018	1420	1414	963	965	120	87	43	47	294	315
30 Jun 2018	1393	1410	932	975	120	82	43	46	298	307
30 Sep 2018	1398	1400	931	963	120	79	43	49	304	309
Reductions to date	321	301	313	309	36	42	8	1	-36	-51

* Retained strength shown as number of positions covered not people employed

4. HEALTH AND SAFETY PERFORMANCE 1 APRIL 2017 – 30 SEPTEMBER 2018

Lost time up to 3 days

Actual performance 2018/19	Target 2018/19
11	26

Lost time over 3 days

Actual performance 2018/19	Target 2018/19
12	24

RIDDOR Major injury/disease

Actual performance 2018/19	Target 2018/19
1	No target set

**5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS
1 JULY 2018 – SEPTEMBER 2018 (2ND Quarter)**

Ref No.	KPI	Target	2nd Quarter 1 st July 2018 – 30 th Sept. 2018	YTD 1 st April 2018 – 30 th Sept. 2018	Target achieved for present quarter
1	Management referral to appointment date (3 weeks)	90%	78%	72%	No
2	No. of Did Not Attends (DNA's) or cancellation <48 hr notice*	0	6	12*	No
3	AMA report to management within 48hr	90%	100	100%	Yes
4	No. of physiotherapy referrals		24	58	
5	No. of counselling referrals		17	33	
6	No. of management referrals		13	25	
7	No. of health screenings		33	85	
8	No. of self-referrals		13	22	
9	No of AMA consultations		135	265	

*Total DNA'S for OH appointments year to date (4 AMA apts.)

6. DISCIPLINE AND GRIEVANCE CASES – 1 JULY 2018 TO 30 SEPTEMBER 2018

Disciplinary Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live Cases	Average time to complete (Days)
FSHQ						
Service Delivery		6		6		130
Legal & Governance						
Employment Services						
Service Support	1	1	1			49

Oldest Live Case Commenced
14/11/2017
Green < 60 Days
Red > 60 Days

Grievance Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live	Average time to complete
FSHQ						
Service Delivery	8	9		9		69
Legal & Governance						
Employment Services						
Service Support						

Oldest Live Case Commenced
-
Green < 8 Days
Red > 8 Days

Bullying and Harrassment Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live	Average time to complete
FSHQ	0					
Service Delivery	0					
Legal & Governance	0					
Employment Services	0					
Service Support	0					

Oldest Live Case Commenced
Green < 45 Days
Red > 45 Days

Mediation Cases by Directorate

Directorate	Total in Period
FSHQ	0
Service Delivery	1
Legal & Governance	0
Employment Services	0
Service Support	0

7. RECRUITMENT STATISTICS – 1 APRIL 2018 – 30 JUNE 2018

External Recruitment by Directorate 1 July to 30 September 2018

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Current Live Cases	Average time to complete (Days)	Vacancies not appointed to
Finance	2	2	2	0	0	34	0
Service Delivery	3	2	2	0	1	32	0
Legal & Governance	3	3	2	0	0	30	1
Employment Services	2	2	1	0	0	20	1
Service Support	5	5	3	0	0	23	2

Target Timescale

Green < 84 Days
Red > 84 Days

Internal Only Recruitment by Directorate 1 July to 30 September 2018

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Current Live Cases	Average time to complete (Days)	Vacancies not appointed to
Finance	0	n/a	n/a	n/a	n/a	n/a	n/a
Service Delivery	6	5	3	1	1	29	1
Legal & Governance	0	n/a	n/a	n/a	n/a	n/a	n/a
Employment Services	0	n/a	n/a	n/a	n/a	n/a	n/a
Service Support	4	4	0	3	0	55	1

Target Timescale

Green < 30 Days
Red > 30 Days



OFFICIAL

Assessment and Development for Recruitment and Promotion

Human Resources Committee

Date: 11 January 2019

Agenda Item:

7

Submitted By: Chief Employment Services Officer

Purpose

To provide Members with an overview of the changes to the development process for Grey book promotions.

Recommendations

That the report is noted.

Summary

This report provides an update on the new Development and Promotion Policy (Firefighter to Crew Manager).

Local Government (Access to information) Act 1972

Exemption Category:

None

Contact Officer:

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Background papers open to inspection: None

Annexes:

Appendix 1 TNG-POL005A Development and Promotion Policy
Appendix 2 HRPOL067 Recruitment and Selection Policy

1 Introduction

- 1.1 Until 2017 the previous promotion process for Grey book (Firefighter (FF) to Crew Manager (CM)) was a selection process. This included an application form, shortlisting, Command Assessment and concluded with an interview. Candidates successful in the full selection process were then appointed into a CM development role. This development role would only become substantive following a development period and the successful completion of a development portfolio.

2 Information

- 2.1 The new FF to CM Development and Promotion Policy aims to develop potential candidates first prior to them being appointed into a CM role. The rationale for introducing this policy was to encourage more applicants to progress through the ranks. Development portfolios are undertaken at a pace which suits the candidates and gives them the tools to undertake the role as soon as they are successful in the post. It is a continual process throughout the year which assists with Workforce Planning and a number of appointments are made at different times throughout the year.
- 2.2 The new process has been running since January 2018 and initial feedback suggests that it is popular and the numbers enrolled on the programme has increased (approximate 40 currently enrolled). However, as candidates complete the development portfolio to their own timescales this does not always align with the workforce planning requirements. It is intended to roll out this process for future promotion processes for higher ranks.
- 2.3 Best practice in recruitment is not to just rely on a formal interview but to have a number of different assessments methods in support of an interview. For all middle manager recruitment and above, as well as an interview, the process has recently been amended to include a variety of different methods of assessment which test leadership and cultural competence.

3 Financial Implications

- 3.1 There are no financial implications associated with 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 Resource and Diversity Implications

- 5.1 All Human Resources and Diversity implications have been considered within the respective policies.

6 Health and Safety Implications

- 6.1 There are no Health and Safety implications as a result of this report.

7 Service Plan Links

- 7.1 Deliver a professional and resilient emergency response service.
- Provide a safe skilled workforce that serves the needs of a diverse community.
- Provide effective and ethical governance and achieve value for money.

8 Conclusions

- 8.1 The new FF to CM promotion process has generally been well received and has increased the number of CM candidates enrolling than previous processes. Also, the concept to develop potential candidates prior to selection and promotion is a far more logical process and provides greater assurance of competence and professionalism during service delivery.



Development and Promotion Policy FF to CM (Grey Book)

Ownership: Workforce Development
Date Issued: 29th January 2018
Version: 4.0 Status: Final



Revision and Signoff Sheet

Change Record

Date	Author	Version	Comments
21/06/17	Steve Holt	0.1	First Draft
15/11/17	Steve Holt	0.2	Amendments following Employee Consultation
30/11/17	Graham Ambler	0.3	Amendments to remove repeats and document formatting
8/12/17	Graham Ambler	0.10	Amendments following meeting with CESO
12/12/17	Graham Ambler	0.11	Document review by CFO/DCFO
14/12/17	Graham Ambler	0.14	External candidates section added
8/1/18	Graham Ambler	2.0	Guidance Flow Chart Added (Appendix 6)
11/1/18	Graham Ambler	3.0	Correction of grammar
29/1/18	Graham Ambler	4.0	Correction of coaching email

Reviewers

Name	Version Approved	Position	Organisation	Date
Graham Ambler	1.0	GM ER	WYFRS	4/1/18
Graham Ambler	2.0	GM ER	WYFRS	8/1/18
Graham Ambler	3.0	GM ER	WYFRS	11/1/18
Graham Ambler	4.0	GM ER	WYFRS	29/1/18

Distribution

Name	Position	Organisation

Document Properties

Item	Details
Document Title	Development and Promotion Policy FF to CM
Author	Administrator
Creation Date	21 st June 2017
Last Updated	29 th January 2018

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1 Introduction

This policy sets out a Crew Manager (CM) development and promotion process which has been introduced and designed to ensure that West Yorkshire Fire & Rescue (WYFRS) can identify, assess and select the best possible performing candidates. In addition, the process will ensure that all candidates are treated fairly and have access to equality of development and promotion opportunities.

The CM development and promotion process will be utilised for both Wholetime (WT) and Retained Duty System (RDS) candidates.

As part of this process a development programme will be utilised to ensure that Firefighter's (FF's) applying for CM posts have the opportunity to develop the right skills, knowledge, behaviours and understanding in order to competently perform the role.

WYFRS use National Occupational Standards (NOS), operational competencies, leadership behaviours, Personal Qualities and Attributes (PQAs) and WYFRS values, to determine a candidates potential for development and promotion.

1.1 The Process

The process will identify, develop and promote FF's to CM's utilising the following 3 stages:

- Identifying potential
- Completion of a Development Portfolio
- Selection Process

1.2 Eligibility

Those eligible to enrol on the development programme must:

- be a competent FF including the achievement of appropriate qualifications relevant to current role ie Maintenance of Competence Records are current and up to date
- have no current/outstanding development action plans, performance improvement action plans or capability issues related to competency
- have achieved a grade 'A' or 'B' score, and showing potential for promotion with Line Manager recommendation, in their current or latest Personal Development Review (PDR)

Those eligible to progress to the selection stage must:

- have completed their development portfolio
- possess the relevant Institute of Fire Engineers (IFE) examinations
- have completed the relevant training courses (See Appendix 4 – CM Development Courses)

2 IFE examinations

WYFRS is committed to utilising IFE examinations as the professional standard to confirm underpinning knowledge.

The IFE requirement for a CM before being eligible for the selection stage is as below:

IFE Level 3 Certificate passes in:

- Fire Service Operations, and
- Fire Engineering & Science, or Fire Safety

2.1 Notice of Examinations

The details for all IFE examinations e.g. date, time, place, subject etc. and the application procedure will be published via internal e-mail and intranet.

2.2 Publications/Support

The Workforce Development Department will ensure that the syllabus, past examination papers and reports are made available to candidates by providing access to the IFE website from WYFRS locations.

A recommended reading list is published by the IFE. It is recommended that maximum use should be made of any relevant literature and internet research facilities. Candidates have access to a small library of books available from the Workforce Development Department on a short-term loan basis. The cost of any study materials purchased by candidates will not be reimbursed.

Information will be provided via the intranet on the Promotion Toolkit site. Participation in the examination process does not constitute a formal training course and all study time, attendance at tutorials and seminars in preparation for the examinations must be conducted in the individual's own time. Candidates should contact the Central Staffing Team with any enquires in respect of working arrangements prior to an examination. Further guidance can be found in the Leave Policy.

2.3 IFE Examination Fees

WYFRS will pay the initial IFE examination fee(s) for candidates taking examinations which are relevant for the promotion level.

WYFRS will also pay for one resit for each IFE examination which is relevant for the promotion level.

WYFRS will pay the initial IFE examination fee(s) for candidates taking examinations which are above and beyond those required for the promotion level. However, this must be approved by the Workforce Development Department and it must be deemed a benefit to the candidate and the organisation.

Any candidate who fails to attend for the start of an examination for which they have entered will be required to pay the relevant fees unless there are exceptional circumstances.

Any candidate that withdrawals from the examination process beyond the final cut-off date issued by the IFE will be required to pay the relevant fees unless there are exceptional circumstances.

Any appeals in relation to decisions made concerning examination fees should be directed to the Workforce Development Department.

2.4 Membership of the IFE

Membership of the IFE will remain an individual choice and WYFRS will not pay for any associated membership, subscriptions or professional fees incurred.

IFE membership status does not exempt individuals from taking IFE examinations.

Any candidate passing the examinations via WYFRS will not be entitled to use the post nominals GFireE or MIFireE etc. unless they join the IFE via the normal IFE membership process. This includes annual payment of relevant subscriptions to the IFE.

2.5 General

This policy does not prevent candidates from taking examinations directly through the IFE. However, in these cases, in order to progress, WYFRS will still require proof of the candidate's success in the examinations relevant for that rank.

3 Stages for Selection

The selection process for promotion to CM rank consists of 3 stages (see Appendix 1 - Stages for Selection):

- Stage 1 - Identify Potential
- Stage 2 - Development Portfolio
- Stage 3 - Selection

3.1 Stage 1 - Identify Potential

This stage is divided into the following areas:

- PDR
- Mentorship
- Learner Agreement

3.1.1 Personal Development Review

PDR meetings normally take place annually, however, interim PDR meetings can also take place as required. At this PDR meeting, the individual has the opportunity to review performance in their current rank with their line manager and discuss their potential for promotion.

The PDR meetings will cover WYFRS values and behavioural leadership indicators.

Individuals showing potential for promotion will require an evidence based recommendation in the individual's PDR. This is a supporting statement from the Line Manager detailing how they meet the eligibility criteria covered in Section 1.2 above. This provides assurance that the individual has demonstrated the appropriate personal qualities and confirms the individuals' eligibility to become a candidate in the development programme.

If at this stage the individual is not supported, they will be given feedback on improving their performance and skills, and offered support and further development by their Line Manager. This will be recorded within the PDR.

See PDR guidance or contact the Workforce Development Department for further assistance and/or information regarding the PDR process.

3.1.2 Mentorship

Mentoring is where one person transfers their knowledge, skills and experience to another person usually less experienced than them. Mentoring will be used to support candidates as they start to develop the skills and knowledge required to be a competent CM. Mentoring requires commitment and can offer advantages to both mentor and mentee. See Appendix 2 – Mentoring Agreement for more details.

3.1.3 Learner Agreement

A Learners' Agreement will identify the behaviours and attitude expected of managers in development, key to this is a commitment to personal development and improvement. The candidate and their Line Manager will complete and sign a Learners' Agreement as per Appendix 3 – Learners' Agreement.

3.2 Stage 2 – Development Portfolio

Once stage one is completed the candidate can progress to stage two – CM Development Portfolio.

The CM Development Portfolio has been developed around NOS, operational competencies, leadership behaviours, PQA's and WYFRS values which have been split over 3 progressive phases and divided into the following subheadings:

- Operations
- Leadership & Development
- People & Resource Management
- Prevention & Protection
- Station Administration

The CM development portfolio will need completing within 18 months from the date of issue. Throughout this period the candidate will work towards acquiring the required knowledge and understanding for the CM rank. This will be undertaken through a series of blended learning and development programmes, provided both internally and externally. Completion will also be dependent upon successful participation of development training courses (Appendix 4 – CM Development Courses) and the line manager's support and recommendation.

During the development period the candidates should meet with their Line Manager - Watch Manager (WM) and/or Station Manager (SM) on at least a monthly basis. This is required to ensure sufficient monitoring and progression of the programme and to 'sign off' any areas/sections within the development portfolio.

3.2.1 Development Portfolio Induction

The candidate and line manager will attend an induction meeting (organised by the Workforce Development Department) to discuss accredited prior experiential learning (APEL). This can be backdated up to 3 months. Candidate development needs which have been identified within the individuals training needs analysis and PDR, plus any relevant role requirements for training and development will also be considered and discussed. Subsequently, a personal candidate development plan can therefore be agreed and the development portfolio will be issued.

3.2.2 Planning

The candidate should liaise with their WM and plan when they will undertake the practical observations as required within the development portfolio. This must be undertaken when the WM is on duty and recorded in the candidate's planner.

3.2.3 Assessment

The majority of candidates will report directly to their WM during the development programme. This will provide the main opportunity for candidates to present evidence of competent performance. The WM will assess the evidence against the NOS and WYFRS values in the development portfolio. Evidence can take the form of: direct observation, presentation of written evidence, oral questioning, professional discussion, video/audio recordings and simulation.

The assessments will revolve around simulated incidents, professional discussions and other activities. These will include taking part in a number of real-life activities that are expected of a competent CM, e.g. completing PDR's, organising training and identifying development needs.

3.2.4 Feedback & Review

After each assessment, the candidate will receive feedback from their WM. It may be necessary to set a review date so that they can be observed by their WM performing the activity again if required. This feedback will be documented within the candidate's portfolio.

This part of the process is a two-way conversation where the candidate should actively take part in feedback sessions. Stating how they think they performed and what they did well, areas they are not confident in and need improving. Also, how they think they could best achieve this.

3.2.5 Development requirements

It is unlikely that inexperienced candidates will be able to demonstrate all the required performance criteria to a satisfactory standard all the time and every time during the assessments, or complete all the required performance criteria on one occasion. Therefore, the candidate may be assessed on numerous occasions.

Where an assessment takes place and a candidate has not fully covered all the performance criteria or has any further identified development needs, the Personal Development Plan provided within the development portfolio will be completed and agreed. This will identify the specific development needs, detail the action required and the timescales for achievement.

3.2.6 Monthly Meeting

The WM (SM in the WM absence) will complete the Monthly Grading Progress Sheet within the development portfolio. The Monthly Grading Progress sheet is to identify the candidate's progress.

3.2.7 Professional Discussions

The SM will undertake a professional discussion at the end of each completed phase in the development portfolio. The purpose of the professional discussion is to probe and confirm the level of competence of the candidate. The focus will be on performance of the candidate against the NOS and competence to effectively perform the role of a CM and this can include questions and answers on operational procedures.

In addition, the SM will audit the development portfolio to ensure that it has been completed correctly prior to the professional discussion. This will also give a guide as to the candidate's strengths and weaknesses and give structure to the professional discussion.

3.2.8 Completion of Portfolio

When the candidate has completed the development portfolio and provided sufficient evidence of competent performance, the portfolio can be submitted to the WM for a final report.

The candidate must meet with the WM to review the development portfolio. If the WM is satisfied that the portfolio is complete and the candidate is suitable to progress then a supporting statement and recommendation for promotion is required. This will be recorded in the WM final report within the development portfolio and submitted to the SM.

The SM will undertake a professional discussion meeting with the candidate covering all aspects from the development portfolio.

Following this professional discussion a quality control panel meeting chaired by the district/section head (Group Manager) will discuss the development portfolio and candidate. It is quite possible that several SM's have assessed the candidate and this information must be consolidated and captured. All judgements must be evidenced against the candidate's development portfolio or witnessed activities. The SM can then complete a supporting statement and recommendation for promotion (or not) which will be recorded in a SM final report within the development portfolio.

The SM will then forward the copies of any minutes taken from this quality control panel meeting, supporting statements and the development portfolio to the Workforce Development Department for final check and sign off.

3.2.9 Failure to Make Satisfactory Progress

Where a candidate fails to supply sufficient evidence of competence or fails to make satisfactory progress, the performance improvement process may be implemented. Consideration should also be given whether to remove the candidate from the development programme, in this instance the Workforce Development Department and the candidates SM must be consulted.

3.2.10 Appeals Procedure

If a candidate claims that their assessment has been unfair in the first instance this should be discussed with the WM with an agreed course of action to address the situation. If this is not possible the candidate can appeal against the assessment decision via the grievance procedure.

3.3 Stage 3 – Selection

The promotion to CM within WYFRS will be based on a succession plan carried out quarterly by Employee Resources. This will predict the number of CM vacancies (temporary and substantive) for that period.

If CM vacancies are anticipated Employee Resources will instigate the CM selection stage of the process (this can be up to 4 times each year). This will facilitate flexibility of organisational needs and maintenance of a suitable pool of potential CM promotion candidates.

This stage is divided into the following areas:

- Completion of final reports. These would remain valid for a period up to 12 months from the date of the final report. A review and further assessment of the supporting statements and final reports will be required after this period
- Candidates must declare any current discipline awards (Formal Stage); this may impact on eligibility to progress to interview
- Interview

3.3.1 Interview

The interview panel will consist of at least one Grey Book and one Green Book staff member of appropriate rank/grade.

Candidates will deliver a short presentation followed by an interview.

Interview questions will be relevant to the promotion level and may cover the following areas:

- Behavioural/Managerial
- Situational
- Technical knowledge
- Candidate final reports

3.3.2 Unsuccessful Candidates

Unsuccessful candidates at all stages will be given feedback on improving their performance and skills by their WM in readiness for the next process. In addition, candidates unsuccessful at the interview stage will be offered formal feedback by one of the interview panel members. All feedback should form the basis of a personal candidate development plan which is included in the candidate's development portfolio.

If an unsuccessful candidate disagrees with the decision they should informally discuss this with their SM. If they are not satisfied with the response the candidate may proceed to the formal stage of the grievance procedure.

3.3.3 Successful Candidates

On completion of the process a list of successful candidates will be given to Employee Resources who will then allocate substantive posts subject to vacancies. For further information on this process see the Staff Transfer Policy.

Promotion Pool

Successful candidates will enter a Promotion Pool relevant to when they undertook the selection stage i.e.

- A18 = 1st selection stage in 2018
- B18 = 2nd selection stage in 2018
- C18 = 3rd Selection stage in 2018

Candidates will be able to remain in the Promotion Pool for up to 12 months provided they retain their eligibility and maintain the skills they have acquired; this will include maintaining the development log and receiving and recording monthly WM feedback. This may be extended in exceptional circumstances and will be reviewed on a case by case basis by Employee Resources.

Candidates that fail to meet the eligibility criteria and/or maintain the skills will need to contact the Workforce Development Department for further guidance.

Eligibility will be confirmed at the point of all temporary or substantive promotion offers as per Appendix 5 – Selection Eligibility Check List.

Courses

Candidates who have not completed all mandatory training courses within 3 years of appointment may be reverted back to FF rank. This will be reviewed by Employee Resources on a case by case basis.

Substantive Vacancies

These will be offered to candidates in Promotion Pool A, once Pool A is exhausted then Pool B candidates will be selected and so on. The following process will determine the order for selection from that Pool:

- Organisational need (best fit skill base)
- Candidate preference return (see the Staff Transfer Policy for more information)
- Rank order of overall scores

NB - Where a candidate rejects an offer the next in line will be offered the opportunity. This will extend to all Promotion Pools.

Candidates allocated a permanent post will enter into a development period before becoming substantive in that rank, this will include completion of mandatory courses as set out in Appendix 4 – CM Development Courses and a minimum period of 12 months in rank experience. Temporary promotions will count towards in rank experience.

4 Miscellaneous

4.1 Process Security

All parts of the process that involve sensitive information e.g. operational assessment details, questions for interview, list of successful applicants etc., will be stored on a database and the access rights limited to relevant individuals only.

Applicants must maintain integrity and confidentiality regarding any sensitive information throughout the entire process.

4.2 Attendance for Tests and Assessments

Time off in lieu (TOIL) at standard rate (time for time) will be approved for all applicants attending any stage of the promotion process in their own time. Applicants are expected to attend in uniform for all stages of the process.

4.3 Reasonable Adjustments

Where appropriate, the Reasonable Adjustment Policy will be applied for applicants during the promotion process. This will ensure that applicants who require reasonable adjustments at any stage are supported, to maximise their potential and ensure that unlawful discrimination in the workplace arising from disability does not occur.

If applicants have a physical or mental impairment, which has a substantial and long term effect on their ability to carry out normal day-to-day activities, they may be eligible for reasonable adjustments within the IFE assessment process. Applicants will be asked to provide information about the adverse effect the impairment has and the reasonable adjustments required. Information only about the reasonable adjustments required will be passed onto the IFE.

Applicants who require reasonable adjustments (including, for example, dyslexia), should contact the Workforce Development Department or the Diversity, Engagement and Inclusion Department at the earliest opportunity. All matters relating to reasonable adjustments will be treated confidentially.

Any applicant who requires reasonable adjustments for religious or cultural purposes (for example, due to key religious or cultural events) should also contact, in confidence, the Workforce Development Department or the Diversity, Engagement and Inclusion Department at the earliest opportunity.

Contact details for the Diversity, Engagement and Inclusion Department and the Reasonable Adjustment Policy and Guidance can be found on the Corporate Diversity WYFirespace site.

Where applicants demonstrate an inability to pass exams, they should contact the Workforce Development Department or the Diversity, Engagement and Inclusion Department at the earliest opportunity to discuss if alternative arrangements are appropriate.

4.4 Specialist Posts

Opportunities for promotion (substantive or temporary) to specific or specialist posts will be advertised and an appropriate selection process undertaken as per the Staff Transfer Policy. This is separate to the promotion process. Applications will be open to all staff members from the successful applicants in the promotion process and from staff members currently substantively at the same rank as the specific or specialist post vacancy.

4.5 RDS Vacancies

The promotion to CM (substantive or temporary) at RDS stations will be based on a succession plan carried out by the RDS station SM in consultation with ER to identify CM vacancies.

RDS candidates can be identified via the PDR process as per Section 3.1.1. In addition, RDS CM vacancies may be advertised on WYFRS intranet site (to open up the vacancy to other staff members). This may be advertised in advance of up to 6 months of any known/potential vacancy arising.

To facilitate and assist RDS applicants in completion of the development programme an accumulative amount of 48 hours will be allocated to each applicant. These hours are to be applied across the applicant's development programme period. Applicants are allowed to claim a maximum of 4 hours per month.

In circumstances where there is an organisational need, applicants without the relevant IFE qualifications will be eligible to apply for the selection stage for RDS CM positions, however, they will remain in development until the relevant qualifications are achieved.

4.6 Temporary Promotion

Temporary promotion may be required for organisational needs. In this situation the list of applicants in the promotion pool will be considered and consulted in the first instance. If there are no willing applicants on the promotion pool list, then another suitable individual can be selected. However, preference will be given to candidates who are working through their development portfolio and have successfully completed phases 1 and 2.

In extraordinary circumstances where a candidate is not identified then another suitable individual can be selected. However, this will be based on the skills and experience they possess in the Person Specification and Job Description in relation to the vacant role and the recognised benefit to the organisation. The temporary promotion will not lead to a permanent promotion post as they have not completed the development programme.

4.7 External Candidates

In exceptional circumstances when CM vacancies exist and there are no suitable or available internal candidates then these can be advertised externally for existing CM's and as a promotion opportunity for FF's.

External FF candidates that apply will still have to meet the selection criteria as set in the advert (e.g. IFE pre-requisites) and successfully complete the application process and associated tests. However, they will not have enrolled on the development programme and completed the required sections in the development portfolio as per an internal candidate. In these circumstances, the external candidate will remain in development until they have successfully completed the development programme (including portfolio) following the appointment. If appropriate, internal FF candidates will still be able to apply for these CM vacancies advertised externally and the same principle will be applied.

4.8 System Administration

The Workforce Development Department is responsible for the administration of the development and promotion process. Specific guidance for the Development and Promotion process will be provided at the time of the advert. This will be placed on WYFirespace.

Support throughout the development and promotion process will be available via the Promotion Toolkit on WYfirespace and from the Workforce Development Department.

Applicants will be kept informed of their progress throughout the process via their WYFRS personal email address.

4.9 Data Protection Act 2018

Candidates records are kept for a period of 9 months, and then destroyed in line with the WYFRS published retention schedule.

The promotion information will be stored on a central database for internal use only, and data will not be circulated to any third party organisation.

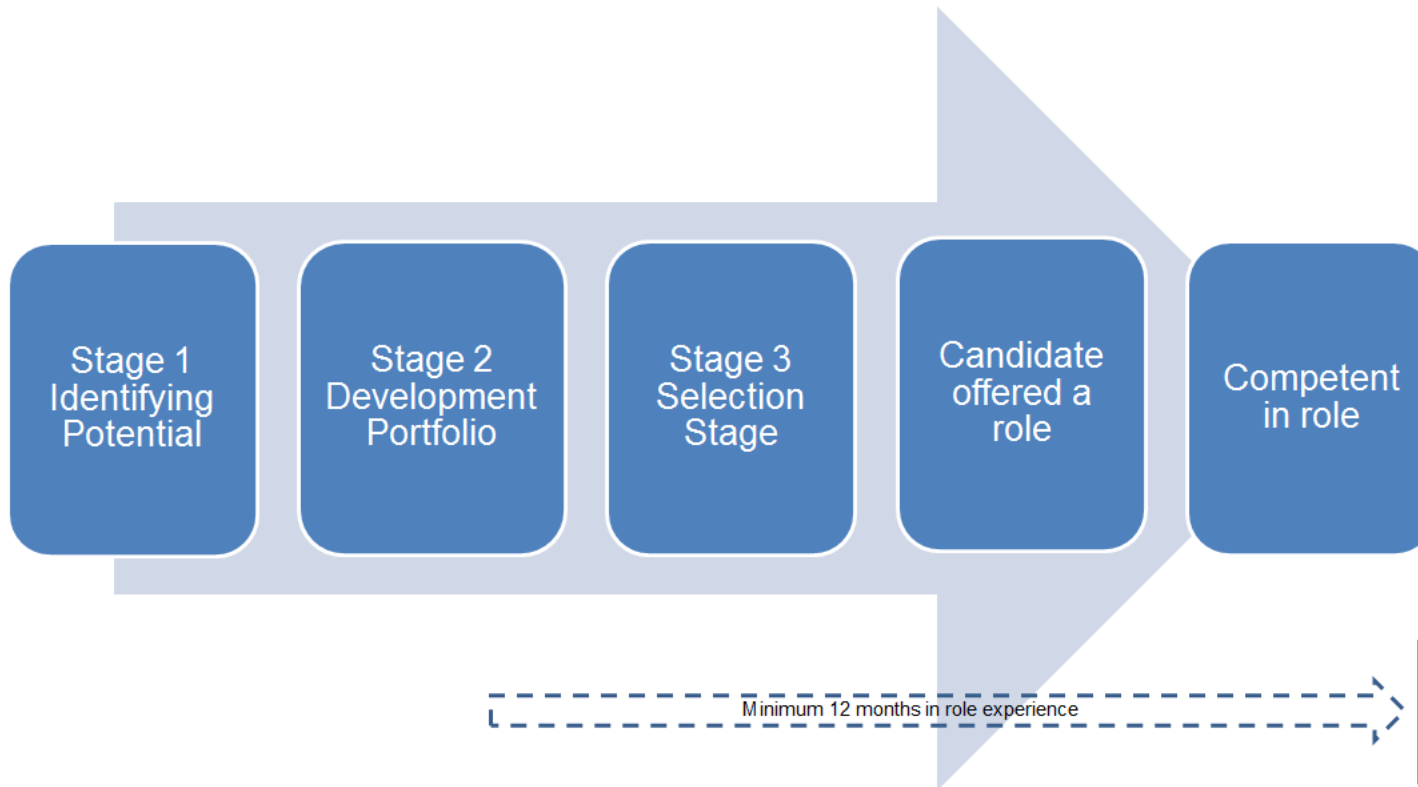
5 RDS/WT Exemptions

Where candidates hold rank (CM or above) and are competent in rank in the RDS/WT, the candidate will not be required to complete the full development portfolio. This is applicable to WT rank holders applying for equivalent rank vacancies in the RDS and vice versa.

The elements required to be completed are:

- PDR
- Individual needs analysis to assist in identifying any skill gaps.
- Personal Development Plan (if required)
- Command Assessment
- All courses applicable to rank
- IFE qualifications applicable to rank
- Final Reports
- Selection Stage

6 Appendix 1 – Stages for Selection



7 Appendix 2 – Mentoring Agreement

Mentoring process

All candidates will consult with their SM to arrange a suitable mentor this can be any competent CM (or above). However, mutual agreement is required and if this is agreed the mentee must inform the Workforce Development Department of the chosen mentor.

Alternatively the candidate can send an email to workforce.development@westyorkshire.gov.uk copying in their SM to request a mentor. Workforce Development Department will then select and match a mentor to the mentee, considering any development needs. Workforce Development Department will inform both parties when this has been organised.

Responsibilities of the Mentor

- To ensure meetings are facilitated
- To work to the mentoring agreement and maintain confidentiality
- Assist the mentee to progress the development programme
- Assist in the evaluation of the mentoring process
- Share expertise and experiences
- To take joint responsibility for the mentoring process relationship
- The mentor will inform Workforce Development Department when the mentoring has finished

Responsibilities of the Mentee

- Evaluate their current contribution and commit to fulfilling any course of action that is agreed
- Consider their own aspirations/goals prior to any mentoring sessions/meetings
- To take joint responsibility for the mentoring process relationship
- Initiate meetings with the mentor, managing meeting dates and times and negotiating the agenda for discussions within the relationship
- Attend meetings as arranged and work within agreed timescales

Professionalism and Confidentiality

Mentors will adhere to the Mentor Code of Practice; it is recommended that the mentor and mentee both sign the Mentoring Learning Agreement to establish guidelines.

Matters discussed between the mentor and mentee are strictly confidential. Confidentiality can only be breached if it becomes unethical for the mentor to pursue the session and that they deem the matter to be serious enough to be detrimental to the organisation.

Mentors Code of Practice

Mentors will act and operate within the following Code of Practice:

- A professional approach with personal integrity, honesty, openness and commitment to mentoring
- Commitment to promoting diversity, equality and fairness to all
- Develop and maintain an effective working relationship with the mentee based upon on a non-judgemental approach that demonstrates mutual respect
- Clearly explain the process and nature of the mentoring contract
- Identify and respond appropriately to the candidates learning styles and development needs
- Understand the responsibilities continue beyond the termination of the mentoring relationship
- To maintain and keep safe and secure any related records or documents associated with the mentoring sessions
- Commitment to continuing personal development to enhance performance and knowledge by maintaining any training/development appropriate to being a mentor

Mentee's Code of Practice

Mentee's will agree to act and operate within the following Code of Practice:

- Ensure they understand the nature of mentoring and their responsibilities within it
- Maintain a level of confidentiality agreed between the mentor and themselves
- Act within the WYFRS values and policies of WYFRS
- Take responsibility for their own learning and development needs.

Mentoring Agreement

Name of Mentor	
Name of Mentee	

We agree the purpose of this mentoring relationship is to support
over the nextsessions of mentoring.

We have agreed the parameters of this mentoring relationship and have discussed the practical implications for both of us.

We have agreed to meet atintervals. We will arrange these meetings to take place at specific stages so that constructive feedback can be provided and objectives reviewed. It is the joint responsibility of both the mentor and mentee to agree the schedule of these meetings.

Our first meeting will be onIf for any reason this meeting has to be cancelled it is the responsibility of the person who cancels to rearrange the meeting.

We have agreed that.....is a suitable length of time for our meetings.

We have both agreed to maintain confidentiality however exceptions to this would be in the event of –

- A breach of the mentoring code of conduct.
- A breach of WYFRS policy.
- A breach of the health and safety policy.
- A person being at risk to themselves or others.
- Illegal or unethical actions.

If circumstances change a new learning agreement must be agreed and signed. Either party can terminate the mentoring relationship if they believe there is a breakdown in the mentoring relationship, inadequate commitment to the process or lack of progress being made.

I have read and agree with the mentoring code of practice.

Signed

Mentor.....Date.....

Mentee.....Date.....

Mentoring Diary

Name.....Date.....

Topic / Goal *(What is your goal? How will you know you've achieved it? Is it achievable? Is it realistic? When will you achieve it by?)*

Summary of session

Were actions achieved? If they weren't, what prevented you?

Actions to do for next time

Mentor.....Mentee.....

Learner Agreement

Learner Name..... FS Number.....

Line Manger Name.....FS Number.....

Date.....

LEARNER AGREEMENT

Between Learner, Line Manager and WYFRS applicable to grey book staff members carrying out a CM development portfolio.

Scope:

- personal attitude and behaviour
- attendance
- attainment of each element
- submission of work assignment/projects
- own work
- completion of portfolio
- offering and seeking support where required

Expectations

WYFRS expects candidates who have gained the opportunity to join a development programme to fully commit to that programme and perform to the best of their ability at all times. Programme candidates are required to display a positive attitude to the Fire Service and to the learning experience and to show an aptitude for the rank as demonstrated prior to gaining their portfolio.

The portfolio is in parts intensive, e.g. health & safety qualification etc. These require research, self-study, completion of assignments or projects out of work or classroom hours (in own time), require flexibility in working patterns to attend events and personal resilience to complete the programme whilst maintaining performance in rank.

Candidates can expect the trainers involved in the programme to support them and aid their development through quality learning events, access to suitable learning materials and opportunities for feedback. Candidates can expect their line managers to meet regularly with them to review their progress, discuss any issues and provide coaching/mentoring for any aspect of their managerial/operational role.

Attitude and Behaviour

Candidates are expected to continue to demonstrate the personal qualities and attitudes as have already been demonstrated in order to gain this opportunity for development and those which reflect WYFRS values. They should:

- Act with Trust and Integrity
- Work positively, be decisive and take responsibility for your actions
- Challenge inappropriate behaviour
- Value each individual and work together as a team to achieve common goals
- Assist in building a culture where we feel encouraged to learn from our mistakes
- Be open to change and try their best to develop and adapt self and others
- Strive to make communication clear and relevant
- Take responsibility for knowing and understanding WYFRS priorities

If these behaviours are not demonstrated then a formal review meeting will be convened to identify and remedy root causes. This process will include the Line Manager, District/Department HR Business Partner Lead in conjunction with Workforce Development Department who together will identify underlying issues and/or barriers. This process may result in additional support/time or may result in removal from the programme.

Attendance

Access to the CM development programme is something a candidate elects to do in order to develop themselves and/or to gain promotion once successful in a selection process. Therefore, preparation work may be carried out in the candidates own time. However, if the candidate is on duty at the same time a relevant course is being held they will be released from duty to attend. This will be subject to exigencies of the service and staffing levels. Compensatory time will be accrued (to take off at a later date) if any courses are attended on a rota day.

Any conflicts or issues with attendance should be discussed and resolved with their Line Manager.

Non-attendance for courses without due cause may result in removal from the programme.

Attainment

All taught courses are assessed, either formally or informally and all must be passed.

Reasonable opportunities will be given to re-sit assessments where allowed by any external qualification body (e.g. ILM, IOSH).

All self-taught elements and all portfolio evidence will be verified for relevance and veracity; will be subject to quality assurance and will be referred back to the candidate and their line manager if required.

Failure to reach the required level may result in removal from the programme.

Submission of work assignment/projects

All work must be submitted in the correct manner (including deadline) as described in the module, with the candidate's best efforts at their first attempt. This includes submission of portfolio evidence.

Own work

All work must be the candidates own work. Plagiarism will be treated as a disciplinary issue.

Completion

The programme consists of a range of modules (taught, self-learning and portfolio evidence) that in total require successful completion within 6 – 18 months. Failure to do so will be discussed as part of a formal review meeting where the candidate's circumstances can be assessed. A fully documented outcome will be agreed. Outcomes may include the candidate being removed from the programme, or issued with an action plan to ensure timely completion of the programme. Reasonable adjustments will be included if applicable. Ultimately, non-completion of a programme or failure to reach the required level in any element will prohibit the candidate from progressing to the selection stage.

The candidate will have access to an appeals process should they disagree with the outcome from any formal review meeting. This will be instigated from a written request to their line manager.

Offering and seeking support/Line Managers responsibilities

It is each candidate's responsibility to discuss with their line manager if they need additional support for any aspect of the programme, not just with attainment. Additional support and/or reasonable adjustments for disability including dyslexia will be provided.

Both the candidate (Learner) and their Line Manager are required to agree with and comply with this agreement.

The Line Manager must hold regular review meetings with the candidate to discuss the learning, the programme and to provide support across all elements of the programme and the managerial/operational role.

The Line Manager will understand that the candidate may be expected to meet with a mentor at agreed intervals.

If the Line Manager changes during the course of the programme it is the responsibility of the existing Line Manager to give a comprehensive hand over to the new manager with the candidate present. Such line management changes during a programme should also be notified to Workforce Development Department.

- External training providers who form part of this overall programme may have their own learner agreements that should be adhered to in addition to this agreement.
- Candidates who complete parts of the portfolio for development purposes outside of a full development programme are required to adhere to the relevant parts of the agreement.

Agreement

I agree to comply with this agreement as a Candidate/Line Manager of a Candidate and commit to working at all times to the best of my ability and will raise any issues or seek support in a timely manner.

Candidate Print Name	Signature	Role	Date
Line Manager Print Name	Signature	Role	Date

9 Appendix 4 – CM Development Courses

The following is a list of all development courses required to be completed to become a competent CM

Course Title	When eligible to apply	Mandatory prior to selection stage	Mandatory to be Competent CM
Accident Investigation	Phase 3	No	Must be booked on/completed
Apprenticeship	Phase 3	No	Must be booked on/completed
CM/WM Prevention Update	Phase 3	No	Must be booked on/completed
Award in Education/Preparing to teach	Phase 3	No	Yes
Discipline and Grievance	Phase 3	No	Must be booked on/completed
Edexcel Level 3 Award in Assessing Competence in the Work Environment (Assessor Award)	Phase 3	No	Yes
Fire Investigation	Phase 2 - Pre learning Phase 3 - 1 day Course	Yes – Pre learning	Must be booked on/completed
Community Fire Safety Development	Phase 2	No	Must be booked on/completed
Managers Health & Safety Update	Phase 3	No	Must be booked on/completed
Manual Handling Instructor / Assessor	Phase 3	No	Must be booked on/completed
Operations Fire Protection Training	Phase 2 - Pre learning Phase 3 - Course	No	Must be booked on/completed
IOSH Managing Safely	Phase 2	Yes	Yes
Operational Command Assessment	Phase 2	Yes	Yes

10 Appendix 5 – Selection Eligibility Check List

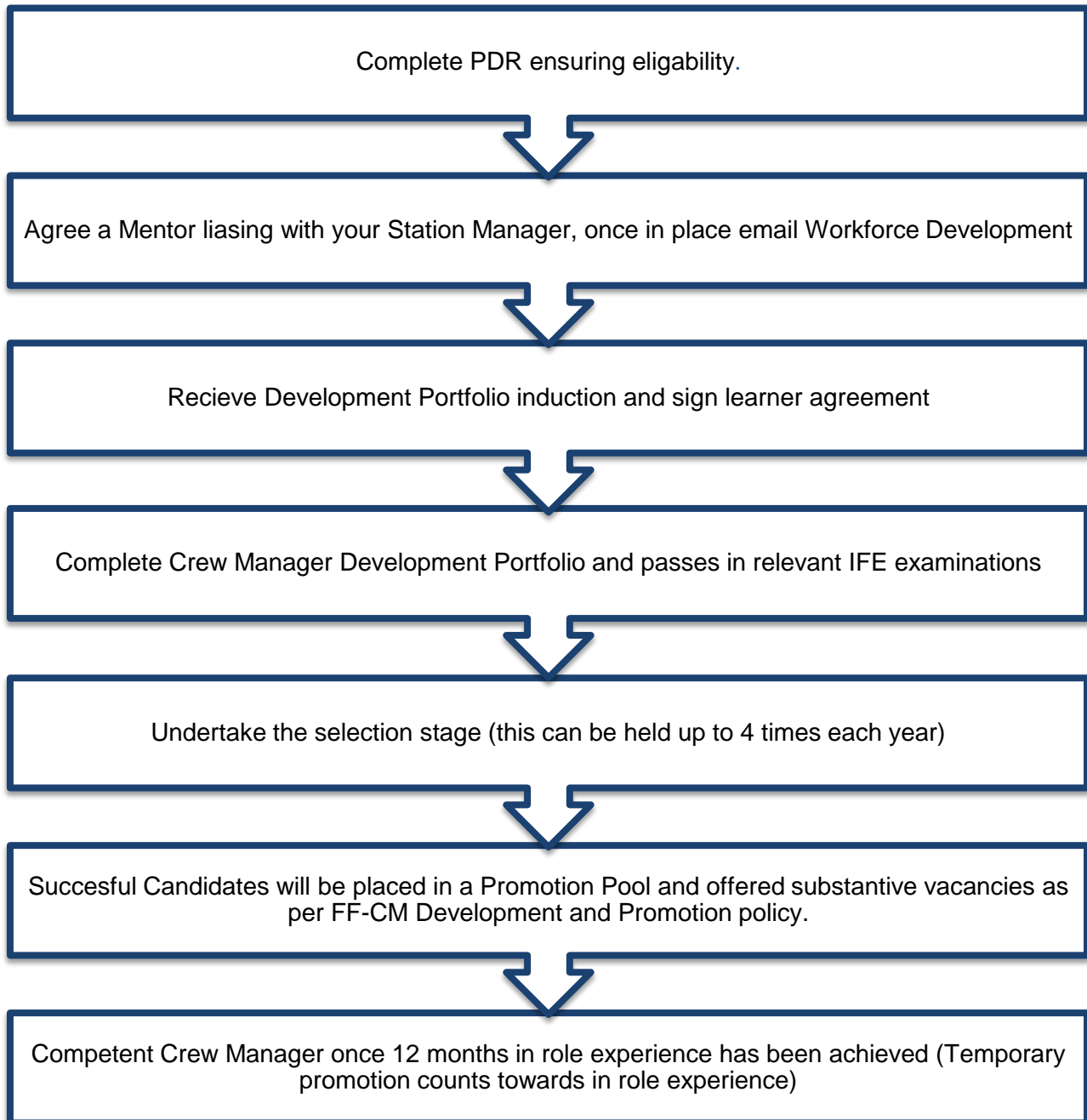
Substantive Vacancies	
Command Assessment (WM7) completed within the last 3 months	Yes / No
Development Portfolio Completed within last 3 the months	Yes / No
If No, has monthly feedback and skills been maintained	Yes / No
Candidate successful at the selection stage within the last 12 months	Yes / No
Free from any outstanding disciplinary/capability issues (Formal warning)	Yes / No

Temporary Vacancies	
Command Assessment (WM7) completed within the last 3 months	Yes / No
Phase 1 & 2 of Development Portfolio completed	Yes / No
Free from any outstanding disciplinary/capability issues (Formal warning)	Yes / No

If yes to all relevant questions the candidate is eligible for temporary/substantive positions.

If No, candidate feedback must be provided.

11 Appendix 6 - Guidance Flow Chart





OFFICIAL

Equality Framework Action Plan Update

Human Resources Committee

Date: 11 January 2019

Agenda Item:

8

Submitted By: Chief Employment Services Officer

Purpose	To provide an update on the Equality Framework Action Plan
Recommendations	That the report is noted
Summary	West Yorkshire Fire and Rescue Service's performance in the areas of diversity and inclusion has been assessed periodically and an output of this assessment is a three-year Equality Framework Action Plan. This report provides an update of progress made so far.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn, Diversity and Inclusion Manager
Gillian.cockburn@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Annex 1: Equality Framework Action Plan Update

1 Introduction

- 1.1 The Diversity and Inclusion (D&I) Team oversee a 'live' action plan containing specific actions designed to advance equality of opportunity, make the most of our differences and respond to societal and legal changes. This paper presents the progress made thus far.

2 Information

- 2.1 The Diversity and Inclusion Team members have changed over the last 5 months. Gill Cockburn joined on 24 September 2018 as D&I manager, Shanaz Yousaf started in July 2018 as Diversity Projects Officer (DPO jobshare) and works Thursday and Friday. Chris Davey, who worked as the other half of the DPO jobshare, left the Service on 24 October 2018. The vacant role has recently been filled and Joy Thomas will hopefully begin the role on 3rd January 2019. The team changes have implications in terms of team memory, especially as there were issues with handover between roles.
- 2.2 The new team focus is on providing a support and advisory service to employees, while also inspiring change in order to promote full inclusion and diversity for WYFRS. We have removed the 'corporate' element from our title and within our dialogue to make us more approachable.
- 2.3 Remaining team members were not involved in the creation of the current equality framework, however work is still continuing to follow the key actions. A review of D&I policy and procedure will take place over the coming months and we intend to update the Equality Impact Assessment process to make it more user friendly. The framework will be vital in informing and guiding these reviews.
- 2.4 There may be more progress than that which has been identified in this update due to team changes, however the D&I team members are in communication with others to improve their knowledge and progress actions.

3 Financial Implications

- 3.1 Any specific projects under the action plan will be subject to a separate business case.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered the framework previously and will be consulted if any changes are made to the actions. As the actions have remained the same we have not sought further guidance at this stage.

5 Human Resource and Diversity Implications

- 5.1 The Equality Framework aims to positively impact on Diversity and Inclusion, promote positive change and work towards meeting our public sector equality duty. Each project which arises from the actions will be subject to Equality Impact Assessment and monitoring from the D&I team.

6 Health and Safety Implications

- 6.1 There are no direct Health and Safety implications associated with this report. The promotion of inclusion should positively impact on wellbeing and create positive outcomes for staff.

7 Service Plan Links

- 7.1 In order to provide a workforce that serves the needs of a diverse community, the workforce need to understand the importance of diversity and what it means for each of us. The Equality Framework contributes to this priority.

8 Conclusions

- 8.1 That WYFRS are continuing to work positively and proactively to meet the requirements of the Action Plan.

Action	Responsibility	Progress
Workforce diversity		
<ul style="list-style-type: none"> Design a strategy for implementing sustainable Positive Action for recruitment and selection 	Diversity Team, HR, AM Ops	The Positive Action secondment role (Laura Smith) finished on 9 th November following a decision that further recruitment will not be taking place. The D&I team and the IAG are looking for ways to reframe and reset the Positive Action priorities in order to keep them current and ongoing. This may be looked at through the lens of community engagement or positive engagement.
<ul style="list-style-type: none"> Monitor and drive the WYFRS 'Gender Agenda' through the HeforShe pledges (including the menopause and flexible working) 	HR, relevant managers, Menopause Working Group	The menopause awareness and training has received a positive response and increased understanding. The D&I team have received very positive feedback from women who have had a much better experience following the campaign. The training has been rolled out to managers who are cascading to teams and progress is being monitored on the training site. Menopause champions have been established and are listed on Firespace. Flexible working is an ongoing consideration, especially for those with childcare or caring responsibilities. We feel that a project on this subject area needs to be considered.
<ul style="list-style-type: none"> Deliver actions in 'BAME staff engagement & support plan' 	Relevant managers	The work already completed is being reviewed by the new D&I team and a further update will follow.
<ul style="list-style-type: none"> Continue to actively encourage Representative Bodies to fulfil a positive role in advancing inclusion 	All	Ongoing
<ul style="list-style-type: none"> Implement manager PDR Diversity and Inclusion objective to be evidenced against 	Organisational Development Manager	There is shortly to be a project established to replace the current version of the PDR system, as part of the integrated ICT HR solution. There will be some short-term improvements to the current system. The next PDR timescales are April 2019 to June 2019 and this will be addressed at this point.
<ul style="list-style-type: none"> Increase visibility and participation of under-represented groups in key decision making arenas 	Management Board	This is an area that members of the IAG are keen to progress and will be discussed at the workshop and development day.
<ul style="list-style-type: none"> Explore accessibility and availability of development and training for all staff, including 	WF dev, D&I team	Work is underway to ensure that any individual engaged with a learning programme who declares a specific learning difference is supported appropriately; this includes a range of actions from coloured paper, coloured overlays and specific software. Where

support staff and those with specific learning differences		individuals are sitting examinations reasonable adjustments are made in accordance with the requirements and in line with the awarding body rules; this can include additional time, a reader and the use of technology in place of written answers.
Environment and Culture		
<ul style="list-style-type: none"> Embed organisational values through development of a new leadership strategy, behaviour framework and relevant HR process 	Organisational Development Manager	Ongoing – delivery of new leadership strategy launching on 22 nd November. Work is underway with our communications team to establish a campaign to launch and support the embedding of our values.
<ul style="list-style-type: none"> Improve simplicity and relevance of internal literature and promote our staff as “Real Models” 	Corporate Communication	The D&I team are reviewing all literature beginning with the EIA process and the policies and procedures held by the team. The aim of this exercise is to improve the simplicity and accessibility of documents but to also make them more user-friendly.
<ul style="list-style-type: none"> Embed ‘Equality Analysis’ into WYFRS all relevant policy, projects and practice, and monitor outcomes 	Relevant managers, Corporate Driving Diversity Board	A review of Equality Analysis process has taken place and has been renamed Equality Impact Assessment in line with best practice. Pilots have been taking place with new EIA requests and the feedback is positive. Once the unions have provided feedback the new process will be implemented and training rolled out. We also hope to design an e-learning module accessible to everyone. The EIA will feature in induction sessions and the web page will be redeveloped.
<ul style="list-style-type: none"> Carry out an annual Gender Pay Gap report with resultant action plan 	Finance, HR IAG Exec, Diversity Team	Current report in progress.
<ul style="list-style-type: none"> Further develop Inclusion Action Group (staff network): perform regular inclusion-based projects; be more visible in the organisation; and improve Firefighter representation 	Diversity team	<p>2 events are planned.</p> <ul style="list-style-type: none"> A half day workshop which will focus on the structure and purpose of the IAG which includes guest speaker from WYP. IAG development day to improve the skills and development of IAG members. <p>A recent call for new members has resulted in 10 people joining, including operational staff.</p>
Diversity Awareness and Education		
<ul style="list-style-type: none"> Continue to ensure interaction and communication from the Authority Chair, Chief Fire Officer, 	Fire Authority, Management Board, Comms, Diversity	D&I Manager and DPO have met with the Authority Chair and as a result we are looking into RDS recruitment and promotion / progression of under-represented staff. The Chief Fire officer is engaged and invested in the D&I agenda and contributes often to

Board and Senior Managers in visibly championing diversity and inclusion	Team	debate and encourages change. The new focus of the D&I team has promoted more engagement with senior managers and board members.
<ul style="list-style-type: none"> Develop, organise and oversee an overarching programme of learning on diversity and inclusion for all staff and managers (including e-learning to support face-to-face training e.g. Equality Analysis) 	Organisational Development Manager, Diversity Team	<p>Training bids have been submitted for the next financial year in the following areas:</p> <ul style="list-style-type: none"> Unconscious Bias (refresher) Deaf Awareness Disability etiquette Transgender awareness Recognising and supporting dyslexia Suicide intervention Women's development course Men's ally course <p>The EIA training and inductions will continue throughout the year but with a new focus and message to staff.</p> <p>e-learning modules will be developed on:</p> <ul style="list-style-type: none"> EIA Cultural awareness Faith and belief Unconscious bias
<ul style="list-style-type: none"> Plan and deliver agreed diversity calendar of events and campaigns 	Comms, Diversity Team, IAG	The D&I team, in conjunction with the IAG and Unions are planning to have a calendar of events for 2019. We have renewed the subscription for the Outlook Diversity Calendar and we aim to celebrate the significant dates. Plans are already underway for International Women's Day on March 8.
Service Delivery and the PSED* demonstrating 'due regard'		
<ul style="list-style-type: none"> Deliver local projects that engage with vulnerable groups and address impacts of social/economic inequality and societal changes 	Districts	
<ul style="list-style-type: none"> Improve how equality monitoring 	Districts, Central	

information is used to shape our services, including identifying emerging risk and vulnerabilities	prevention, Diversity Team	
<ul style="list-style-type: none"> Provide tools/guidance for community knowledge and the planning of prevention initiatives/community engagement 	Comms, Prevention, Diversity Team	DPO is working with Chris Kirby and team to support with forming a community engagement strategy and toolkit. This will initially be mapped out in a focus group with key stakeholders. An audit of current activities is required with a view to sharing practice across stations / districts.
<ul style="list-style-type: none"> Review external messages and resources to ensure fit for purpose for diverse audience in West Yorkshire 	Central Prevention/Protection, Comms	It has been highlighted that some external communications do not follow accessibility guidelines and a full review of our internal and external documents needs to be implemented. An EU directive will shortly come into force which requires all public bodies ensure accessibility of their digital content.
<ul style="list-style-type: none"> Improve mechanisms for tracking community engagement, outcomes and satisfaction by protected characteristic 	Corporate Services, Strategic Development, Diversity Team, Protection	Ongoing
<ul style="list-style-type: none"> Regular publication of case studies of community engagement demonstrating the 'fostering of good relations' 	Comms, Prevention, Diversity Team	



OFFICIAL

Your Voice Staff survey - update report

Human Resources Committee

Date: 11 January 2019

Agenda Item:

9

Submitted By: Chief Employment Services Officer

Purpose To update on the progress following the 2017/18 Annual Staff Survey and share an Organisational Action Plan in response to the staff survey results.

Recommendations To note the report.

Summary The survey results published in May indicated a healthy balance of opinions from staff and highlighted four key focus areas: change management; communication; workload/bureaucracy; and recognition.

The staff survey was followed up with a series of focus groups, attended by staff from across the whole organisation. The findings from the focus groups, together with the narrative / staff comments accompanying the staff survey have been distilled into a comprehensive action plan, which is being implemented.

Many of the actions within the plan are dependent on the delivery of other changes and projects, such as our leadership strategy, ICT upgrades, a greater focus on employee engagement and changes to Personal Protective Equipment in the pipeline. This update will highlight the progress made and give an insight into the actions planned and under way.

There will be a further staff survey conducted in April 2019.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Ian Stone, Organisational Development Manager

Background papers open to inspection: None

Annexes: Action Plan

1 Introduction

- 1.1. The 'Your Voice' staff survey was completed in 2017 and the results shared with members at the January 2018 HR Committee. At the meeting a commitment was made to provide an update and to advise of the actions from the survey which would support employee engagement and our drive to be an employer of choice.
- 1.2. The results from Your Voice survey confirmed that 84% of our people believe WYFRA is a good place to work.
- 1.3. There are a series of actions arising from the narrative and staff comments within the survey process which are incorporated into the action plan. These are broadly under the headings
 - Change
 - Bureaucracy & Workload
 - Leadership & Managers
 - Personal Development Reviews / Feeling Valued
 - Communication
 - Grey / Green Book Perception
- 1.4. The action plan has been developed in line with the comments, thoughts and suggestions from staff and this has helped the organisation to identify the key priorities and recommends a series of actions to help deliver the organisational change required to increase employee engagement

2. Information

- 2.1. The 'Your Voice' survey action plan cannot be viewed in isolation. There are a number of actions which though captured within the plan are being developed and delivered through other projects and work streams.
- 2.2. The themes arising from the workshops and focus groups support the findings of the staff survey and the action plan aims to address these areas. A key thread running through the survey is employee engagement. The issue of employee engagement is a thread running throughout the leadership strategy and resulting learning programme.
- 2.3. To support the development of the action plan, priorities were set within the plan by giving a number of points under the categories of
 - 2.1.1. Urgency
 - 2.1.2. Importance
 - 2.1.3. Impact
 - 2.1.4. Cost.

- 2.4 Change.** The organisation has implemented a more robust and consistent approach to business planning, including a clear cycle. This approach will help support colleagues' with change as there will be clearly defined points in the year where projects will be scoped, decisions will be made and changes will be discussed and implemented. Colleagues' feel that communication around change is insufficient; the leadership strategy and development programme will include a module focusing on a leader / managers' role in change. The workshop will equip leaders with tools and techniques to support better quality change programmes across the organisation.
- 2.5 Bureaucracy & Workload.** The organisation has begun a project to review services using a 'lean' approach. The organisation is being supported by external expertise and it is expected that significant reductions in bureaucracy will be achieved; this reduction will aid workload management.
- 2.6 Leadership & Managers.** The Leadership strategy provides leaders and managers across the organisation with a clear understanding of the expectations placed upon them as leaders. This clear leadership approach will be supplemented by a learning programme to equip leaders with the skills to implement a situational leadership approach. This requires leaders to increase their skills around coaching, support and engagement, delegating and directing.
- 2.7 Personal Development Reviews / Feeling Valued.** The updated business planning cycle has provided an opportunity to review the PDR scheme and move the dates when the appraisals will be carried out. This shift is designed to shorten the time from when a development need is identified to the receipt of learning and/or development required.
- 2.8** A detailed review of the approach to PDRs is underway and a completely new scheme will be implemented as Phase 2 of the new integrated HR system. Short term improvements are also being put in place to reduce duplication and support more focused conversations. Again, the leadership learning programme will provide opportunities for leaders and managers to develop positive and challenging conversation skills – so they can successfully praise great performance and tackle under performance effectively.
- 2.9 Communication.** The recent implementation of a revised structure within the Corporate Communications team will support improvements in this area. The recruitment of a team member to support internal communication will have a positive impact on communication. The leadership programme has a thread running throughout around employee engagement of which a core element is effective communication within and beyond the team.
- 2.10 Grey / Green Book Perceptions.** There are plans to replace the uniforms and personal protective equipment for operational colleagues', this will remove the division of 'white shirt' and 'blue shirt', however changing the uniforms won't change the culture, this will take time.

- 2.11 Actions to address this include providing joint training where colleagues' from across the organisation train together where this appropriate, increasing opportunities for colleagues from support functions to spend time with operational colleagues' by working on station and to enable people to learn more about what each other delivers for the organisation.
- 2.12 The action plan is in place and is being delivered, though as identified some of the actions will take some time to demonstrate impact.

3. Financial Implications

- 3.1. None 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 Resource and Diversity Implications

- 5.1. The delivery of the action plan will positively impact employee engagement and will support improvements in how people feel about WYFRA as a place to work; in addition addressing the areas outlined in the action plan will support our drive to be an employer of choice.

6. Health and Safety Implications

- 6.1. None directly from this report.

7. Service Plan Links

- Deliver a professional and resilient emergency response service
- Provide a safe skilled workforce that serves the needs of a diverse community

8. Conclusions

- 8.1. The 2017 “Your Voice” staff survey demonstrated progress in a number of areas when compared to the 2016 “Your Voice” survey, however, it is clear that there is further to go.
- 8.2. The leadership strategy, improvements in internal communication and implementation of lean methodologies will all have a positive impact on the survey taking place in April 2019 from which we will assess the progress and achievements realised.

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?	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?	Total Priority Score: Urgency, Importance, Impact, Cost.
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.	<p>The first step is to carry out a 'systems thinking' review of the end to end processes which cross a number of departments.</p> <p>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...</p>	<p>Investigate an electronic system for raising job orders for works</p> <p>Review whether all requests / orders need a 314, can email be used to make the request rather than a paper form.</p>	Alison Wood	31-Mar-19	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.	<p>Values are at the core of the drive for leadership and behavioural approaches to performance management.</p> <p>Reviewing the values and talking about people who demonstrate them more often will help embed them in the organisation.</p>	<p>Review the values to translate them into more active language</p> <p>Change the PDR system to ensure values are reflected by in a focused way.</p> <p>Incorporate values into corporate communications when talking about successes of people who do a great job.</p> <p>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.</p>	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.	20

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?	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?	Total Priority Score: Urgency, Importance, Impact, Cost.
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. Agree and launch a communication piece announcing the single shirt colour approach. Develop / deliver opportunity for staff involvement in the selection process to ensure what we buy is fit for purpose.	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'.	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
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	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.	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

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?	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?	Total Priority Score: Urgency, Importance, Impact, Cost.
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.	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 communication 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.	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	Ian Stone	30-Apr-19	Managers have a clear set of tools to ensure messages are disseminated appropriately, quickly and to the right people	19
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.	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	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

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?	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?	Total Priority Score: Urgency, Importance, Impact, Cost.
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 communication 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	Improve internal communication and reduce 'rumour mill' through undertaking an internal communications audit to identify what works, what doesn't and how we can ensure key messages get to the right people in the right way at the right time. Identify gaps and put in place activities and media to support / overcome challenges.	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
Communication	There is no systematic way to ensure people know what they need to do / understand.	A system of 'Feedback Five' events are in place on a weekly / fortnightly basis. These 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.	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.	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 the 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.	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

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?	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?	Total Priority Score: Urgency, Importance, Impact, Cost.
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.	Louise Johnson	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).	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.	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.	John Roberts	31-Mar-20	Communication will increase, frustrations between teams will reduce and work will be better managed across the brigade.	14
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	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.	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

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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 in which people from different areas of the organisation have shared values, lifestyle (?), activities. Mentoring for attributes, not experience. This is to enable a shared understanding of people doing different roles across the organisation.	Change support network	31-Mar-20	People know and appreciate people outside their immediate circle at work.	12
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	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.	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.	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 a fireground 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.	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.	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.	Ian Stone	31-Jan-19	People who do a good job will feel valued and appreciated. Employee engagement will rise.	16
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.	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

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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	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.	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
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.	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.	Ian Stone	31-Mar-19	Managers skills, knowledge and awareness increases; people feel more included and listened to.	13

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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.	Alison Davey	31-Mar-20	People will have an easily digested understanding of our governance structures and how strategic decisions are made.	11
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.	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 upgrade to SharePoint) to change the current iteration of the PDR forms. 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.	Ian Stone	31/03/2019 (Phase 1) 01/04/2020 (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.	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).	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.	Helen Peace	31-Mar-20	Projects are consistently led, well-resourced and outcomes are clearly identified, delivered and evaluated.	14
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.	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

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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.	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
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.	Ian Stone	31-Mar-19	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.	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.	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.	Martin Langan	31-Mar-19	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.	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.	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.	ICT	31-Mar-20	People will be more able to carry out 'computer' tasks effectively.	12

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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.	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.	IRMP	31-Mar-19	People will feel empowered and trusted; engagement amongst junior managers increases and people have what they need quicker.	14
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.	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.	Ian Brandwood	31-Mar-20	All training data is located in one place which can be validated, checked, reported on and	18
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.	Helen Peace	31-Mar-20	Decisions are made at the right level, bureaucracy reduces and people are empowered to continuously improve.	16

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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.	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
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.	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.	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



OFFICIAL

Public Sector Apprenticeship Target 2018

Human Resources Committee

Date: 11 January 2019

Agenda Item:

10

Submitted By: Chief Employment Services Officer

Purpose To report on the Public Sector Apprenticeship Target submission to the Department for Education and to outline the current position, next steps and challenges ahead in working towards achieving the target in future.

Recommendations To note the report.

Summary West Yorkshire Fire & Rescue Service is required to submit data to Government (via the apprenticeship portal) on the numbers of apprentices within the reporting period. The data is calculated by the Department for Education and the appendix provides a summary of the apprenticeship 'picture' for the organisation during the 2017/2018 financial year.

The number of apprentices reported as at 31 March 2017 was 2 and the number of apprentices as at 31 March 2018 had risen to 19.

The percentage of headcount who were apprentices equates to 1.36%. The Public Sector Apprenticeship Target is 2.3%.

The legislation requires WYFRS to have 'due regard' to the target, which is to ensure that we consider the use of apprenticeships in our workforce planning.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Annex i: Public Sector Apprenticeship Target Submission

1 Introduction

- 1.1 West Yorkshire Fire and Rescue Authority (WYFRA) is required to report progress against the Public Sector Apprenticeship Target, enshrined in Apprenticeships (Miscellaneous Provisions) Regulations 2017, which came into force on 31 March 2018.
- 1.2 The attached report (Annex 1) provides the Fire Authority with awareness of the data published in line with statutory deadlines (September 2018) and the opportunity consider the current position and progress towards the target.
- 1.3 It should be noted that the regulations require public bodies to 'have due regard to the target', which requires the organisation to consider apprenticeships as a key part of its workforce planning process.
- 1.4 Given the financial challenges the organisation is managing, the opportunity to employ apprentices in the traditional sense is limited; however significant progress has been made.
- 1.5 The organisation is required to contribute to the Apprentice Levy, which the Government takes directly from payroll and places in a dedicated 'Levy Pot' with a top up to support the training of people to achieve apprenticeships.
- 1.6 Progress is being made and there are significantly more apprentices during the 2017/18 financial year than the previous year, there remain limited opportunities to utilise the government funds which are allocated for the purpose of apprenticeships as many of our people are trained and qualified to the required level to carry out their duties.

2 Public Sector Apprenticeship Target – Data Summary and Analysis

- 2.1 WYFRA are required to submit data in a specific format and Annex i, provides Members with more detail of the submission.
- 2.2 The data provides a comparison across the last day of each financial year and focuses on apprentice starts within the period 1 April 2017 to 31 March 2018
- 2.3 WYFRS recruited a total of three people into the organisation who were recruited as apprentices during the relevant period. These include ICT and Vehicle Maintenance.
- 2.4 A further 15 existing colleagues commenced an apprenticeship programme within the reporting period. The majority of people are engaged with a Leadership Apprenticeship at Level 3. This apprenticeship standard has been integrated within the promotions process for operational colleagues, and also made available to colleagues in support roles to enhance leadership and management skills across the organisation.

2.5 Since the submission of the data there has been further work to provide colleagues with development opportunities using the apprenticeship approach. This includes colleagues in transport, finance, purchasing, corporate services and control; these apprenticeships will be reported by September of 2019, in line with requirements set for statutory reporting.

2.6 The organisation has achieved:

Percentage of WYFRS staff who are apprentices (as a proportion of headcount on 31 March 2018)	1.36%
Percentage of new hires and existing colleagues who commenced an apprenticeship within the reporting period (1 April 2017 to 31 March 2018) as a percentage of employment starts	19.15%

2.7 WYFRS is investigating further opportunities to utilise apprenticeships to upskill its people. A tender process is underway to identify a provider to work with us on the Firefighter Apprenticeship; this will require a provider to map our existing programme to the apprenticeship standard and identify areas where training provision could be funded from within the levy funds. Should this be a success, there is the potential to bring in a small amount of income to offset our existing costs to train new recruits.

2.8 In addition, we are promoting apprenticeships as a route to professional development for colleagues at all levels in the organisation and expect to see increases in numbers in 2018/19 and beyond.

2.9 Apprenticeships are a particularly important strand of our emerging talent and succession planning approach

2.10 There have been some significant challenges, however, in working towards the apprenticeship target. Significant reductions in headcount over the past decade has undoubtedly reduced capacity for training and developing apprentices. The relatively low turnover and additional need for experienced people to join the organisation when vacancies occur leads to additional challenge.

2.11 There were significant delays in the Firefighter apprenticeship standard being completed and put 'live'; this has meant that we have not been able to tender sufficiently early to capture the January 2019 cohort of new entrants.

2.12 We are working closely with the Fire Brigades' Union (FBU) who have a successful track record of 'UnionLearn' activities and will work collectively to promote learning and where appropriate apprenticeships to colleagues across WYFRS.

3 Financial Implications

- 3.1 The Apprentice Levy is a pot of Government money which can only be utilised for approved apprenticeships and only paid to approved providers who are on the Register of Approved Training Providers (ROATP); though WYFRA pay into the levy each month linked to payroll, the money within the levy account is controlled by Government.
- 3.2 The money in the levy account has a life of 24 months, after which it will be returned to the Government and redistributed amongst employers who don't pay the levy. The account is currently growing each month and any payments use the 'oldest' levy funds first. The cost of the apprenticeship levy in 2017/18 is £214,000 and is included within base budgets due to the statutory requirement to contribute to the levy. The 10% Government 'top up' means the amount paid into the Apprentice Levy over the financial year was £235,580.
- 3.3 In 2018/19, further work has been carried out to increase access to Apprenticeships across WYFRS. Though the current financial year data is a snapshot as the totals will be reported in the Public Sector Apprenticeship submission in the autumn of 2019, there has been a total of £66,284 of Levy spend from 1 April 2018 to the start of December 2018. The levy fund is currently supporting 34 colleagues on apprenticeship programmes.
- 3.4 Close monitoring of the levy account is in place and wherever appropriate qualification programmes are directed towards levy funded apprenticeships and providers. However, there are a wide number of business essential programmes which cannot be funded by the levy.

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 Resource and Diversity Implications

- 5.1 The levy account funds are a great way in which people who may be at a lower level in the organisation can access career development qualifications and learning; this will be built into our approach to Positive Action and targeted towards colleagues from under-represented groups.

6 Health and Safety Implications

- 6.1 None to report

7 Service Plan Links

- Deliver a professional and resilient emergency response service
- Provide a safe skills workforce that serves the needs of a diverse community
- Provide effective and ethical governance and achieve value for money.

8 Conclusions

- 8.1 The organisation has taken significant steps towards the Public Sector Apprenticeship Target, this has been particularly challenging in the current climate. Apprentices, particularly those who are new to the organisation, need much more than qualifications alone - they need support, mentoring, coaching and on-the-job development. The reductions in headcount over the past decade have made delivery of support and nurturing required for successful apprentices more challenging. However, where traditional apprentices are in place, the individuals receive great support and are enabled to succeed, which is a real strength.
- 8.2 WYFRA has demonstrated 'due regard' to the Public Sector Apprenticeship Target through the increasing number of apprenticeships on offer, though we are below in terms of our statistics at present.
- 8.3 Some apprenticeship standards do not include a formal qualification and others take considerably longer to achieve than in the past for example a Level 6 in leadership is 48 months as an apprenticeship, which is a considerable individual and organisational commitment when compared against less than a year's commitment to the qualification alone
- 8.4 Going forward, there needs to be a balanced approach. In some circumstances the apprenticeship route is the most effective way of delivering the requisite skills, knowledge and behaviours; however, for others this would not be appropriate. There needs to be a business case for using an apprenticeship standard in place of a standalone qualification and vice versa.
- 8.5 The organisation continues to utilise the Apprentice Levy appropriately and the number of colleagues on apprenticeships has risen significantly during the reporting period and into the next. It is anticipated that WYFRA will move closer to the 2.3% target when this is reported again next year.

PUBLIC SECTOR APPRENTICESHIP TARGET – SUBMISSION

Reporting period	1 April 2017 to 31 March 2018	
Organisation Name	West Yorkshire Fire and Rescue Service	
Number of employees who work in England		
Number of employees who were working in England on 31 March 2017	1,420	
Number of employees who were working in England on 31 March 2018	1,393	
Number of new employees who started working for you in England between 1 April 2017 to 31 March 2018	94	
Number of apprentices who work in England		
Number of apprentices who were working in England on 31 March 2017	2	
Number of apprentices who were working in England on 31 March 2018	19	
Number of new apprentices in England between 1 April 2017 to 31 March 2018 (includes both new hires and existing employees who started an apprenticeship)	18	
Full Time Equivalent		
Full-time equivalents (optional)	N/A	
Reporting percentages		
We have computed the percentages that will be reported from the figures you have given.		
Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) as a proportion of employment starts between 1 April 2017 to 31 March 2018	19.15%	
Percentage of total headcount that were apprentices on 31 March 2018	1.36%	
Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) between 1 April 2017 to 31 March 2018 as a proportion of total headcount on 31 March 2017	1.27%	

Factors that impacted your ability to meet the target

<p>Outline any actions you have taken to help you progress towards meeting the public sector target</p>	<p>We are aiming to deploy the Fire fighter apprenticeship for all new recruits in 2019. The delay in this standard being 'put live' has reduced the progress we expected to be able to make this year.</p> <p>We have instigated a junior leaders' programme which will provide for a level 3 in leadership for our first line managers, this started in the reporting period and extends into the next and beyond.</p> <p>We are currently exploring higher level management apprenticeships and how we can support colleagues across the organisation to increase their skills to the level above their current role using apprenticeships as the model to do so, we are piloting this and this will show in our 2019 return.</p> <p>We are promoting apprenticeships as a route to professional development for colleagues at all levels in the organisation and expect to see increases in numbers of apprentices in future years.</p> <p>We are shortly to launch a leadership strategy and will utilise apprenticeships as part of our succession and talent management strands.</p>
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<p>Tell us about any challenges you have faced in your efforts to meet the target</p>	<p>We are committed to apprenticeships and have a good track record of recruiting apprentices in areas where they were the norm before implementation of the Levy system / duty.</p> <p>WYFRS has delivered significant reductions in staff over the past decade as a direct result of reductions in funding and changing nature of service delivery. This means recruitment has reduced.</p> <p>Plans are in place to implement Fire Fighter Apprenticeships, however, the creation, testing and implementation of the standard, and trailblazer being pushed back added significant delays. This has impacted on delivering against our target.</p> <p>Within support services turnover is stable and in some very low for an organisation of our size. Significant numbers of employees within these functions are already qualified at appropriate levels, though a programme of leadership apprenticeships has commenced which will move towards our target.</p> <p>We have retained fire fighters and it's not feasible to deliver apprenticeships due to the hours of work and duration of the apprenticeship.</p> <p>We are taking steps to employ apprentices in other areas, including vehicle maintenance and as already stated deploy the Fire fighter apprenticeship in 2019.</p> <p>We have utilised apprenticeships to support employee development for people who are thinking of the next steps in their career and utilised learning through the apprenticeship route to enable people to develop beyond the boundaries of their current role, including degree level higher apprenticeships.</p> <p>Low turnover and reducing headcount in some areas are a barrier to achieving the target.</p>
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<p>How are you planning to ensure you meet the target in future?</p>	<p>Implementing the FireFighter standard from January / May 2019, (subject to tendering). This will link with our recruitment of new trainee firefighters.</p> <p>Implementing leadership apprenticeships for key people in line with succession planning and talent management (which we are developing alongside our leadership strategy). This will be in addition to the current programme of level 3 leadership and will be aimed at people who are in middle management roles but lack the qualifications / portfolio development.</p> <p>Identifying areas of the business where we can enhance the skills of existing people to the next level (e.g. finance).</p> <p>Looking at how we recruit to some posts when they become vacant, considering whether they be converted to apprenticeships, or whether we require the skills and knowledge of someone with more experience.</p> <p>Looking at providing supernumerary posts to address skills shortages or to develop skills to support time limited projects.</p> <p>Utilising apprenticeships to enable people to progress to the next stage of their career, e.g. investigating leadership level 5 or 6 apprenticeships incorporated within our promotions process for Station Managers.</p>
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OFFICIAL

Gender Pay Gap Reporting

Human Resources Committee

Date: 11 January 2019

Agenda Item:

11

Submitted By: Chief Employment Services Officer

Purpose

To report on the 2018 Gender Pay Gap data for West Yorkshire Fire and Rescue Authority.

Recommendations

That Members note the 2018 Gender Pay Gap report.

Summary

West Yorkshire Fire and Rescue Authority (WYFRA) is required to carry out gender pay reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The provisional UK Gender Pay Gap figure for all employees is 17.9%. WYFRA has a pay gap based on average hourly earnings of 10.7% which is a further reduction on the 2017 pay gap which was 12%. Annex one provides the "WYFRA 2018 Gender Pay Report" prior to its official publication on the government website.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Gender Pay Gap Report 2018

1 Introduction

- 1.1 West Yorkshire Fire and Rescue Authority (WYFRA) is required to carry out gender pay reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, to be published by 31 March 2019. The attached report (Annex 1) provides the Fire Authority with the opportunity to review the “WYFRA 2018 Gender Pay Report” prior to its official publication.
- 1.2 WYFRA is required to provide the mean and median pay gap information as at 31 March 2018. This will be published on www.gov.uk and the Authority’s own website. To add extra depth to the report WYFRA has provided data from 2017 to provide a year on year comparison.

2 Information

- 2.1 A “gender pay gap” shows the difference between the average hourly earnings of men and women. This is expressed as a percentage of men’s earnings e.g. a gender pay gap of 15% indicates women earn 15% less than men, whereas a figure expressed as a minus indicates there is a gap present where women earn more than men.
- 2.2 WYFRA has a gender pay gap of 10.7%, a reduction of 1.3% from the 2017 figure of 12%. which is lower than the provisional national figure released in October 2018, which is 17.9%, based on full and part-time workers (ONS, 2018).
- 2.3 WYFRA is expected to provide statements to explain underlying causes of any pay gaps present. The data from the report will inform the next iteration of the Diversity and Inclusion Action Plan.
- 2.4 The deadline for publication on the Government portal is 31 March 2019 and 31 March 2018 is the date on which the calculations are based in line with the reporting requirements.
- 2.5 An infographic summarising the key data alongside the Gender Pay Gap document attached will be published on our public facing website and uploaded to the gender pay gap reporting portal within the www.gov.uk site.
- 2.6 The figures found in the attached report were calculated using the standard methodologies from the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It is based on the “ordinary pay” received by “relevant employees”. Ordinary pay does include additional responsibility allowances but not overtime. There are six calculations to carry out:
- a) The mean (average) pay gap
 - b) The median pay gap
 - c) The proportion of males and female employee in each salary quartile band.
 - d) The mean bonus pay gap
 - e) The median bonus pay gap
 - f) The proportion of males and females receiving a bonus payment

2.7 This report defined an employee as all employees under “Gold Book”, “Blue Book”, “Green Book” and “Grey Book Wholetime” and “Grey Book Retained” terms and conditions. Any employee who was employed on 31 March 2018 and who was paid their usual full basic pay (or pay for piecework) during the relevant pay period will have been included.

3 Financial Implications

3.1 There are no financial implications arising 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 Resource and Diversity Implications

5.1 The gender pay gap obligations have been introduced alongside requirements for public bodies, including publishing annual information to demonstrate compliance under the Public Sector Equality Duties (Equality Act, 2010). The service continues to work to ensure it is an inclusive employer and to increase gender representation in the workplace.

6 Health and Safety Implications

6.1 None directly arising from this report.

7 Service Plan Links

7.1 The report aligns to the Service Plan Priority:

- Provide a safe skilled workforce that serves the needs of a diverse community

8 Conclusions

8.1 WYFRA is committed to diversity, equal opportunities and inclusion; fair and equitable treatment for all employees, regardless of protected characteristics or personal circumstance. WYFRA is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work.

8.2 The gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

8.3 Whilst it is encouraging that WYFRA has a gender pay gap lower than national figures, there is more to do to enable all employees to take up opportunities for professional development and progression. We are working to ensure our people achieve a work life balance and fulfilling career within the organisation.

**West Yorkshire Fire and Rescue Service
Gender Pay Gap Report
2018**

(Draft) Joint Statement

“West Yorkshire Fire and Rescue Authority is committed to the principle of fair treatment for all employees, regardless of the protected characteristics they share or their personal circumstances. We are pleased that WYFRA continues to have a gender pay gap lower than national figures. However we are on a journey and we accept there is more to do to achieve gender parity; there is no quick fix. Gender pay gaps are a result of a mis-informed view that a Firefighter is a man’s job. It isn’t. These views are out of date and we are working hard to make sure we share this message far and wide. Being a Firefighter is a tremendously rewarding role and your gender or any characteristic is not a factor in how great you’ll be at making West Yorkshire Safer. We are working hard within West Yorkshire and beyond to support and promote initiatives that ‘level the playing field’. We are a public service organisation and it is important that our people reflect the communities we serve. We have a long road ahead, but we are proud of the progress we have made and have a plan in place to keep moving forward. We are proud of our progress and resolute in our intention to continue pushing forward to achieve the enormous benefits a diverse workforce and inclusive organisation bring to our communities”

Councillor Hughes, Chair of the Fire Authority

John Roberts, Chief Fire Officer

Introduction

West Yorkshire Fire and Rescue Authority (WYFRA) as a public sector employer with over 250 staff is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Gender pay reporting is a different requirement to carrying out an equal pay audit - it is not a review of equal pay for equal work, rather it compares hourly rates of pay and any bonuses staff may receive by gender, seeking to expose any imbalance.

We will use the results to assess: levels of gender equality in our workplace; balance of male and female employees at different levels; and, how effectively talent is being maximised and rewarded. Steps will be taken to address inequalities going forward.

What is Required

- A wide definition of who counts as an employee is used (e.g. self-employed people & agency workers), for WYFRA this includes all employees under “Gold Book”, “Blue Book”, “Green Book” and “Grey Book Wholetime” and “Grey Book Retained” terms and conditions.
- There are six calculations to carry out:
 - A) The mean (average) pay gap
 - B) The median pay gap
 - C) The proportion of males and female employee in each salary quartile band.
 - D) The mean bonus pay gap
 - E) The median bonus pay gap
 - F) The proportion of males and females receiving a bonus payment
- The figures found in the following report were calculated using the standard methodologies from the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (CIPD, 2017).

West Yorkshire Fire and Rescue Service Gender Pay Data

31st March 2018

Workforce Information - Total Employees

WYFRS Staff	
Gender	Employees
Female	252
Male	1188
Grand Total	1440

A) Mean (Average) Pay Gap

- The mean (average) pay gap is **10.7%**

	Female	Male	Gap	%	Gender Difference from 2017
Average (Mean) Hourly Pay Rate	£13.00	£14.56	-£1.56	10.7%	1.7% ↓

B) Median Pay Gap

- The median pay gap is **7.5%**

	Female	Male	Gap	%	Gender Difference from 2017
Median Hourly Pay Rate	£13.37	£14.46	-£1.09	7.5%	0.5% ↓

Comments:

The 2018 gender pay gap is **10.7%**. This has dropped by **1.7%** from 2017; the gender pay gap between men and women has reduced by £0.24. There is still further to go but this continued fall is further evidence of our commitment. The median pay gap has decreased from 13% (2016), 8% (2017) and in 2018 has reduced slightly to **7.5%**. The recruitment of women into middle and higher management posts continues to positively impact this figure.

The above shows women earn on average **10.7%** less than male staff. This equates to **£1.56** an hour. The mean hourly rate takes account of all salaries. At WYFRS our senior managers are mostly male, which continues to account for the pay gap between men and women.

The median pay gap has reduced further, though it still favours men. The mid salary pay rate difference for men and women shows men earning **£1.09** more per hour than their female counterparts, (Dropping from £1.15 in 2017). This is because of a significantly higher ratio of men to women in higher paid operational roles, and the number of men in senior management positions. It is encouraging to see the gap closing, but there is still further to go.

*Gender Pay Gap information for 2016 and 2017 can be found in appendix one on page xyz.

C) Salary Quartile Bands

- Proportion of women and men and in each quartile band:

Salary Quartile Bands – Overview								
Gender	High	Gender Difference from 2017	Mid (Upper)	Gender Difference from 2017	Mid (Lower)	Gender Difference from 2017	Low	Gender Difference from 2017
Women	10%	2% ↑	13%	0% ↔	10%	5% ↑	37%	1% ↓
Men	90%		87%		90%		63%	

Salary Quartile Bands – Breakdown						
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Total
1 High	£16.83 - £71.15	36	10%	324	90%	360
2 Mid Upper	£14.52 - £16.82	47	13%	313	87%	360
3 Mid Lower	£14.05 - £14.51	36	10%	324	90%	360
4 Low	£8.20 - £14.05	133	37%	227	63%	360
Total		252		1188		1440

Comments:

Women continue to be underrepresented in the high quartile salary band. However, there has been a 25% increase in women in the top quartile when compared to last year (From 8% of posts occupied by women in 2017 to 10% in 2018).

The proportion of women in the mid upper band has remained the same as 2017.

There is a higher proportion of women found in mid-low and low quartile salary bands. This is because the majority of women currently employed within WYFRS are Fire Staff in support roles on “Green Book” terms and conditions. Most people in support roles don’t routinely work unsociable hours or shifts meaning their hourly rates don’t attract any incorporated enhancements. These roles are generally less well paid than operational roles. Operational Staff on “Grey Book” terms are paid at a higher rate from entry as a Firefighter through to Senior Manager and Board level due to the nature of the work. These roles are mostly occupied by men.

The majority of women within WYFRS are found in the “low” quartile; however, 63% of people in this lowest quartile are men. The majority of men in this salary band are on-call “retained” operational colleagues.

Fire Staff (Support / "Green Book"):							
Quartile	Hourly Rate Range	Women	% Women	Men	% Men	Gender Difference from 2017	Grand Total
1 High	£14.70 - £54.48	38	50%	38	50%	6% ↑	76
2 Mid Upper	£12.15 - £14.69	27	35%	50	65%	2% ↓	77
3 Mid Lower	£9.38 - £12.14	49	65%	27	35%	0% ↔	76
4 Low	£8.20 - £9.37	51	66%	26	34%	4% ↑	77
Total		165		141			306

Comments:

Focusing on Fire Staff colleagues in support roles, indicates a 50/50 gender split in the highest quartile which is encouraging to see. Year on year the proportion of females in upper quartile of green book salaries has increased (7% in 2017 and a further 6% in 2018); this is due to women being more successful in recruitment and promotion in Fire Staff roles (specialist or middle management).

In the mid upper and mid lower quartile an interesting pattern is emerging where the data combined shows a 50/50 split whilst within each quartile the trend is reversed from 35/65 women to men ratio in the mid upper to 65/35 women to men ratio in the mid lower quartile.

There still remains a 66/34 higher proportion of women to men in the lowest quartile, there has been some recruitment into posts within this quartile (mainly women) and this has resulted in a negative increase of 4%.

D –G) Bonus Payments

The Fire Service does not offer a bonus scheme. Therefore:

- D) The mean bonus pay gap - **Not Applicable**
- E) The median bonus pay gap - **Not Applicable**
- F) The proportion of males receiving a bonus payment - **Not Applicable**
- G) The proportion of females receiving a bonus payment - **Not Applicable**

Additional Responsibility Allowances (ARA) and Continuing Professional Development (CPD) payments are included in "ordinary pay". In 'Gender Pay Gap Reporting' terms this is defined as; basic pay, allowances, pay for piecework, pay for leave and shift premium pay (ACAS, 2016). As per the regulations, the above information is deemed to satisfy requirements.

In line with our commitment to transparency we have extracted data on ARAs and Overtime below. However, it should be noted that work is underway to review ARA's and in particular how they are set. They are not bonus payments, but specific work carried out which requires an additional level of competency or skill, such as water rescue.

Additional Payments

WYFRS does not offer a bonus scheme. Colleagues are eligible for Additional Responsibility Allowances (ARAs) and some receive overtime. As a 24/7 service overtime payments are used to ensure we remain at safe staffing levels and are able to respond at all times. Though not a requirement of the Act, we include ARAs and overtime in our report.

Additional Responsibility Allowance (ARA) 2017						
	Women	% Women	Men	% Men		Grand Total
Operational (grey book) Staff Receiving ARA	27	63%	591	63%		607
Gender Split of staff receiving ARA		4%		96%		-
No. staff not receiving ARA	16	37%	342	37%		358
Gender Split of staff not receiving ARA		4%		96%		-
Operational (Grey Book) Staff Total	43		933		-	976

ARAs 2017				
	Female	Male	Total	
Grey Book Operational staff	43	933	976	
No. Staff receiving ARA	27	591	618	
Gender split of staff receiving ARA	4%	96%		
No. staff not receiving ARA	16	342		
% of gender category receiving ARA*	63%	63%		
			Gap	%
Average ARA Payment	£193.11	£300.13	+£107.02	+36%

Additional Responsibility Allowance (ARA) 2018						
Quartile	Women	% Women	Men	% Men	Gender Difference from 2017	Grand Total
No. Operational (grey book) Staff Receiving ARA	29	63%	585	65%	2% ↑	614
Gender Split of staff receiving ARA		5%		95%	1% ↑	-
No. staff not receiving ARA	17	37%	320	35%	2% ↓	337
Gender Split of staff not receiving ARA		5%		95%	1% ↑	-
Operational (Grey Book) Staff Total	46		905		-	951

Additional Responsibility Allowance Pay Data 2018				
Average ARA Payment	Women	Men	Gap	%
	£189.98	£301.25	£111.27	37%
Difference from 2017	↓ 2%	↔ <1%	-	↑ 1%

Comments:

In 2018 the numbers of people eligible for an ARA has changed with a slight rise in the number of eligible women (from 84 in 2017) to 87 and a reduction in men (from 1087 in 2017) to 1047.

The ARA pay has dropped across the organisation from 2017 to 2018, however, though there is a slight increase in the numbers of women in receipt of ARAs and a reduction in men, financial amounts have shown a gender difference.

In 2017 there were 43 eligible women of which 16 (37%) did not receive an ARA; in the same year there were 933 eligible men and 342 (37%) who did not receive an ARA. The proportion of women in 2018 in receipt of an ARA has remained consistent as a percentage, however, there are three more women in receipt of ARAs. There has been an increase to 65% of men in receipt of ARAs.

ARAs are usually awarded for specific “specialist” roles which receive higher allowances for example “Urban Search and Rescue”, Day Crewing and Day Crew Close Call; these roles are currently staffed by men.

A project is underway to review ARA payments and, though the findings are still being explored, the outcomes from the review will feed into the 2019 report.

2. Overtime

Overtime (2017)					
All Staff	Female		Male		Totals
Gender Composition	231	19%	1223	81%	1454
Staff Receiving Overtime	36	6%	532	94%	568
Staff Not Receiving Overtime	195	28%	691	72%	886
% of gender category receiving OT		16%		43%	
					Gap
Average OT Payment	£281.27		£280.72		-£0.55 (<1%)

Overtime – Split by operational area (2017)					
Operational (Grey Book) Staff	Female		Male		
Gender composition of area	5%		95%		
Gender split of staff receiving OT	6%		94%		Gap %
Average OT Payment	£253.54		£230.76		-£22.78 9%
Retained (Grey Book)	Female		Male		
Gender composition of area	4%		96%		
Gender split of staff receiving OT	4%		96%		Gap %
Average OT Payment	£471.39		£483.67		£12.28 3%
Operational & Retained (Combined)	Female		Male		
Gender composition of area	4%		96%		
Gender split of staff receiving OT	4%		96%		Gap %
Average OT Payment	£289.85		£284.50		£5.35 2%
Support Staff (Green Book)	Female		Male		
Gender composition of area	52%		48%		
Gender split of staff receiving OT	39%		61%		Gap %
Average OT Payment	£264.11		£178.68		£85.43 -32%

Overtime (2018)						
All Staff	Female		Male		Gender Difference from 2017	Totals
Gender Composition	252	17%	1188	83%		1454
Staff Receiving Overtime	44	7%	553	93%	1% ↑	568
Staff Not Receiving Overtime	208	25%	635	75%	3% ↑	886
% of gender category receiving OT		17%		47%	-	
					Gap	%
Average OT Payment	£198.85		£304.77		£105.92	53%

Overtime – Split by operational area (2018)				
Operational (Grey Book) Staff	Female	Male		
Gender composition of area	5%	95%		
Gender split of staff receiving OT	5%	95%	Gap	%
Average OT Payment	£151.12	£266.61	£115.49	43%
Retained (Grey Book)	Female	Male		
Gender composition of area	5%	95%		
Gender split of staff receiving OT	4%	96%	Gap	%
Average OT Payment	£441.10	£480.17	£40.07	8%
Operational & Retained (Combined)	Female	Male		
Gender composition of area	5%	95%		
Gender split of staff receiving OT	5%	95%	Gap	%
Average OT Payment	£213.25	£311.32	£98.07	31%
Support Staff	Female	Male		
Gender composition of area	56%	44%		
Gender split of staff receiving OT	53%	47%	Gap	%
Average OT Payment	£173.64	£101.01	£62.64	-58%

Comments:

The numbers of staff in receipt of overtime payments has increased in 2018. As with ARAs, male staff are significantly more likely be in receipt of overtime payments; this can be attributed to the greater numbers of men in operational roles. There is a significant pay gap emerging and further research is required to understand whether there are organisational barriers to women taking up overtime opportunities where they exist.

Access to overtime varies according to the role staff perform. For very specialist roles (e.g. Urban Search and Rescue) overtime is higher than the rest and this is because of the nature of the work, limited resources and the fact that this group are currently all men.

The table below shows the overtime for Support Staff. This is significantly lower in terms of numbers and percentage of Fire Staff who are in receipt of overtime payments. The gender split is very small in terms of access, however, there is a reverse gender pay gap as women receive more on average in payments than men. The roles where Overtime is paid are mostly held by women. For the majority of Fire Staff (Green Book) roles people will claim back their additional time as hours (e.g. Time in Lieu) rather than claiming overtime payments.

Overtime - Support Staff (2018)					
	Women	% Women	Men	% Men	Gender Difference from 2017
Support Staff Receiving Overtime	15	48%	16	52%	11% ↑
% of gender category receiving Overtime		9%		11%	-
				Gap	%
Average OT Payment	£150.69		£95.78		-57%

Conclusion and Recommendations

The figures set out above were calculated using standard methodologies (Equality Act). The report finds that the mean gender pay gap of 10.7%, which has reduced by a further 1.3% when compared with last year's figures. This is good news, however, there is more to do.

Some reasons for the gender pay gap in WYFRA are:

- Men are over represented in operational roles; this remains a feature of the Fire and Rescue labour market, though work is underway locally, regionally and nationally to identify and remove barriers from under-represented groups.
- Women are under-represented in management and senior positions.
- Women are over represented in the lowest quartile

WYFRA evaluates job roles and pay grades using objective measures without regard to the post holder's gender (or any other protected characteristic).

WYFRA demonstrates through our transparent pay structure that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. The gender pay gap is a result of the specific roles in which men and women currently work within the organisation and the salaries each role attracts.

WYFRA have taken the following steps to increase gender diversity in all areas of its workforce:

- **Creating an evidence base:** Workforce Equality Data published annually which demonstrates
 - Men and women in each role/area (including breakdown by ethnicity);
 - Men and women at each level/rank of the organisation;
 - Data on men and women applying for jobs and being recruited;
 - Data on men and women applying for and obtaining promotions;
 - Data showing men and women leaving the organisation and their reasons for leaving
- **Raising the profile of gender issues:** the Chair of the Fire Authority is heavily involved in work across the organisation to promote gender equality and increase dialogue about topical issues.
 - The organisation holds extensive "International Women's Day" events to celebrate women's achievements in the organisation and beyond.
 - A support network to focus on gender issues is in the planning stages and we are focusing this on providing support and encouragement together with mentorship.
 - The organisation has active representation in the national 'Women in the Fire Service' Group, including the Yorkshire & the Humber Representative on the national body.
- **Providing support & a platform to raise challenge:** WYFRA has an internal staff network, the "Inclusion Action Group" with staff champions for each of the protected characteristics including gender. The organisation's "Corporate Driving Diversity Board" operates at a strategic level to identify, debate and action diversity and inclusion initiatives.

- **Training Managers:** Significant training has been delivered to managers using external experts to equip our managers with a deeper understanding and tools to support diversity and inclusion at work.
- **Employees:** Colleagues at all levels of the organisation are receiving diversity and inclusion training on an ongoing basis. Feedback on the training delivered to date has been excellent and the level of awareness of inclusion has increased. Unconscious bias training is in place and continues to be rolled out across the organisation.
- **Supporting parents:** WYFRA is currently developing new guidelines for staff and managers on supporting employees prior to, during and on return from, maternity and other parental leave. WYFRA has an Agile/Flexible Working policy which is to be implemented in 2018/19.
- **Menopause:** WYFRA is rolling out a range of support measures and awareness raising events to ensure any colleague going through the menopause feels supported and has access to trained people to talk to. Our Occupational Health team provide specific advice and adjustments based on individual cases.

Going Forward:-

- **Practical Knowledge Workshops:** A series of thematic knowledge and experience workshops is being designed which will begin to be rolled out over the current financial year covering 'every day sexism' and myth busting to further advance inclusion and support gender parity.
- **Manager / Supervisor Induction & Development:** All people who are on the career development journey receive input around diversity, inclusion and positive action to ensure we are able to get aspiring leaders and first level supervisors on board early and are able to clarify their roles. We also use this opportunity to bust any myths.
- **Positive Action:** A programme of interventions has been delivered to support women to get the 'start line' of our Firefighter recruitment programme. This work has been successful and the proportion of women starting as new Firefighters will increase.
- **Talent Management & Succession Planning:** A programme is currently being developed to support people from underrepresented groups, including women to compete for the next steps in their career. Research is also to be carried out to establish any barriers which may exist for women in operational roles preventing women coming forward for promotion opportunities. We will be piloting a leadership development programme supported by the Women in the Fire Service organisation.
- **Data Analysis:** Further work is required to understand the gender differences in ARAs and Overtime and to explore whether there are any organisational factors which reduce opportunities for women to take up ARAs and Overtime, other than numbers and location of people in role.
- **Changes in Promotions Process:** Work is well under way to change the approach to promotion to ensure people are enabled to access learning and professional development opportunities to equip them for progression through an objective promotions process. This approach is transparent and ensures access to opportunities is fair and inclusive.

Appendix a - Gender Pay Gap Data 2017 (As Published)

Workforce Information - Total Employees

WYFRS Staff	
Gender	Employees
Female	231
Male	1223
Grand Total	1454

A, B) Mean and Median Pay Gap

- The mean (average) pay gap is **12%**
- The median pay gap is **8%**

	Female	Male	Gap	%
Average Hourly Rate	£12.67	£14.47	-£1.80	12%
Median	£13.23	£14.38	-£1.15	8%

C) Salary Quartile Bands

- Proportion of females and males and in each quartile band:

Salary Quartile Bands – Overview				
	High	Mid (Upper)	Mid (Lower)	Low
Female	8%	13%	5%	38%
Male	92%	87%	95%	62%

Salary Quartile Bands – Breakdown						
	Hourly Rate Range	Female	% Female	Male	% Male	Total
1 High	£16.25 - £68.69	29	8%	334	92%	363
2 Mid Upper	£14.20 - £16.15	46	13%	318	87%	364
3 Mid Lower	£13.53 - £14.20	19	5%	344	95%	363
4 Low	£0.53 - £13.53	137	38%	227	62%	364
Total		231		1223		1454

Support Staff:						
	Hourly Rate Range	Female	% Female	Male	% Male	Grand Total
1 High	£14.20 - £53.94	31	44%	39	56%	70
2 Mid	£12.04 - £14.20	26	37%	45	63%	71
3 Mid	£9.10 - £12.01	46	65%	25	35%	71
4 Low	£3.41 - £8.90	44	62%	27	38%	71
Total		147		136		283

D –G) Bonus Payments

The Fire Service does not offer a bonus scheme. Therefore:

- The mean bonus pay gap - **Not Applicable**
- The median bonus pay gap - **Not Applicable**
- The proportion of males receiving a bonus payment - **Not Applicable**
- The proportion of females receiving a bonus payment - **Not Applicable**

ARAs				
	Female	Male	Total	
Grey Book Operational staff	49	1073	1122	
No. Staff receiving ARA	27	613	640	
Gender split of staff receiving ARA	4%	96%		
No. staff not receiving ARA	22	460		
% of gender category receiving ARA*	55%	57%		
			Gap	%
Average ARA Payment	£193.11	£170.94	+£22.17	-13%

Overtime				
All Staff	Female	Male	Total	
No. Staff receiving OT	36	532	568	
Gender split of staff receiving OT	7%	93%		
No. staff not receiving OT	195	691		
% of gender category receiving OT	16%	57%		
			Gap	%
Average OT Payment	£281.27	£280.72	£0.55	0%
*e.g 195/231 females do not receive OT = 84%				

Overtime				
Operational Staff	Female	Male		
Gender composition of area	5%	95%		
Gender split of staff receiving OT	5%	95%	Gap	%
Average OT Payment	£362.47	£357.21	-£5.26	1%
Support Staff	Female	Male		
Gender composition of area	52%	48%		
Gender split of staff receiving OT	39%	61%	Gap	%
Average OT Payment	£264.11	£178.68	£85.43	-32%