



OFFICIAL

Appointment of Smarter Working manager

Human Resources Committee

Date: 22 January 2021

Agenda Item:

6

Submitted By: Director of Service Support

Purpose	To seek approval to increase the establishment by one post for a Smarter Working Manager
Recommendations	That Committee approves the addition of a permanent Smarter Working Manager to the establishment.
Summary	The Smarter Working programme has been in place for over two years and has successfully implemented a “Lean methodology” approach across a number of departments allowing for efficiencies in terms of time and revenue to be realised. The appointment of a Smarter Working Manager will allow this work to be better coordinated, in addition to embedding and training departments to challenge working practices to be more efficient. The Smarter Working Manager is a key role required to continue to deliver a more efficient and effective service.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer:

Area Manager Mat Walker

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Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 As part of our Integrated Risk Management Plan (IRMP) a lean working proposal was submitted in September 2018. Research was undertaken into whether lean methodology could be used as a way to improve and increase efficiency and effectiveness within the organisation. The proposal identified ways in which a lean review can be implemented:
- Identification of which processes which are critical, add value and if there are any processes that can cease because they are not adding value.
 - Diagnosis of areas of failure and waste that are costing money unnecessarily.
 - Removal of waste and failure meaning creation of capacity and budgets which will go further.
 - Development of our internal capacity to continuously improve effectiveness.
- 1.2 Approval was obtained to proceed with the proposal which included obtaining specialist, independent advice and guidance from an external supplier with lean implementation expertise, experience and knowledge.
- 1.3 A tender process was undertaken and Ice Creates Ltd (ICE) was awarded the contract and began working with West Yorkshire Fire and Rescue Service (WYFRS) in September 2018
- 1.4 A requirement of the supplier was to transfer the capability through training to an internal team to continue to review the organisation. This was achieved by the training and coaching of identified individuals from within the organisation to become 'Lean Experts'. A smarter working team was created to aid the wider roll-out of lean working to the organisation. The team has evolved over time and included Grey and Green book members of staff. For consistency and effectiveness of delivery a Smarter Working Manager is required on a permanent basis.

2 Information

- 2.1 This year has highlighted more than ever that smarter ways of working have been required to adapt to ever changing current circumstances, and the value of working differently has been recognised. Staff surveys have indicated that in areas there is dissatisfaction from staff regarding overly bureaucratic processes. Comments widely used regarding processes are 'it's always been done this way'. The Smarter Working programme has made significant steps towards addressing these issues.
- 2.2 It is recommended that the Smarter Working function is integrated into the Portfolio Management Office (PMO) and that a dedicated post is established to continue the coordination and dissemination of smarter working.
- 2.3 The following table highlights the work completed so far by Smarter Working

OVERVIEW OF WORK UNDERTAKEN BY SMARTER WORKING

Review Undertaken	Description	Benefits
Reactive Repairs.	Smarter Working worked closely with the property team to improve the previous “851” process. This enabled and empowered station-based personnel to make appropriate repairs and changes to their environment without the need for external contractors.	Has allowed station-based personnel more autonomy over their working environment quantifiably improving morale on station. The review will avoid a spend of between £45,000-£75,000 over the next 24 months.
OPEX	The “314” review aimed to digitise the previous paper-based indenting process. Now staff can order new and replacement kit etc online via an electronic “mail order” system.	The review improved procurement procedures for both stations and individuals
Expenses Claims (FS100) Review.	The old FS100 paper-based expenses claims process was cumbersome. Claimants complained of the time it took to complete the forms. The new digital form streamlines the claims process and creates a data library of expenses, providing the organisation with a greater degree of business intelligence.	FS100 review transformed user experience of claiming expenses. The new digital system reduced end to end times and has claimed back capacity for personnel.
EMOCs – Competency Dashboard.	Satisfaction with our current competence recording platform was very low and HMRC had given us cause to review our ability to easily audit the competence of our operational personnel. As such a review was employed to assist in the creation of a new system.	EMOC review upgraded the training and competency system, providing improved auditing capabilities. User satisfaction levels increased, and time taken to record data reduced.
Station Assurance Work Routines.	Current station-based work routines that feed in to station assurance are sporadic and difficult to audit. Station feedback has reported that the current situation is arduous and difficult to manage.	SAV routines are going to be input on Competency Dashboard. This will create a user-friendly platform to manage work routines on station and it will also provide holistic auditing capabilities for all levels of management.

3 Financial Implications

- 3.1 The current Smarter Working Manager, a grade 7, costing £41,013 (including on costs) per annum is employed on a fixed term contract which is due to end on 28 February 2021. There is currently no budget provision after this date, so budget growth is required which can be met from a permanent transfer from contingencies.
- 3.2 If approval was not given for the proposed post or the current post holder was unsuccessful in their application, there would be a requirement to pay a statutory redundancy cost of £1,076.

4 Human Resource and Diversity Implications

- 4.1 There is a temporary member of staff currently in post. The role will be open to internal competition in line with the Authority's Policy on Recruitment and Selection. If the current incumbent is not successful in securing the post on a permanent basis they will be made redundant (if redeployment cannot be sought) and will be entitled to a redundancy payment as they have over 2 years' service.

5 Health, Safety and Wellbeing Implications

- 5.1 The process used by the Smarter Working Manager will continue to contribute to more effective working practice. As a consequence, this will allow for more capacity within teams to consider and improve health and wellbeing.

6 Environmental Implications

- 6.1 A fundamental element of the role is to identify efficiencies in work practices. A key outcome of the existing projects has seen the reduction in duplication, leading to less waste and a reduction in vehicle use.

7 Your Fire and Rescue Service Priorities

- We will reduce the risks to the communities of West Yorkshire
- We will continue to develop ways of working which improve the safety and effectiveness of our firefighters
- We will be innovative and work smarter throughout the service

8 Conclusions

- 8.1 The benefits from this post can clearly be seen from the work completed so far. The work of the Smarter Working Manager directly contributes to a number of the services priorities, notably the need to be innovative and work smarter throughout the organisation. Current and future work will continue to improve the effectiveness within our service and embed the lean methodology within the organisation.



OFFICIAL

Extension of the Kirklees Fire Liaison role

Human Resources Committee

Date: 22 January 2021

Agenda Item:

7

Submitted By: Director of Service Delivery

Purpose	To recommend that Members approve the extension of the Fire Liaison Role for an additional year.
Recommendations	That Members note the content of this report and approve the extension of the role.
Summary	Due to this success and planned future workstreams, it is recommended that Members approve the extension of the Kirklees Fire Protection Liaison Officer role for an additional year.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Scott Donegan, Area Manager Service Delivery
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Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 The Kirklees Fire Liaison Officer role was developed to improved collaborative working when dealing with high risk individuals, premises and antisocial behaviour (ASB) across Kirklees. Historically, particular challenges were highlighted regarding the exchanging of information and joint working practices with Kirklees Council.
- 1.2 This secondment was initially scheduled to run from 1 April 2017 to 31 March 2018 with a subsequent evaluation. Following this evaluation the post was extended for a further two years.
- 1.3 The primary outcomes for the post were to prevent and reduce the number of fatalities, dwelling fires, arson and associated injuries within Kirklees District. The post achieved this by the delivery of key interventions through partnership working in four focus areas:
- ASB prevention and fire safety education
 - Early intervention to reduce risks
 - Developing intelligence led approaches
 - High risk management and review
- 1.4 Since its inception the role has evolved each year and it is now a pivotal element of the Kirklees Safer Communities Partnership.

2 Information

- 2.1 It is recognised that this role has led to improved integrated working between West Yorkshire Fire and Rescue Service (WYFRS), Kirklees Council, Kirklees Neighbourhood Housing (KNH), and West Yorkshire Police (WYP). Having a direct link into these partners has led to effective information sharing and, in turn, supported a more timely resolution of cross-organisational issues. Additional benefits include:
- An integrated approach to successfully targeting and engaging with the most vulnerable people and areas within Kirklees.
 - The development of targeted prevention strategies to support the most vulnerable KNH tenants and some of West Yorkshire's most culturally diverse localities.
 - The management of community intervention cases, involving various aspects of vulnerability and social deprivation such as mental health, chaotic substance misuse and self-neglect.
 - Combatting arson related incidents across Kirklees District. The partnership links that have been created allow for immediate action when instances of arson occur; these links have allowed a rapid partnership response to prevent future occurrence in high risk areas.

Developing areas for the role moving forward

- 2.2 It is clear that there are still important partnerships and areas to work towards to improve community safety within Kirklees. The role is key in driving down the current performance management indicators around primary and secondary, fire related injuries and accidental dwelling fires.
- 2.3 In addition to this, work is progressing in areas such as youth vulnerability, with links being forged within the Kirklees Stronger Families Team to target vulnerable young individuals involved in anti-social behaviour and fire setting.
- 2.4 Other areas of progression would include:
- Building stronger links within the National Citizen Service and other youth engagement programmes with a focus on fire safety education and road safety.
 - The education of broader partner organisations and the development of approaches to enable more effective delivery of required multi-agency support. (safer spaces work).
 - Broadening contacts within the Kirklees PREVENT team to improve awareness of local threat and tension assessments.
 - Working with the new WYP Youth Intervention Team at Safer Kirklees to build on the youth engagement work currently being undertaken.
 - Implementing the Service Level Agreement and guidance for the Modern-Day Slavery Partnership Board.

3 Financial Implications

- 3.1 This is a secondment role and will not result in growth in the organisational establishment.
- 3.2 Both Kirklees and West Yorkshire cover 50% of the costs but WYFRS in addition pay the on-costs. Below is the current breakdown of the costs based on the highest pay point.

Organisation	Cost - Grey Book WMA (£)	*Cost - Green Book Grade 9 (£)
WYFRS	33,031 (Including 14,541 on-costs)	29,933 (Including 10,988 on-costs)
Kirklees Council	18,490	18,945
	51,521	48,423

**Exact grade will have to be confirmed*

3.3 Kirklees Council have requested an extension of this arrangement. There will be a maximum cost to WYFRS of £33,031 over the period requested based on the current arrangement of a grey book post fulfilling the role. This is included within the base budget.

4 Human Resource and Diversity Implications

4.1 This role provides a strong link into the Kirklees Safer Communities Partnership and will support the delivery of risk reduction activities which affect the most vulnerable people in our communities.

4.2 The role is currently held by an operational Watch Manager, Due to how the role has developed over the last three years moving forward the the role would be opened up to both operation and support staff.

5 Health, Safety and Wellbeing Implications

5.1 This role plays a significant part in managing local risk in Kirklees. The coordinated response to arson and antisocial behaviour improves the health and wellbeing of residents in Kirklees and reduces the likelihood of violence directed towards WYFRS staff.

6 Environmental Implications

6.1 Antisocial and irresponsible behaviour has been highlighted as a contributing factor to a large proportion of the arson experienced in Kirklees. Extending this role will support a coordinated partnership approach to reduce the likelihood of incidents such as wildfires, derelict building fires and firework misuse which often have serious environmental consequences.

7 Your Fire and Rescue Service Priorities

- We will reduce the risks to the communities of West Yorkshire
- We will continue to develop ways of working which improve the safety and effectiveness of our firefighters
- We will be innovative and work smarter throughout the service
- We will promote environmentally friendly ways of working, reduce waste and raise awareness amongst staff to both fight climate change and respond more effectively to incidents driven by extreme weather events
- We will actively look for opportunities to implement learning from the Grenfell Inquiry to improve how we respond to high rise emergencies and other foreseeable risks

8 Conclusion

8.1 The benefits delivered by this post can be clearly seen in the Kirklees performance indicators over the last three years. Due to this success and planned future work streams, it is recommended that Members approve the extension of the Kirklees Fire Protection Liaison Officer role for an additional year.



OFFICIAL

Conversion of Youth Intervention Team posts

Human Resources Committee

Date: 22 January 2021

Agenda Item:

8

Submitted By: Director of Service Delivery

Purpose	To request approval to convert four fixed-term contract posts to established posts in the Youth Intervention Team
Recommendations	The Members note the content of the report and approve that four fixed-term posts be added to the establishment to continue delivering a high quality and sustainable youth intervention offer for West Yorkshire
Summary	It is recommended that the four fixed-term, cost recovered posts become established posts enabling West Yorkshire Fire and Rescue Service (WYFRS) to continue delivering a high quality and sustainable youth intervention offer for West Yorkshire.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Scott Donegan, Area Manager Service Delivery
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Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 Since 2014 the Youth Interventions Teams (YIT) has delivered a range of targeted interventions across West Yorkshire for young people most likely to need or instigate the use of blue light services.
- 1.2 The YIT was established in response to the need for a specialist team consisting of youth work professionals experienced in working with vulnerable and challenging young people. This team works alongside operational firefighters to deliver highly effective, interactive youth interventions.
- 1.3 Initially the team consisted of three established posts; one manager and three youth interventions trainers. The income generated by the commissioning of youth interventions to schools, partners and the securing of external funding has grown year on year. As a result, the team has grown in order to meet the demand for our services from partners across West Yorkshire.
- 1.4 This year on year increase in income now funds 4 additional fixed-term posts:
- One Youth Interventions Coordinator
 - Three additional Youth Interventions Trainers
- 1.5 The increased capacity in the YIT has enabled it to provide a response to more complex interventions and develop its portfolio to deliver a robust offer to 16 – 25-year olds in West Yorkshire through the delivery of Prince’s Trust Team programme.
- 1.6 The YIT has responded extremely well to the challenges that the Coronavirus pandemic has presented and WYFRS were one of only 2 Fire and Rescue Services (FRS’) to deliver digitally during lockdown. The innovation during this time has been recognised by both National Fire Chiefs’ Council (NFCC) and the Prince’s Trust who have disseminated our innovation and good practice to other FRS’ and delivery partners embarking on digital delivery. This was acknowledged by both NFCC and the Fire National Liaison Officer for the Prince’s Trust.
- 1.7 When it is safe for educational establishments to access our provision on stations again, having the stability, capacity and skills currently held by the team will be a major asset in the recovery and resumption of youth interventions across West Yorkshire. Additionally, this will provide reassurance to education providers who will be looking to commission our services.
- 1.8 Alongside the delivery of youth interventions and Prince’s Trust programmes the team also manage and deliver WYFRS Firesetter Interventions to young people ‘playing’ with fire. Throughout the Coronavirus pandemic the team have continued to deliver these interventions digitally ensuring that at a time when young people were away from school and spending more time in the home we did not see an increase in fire risk.

- 1.9 The importance of early intervention work, such as the programmes delivered by the YIT, is recognised by NFCC Early Intervention workstream and is referenced in the recent 'On the Map' report. The report makes recommendations to inform the next steps of the workstream and identifies the need for services to support and deliver effective interventions to young people who are identified as vulnerable or high risk.

2 Information

- 2.1 The expansion and development of the YIT over the past six years has equipped West Yorkshire Fire and Rescue Service with specialists that deliver high quality, targeted interventions that exceed the basic fire safety education that Fire and Rescue Services have been required to provide.
- 2.2 In this time the team has developed to become more focused, specialist and financially sustainable in order to meet the needs of targeted young people and partners with a wide range of interventions for the young people of West Yorkshire aged 8 – 25 years old.
- 2.3 The specialist, early intervention work carried out by the YIT is a key strand of the work carried out by WYFRS prevention team. By intervening at an early stage with children and young people to promote positive behaviour change we are shaping safer communities of the future and reducing their need for blue light services.
- 2.4 During the Coronavirus pandemic there was an increase in the number of Firesetter referrals received. During this period Youth Interventions Trainers have delivered all Firesetter interventions digitally. In addition to this, using knowledge and expertise of a member of staff seconded from District, digital Safe and Well visits have been developed and delivered to ensure families with a child "playing" with fire were given as much support as possible to stay safe during lockdown.
- 2.5 Youth intervention trainers carry out all complex education interventions with individuals and groups, manage high risk firesetter cases and deliver small group sessions for young people identified as at risk of causing harm to themselves or others through misuse of fire, ASB, reckless driving, fireworks or near water.
- 2.6 The youth intervention programmes delivered, work preventatively with vulnerable young people to not only improve safety awareness but also to develop social responsibility and skills for the future by providing opportunities to develop resilience, character and determination.
- 2.7 The team work in partnership with the West Yorkshire Police Youth Interventions Team to identify young people most in need of our interventions. A reduction in re-offending has been identified when targeted intervention days are delivered to young people identified by WYP or Youth Offending teams as engaging in Anti-Social Behaviour or reckless driving. This contributes to the objectives within our road safety risk reduction strategies which are notoriously difficult to achieve.
- 2.8 Through these interventions the YIT encourage and support young people to share the safety messages they receive with their peers and family. This contributes to safer communities and enables key safety messages from WYFRS to reach an audience that otherwise may not engage with our organisation.
- 2.9 Having an established team in place would provide the team with the capacity to develop partnerships and establish delivery in the districts that are currently under represented such as Bradford and Calderdale.

- 2.10 Establishing regular delivery in these areas would widen the demographic of young people accessing our provision and improve community engagement in areas and communities which are traditionally hard to reach.
- 2.11 Over the past 4 years, the commissioning of youth interventions programmes has generated an income that funds both green and grey book staff as well as the consumables.
- 2.12 The cost recovery model that the team have operated secures funding for Green book posts in the following year.

	2016/2017	2017/2018	2018/2019	2019/2020
Income	£112,067.27	£50,783.30	£175,420.62	£174,044.13
Consumables	£3,362.02	£1,523.50	£5,262.62	£5,221.32
Grey book costs	£42,585.56	£19,297.65	£66,659.85	£66,136.77
Green book costs	£66,119.69	£29,962.15	£103,498.19	£102,686.04

- 2.13 In 2017/2018 the team were operating with minimum staffing (1 Manager and 1 Youth Interventions Trainer). As a result, there was no capacity to seek out and deliver any additional commissioned work.
- 2.14 In 2018, a partnership was developed with Kirklees College and the Prince's Trust to deliver 3 Team programmes a year from Dewsbury Fire Station. This commission significantly increased the team's income and staffing requirement. To deliver these interventions 2 staff were employed on fixed-term contracts. There is the appetite from both the Prince's Trust and Kirklees College to expand the delivery of the Prince's Trust Team programme by adding a location in the coming years.
- 2.15 Current Team Structure 2020

Post	Grade	Established / cost recovered	End date
Manager	9	Established	Secondment to June 2021
Coordinator	6	Cost recovered	September 2021
Trainer 1	5	Established	
Trainer 2	5	Established	
Trainer 3	5	Established	
Trainer 4	5	Cost recovered	February 2021
Trainer 5	5	Cost recovered	August 2021
Trainer 6	5	Cost recovered	August 2021

- 2.16 It is recommended that the 4 existing fixed-term posts are converted to established posts. This will:
- Provide stability and continuity of staff for the team
 - Enable us to retain specialist staff more effectively
 - Support future planning and commissioning of courses
 - Provide reassurance to commissioners that we are able to deliver on contracts

- 2.17 The creation of the fixed term Youth Intervention Coordinator post in 2018 has improved delivery by effectively managing the growth in provision and scaling up of delivery across West Yorkshire. If approved, the coordinator will continue to work closely with district commanders to develop effective partnerships in each district and look to extend our provision into other areas across West Yorkshire.
- 2.18 If these posts are established, the amount of management time spent on recruitment and associated financial complexities will be considerably reduced and will provide further opportunity for development of the team's delivery across West Yorkshire.
- 2.19 The Youth Intervention Team delivery plan is aligned to the academic year (Sept – Sept) and not the financial year. Financial forecasting for training which has been commissioned, or is in the process of being commissioned, shows the income will meet the cost of the posts if established.

Academic Year Sept 20 – Sept 21

Training	Delivery timescale	Income
Team 4 completion payment		£9,502.00
Team 5 payments	July - August 2020	£3,010.00
team 6 payments	Sept - December 2020	£24,038.00
Team 7 payments	January - April 2021	£24,038.00
Team 8 Payments	May - July 21	£24,038.00
GSWHS digital	March 2021	£2,227.98
GSWER		£2,600.00
Cas programme *based on 24 hr programme		£1,755.00
Cas GRITs x 2 *condensed 16 hr		£2,470.00
Airedale GRITs x 2 *condensed 16 hr		£2,470.00
Milnsthorne programme *based on 24 hr programme		£1,755.00
John Jamieson GRIT *condensed 16 hr		£1,235.00
Springwell FF *condensed 16 hr		£1,235.00
Upton SHOUT *condensed 12 hour		£975.00
Fairburn shout *condensed 12 hour		£975.00
Leeds YOT TID		£520.00
iSpace GRIT		£1,040.00
Positive futures TIDs x 3		£1,560.00
Gov. loss of income grants		£29,214.00
Wakefield Branching out * TID		£520.00
re profiling of PCC funds (7 x TIDs)		£3,620.00
re profiling of VRU TID's (3 x TIDS)		£1,560.00
reprofiling of outstanding NHB funded programmes		£39,864.00
	TOTAL	£180,221.98
	April 21 - Sept 21	£117,406.00

Academic Year Sept 21 – Sept 22

Training	Delivery timescale	Income
Team 9 payments	Sept - Dec 2021	£24,038.00
Team 10 payments	Jan - April 2022	£24,038.00
Team 11 payments	May - July 2022	£24,038.00
GSWB	December 2021	£2,880.53
GSWER	Spring 2022	£2,600.19
GSWS	Summer 2022	£3,058.40
Cas Academy 1 year	Sept 21 - July 22	£4,485.00
Minsthorpe 1 year	Sept 21 - July 22	£4,095.00
Cas GRITS x 2	1 x Sept 1 x April	£1,950.00
Airedale GRITS x 2	1 x Sept 1 x April	£1,950.00
Fairburn SHOUT	May/June 22	£975.00
Upton SHOUT	May/June 22	£975.00
Leeds YOT TID	Feb 22	£520.00
Leeds YOT TIDs	Aug 22	£520.00
iSpace GRITS	Feb 22	£1,040.00
iSpace GRITS x 2	Aug 22	£1,040.00
	Total	£98,203.12
	Before April 2022	£52,516.53
	April 22 - Sept 22	£45,686.59

2.20 The forecast for the financial year 2021 / 22 shows a projected income of £169,923.

3 Financial Implications

3.1 The costs associated with each post are:

Role	Grade	Salary	Contract end	2021/22	2022/23	2023/24	TOTAL
YIT Coordinator	6	£37,533	01/06/2021	£31,157	£37,533	£37,533	£106,222
YIT Trainer	5	£34,211	28/02/2021	£34,211	£34,211	£34,211	£102,632
YIT Trainer	5	£34,211	01/08/2021	£22,682	£34,211	£34,211	£91,103
YIT Trainer	5	£34,211	01/08/2021	£22,682	£34,211	£34,211	£91,103
TOTAL				£110,732	£140,164	£140,164	£391,061

- 3.2 It is anticipated that there will be no additional costs incurred by WYFRS as the YIT will continue to generate the income through commissioned work to fund these posts. However the income generated in the current financial year has been impact by Covid19, which has seen a 50% reduction in forecast income.
- 3.3 The YIT have already developed a high level of confidence amongst partner agencies and demonstrated steady income streams to cover these posts. Having an established team in place will allow the team to access additional external funding streams in the future.
- 3.5 Making the posts established would also provide sustainability and predictability for both WYFRS and Youth Intervention Team staff.
- 3.6 Creating established posts will enable the team to retain specialist staff and increase delivery with confidence. In the past, fixed term contracts have resulted in staff retention problems resulting in reduced capacity to deliver programmes.
- 3.7 The increase in stability that the established posts would bring would enable the team to develop and build partnerships and increase the number of programmes commissioned.

4 Human Resource and Diversity Implications

- 4.1 The YIT currently has 6 multi-disciplined specialists. The wealth of knowledge and experience within the team has been key in the development of existing programmes and the digital programmes offered during the coronavirus pandemic and will be vital in the resumption of Youth Interventions and our recovery from the pandemic.
- 4.2 The Youth Interventions Coordinator effectively manages the growth in provision and has scaled up delivery across West Yorkshire by developing effective partnerships in each district. The role of the Youth Interventions Coordinator will be vital when the delivery of youth interventions resumes and in any expansion of Prince’s Trust delivery and establishing delivery in culturally diverse areas such as Bradford and Calderdale.
- 4.3 Over the past 3 years the team have developed a Special Educational Needs (SEN) offer by adapting their programmes to ensure that are accessible for all. Young people from Fairfield School in Kirklees and John Jamieson school in Leeds now access our GRIT programme. Observations from schools is that not only do young people develop confidence and teamwork skills but, in some cases, improved mobility and motor skills.
- 4.4 Below shows the demographics of the 72 young people who have engaged with the 12-week Prince’s Trust Team programme over the past 2 years:

Age	Individuals	%
16 – 18	45	62%
19 – 25	28	38%
Gender		%
Female	26	36%
Male	47	64%
Ethnicity		%
White British	53	73%
White Other	3	4%

BAME	17	23%
Learning Difficulty	19	26%
Physical Disability	7	9.5%
In Care/Care Leaver	10	14%
Criminal Record	4	5%
Mental Health Issues (disclosed)	25	34%

5 Health, Safety and Wellbeing Implications

- 5.1 Making these posts established will provide stability and predictability for staff. This will have a positive effect on staff wellbeing, motivation and productivity.
- 5.2 All staff are trained in the safe working practices of the team and have demonstrated that they can operate Covid secure environments for young people to access.
- 5.3 Should team capacity fall due to the expiry of the fixed term contracts the workload of remaining staff would become unmanageable. This would result in a reduction in the reach into our communities.
- 5.4 As we engage with young people likely to instigate a blue light response we are likely to see a reduction in antisocial behaviour directed towards WYFRS staff. This comes as a result of the education being provided as well as the working knowledge of the practical elements of the fire service through the activities undertaken, from the 1-day interventions through to the 12-week programmes. Working within the fire stations alongside operational firefighters gives young people the opportunity to build positive relationships with WYFRS and engenders a different perspective. The specialist interventions delivered by the youth interventions trainers around positive choices, resilience and being active citizens compliment this.

6 Environmental Implications

- 6.1 Attendees on Princes Trust programmes are subsidised to use public transport when attending the delivery. Additionally, with the roll out of digital to delivery we are able to reduce the number of journeys required.

7 Your Fire and Rescue Service Priorities

- 7.1 We will reduce the risks to the communities of West Yorkshire
- 7.2 Deliver a proactive community safety programme
- 7.3 Provide a safe skilled workforce that serves the needs of a diverse community.
- 7.4 Provide effective and ethical governance and achieve value for money.
- 7.5 Will work efficiently to provide value for money and make the best use of reserves to provide an effective service
- 7.6 We will be innovative and work smarter throughout the service
- 7.7 We will support, develop and enable our people to be at their best

8 Conclusions

- 8.1 It is recommended that the four fixed term, cost recovered posts become established posts enabling WYFRS to continue delivering a high quality and sustainable youth intervention offer for West Yorkshire.



OFFICIAL

Activity report

Human Resources Committee

Date: 22 January 2021

Agenda Item:

9

Submitted By: Chief Employment Services Officer

- Purpose** To inform Members of sickness absence and personnel activity to the end of September 2020.
- Recommendations** That Members note the content of the report.
- Summary** This report informs Members of the Authority's key areas relating to Human Resources for 2018/2020.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 October 2019 TO 30 September 2020

Wholetime

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Oct 2019	880	11	9	11	17	3	1	6	54	884	938
Jan 2020	850	8	7	13	16	3	1	33	55	876	931
Apr 2020	837	7	5	13	16	3	1	32	54	860	914
Jul 2020	831	8	6	13	16	3	1	34	55	857	912
Sep 2020	813	8	6	12	16	3	1	35	54	840	894

Control

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Oct 2019	42	0	0	1	1	0	0	1	33	12	45
Jan 2020	42	0	1	1	1	0	0	1	34	12	46
Apr 2020	42	0	1	1	1	0	0	1	34	12	46
Jul 2020	45	0	0	2	1	0	0	3	36	15	51
Sep 2020	45	0	0	2	1	0	0	3	36	15	51

Retained (On-Call)

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Oct 2019	127	0	0	0	1	1	0	18	9	138	147
Jan 2020	132	1	0	1	1	0	0	16	8	143	151
Apr 2020	137	1	0	1	1	0	0	15	9	146	155
Jul 2020	137	1	0	1	1	0	0	15	10	145	155
Sep 2020	142	1	0	1	1	0	0	15	9	151	160

Fire Staff

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Oct 2019	266	5	2	2	21	2	0	10	165	143	308
Jan 2020	264	5	2	2	20	2	0	12	165	142	307
Apr 2020	264	5	2	2	18	2	0	16	170	138	308
Jul 2020	262	5	2	4	17	1	0	16	171	136	307
Sep 2020	265	4	2	2	19	1	0	16	172	137	309

Brigade Total

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Oct 2019	1297	16	11	14	40	6	1	33	261	1157	1418
Jan 2020	1288	14	10	17	38	5	1	62	262	1173	1435
Apr 2020	1280	13	8	17	36	5	1	64	267	1156	1423
Jul 2020	1275	14	8	20	35	4	1	68	272	1153	1425
Sep 2020	1265	13	8	17	37	4	1	69	271	1143	1414

The above figures include: (CB, Mat & Secondment)

Wholetime employees – (4 Career Break, 1 Maternity, 3 Secondment)

Control employees – (2 Maternity)

Retained (On-call) employees – (4 Career Break, 1 Maternity, 0 Secondment)

Fire Staff employees – (1 Career Break, 4 Maternity, 1 Secondment)

2. Sickness Absence

SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE
OCTOBER 2019 - SEPTEMBER 2020 PER MONTH

	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Ops Response	0.61	0.66	0.61	0.89	0.62	1.21	1.76	1.26	1.13	0.79	0.54	1.09
Ops Support	**	**	**	0.83	0.64	0.46	0.00	0.21	0.00	0.56	0.80	1.55
Prev & Prot	**	**	**	1.73	0.98	1.53	0.78	0.41	0.64	0.16	0.41	0.79
Legal & Gov	0.32	0.14	0.23	0.38	0.50	0.46	0.17	0.00	0.52	0.09	0.43	1.61
Service Support	0.47	0.41	0.33	0.68	0.74	1.23	1.20	0.85	0.99	0.51	0.35	0.89
Emp Services	0.43	0.38	0.74	0.53	0.54	1.26	1.28	1.01	1.21	1.24	0.45	0.81
Finance	1.13	0.27	0.00	0.00	0.00	0.00	0.24	1.12	1.29	1.28	1.11	1.44
Corporate Comms	0.00	0.14	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FSHQ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.71
Total	0.66	0.60	0.57	0.65	0.63	1.15	1.52	1.37	0.92	0.74	0.53	1.03
Target	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58
Previous Year Total (2017/18)	0.62	0.64	0.60	0.72	0.60	0.67	0.57	0.54	0.57	0.59	0.45	0.54

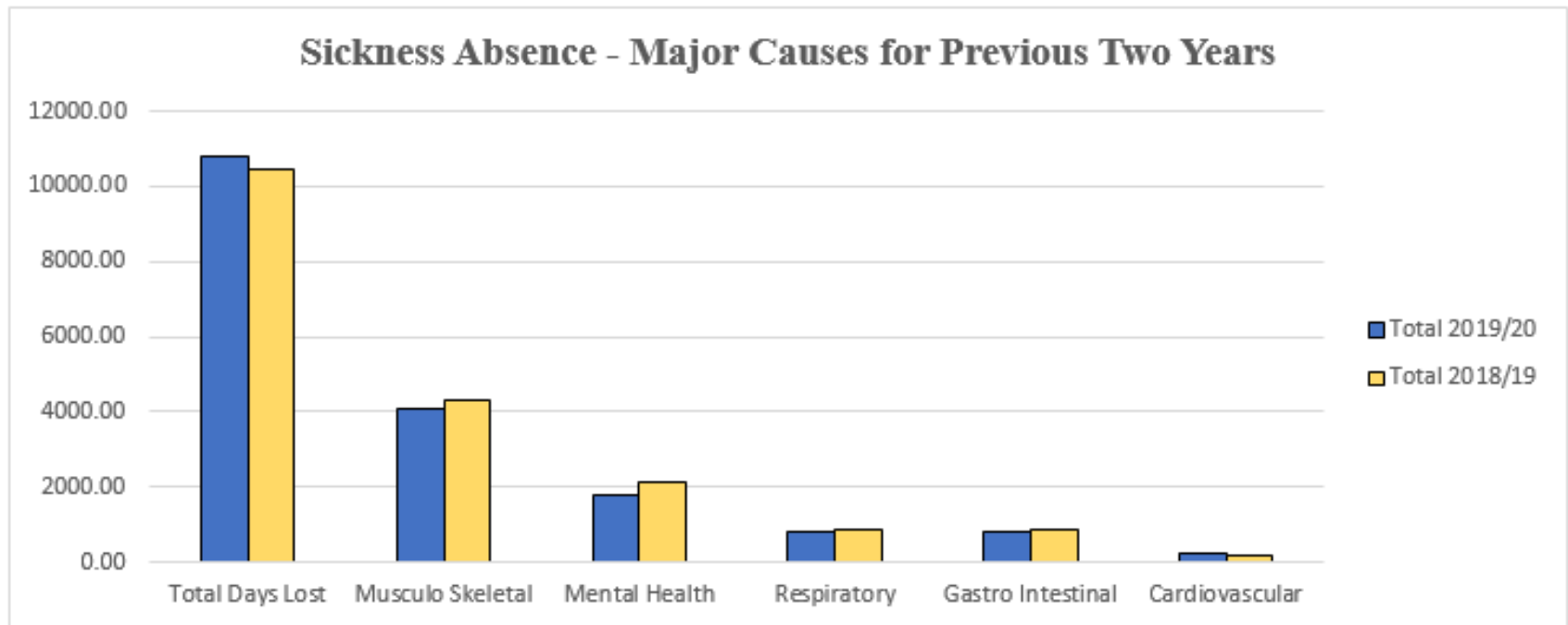
The figure from March 2020 onwards includes absence due to Covid19 and Self Isolating per employee.

GREEN - BELOW TARGET
AMBER - WITHIN

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

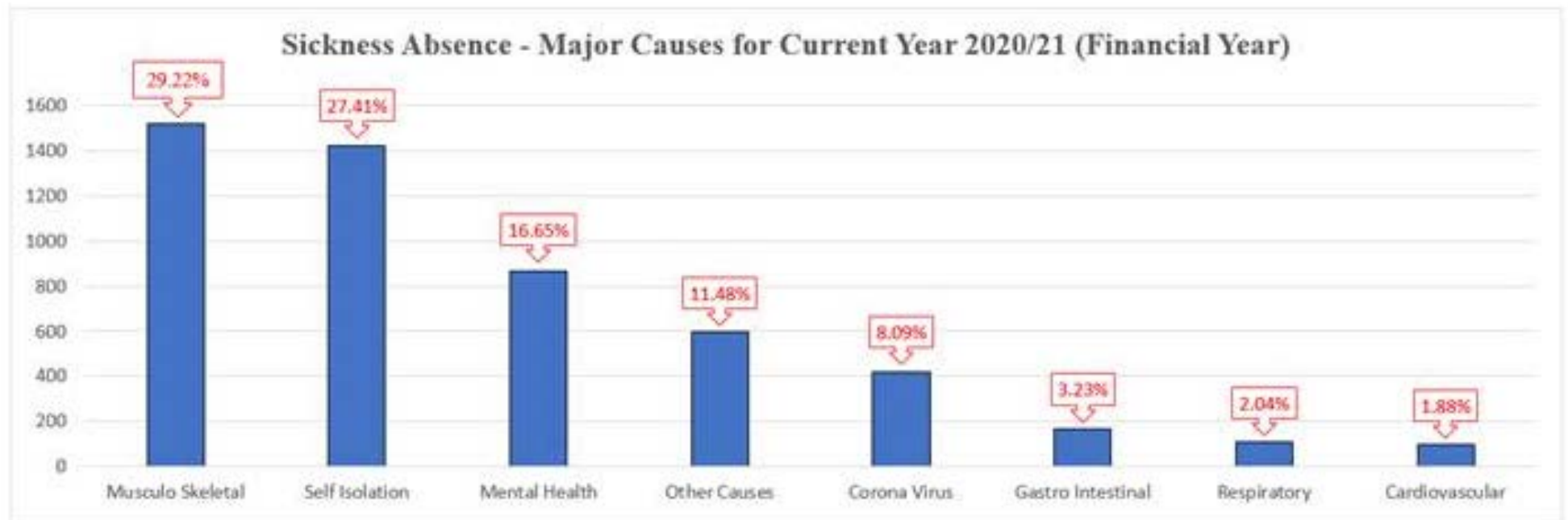
SICKNESS ABSENCE - MAJOR CAUSES FOR PREVIOUS TWO YEARS (Financial Years)

	Total Days Lost	Musculo Skeletal	Mental Health	Respiratory	Gastro Intestinal	Cardiovascular
Total 2019/20	10812.00	4104.00	1806.00	786.50	811.50	210.00
Total 2018/19	10476.50	4318.50	2130.00	885.00	849.50	175.12
Total	21288.50	8422.50	3936.00	1671.50	1661.00	385.12
Percentage	100.00%	39.56%	18.49%	7.85%	7.80%	1.81%



SICKNESS ABSENCE - MAJOR CAUSES FOR CURRENT YEAR 2020/21 (Financial Years)

	Total Days Lost	Musculo Skeletal	Self Isolation	Mental Health	Other Causes	Corona Virus	Gastro Intestinal	Respiratory	Cardiovascular
Total 2020/21	5202	1520	1426	866	597	421	168	106	98
Percentage	100.00%	29.22%	27.41%	16.65%	11.48%	8.09%	3.23%	2.04%	1.88%



3. ESTABLISHMENT AND STRENGTH APRIL 2015 to 30 SEPTEMBER 2020

Summary Figures – Establishment and Strength

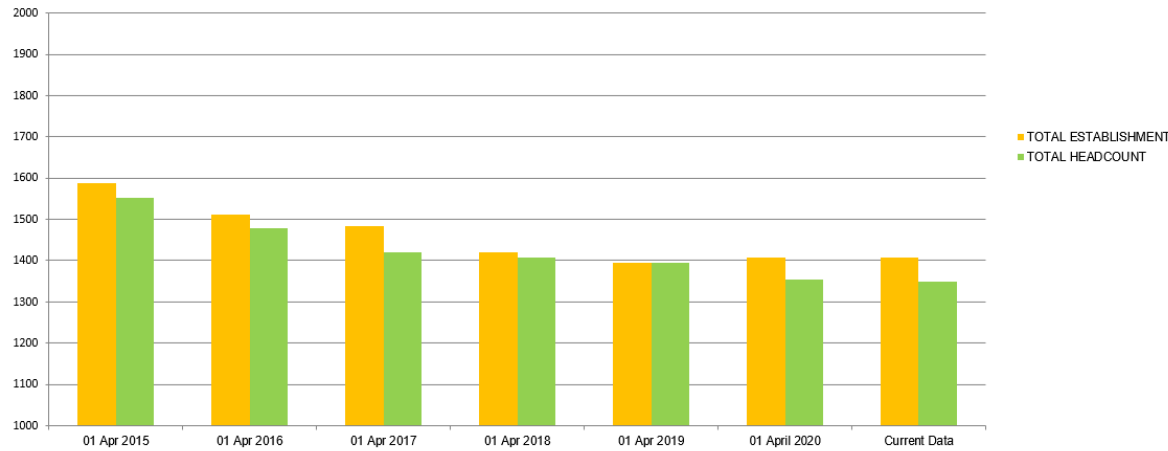
Stats for Nov 2020 report

	TOTAL ESTABLISHMENT	TOTAL HEADCOUNT	WHOLETIME ESTABLISHMENT	WHOLETIME HEADCOUNT	RETAINED ESTABLISHMENT	RETAINED POSITIONS COVERED*	CONTROL ESTABLISHMENT	CONTROL HEADCOUNT	GREEN BOOK ESTABLISHMENT	GREEN BOOK HEADCOUNT
01 Apr 2015	1587	1552	1153	1144	120	96	42	41	272	271
01 Apr 2016	1511	1479	1074	1059	120	96	42	49	275	275
01 Apr 2017	1483	1421	1032	985	120	94	43	49	288	293
01 Apr 2018	1420	1408	963	959	120	87	43	47	294	315
01 Apr 2019	1396	1394	927	951	120	82	44	48	305	313
01 April 2020	1408	1355	930	914	120	87	44	46	314	308
Current Data	1408	1350	931	894	120	96	44	51	313	309
Reductions to date	179	202	222	250	0	0	-2	-10	-41	-38

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

Graphical Representation of Establishment and Strength

Graphical Representation of Establishment and Strength



Summary Figures - Employee FTE data - Current Date

	Current Headcount	Current Employee FTE
Wholetime	894	896.00
Control	51	48.48
Retained	160	96.00
Fire Staff	309	266.50

4. HEALTH AND SAFETY PERFORMANCE 1 JULY TO 30 SEPTEMBER 2020

Lost time up to 3 days

Actual performance 2020/21	Target 2020/21
4	24

Lost time over 3 days

Actual performance 2020/21	Target 2020/21
12	22

RIDDOR Major injury/disease

Actual performance 2020/21	Target 2020/21
0	No target set

5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 JULY 2020 – 30 SEPTEMBER 2020

OH KPI's

Period 1ST JULY 2020 TO 30TH SEPTEMBER 2020

Ref No.	KPI	Target	Quarter 1 ST JULY - 30 TH SEPTEMBER 2020	YTD 1 ST April 2020 – 31 ST March 2021	Target achieved for present quarter
1	Management referral to appointment date (3 weeks)	90%	100%	100%	Yes
2	AMA report to management within 48hr	90%	100%	100%	Yes
3	No. of Did Not Attends (DNA's) or cancellation <48 hr notice*		0 (Nurse) 2 (AMA)	0 (Nurse) 3 (AMA)	
4	No. of physiotherapy referrals		28	44	
5	No. of counselling referrals		10	27	
6	No. of management referrals		6	11	
7	No. of health screenings		0	0	
8	No. of self-referrals		3	8	
9	No of AMA consultations		142	254	

Please note the health screenings now include the Asbestos medicals.

6. DISCIPLINE AND GRIEVANCE CASES – 1 JULY TO 30 SEPTEMBER 2020

Disciplinary Cases by Directorate

Directorate	Total Received in Period	Total Completed		Current Live Cases	Average time to complete (Days)
		In Target	Out of Target		
FSHQ					
Service Delivery			1		71
Legal & Governance				1	
Employment Services					
Service Support					

Green < 60 Days
Red > 60 Days

Grievance Cases by Directorate

Directorate	Total Received in Period	Total Completed		Current Live Cases	Average time to complete (Days)
		In Target	Out of Target		
FSHQ			1		29
Service Delivery		1	1	1	18.5
Legal & Governance					
Employment Services					
Service Support					

Green < 15 Days
Red > 15 Days

Bullying and Harrassment Cases by Directorate

Directorate	Total Received in Period	Total Completed		Current Live Cases	Average time to complete (Days)
		In Target	Out of Target		
FSHQ					
Service Delivery					
Legal & Governance					
Employment Services					
Service Support					

Green < 45 Days
Red > 45 Days

Mediation Cases by Directorate

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

7. RECRUITMENT STATISTICS – 1 JULY TO 30 SEPTEMBER 2020

External Recruitment by Directorate 1 July to 30 September 2020

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Live cases	Average time to complete (Days)	Vacancies not appointed to
Finance	2	2	2			34	2
Service Delivery	3	2	3			32	1
Legal & Governance							
Employment Services							
Corporate Comms							
Service Support	1	1				24	1

Internal Only Recruitment by Directorate 1 July to 30 September 2020

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Lives cases	Average time to complete (Days)	Vacancies not appointed to
Finance							
Service Delivery	2	2					2
Legal & Governance							
Employment Services							
Service Support	5	5		3		41	2



OFFICIAL

Exit pay cap reforms - public sector workers

Human Resources Committee

Date: 22 January 2021

Agenda Item:

10

Submitted By: Chief Employment Services Officer

Purpose

To inform Members of the introduction of the Exit Pay Cap for public sector workers and the impact this will have on future exits from the service.

Recommendations That Members note the report

Summary

In 2015 the Government first announced its proposals to prohibit six-figure exit packages from the public sector, by imposing a £95,000 cap on such packages.

The Restriction of Public Sector Exit Payment Regulations 2020 were passed in Parliament in September 2020 and came into effect on November 4th 2020.

This report summarises the main implications for public sector employees who are members of the Local Government Pension Scheme (LGPS).

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Christine Cooper, Corporate Human Resources Manager

Tel: 01274 682311 Ext. 670001

Background papers open to inspection: None

Annexes:

Annex 1 – LGA Response to Consultation to the Exit Pay Cap

Annex 2 – Scheme Advisory Board Response to the Exit Pay Cap

1 Introduction

- 1.1 In 2015 the Government first announced its proposals to prohibit six-figure exit packages from the public sector, by imposing a £95,000 cap on such packages.
- 1.2 These regulations were put on the back burner until mid-2020 and were then introduced in a very short space of time. The Restriction of Public Sector Exit Payment Regulations 2020 were approved by the House of Lords on September 23rd 2020 and the House of Commons on September 30th 2020. They were officially made on October 14th 2020 and came into effect on November 4th 2020.
- 1.3 The restriction of Public Sector Exit Payment Regulations will impact how the Local Government Pension Scheme (LGPS) is administered and changes to the existing LGPS regulations is necessary to comply with the new legislation.
- 1.4 Consultation on the proposed amendments to the LGPS regulations opened on September 7th 2020 and closed on December 18th 2020. The Local Government Association (LGA) and the Scheme Advisory Board (SAB) have both provided a comprehensive response to the consultation. They have both raised concerns around a number of equality issues that the proposed changes will have, particularly around the effect it will have on lower paid workers as well as females who make up a larger proportion of the workforce affected by the proposals. It will also adversely affect older workers who are able to take their pension over the age of 55.
- 1.5 Even though the Exit Cap Regulations have been passed as law and are now in force, there is a disparity between these regulations and the current LGPS regulations. The LGPS regulations state that, if you are made redundant and are aged 55 or over then the employee must receive immediate payment of an unreduced pension. This is regardless to any pension strain costs associated (the payment the Authority has to make to the LGPS fund to cover the cost of the actuarial reductions), which will be passed onto the employer for settlement.
- 1.6 Whereby the pension regulations only affect those who are 55 or over, the Exit Cap Regulations will impact anyone, of any age, who is made redundant. As an employer we have to ensure that any agreed exit payment is in line with the new legislation.
- 1.7 Although exits for Firefighters (excluding Control) will have to comply with point 1.6, the new exit legislation has limited application for the Firefighter Pension Scheme. This is because exemptions apply to two of the exit payments which would otherwise fall within the scope of the £95,000 cap: enhanced commutation (FPS 1992) and Authority Initiated Early Retirement (AIER) (FPS 2006 and FPS 2015) on fitness grounds.
- 1.8 In some limited circumstances of AIER the cap would still apply and it is understood the Home Office is working with the Government Actuary's Department (GAD) to establish how the assessment against the cap can be undertaken for the fire scheme. This will be achieved either through regulatory change or statutory GAD guidance.

2 Information

- 2.1 When the regulations were first mooted employers understood that the total exit pay cap of £95,000 would be a total of the pension strain cost, a statutory redundancy payment (this is calculated based on weekly salary, age and the length of service up to 20 years maximum) and any discretionary payment (enhanced redundancy payment above the statutory redundancy payment).
- 2.2 When the regulations were eventually made law, the final draft was slightly different. The proposal is that an employee aged 55 or over would not be able to get both an unreduced pension and a redundancy payment (whether statutory or discretionary). In order to receive an unreduced pension, the member must make a payment towards the pension strain equal to their statutory redundancy payment, in effect giving up their statutory redundancy payment. This is regardless as to whether they have or have not breached the £95,000 cap.

The table below explains the scenarios for employees who are over aged 55 on termination and whose total exit package is under the £95,000 cap:

Existing regulations

	Pension payable	Pension strain paid by the employer	Statutory redundancy	Discretionary compensation	Value of package to member
	Full unreduced pension	£50k	£5k	£10k	£65k

New regulations

Options available to member	Pension payable	Pension strain paid by the employer	Statutory redundancy	Discretionary compensation	Value of package to member
A	Full unreduced pension	£45k	Member receives £5k but must contribute £5k of own money to top up the strain cost to the full £50k	0	£50k
B	Pension paid with some reduction	£45k	£5k	0	£50k
C	Pension paid with full reduction	0	£5k	£10k	£15k
D	Deferred Pension	0	£5k	£10k	£15k

Comment on example 1: options A and B are clearly more valuable than options C and D. Nonetheless members who desire immediate access to cash may find C and D attractive.

The table below explains the scenarios for employees who are over aged 55 on termination and whose total exit package is over the £95,000 cap:

Existing regulations

Options available to member	Pension payable	Pension strain paid by the employer	Statutory redundancy	Discretionary compensation	Value of package to member
	Full unreduced pension	£150k	£15k	£30k	£195k

New regulations

Options available to member	Pension payable	Pension strain paid by the employer	Statutory redundancy	Discretionary compensation	Value of package to member	*Additional payment by member to ensure no pension reduction
A	Full unreduced pension	£80k	Member receives £15k but must contribute £15k of own money to top up the strain cost	0	£95k	£55,000
B	Pension paid with some reductions	£80k	£15k	0	£95k	0
C	Pension paid with full reductions	0	£15k	£30k	£45k	0
D	Deferred Pension	0	£15k	£30k	£45k	0

*There will be practical issues around how the employer and fund can be sure that the member's share of pension strain has been recovered before benefits are put into payment.

- 2.3 Until the LGPS regulations have been amended there will be a disparity between the Exit Cap Regulations and the LGPS regulations in that the LGPS regulations still state that if you are made redundant and are over the age of 55 then the employee must receive immediate payment of an unreduced pension.

The table below is our current approach to the issues caused by the disparity between Treasury legislation and LGPS regulations:

Scenario	Changes to how we process cases
Employees covered by exit cap but total exit payments including strain cost are under £95k cap	Detail on-going issue in correspondence to employer. Process estimates and retirement cases. Ask employers to confirm total exit payments on the retirement notification. The fund would only pay an unreduced pension if total exit payments to member were under £95k
Employees covered by exit cap but total exit payments including strain cost are over £95k cap	Don't follow current LGPS regulations in awarding member an unreduced pension and instead follow guidance from MHCLG and LGPS Advisory Board. Give member option to take a reduced pension or deferred benefits.

We currently do not have any employees that these regulations affect, although, if we were to have so, then there is a process in place which we can follow. However, employers have been advised by the LGA to take their own legal advice before authorising any exits that meet the Exit Cap criteria.

- 2.4 The Authority currently has a Redundancy Policy which has a statutory and a discretionary enhanced payment. The Authority will need to consider whether to amend the current Redundancy Policy due to the changes in legislation, which state redundancy payments can be made as follows:
- A maximum of 3 weeks' pay per year of service
 - A maximum of 15 months' pay
 - A maximum salary of £80k on what an exit payment can be based
- 2.5 Other exits from the organisation such as ill health retirements and flexible retirements are not subject to the exit pay reforms and therefore the £95k cap is not applicable.

3 Financial Implications

- 3.1 There are no direct financial implications associated with this report.

4 Human Resource and Diversity Implications

- 4.1 Any discrimination elements of the Exit Pay Cap regulations have been identified and through the consultation process and feedback from the LGA and the Scheme Advisory Board. These include the affect it will have on lower paid workers and females who make up a larger proportion of the workforce affected by the proposals. It will also adversely affect older workers who are able to take their pension over the age of 55

5 Health, Safety and Wellbeing Implications

- 5.1 There are no Health, Safety or Wellbeing implications arising from this report.

6 Environmental Implications

- 6.1 There are no environmental implications arising from this report.

7 Your Fire and Rescue Service Priorities

- 7.1 Provide effective and ethical governance and achieve value for money.
- 7.2 Will work efficiently to provide value for money and make the best use of reserves provide an effective service.

8 Conclusions

- 8.1 Until the LGPS regulations are amended all employers affected by these regulations are in limbo.
- 9.2 The LGA have advised that until the consultation has closed and final legislation has been agreed employers do not amend any of their redundancy policies.
- 9.3 Further updates will be provided to the HR Committee if there are any changes as a result of the consultation and once the LGPS regulations have been amended.



LGA RESPONSE TO THE MHCLG CONSULTATION ON REFORMING LOCAL GOVERNMENT EXIT PAY

November 2020

As the leading organisation representing councils, fire authorities and other public sector employers, the Local Government Association (LGA) response to this consultation focuses on the feasibility and consequences of implementing the proposals set out in the MHCLG consultation document. Our members have different views of the conceptual merits of the proposals but our purpose in this response is to consider the likely consequences of the proposals set out and, where possible, to suggest alternatives to minimise cost and disruption to local government employers and employees once the policy is implemented.

Question 1. Are there any groups of local government employees that would be more adversely affected than others by our proposed action on employer funded early access to pension?

The Government Actuary's Department has published a draft impact assessment of these proposals. It provides that more female members are affected by the proposed reforms because they make up a greater proportion of the workforce affected by the changes. By the very fact that this proposal will impact on those aged 55 or over, it will also adversely affect older workers. The proposal around statutory redundancy pay being either deducted from the pension strain cost resulting in a lower pension for life, or paid to the employee and then paid into the pension fund in order to part-pay the strain on fund cost (even where the payments would not otherwise breach the £95,000 cap) will have a greater impact on lower paid workers, who are most in need of a cushion when made redundant. A greater proportion of those will be women and/or part-time workers. This is because their statutory redundancy pay entitlement will be closer to their actual pay than it will for higher paid workers whose weekly pay exceeds the cap on a week's pay (currently £538) for the purposes of calculating statutory redundancy pay. Therefore, the employer's strain on fund payment will, under this proposal, be reduced by a disproportionately greater percentage for lower paid workers than for higher paid workers. The option of forgoing payment of an immediate unreduced pension to instead receive an actuarially reduced pension and a discretionary redundancy payment under the employer's compensation

arrangements will not in most cases mitigate that disproportionate impact. This is because in the great majority of cases, local authorities' discretionary compensation payments are much lower than the employer's strain on fund payment and statutory redundancy pay.

- If so, please provide data/evidence to back up your views?

The Government Actuary's Department has already provided some illustrations of the likely effects and local authorities will provide direct any further data or evidence they have on the impacts of the proposals.

In addition, the examples below show the disproportionate impact the proposed reforms have on part-time and lower paid employees. The examples show the percentage reduction that will be applied to the employee's pension for life when the statutory redundancy pay (SRP) is taken as cash and deducted from the strain cost. They also show the percentage reduction to the overall package where the employer currently pays full strain cost and statutory redundancy pay only. The examples follow the methodology and factors set out in the [draft statutory guidance](#).

Table 1: Employees aged 55 at exit

	Full time employee	Part time employee	Full time employee
Age	55	55	55
Hours	Full time	0.5 FTE	Full time
Salary	£40,000	£20,000	£20,000
Reduction to pension if SRP taken as cash	4.81%	6.87%	6.87%
Reduction to value of overall package	14.03%	18.92%	18.92%

Table 2: Employees aged 60 at exit

	Full time employee	Part time employee	Full time employee
Age	60	60	60
Hours	Full time	0.5 FTE	Full time
Salary	£40,000	£20,000	£20,000
Reduction to pension if SRP taken as cash	5.85%	8.36%	8.36%
Reduction to value of overall package	23.68%	30.72%	30.72%

The table below further demonstrates the disproportionate impact that deducting statutory redundancy from the strain cost will have on the percentage value of the redundancy package paid. The examples below show the impact where the employer currently pays full strain cost and statutory redundancy pay only. Again, the examples follow the methodology and factors set out in the [draft statutory guidance](#).

Table 3: Employees aged 60 at exit

Years of service	Salary	% reduction in package	Salary	% reduction in package
10	£20,000	22.65%	£90,000	8.35%
20	£20,000	30.72%	£75,000	15.03%
30	£20,000	33.57%	£85,000	14.64%

- How would you mitigate the impact on these employees?

It seems that the only way to mitigate the full effects if the proposals are introduced without amendment would be to not dismiss people which is unrealistic, however, it should be recognised that these proposals will make agreed departures harder to achieve.

This policy will impact on all workers aged over 55 in the pension scheme, including those who are lower paid and with a comparatively small pension, a greater proportion of whom are likely to be women and/or part-time workers. One way to mitigate the impact would be to allow the relaxation of the proposed restriction to enable the employer to pay statutory redundancy pay in addition to the full strain on fund costs, where that would not breach the £95,000 cap.

The proposal also introduces a layer of unnecessary administrative bureaucracy disproportionate to the situation with which local authorities and administering authorities will have to deal. It will also be confusing for employees and may need appropriate amendments to be made to the statutory redundancy regime in the Employment Rights Act 1996.

Question 2. What is the most appropriate mechanism or index when considering how the maximum salary might be reviewed on an annual basis?

The most appropriate mechanism would be to link it to the local government collectively agreed pay awards under the National Joint Council (NJC) for

Local Government Services. This is because the majority of local authority employees will be covered by that award, and even if not, any pay award agreed for them is likely to mirror or be close to the NJC award. Therefore, uplifting on this basis would mean it would accurately reflect actual increases in pay in local authorities. Using average earnings may be a reasonable proxy, however, basing it on CPI or RPI would not provide that direct link.

Question 3. Are there any groups of local government employees that would be more adversely affected than others by our proposed ceiling of 15 months or 66 weeks as the maximum number of months' or weeks' salary that can be paid as a redundancy payment?

Typically, local authority discretionary severance schemes, (which apply not just to redundancy dismissals but also those on grounds of business efficiency) use the statutory redundancy calculator to determine the number of week's pay and then apply a small multiplier and so do not reach these limits although it is possible some will be affected.

Aside from the question of which groups are most adversely affected, the proposal to set a ceiling of 15 months or 66 weeks is inconsistent with the statutory redundancy calculation method under the Employment Rights Act 1996. Ultimately that limits the amount of service that can be taken into account for those purposes to 20 years, which if the maximum weeks multiplier is limited to 3 weeks' pay per year of service means that the maximum payable under that method is 60 weeks, so 6 weeks short of 66 weeks. That means that if an employer departed from that and paid additional sums they would be departing from the statutory redundancy calculator method and so losing the automatic exemptions from age discrimination which apply under the Equality Act 2010 if your calculation method mirrors that for statutory redundancy pay.

- If so, please provide data/evidence to back up your views?

Local authorities will provide direct any data/evidence they have.

- How would you mitigate the impact on these employees?

The proposed ceiling itself would not impact on most employees for the reasons set out above. There are other areas of the proposals which are of more significance and mitigation should be considered in respect of those – please see the response to question 5.

Question 4. Are there any groups of local government employees that would be more adversely affected than others by our proposal to put in place a maximum salary of £80,000 on which an exit payment can be based?

£80,000 is a significant salary in local government so this will affect the most senior positions. Considerable experience and skills will be required for such posts and so this will be more likely to affect older workers, (more of them who are likely to be male) although not exclusively so. It will affect professions and roles that are hard to recruit in the sector and as such will weaken the reward package that local authorities are able to offer.

In respect of the level of the cap, no other part of the public sector has yet implemented reforms in addition to the £95,000 cap and we would wish to see if this level of cap is reflected in other sectors. Our understanding is that in the Civil Service Compensation Scheme there is a salary cap of £149,820 and the reform proposals put forward by the government do not seek to alter this. We do not see why a salary limit so much lower is appropriate for local government.

- If so, please provide data/evidence to back up your views?

Local authorities will provide direct any data/evidence they have.

- How would you mitigate the impact on these employees?

It is difficult to see how the impact could be mitigated, as any steps to enhance compensation payments in another way, such as allowing a greater week's pay multiplier for employees earning more than £80,000 could leave the employer vulnerable to discrimination claims from lower paid employees, who are likely to be younger and of whom a greater proportion may be female. A waiver process would allow local authorities to take individual circumstances into account and should be considered.

Question 5. Do you agree with these proposals? If not, how else can the Government's policy objectives on exit pay be delivered for local government workers?

The original policy objective was to curb excessive exit payments in the public sector. The additional reform was about fairness and consistency across the public sector workforce, the other parts of which have, as yet, seen no changes. These new proposals will impact on all local government employees in two ways, before there has been any wider public sector reform and regardless of salary level:

- 1) by reducing the strain on fund payment by the statutory redundancy payment regardless of the amount of the strain on fund payment; and,
- 2) by removing any entitlement that an employee will have to their employer's discretionary compensation payment (which unlike other parts of the public sector are modest).

The result will be a reduced pension going forward and only statutory redundancy pay to support them during a time in which older workers may find it increasingly difficult to find alternative employment. In particular, the provisions around statutory redundancy pay being either deducted from the pension strain cost resulting in a lower pension for life, or paid to the employee and then paid into the pension fund in order to part-pay the strain on fund cost will hurt the poorest paid who most need a cushion when made

redundant. It also introduces a layer of unnecessary administrative bureaucracy disproportionate to the situation.

There are powers set out in HMT Directions and Guidance in relation to the £95,000 cap to waive the cap in certain circumstances. Similarly, there should be powers to waive elements of the further reform proposals where they are likely to create undue hardship or create legal conflicts in relation to disputes under statute or contract law that a local authority should have the discretion to exercise (subject to appropriate transparency and reporting provisions).

The second stated objective relates to fairness and consistency across the public sector. Currently local government has lower severance calculations outside pensions than the rest of the public sector. However, MHCLG's proposal restricts these further, for example through the introduction of a salary cap of £80,000 while the proposals for the civil service contain a higher salary cap of £149,820. In this light MHCLG's proposals seem out of line with the consistency objective.

Question 6. Do you agree that the further option identified at paragraph 4.8 should be offered?

The option of deferring pension benefits and receiving a discretionary redundancy payment under the employer's discretionary severance scheme, rather than taking a reduced pension with statutory redundancy pay only, will be a flexibility that could assist some employees depending on their financial situation and it seems sensible that it should remain as an option.

Question 7. Are there any groups of local government employees that would be more adversely affected than others by our proposals?

The proposals will adversely affect all employees over the age of 55 in the LGPS. Those with long service will be particularly affected because of the interrelationship between strain on pension fund payments and other discretionary and statutory redundancy payments. As set out in our response

to question 1, the majority of employees in local government roles are women and many will be at the lower ranges of pay. The proposals will affect all salary ranges as the GAD impact assessment illustrates. They will have a greater effect in pure financial terms on longer serving higher earners, but may have a more significant impact on lower paid workers (and so women and part-time workers) who may have greater need for a financial cushion. See also the response to question 8 below.

Question 8. From a local government perspective, are there any impacts not covered at Section 5 (Impact Analysis), which you would highlight in relation to the proposals and/or process above?

There is concern that a full impact assessment was not available at the commencement of the consultation. The [GAD impact assessment](#) has since been published in draft. However, that assessment does not identify the greater proportionate impact that statutory redundancy pay being either deducted from the pension strain cost, resulting in a lower pension for life, or paid to the employee and then paid into the pension fund in order to part-pay the strain on fund cost, will have on lower paid and part-time workers.

Question 9. Are these transparency arrangements suitably robust? If not, how could the current arrangements be improved?

The transparency requirements in local government are established and would seem adequate but we cannot speak of the consistency with similar requirements in other parts of the public sector or across all workforces covered by these reform proposals.

Question 10. Would any transitional arrangements be useful in helping to smooth the introduction of these arrangements?

These reform proposals will have a dramatic effect on some employees who will have built current severance arrangements into their long-term planning. Therefore, transitional provisions are appropriate.

Existing employees who prudently joined the Local Government Pension Scheme will have based their retirement and contingency planning on the current rules of the LGPS in respect of access to pension and their employer's scheme in respect of a redundancy payment. Those who are approaching, or are already in, the age bracket whereby they are entitled to an unreduced pension and redundancy payment will be particularly adversely affected by these proposals should they be made redundant, particularly in the current economic climate. While no one has a right to be made redundant, the current local government severance terms are an important part of the benefits package and so of retaining some key staff. If the severance benefits are removed, they might leave the sector for jobs in other areas with the immediate benefit of higher pay.

In any event, in order to avoid a chaotic situation, there should be provision for dealing with those employees already in redundancy/reorganisation situations. Employers need some certainty when attempting to reorganise their workforces. Major restructuring requires statutory periods of consultation with staff and recognised trade unions under the provisions of the Trade Union and Labour Relations (Consolidation) Act 1992, which includes details of severance packages and also notice of any dismissals. Many employees, including those with long service, will then require 12 weeks' notice of dismissal. However, aside from those statutory and contractual timescales, large scale reorganisation proposals can overall take more than a year to negotiate with employee representatives and implement and it is crucial that there is a smooth transfer in leadership and governance.

We note the draft Local Government Pension Scheme (Restriction of Exit Payments) (Early Termination of Employment) (Discretionary Compensation and Exit Payments) (England and Wales) Regulations 2020 contain transitional provisions which would disapply the restrictions in the regulations where prior to the regulations coming into force the parties had entered into an agreement to terminate employment within six months of the regulations coming into force. However, that exemption should apply where consultation

processes have commenced prior to the regulations coming into force, not just where an agreement has been entered into. The reason for this is that many people may have already put in an expression of interest to take voluntary redundancy shortly after a consultation was launched, and that would have been based on pre-reform redundancy payment rights. Having had those expressions of interest the employer will then plan on that basis and remove others from being 'at risk' under the redundancy process. However, it is often the case that the actual agreement to terminate those taking voluntary redundancy is not entered into until much closer to termination, which for the reasons set out above could be some time later. If the transitional provisions remain as they are some employees may withdraw their consent to take voluntary redundancy meaning employers would have to go back and consult again, potentially putting 'at risk' again employees who thought they were not going to be made compulsorily redundant. That has the potential to create a chaotic and uncertain situation for all employees subject to the redundancy consultation, not just for those who were to take voluntary redundancy. Further, for the reasons set out above, in some cases a six-month time transitional period will not be long enough. Accordingly, there needs to be a 12-month transitional period. Six months is too short and will undermine a significant number of redundancy exercises that are currently live or will be imminently live as authorities seek to balance their 2020-1 budgets or undertake reforms under Local Government Reorganisation plans. Given the demands councils face in the COVID-19 response and preparing for EU transition, a failure to provide adequate transitional provisions will result in a major distraction from providing frontline support to their communities for authorities.

As the £95,000 cap came into force before the MHCLG further reforms detailed guidance is required for the interim period between the £95,000 cap implementation and the MHCLG/LGPS further reform changes as there is a conflict between the two sets of regulations.

Question 11. Is there any other information specific to the proposals set out in this consultation, which is not covered above which may be relevant to these reforms?

The stated aims include consistency and fairness across the public sector and so a comparison with other public sector severance schemes would be beneficial. In local government a sensitive balance is achieved between the rules of the Local Government Pension Scheme which provides a contingency membership benefit to contributing members who lose their job at an age when they may find it harder to continue their career, and local authorities' redundancy policies which provide, in most cases, only a moderate sum to cushion the immediate blow of losing a job. These proposals will mean that employees will have to choose between one or the other.

One aim of this government policy was for greater consistency across the public sector. To that end we would expect the proposals put forward by MHCLG to closer reflect the proposals put forward by the Cabinet Office for the Civil Service. No argument has been put forward that justifies significantly worse provision for the local government sector. In comparison the three-week proposed limit on week's multiples will have little effect in the local government sector as severance provision in that form is currently significantly below that limit, however, the higher salary limit of £149,820 for the Civil Service will have a much more limited impact in that sector to the £80,000 limit proposed by MHCLG.

Question 12. Would you recommend anything else to be addressed as part of this consultation?

It should be made clear that the restrictions do not apply to TUPE protected benefits and those transfers conducted in the spirit of the TUPE regulations i.e. 'TUPE-like transfers' that are a common feature of reorganisation in local government.

As with the £95,000 cap, there should be scope for relaxation of the restrictions where:

- a. not exercising the power would cause undue hardship;
- b. not exercising the power would significantly inhibit workforce reform;
- c. commitments have legitimately been made by an authority in redundancy/re-organisation processes before the changes come into force;
- d. there is a value for money case.

Contact
Naomi Cooke
LGA Head of Workforce

Email: naomi.cooke@local.gov.uk

Scheme Advisory Board

Exit Pay Consultation
Local Government Workforce and Pay Team,
Ministry for Housing, Communities and Local Government
2nd Floor, Fry Building
2 Marsham Street
London
SW1P 4DF

Email to: LGExitPay@communities.gov.uk

9th November 2020

Dear Sirs

Local Government Pension Scheme (LGPS) - Response to consultation: Reforming Local Government Exit Pay

I write in response to the Department's policy consultation on reforming local government exit pay which commenced in October 2020.

Following recent Advisory Board discussions, we would like to draw attention to the following policy considerations:

1. That the option of a fully reduced or deferred pension plus compensation is only offered to capped scheme members and not to all. The Board are concerned that non capped scheme members may be tempted to take a compensation payment which could well prove financially disadvantageous in the long term and could result in future litigation.
2. That the option of an 'enhanced deferred benefit' is also made available to capped scheme members. This option which would enable scheme members to receive the benefit of the capped strain cost without having to commit to taking an immediate pension. This would not involve any additional cost to the employer but provide more flexibility to deal with the member's individual circumstances.
3. That we support the contention in the LGA's response that the proposal around statutory redundancy pay being either deducted from the pension strain cost resulting in a lower pension for life, or paid to the employee and then paid into the pension fund in order to part-pay the strain on fund cost (even where the payments would not otherwise breach the £95,000 cap) will have a greater impact on lower paid workers, who are most in need of a cushion when made redundant. This will also result in a significant administrative burden for administering authorities and confusion for scheme members faced with a potentially financially disadvantageous choice. Further details and the evidence to support this contention are given in the LGA's response at http://lgpslibrary.org/assets/cons/lgpsew/20200907_RD.pdf

I am of course happy to meet with you to discuss this in more detail if you think that would be helpful.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Roger Phillips', with a horizontal line underneath.

Cllr Roger Phillips
Chair of the Board



OFFICIAL

Staff Network update

Human Resources Committee

Date: 22 January 2021

Agenda Item:

11

Submitted By: Chief Employment Services Officer

Purpose	To update the Committee members on the work of the diversity and inclusion staff networks at West Yorkshire Fire and Rescue Service (WYFRS).
Recommendations	That Members note the report
Summary	<p>WYFRS are committed to understanding and listening to the 'staff voice' when considering making changes, updating policy, engaging in consultation and awareness raising of diversity and inclusion.</p> <p>Following consultation with staff, WYFRS set up four individual Staff Networks during 2019. Staff networks were highlighted within in the 2019 HMICFRS inspection report as good practice and demonstrated further commitment to improvement to diversity and inclusion. Management Board have committed to this by providing a senior leader as a champion for each network who attend the meetings and act as a sponsor for the work being completed.</p> <p>This report provides an update of the staff network structure, their completed and ongoing work.</p>

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer:

Gill Cockburn, Diversity and Inclusion Manager

Gill.cockburn@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: None

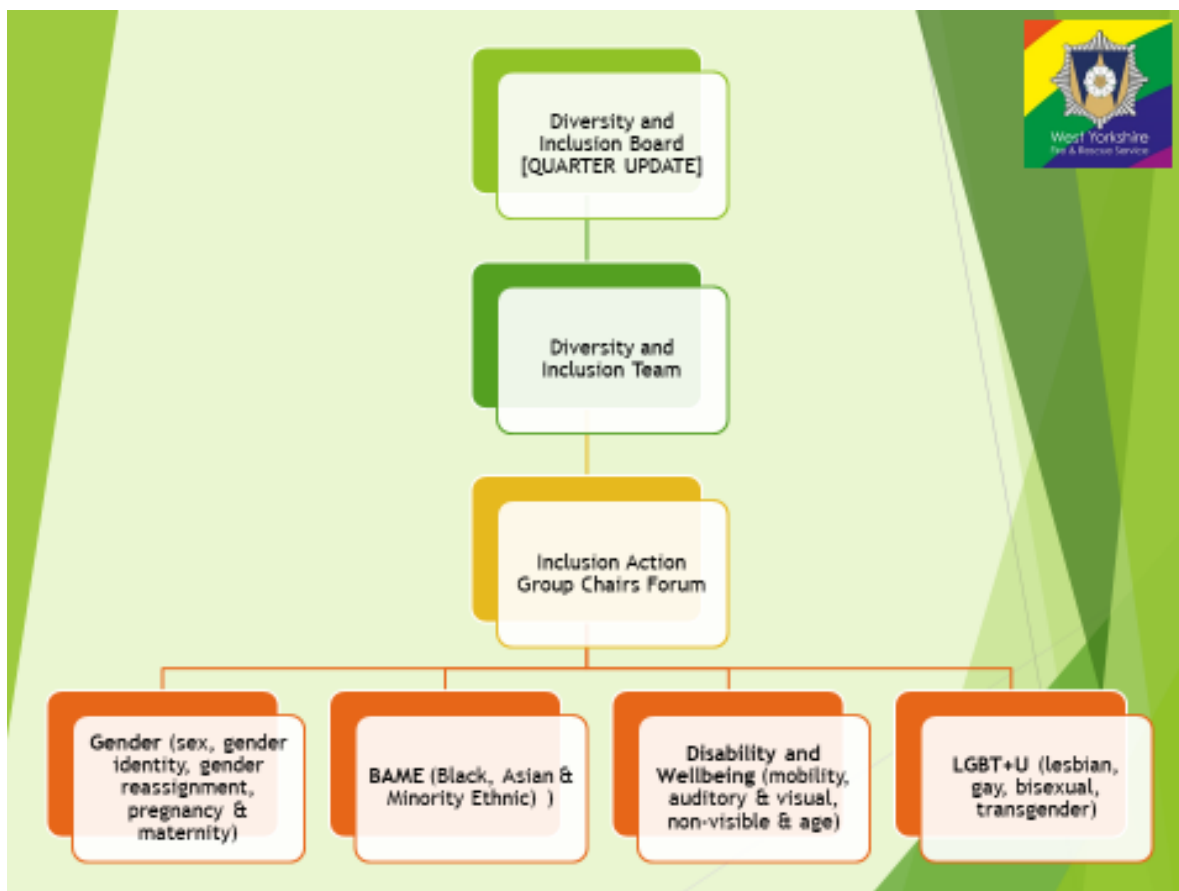
1 Introduction

1.1 Up until the end of 2018, staff members were able to show their commitment to Diversity & Inclusion (D&I) through becoming a member of the Inclusion Action Group (IAG). The IAG consisted of members of staff who contributed to consultation, policy and awareness raising. This was a single group focusing on all areas of equality and diversity. The group was responsible for a range of good work.

1.2 In early 2019 we welcomed the Chair of the West Yorkshire Police Disabled Staff Network, Anna Button, who gave a presentation on their approach to staff networks within an emergency service. We also consulted with D&I leads within other fire and rescue services including South Yorkshire and Kent. Discussions also took place with AFSA, (Asian Fire Service Association), to identify best practice and operating structures for staff networks within the fire service. This resulted in the creation of individual staff networks covering areas of D&I as follows:

- Gender (Julie Jowett)
- LGBT (Ant Devine)
- Disability and Wellbeing (Gill Cockburn)
- BAME (Joy Thomas)

1.3 Network leads (named above) were identified and tasked with setting up the networks with support from the D&I team. The Inclusion Action Group changed focus and became the network Chairs' Forum. The structure for reporting was agreed as follows:



2 Information

- 2.1 Publicity of the Staff Networks was via Burning Issues (a regular online staff magazine), including a dedicated article from the Chief, email campaign and word of mouth from the group chairs and other key colleagues. The growth of membership was initially slow and network leads have worked hard to reach out to staff individually to invite them into the networks. This has been effective and each network now has a healthy membership of operational and support staff. Members are added to the staff networks mailing list and meeting invites are sent to all as and when they are agreed.
- 2.2 The individual staff networks have their own Terms of Reference or Mission Statement, developed and agreed by the members of each network.
- 2.3 The actions completed in the last 12 months include:
- Board Champions joined each group to ensure the employee voice can speak directly to key influencers.
 - BAME – John Roberts
 - LGBT – Nick Smith
 - Gender – Dave Walton
 - Disability – Ian Brandwood
 - To support their work a training budget has been set aside for the network Chairs to complete an Equality, Diversity and Inclusion level 4 qualification (to be delivered next financial year).
 - Creation of dedicated webpages for members via FireSpace.
 - Consultation from all network members on the creation of the Dignity, Respect and Integrity Policy.
 - Consultation from all network members on the creation of the Racism Toolkit.
 - Network Chairs are asked to feedback on all Equality Impact Assessments (EIAs) to ensure protected characteristics are fully considered within any project or change.
 - Network Chairs added to the Diversity and Inclusion Board membership with a standing agenda item for Staff Network updates.
 - Creation of roles within the staff networks for co-chairs, events lead, notetaker and campaigns officer – this is designed to enable the groups to be more active and involved.
 - Consultation with members for the Positive Action strategy.
 - Opportunity for network members to volunteer for the interview panels for wholtime recruitment and complete behavioural interview training.
 - Consultation on D&I implications of Covid and accompanying guidance.
 - Consultation with members from the Covid recovery sub-groups including the accessibility of signage for Covid awareness.
 - Consultation with members following increased traffic on Facebook around Black Lives Matter which led to a panel discussion led by the Chief Fire Officer.

Events delivered:

- Alternative Pride
- Menopause Webinar with expert Tanith Lee
- Online Virtual Conference for International Men's Day (working alongside SYFRS)

- On line Black History Month quiz with prizes
- National Inclusion Week – promotion of national webinars and online events
- Attendance at alternative online AFSA events

2.4 2020 has been challenging for the Staff Networks as usual activity and events have had to be adapted in line with Covid regulations. However, this allowed us to find new ways of working which have brought positive impacts as follows:

- Higher attendance and ease of access for operational staff and staff working from home to join together via MS Teams meetings.
- Innovative new ways of delivering campaigns and events have been identified and those carried out have been successful and seen higher engagement.

3 Financial Implications

3.1 The Staff Networks require individual budgets in order to design and deliver meaningful campaigns and events. A proposal has been put forward for an annual budget of £1500 per network and for the intersectional work of the IAG. The budget will be carefully used to support awareness raising campaigns, colleague and community events, staff guides, brochures, resource packs and training.

3.2 Approval of these funds demonstrates to the workforce that Staff Network activity is valued and that the Senior Management Team is committed to making meaningful change through the staff voice.

4 Human Resource and Diversity Implications

4.1 Line managers need to be aware of the staff networks and allow their team members time to attend and engage where practicable.

5 Health, Safety and Wellbeing Implications

5.1 None identified

6 Environmental Implications

6.1 None identified

7 Your Fire and Rescue Service Priorities

7.1 Supporting the priorities of:

- To continually work towards delivering a more inclusive fire service which reflects and serves the needs of the diverse communities of WY.
- To support, develop and enable our staff to be at their best.

8 Conclusions

8.1 The Staff Networks have made significant progress over the last 12 months and staff are becoming more aware of the work they are delivering and engagement is increasing as a result. The Staff Networks are viewed as a valuable source of knowledge and information and are being accessed regularly for their expertise and consultation.

**MINUTES OF THE MEETING OF THE YORKSHIRE & HUMBER EMPLOYERS' ASSOCIATION
HELD VIRTUALLY ON THURSDAY 15 OCTOBER 2020**

(Annual Meeting) Annual Meeting did not take place in July 2020 due to Covid-19

Present:

Metropolitan Districts

Cllr James Lewis	Leeds CC
Cllr Jane Nightingale	Doncaster MBC
Cllr Graham Turner	Kirklees Council
Jill Clayton	Wakefield MDC (Sub)

Unitary Authorities

Cllr Nigel Ayre	City of York
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District Councils

Cllr Janet Jefferson	Scarborough Borough Council
Cllr Richard Foster	Craven District Council

Fire Authorities

Cllr John Briggs	Humberside Fire & Rescue Service
Cllr Tony Damms	South Yorkshire Fire & Rescue Authority

In Attendance

Christine Cooper	West Yorkshire Fire
Ian Brandwood	West Yorkshire Fire
Debbie Gordon	Scarborough BC
Mark Bennett	Sheffield CC
Emma Wyatt	Leeds CC
Gemma Taskas	Leeds CC
Debbie Haines	North Lincs
Kay Atherton	Harrogate BC
Jill Parker	Doncaster MBC
Jackie Addison	Calderdale MBC
Rebecca King	ERYC
Harry Rashid	North Yorkshire
Trudy Forster	City of York
Jacquie Hodgson	Craven DC
Sarah Robertson	Craven DC
Deborah Lucas	Kirklees Council
Jacqui Blesic	Hull CC
Anne Lloyd	Bradford MDC
Joanne Grigg	West Yorkshire Combined Authority
Lynne Elliott	North Yorkshire Fire and Rescue
Julie Brookes	YHEA

Employers Secretary

Steve Walmsley (YHEA),

1. Introductions and Apologies

Apologies for absence were received on behalf of

Cllr Graham – Wakefield MDC, Cllr Healing ERYC, Cllr Wenham WYFRS, Cllr Duffy Bradford, Cllr Jefferson Scarborough, Cllr Dacre Calderdale, Cllr Lunn NYCC, Cllr Fox Sheffield, Lynne Halls Hambleton

2. Appointment of Chair for 2019/20

Cllr James Lewis, Leeds CC was appointed as Chair for the 2019/20 year.

3. Appointment of Vice-Chair for 2018/19

Cllr Jane Nightingale was appointed as Vice-Chair for the 2019/20 year.

4. Appointment of Employers' Secretary

Steve Walmsley, Regional Employers Director was appointed as Employers' Secretary.

5. Members of the Employers Association 2019/20

Details circulated in advance of meeting and were noted.

6. Employers Association Constitution

No changes to the constitution were proposed.

7. Regional Joint Council Arrangements for 2019/20

Regional Joint Council exists in the region and Joint Secretaries still in operation. The Trade Unions requested that formal meeting arrangements were put in place again. A revised constitution was issued for comments but to date nothing has been received and until this is agreed no meetings will take place. The position now rests with the TU's.

8. NARE Arrangements for 20/21

Formal NARE meetings have not been taking place due to Covid-19. Regional Directors have been meeting on a fortnightly basis since the start of the pandemic and this will continue.

Hosting and Chair of NARE rotates around the 11 employers' organisations on a yearly basis in October, for 20/21 it is Yorkshire and the Humber. The Employers Secretary will arrange those meetings but it is to be seen if there will be any formal NARE meetings in the 20/21 year.

9. Dates of Meetings and Locations For 2020/21

Dates of meetings have been agreed and circulated. The meetings will be held on Microsoft Teams and reviewed in July 2021.

10. Final Accounts for 2019/20 and Submission of Annual Return

Audit has been completed, signed off and annual return submitted on time. All documents are available to view by contacting Steve Walmsley on steve.walmsley@yhemployers.org.uk

11. Appointment of Auditors for 2020/21

Garbutt and Elliott will be appointed as auditors for 2020/21. This will be reviewed again for 2021/22.

12. Notes of the last meeting

Notes were agreed.

13. Matters Arising

Nothing raised.

14. Update on Covid 19 Workforce Related Activity

Meetings have been taking place with LGE, Regional Directors, Regional Chief Executives and HR Directors. Organisational change and the pace at which changes happened has been exceptional and a learning experience for all.

HR Directors will still meet monthly moving forward and the Regional Directors meetings on a fortnightly basis.

15. October YHEA Stocktake

Since the reorganisation, the stocktake is done every year to try and capture any issues that need consideration and action prior to the end of the financial year.

Action: If anyone has any issues or concerns to raise please contact the Chair Cllr James Lewis on james.lewis@leeds.gov.uk or Cllr Jane Nightingale on jane.nightingale@doncaster.gov.uk before the end of October 2020.

16. Update on 95k Cap and Exit Reform

Government started the process for legislation on this some time ago but has been on hold until recently. This is a difficult issue for Councils and the implementation will be problematic. MHCLG and Treasury commenced separate consultation exercises. The Treasury inspired changes were approved by Parliament and signed off by the Minister before the consultation was complete. Regulations were signed on 14 October so will be

implemented on 4 November. However, the wider changes to Pensions Regulations cannot be approved until Pensions Regulations are changed. This leaves authorities in a difficult legal and practical position. We are now waiting for MHCLG guidance on how the changes will work and also awaiting Treasury Directions and guidance on the £95k cap.

These changes could well make wider organisational change processes difficult and potentially employee relations could be challenging as a result.

Comments can still be submitted through the consultation exercise (still relevant for wider reform changes but not 95k cap) that closes on 8 November. LGA will circulate some draft suggestions for potential inclusion in any authority responses and one from YHEA.

Work will commence on changes needed to the Pension Regulations and information will be shared when available.

16. Update on LGS Pay Negotiations

Pay award round for 20/21 is now complete. The TU pay Claim is not expected before 1st January 2021.

Consultations will commence for the 21/22 pay round once the spending review has been issued by Government.

17. Any Other Urgent Business

Nothing reported.

18. Planning for the Next Meeting

Next meeting is on Thursday 21 January 2021

If anyone has any other specific agenda items for future meetings please email Steve on steve.walmsley@yhemployers.org.uk