



OFFICIAL

# Human Resources Activity Report

## Human Resources Committee

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Date: 05 July 2019

Agenda Item: **5**

Submitted By: Chief Employment Services Officer

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|                        |   |
|------------------------|---|
| <b>Purpose</b>         | To inform Members of sickness absence to the end of March 2019 and personnel activity to the end of March 2019.   |
| <b>Recommendations</b> | <ol style="list-style-type: none"><li>1. That Members approve the amendment to the establishment.</li><li>2. That Members note the content of the report.</li></ol> |
| <b>Summary</b>         | This report informs Members of the Authority's key areas relating to Human Resources for 2018/19.   |

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Christine Cooper, Corporate HR Manager  
T: 01274 655741  
E: [Christine.cooper@westyorksfire.gov.uk](mailto:Christine.cooper@westyorksfire.gov.uk);

Background papers open to inspection: None

Annexes: None

## 1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 APRIL 2018 TO 1 APRIL 2019

### Wholetime

|                 | White British or Irish | Any Other White | Mixed | Asian or Asian British | Black or Black British | Chinese | Not Known | Female | Male | Total Staff |
|-----------------|------------------------|-----------------|-------|------------------------|------------------------|---------|-----------|--------|------|-------------|
| <b>Apr 2018</b> | 902                    | 9               | 20    | 17                     | 4                      | 1       | 6         | 48     | 911  | 959         |
| <b>Jul 2018</b> | 911                    | 10              | 18    | 17                     | 5                      | 1       | 6         | 52     | 916  | 968         |
| <b>Oct 2018</b> | 908                    | 10              | 17    | 17                     | 3                      | 1       | 6         | 52     | 910  | 962         |
| <b>Jan 2019</b> | 897                    | 10              | 17    | 17                     | 3                      | 1       | 6         | 52     | 899  | 951         |
| <b>Apr 2019</b> | 893                    | 10              | 20    | 18                     | 3                      | 1       | 6         | 53     | 898  | 951         |

### Control

|                 | White British or Irish | Any Other White | Mixed | Asian or Asian British | Black or Black British | Chinese | Not Known | Female | Male | Total Staff |
|-----------------|------------------------|-----------------|-------|------------------------|------------------------|---------|-----------|--------|------|-------------|
| <b>Apr 2018</b> | 46                     | 0               | 1     | 0                      | 0                      | 0       | 0         | 34     | 13   | 47          |
| <b>Jul 2018</b> | 46                     | 0               | 2     | 0                      | 0                      | 0       | 0         | 35     | 13   | 48          |
| <b>Oct 2018</b> | 48                     | 0               | 2     | 0                      | 0                      | 0       | 0         | 36     | 14   | 50          |
| <b>Jan 2019</b> | 49                     | 0               | 1     | 0                      | 0                      | 0       | 0         | 36     | 14   | 50          |
| <b>Apr 2019</b> | 47                     | 0               | 1     | 0                      | 0                      | 0       | 0         | 35     | 13   | 48          |

### Retained

|                 | White British or Irish | Any Other White | Mixed | Asian or Asian British | Black or Black British | Chinese | Not Known | Female | Male | Total Staff |
|-----------------|------------------------|-----------------|-------|------------------------|------------------------|---------|-----------|--------|------|-------------|
| <b>Apr 2018</b> | 134                    | 0               | 0     | 1                      | 0                      | 0       | 1         | 7      | 129  | 136         |
| <b>Jul 2018</b> | 131                    | 0               | 0     | 1                      | 0                      | 0       | 1         | 6      | 127  | 133         |
| <b>Oct 2018</b> | 124                    | 0               | 0     | 1                      | 0                      | 0       | 1         | 6      | 120  | 126         |
| <b>Jan 2019</b> | 127                    | 0               | 0     | 1                      | 0                      | 0       | 1         | 8      | 121  | 129         |
| <b>Apr 2019</b> | 135                    | 1               | 2     | 1                      | 0                      | 0       | 1         | 9      | 131  | 140         |

**Fire Staff**

|                 | White British or Irish | Any Other White | Mixed | Asian or Asian British | Black or Black British | Chinese | Not Known | Female | Male | Total Staff |
|-----------------|------------------------|-----------------|-------|------------------------|------------------------|---------|-----------|--------|------|-------------|
| <b>Apr 2018</b> | 278                    | 8               | 3     | 22                     | 2                      | 0       | 2         | 170    | 145  | 315         |
| <b>Jul 2018</b> | 272                    | 6               | 2     | 22                     | 2                      | 0       | 2         | 164    | 143  | 307         |
| <b>Oct 2018</b> | 274                    | 6               | 2     | 23                     | 2                      | 0       | 3         | 168    | 142  | 310         |
| <b>Jan 2019</b> | 277                    | 5               | 3     | 24                     | 2                      | 0       | 4         | 169    | 146  | 315         |
| <b>Apr 2019</b> | 274                    | 5               | 4     | 24                     | 2                      | 0       | 4         | 167    | 146  | 313         |

**Brigade Total**

|                 | White British or Irish | Any Other White | Mixed | Asian or Asian British | Black or Black British | Chinese | Not Known | Female | Male | Total Staff |
|-----------------|------------------------|-----------------|-------|------------------------|------------------------|---------|-----------|--------|------|-------------|
| <b>Apr 2018</b> | 1360                   | 17              | 24    | 40                     | 6                      | 1       | 9         | 259    | 1198 | 1457        |
| <b>Jul 2018</b> | 1360                   | 16              | 22    | 40                     | 7                      | 1       | 9         | 257    | 1199 | 1456        |
| <b>Oct 2018</b> | 1354                   | 16              | 21    | 41                     | 5                      | 1       | 10        | 262    | 1186 | 1448        |
| <b>Jan 2019</b> | 1350                   | 15              | 21    | 42                     | 5                      | 1       | 11        | 265    | 1180 | 1445        |
| <b>Apr 2019</b> | 1349                   | 16              | 27    | 43                     | 5                      | 1       | 11        | 264    | 1188 | 1452        |

## 2. Sickness Absence

SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE  
APRIL 2018 - MARCH 2019 PER MONTH

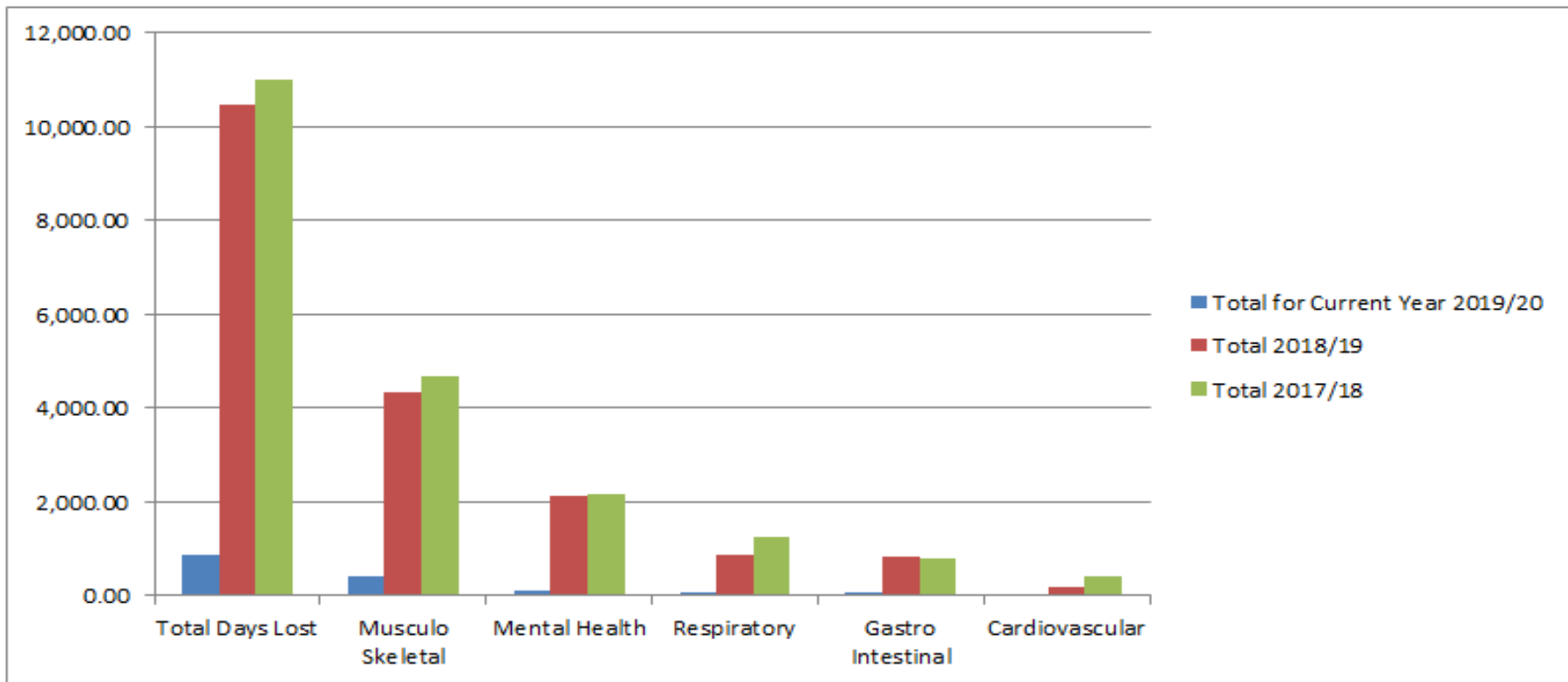
|                               | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Ops Response                  | 0.47   | 0.46   | 0.37   | 0.53   | 0.54   | 0.55   | 0.65   | 0.69   | 0.61   | 0.72   | 0.60   | 0.52   |
| Ops Support                   | 0.70   | 0.65   | 0.00   | 0.02   | 0.23   | 0.73   | 0.45   | 0.33   | 0.00   | 1.03   | 0.32   | 1.37   |
| Prev & Prot                   | 1.04   | 0.70   | 0.16   | 0.71   | 0.45   | 0.42   | 0.42   | 0.46   | 0.84   | 1.51   | 1.28   | 1.28   |
| Legal & Gov                   | 1.04   | 0.45   | 0.52   | 0.32   | 0.00   | 0.05   | 0.09   | 0.86   | 0.57   | 0.33   | 0.57   | 0.00   |
| Service Support               | 0.20   | 0.21   | 0.17   | 0.34   | 0.36   | 0.31   | 0.56   | 0.55   | 0.65   | 0.72   | 0.56   | 0.55   |
| Emp Services                  | 0.61   | 0.89   | 0.75   | 0.61   | 1.36   | 1.26   | 0.85   | 0.60   | 0.53   | 0.49   | 0.45   | 0.76   |
| Finance                       | 0.20   | 0.13   | 0.07   | 0.00   | 0.00   | 0.00   | 0.00   | 0.13   | 0.43   | 0.07   | 0.20   | 0.69   |
| FSHQ                          | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   |
| Total                         | 0.48   | 0.46   | 0.35   | 0.50   | 0.55   | 0.55   | 0.62   | 0.64   | 0.59   | 0.60   | 0.67   | 0.57   |
| 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) | 0.49   | 0.49   | 0.52   | 0.57   | 0.58   | 0.64   | 0.74   | 0.67   | 0.61   | 0.55   | 0.53   | 0.59   |

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

Absence over the 12 months equates to an average of 6.58 days per employee. Both Ops Support and Prevention & Protection remain a significant outlier, but absences is also higher than target in a number of other areas.

SICKNESS ABSENCE – MAJOR CAUSES TO APRIL 2019

|                                       | Total Days Lost | Musculo Skeletal | Mental Health | Respiratory | Gastro Intestinal | Cardiovascular |
|---------------------------------------|-----------------|------------------|---------------|-------------|-------------------|----------------|
| <b>Total for Current Year 2019/20</b> | 871.50          | 423.00           | 99.00         | 65.50       | 79.00             | 0.00           |
| <b>Total 2018/19</b>                  | 10,476.50       | 4,318.50         | 2,130.00      | 885.00      | 849.50            | 175.12         |
| <b>Total 2017/18</b>                  | 11,014.00       | 4,694.50         | 2,146.58      | 1,259.00    | 790.32            | 417.00         |
| <b>Total</b>                          | 22362.00        | 9436.00          | 4375.58       | 2209.50     | 1718.82           | 592.12         |
| Percentage                            | 100.00%         | 42.20%           | 19.57%        | 9.88%       | 7.69%             | 2.65%          |

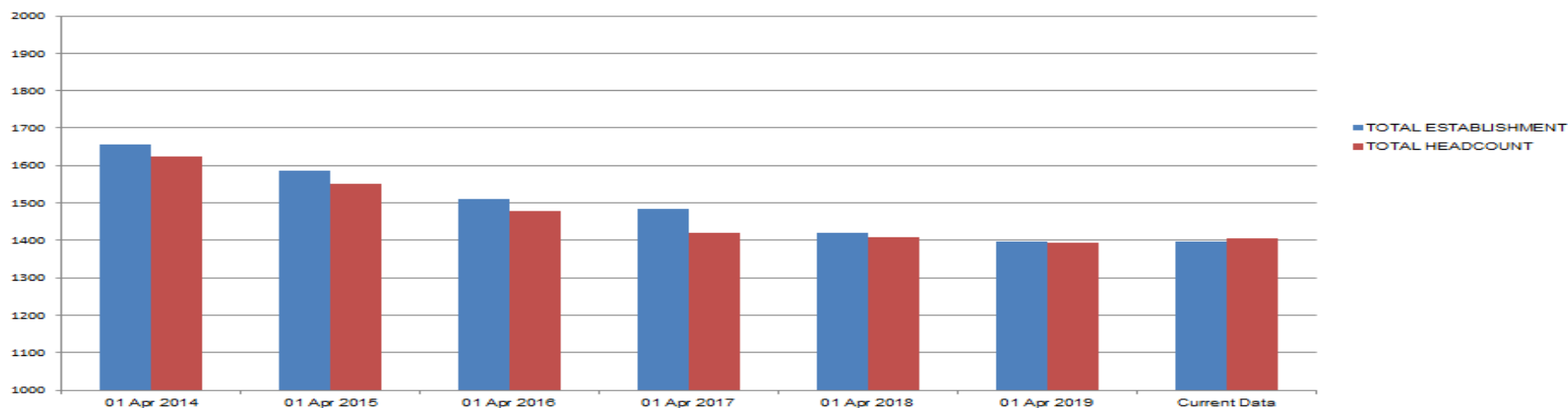


### 3. ESTABLISHMENT AND STRENGTH APRIL 2014 to PRESENT DAY

#### Summary Figures – Establishment and Strength

|                    | TOTAL ESTABLISHMENT | TOTAL HEADCOUNT | WHOLETIME ESTABLISHMENT | WHOLETIME HEADCOUNT | RETAINED ESTABLISHMENT | RETAINED POSITIONS COVERED* | CONTROL ESTABLISHMENT | CONTROL HEADCOUNT | GREEN BOOK ESTABLISHMENT | GREEN BOOK HEADCOUNT |
|--------------------|---------------------|-----------------|-------------------------|---------------------|------------------------|-----------------------------|-----------------------|-------------------|--------------------------|----------------------|
| 01 Apr 2014        | 1657                | 1624            | 1202                    | 1198                | 144                    | 118                         | 43                    | 47                | 268                      | 261                  |
| 01 Apr 2015        | 1587                | 1552            | 1153                    | 1144                | 120                    | 96                          | 42                    | 41                | 272                      | 271                  |
| 01 Apr 2016        | 1511                | 1479            | 1074                    | 1059                | 120                    | 96                          | 42                    | 49                | 275                      | 275                  |
| 01 Apr 2017        | 1483                | 1421            | 1032                    | 985                 | 120                    | 94                          | 43                    | 49                | 288                      | 293                  |
| 01 Apr 2018        | 1420                | 1408            | 963                     | 959                 | 120                    | 87                          | 43                    | 47                | 294                      | 315                  |
| 01 Apr 2019        | 1396                | 1394            | 927                     | 951                 | 120                    | 82                          | 44                    | 48                | 305                      | 313                  |
| Current Data       | 1396                | 1406            | 925                     | 956                 | 120                    | 89                          | 44                    | 47                | 307                      | 314                  |
| Reductions to date | 261                 | 218             | 277                     | 242                 | 24                     | 29                          | -1                    | 0                 | -39                      | -53                  |

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



4. HEALTH AND SAFETY PERFORMANCE 1 APRIL 2018 – 31 MARCH 2019

**Lost time up to 3 days**

| Actual performance 2018/19 | Target 2018/19 |
|----------------------------|----------------|
| 28                         | 26             |

**Lost time over 3 days**

| Actual performance 2018/19 | Target 2018/19 |
|----------------------------|----------------|
| 20                         | 24             |

**RIDDOR Major injury/disease**

| Actual performance 2018/19 | Target 2018/19 |
|----------------------------|----------------|
| 2                          | No target set  |

5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS  
1 JANUARY 2019 – 31 MARCH 2019 (4<sup>TH</sup> Quarter)

| Ref No. | KPI   | Target | 4th Quarter<br>1 <sup>st</sup> January –<br>31 <sup>st</sup> March 2019 | YTD<br>1 <sup>st</sup> April 2018 –<br>31 <sup>st</sup> March 2019 | Target achieved<br>for present<br>quarter |
|---------|---|--------|---|--|---|
| 1       | Management referral to appointment date ( 3 weeks)            | 90%    | 100%  | 86%  | 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* |        | 2   | 19*  |   |
| 4       | No. of physiotherapy referrals                                |        | 26  | 110  |   |
| 5       | No. of counselling referrals                                  |        | 16  | 69   |   |
| 6       | No. of management referrals                                   |        | 8   | 48   |   |
| 7       | No. of health screenings                                      |        | 76  | 191  |   |
| 8       | No. of self-referrals   |        | 15  | 45   |   |
| 9       | No of AMA consultations                                       |        | 143   | 822  |   |

\*Total DNA'S for OH appointments year to date (5 AMA apts.)

## 6. DISCIPLINE AND GRIEVANCE CASES – 1 JANUARY 2019 – 31 MARCH 2019

### Disciplinary Cases by Directorate

| Directorate         | Total Received in Period | Total Completed |   | Current Live Cases | Average time to complete (Days) |
|---------------------|--------------------------|-----------------|---|--------------------|---------------------------------|
| FSHQ                |                          |                 |   |                    |                                 |
| Service Delivery    | 2                        |                 | 2 | 3                  | 50                              |
| Legal & Governance  |                          |                 |   |                    |                                 |
| Employment Services |                          |                 |   |                    |                                 |
| Service Support     |                          |                 |   |                    |                                 |

|                            |
|----------------------------|
| Oldest Live Case Commenced |
| 30/10/2018                 |
| Green < 60 Days            |
| Red > 60 Days              |

### Grievance Cases by Directorate

| Directorate         | Total Received | Total Completed |   | Current Live Cases | Average time to complete (Days) |
|---------------------|----------------|-----------------|---|--------------------|---------------------------------|
| FSHQ                |                |                 |   |                    |                                 |
| Service Delivery    | 7              | 1               | 2 | 8                  | 42                              |
| Legal & Governance  |                |                 |   |                    |                                 |
| Employment Services |                |                 |   |                    |                                 |
| Service Support     |                |                 |   |                    |                                 |

|                            |
|----------------------------|
| Oldest Live Case Commenced |
| 16/08/2018                 |
| Green < 15 Days            |
| Red > 15 Days              |

### Bullying and Harrassment Cases by Directorate

| Directorate         | Total Received | Total Completed |  | Current Live Cases | Average time to complete (Days) |
|---------------------|----------------|-----------------|--|--------------------|---------------------------------|
| FSHQ                | 0              |                 |  |                    |                                 |
| Service Delivery    | 0              |                 |  |                    |                                 |
| Legal & Governance  | 0              |                 |  |                    |                                 |
| Employment Services | 0              |                 |  |                    |                                 |
| Service Support     | 0              |                 |  |                    |                                 |

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

### Mediation Cases by Directorate

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

## 7. RECRUITMENT STATISTICS – 1 JANUARY 2019 – 31 MARCH 2019

### External Recruitment by Directorate 1 January 2019 to 31 March 2019

| Directorate         | Total Received | Total Complete in Period | Total Complete Within Target | Total Complete Outside Target | Current Live Cases | Average time to complete (Days) | Vacancies not appointed to |
|---------------------|----------------|--------------------------|------------------------------|-------------------------------|--------------------|---------------------------------|----------------------------|
| Finance             | 0              | 0                        | 0                            | 0                             | 0                  | 0                               | 0                          |
| Service Delivery    | 3              | 1                        | 2                            | 0                             | 1                  | 35                              | 0                          |
| Legal & Governance  | 2              | 2                        | 2                            | 0                             | 0                  | 24.5                            | 0                          |
| Employment Services | 0              | 0                        | 0                            | 0                             | 0                  | 0                               | 0                          |
| Service Support     | 2              | 2                        | 2                            | 0                             | 0                  | 42.5                            | 0                          |

|                  |
|------------------|
| Target Timescale |
|------------------|

|                 |
|-----------------|
| Green < 84 Days |
| Red > 84 Days   |

### Internal Only Recruitment by 1 January 2019 to 31 March 2019

| Directorate         | Total Received | Total Complete in Period | Total Complete Within Target | Total Complete Outside Target | Current Live Cases | Average time to complete (Days) | Vacancies not appointed to |
|---------------------|----------------|--------------------------|------------------------------|-------------------------------|--------------------|---------------------------------|----------------------------|
| Finance             | 1              | 1                        | 0                            | 1                             | 0                  | 43                              | 0                          |
| Service Delivery    | 10             | 9                        | 3                            | 6                             | 1                  | 37.5                            | 1                          |
| Legal & Governance  | 0              | 0                        | 0                            | 0                             | 0                  | 0                               | 0                          |
| Employment Services | 0              | 0                        | 0                            | 0                             | 0                  | 0                               | 0                          |
| Service Support     | 3              | 3                        | 1                            | 1                             | 0                  | 32.5                            | 1                          |

|                  |
|------------------|
| Target Timescale |
|------------------|

|                 |
|-----------------|
| Green < 30 Days |
| Red > 30 Days   |





OFFICIAL

# Leeds - Assistant District Prevention Manager (Prison and Safer Leeds Secondments)

## Human Resources Committee

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Date: 5 July 2019

Agenda Item:

6

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

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### **Purpose**

Leeds District is looking to continue driving new and innovative ways to develop our prevention strategy. This report details the proposed arrangements to secure and continue the current arrangements in respect of additional resources by way of the Assistant District Prevention Manager / Prison & Safer Leeds secondment role, which has made a significant impact on reducing the number of incidents within secure premises and reduced associated risks.

### **Recommendations**

That Members approve the funding of this position for a further 24-month period.

### **Summary**

This report details the development of the Leeds Assistant District Prevention Manager role and the evolution of the prison & Safer Leeds secondments. The paper identifies the work that has currently been undertaken and benefits that have been generated.

Approving an extension will enable ongoing development of the position and a rollout of the systems, ways of working and training programmes initiated at HM Young Offenders Institute to other local prisons within Leeds. It will also allow progress of the Safer Leeds partnership which is in its early stages of development.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Dave Walton – Deputy Chief Fire Officer

Background papers open to inspection: None

Annexes: Appendix A & B

## 1 Introduction

- 1.1 In 2014 the Crown Premises Inspection Group implemented a national change in procedure whereby all prisons had to notify their local Fire and Rescue Service (FRS) of all fire-related incidents, including those that had been extinguished and dealt with by prison staff.
- 1.2 Leeds District was experiencing a very high number of deliberate cell fires within the 3 prisons located across the district. During 2015/16, West Yorkshire Fire and Rescue Service (WYFRS) attended 88 fire-related incidents within the Leeds prison network of which 51 incidents occurred at HM Young Offenders Institute (YOI) Wetherby. Of those 88 incidents recorded during that 12 month period, 20 resulted in fire related injuries of varying severity.
- 1.3 This had a significant impact on the district's non-domestic building fire and fire related injury performance management indicators, which in turn impacted on the services overall performance summary.
- 1.4 WYFRS wrote to all prisons highlighting the issue and encouraging prisons to reduce deliberate fires in partnership with the service.
- 1.5 WYFRS has a history of success by working with external partners and agencies. Previously, staff have been seconded into our organisation from Housing Leeds, and we have seconded staff on a full-time basis to work within social care and mental health groups. This approach has opened up new ways of reducing risk.
- 1.6 During 2017 a joint decision was agreed between HM YOI and WYFRS to second a member of our staff into the prison service on a part-time basis with a view to exploring ways of reducing cell fires. This role was incorporated within that of the Leeds Assistant District Prevention Manager (ADPM) and the post temporarily elevated from Watch Manager (A) to Watch Manager (B) in recognition of the additional work stream and responsibility.
- 1.7 The most recent post holder has had their transfer request actioned in April 2019, and should approval be granted to extend the term of this post, expressions of interest will be sought through Employee Resourcing.
- 1.8 Supporting statements from the HM YOI team have been provided at Appendices A & B

## 2 Information

### Prison secondment

- 2.1 The prison secondment element of the Leeds ADPM role has been established since 2017. During this time the post holder, WM Craig Bedford, has developed and initiated the following measures at HM YOI Wetherby:
  - Identified and eliminated various food product packaging types that were being used to support the initiation of fires. Established control checks on those items that cannot be removed.
  - Amended the incident reporting system used by custodial managers and introduced a cost evaluation process to enable accurate costings of all fire damage. West Yorkshire

Police are now able to use this data and seek prosecution through the Crown Prosecution Service when an agreed threshold is reached.

- Created and delivered a fire awareness induction package to 324 young offenders at the establishment.
- Established new policies regarding post fire management of cells and the contents, this includes the inmates' personal items. This process has been a significant factor in the current downward trend of fires.
- Shared the work undertaken and associated learning with other FRS's, received national interest and praise.
- The firefighter cadet's course has received national recognition by both NOVAS (education provider) and the Ministry Of Justice.
- Produced an arsonist management plan which determines the location (cell) in which the young offenders are allocated.
- Exercised both WYFRS and HMP procedures.
- Developed and facilitated the delivery of youth training courses with offenders.
- Investigated cell fires and targeted repeat offenders.
- Worked with those already convicted of arson to reduce likelihood of re-offending.

2.2 The prison liaison role has made a significant impact on reducing the number of cell fires as below. Note, reduction percentage based on the average number of incidents in the 2 year period prior to the secondment commencing (shaded areas).

| HMYOI Wetherby   |            | HMP Wealstun     |            | HMP Leeds        |            |
|------------------|------------|------------------|------------|------------------|------------|
| Year             | Incidents  | Year             | Incidents  | Year             | Incidents  |
| 2016/17          | 50         | 2016/17          | 18         | 2016/17          | 36         |
| 2017/18          | 28         | 2017/18          | 15         | 2017/18          | 34         |
| 2018/19          | 9          | 2018/19          | 11         | 2018/19          | 12         |
| <b>Reduction</b> | <b>82%</b> | <b>Reduction</b> | <b>39%</b> | <b>Reduction</b> | <b>66%</b> |

2.3 The above equates to a 67% reduction in fire-related incidents across all three sites in the two years the secondment has been established.

2.4 Although significant reductions have been made as highlighted in section 2.2, it is anticipated that further reductions will be realised as those systems, procedures and education packages introduced at HM Wetherby YOI are rolled out at HM Wealstun and HM Leeds.

2.5 Since the introduction of the post fire cost evaluation system at HM YOI, the average cost associated with a cell fire equates to £2,100.

2.6 The below table shows the cost associated with cell fires (based on the post fire cost evaluation system adopted by HM YOI) and the financial savings through the reduction in cell fires.

| Financial Year | Number of incidents | Number of cell fires | Costing using £2,100 as average | Saving by reduction in fires from 2 year average (£101,850) |
|----------------|---------------------|----------------------|---------------------------------|---|
| 2015/16        | 51                  | 49                   | £102,900                        |   |
| 2016/17        | 50                  | 48                   | £100,800                        |   |
| 2017/18        | 28                  | 27                   | £56,700                         | £45,150   |
| 2018/19        | 9                   | 9                    | £18,900                         | £82,950   |
|                |                     |                      |                                 | Total saving £128,100                                       |

### Safer Leeds secondment

- 2.7 During the development of the ADPM and prison liaison role, the ADPM has become more involved with, and subsequently been seconded into the Safer Leeds team.
- 2.8 Although only its early stages, the vision is to work with 3 strands that fall under the Safer Leeds Executive Board. The ADPM would currently be best placed to work with the anti-social behaviour, serious & organised crime and the reducing offending sub-boards.
- 2.9 There is scope to work more closely within the anti-social behaviour board and to utilise links within it. Historically we have struggled to access high school students, primarily those around the driving age. This feels particularly prudent following the high profile deaths we have seen in the north of the city within the last 12 months. By utilising the safer schools officers we are able to provide education and awareness on a range of subjects including road and vehicle safety. Safer Leeds resources have been mapped across the district and contact details of all the locality managers for the priority neighbourhoods provided to local crews, thus creating links within specific areas. It is anticipated we generate a greater understanding of why and where community tensions are present and how this may impact on operations and therefore allow us to target our prevention activity.
- 2.10 Tower blocks within the city are also part of a stream of work being undertaken by Safer Leeds. The aim is to reduce the damage caused by anti-social behaviour and offer reassurance to residents. This work aligns with our relaunch of the 'adopt a block' programme.
- 2.11 With regard to the serious & organised crime board, it is anticipated engagement will help to gain a clearer understanding around the performance management indicators in terms of why specific spikes in activity happen, such as a sudden increase in car fires, wheelie bin fires etc.

### **3 Financial Implications**

- 3.1 There will be a continued investment required from the organisation to resource this role at WM (B) level. This post has been included within the staffing budget for 2019/20.
- 3.2 It is difficult to quantify or project actual financial savings to WYFRS associated with this project. However, there are significant business benefits associated with this role as outlined within this paper.

### **4 Legal Implications**

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

### **5 Human Resource and Diversity Implications**

- 5.1 There are no negative impacts regarding equality for employees or the community.
- 5.2 Reasonable adjustments would be considered during the recruitment process and in the future as necessary.

### **6 Health, Safety and Wellbeing implications**

- 6.1 There is a risk associated with violence against staff within prisons. This has been mitigated via a thorough induction programme and adopting existing working arrangements within the prisons.
- 6.2 Standard WYFRS uniform is worn within the administration buildings. When working on a prison wing, the postholder is accompanied by a prison officer and wears a fire tunic to clearly identify the service being represented.
- 6.3 The postholder will receive bespoke training relevant to their role.

### **7 Your Fire & Rescue Service 2019-2022 priorities**

- 7.1 The proposal supports several of the priorities detailed in the service plan including:
- Reduce the risk to the communities of West Yorkshire
  - Work smarter throughout the service
  - Continue to keep our firefighters safe
- 7.2 The role of the ADPM / Prison Liaison Officer / Safer Leeds secondment will contribute to the achievement of service delivery plan targets relating to non-domestic building fires, fire related injuries and arson.

- 7.3 The success of this project will be measured in terms of reduction in the number of cell fires in Leeds prisons, along with a reduction in fire related injuries within these establishments.
- 7.4 There is evidence that this role has had a significantly positive affect by reducing cell fires at HM YOI Wetherby by 82% within the 2 year period of the secondment.

## **8 Conclusions**

- 8.1 A further extension of funding for this post will support delivery of measures to improve performance in respect of indicators for non-domestic building fires. This reduction in incidents will reduce risk to our staff who may respond to such incidents and improve availability of resources which would otherwise be committed. In respect of the element of the secondment which links to prison establishments there is an ongoing opportunity to positively impact and influence offender behaviour patterns post their release back into the community.



HM Prison &  
Probation Service



Governor

• HM Young Offender Institution

York Road

Wetherby

West Yorkshire

LS22 5ED

Tel: 01937 54 44 64

Fax: 01937 54 42 10

•

[Andrew.Farrell@westyorkshirefire.gov.uk](mailto:Andrew.Farrell@westyorkshirefire.gov.uk)

23 April 2019

Dear Mr Farrell,

In March 2018, the Fire Cadet Course was introduced to help young people reduce their offending behaviour, and encourage them to become better citizens. The success of the course has been outstanding, both in terms of increasing young people's self-esteem and in raising fire awareness generally. We have also seen a reduction in the number of cell fires, making Wetherby a much safer place for both young people and staff.

This course is run in collaboration with West Yorkshire Fire Brigade and Novus (our education providers). It has had a hugely positive effect on the course students, and has helped to improve their fitness levels, education skills, discipline and team working as well as increasing their understanding of consequences.

Craig Bedford is Leeds Assistant District Prevention Manager and he has been seconded to Wetherby as Prison Liaison Officer. He has been instrumental in providing structured support and expertise, and without his input, the course may not have been as impactful as it has been.

Wetherby continues to be the only prison establishment undertaking meaningful collaborative work with the Fire Service. The course has attracted positive publicity, both in terms of Ministerial interest and amongst the wider Youth Custody Estate.

I was sorry to hear that Craig's secondment is coming to an end; if there is any way you could consider maintaining a seconded officer into Wetherby we would be hugely grateful.

Please do contact me on xxx if you feel it would be helpful to discuss this further.

Yours sincerely,

**ANDREW DICKINSON**  
**GOVERNOR**



### HMYOI Wetherby

#### Supporting Documentation

Over the past 2 years Craig been seconded into HMYOI Wetherby working as part of the Health Safety and Fire team under myself Joan Mclean. The main purpose of the secondment was to try and reduce the number of cell fires at the site. Only by being part of the Health Safety Fire team have we been able to influence and implement the work that has led to a 80% reduction over 2 years.

The Health Safety Fire team are perfectly placed to influence both top tier management such as section heads and Governors but also those who are dealing directly with the prison population. The more significant changes that we have brought in such as the destruction of the cell contents following a cell fire and the Arson Reduction plan where we had people with Arson convictions or those who had set cell fires moved to cells in better locations with regards to extraction systems, extinguishing media or better access for Firefighters, could only have been possible through working alongside the Health & Safety team who petitioned and openly sponsored the work. By both organisations taking a look at the problems with a fresh pair of eyes and collaboratively working together we have seen not only a vast reduction in fires but a much greater understanding of the safe systems of work and the standard operating procedures employed by both HMPPS and WYFRS.

**Joan McLean**  
**Health, Safety & Fire Advisor**





OFFICIAL

# Retained Duty System Liaison Role

## Human Resources Committee

Date: 5 July 2019

Agenda Item:

7

Submitted By: Chief Employment Services Officer

- Purpose** To seek approval from Members to progress with proposals to establish a dedicated Retained (On-Call) Support and Liaison Officer Post
- Recommendations** That Members approve the removal of one established Watch Manager post and the creation of the Retained Support and Liaison Officer post to provide dedicated and on-going support for Retained (On-Call) stations across West Yorkshire.
- Summary** The ten Retained (On-Call) stations across West Yorkshire require dedicated support in order to ensure sufficient staffing levels are maintained. This includes delivering local and service wide recruitment campaigns, monitoring and managing performance around availability of On-Call staff and supporting efficient and effective delivery of services from our On-Call fire stations. This paper seeks approval from Members to ensure this can be delivered in the coming years.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Christine Cooper – Corporate HR Manager

Tel: 01274 655741

Toby May – Kirklees District Commander

Tel: 01484 551800

Background papers open to inspection: None

Annexes: Appendix A - Retained (On-Call) Support and Liaison Officer Job Description

## **1 Introduction**

- 1.1 The Retained Duty System (RDS) Review highlighted several improvements to the ways of working within the Retained Duty System within West Yorkshire to make it both more responsive to the needs of local communities by improving appliance availability and to make the role of an RDS firefighter more attractive to staff and potential new recruits. Members of the Human Resources (HR) Committee have been given regular updates on the progress of the RDS Review.
- 1.2 In addition to the staff based within District Command teams and on our ten Retained (On-Call) fire stations, there are two posts within the organisation that have provided general support around the management of our RDS stations. One is an established Watch Manager post sitting within the Operations Policy team. The other post is a temporary RDS Recruitment Support Officer fixed term contract post that is due to end on 8 September 2019.
- 1.3 This paper proposes that the two roles identified in 1.2 are combined into a dedicated RDS Support and Liaison Officer role. The post would be under the Green book terms and conditions.

## **2 Information**

- 2.1 The temporary post that was created in September 2018 within HR to support the recruitment of staff into the RDS stations across West Yorkshire has delivered a number of positive results.
- 2.2 Engagement with local employers has proved positive around selling the benefits of releasing their staff to work as an On-Call firefighter.
- 2.3 Since September 2018, there have been an additional 25 individuals recruited as On-Call firefighters. Three of these were females which has increased the number of On-Call female firefighters across the service from 6 to 9.
- 2.4 Five On-Call firefighters completed the last trainee course and there are 4 on the current course.
- 2.5 Thirty six other candidates are currently in the pipeline to join the RDS service at various stages of the recruitment process and 20% of these are female.
- 2.6 Some RDS stations are now fully staffed and we have a waiting list to join these stations. The overall recruitment picture across the RDS (On-Call) stations looks much healthier and availability has increased from 57% to 69%.
- 2.7 Since January 2019, we have recorded a further 170 enquiries. There was a national 'On-Call' week and this coincided with media attention around the Moorland fires that we experienced recently, which generated interest in the service.
- 2.8 The temporary RDS Recruitment Support Officer has been a fundamental part of the success and, if the role were to be made permanent, it is intended that the role would deliver against the following key areas:
  - Leading and implementing the RDS recruitment strategy
  - Delivering service improvement across all RDS stations
  - Overseeing and monitoring activities and availability on all RDS stations and providing performance management information to District Commanders for action and decisions.

- 2.9 The post will report to the Kirklees District Commander (due to this district having the majority of RDS stations) but will provide support across all of the RDS stations.
- 2.10 The advantage of having this post occupied by a Green book employee is that it will provide continuity and the appointed post holder will have the specialist skills and knowledge required which are set out in the job description.
- 2.11 The job description for the role has been drafted and is included as an appendix to this report.

### 3 Financial Implications

3.1 The current arrangement is detailed below:

| Post   | Cost (Plus On costs) |
|--|----------------------|
| Watch Commander – RDS Liaison (Established)  | £52,854              |
| RDS Recruitment Support Officer (Grade 5) – Fixed Term contract due to expire 8 September 2019 | £33,349              |

3.2 If the proposal is approved, this would create a permanent post at Grade 6. With the removal of the established WC post there would be the following financial implications:

| Post   | Cost           |
|--|----------------|
| Watch Commander – RDS Liaison (Removed)  | -£52,845       |
| Permanent RDS Support and Liaison Officer<br>(Re-graded to Grade 6 following job evaluation against new Job Description) | £36,582        |
| <b>Financial Saving</b>  | <b>£16,263</b> |

### 4 Legal Implications

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

### 5 Human Resource and Diversity Implications

- 5.1 This proposal directly affects 2 existing members of staff.
- 5.2 The Watch Commander currently in the Operations Policy team intends to move roles. A position within the organisation will be made available to him as a Watch Manager on station. If the proposal were to be approved, the vacant post would not be filled and would be removed from the establishment.

5.3 The temporary post that is currently filled on a fixed term contract is due to end on 8 September 2019. Should the proposal be approved, there would be a selection process to fill this vacancy in line with the Authority's Recruitment and Selection Policy and it is anticipated that the vacancy would be filled through an internal selection process. If the affected post holder was not successful in obtaining the RDS Support and Liaison Officer role then the employee's fixed term contract would be terminated as per their contract of employment.

## **6 Health and Safety Implications**

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

## **7 Your Fire & Rescue Service 2019-2022 Priorities**

7.1 This proposal supports the following service priorities:

- Reduce risks to the communities of West Yorkshire
- Manage Recruitment
- Be more efficient across all areas of the service to make savings
- Work smarter throughout the service
- Reduce what we spend by at least £2.4m by 2020.

## **8 Conclusions**

8.1 The ten Retained (On-Call) stations across West Yorkshire require support in order to ensure sufficient staffing levels are maintained. This includes delivering local and service wide recruitment campaigns, monitoring and managing performance around availability of On-Call staff and supporting efficient and effective delivery of services from our On-Call fire stations. This paper seeks approval from Members to ensure this can be delivered in the coming years.

8.2 Members are recommended to approve the proposals within this paper.

## **WEST YORKSHIRE FIRE & RESCUE SERVICE**

### **JOB DESCRIPTION**

**POST TITLE:** Retained (On-Call) Support and Liaison Officer

**GRADE:** 5

**RESPONSIBLE TO:** Kirklees District Commander

**RESPONSIBLE FOR:** None

#### **PURPOSE OF POST:**

Lead on a recruitment strategy for retained (on-call) stations across West Yorkshire.

Support the HR department and local stations in the recruitment of retained (on-call) Firefighters

Contribute to service improvement and the continual development of all matters regarding retained (on-call) management.

Oversee and monitor activities and availability of retained (on-call) personnel to ensure effective and efficient service delivery.

Support strategic management to determine and manage the long term requirements of the Service to maintain its retained (on-call) capability.

#### **MAIN DUTIES AND RESPONSIBILITIES**

##### **Recruitment**

1. Lead on a recruitment strategy for individual retained (on-call) stations across West Yorkshire
2. Proactively promote the work of West Yorkshire Fire and Rescue Service with communities and employers within the geographical areas around our retained (on-call) Fire Stations.
3. Responsible for the recruitment toolkit to support retained stations working closely with them to promote the benefits to applicants of being a retained (on-call) Firefighter and ensure information is up-to-date and relevant.
4. Support retained (on-call) recruitment campaigns on local stations and find creative and cost effective methods of recruiting retained (on-call) Firefighters
5. Work with local businesses/employers to promote and educate them around the benefits of their employees working as a retained (on-call) Firefighter on a secondary contract

6. Engage with local community groups to improve the diversity of retained (on-call) employees within the Authority
7. Allocate and monitor the retained recruitment budget ensuring expenditure is within agreed budgets and is appropriately allocated to support recruitment across all retained stations.
8. Provide advice and guidance to stations on best practice around retained (on-call) recruitment
9. Produce and analyse statistics in relation to the success and required improvements of each retained (on-call) recruitment campaign
10. Build links with other Fire and Rescue Services and attend local and national conferences in relation to retained (on-call) recruitment, advising the Steering Group of best practice within the sector
11. Work closely with Corporate Communications, Occupational Health and Operations Policy to manage, develop and improve retained (on-call) recruitment.

### **Operational**

12. Monitor the operational readiness of the retained (on-call) stations and personnel and report against KPI's to identify improvements as necessary.
13. Monitor retained (on-call) personnel's hours on a monthly basis to assess if they are achieving their contractual obligations and report back to Districts/Station Managers concerned.
14. Advise and provide guidance to Districts and HR Business Partners on contractual change requests to ensure consistency across the Authority.
15. Assess and provide feedback on the performance of retained (on-call) systems, procedures, individuals and teams and work with Operational Policy in consultation with District Commanders to provide guidance and assistance with any policy changes affecting retained (on-call) personnel.
16. Provide advice, guidance and support to management and crew members regarding day to day on-call issues.
17. Produce and present accurate management information reports and statistical reports to the senior operations team.
18. In consultation with Policy Guidance responsible for updating the retained (on-call) handbook and terms and conditions.
19. Report to the District Commander Team on retained (on-call) issues.

### **Training**

20. Liaise with Training Support to ensure recruitment training is managed and effective.
21. Liaise with Training Support to ensure on-going training for development of retained (on-call) firefighters is effective.

## **General**

22. Assist stations in monitoring budgets and liaise with senior management on budget setting for retained (on-call) stations.
23. Attend meetings at Service, regional and national level to exchange information regarding all matters relating to retained (on-call).
24. Organise and chair regular watch manager meetings.
25. Organise and plan (on-call) annual appreciation events across the brigade.

## **Second area:**

1. To Implement and promote the Authority's:
  - a) Health and Safety policies
  - b) Equality and Diversity policies
  - c) Information Security Management System policies
  - d) Safeguarding policies
  - e) Business continuity policy and contingency arrangements
2. To demonstrate and uphold the service values and to promote the organisation in a positive manner.
3. Ensure functions can be maintained when disruptive events occur through the implementation of arrangements specified in the business continuity strategy/policy.
4. Responsibility for ensuring any data produced in relation to the post is accurate and current
5. Undertake any other duties commensurate with the grade of the post as directed by line management.

## PERSON SPECIFICATION/SHORTLISTING CRITERIA

In order to be shortlisted for the post you will need to demonstrate your ability to meet the requirements of the role by giving clear, concise **examples of how you meet each** of the following person specification criteria on your application form. On your application form please list or number the competency criteria against which you are providing evidence/examples.

You will only be shortlisted from the details in the application form if you meet **all Essential criteria**, i.e. items you must be able to do from day one to be able to perform the role. If a large number of applications are received, only those who also meet the Desirable criteria will be shortlisted, i.e. criteria you need to undertake the role, but which could be learnt during training.

There may be some criteria that are identified through 'Selection Process' only. **You will only be assessed on these criteria during the selection process and not from your application form**, this may involve tests, presentations, interview etc.

|   | <b>Experience</b>  | <b>Essential/Desirable</b> | <b>Where Identified</b>         |
|---|--|----------------------------|---------------------------------|
| 1 | Considerable experience of developing and producing recruitment strategies and campaigns               | Essential                  | Application & Selection Process |
| 2 | Experience of designing and delivering presentations to a wide range of audiences                      | Essential                  | Application & Selection Process |
| 3 | Experience of producing recruitment materials  | Essential                  | Application & Selection Process |
| 4 | Up to date knowledge of recruitment and equality legislation   | Desirable                  | Application & Selection Process |
| 5 | Significant experience of communicating and consulting with members of the public including businesses | Essential                  | Application & Selection Process |
| 6 | Experience in the use of Microsoft Office Applications, particularly Word, Excel and PowerPoint        | Essential                  | Application                     |
| 7 | Understanding of the retained (on-call) duty system  | Desirable                  | Application                     |
| 8 | Project Management experience  | Desirable                  | Application & Selection Process |



|    | <b>Education and Training</b>   | <b>Essential/<br/>Desirable</b> | <b>Where<br/>Identified</b>           |
|----|---|---------------------------------|---------------------------------------|
| 9  | Minimum of Level 4 qualification (NVQ 4 or equivalent) or demonstrable equivalent experience  | Essential                       | Application                           |
| 10 | Evidence of continuing professional development   | Essential                       | Application<br>& Selection<br>Process |
| 11 | Member of CIPD (level 7)  | Desirable                       | Application                           |
|    | <b>Special Knowledge and Skills</b>   | <b>Essential/<br/>Desirable</b> | <b>Where<br/>Identified</b>           |
| 12 | Excellent verbal and written communication skills   | Essential                       | Application<br>& Selection<br>Process |
| 13 | Ability to work autonomously, with confidence to make decisions without having ready access to a manager                                  | Essential                       | Application<br>& Selection<br>Process |
| 14 | Ability to prioritise own workloads and meet conflicting deadlines  | Essential                       | Application<br>& Selection<br>Process |
| 15 | Ability to quickly build relationships and exert influence on others by persuading, convincing and negotiating.                           | Essential                       | Application<br>& Selection<br>Process |
| 16 | Demonstrate commitment to good data quality within all areas of work  | Essential                       | Selection<br>Process<br>Only          |
| 17 | Demonstrate an understanding of the importance of equality and diversity to WYFRS as an employer and service provider                     | Essential                       | Selection<br>Process<br>Only          |
| 18 | Demonstrates commitment to taking a leading role in driving forward WYFRS' commitment to equality of opportunity, diversity and inclusion | Essential                       | Application<br>& Selection<br>Process |
| 19 | To hold and maintain a current full valid car driving license   | Essential                       | Application<br>& Selection<br>Process |
| 20 | Ability to be flexible around working hours, which may include some evenings and weekends   | Essential                       | Application                           |

May 2019



OFFICIAL

# Local Pension Board - Annual Report 2018 - 19

## Human Resources Committee

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Date: 5 July 2019

Agenda Item:

8

Submitted By: Chief Legal and Governance Officer

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- Purpose** To consider the Local Pension Board Annual Report 2018 – 19 and agree whether the Local Pension Board is acting within its Terms of Reference and in accordance with good governance principles.
- Recommendations** That Members agree that the Local Pension Board is acting within its Terms of Reference and in accordance with good governance principles.
- Summary** The Local Pension Board is required to produce an Annual Report setting out activity undertaken during the course of the previous year.
- The Annual Report is submitted for formal ratification by this Committee.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nicola Houseman, Committee Services Manager  
E; [nicky.houseman@westyorksfire.gov.uk](mailto:nicky.houseman@westyorksfire.gov.uk)  
T: 01274 655740

Background papers open to inspection: None

Annexes: Annex 1 - Local Pension Board Annual Report 2018 – 19  
Annex 2 – Local Pension Board Terms of Reference

## **1 Introduction**

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

## **2 Information**

- 2.1 The draft Annual Report 2018 – 19 was considered by the Local Pension Board at its meeting held on 18 April 2019.
- 2.2 A copy of the Annual Report is attached as an annex to this report and Members are invited to
- offer views on how complaints and risks reported to the Board have been managed
  - confirm (as appropriate) that the Local Pension Board is acting in accordance with its Terms of Reference and in accordance with good governance principles.
- 2.3 A copy of the Local Pension Board Terms of Reference are attached at Annex 2 to this report.

## **3 Financial Implications**

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

## **4 Legal implications**

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

## **5 Human Resources and Diversity Implications**

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

## **6 Health, Safety and Wellbeing Implications**

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

## **7 Your Fire and Rescue Service priorities**

- 7.1 Production of the Annual Report supports all the Fire and Rescue Service priorities.



# LOCAL PENSION BOARD

## Annual Report 2018 - 2019

**OFFICIAL**

Ownership: Legal and Governance

Date Issued:

Version:

Status: Draft



# Revision and Signoff Sheet

## Change Record

| Date | Author | Version            | Comments   |
|------|--------|--------------------|--|
|      |        | V1 – initial draft | To submit to Local Pension Board for final comment and recommendation for approval to HR Committee on 5 July 2019. |
|      |        |                    |  |

## Reviewers

| Name            | Version Approved | Position          | Organisation | Date    |
|-----------------|------------------|-------------------|--------------|---------|
| Nicola Houseman |                  | Committee Manager | WYFRA        | 17/4/19 |

## Distribution

| Name                      | Position | Organisation                             |
|---------------------------|----------|--|
| Local Pension Board       |          | West Yorkshire Fire and Rescue Authority |
| Human Resources Committee |          | 5 July 2019                              |

## Document Properties

| Item           | Details             |
|----------------|---------------------|
| Document Title | LOCAL PENSION BOARD |
| Author         | Administrator       |
| Creation Date  | 7 November 2018     |
| Last Updated   |                     |

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## 1 Foreword

The purpose of this Annual report is to provide a source of information about the status of West Yorkshire Fire and Rescue Authority Local Pension Board for Scheme members and for the Scheme Manager together with a summary of issues considered in the relevant period (1 April 2018 – 31 March 2019)

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

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

The Report includes commentary on the following;

- A summary of the work undertaken by the Local Pension Board during 2018 – 19
- Detail of areas investigated and how these areas were dealt with
- Any conflicts of interest and how these were managed
- Any identified risks and other areas of potential concern
- Any expenses and costs incurred by the Board
- Gifts and hospitality received by members of the Board
- Training for Board members
- Breaches
- Scrutiny and review

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

| Classification | Action             |
|----------------|--------------------|
|                | Outstanding        |
|                | Partially complete |
|                | Complete           |

## 2 Membership and meetings of the Board

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

2 x Scheme Member representatives (Paul Drinkwater, Chair and Stuart Wilson)

2 x Scheme Manager representatives (Councillors Peter Harrand and Tracey Austin)

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

- 2.2 The Board has met on 3 occasions in the 2018 – 19 year - one of these meetings were called by the Chair with the consent of the Board membership in accordance with the Terms of Reference. A fourth meeting was conducted by email on 18 April 2019.

### **3 Work undertaken by the West Yorkshire Fire and Rescue Authority Local Pension Board 2018 – 19**

- 3.1 The work undertaken by the Board during the course of the year has been defined by these Terms of Reference approved at the 24 June 2016 meeting of the West Yorkshire Fire and Rescue Authority.
- 3.2 Membership of the Scheme Advisory Board sub-committee (Ensuring the effectiveness of Local Pension Boards) continued as follows;
- Stuart Wilson (Scheme member representative)
- 3.3 During the period 1 April 2018 – 31 March 2019 the following items were also considered by the Board;
- Updates on the work and levy associated with the national Scheme Advisory Board (SAB) & its sub-committee (Ensuring the effectiveness of the Local Pension Board)
  - Pension risk register and possible inclusion into Corporate Risk Register
  - Pension Fund – Key Performance Indicators and corporate risks
  - Discretions made by the Scheme Manager
  - Annual benefit statements (including Annual Benefit Survey 2018)
  - Review of Terms of Reference
  - General Data Protection Regulations (GDPR) – privacy notices
  - Pension Risk Register – implementation and adoption as standing item
  - Compliance breaches Register – implementation and adoption as a standing item
  - Response to SAB survey 2017 on effectiveness of Local Pension Boards (including West Yorkshire position statement)
  - Guaranteed Minimum Pension (GMP) reconciliation
- 3.4 Each Activity report includes detail on the number of;
- pension scheme members across the various schemes
  - number of new scheme members
  - retirees
  - pensioner members
  - deferred members
  - IDRPs stage 1 and 2 complaints
  - Opt-outs
  - Pension estimates requested / processed
  - Compliance and complaints



3.5 Each agenda also includes the following standing items;

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

## 4 Specific investigations and Board resolutions

4.1 A summary of the areas considered during 2018 – 19 which warranted further investigation and action and the relevant outcomes are detailed in the table below.

| Meeting         | Summary  | Outcome / resolution  | Completed |
|-----------------|--|---|-----------|
| 6 July 2018     | Terms of reference – business case for amendment   |   |           |
|                 | Pension Risk Register  | Update with detail of testing intervals   |           |
|                 | Privacy notice   | Issue to Scheme members   |           |
|                 | Pension risk register  | To be a standing item   |           |
| 5 October 2018  | Incorrect pension deductions   | Defer pending outcome of negotiations with FBU  |           |
|                 | Report to Fire Authority on possible penalties for late submission of data for Annual Benefit Statements | Full Authority considers Local Pension Board at each meeting (as appropriate)   |           |
|                 | Seek reassurance from West Yorkshire Pension Fund  | WYPF to confirm that projected Service Level Agreement (SLA) is compliant following recent significant expansion of customer base |           |
| 11 January 2019 | Breaches register  | Advice sought with regard to requirement to report incorrect deductions   |           |

## 5 Conflicts of interest

- 5.1 As statutorily required, members of the Local Pension Board complete a Declaration of Interests. The register is maintained by the West Yorkshire Fire and Rescue Authority Committee Services section. Members of the Board reviewed their Declarations in July 2018.
- 5.2 There have been no declarations made by any member, adviser or attendee at any meeting of the Board during the relevant period.

## 6 Identified Risks and areas of concern

6.1

| Meeting         | Summary of risk                                  | Outcome / resolution   | Completed |
|-----------------|--|--|-----------|
| 4 December 2015 | Ongoing pension dispute –                        | FBU legal case upheld in Court – Government has lodged an appeal   |           |
| 7 July 2017     | Appeal regarding pension transition arrangements | New Pensions Governance and Administration Policy to include a section on the pension risk management system and how this links with the corporate risk management system ie. pension related risks/risk areas that do not relate to WYFRS pensions internal governance and administration arrangements will be managed by the Authority's Risk Management Strategy Group and if significant will be included on the Corporate Risk Matrix |           |

- 6.2 IDRPs Stage 1 and 2 complaints are included as appropriate in the Activity report at each meeting of the Board.
- 6.3 Breaches – the reporting system was bedded in during the course of the year and advice sought with regard to the level of breach required to be escalated.

## 7 Expenses and Costs

- |     |                   |              |                                |
|-----|-------------------|--------------|--------------------------------|
| 7.1 | 17 July 2018      | Rail £196.51 | SAB                            |
| 7.2 | 17 September 2018 | Rail £65.07  | Conference plus £8.51 expenses |
| 7.3 | Brigade car       | 25.9.18      | SAB meeting                    |
| 7.4 | 15 May 2019       | Rail £265.41 | Annual Conference              |
- 7.5 There has been no additional expenditure or costs incurred within the relevant period for the administration of the Board.

## 8 Gifts and Hospitality

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

## 9 Training

- 9.1 It is a statutory requirement of the Public Service Pensions Act 2013 that members of the Local Pension Board should have the capacity to become conversant with, and develop a knowledge of, detailed related issues in order to effectively carry out their duties.
- 9.2 The following training has been provided during the course of the year to Local Pension Board members;
- Pensions Regulator e-learning package
  - Bulletins from LGA Pension Advisory Service
  - LGA National training programme – update / refresher training
- 9.3 There was also attendance by a Local Pension Board member at the Local Government Association Pension Conference on 17 September 2018.
- 9.4 One standing item on the Local Pension Board agendas is consideration of relevant Pension Ombudsman cases. The summaries provided and Ombudsman decisions serve as a learning tool for LPB members.
- 9.5 During the course of the year, the following cases were reviewed;
- 9.5.1 Mr A – Scheme interpretation (Warwickshire FRA)
- 9.5.2 Mr B – Incorrect calculation (West Midlands FRA)
- 9.5.3 Mr N – Scheme transfer (Northumbria Police)
- 9.5.4 Messrs W,H,S and E – pensionable pay (Mid and West Wales FRA)
- 9.5.5 Mr N – overpayment of injury pension (Kent and Medway Fire and Rescue Authority)

## 10 Legislative updates

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

10.2 The following have been provided during the relevant period;

- Ill health injury compensation pensions – Tax issues
- legal challenge – transitional protections 2015 FFPS
- General Data Protection Regulations (GDPR)
- FPS Valuation 2016
- Retained Duty System (RDS) firefighters' pensions
- Revised GAD factors and impact on the Fire Authority's budget

## 11 Scrutiny and review

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

11.2 The following areas were scrutinised during the relevant period;

- Annual Benefit Statements
- Discretions
- Guaranteed Minimum Pension (GMP) regulations
- Changes in policy
- Breaches and compliance deadlines
- Local Pension Board CPD (Continuous Professional Development) training

# **West Yorkshire Fire and Rescue Authority**

## **Local Pension Board**

### **Terms of Reference**

#### **Function and Responsibilities**

The function of the Local Pension Board is to assist the Scheme Manager (West Yorkshire Fire and Rescue Authority) in administering the various firefighter pension schemes. This will be achieved by providing governance and by scrutiny of policies, pension documentation, decisions and outcomes.

The Local Pension Board will also assist the Scheme Manager to:

- secure compliance with the Regulations, any other legislation relating to the governance and administration of the Schemes, and requirements imposed by the Pensions Regulator in relation to the Schemes and;
- ensure the effective and efficient governance and administration of the Schemes

#### **Duties of the Board**

The Board should at all times act in a reasonable manner in the conduct of its purpose. In support of these duties Board members:

- should act always in the interests of the Scheme and not seek to promote the interests of any stakeholder group above another
- should be subject to and abide by the Local Pension Board approved code of conduct

#### **Frequency of meetings**

The WYFRA Local Pension Board will meet six monthly (July and January in each municipal year), to review / report on previous actions and determine work streams and priorities for the future.

The Chair of the Board, with the consent of the Board membership, may call additional meetings. Urgent business of the Board between meetings may, in exceptional circumstances, be conducted via communications between members of the Board including telephone conferencing and e-mails.

## **Local Pension Board membership**

To comply with the regulations the Board must have a minimum of four members (two Scheme Member representatives and two Scheme Manager representatives). A Local Pension Board membership of four is the most straight forward and cost effective way of providing the Local Pension Board and complying with the Regulations.

Membership of the West Yorkshire Fire and Rescue Authority Local Pension Board will be:

2 X Scheme Member representatives

2 X Scheme Manager representatives (elected Members)

Non-voting Officer Advisor(s) as appropriate

Scheme Manager (elected Member) representation on the Board will be determined by the Fire Authority at its Annual Meeting (or as otherwise required).

The Officer Advisor will be a specific officer who is to assist the Board in gathering/analysing information and writing reports. The Board will also be able to request assistance from any officer who has specific knowledge of a subject matter they are investigating.

### ***Scheme Member representatives***

Scheme Member representatives shall be appointed to the Board on an annual basis (or as otherwise required) by the Executive Committee of the West Yorkshire Fire and Rescue Authority following a formal application process.

Scheme Member representatives will be active, deferred or retired members of one of the firefighter pension schemes administered by WYFRA.

Scheme Member representatives should be able to demonstrate

- their capacity to represent pension scheme members
- capacity to attend and complete the necessary preparation for meetings, and
- capacity to participate in training as required

### ***Scheme Manager representatives***

Scheme Manager representatives shall be appointed on an annual basis to the Board at the Annual Meeting of the Authority (or as otherwise required)

Scheme Manager representatives with delegated responsibility for discharging the Scheme Manager function of WYFRA may not serve as Scheme Manager representatives on the Board.

Scheme Manager representatives should be able to demonstrate

- their capacity to represent the Scheme Manager
- capacity to attend and complete the necessary preparation for meetings, and
- capacity to participate in training as required

## **Appointment of Chair and Vice chair**

Local Pension Board Members will act as the Chair and Vice- chair on an annual, rotational basis ie. when a Scheme Manager representative is appointed Chair of the Board, the position of Vice chair will be filled by a Scheme Member representative and vice versa on an annual basis.

## **Notification of appointments**

On appointment to the Board, WYFRA shall publish the name of the appointees, the process followed in the appointment together with the way in which the appointments support the effective delivery of the purpose of the Board.

## **Objectives**

WYFRA Local Pension Board should consider the following:

- Are pension statements timely and accurate?
- How long does it take between retirement and receipt of pension?
- The number of errors made by the pension administrator.
- Are relevant policies in place and of a sufficient standard?
- Are pension estimates accurate and timely?
- Is the West Yorkshire Pension Fund (WYPF) website accurate and user friendly?
- Ensure that annual CARE scheme calculations are being carried out.
- Scrutinise data quality.
- Ensuring pension rules and regulations are being complied with, when officers are making decisions on pension matters.
- If complaints/appeals are being dealt with correctly and the correct procedures being followed.
- Review internal audit reports

This list is not exhaustive. The Local Pension Board will have the power to investigate anything it wishes in relation to the firefighters' pension schemes within WYFRS.

## **Conduct and Conflict of interest**

Members of the Board are responsible for ensuring that their board membership does not result in any conflict of interest with any other posts they hold.

All members of the Board must declare to WYFRA on appointment and at any such time as their circumstances change any potential conflict of interest arising as a result of their position on the Board. On appointment to the Board and following any subsequent declaration of potential conflict WYFRA shall ensure that any potential conflict is effectively managed in line with both the internal procedures of WYFRA and the requirements of the Pensions Regulator's codes of practice on conflict of interest for Board members.

Members of the Board must not use their membership for personal gain.

Gifts and hospitality should only be accepted with the permission of the Authority - any gifts accepted should be reported on in the Local Pension Board's annual report.

Members of the WYFRA Local Pension Board should maintain confidentiality when discharging their duties.

The WYFRA Local Pension Board has the right to use WYFRA facilities and resources in the course of discharging its duties.

### **Knowledge and understanding (including Training)**

Knowledge and understanding must be considered in light of the role of the Board to assist WYFRA as detailed above. The Board should establish and maintain a policy and framework to address the knowledge and understanding requirements that apply to Board members. That policy and framework shall set out the degree of knowledge and understanding required as well as how knowledge and understanding is acquired, reviewed and updated.

Board members shall attend and participate in training arranged in order to meet and maintain the requirements set out in the Board's knowledge and understanding policy and framework. Board members shall participate in such personal training needs analysis or other processes that are put in place in order to ensure that they maintain the required level of knowledge and understanding to carry out their role on the Board.

### **Term of office**

Term of Office should be in accordance with the committee cycle in WYFRA

Board membership may be terminated prior to the end of the term of office due to:

- A Scheme Member representative no longer holding the office or employment or being a member of the body on which their appointment relied
- A Scheme Manager representative no longer holding the office or employment or being a Member on which their appointment relied
- The representative no longer being able to demonstrate their capacity to attend and prepare for meetings or to participate in required training

Board Members may be re-appointed for more than one term of office following an approved appointment / nomination process.

### **Reporting**

The West Yorkshire Local Pension Board will produce an Annual Report which will highlight areas of concern and identify good practice.

The report will also contain information on the number of retirements (natural and ill health), new starters, membership and opt-out numbers.

The Board will report to the Human Resources Committee.



## **Resourcing and funding**

Members of the WYFRA Local Pension Board will be entitled to claim any reasonable out of pocket expense incurred through discharging their Local Pension Board responsibilities.

The Board will not have a dedicated budget. Requests for finance to purchase technical assistance, Board member training and anything else the Board may require to effectively discharge its duties will be made through the WYFRA Finance and Resources Committee.

## **Quorum**

A meeting is only quorate when three Board members are present (including either the Chair or Vice chair).

## **Voting**

The Chair shall determine when consensus has been reached. There will be no casting vote.

Where consensus is not achieved this should be recorded by the Chair.

## **Relationship with West Yorkshire Fire and Rescue Authority**

In support of its core functions the Board may make a request for information to WYFRA with regard to any aspect of the Scheme Manager function. Any such a request should be reasonably complied with in both scope and timing.

In support of its core functions the Board may make recommendations to WYFRA which should be considered and a response made to the Board on the outcome within a reasonable period of time.



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# Community Response Operatives Report

## Human Resources Committee

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Date: 5 July 2019

Agenda Item:

9

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

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|                        |  |
|------------------------|--|
| <b>Purpose</b>         | To provide an update on the current position regarding the Community Response Operatives (CRO's) and present options for the future of CRO's within West Yorkshire Fire and Rescue Service (WYFRS).  |
| <b>Recommendations</b> | That Members considers the information and options contained in this report, and decide on the future provision of Community Response Operatives within WYFRS.   |
| <b>Summary</b>         | In response to a threat of industrial action in 2013, West Yorkshire Fire & Rescue Service (WYFRS) developed an Operational Resilience Response Plan to manage the potential threats and associated risks. It was highlighted within the planning assumptions of the Plan that additional operational response resources would be required to support the resilience operation. The Community Response Operative (CRO) cohort played a key role supporting the WYFRS contingency planning and resilience arrangements. Community Response Operatives have not been utilised for a number of years and, as such, the cohort numbers have significantly reduced to an extremely limited capability. WYFRS have not used Community Response Operatives for any other purpose than to support industrial action resilience arrangements. The Fire Brigades Union have challenged and would dispute the use of CROs for any other purpose outside industrial action. Therefore a number of possible options regarding the future of Community Response Operatives can be considered within this report. |

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: AM Jim Butters 01274 655783

Background papers open to inspection: None

Annexes: None

## **1 Introduction**

- 1.1 The Community Response Operatives were first recruited in August 2013 to provide contingency arrangements for industrial action taken by the Fire Brigades Union over changes to the Firefighter's Pension Scheme 1992. The Community Response Operatives were divided into two categories; Operatives and Emergency Fire Appliance Drivers. In total 60 operatives and 15 drivers were recruited and trained at WYFRS Training Centre during 2013.
- 1.2 Throughout all the periods of industrial action the Community Response Operatives staffed approximately ten resilience fire appliances as part of the WYFRS industrial action contingency arrangements. The Operatives cohort has now declined significantly and currently provides a very limited resilience capability.
- 1.3 The resilience fire appliances were crewed with four operatives, one driver and a Flexi Duty Officer acting as the officer in charge. The Community Response Operatives appliances would only be used to provide a basic fire-fighting provision, often dealing with the smaller and less complicated incidents. The Operatives received limited training in the use of Breathing Apparatus, therefore they could not be deployed in to buildings on fire.
- 1.4 A previous report has been submitted to Management Board in 2016. This report provided an update on the provision of operatives in relation to the steady decline, the level of training they have received and the annual cost of this provision.

## **2 Information**

- 2.1 The current total number of Community Response Operatives employed is 17. The allocated weekend training sessions are not well attended which results in the practical training session often being unrealistic, non-beneficial and inefficient.
- 2.2 There is no option to utilise the cohort of operatives for any other purpose than to provide contingency arrangements for periods of industrial action. The Fire Brigade Union's position is clear that use of operatives other than to provide contingency arrangements would be robustly challenged and may lead to a potential dispute and damage industrial relations with the Union.
- 2.3 Management Board at the time never intended or planned to use Community Response Operatives for anything other than to provide contingency arrangements for periods of industrial action.
- 2.4 The Fire Brigades Union are still in dispute with Government over the changes to the Firefighters Pension Scheme 1992 that were introduced in 2015, and still have a mandate for strike action. This dispute has resulted in a lengthy legal battle which is now sitting in the Supreme Court. The dispute is on-going and is not likely to be resolved within the next 12 months.
- 2.5 Negotiations are also currently underway over pay and in particular the expansion of the role of a Firefighter to include a variety of new elements. These negotiations are not at the point where strike action is imminent but the Government have recently increased the overall risk of industrial action by Firefighters to medium / high.
- 2.6 There are three options for the future of the Community Response Operatives

- A. Continue with the current Community Response Operative provision in its present form.
- B. Disband the current Community Response Operative cohort and reinstate in future should the need arise based on risk assessment on further potential industrial action.
- C. Recruit to increase the Community Response Operative capability to a number that will provide robust contingency arrangements for future periods of industrial action.

### 3 Financial Implications

- 3.1 Community Response Operatives are paid £10 per hour for practical training sessions and £12.50 per hour when used operationally.
- 3.2 There has been a gradual decrease in their numbers, and the current number of Community Response Operatives stands at 17. The cost of the 17 still employed in 2017/18 amounted to £14,870 which equated to an average cost of £1,144 per operative. In the same period the manager expenditure was £10,858.
- 3.3 Previous CRO Expenditure
 

|         |  |
|---------|--|
| 2013/14 | £184,340 during periods of IA          |
| 2014/15 | £252,393 during periods of IA          |
| 2017/18 | £25,728 not utilised for IA resilience |
- 3.4 **Option A** Continue as the status quo with an approximate expenditure of £25,728 p.a.
- 3.5 **Option B** Disband the Community Response Operatives with an approximate one-off cost of £23,034, based on statutory redundancy. (Recommended)

As a means to encourage retention, operatives are paid 10% of their earnings at the end of their employment. This will incur an individual cost of £1,432 in retention payment (total £18,616). In addition to the 10% retention payment the remaining operatives will be entitled to a statutory redundancy payment as they have accrued more than 2 years' continuous service.

Redundancy payments are calculated based on the employee's age and length of service. Based on half a weeks' pay for every year up to age 22, one weeks' pay for every year between 22 and 41 and 1.5 weeks' pay for every year over age 41; this would result in each operative receiving a redundancy payment equivalent to five weeks salary. The remaining 17 all began employment with WYFRS between August 2013 and June 2014. This would result in a total redundancy cost of £6,256.47 (enhanced redundancy pay), or £4,417.54 (statutory redundancy pay). This includes the redundancy payment for the Manager. The redundancy figure will vary dependent upon when the redundancy takes effect as redundancy calculations are based on the previous 12 weeks' salary before notice is given.

### 3.6 **Option C** Recruit more operatives to enhance the cohort's resilience capability

Costs would depend on the numbers of Community Response Operatives that were recruited. Based on 2017/18 figures they cost £1,144 each which does not include any industrial action resilience deployments. In the current climate a cohort of 60 x operatives would cost approximately £68,640. In addition to employment cost there would be costs associated with recruitment, initial training, uniform and equipment.

## 4 **Legal Implications**

### 4.1 Under the Fire and Rescue Act 2004;

(1) A fire and rescue authority must make provision for the purpose of-

- (a) Extinguishing fires in its area, and
- (b) Protecting life and property in the event of fires in its area.

(2) In making provision under subsection (1) a fire and rescue authority must in particular—

- (a) Secure the provision of the personnel, services and equipment necessary efficiently to meet all normal requirements;
- (b) Secure the provision of training for personnel;
- (c) Make arrangements for dealing with calls for help and for summoning personnel;
- (d) Make arrangements for obtaining information needed for the purpose mentioned

in subsection

- (e) Make arrangements for ensuring that reasonable steps are taken to prevent or limit damage to property resulting from action taken for the purpose mentioned in subsection (1).

4.2 The Civil Contingencies Act 2004 also places a duty on Category One Responders (of which we are one) to have in place appropriate Business Continuity Management arrangements.

## 5 **Human Resources and Diversity Implications**

5.1 Once a decision on the future of the Community Response Operatives has been determined advice and guidance about the implementation of the option must be sort from Human Resources. Any recruitment process would be managed by Human Resources in line with the Recruitment and Selection Policy and Procedure and any redundancy process would be managed in line with the Early Termination Policy.

## 6 **Health, Safety and Wellbeing Implications**

6.1 The main aim of the operational response plan is to ensure Fire-fighter and public safety. Whilst the operatives performed restricted roles on the incident ground, there is none the less, still a risk of significant injury whilst performing the role. The Community Response Operatives continue to undertake training, however they have had no operational exposure since the industrial action, and this must affect their competence and/or confidence. This should be a consideration when determining which option to progress.

## **7 Your Fire and Rescue Service priorities**

7.1 During periods of industrial action it is acknowledged that we may not be able to deliver all of our services in the usual manner. However the provision of Community Response Operatives (when available in sufficient numbers) allows us to continue to:

- Reduce the risks to the communities of West Yorkshire
- Continue to keep our firefighters safe.



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# Firefighter safety strategy

## Human Resources Committee

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Date: 5 July 2019

Agenda Item:

10

Submitted By: Director of Service Support

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- Purpose** Committee members note the content of this paper. Section 1, 2 and 3 require Committee approval to progress each of these work streams.
- Recommendations** That Committee approve the proposals contained within this paper.
- Summary** This paper proposes a redistribution of resources and posts within Service Support to meet organisational objectives and priorities.
- Section 1 - proposes to establish two new posts to deliver the Firefighter Safety Strategy.
- Section 2 – proposes that following the resignation of the manager in the Multimedia team, this post is removed from the staffing structure to partially fund the proposals in Section 1 and 3.
- Section 3 - proposes a restructure of the administrative support provision within Operational Training. The new proposal seeks to redistribute this support across other departments.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: GM A Greenwood

Background papers open to inspection: None

Annexes: None

## 1 Introduction

- 1.1 Section 1 of this paper details the proposal to establish two new posts to deliver the Firefighter Safety Strategy, starting with a new project aimed at tactical ventilation options in live fire scenarios.
- 1.2 Section 2 of this paper proposes an opportunity to continue with the restructure of operational training by reducing a further manager post, following the resignation of the Multimedia manager, and use this post to partially fund an operational trainer post to deliver the new Firefighter Safety Strategy and administrative support in the Strategic Development Team.
- 1.3 Section 3 of this paper proposes that spare capacity in the existing administrative support within the Multimedia team is redistributed to establish administrative support in other teams who have a need for administrative support, but currently employ a fixed-term contract administrator in a non-established post.

## 2 Information

### 2.1 *Section 1 – Firefighter Safety Strategy*

- 2.2 Following the successful delivery of the Firefighter Safety Project in 2018/19, it is proposed that this methodology is now established under a new Firefighter Safety Strategy commencing in 2020. To support the development and delivery of this strategy, the capacity within existing structures has been reviewed.
- 2.3 In order to embed and build on the cultural change achieved to date, it is proposed that this team is underpinned by two dedicated posts created and resourced by the redeployment of existing vacant posts within Operational Training.
- 2.4 To deliver the strategy, two new establishment posts would be created and this proposal seeks to fund these posts in the following ways:
  - 1. Due to the reduced size of trainee courses going forward, there is the opportunity to reduce the establishment of instructors within this department to five from six, and transfer the vacant post to the Firefighter Safety Strategy.
  - 2. Convert an existing the Training Support vacancy into a watch manager training post. The shortfall in funding will be met from the savings identified in section 2 of this paper and detailed in the financial implications in section 3.
- 2.5 The initial focus for the two firefighter safety project posts would be to complete the remaining training on the existing firefighter safety project, before commencing research and development into a new project which will focus on tactical ventilation. To cover the costs of research and course development, a £15,000 revenue bid has been approved through the training bid application process for 2019/20.



- 2.6 ***Section 2 - Restructure of the Multimedia team to better support the new Command Training Strategy***
- 2.7 In the summer of 2019, the new Command Training Strategy will be published. This new strategy will aim to deliver quality training and assessment across the service, incorporating new technology and learning methods. To support the strategy, the incident command suite will be refurbished, upgrading hardware and software in preparation for the introduction of a revised and improved command training experience. This proposal will support this refresh and provide opportunities for the Multimedia team to be fully engaged with this project from the start.
- 2.9 The Multimedia team have a wide range of skills which are put to good use by the command trainers. The Multimedia team use computer software to produce visual aids, including videos of simulated incidents to create realistic scenarios to train and assess our operational personnel. The production of these simulations is fundamental to the way we develop and accredit our incident commanders.
- 2.10 The Multimedia team also support eLearning and process digital footage for the rest of the Service, whilst also providing support to Corporate Communications with media campaigns and technical support. A review of Multimedia's role will free up more time and resources to develop incident command scenario content, and provide more opportunities for the team to run and administer the technology during command scenarios. This will now be the primary focus of the team.
- 2.11 In December 2018, the manager of the Multimedia team resigned to take up a trainee firefighter post. This post has been left vacant, and instead of replacing this post, a temporary staffing structure has been trialled using a new supervisor role from the remaining staff members in Multimedia. This supervisor now reports to the existing watch manager in Command Training. This temporary staffing structure has proven popular with the Multimedia team members who now work much closer with their colleagues in command training. The temporary restructure has also shown that there is no longer a need to operate with the grade 10 manager post. This proposal seeks to make the new supervisor role in the team a permanent role.
- 2.12 This proposal also seeks to transfer the Services video technician/photographer from Multimedia into Corporate Communications as most of the work undertaken by this role directly supports the Corporate Communications team. It is not expected that this transfer will incur any additional cost, require the post holder to move work location, or affect any of their current roles or responsibilities.

Approval is being sought to:

1. Dis-establish the grade 10 post from Multimedia and reinvest the salary to support Sections 1 and 3 in this paper.
2. Regrade one of the existing grade 5 roles in the Multimedia team to create a new supervisor at grade 6 or 7.

3. Transfer the Services video technician/photographer into Corporate Communications team.

- 2.13 ***Section 3 – Restructure of the Multimedia team to better support the Service Improvement and Assurance Team (SIAT), and IRMP team***
- 2.14 The administrator role in the Multimedia team provides a range of support duties. This role is currently one full-time established post occupied by two job-share staff members. The Multimedia team restructure has assessed the level of admin support necessary for the whole team, and has found that some of the responsibilities which are undertaken by the administrator role are no longer required, or are undertaken by other team members. A workload assessment has identified that this post could be reduced by 50% and still maintain the level of support required for the Multimedia team to operate effectively. This releases capacity which will be used more effectively elsewhere in the Service where demand is increasing. Increased workloads for the SIAT and IRMP teams mean that it has become increasingly necessary that both teams receive administrative support. This proposal seeks to create a new administrative support role to work across both teams.
- 2.15 The new post would manage the administrative duties for the HMICFRS inspection process this year and beyond. There will be an ongoing requirement for administrative support in this department once the action plan has been published by the HMICFRS after the inspection process is completed this year. There are also proposals for a second round of formal inspections of Fire and Rescue Services in England and Wales, which are expected to commence in 2020. A fixed-term contract administrator is currently employed in this role and their contract ends in September 2019 after 18 months service.
- 2.16 Currently, the IRMP have no administrative support. This team have a significant workload through project management and consultation. An administrator of this process will allow the IRMP team members to focus on research, planning and delivering subsequent IRMPs.
- 2.17 To finance this proposal, approval is sought to transfer 50% of the existing Multimedia administrative post across to support the SIAT and IRMP teams creating a new full-time administrative role. The remaining 50% of this new post will be financed from savings made in Section 2 above, so the creation of this new post will be cost neutral. The new role will be subject to a full job grading exercise, although it is expected that it will operate at grade 2 or 3.
- 2.18 Approval is sought to:
1. Dis-establish 50% of the existing administrative support grade 2 post in Multimedia
  2. Relocate this 50% to support the SIAT and IRMP teams and create a new full-time admin support role
  3. The remaining 50% of this role will be financed from savings released from the proposal in section 2 of this paper. The financial implications of this proposal are detailed in in section 3 below.

### 3 Financial Implications

3.1 The table below illustrates the financial implications of the proposal.

|   | <b>Saving</b> |
|---|---------------|
| <b><u>Firefighter Safety Strategy</u></b>   |               |
| Dis-establish the vacant Grade 7 commercial training role                                   | £36,856       |
| Establish a WM post in the Firefighter Safety Team  | -£56,787      |
| Transfer a CM trainee instructor post to the Firefighter Safety Team                        | £0            |
| <b><u>Multimedia – removal of manager</u></b>   |               |
| Dis-establish the vacant Grade10 Multimedia manager   | £43,150       |
| Re-grade one of the existing Grade 5s to 6/7* to create a new supervisor role in Multimedia | -£3,706       |
| <b><u>Multimedia – create a new SIAT administrator role</u></b>                             |               |
| Dis-establish 50% of the grade 2 Multimedia administrator                                   | £8,986        |
| Create a new full-time grade 2/3 * SIAT / IRMP administrator                                | -£19,171      |
| <b>Total saving</b>   | <b>£9,328</b> |

\*subject to a job grading exercise

### 4 Legal Implications

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

### 5 Human Resource and Diversity Implications

5.1 This proposal requires a new supervisor post to be created from existing Multimedia team members. As one of the grade 5 posts would be deleted, the new post would be ring-fenced to the 3 affected team members and a selection process carried out in line with the Authority's Recruitment and Selection Policy and Procedure to select the best candidate.

- 5.2 The opportunity to work within the newly created Firefighter Safety team is open to all operational colleagues at watch manager and crew manager level. If approved, both posts will be advertised as per the Authority's Recruitment and Selection Policy and Procedure.
- 5.3 If approved, the existing Multimedia administration post will be reduced by 50%. This role is currently occupied by two job-share staff members. A selection process will need to take place to determine which employee remains in their current post unless this can be agreed amongst the 2 affected employees. The other employee will be displaced and in line with the Authority's Redeployment Policy, they will have the opportunity to be redeployed into the new administrator role created to support the SIAT and IRMP teams providing this is a suitable redeployment opportunity. Both staff members have been consulted on this proposal.
- 5.4 A fixed-term contract employee is currently employed in the Service Improvement and Assurance Team. This contract will terminate in September 2019 after 18 months service. There are no redundancy costs associated with this contract termination. The affected employee should have the opportunity to apply for and be redeployed into the remaining 50% of the new role if it is a suitable redeployment opportunity.
- 5.5 The opportunity to work within the newly created Firefighter Safety team is open to all operational colleagues at watch manager and crew manager level. If approved, both posts will be advertised and successful applicants will be selected following an application and interview process.

## **6 Health, Safety and Wellbeing Implications**

- 6.1 A workload risk assessment has been undertaken to determine the impact of removing one post from the Multimedia team and creating a supervisor post within the remaining team members. The outcome of this risk assessment has not identified any significant changes to working practices or produced any significant impact on individuals or the team.
- 6.2 Similarly, the reduction of administrative support from Multimedia has been assessed and this has not identified any significant changes to working practices or produced any significant impact on individuals or the team.

## **7 Your Fire and Rescue Service priorities**

- 7.1 The proposals laid out within this paper support the priorities within Your Fire and Rescue Service 2019-22
- Support, develop and enable people to be at their best.
  - Continue to keep our firefighters safe.
  - Work smarter throughout the service.
  - Improve efficiency across all areas of the service to make savings.

## 8 Conclusions

- 8.1 **Section 1** of this report explains the proposal to support the resourcing of the Firefighter Safety Strategy, which initially includes a Tactical Ventilation Project. The Committee is asked to support this proposal.
- 8.2 **Section 2** of this report proposes a restructure of the Multimedia team to free up internal capacity and provide additional support to the Command Training team. The Committee is asked to support this proposal.
- 8.3 **Section 3** of this report proposes a restructure of the Multimedia team to realign administrative support and use the additional capacity to fund a new administrative support role to work within the SIAT and IRMP teams. The Committee is asked to support this proposal.
- 8.4 All proposals included in this paper will provide efficiency savings of £9,328 and will not lead to any staffing redundancies.



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# Accident Analysis 2018-19

## Human Resources Committee

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Date: 5 July 2019

Agenda Item:

11

Submitted By: Chief Employment Services Officer

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**Purpose** To inform Members of accidents in the period April 2018 – March 2019.

**Recommendations** That the report be noted

**Summary** Accidents are monitored throughout the year by the Occupational Health & Safety Unit (OHSU). Annually, the overall performance for the year is analysed for trends and patterns to advise on the long term trend and also to identify any possible recommendations to reduce future accidents. These are then incorporated within the OHSU's departmental objectives.

The total number of accidents reported in the period April 2018 – March 2019 was 130. This includes accidents to non-employees such as visitors, contractors and young adults. This is a decrease of 17 (12%) on the previous year and is the joint lowest reported year since records began, which is encouraging.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Mark Dixon, OHSM  
T: 01274 6555878  
E: mark.dixon@westyorkshire.gov.uk

Background papers open to inspection: NA

Annexes: Accident analysis report 2018-19  
Appendix A - B

## **1 Introduction**

- 1.1 Reactive, as well as proactive monitoring of Health & Safety (H & S) performance is an important element of any H&S management system. The attached report reviews all employee accidents and also accidents which occurred to non-employees either on West Yorkshire Fire and Rescue Service (WYFRS) premises or which were caused or affected by WYFRS undertakings, for the period April 2018 – March 2019.
- 1.2 The purpose of this report is to highlight any trends in accidents in terms of activity and/or cause and to assist in identifying any possible actions to reduce similar accidents in the future.
- 1.3 The Authority had a total of 130 accidents in the period April 2018 – March 2019, which is a reduction of 17 (12%) compared to the previous year, which is encouraging. This continues the long term downward trend. If we compare this year's performance to the peak in 2010/11, we have seen a massive 57% reduction, which is quite an achievement.
- 1.4 The "top 5" priority topics remain consistent with previous years. These accident causes are well known to WYFRS.
- 1.5 The costs associated with accidents, whilst not affecting "the bottom line", they should be viewed as an indirect cost, or as a missed opportunity to making West Yorkshire safer. For the 5<sup>th</sup> consecutive year, the cost of accidents has dropped, which is again encouraging. This is due mainly to reduction in litigation costs.

## **2 Information**

- 2.1 The detailed analysis is contained within the body of the report.

## **3 Financial Implications**

- 3.1 None arising from this report.

## **4 Legal Implications**

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

## **5 Human Resource and Diversity Implications**

- 5.1 None arising from this report.

## **6 Health, Safety and Wellbeing Implications**

- 6.1 Contained within the report.

## **7 Your Fire and Rescue Service priorities**

- 7.1 Continue to keep our firefighters safe.

## **8 Conclusions**

- 8.1 2018-19 has seen a 12% reduction in accidents compared to the previous year and continues the long term downward trend. Whilst accidents alone should not be the sole measure of the effectiveness of a safety management system, it does suggest that H&S continues to be well managed within WYFRS.



# Analysis of accident statistics – April 2018 – March 2019

## 1. Introduction

Reactive, as well as proactive monitoring of H&S performance is an important element of any H&S management system. This document reviews all employee accidents and also accidents which occurred to non employees either on our premises or which were caused or affected by our undertakings, for the period April 2018 – March 2019.

The purpose of this report is to identify the long term accident trends and also to highlight any patterns in activity and/or cause to assist in identifying any possible actions to reduce similar accidents in the future.

## 2. Analysis of 2018/19 data

The total number of accidents reported in the period April 2018 – March 2019 was 130. This includes accidents to non employees such as visitors, contractors and young firefighters. This is a decrease of 17 (12%) on the previous year and is the joint lowest reported year since records began, which is encouraging.

This year's performance further supports the downward long term trend, as can be seen in Appendix A. In comparison to the peak in 2010/11, this year's performance is a massive 57% reduction.

Analysis has found this reduction to be mainly in minor (first aid only) accidents. Performance in terms of long term trends regarding minor, major and RIDDOR reportable accidents are shown graphically in Appendix A.

### a) Accidents to non employees

8% (10) of all accidents reported in 2018/19 occurred to non-employees, which is identical to last year and is consistent with previous year's performance. With the numbers being so small, identifying any trends is difficult. 3 involved contractors and 4 involved young adults engaging in youth intervention programmes.

All of these accidents were minor, which in the main were caused by sprains/strains, slips and banging into things, resulting in first aid only. However, 1 did result in a visit to hospital for a precautionary check up.

### b) Operational V Fire & Rescue staff accidents

Excluding accidents to non-employees, there were 102 (85%) accidents to operational staff and 18 (15%) to F&R staff. The number of accidents to operational staff has reduced by 22% compared to last year, however the number of accidents to F&R staff has increased by 63%. It should however be noted that the numbers are small and this 63% equates to only an additional 7 accidents.

F&R staff make up 22% of the workforce and represent only 15% of accidents, which suggests a good safety record. However, this is the highest percentage in the last 4 years (4 year average of 11%) and shall continue to be monitored.

It is interesting to note that reduction in accidents to operational staff comes against a backdrop of increased operational activity, with the number of mobilisations increasing by 12% compared to 2017/18.

In previous years, analysis of operational staff accidents has found there to be a split of 2/3 whilst training and performing routine duties and 1/3 on the incident ground. Analysis of the 2018/19 stats have found the ratio to be consistent at 68% and 32% respectively.

When looking at the split between wholetime and RDS, the findings are unremarkable.

### c) Costings

The cost of accidents is not an exact science; however it can be helpful to quantify what accidents are costing the Authority. Whilst the majority of the costs do not come off the “bottom line”, they should be viewed as an indirect cost, or as a missed opportunity to making West Yorkshire safer. The 2017/18 and 2018/19 costs are detailed below:

|         | Legal costs | Investigation costs | Physio costs | Days lost cost        | TOTAL   |
|---------|-------------|---------------------|--------------|-----------------------|---------|
| 2017/18 | £60,947     | £5,152              | £1,083       | £27,343<br>(331 days) | £94,525 |
| 2018/19 | £46,320     | £4,928              | £2,275       | £26,471<br>(306 days) | £79,994 |

As the table above shows, there has been a slight reduction in costs, which continues the downward trend seen over the last 5 years; the majority of the reduction being due to a fall in civil claims.

### d) Top 5 Priority Topics

Excluding accidents which result in first aid only and no lost time, the top 5 most common causes of accidents have been identified. Breakdown of these priority topics are included in Appendix B. Whilst the positions within the top 5 fluctuate, they remain the same year on year. These have then been analysed in detail to identify cause and any contributing factors.

#### Top 5 Priority Topics:

- 1= Musculoskeletal disorders (16)
- 2= Slips, trips & falls (11)
- 3= Exposure to (10)
- 4= Struck by/against (9)
- 5= Contact with (4)

## 1. Musculoskeletal Disorders (MSD)

With the exception of last year, musculoskeletal disorders have been the no. 1 priority topic for the last five years. There were a total of 33 accidents in this period (16 majors and 17 minors), which is an increase of 2(6%) compared to last year. As a cause group, musculoskeletal injuries accounts for the largest percentage of major injuries (48%).

Only 39% of accidents were due to manual handling, i.e. picking up/putting down loads, the rest were due to bending, reaching twisting, cumulative and non-specific pain whilst undertaking an activity. Examples include opening/closing lockers, fitness training or supporting a casualties head in an RTC where the casualty carer has to adopt an awkward posture.

When looking at the activity undertaken at the time of injury (operational staff), 21% occurred at operational incidents, 63% whilst training and 17% whilst performing routine duties. This is a slight shift from the usual 1:3 ration between operational and training/routine duties accidents with an increase in the number of accidents occurring whilst training. Whilst the numbers are small, we will need to monitor this to see if it is an emerging pattern of a “blip”.

With one exception, there were no trends identified in terms of cause. 7 (21%) occurred whilst PT training. These were a mix of weight training and running. Previous years analysis has identified not warming up correctly as a contributory factor, however in these 7 accidents, the injured person had warmed up correctly; indeed 1 injury actually occurred whilst warming up! Whilst there is a risk of injury whilst undertaking PT training, it is the view of the H&S team that the benefits far outweigh the risks and that when considering the amount of time operational staff spend training, the numbers are relatively low and therefore acceptable. These accidents will continue to be monitored however, no specific recommendations are made.

The rest occurred whilst undertaking quite low risk, routine tasks. Examples would include closing a fire appliance locker, turning over after a fire or pulling a hose reel off the appliance.

## 2. Slips, trips & falls

There were 26 accidents in total attributed to slip, trips & falls in 2018/19, which is a decrease of 4 (13%) on the previous year. Of the total, 11 (42%) were majors, which is identical to last year.

69% were slips, trips and falls on the same level. These accidents were spread in small numbers across such causes as rough/uneven ground and tripping over obstructions. Accidents whilst dismounting appliances continue but in small numbers (3), and is consistent with the previous year. Interestingly there were no accidents resulting from defects or spillages which is encouraging and suggests better management of premises.

Due to the spread of the accidents and no patterns identified, there are no recommendations made in relation to slips, trips & falls.

### 3. Exposure to

This category includes exposure to hazardous substances, heat/fire, explosion, & noise. There were 31 accidents in total which is an increase of 6 (24%) compared to the previous year.

There were two main activities which stood out during the analysis. The first was illness following attendance at Tees Barrage to undertake swift water rescue training, which accounted for 11 cases (35%). This is something Training Centre and H&S have been monitoring for some time and following a spate of illnesses in December, a decision was taken to suspend training at Tees Barrage and to investigate other possible training venues. Alternatives have been found and reported illnesses, to date have been fewer, but will continue to be monitored.

The second trend is exposure to heat/fire. In 2018/19, there were 8 (26%) which were in the main (5) due to breathing apparatus training at Training Centre. This compares to 6 in 2017/18, 4 in 2016/17 and 2 in 2015/16, however this needs to be kept in perspective. In 2018/19 785 staff attended breathing apparatus training which represents just 0.6% who were injured. Discussions with the BA training dept. have taken place, who have reviewed their risk assessments and safe systems of work to ensure they are still up to date and adequate. Exposure to realistic training, such as this, is important to equip crews with the skills to maintain their safety at incidents, but inevitably, will result in a small number of injuries.

A further 2 involving a BLEVE (boiling liquid expanding vapour explosion) at a building fire. This involved the ignition of an oil filled radiator which created a flame front which flashed through the building, knocking 2 officers off their feet, luckily receiving only minor injuries.

No recommendations are made in relation to exposure to injuries.

### 4. Struck by/against

This category includes being struck by flying/falling objects and struck against fixed or stationary objects (banging into things) and trapped. There were a total of 23 accidents in the period which is a decrease of 8 (26%). The breakdown (as last year) shows a high % of minor accidents (61%) which indicates these accidents are relatively minor in nature.

Analysis has identified no real pattern, with accidents occurring due to such activities as handling equipment, both operational and non-operational, opening/closing doors and lockers and opening hydrants, therefore no recommendations are made in relation to this category of accidents.

### 5. Contact with

This category includes contact with: sharp objects, animals/insect (bites), hot surfaces/heat, airborne particulate and electricity. There were in total of 14 for the period, which is a decrease of 8 (36%) compared to the previous year, with only 4 (29%) of these being major accidents, suggesting the accidents are relatively minor in nature.

The cause of these accidents is spread across the range in small numbers, many in ones and two's. Examples include touching a hot engine exhaust, minor electric shock and a screwdriver slipping, puncturing a hand during vehicle maintenance and a bite from a ferrule cat! No cut injuries during RTC's were reported this year; a trend seen commonly over previous years.

Again, due to the small numbers, analysis has identified no trends and therefore there are no recommendations for this category of accident.

## **5. Conclusions**

There were a total of 130 accidents in this reporting period, which compared to the previous year, is a decrease of 17 (12%) and is the joint lowest reported year since records began, which is very encouraging. This continues the long term downward trend.

In terms of breakdown by severity, analysis has found this reduction to be mainly in minor (first aid only) accidents.

For the 5<sup>th</sup> consecutive year, the cost of accidents has dropped, which is encouraging. This is due mainly to reductions in the litigation cost.

The "top 5" priority topics remain consistent with previous years. These accident causes are well known to WYFRS.

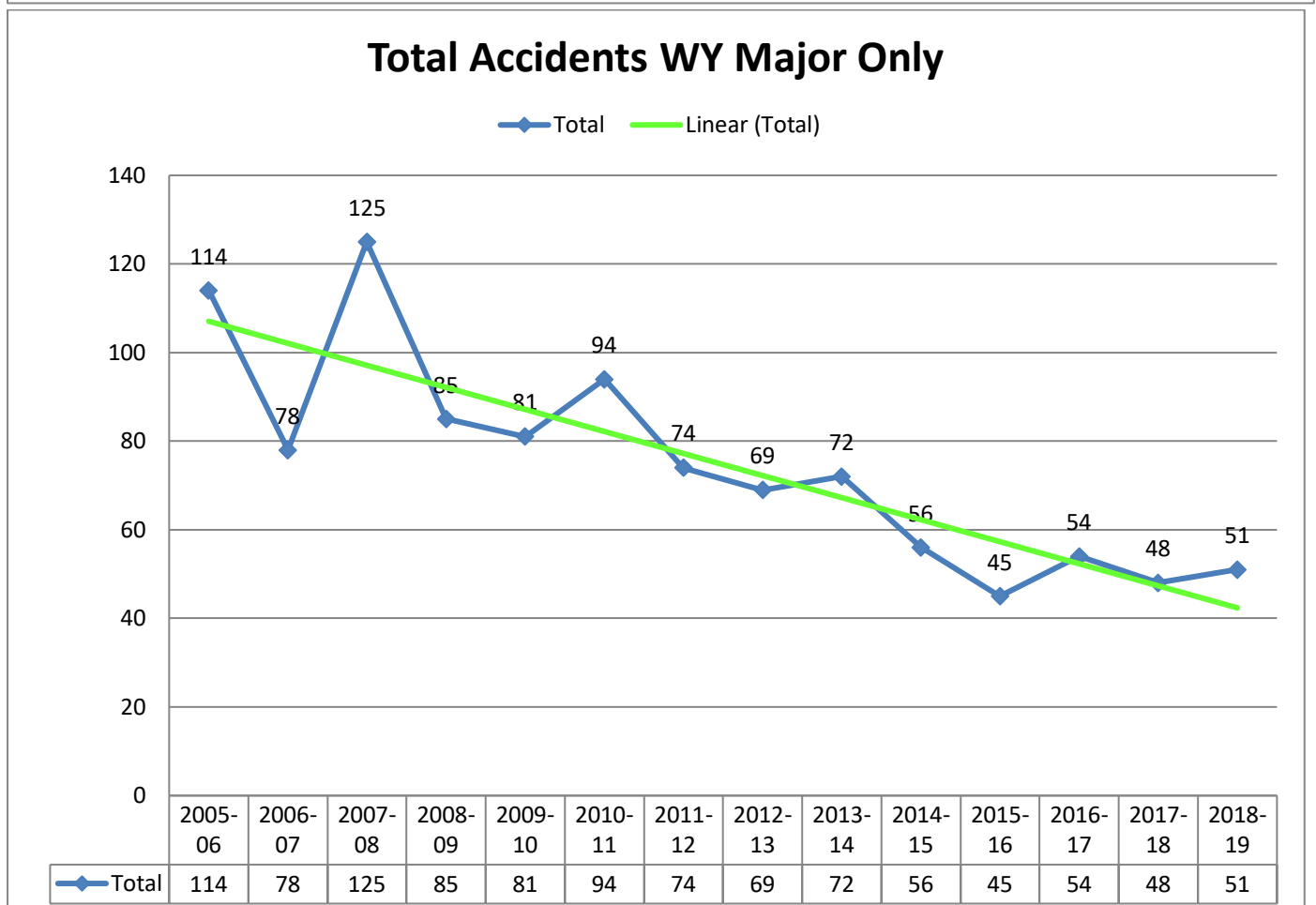
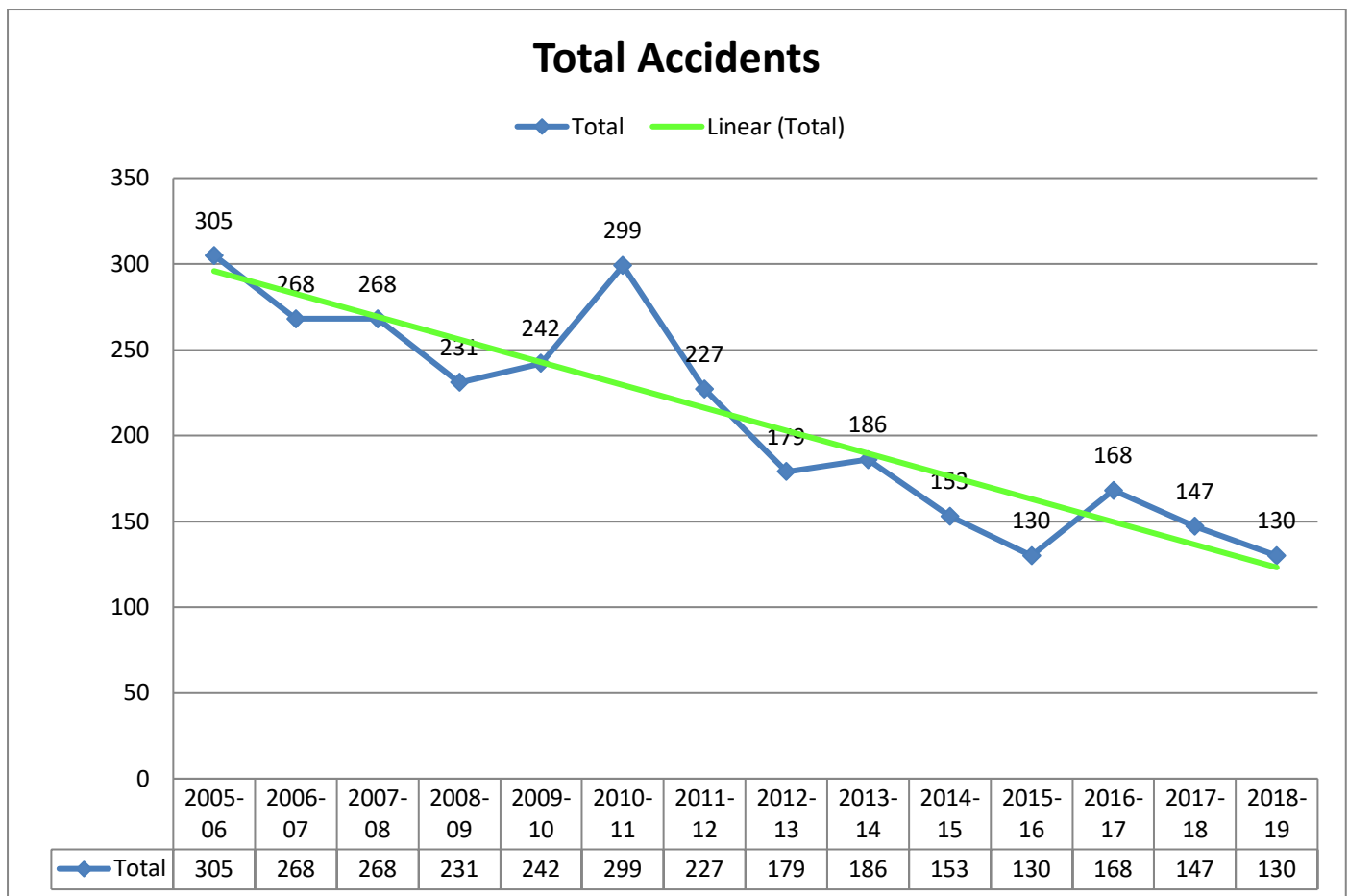
Accidents are only one method by which health & safety performance is measured. The reducing numbers of accidents makes the identification of trends and subsequent recommendations very difficult, however suggests that H&S continues to be well managed within West Yorkshire Fire & Rescue Service.

## **6. Recommendations**

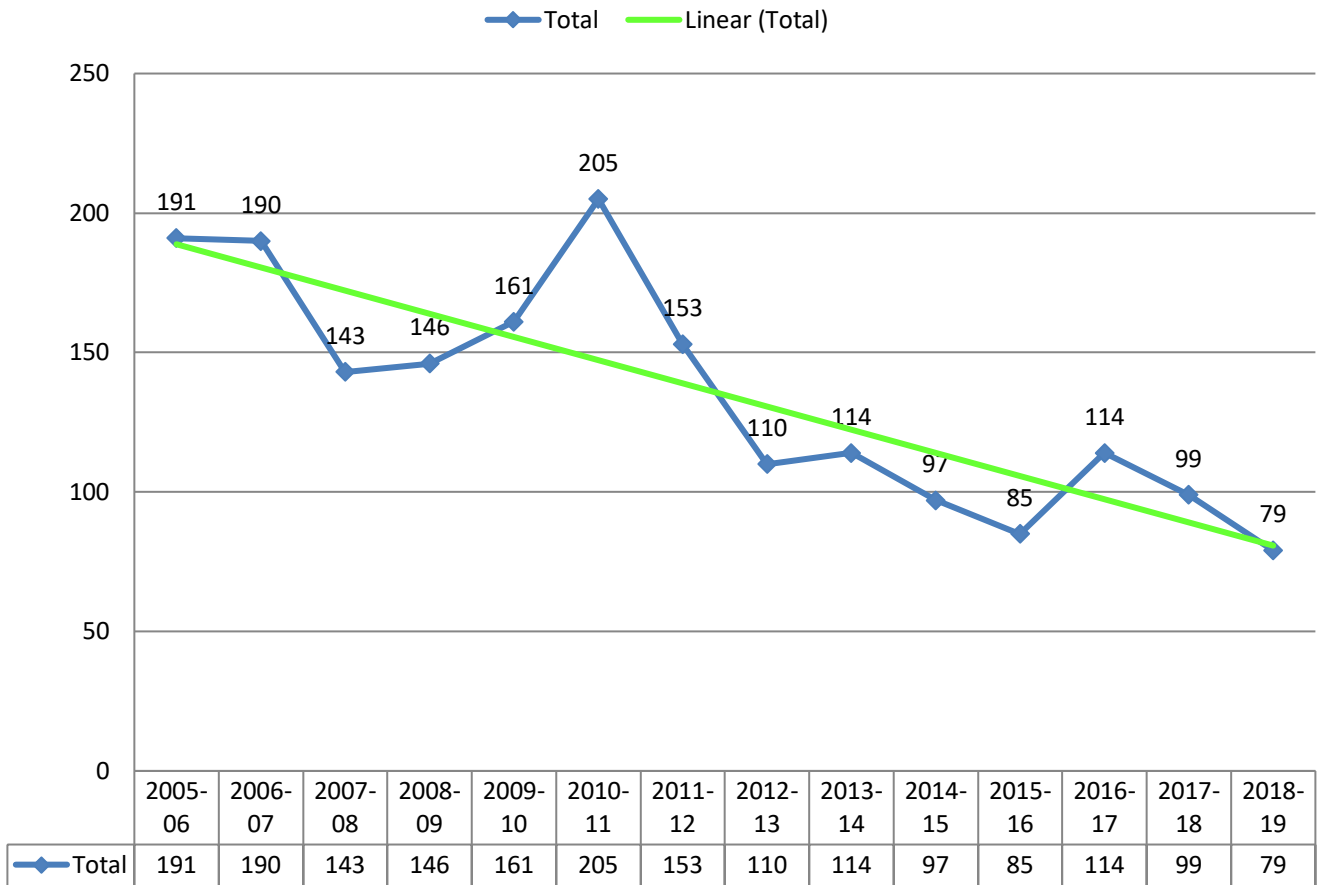
Due to the reducing number of accidents, no significant trends have been identified in terms of causation and therefore no recommendations are made. The H&S team will however continue to monitor accidents.

June 2019

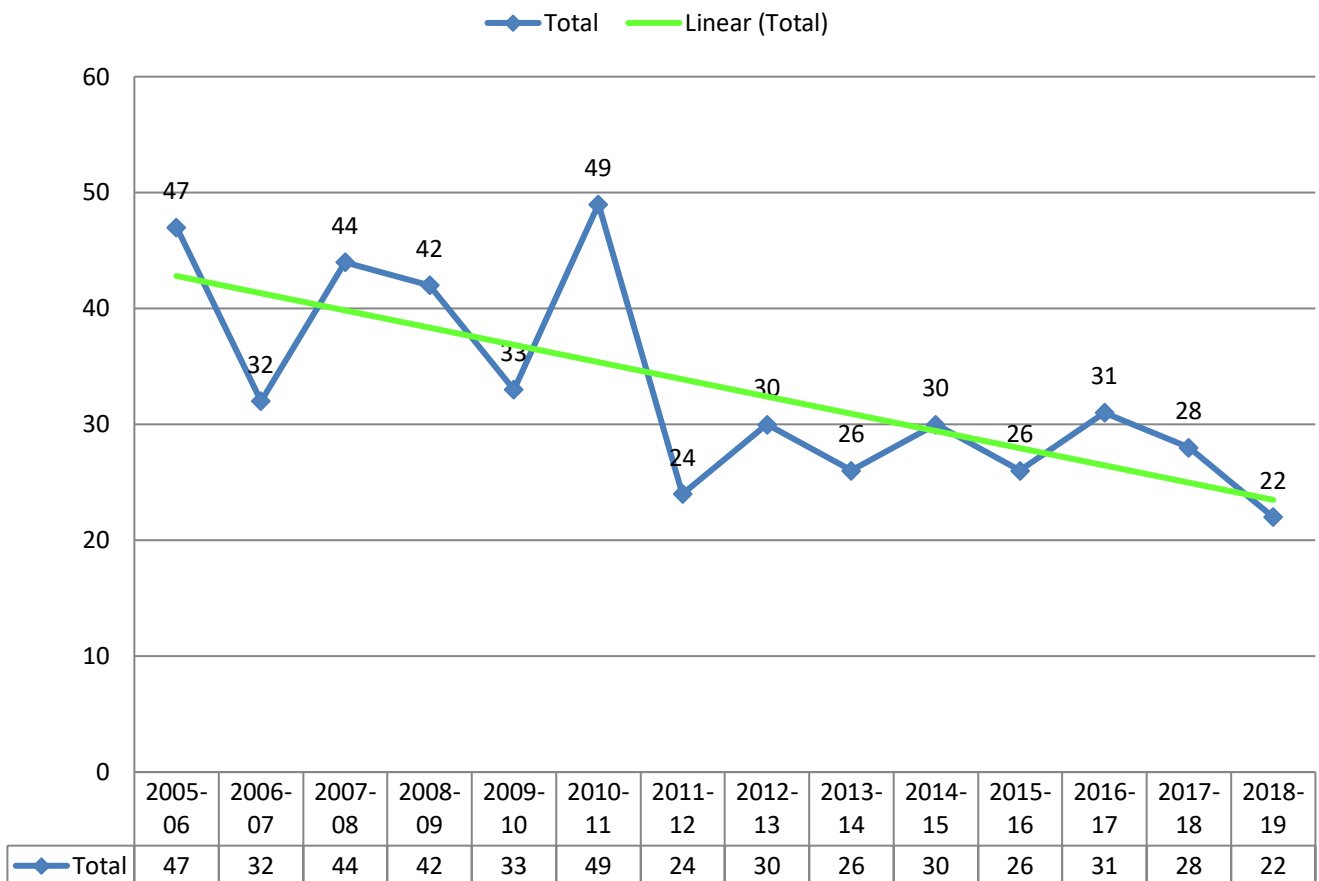
## Appendix A 2018-19



## Total Accidents WY Minor Only



## Total Accidents RIDDOR (old over3 day)









OFFICIAL

# Diversity and Inclusion initiatives

## Human Resources Committee

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Date: 5 July 2019

Agenda Item:

12

Submitted By: Chief Employment Services Officer

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|                        |  |
|------------------------|--|
| <b>Purpose</b>         | To advise Human Resources Committee members of the diversity and inclusion initiatives of the past 12 months. To highlight areas of success and areas for development.   |
| <b>Recommendations</b> | That the report is noted.  |
| <b>Summary</b>         | The Diversity and Inclusion Team has undergone a number of changes over the last 12 months. This report reviews the work that has been completed and the projects that are currently being actioned. It includes successful initiatives and areas of learning. |

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn: [Gillian.cockburn@westyorksfire.gov.uk](mailto:Gillian.cockburn@westyorksfire.gov.uk)

Background papers open to inspection: None

Annexes: Annex 1: Diversity & Inclusion Initiatives 2018/19

## **1 Introduction**

- 1.1 Since April 2018 there are have been numerous diversity and inclusion initiatives carried out across the Service. This report provides a timeline of activities and the successes or areas of learning.
- 1.2 This report provides a brief overview of the Positive Action initiatives used in the recruitment exercise, details of the diversity training programme, the projects currently underway and other areas of note.

## **2 Information**

- 2.1 The Diversity and Inclusion team has evolved over the last 12 months including a change of personnel. Initiatives and projects that commenced or were completed before the current team were in place have been reported to the best of our knowledge and through information gathering from colleagues in other teams.
- 2.2 The current team have made many changes. The 'corporate' element has been removed from the team title and we have attempted to break down any perceived barriers between our team and the current operational workforce. This is being achieved through station visits, events, training and amending policies and procedures.
- 2.3 The Diversity and Inclusion Team aim to create and promote a working environment that is effortlessly inclusive, celebratory of difference and accessible for all. We want to achieve this through education, awareness raising and championing our current diverse workforce and their achievements. With this in place West Yorkshire Fire and Rescue Service (WYFRS) will be recognised as an inclusive employer of choice which in turn will make an impact for future recruitment drives.

## **3 Financial Implications**

- 3.1 The Diversity and Inclusion Team manage their own budget and have submitted several successful Training Bids to secure funding for training and projects.

## **4 Legal Implications**

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

## **5 Human Resource and Diversity Implications**

- 5.1 None identified

## **6 Health, Safety and Wellbeing Implications**

- 6.1 None identified

## **7 Your Fire and Rescue Service priorities**

7.1 The diversity initiatives in place and in development all support our aim to Make West Yorkshire Safer and aligns to the following guiding principles:

- Be part of our communities
- Work in partnership
- Be at our best and strive to improve
- Make a positive difference in everything we do

7.2 In addition, this action plan supports the following priority:

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

## **8 Conclusions**

8.1 The Diversity and Inclusion team are using their new strategy to break down barriers and engage with staff to improve understanding of diversity and inclusion principles. We are seeing success in many areas and hope to continue this as we move forward. We are starting to see a positive change and we will use this to move towards WYFRS being recognised as truly diverse and inclusive.

# Diversity & Inclusion initiatives 2018/19



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# INTRODUCTION

The Diversity and Inclusion team has undergone many changes over the last 12 months, including a change in personnel. This report provides a snapshot of ongoing and new projects, training initiatives, events and feedback.

## Team changes

The current team members are relatively new to WYFRS with Shanaz joining in July 2018, Gill in September 2018 and Joy in January 2019. Gill is full time and manages the team, Joy and Shanaz are a fulltime jobshare with Joy working 3 days a week and Shanaz 2.

*“Passionate and dedicated to making a positive difference every day. They have pulled the walls down and are friendly, focused and exceptional.”*

## Team Purpose

- To provide guidance, advice, training and support on all aspects of Equality, Diversity and Inclusion.
- To provide an equality framework of initiatives / projects across the organisation and embed equality, diversity and inclusion into all aspects of work.
- Increase the organisation’s ability to understand and meet the needs of its diverse communities.
- To influence, celebrate and raise awareness of underrepresented groups in order to champion inclusion.

# APRIL 2018 – SEPT 2018

During this period of time previous team members had introduced notable projects and training initiatives, some of which are highlighted below.

## POSITIVE ACTION (Recruitment)

The year two whole-time Positive Action campaign ran from October 2017 to May 2018. The initiatives introduced within this campaign were:

- Early engagement events
- Awareness lites
- Female only awareness days
- Progression groups for the BAME community
- Boot camps
- ‘Nearly There’ sessions for under-represented groups

## Changes made to recruitment (2018)

- Reviewed on-line cut-off scores and reduced percentile cut-off scores across all 4 tests so as to have a bigger and more diverse pool of applicants.
- Removed on-line mechanical reasoning test as this was detrimental to female and BME applicants.
- Replaced on-line mechanical reasoning test with a practical mechanical test.
- Ran practical fitness tests throughout winter for all groups, however these were predominantly attended by female candidates. This was done so as to give applicants a better understanding of the demands of the physical and strength tests they would have to complete at the physical testing stage.
- Amended drill ground assessment so that instructors could assist applicants with technical elements of drill ground assessment (i.e. putting on BA equipment).

## Headline results

- Female applications rose by 5% in 2018.
- 2 females and 2 males from the Nearly There Strategy have received Wholetime conditional offers.

- When comparing 2017 - 2018 female application figures we attracted 91 more than expected on a year on year rate (19%) with a male to female ratio increasing from 8:1 in 2017 to 6:1 in 2018.
- Changes to drill ground tests saw a dramatic effect on the pass rate from 19 candidates failing in 2017; 14 male, 5 female and 2 BAME. To 2 failing in 2018; both white male.
- Due to the success of the Bootcamps and the hardworking, enthusiastic Firefighters involved, Leeds District continued piloting Bootcamps as a community engagement strategy.

### Areas of Learning

- 2% less applications from BAME individuals in 2018.
- Due to no postcode restriction on WYFRS Wholetime recruitment we received a large number of applications from out of County reducing the diversity demographic available in our region.
- Lost 46 female applicants due to driving licence requirement.
- Larger percentage of females withdrew through each stage of the testing compared with previous year and the male withdrawal rate (2% increase drop out).
- Staff understanding of Positive Action and the roles of the champions has been misunderstood by some which has caused resistance and counteraction.
- It was concluded by KLTV and the Government Behavioural Insight Team that the online tests have a form of bias against BAME candidates, their use going forward will be reconsidered.

### DIVERSITY FOR EVERYONE COURSE

Ioda were commissioned to deliver a Diversity for Leaders course amongst senior staff. This evolved into a Diversity for Everyone course which was commissioned to be delivered to all staff as a mandatory course.

The course has received extremely positive feedback and many have reported that it has expanded their knowledge, awareness and has impacted on their behaviours and values.

The current figures indicate that 480 members of staff still need to complete the course. Dates have been arranged up until mid-October 2019 and staff have been repeatedly reminded to book a session.



*“The Diversity for all course has given me a very good insight to what is appropriate and what is not appropriate language and actions that can / should be used on a day to day basis by myself and my crew. I believe these courses are very good and also very informative”.*

## INCLUSION ACTION GROUP (IAG)

The Inclusion Action Group (IAG) was formed as a hub for ideas and challenge, so colleagues from all across the organisation could contribute to change. It led on many events and initiatives including Leeds Pride 2018, Black History Month and WFS events. They led on commissioning training and speakers for awareness raising. This group has evolved into individual staff networks as highlighted later in the report.

## MENOPAUSE

A menopause working group was established in 2018 to explore the effects of menopause on an aging workforce, particularly within firefighting. This resulted in a positive engagement with staff which has resulted in the following initiatives:

- Awareness training package designed and delivered to the majority of staff. 136 out of 155 departments / crews have received the training in less than a year.
- Network of Menopause champions established and advertised.
- Practical guidance documents available on a dedicated Menopause site on the Wellbeing Firespace page.
- Menopause and the effects on an individual can be added to the Health Passport so conversations don't have to be repeated.
- Developed a standard Risk Assessment which is a guided conversation that allows things to be put in place to support an individual.
- Themed events and awareness sessions.
- Updated the absence policy to include the effects of menopause as a factor to take no further action.
- Attendance at regional and national Menopause Action Group events.

*“I'm very proud to not only work for an organisation that has taken this seriously, but has also seen the need to move forward quickly to support its workforce by implementing awareness for everyone. I feel supported and feel my voice is heard”.*

## SEPTEMBER 2018 – PRESENT

Since September the Diversity and Inclusion team have realigned their strategy and made many changes. Alongside this we have introduced new initiatives and a different way of working, moving away from being a 'corporate' entity to becoming a more accessible and people centred service.

We have taken the emphasis away from legal responsibilities (although they are still vital) and focused more on our moral and ethical responsibility to promote and celebrate diversity and inclusion. Removing the 'corporate' element from our title enables the team to promote a more welcoming support structure for all staff to access.

### SUPPORT AND ASSESSMENT FOR SpLD

The team have introduced a new process for the screening and assessment of Specific Learning Differences (such as dyslexia, dyspraxia and dyscalculia). We have purchased an online screening tool called Quicksan which asks specific questions about learning and behaviour. Quicksan will give a result, based on the answers given, of either no indicators, some indicators or borderline indicators of SpLD.

Staff have had an excellent response to Quicksan, with 111 staff completing it in the first 2 weeks of release. It has opened up conversation and removed some stigma about the effects of dyslexia and how it impacts on people, especially those in practical roles. It is likely that we have a high number of staff with SpLD due to the nature of the role and this has allowed them to come forward and talk about it.

We have appointed a new assessment company based in Halifax who are more cost effective and flexible with location of assessment. Feedback has been positive from those who have been referred.

The team are rewriting the Reasonable Adjustment Policy and Guidelines to reflect the above changes and the introduction of a Reasonable Adjustment Plan for each staff member who needs one. We have also increased awareness of Access to Work and facilitated work based assessments for numerous members of staff.

## STAFF NETWORKS

Following a presentation from Anna Button of WYP, the IAG agreed that we could add more value to our staff voice if the IAG evolved further and followed national best practice of individual networks for individual areas of interest. From this 4 staff networks were formed in the areas of:

- Gender
- Race and Religion
- LGBT
- Disability and Wellbeing

It was agreed that the IAG would still exist in the form of a chairs forum and executive which would collate and promote the work being done. Senior officers will become a champion for each of the networks and we are currently getting expressions of interest for each area. The networks are in the process of establishing members, terms of reference and areas of work. The network chairs provide an update at the quarterly Diversity and Inclusion Board (formally CDDB). This year the networks have a budget of £500 each which we hope to elevate next financial year.



## TRAINING PROGRAMME & EVENTS

The Diversity and Inclusion team have commissioned and started to deliver an ambitious training programme with the aim to raise awareness and understanding of some of the protected characteristics as outlined below:

| Course                                       | Number of sessions |
|--|--------------------|
| Introduction to Transgender Awareness        | 4                  |
| Understanding Dyslexia in the Workplace      | 3                  |
| Deaf Awareness                               | 8                  |
| Disability Etiquette                         | 8                  |
| BSL Bitesize sessions                        | 6                  |
| Women to Work Development Course             | 3                  |
| Men's Ally course                            | 3                  |
| Autism awareness                             | TBC                |
| Unconscious Bias                             | 5                  |
| Equality Impact Assessment                   | When needed        |
| Dignity and Respect procedure and behaviours | When needed        |
| Diversity for Everyone                       | 34                 |

Some of the courses have been better attended than others. The dyslexia session was fully booked after advertisement which signifies the need for awareness and understanding in this area. The Deaf Awareness and BSL sessions are receiving excellent feedback from attendees, and the Trans training really helped staff to think more about language use and adapting our policies.

Alongside the training programme we deliver a number of Lunch and Learn sessions. So far this year we have arranged this for LGBT History Month, Ramadan and Autism awareness. We also have a campaign calendar of events including International Women's Day, Pride, Black History Month, Purple Light Up and International Men's Day.

***"I have attended many diversity courses and events, and to be honest, it has made me take a step back and think about things a little bit more. It has also highlighted how different we all are, but also how we are all working together as a big family for a common goal".***

## **EQUALITY IMPACT ASSESSMENTS**

The process, policy and guidance has been rewritten in order to simplify the Equality Impact Assessment (EIA). Joy has worked with staff individually and provided group training in EIAs, how to complete them, understanding the process, identifying data streams and providing feedback. She has worked with over 30 members of staff and their individual EIAs since joining in January and the feedback has been excellent. Joy will continue to provide this and has arranged further training sessions for groups of staff.

## **COMMUNITY ENGAGEMENT**

Shanaz is working with colleagues in Service Delivery to establish a Community Engagement Strategy and toolkit. There is excellent work being undertaken with our communities, however it is not always documented or acknowledged. Shanaz is using her community engagement expertise to devise toolkits for crews to use so all sectors of the community will be included. The toolkits will give staff the knowledge and awareness to work effectively with confidence. She is acting in a consultative role to advise on the strategy and demonstrate how public consultations should be managed and documented.

## **EQUALITY DATA CAMPAIGN**

Since the launch of Access HR we are encouraging staff to bring their whole self to work and share their equality data. Joy is devising an information video, leaflet and webpage which explains the importance of capturing equality data. We want staff to feel confident that they can be themselves at work regardless of any perceived barriers, by demonstrating that we have an inclusive and diverse work force. We will become an employer of choice to diverse communities by demonstrating this commitment.

## **RDS RECRUITMENT**

Shanaz is supporting the RDS recruitment team by advising and supporting on attracting diverse applicants. A community consultation is being planned for the Ilkley area to use a method of community engagement called Participatory Appraisal. This method of community engagement allows for the target group to give WYFRS an idea of what the barriers are in joining RDS for women living in that area. Because the method is solution focused we will get rich data on what the barriers are and how to manage them, this then allows us to take action and make RDS more accessible for females who want to work with us.

## PROMOTION AND PROGRESSION FOR FEMALE AND BAME STAFF

Following research completed by London Fire Service about female progression, we are analysing our own data and asking our own staff what barriers may exist within WYFRS. During International Women's Day Shanaz conducted a feedback workshop to collate experiences and ideas and this will be supplemented by additional input forming an action plan to reduce and remove barriers.

The positive attributes of WYFRS for potential female firefighters (FF) include:

- The feeling of belonging and being part of a family.
- There are specialist roles within FF with lots of learning, but we need to promote this.
- It's a career for life and being part of the FF community is unique and welcoming.
- The benefits of working patterns and pensions are attractive to some women.

The barriers for women within WYFRS include:

- Perceptions of others: family, friends, society, the "fireman", use of masculine language creates a barrier in women's minds about safety, access and if this is a long term career opportunity for them.
- The role and responsibility does not match the pay package, possibly making the career less attractive.
- The role is physically focused and a lack of information exists on what the fitness requirements are and where to access support and guidance.
- A lack of information on what the career opportunities are and what qualifications are needed.
- Unconscious bias exists in language which attracts males.
- Shift work isn't suitable for everyone, especially those with children, and traditionally this then appeals more to men.
- Promotion feels like it's aimed at men as female FF with children require flexibility and not the extra stress.
- There is a lack of recruitment opportunities and openings.
- Information about maternity / paternity rights, policies and guidance including childcare schemes / vouchers is not always clear. New parents require flexibility from work hours, information which is internally accessible and easy to read and understand.

- Flexibility: Shift patterns for parents of young children are not always suitable for all individuals but HR does accommodate for this, more need for work location to be closer to children as well as flexibility for childcare and leave
- Mental and emotional health is an issue.

Shanaz is compiling a report which will include recommendations on how to address the barriers. She will also apply the same methods into researching the barriers for BAME staff.

## **WOMEN IN THE FIRE SERVICE (WFS)**

### **Women to work Development course**

WYFRS continue to work closely with WFS on a number of initiatives. This year we have commissioned the Women to Work development course for women only in the service. This course is structured to support women with successfully managing their work life by looking at:

- Work Life Stages
- Role Models
- Values & Behaviours
- Achievements, Strengths & Skills
- Working Identity
- Change & Transition
- Personal Development Goals & Action Plan

We have 20 delegates attending the course, a mix of green and grey book staff and the feedback has been positive. We pre-empted any possible negative responses about the course being women only by sending out clear communications and through commissioning a bespoke training package for the male workforce.

### **WFS Training weekend**

We have 7 delegates attending the WFS training weekend in June at the Fire service College. 10 places were originally made available however late drop-outs mean we couldn't fill the 3 spaces due to workshops being full. This is an interactive weekend with 30 workshops for green and grey book staff. It is not exclusive to women and we have male staff attending.

## WFS Pilot Mentoring Programme

WYFRS have signed up to a pilot mentoring programme for women in the fire service led by WFS. We are part of the pilot alongside North Yorkshire FRS, South Yorkshire FRS and Humberside FRS and once the programme has been evaluated it will be delivered nationally. There will be approximately 20 trained mentors across the four brigades, each of whom will receive training and will develop a mentor profile detailing their experiences and skills. Our selected mentors will attend training in May and June. The aim of the programme is to address the lack of women in senior roles by giving mentees an opportunity to improve their support, resilience, well-being and networking and the chance to develop and reach their personal and professional potential.

## NCfD BENCHMARKING SURVEY

AFSA commissioned a Diversity benchmarking survey through the National Centre for Diversity. This gave FRSs' the opportunity to survey their 20 most senior leaders about diversity and inclusion within their own FRS. WYFRS took part and has achieved 8<sup>th</sup> place of performing organisations (out of 20). This will be recognised at the AFSA Summer conference and a detailed report and feedback will be available later in the year.

## RAINBOW LANYARDS

The team purchased WYFRS rainbow lanyards and made them available to staff through an initiative where we asked people to share with us one of the following:

- Tell us how diversity and inclusion initiatives have made an impact on your work role?
- What initiatives should the Diversity and Inclusion team introduce to WYFRS?

We received a number of responses to each question including suggestions which we will take forward into future projects. Some of the highlights are below:

### How D&I has impacted:

'D&I initiatives with WYFRS have enabled me to participate in surveys and discussions and respond openly and honestly about issues. In particular the event on international women's day provided me with information relating to peoples personal experiences which I could relate to in certain aspects. Ideas that I had never even considered came to mind!'

'I think it's fantastic that we have internal champions for certain issues that are part of everyday life whether they are work issues or part of our personal lives, often people think



they are the only one going through these issues when actually its happening to more of us than we think’.

‘The D&I team have made an impact on my work role by introducing me to Access to work for both work related individuals and due to my partners disability. In terms of initiatives this may be something the team are already doing but focus on dyslexia, there are so many people who struggle undiagnosed and with simple tools their work would be so much easier’.

‘Since joining I have come out as gay. I had some issues with a family member which made me reluctant to tell many other people. Due to the fire service attending Pride (I have attended a few times with the fire service) and the initiatives such as LGBT history month and the diversity training I have now started to come out at work and it makes such a difference to how I feel in the work place and feeling I can be me at work makes a difference to my mental wellbeing’.

‘Diversity and Inclusion initiatives whilst working on station gave me a greater understanding of how the people we serve have many different cultures and backgrounds. I then was able to help support the delivery of initiatives to help support our education to these communities, working towards making the people and communities that we serve safer’.

‘The work of the Diversity Team has helped to illuminate the darker recesses of the subconscious employee minds and thereby provide a shining beacon to show the path forward to enlightenment and progress towards greater tolerance and acceptance of diversity perspectives making WYFRS a better and more inclusive place to work for all employees’.

### **Suggestions for future initiatives:**

‘I think that pregnant members of staff need and deserve better support throughout this process to ensure that they feel cared for and still part of this organisation through this challenging and life changing part of their lives and careers. The message I have received is that they all felt that they were the first person in the organisation to become pregnant, protocols were difficult, information had to be searched out, clothing issues made them feel isolated and a problem’.

‘All Officers from CFO to SM should wear the LGBT epaulettes and do so all year round rather than just around Pride events as this would send a real message to staff and partner agencies. Think of how good it would look every time our officers are interviewed on TV and the message it sends to everyone in our communities’.

Maybe give lessons on languages that features most commonly in our communities of high ethnic diversity. This way, operational (and none operational staff) may be able to pick up some common phrases to use when dealing with members of the public who may not be proficient or confident in English’.

‘I would like to see more about adoption and foster care and how the Brigade could help and support people going through this process’.

‘Autism awareness for operational and prevention staff. A little awareness and training could go a very long way. If we get it wrong, it can and most likely will affect the behaviour and attitude of a person for the rest of their life’.





OFFICIAL

# Equality Framework Action Plan Update

## Human Resources Committee

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Date: 5 July 2019

Agenda Item:

13

Submitted By: Chief Employment Services Officer

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**Purpose** To provide an update on the Equality Framework Action Plan

**Recommendations** That the report is noted

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

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn: [Gillian.Cockburn@westyorksfire.gov.uk](mailto:Gillian.Cockburn@westyorksfire.gov.uk)

Background papers open to inspection: None

Annexes: Equality Framework Action Plan update July 2019

## **1 Introduction**

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

## **2 Information**

- 2.1 The Diversity and Inclusion team have progressed projects and initiatives efficiently and effectively and this is reflected in the July update. Collaboration with other teams has allowed us to progress the actions and share better understanding of processes in place across the Organisation.
- 2.2 The revised team approach is working effectively in terms of communication, shared objectives and raising awareness.

## **3 Financial Implications**

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

## **4 Legal Implications**

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

## **5 Human Resource and Diversity Implications**

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

## **6 Health, Safety and Wellbeing Implications**

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

## **7 Your Fire and Rescue Service priorities**

- 7.1 Our Equality Framework action plan supports our aim to Make West Yorkshire Safer. Our action plan also aligns to the following guiding principles:
- Be part of our communities
  - Work in partnership
  - Be at our best and strive to improve
  - Make a positive difference in everything we do

**7.2** In addition, this action plan supports the following priority:

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

## **8 Conclusions**

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

| Action  | Responsibility                                 | Progress   |
|---|--|--|
| <b>Workforce diversity</b>  |  |  |
| <ul style="list-style-type: none"> <li>Design a strategy for implementing sustainable Positive Action for recruitment and selection</li> </ul>                            | Diversity Team, HR, AM Ops                     | <p>Many of the projects and campaigns currently underway fall under the remit of positive action, however there are still gaps. We are in the process of forming a working group of key stakeholders who will review previous positive action initiatives and devise a way forward. We will consider the findings and where appropriate have revised positive action processes in place in time for future recruitment exercises.</p> <p>WYFRS are working with other Yorkshire and Humber brigades on a regional pilot positive action mentoring scheme for women in the fire service. This project will see a number of trained mentors who will provide support for women across the four brigades to boost confidence which in turn will support promotion processes for women within WYFRS.</p> |
| <ul style="list-style-type: none"> <li>Monitor and drive the WYFRS 'Gender Agenda' through the HeforShe pledges (including the menopause and flexible working)</li> </ul> | HR, relevant managers, Menopause Working Group | <p>The menopause training has been delivered to 136 departments / crews out of 155. The absence policy has been updated to include the effects of menopause being taken into consideration and for no further action to be taken if continued absence is as a result. 4 staff members attended the Menopause Action Group Conference where national updates were delivered. PowerPoint slides are available from this event.</p> <p>The D&amp;I Team have opened up a conversation about female uniform and have received feedback from current female crew about the ongoing issues. This has led to regional discussions around 'genderless' uniform. WYFRS are keen to be involved in actions going forward and will report in detail when this is more established.</p>                          |

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| <ul style="list-style-type: none"> <li>Deliver actions in 'BAME staff engagement &amp; support plan'</li> </ul>  | Relevant managers                  | The work already completed is being reviewed by the D&I team and a further update will follow. We are focussing on attending learning events under the theme of BAME issues in the workplace and the Race and Religion Staff Network are very active in moving this forward.  |
| <ul style="list-style-type: none"> <li>Continue to actively encourage Representative Bodies to fulfil a positive role in advancing inclusion</li> </ul>  | All                                | Ongoing   |
| <ul style="list-style-type: none"> <li>Implement manager PDR Diversity and Inclusion objective to be evidenced against</li> </ul>  | Organisational Development Manager | Following a number of changes to the PDR (Personal Development Review) form a requirement has been added to the Spring 2019 version of the form asking all managers to set an objective to support diversity and inclusion within their teams. This will be reviewed on conclusion of the current cycle of PDR's (which ends in June 2019).   |
| <ul style="list-style-type: none"> <li>Increase visibility and participation of under-represented groups in key decision making arenas</li> </ul>  | Management Board                   | <p>The CDDB has been renamed to Diversity and Inclusion Board (DIB) where staff network chairs are invited to be members and give a report at each meeting. The Diversity Project Officers are also members. This has increased the diversity of the attendees and they are key in decision making.</p> <p>Once more established, the Staff Networks will play an integral part in consulting on decision making within policies and practices.</p>               |
| <ul style="list-style-type: none"> <li>Explore accessibility and availability of development and training for all staff, including support staff and those with specific learning differences</li> </ul> | WF dev, D&I team                   | Quickscan screening software is now available to all staff and diagnostic assessments for SpLD (dyslexia etc) is now with a new provider. This has made access to assessment more available and the screening tool has proven popular. WF Development are now able to refer staff who they think may be having difficulty in their theoretical work or exams. This in turn increases the referrals to Access to Work which facilitates work place assessments and |

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|   |                                    | <p>provides the necessary equipment or one to one support necessary for progression.</p> <p>The D&amp;I team are working with ICT to develop simple guides to accessibility which allows users to make changes to the appearance of their screens making it easier to read. We have also purchased coloured overlays and coloured bookmarks for support with scotopic sensitivity.</p> <p>Dyslexia awareness training sessions for line managers have been introduced and three have been commissioned in the first instance to gauge interest. All three sessions are fully booked and a waiting list in place.</p> |
| <b>Environment and Culture</b>  |                                    |  |
| <ul style="list-style-type: none"> <li>Embed organisational values through development of a new leadership strategy, behaviour framework and relevant HR process</li> </ul> | Organisational Development Manager | Work is well underway in this area, over a number of phases. The revised values will be central to the leadership development programme which commences in early June 2019. A revised behaviour framework has been published and forms part of the recruitment and promotions process. Work has started on a series of initiatives to embed the values across the organisation.  |
| <ul style="list-style-type: none"> <li>Improve simplicity and relevance of internal literature and promote our staff as “Real Models”</li> </ul>                            | Corporate Communication            | The D&I team continue to contribute to Burning Issues to ensure diversity is included in each edition. We are working with comms on a D&I takeover edition which will be published in August. Chris Kovacs and his experience of being dyslexic featured in the June edition along with information on how to access the screening tool and assessment. On June 7 we marked the retirement of Lisa Muscarella; first female firefighter to work through to retirement with WYFRS. She featured in Burning Issues and a lunch was held in her honour.   |



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|   |  | Corp comms have led a workshop with the D&I team to develop a strapline that encompasses our commitment to diversity and inclusion. A number of suggestions have been given to the D&I team and a consultation with staff is the next step.  |
| <ul style="list-style-type: none"> <li>Embed 'Equality Analysis' into WYFRS all relevant policy, projects and practice, and monitor outcomes</li> </ul>   | Relevant managers, Corporate Driving Diversity Board | A review of Equality Analysis process has taken place and has been renamed Equality Impact Assessment in line with best practice. The new policy and guidance has been implemented and is in use. Joy Thomas in the D&I team is leading on EIAs and has met with over 30 members of staff since January. Group training has been introduced with the first 2 sessions being booked up within 1 week of advertising. Feedback suggests that the new process is more accessible and easier to follow, that the training is excellent and the one to one support is valuable. As a result, the perception of colleagues has changed and the EIA is now viewed as value adding, rather than an administrative process. |
| <ul style="list-style-type: none"> <li>Carry out an annual Gender Pay Gap report with resultant action plan</li> </ul>  | Finance, HR IAG Exec, Diversity Team                 | Completed for 2019 deadline and published.   |
| <ul style="list-style-type: none"> <li>Further develop Inclusion Action Group (staff network): perform regular inclusion-based projects; be more visible in the organisation; and improve Firefighter representation</li> </ul> | Diversity team                                       | The IAG has overseen the development of 4 individual staff networks in the areas of gender, race & religion, LGBTQ and Disability & Wellbeing. Chairs for each group have been established and meetings organised for the year.  |
| <b>Diversity Awareness and Education</b>  |  |  |
| <ul style="list-style-type: none"> <li>Continue to ensure interaction and communication from the Authority Chair, Chief Fire</li> </ul>   | Fire Authority, Management Board,                    | The majority of the Board and Management Team have attended the Diversity For Leaders Programme delivered by Ioda. Members of the Board have   |

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| <p>Officer, Board and Senior Managers in visibly championing diversity and inclusion</p>  | <p>Comms, Diversity Team</p>                              | <p>confirmed attendance on the D&amp;I training sessions and at the future programme of diversity events to demonstrate importance.</p> <p>Management Board will nominate representatives to champion the staff networks; one for each of the 4 networks. They will then be integral in sponsoring and supporting the activities and campaigns of the networks.</p> <p>The upcoming leadership development programme starts with Management Team and rolls down to all managers at Grade 8 / Station Manager or equivalent; this programme has diversity and inclusion embedded throughout the learning modules.</p> |
| <ul style="list-style-type: none"> <li>Develop, organise and oversee an overarching programme of learning on diversity and inclusion for all staff and managers (including e-learning to support face-to-face training e.g. Equality Analysis)</li> </ul> | <p>Organisational Development Manager, Diversity Team</p> | <p>Training has been approved and organised in:</p> <ul style="list-style-type: none"> <li>BSL Bitesize session</li> <li>Deaf Awareness</li> <li>Disability etiquette</li> <li>Transgender awareness</li> <li>Recognising and supporting dyslexia</li> <li>Autism awareness</li> <li>Women's development course</li> <li>Men's ally course</li> <li>EIA process</li> </ul> <p>Deaf awareness e-learning has been designed and published for all staff to complete.</p> <p>An EIA e-learning module will be designed in due course.</p>   |
| <ul style="list-style-type: none"> <li>Plan and deliver agreed diversity calendar of events and campaigns</li> </ul>  | <p>Comms, Diversity Team, IAG</p>                         | <p>A calendar of events and campaigns has been devised and agreed. This year we have held events on International Women's Day, including a successful media campaign featured on local news. We have held lunch and learns on the</p>  |

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|  |           | <p>subject of LGBT History Month and Ramadan. We held an event to mark the first female FF who has worked within WYFRS for 30 years of service and an upcoming lunch and learn on autism. We are attending Pride events in Leeds, Calderdale and Wakefield, along with events planned for Black History Month, Purple Light Up and International Men's Day. We promote awareness weeks and local initiatives through Social Media and using the information board at FSHQ.</p> <p>We have introduced the Red Box Project initiative which allows staff to donate sanitary products, pants and tights to local schools within the community. This combats period poverty and gives young girls confidence to know support is available if they need it. Once the red box is full a volunteer collects it and distributes it to schools. Girls can then go to the school reception and ask to look in the 'red box'. They are then given access to take any items they need, free of charge. We have red boxes set up across the organisation at HQ, SDC, Huddersfield, Wakefield, Leeds, Halifax, Odsal and Fairweather Green.</p> |
| <b>Service Delivery and the PSED* demonstrating 'due regard'</b>   |           |   |
| <ul style="list-style-type: none"> <li>Deliver local projects that engage with vulnerable groups and address impacts of social/economic inequality and societal changes</li> </ul> | Districts | <p><b>Isolated Properties</b> – looking at potentially vulnerable people in isolated rural homes, also at access for engines if these are in a rural location</p> <p><b>Safer Together</b> – project with local housing provider Together Housing, focusing on vulnerable tenants, who may be house / bed bound because of disability, also smoking and using emollient creams.</p> <p><b>HMO Project</b> – working with Calderdale Housing to visit properties with private landlords, housing potentially very vulnerable people who could remain under the radar if it wasn't for us knocking on the door.</p> <p><b>Translation Talking heads</b> – in its infancy and will take time. Talking head translations of the safe &amp; Well messages, using local people to translate and go on camera to educate.</p>  |

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| <ul style="list-style-type: none"> <li>• Improve how equality monitoring information is used to shape our services, including identifying emerging risk and vulnerabilities</li> </ul> | Districts, Central prevention, Diversity Team | Ongoing.   |
| <ul style="list-style-type: none"> <li>• Provide tools/guidance for community knowledge and the planning of prevention initiatives/community engagement</li> </ul>                     | Comms, Prevention, Diversity Team             | <p>The service has established links with data and intelligence teams from across the 5 LAs and in addition to its own data sets, now receives intelligence to allow prevention activity to be targeted towards areas of greatest risk. This includes data on social deprivation (IMD), Falls (LAs) Loneliness (LAs); Fuel Poverty (LAs) and Smoking (LAs). Such data is then transferred to risk maps of the districts and this can then allow better targeting of activity. The district teams are also engaged with partners within their respective areas to better understand the issues that each area faces. Community engagement is happening across the districts from house visits, school talks to visits to community groups and youth intervention activity. The Safer Communities Prevention Strategy details the overall aims of our prevention and early intervention work and each district and local action plan ensures that the overall service priorities are captured within local activity.</p> |
| <ul style="list-style-type: none"> <li>• Review external messages and resources to ensure fit for purpose for diverse audience in West Yorkshire</li> </ul>                            | Central Prevention/Protection, Comms          | <p>We are constantly reviewing our methods of communication to adapt to different and diverse audiences. Rather than trying to provide information in alternative languages, there is a move towards infographics / pictures on prevention materials for public use.</p> <p>6 BSL Bitesize sessions are being delivered to crews in each district. This aims to give staff knowledge of how to communicate in an alternative way through fingerspelling and common signs needed in emergency situations.</p>   |

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|   |   | The D&I team have ensured training sessions include communication / appropriate language use for different sectors of communities. This should ensure that interaction with customers / clients is appropriate and inclusive.   |
| <ul style="list-style-type: none"> <li>Improve mechanisms for tracking community engagement, outcomes and satisfaction by protected characteristic</li> </ul> | Corporate Services, Strategic Development, Diversity Team, Protection | This is an area in progress. The prevention database now has the ability to allow local teams to log evidence across the range of prevention and early intervention activities. Previously, only home and school visits were recorded within the system yet local teams were engaged in much more activity than was being recorded. This requires some support and guidance to ensure all prevention activity is recorded accurately to allow for better monitoring and recording. District Prevention Managers have received training on evaluation of activity and this is an area that needs to continue to develop. The introduction of mobile working devices will allow for evaluation to be recorded at point of delivery and this could include satisfaction by protected characteristic. |
| <ul style="list-style-type: none"> <li>Regular publication of case studies of community engagement demonstrating the 'fostering of good relations'</li> </ul> | Comms, Prevention, Diversity Team                                     | The 'Spotlight On' activity reports presented at our Community Safety Committee meetings and published on the internet are all good examples of how we engage with our communities to improve safety and reduce risk.   |

**MINUTES OF THE MEETING OF THE YORKSHIRE AND HUMBER EMPLOYERS ASSOCIATION HELD IN LEEDS ON TUESDAY 26 MARCH 2019**

**Present:**

**Metropolitan Districts**

|                    |                     |
|--------------------|---------------------|
| Cllr Alison Lowe   | Leeds CC (Chair)    |
| Cllr Mark Jones    | Sheffield CC        |
| Cllr Graham Turner | Kirklees Council    |
| Cllr Jane Scullion | Calderdale MBC      |
| Jill Parker        | Doncaster MBC (Sub) |

**County Council**

|              |            |
|--------------|------------|
| Cath McCarty | NYCC (Sub) |
|--------------|------------|

**Unitary Authorities**

|              |                    |
|--------------|--------------------|
| Kay Crabtree | City of York (Sub) |
|--------------|--------------------|

**In Attendance**

|                  |                                   |
|------------------|-----------------------------------|
| Debra Lucas      | Kirklees                          |
| Emma Butler      | Harrogate BC                      |
| Lorraine Hallam  | Leeds CC                          |
| Emma Bowes       | Leeds CC                          |
| Emma Wyatt       | Leeds CC                          |
| Gemma Taskas     | Leeds CC                          |
| Mark Bennett     | Sheffield CC                      |
| Alison Brown     | Barnsley MBC                      |
| Anne Lowe        | Bradford MDC                      |
| Jill Clayton     | Wakefield MDC                     |
| Julie Slatter    | Selby DC                          |
| Jacqui Blesic    | Hull CC                           |
| Joanne Grigg     | West Yorkshire Combined Authority |
| Sue Kelsey       | South Yorkshire Fire and Rescue   |
| Nigel Carruthers | LGA                               |
| Julie Brookes    | YHEA                              |

**Employers Secretary**

Steve Walmsley YHEA

**1 Introductions and Apologies**

Apologies for absence were received on behalf of  
Cllr Jane Nightingale - Doncaster MBC, Cllr Haith – SY Fire, Cllr Gardiner –  
Barnsley MBC, Cllr Dodds – WY Fire, Cllr Briggs – Humber Fire, Cllr Acomb –

Ryedale DC, Cllr Lunn – NYCC, Cllr Blows – Richmondshire DC, Cllr Shaw – Wakefield MDC, Cllr Gillies – City of York, Kay Atherton - Harrogate BC, Victoria Leach - North East Lincs Council, Trudy Forster – City of York, Lynne Halls – Hambleton, Elaine Blades – Scarborough, Ian Brandwood – WY Fire, Justine Brooksbank – NYCC, Rebecca King – East Riding, Jackie Addison - Calderdale

## 2 **Presentation from NE Lincolnshire Council on Employee Engagement**

The presentation was deferred until July due to illness.

### ***Authorities highlighted any positive initiatives being taken re HR/OD***

Doncaster has implemented the Gem Award, a recognition award. Alongside this the annual recognition ceremony will also be reintroduced. Christmas shutdown has also been introduced in Doncaster. As part of Doncaster Equalities agenda, a diversity and Inclusion video was produced using staff who were willing volunteers. In the video the employees are asked a series of challenging questions.

Hull have reintroduced the staff award scheme. Hull with Ambition is a Leadership Programme developed as part of progression planning. Hull is also hosting the first electric car street race.

In Kirklees OHU has been transferred to a self-referral scheme. Staff are being encouraged to be proactive.

Wakefield has introduced a 'Foster Friendly Policy' to help and support employees who become foster parents. As part of the policy every looked after child will also have the opportunity to have a paid apprenticeship place.

As part of the 'Best Council' plan in Leeds the Health and Wellbeing Mental Health initiative has been introduced.

Sheffield has reintroduced the Leadership Development Programme looking at middle managers. Health and Wellbeing Initiative has looked at how OHU operates. OHU helps managers to navigate what help is available. Healthy at Work Plan gets the staff to look at what would benefit their teams and service for example Fruit Fridays.

Bradford made a small amount of money available to focus groups who look at what would benefit teams.

## 3 **Notes of the last meeting**

Notes were agreed as a correct record. Amendment made to add Cllr Dodson to the apologies.

## 4 **Matters Arising**

There were no matters arising that are not covered elsewhere on the agenda.

## 5 **National Pay Update**

Overall in the region most Councils have managed to progress the work on this. There is real variance regarding collective agreements with some Trade Unions wanting collective agreements in place before they will sign off the pay structure. This variance applies across the country, across regions and trade unions. There is one LA in the region having issues with one particular trade union.

If pay structures change then it will be necessary to gain agreement.

Authorities updated on their position – progress has been pretty positive, although a few authorities will have further consequential issues to address regarding their pay structures which may be more challenging.

**Action:** Information was requested on what the average pay increase in Councils is. Please email Julie with the figures on [Julie.brookes@yhemplyers.org.uk](mailto:Julie.brookes@yhemplyers.org.uk)

## 6. **Workforce Strategy Update**

*Apprenticeships* – network will continue to meet. Next meeting is in Wakefield on 27 March 2019. Authorities in Y&H are making better progress than most regions although the sector still has a way to go.

*Leadership & Management Apprenticeship* - Launch event took place in February 19. There are 10 LA's taking place. Regional Chief Executives have identified several projects for the cohorts to work on collaboratively. These include Adult Social Care, Children's Services, Recruitment and Retention, Leadership Development and Succession Planning. If the workforce projects are picked up the leads will be asked to present at the meetings. The programme will last for 20 months.

*Adult Social Care Workforce* – HR nominees have now been agreed and the Lead on Social Care has been contacted to arrange a meeting. Date will be notified as soon as possible.

*Organisational Purpose & Renewal and Productivity & Effectiveness* – discussions still on going with regards to workshop delivery.

## 7. **Workforce Survey and Research Collaboration with LGA**

All Local Authorities were sent the HR survey, but some contact details were not up to date at LGA. A discussion took place at NARE regarding working together with the Regional Directors.

Conversations also took place about Epaycheck and its future. LGA are a partner in Epaycheck and technically the regions own it through a contract. A 12 month



extension has been agreed to try and work out a different approach to the system. Funding will be looked at to try and enable a subscription free offer to Local Authorities. It was asked if thought could be given to a way that information can be extracted from Local Authority systems.

## 8 **Workshop with Health**

A date of 31 May has been agreed for the workshop. A paper will be circulated that Health has put together regarding an agenda. Steve will attend a meeting in April to agree and sign off agenda.

**Action: If anyone has any key issues, they want on the agenda please let Steve known. Email [steve.walmsley@yhemployers.org.uk](mailto:steve.walmsley@yhemployers.org.uk)**

It would be useful to gain some understanding of what issues are at a local level then these can be discussed at the workshop.

Kings Fund have a video on acronyms used in Health.

See <https://www.youtube.com/watch?v=DEARD4I3xtE>

## 9 **Update on YHEA Website**

The website is now live see [www.yhemployers.org.uk](http://www.yhemployers.org.uk)

Stock photos have been used initially on the site but if you can let Steve or Julie have any photos from around the region these can be uploaded. Events and meetings can also be placed on the site.

Action: Email Steve or Julie with any photos or events that you want on the site. On [steve.walmsley@yhemployers.org.uk](mailto:steve.walmsley@yhemployers.org.uk) or [Julie.brookes@yhemployers.org.uk](mailto:Julie.brookes@yhemployers.org.uk)

## 10 **GDPR**

Nothing reported.

## 11 **Any Other Urgent Business**

As this was Cllr Lowe's last meeting before the May elections when Cllr Lowe will not be seeking re-election. Steve thanked her for her support and contribution whilst she has been Chair of the Employers Committee and then YHEA. Cllr Lowe was presented with a cake to celebrate!

## 12 **Planning for the Next Meeting**

The annual meeting is planned for 4 July 2019 and will take place at 10 am in the Town Hall, Wakefield. This is the annual meeting that will include the election of a new chair for YHEA.

We will bring forward the NELC presentation and if anyone has any other specific agenda items for future meetings, please email Steve on [steve.walmsley@yemployers.org.uk](mailto:steve.walmsley@yemployers.org.uk)