



OFFICIAL

Human Resources Activity report

Human Resources Committee

Date: 4 August 2023

Agenda Item:

06

Submitted By: Chief Employment Services Officer

- Purpose** To inform Members of key employment services metrics incorporating data from Quarter 4 of this financial year for sickness absence (to the end of 31 March 2023), HR activity to the end of March 2023, and establishment figures as of the end of May 2023.
- Recommendations**
1. That Members note the content of the report.
 2. That Members approve the three posts outlined in 8.
- Summary** This report informs Members of key data relating to Human Resources and specifically quarter 4 (1 January – 31 March)

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Rachel McArdle, Head of HR
rachel.mcardle@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: None

1. STAFF PROFILE (EMPLOYEE HEADCOUNT) – as of 24 May 2023.

Wholetime

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jun 2021	817	8	6	12	16	3	1	49	57	855	912
Sep 2021	813	8	6	12	16	3	1	48	61	846	907
Dec 2021	813	9	6	14	16	3	1	50	62	850	912
Mar 2022	806	11	6	13	17	2	2	60	67	849	917
Jun 2022	790	11	6	15	17	2	2	69	67	844	912

	White British	White – Other	White & Asian	Asian or Asian British	Any other ethnic group	White & Black Caribbean	Mixed	Any other mixed multiple ethnic background	Black or Black British	Chinese	Irish	Not declared	Female	Male	Prefer to use own term	Total Staff
Dec 2022	792	11	1	17	6	4	11	2	2	2	1	74	71	851	1	923
Feb 2023	804	11	1	17	6	5	11	3	3	2	1	75	72	866	1	939
May 2023	807	11	1	17	6	5	11	4	3	2	1	75	76	866	1	943

Control

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jun 2021	44	0	0	2	1	0	0	1	34	14	48
Sep 2021	42	0	0	2	1	0	0	1	31	15	46
Dec 2021	46	0	0	2	0	0	0	2	35	15	50
Mar 2022	46	0	0	2	0	0	0	2	35	15	50
Jun 2022	46	0	0	2	0	0	0	2	34	16	50

	White British	White – Other	White & Asian	Asian or Asian British	Any other ethnic group	White & Black Caribbean	Mixed	Any other mixed multiple ethnic background	Black or Black British	Chinese	Irish	Not declared	Female	Male	Prefer to use own term	Total Staff
Dec 2022	45	0	1	0	0	0	1	0	0	2	0	2	33	16	0	49
Feb 2023	46	0	1	0	0	0	1	0	0	0	0	3	35	16	0	51
May 2023	46	0	1	0	0	0	1	0	0	0	0	3	35	16	0	51

On-Call

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jun 2021	147	1	0	2	1	0	0	12	11	152	163
Sep 2021	143	2	0	1	1	0	1	13	11	150	161
Dec 2021	144	2	0	2	1	0	1	12	8	154	162
Mar 2022	146	2	0	2	1	0	1	10	8	154	162
Jun 2022	146	2	0	2	1	0	1	9	8	153	161

	White British	White – Other	White & Asian	Asian or Asian British	Any other ethnic group	White & Black Caribbean	Mixed	Any other mixed multiple ethnic background	Black or Black British	Chinese	Irish	Not declared	Female	Male	Prefer to use own term	Total Staff
Dec 2022	143	2	1	1	0	1	0	0	0	1	0	10	8	151	0	159
Feb 2023	143	2	1	1	0	1	0	0	0	1	0	8	10	147	0	157
May 2023	145	2	1	1	0	1	0	0	0	1	0	10	11	150	0	161

Green Book

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jun 2021	262	5	2	3	18	2	0	21	179	142	312
Sep 2021	269	4	2	2	17	4	0	24	178	144	322
Dec 2021	269	6	2	2	16	3	0	21	176	143	319
Mar 2022	271	5	2	2	20	3	0	24	184	143	327
Jun 2022	266	5	2	3	20	2	0	24	181	141	322

	White British	White – Other	White & Asian	Asian or Asian British	Any other ethnic group	White & Black Caribbean	Mixed	Any other mixed multiple ethnic background	Black or Black British	Chinese	Irish	Not declared	Female	Male	Prefer to use own term	Total Staff
Dec 2022	267	4	1	15	2	2	0	1	1	0	0	26	186	136	0	322
Feb 2023	261	4	1	12	1	2	1	1	0	1	1	26	186	136	0	313
May 2023	267	4	1	12	1	2	0	1	0	0	0	28	178	138	0	316

Brigade Total

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jun 2021	1270	14	8	19	36	5	1	83	281	1163	1435
Sep 2021	1267	14	8	17	35	7	2	86	281	1155	1436
Dec 2021	1272	17	8	20	33	6	2	85	281	1162	1443
Mar 2022	1269	18	8	19	38	5	3	96	294	1161	1456
Jun 2022	1248	18	8	22	38	4	3	104	290	1154	1445

	White British	White – Other	White & Asian	Asian or Asian British	Any other ethnic group	White & Black Caribbean	Mixed	Any other mixed multiple ethnic background	Black or Black British	Chinese	Irish	Not declared	Female	Male	Prefer to use own term	Total Staff
Sep 2022	1330	18	4	33	12	7	12	2	3	3	0	113	297	1162	1	1460
Dec 2022	1247	17	4	33	11	7	12	2	2	3	1	114	298	1154	1	1453
Feb 2023	1254	11	4	29	10	8	12	9	3	3	1	113	294	1162	1	1457
May 2023	1265	17	4	30	7	8	12	5	3	3	1	116	300	1170	1	1471

The above figures include Career Breaks, Maternity & Secondments.

	Wholetime	Control	On-Call	Green Book
All	943	51	161	313
Excluding career breaks, secondments, maternity leave.	937	50	156	307

2. Sickness Absence

SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE
 April 2022 - March 2023 PER MONTH

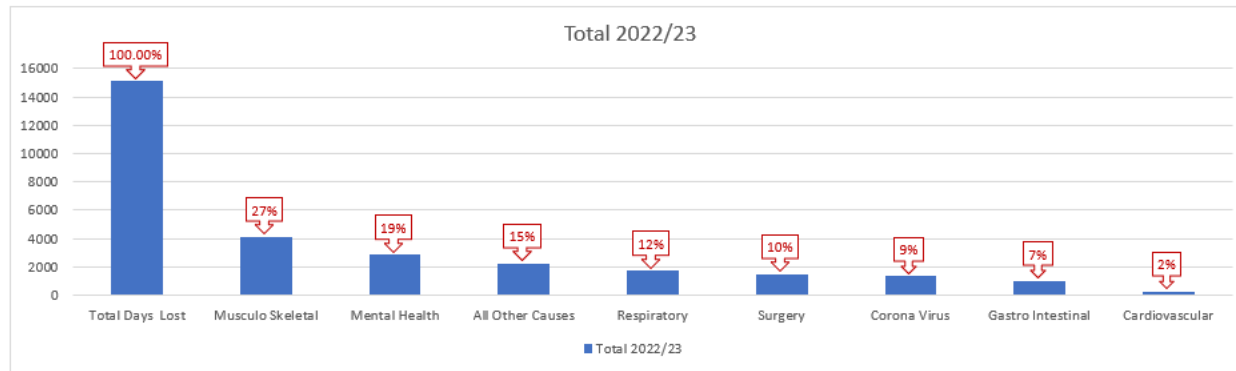
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Ops Response	0.90	0.75	0.74	0.88	0.89	0.73	0.99	0.97	1.08	0.96	0.87	0.87
Ops Support	0.08	0.00	0.85	0.80	0.46	0.94	0.84	0.58	0.35	0.70	0.41	0.44
Prev & Prot	1.02	0.82	0.27	0.33	0.74	0.79	1.47	0.70	0.79	0.09	0.11	0.63
Legal & Gov	1.21	1.24	1.45	1.15	1.16	1.67	2.59	2.74	2.32	0.11	0.00	0.00
Service Support	0.70	0.75	0.84	0.94	0.41	0.65	0.94	0.84	0.79	0.58	0.47	0.39
Emp Services	0.85	0.36	0.48	0.79	0.76	0.31	0.05	0.63	0.26	0.19	0.27	1.04
Finance	0.44	0.00	0.00	0.20	0.13	0.63	0.06	0.12	0.06	0.88	0.56	2.80
Corporate Comms	2.05	1.90	2.20	1.90	1.86	1.05	0.77	1.45	1.32	0.77	0.00	0.00
FSHQ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.86	0.73	0.75	0.87	0.82	0.72	0.97	0.94	0.98	0.83	0.73	0.79
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 (2020/21)	0.66	0.79	0.84	1.38	1.05	0.96	1.05	0.95	1.28	1.50	0.91	1.07

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

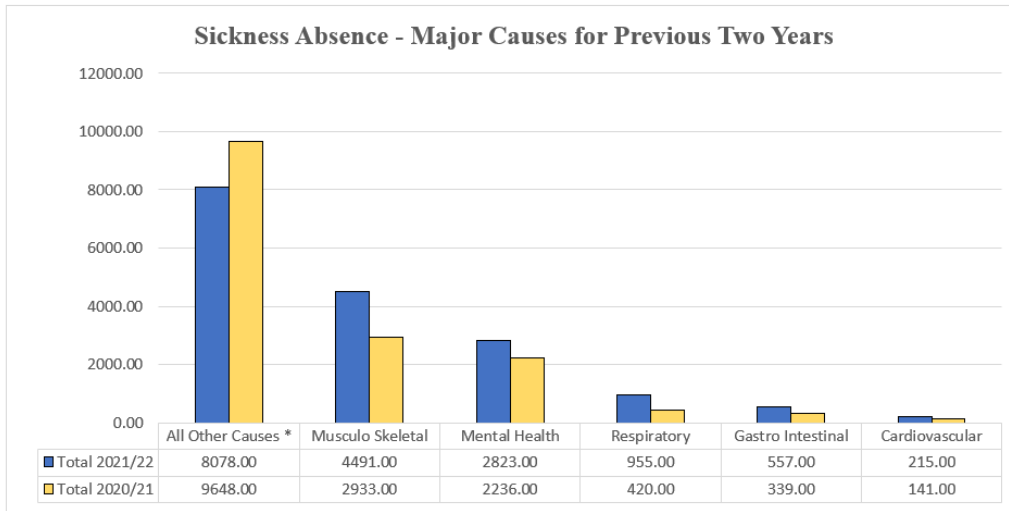
These figures include absence due to Covid19 and Self Isolating per employee.

SICKNESS ABSENCE - MAJOR CAUSES FOR CURRENT YEAR 2022/23 (Financial Years)

	Total Days Lost	Musculo Skeletal	Mental Health	All Other Causes	Respiratory	Surgery	Corona Virus	Gastro Intestinal	Cardiovascular
Total 2022/23	15119.0	4108.0	2873.0	2263.0	1738.0	1514.0	1336.0	1012.0	275.0
Percentage	100.00%	27%	19%	15%	12%	10%	9%	7%	2%



	Total Days Lost	All Other Causes *	Musculo Skeletal	Mental Health	Respiratory	Gastro Intestinal	Cardiovascular
Total 2021/22	17119.00	8078.00	4491.00	2823.00	955.00	557.00	215.00
Total 2020/21	15717.00	9648.00	2933.00	2236.00	420.00	339.00	141.00
Total	32836.00	17726.00	7424.00	5059.00	1375.00	896.00	356.00
Percentage	100.00%	53.98%	22.61%	15.41%	4.19%	2.73%	1.08%



* All Other Causes includes Corona Virus and Self Isolating figures

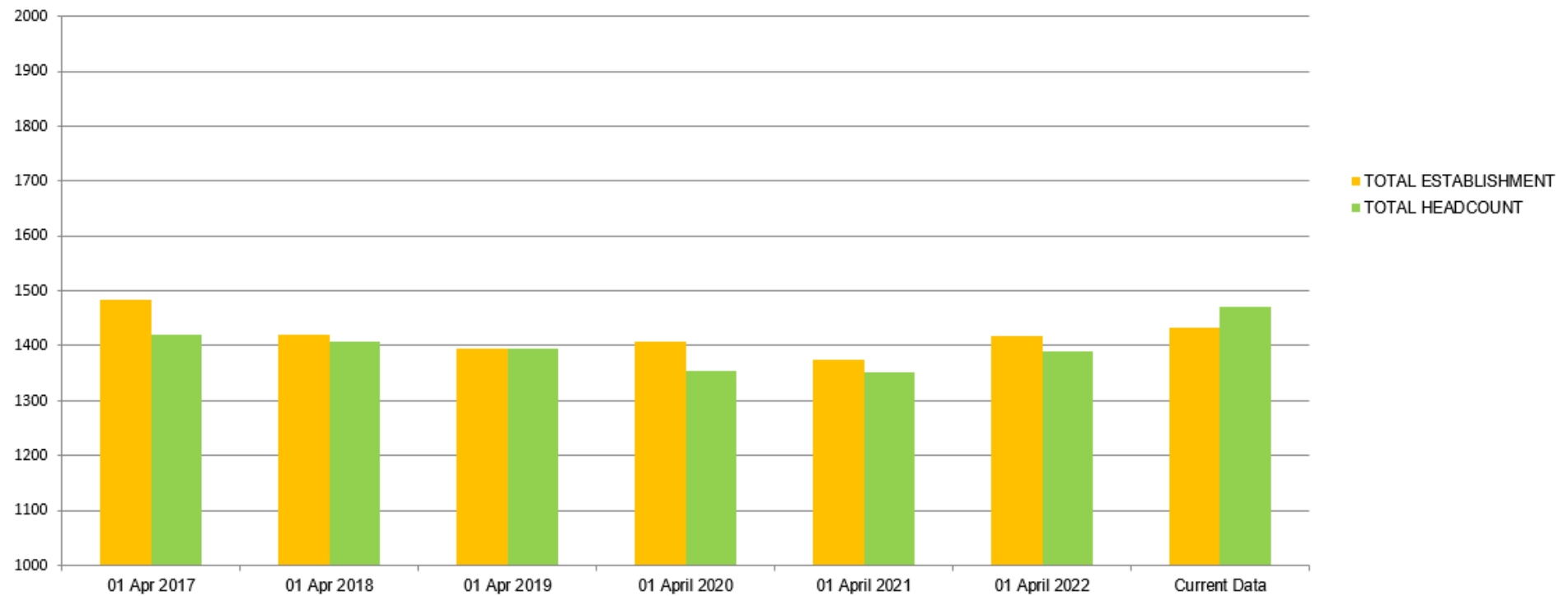
3. ESTABLISHMENT AND STRENGTH 1 APRIL 2017 to 31 DECEMBER 2022

Summary Figures – Establishment and Strength

	TOTAL ESTABLISHMENT	TOTAL HEADCOUNT	WHOLETIME ESTABLISHMENT	WHOLETIME HEADCOUNT	RETAINED ESTABLISHMENT	ON CLL POSITIONS COVERED*	CONTROL ESTABLISHMENT	CONTROL HEADCOUNT	GREEN BOOK ESTABLISHMENT	GREEN BOOK HEADCOUNT
01 Apr 2017	1483	1421	1032	985	120	94	43	49	288	293
01 Apr 2018	1420	1408	963	959	120	87	43	47	294	315
01 Apr 2019	1396	1394	927	951	120	82	44	48	305	313
01 April 2020	1408	1355	930	914	120	87	44	46	314	308
01 April 2021	1375	1351	900	895	120	96	44	51	311	309
01 April 2022	1418	1390	934	917	120	96	44	50	320	327
Current Data	1433	1471	941	943	120	82	44	51	328	316
Reductions to date	50	-50	91	42	0	12	-1	-2	-40	-23

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

Graphical Representation of Establishment and Strength



Summary Figures - Employee FTE data - Current Date

	Current Headcount	Current Employee FTE
Wholetime	943	927.50
Control	51	47.06
On Call	161	81.98
Green Book	316	277.36

4. HEALTH AND SAFETY PERFORMANCE - 1 APRIL 2022 TO 31 MARCH 2023

Lost time up to 3 days

Actual performance 2022/23	Target 2022/23
16	24

Lost time over 3 days

Actual performance 2022/23	Target 2022/23
22	22

RIDDOR Major injury/disease

Actual performance 2022/23	Target 2022/23
2	No target set

5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 APRIL 2022 – 31 MARCH 2023

Ref No.	KPI	Target.	Quarter 1 January 2023 – 31 March 2023	YTD 1 April 2022 – 31 March 2023	Target achieved for present quarter.
1	Management referral to appointment date (3 weeks).	90%	100%	89%	Yes
2	AMA report to management within 48hr.	90%	100	100	Yes
3	No. of Did Not Attends (DNA's) or cancellation <48 hr notice*		0 Nurse 0 AMA	0 0	
4	No. of physiotherapy referrals.		25	158	
5	No. of counselling referrals.		11	46	
6	No. of management referrals.		7	27	
7	No. of health screenings.		27	89	
8	No. of self-referrals.		7	18	
9	No of AMA consultations.		187	771	

Please note the health screenings now include the Asbestos medicals.

6. DISCIPLINE AND GRIEVANCE CASES.

Discipline

01/04/2022	31/03/2023	Total Completed		Current Live Cases	Time to Complete if Outside of Target, Examples.
	Total in Period	In Target [within 60 days]	Out of Target [over 60 days]		
Green Book	1		1		144 days
On Call	3		3		1 @ 80 days, 1 @ 129 days, 1 @ 137 days.
Wholetime	14	3	9	2	1 @ 67 days, 1 @ 112 days, 1 @ 177 days, 1 @ 192 days
Total	18	3	13	2	

Grievances

01/04/2022	31/03/23	Total Completed		Current Live Cases	Average / Time to Complete
	Total Received in Period	In Target [under 30 days].	Out of Target [Over 30 days].		
Control	2	1	1		1 @ 26 days, 1 @ 55 days.
Green Book	2	0	2		1 @ 111 days including appeal, includes significant period of sickness absence. 1 @ 48 days.
Wholetime	14	6	7	1	Average 47 days [Some of the different durations, examples: 17 days, 20 days, 21 days, 26 days, 49 days, 54 days, 59 days, 66 days, 67 days, 80 days].
Total	18	7	10	1	

7. RECRUITMENT STATISTICS – 1 January 2023 – 31 March 2023

External Recruitment by Directorate 1 Jan to 31 March 2023

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Live cases	Average time to complete (Days)	Vacancies not appointed to
Finance & Procurement	3	2	1	1	1	77	0
Service Delivery	7	4	3	1	3	68.5	0
Corporate Services	5	1	1	0	0	58	4
Employment Services	3	0			1		2
Service Support	2	0			1		1

Target Timescale

Green < 84 Days

Red > 84 Days

Internal Only Recruitment by Directorate 1 Jan to 31 March 2023

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Lives cases	Average time to complete (Days)	Vacancies not appointed to
Finance & Procurement							
Service Delivery	2	0			2		0
Corporate Services							
Employment Services							
Service Support	4	2	1	1	1	19	1*

Target Timescale

Green <30 Days

Red > 30 Days

Please note, this vacancy (ICT Technical Support Manager) was subsequently withdrawn after being advertised

8. INCREASE IN ESTABLISHMENT.

Permanent roles

1. Operational Research Data Analyst in Strategic Development Grade 5, salary from £28,371 to 29,439
2. Fire Engineer in Fire Protection Grade 8, salary from £40,478 to £43,516
3. Regional Manager – Building Safety Regulator in Fire Protection. This is a critical role with a national focus and to ensure the best possible field of candidates, we will be looking to recruit on a green or grey terms and conditions. Grade 9, salary from £46,549 to £49,590 or Station Manager £46,712 - £51,525.



[Protective Markings]

Response To HMICFRS Spotlight Report

Human Resources Committee

Date: 4 August 2023

Agenda Item:

07

Submitted By: Chief Employment Services Officer

Purpose	To update the Committee about the WYFRS response to the HMICFRS Spotlight Report “Values And Culture In Fire And Rescue Services.”
Recommendations	That Members note the report
Summary	The report provides information about the HMICFRS Spotlight Report “Values And Culture In Fire And Rescue Services.” And details the WYFRS response to the recommendations.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Ian Brandwood, Chief Employment Services Officer
Tel: 01274 682311 x 671358

Background papers open to inspection: Values And Culture In Fire And Rescue Services

[Values and culture in fire and rescue services - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk)

Annexes: Annex A – Recommendations – Summary Response

1 Introduction

- 1.1 In March 2023 the HMICFRS published their Spotlight Report “Values And Culture In Fire And Rescue Services.” The report focuses on the values and culture of all 44 fire and rescue services (FRSs) in England and draws on the evidence collected through their inspections of FRSs since 2018.
- 1.2 Within the report, the HMICFRS define values as principles or standards of behaviour, and culture as ideas, customs and behaviours. They determine that ‘poor’, ‘unacceptable’ and ‘inappropriate’ cultures and behaviours are those which have or have the potential to negatively affect others. These behaviours include bullying, harassment and discrimination.
- 1.3 The report makes 35 recommendations in total, 19 of which are the responsibility of the local FRS. The remainder of the recommendations rest with either the Home Office, the NFCC or the Local Government Association National Joint Council.

2 Information

- 2.1 The report focusses on issues that the HMICFRS say have been seen in more than half (at least 26) of FRSs and are having a detrimental impact across the sector. These include:
- bullying, harassment, and discrimination;
 - lack of fairness and diversity; and
 - reporting and handling of concerns, including allegations of misconduct.
- 2.2 Local FRSs are required to update HMICFRS about their progress against the recommendations. The latest update provided by WYFRS to the HMICFRS is attached as an Annex to this report.
- 2.3 WYFRS current practice is already compliant with the majority of the recommendations. (Confidential Reporting Process, 360 degree appraisal process for managers, established staff survey, excellent welfare provision, vetting processes that reflect current legal position.)
- 2.4 A number of the recommendations may require variations to national agreements or legislative change. There is a focus on discipline and appeals processes for senior officers. These matters are currently covered contractually in the relevant national conditions of service.
- 2.5 The Government have taken swift action in response to Recommendation 6 of the report which required that by 1 January 2024, the Home Office, working with the Ministry of Justice, should make sure that the Government incorporates fire and rescue authority employees within the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 so that they are eligible for the appropriate DBS checks.
- 2.6 Currently all Firefighters (including Control) and many other staff are subject to a basic Disclosure and Barring Service (DBS) check. Some senior Finance colleagues are subject to a standard check and a few roles working with under 16’s for example are subject to an enhanced check.

- 2.7 Basic checks and are the most common and lowest level of disclosure available. It includes information on any 'unspent convictions' the person has.
- 2.8 As of 6 July, all fire and rescue authority (FRA) employees are eligible for a Standard DBS check. A Standard Disclosure and Barring Service check is an in-depth background check used by employers on behalf of applicants to verify if a candidate is suitable to hire for work in a specific industry. It will show details of all cautions, warnings, reprimands, as well as all spent and unspent convictions held on an individual's criminal record. Criminal Record checks can only be applied for if you work in certain industries such as Health and Social Care, Financial Services, Accountancy, Childcare, Education and Legal however this now applies to fire and rescue services.
- 2.9 This is due to the inclusion of FRA employees in the Rehabilitation of Offenders Act (Exceptions) Order 1975. This new eligibility enhances existing access to Basic DBS checks for all FRA employees and Enhanced DBS checks with a check of the relevant adults' or children's barred list for those employees who undertake certain activities.
- 2.10 All new appointments will now be subject to a risk assessment in line with the new legislation.

3 Financial Implications

- 3.1 There are no financial implications arising directly from this report, although some of the recommendations may require increased funding to ensure compliance with the relevant recommendations and standards. This will be managed through the normal budgeting process.

4 Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution

5 Human Resource and Diversity Implications

- 5.1 The report requires on-going review of our HR practices to ensure compliance with the recommendations. Initial assessment suggests that WYFRS already comply with the majority of the recommendations although this will continue to be assessed in conjunction with the Staff Network Groups.
- 5.2 Plans are in place for a workshop to take place in September, facilitated by ACAS, to allow the senior management team and representatives of our recognised Trade Unions to consider how we can work together to meet the challenges posed by the HMICFRS report.
- 5.3 The Core Code of Ethics is embedded in the service values and behaviours. There may however be a need a need to make more direct link to it and to consider how everything fits together. A specific project is underway to consider this.
- 5.4 Recruitment processes have been amended to ensure compliance with the new vetting standards. The HMICFRS have provided no formal Equality Impact Assessment for the recommendations set out. The impact of the recommendations will need to be monitored at local level with a particular concern being the potential for the increased vetting standards to impact on the diversity of our recruitment.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	Yes / No
Date EIA Completed	DD/MM/YY
Date EIA Approved	DD/MM/YY

The EIA is available on request from the report author or from diversity.inclusion@westyorksfire.gov.uk

7 Health, Safety and Wellbeing Implications

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

8 Environmental Implications

There are no environmental implications.

9 Your Fire and Rescue Service Priorities

- Support, develop and enable our people to be at their best.
- Continue working towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire

10 Conclusions

- 10.1 WYFRS is well placed to ensure compliance with the recommendations of the “Spotlight Report.” However, there is no room for complacency and work will continue to ensure that the culture of the service is the best that it can be.

Project	Report Title	Recommendation Monipotal Number	Recommendation description	Due date	Service Update Summary	Is this recommendation complete?	Date Completed
West Yorkshire FRS	Values and culture in fire and rescue services	26336	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	01/10/2023	In place. Sayso introduced in October 2022.	Yes	Oct-22
			By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.		Employees can be offered a Level 1 Welfare Officer. This will generally be the individual's manager unless there is good reason why not. In these instances, an alternative Welfare Officer can be offered. The Level 1 Welfare Officer's role is to support the individual is detailed in the Welfare & Serious Injury Policy. Occasionally, individuals can experience complex and long-term health issues, requiring more input than a Level 1 Welfare Officer can provide. In these instances, managers should first contact the OHU to discuss the situation and if needed, The OHU can allocate a Level 2 Welfare Officer.		
West Yorkshire FRS	Values and culture in fire and rescue services	26384	By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.	01/06/2023	The Sayso System is accessible only to the DCFO and the CESO thus ensuring confidentiality. Every complainant receives a response from one of the two officers referred to. A separate professional standards function is not deemed appropriate. Standards of behaviour and conduct are implicit in the contract of employment and such standards are enforced by managers with support from HR. Standards of behaviour are set out within the WYFRS Values Statements and form part of the appraisal process for all employees.	Yes	Apr-23
West Yorkshire FRS	Values and culture in fire and rescue services	26429	By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	01/06/2023	Website contains "Have Your Say" section which allows members of the public easy access to provide comments and complaints. Complaints are monitored and form part of the organisation's Corporate Performance Information. Grievance and whistleblowing policies available on the intranet. Workplace presentations took place following the introduction of Sayso.	Yes	Apr-23
West Yorkshire FRS	Values and culture in fire and rescue services	26474	By 1 January 2024, chief fire officers should: - immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and - make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	01/06/2023	Link to Sayso on intranet.	Yes	Jun-23
West Yorkshire FRS	Values and culture in fire and rescue services	26523	By 1 January 2024, chief fire officers should: - immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and - make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	01/01/2024	Checks currently compliant with legal framework. Will be reviewed further if/when legal framework changes.	No	
West Yorkshire FRS	Values and culture in fire and rescue services	26571	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	01/03/2024	No standard currently exists.	No	
West Yorkshire FRS	Values and culture in fire and rescue services	26618	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	01/03/2024	No standard currently exists.	No	

West Yorkshire FRS	Values and culture in fire and rescue services	26667	<p>With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that:</p> <ul style="list-style-type: none"> - involve allegations of a criminal nature that have the potential to affect public confidence in FRSs; - are of a serious nature; or - relate to assistant chief fire officers or those at equivalent or higher grades. 	30/03/2023	On-going	On-going	
			<p>By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.</p>			<p>Employees can be offered a Level 1 Welfare Officer. This will generally be the individual's manager unless there is good reason why not. In these instances, an alternative Welfare Officer can be offered. The Level 1 Welfare Officer's role is to support the individual is detailed in the Welfare & Serious Injury Policy.</p> <p>Occasionally, individuals can experience complex and long-term health issues, requiring more input than a Level 1 Welfare Officer can provide. In these instances, managers should first contact the OHU to discuss the situation and if needed, The OHU can allocate a Level 2 Welfare Officer.</p> <p>Joint meeting with ACAS and Trade Unions planned for September to explore how we can best work together on these issues.</p>	
West Yorkshire FRS	Values and culture in fire and rescue services	26712		01/08/2023		No	
			<p>By 1 June 2023, chief fire officers should have plans in place to ensure they meet the "Fire Standards Board's leading the service standard" [https://www.firestandards.org/standards/approved/leading-the-service-fsc-led01b/] and its "leading and developing people standard" [https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/].</p>			<p>Work is under way to incorporate the two leadership related fire standards into the promotions process. The standards are already referenced within leadership and management related training. The fire standards are explicit in the L3 and L5 Leadership Apprenticeships, and are currently being integrated within the promotion packs as appropriate.</p>	
West Yorkshire FRS	Values and culture in fire and rescue services	26758		01/06/2023		No	
			<p>By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.</p>			<p>The Leadership Practices Inventory 360 tool has been deployed to all people who are members of management team.</p>	
West Yorkshire FRS	Values and culture in fire and rescue services	26803		01/06/2023		Yes	Sep-22
			<p>By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.</p>			<p>Next steps include a roll out of the LPI to Group Managers and equivalents in June 2023 before a further roll out to Station Manager and equivalents commencing September 2023 until mid 2024.</p>	
West Yorkshire FRS	Values and culture in fire and rescue services	26848		01/09/2023		No	
			<p>By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard [https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/]. They should show how they act on this feedback.</p>			<p>The employee engagement survey held at the end of 2022 specifically focuses on engagement areas to help identify cultural hot spots. The action Plan will reference areas covered within the fire standard and any actions arising. Specific questions about culture and values are included in the survey and a further pulse survey is being developed to be deployed in Autumn 2023</p>	
West Yorkshire FRS	Values and culture in fire and rescue services	26893		01/06/2023		No	

West Yorkshire FRS	Values and culture in fire and rescue services	26938	By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	01/10/2023	Where specific areas of concern are identified through feedback and/or lower 'scores' identified within employee engagement surveys, interventions will be put in place. Employee feedback mechanisms through engagement surveys help bring issues in to the light.	No
West Yorkshire FRS	Values and culture in fire and rescue services	26984	By 1 October 2023, as a precursor to the development of the College of Fire and Rescue, chief fire officers and the National Fire Chiefs Council should work with the Home Office to consider how they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups.	01/10/2023	Our current approach to utilising apprenticeships and Level 3 and 5 is beyond the leadership programme currently offered through the NFCC, but, is aligned. Programmes are offered across all levels, including as a development opportunity for people without current staffing responsibilities. In addition as part of our leadership strategy phase 2, we are rolling out a series of 360 feedback opportunities and associated leadership practice workshops for people at GM and up by mid June 2023) and for SM equivalents (September '23 to February '24).	No
West Yorkshire FRS	Values and culture in fire and rescue services	27031	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit [https://www.ukfrs.com/equality-diversity-and-inclusion-data-toolkit].	01/06/2023	There is further and ongoing work to do in capturing D&I data. We have robust systems to capture data at recruitment, but, there are still challenges to transfer data across into our core HR system. Reports are run regularly and shared with managers to request staff update their own protected characteristics data. For firefighter recruitment, selection and development robust data collection is in place, which helps identify specific challenges faced by some protected characteristics at different stages of the recruitment process - in order that positive action measures can be considered.	No

West Yorkshire FRS	Values and culture in fire and rescue services	27079	By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities.	01/06/2023	<p>Programme is in place and will be evaluated.</p> <p>We worked with IODA to deliver a positive action leadership apprenticeship. This was a public positive action leadership development programme offered by IODA. It aims to address the psychological, social and organisational obstacles which sometimes restrict the progress of people from a Black and Asian background, linked to Race and Ethnicity. senior roles. The programme will help participants drive forward inclusion and progress their skills and abilities to become a confident leader equipped with the knowledge and skills for the future.</p> <p>We supported three minority ethnic colleagues, two operational and one Fire Staff colleagues. The programme delivered the CMI leadership qualification / apprenticeship but also focused on positive action focused coaching, 'imposter syndrome' and the role people can take to help the</p>	No
West Yorkshire FRS	Values and culture in fire and rescue services	27124	By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.	01/08/2023	This needs further work, but, HR are looking to develop job families and identify progression opportunities for people in aligned work areas / target training resource to support, etc.	No
West Yorkshire FRS	Values and culture in fire and rescue services	27169	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics [https://www.firestandards.org/standards/approved/code-of-ethics-fsc-eth01/] and make sure it is being applied across their services.	30/03/2023	The Core Code of Ethics is embedded in our values and behaviours - there is a need to make more direct link to it and how everything fits together through targeted comms.	No



OFFICIAL

Operational Staffing Project - Developing the Safe to Command Role

Human Resources Committee

Date: 4 August 2023

Agenda Item:

08

Submitted By: Director of Service Support

Purpose To inform Members of the proposal to expand the additional responsibilities within the Safe to Command firefighter role and establish this role across all wholetime fire stations.

Recommendations That the Human Resources Committee note the report.

Summary The proposed changes will develop the Safe to Command firefighter responsibilities which is currently a recognised firefighter role within the Service.

The proposal is subject to a 10-week internal consultation period with staff and representative bodies.

The consultation outcomes will be reported to the committee on 6 October 2023 with full details of how the role will be implemented across the Service.

Local Government (Access to information) Act 1972

Exemption Category: n/a

Contact Officer: Area Manager Toby May
Toby.may01@westyorksfire.gov.uk

Background papers open to inspection: n/a

Annexes: n/a

1 Introduction

- 1.1 Following the investment of £1.5 million in Service Delivery by increasing the operational establishment by 34 wholetime posts, it was agreed that an Operational Staffing Project would commence to review all elements of operational staffing.
- 1.2 The project objective was to support the Services' transition from a centralised to a localised staffing model and to improve the flexibility, resilience, and efficiency of staffing on wholetime fire stations.
- 1.3 This report will inform Members about the proposal to expand the additional responsibilities within the Safe to Command (STC) firefighter role and establish this role across all wholetime fire stations.

2 Information

- 2.1 The STC firefighter role has been a recognised role within the Service for many years and is predominately only utilised to take charge of the fire appliance in the absence of a Crew Manager (CM).
- 2.2 Research undertaken as part of the operational staffing project has highlighted the importance of the STC firefighter role in delivering a locally based staffing model.
- 2.3 It is also recognised that additional resilience of initial commanders within the establishment of each 224 wholetime watch is required. Currently the number of initial commanders within the 224-duty system is extremely lean.
- 2.4 Following engagement with operational staff, feedback has suggested the current remuneration for a STC firefighter does not provide enough incentive for staff to volunteer to undertake the role, as a result, STC firefighter numbers are currently at 32, which is below the required figure of 84 for a fully locally managed staffing model.
- 2.5 The proposal is to invest in the STC firefighter role by expanding the responsibilities and increasing the remuneration aligned to the role to 6% pensionable pay.
- 2.6 The changes to the role will ensure that the right skills and attributes are maintained enabling 224 watches to become 'self-sufficient', thus not having to utilise detached duties to provide specialism, driver and/or officer cover.

3 Organisational Benefits

- 3.1 The role will undertake managerial roles/tasks routinely as part of their day-to-day work, wearing a single bar so they are clearly identifiable in the workplace. Examples include:
- Supporting CM's with training/assessment, station administration and risk assessments.
 - Supporting and mentoring firefighters on the watch with their personal development.
 - Demonstrating and enforcing high standards within the watch environment.
 - Improved understanding of risk on the fireground.
 - Encourages staff to flow through the 'talent pipeline.'

- Supports a more competitive promotion process at firefighter to CM.

3.2 The role would support CM's with the delivery of station-based action plans whilst also giving WM's extra capacity to explore new workstreams and deliver against District objectives.

3.3 The proposal will also generate additional capacity for the booking of CM floating leave and training courses.

4 Consultation

4.1 The 10-week internal consultation period with staff and representative bodies commenced within July 2023 and will run for approximately 10 weeks.

4.2 Any change to the name of the STC firefighter role will be determined during the consultation period.

4.3 The consultation outcomes will be reported to the committee on 6 October 2023 with full details of how the new role will be implemented across the Service.

5 Financial Implications

5.1 A revenue bid for £0.245m to support the safe to command role was approved at Finance and Resources Committee on the 21st of July. The proposed changes could generate savings between £0.036m and £0.411m per year once the scheme is fully embedded

6 Legal Implications

6.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

7 Human Resource and Diversity Implications

7.1 Currently, there are no direct human resource and diversity implications.

8 Equality Impact Assessment

8.1 The required Equality impact assessments will be completed when prior to producing the final business case.

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
Date EIA Completed	See notes above
Date EIA Approved	See notes above

The EIA is available on request from the report author or from diversity.inclusion@westyorksfire.gov.uk

9 Health, Safety and Wellbeing Implications

9.1 The proposal would have no negative impact on the health, safety, and wellbeing of employees.

10 Environmental Implications

10.1 Currently, there are no direct environmental impact implications.

11 Your Fire and Rescue Service Priorities

11.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.

12 Conclusions

12.1 This report informs Members of the proposal to expand the additional responsibilities within the STC firefighter role and establish this role across all wholetime fire stations.

12.2 Whilst the report gives an overview of the proposal, it is still subject to a 10-week internal consultation period with staff and representative bodies.

12.3 The outcome of the consultation period will be reported back to Members with full details of how the role will be implemented across the Service.



OFFICIAL

Diversity and Inclusion Strategy Update

Human Resources Committee

Date: 4 August 2023

Agenda Item:

09

Submitted By: Chief Employment Services Officer

Purpose	To advise Authority members of progress on the Diversity and Inclusion strategy.
Recommendations	That members note the report
Summary	The new Diversity and Inclusion (D&I) Strategy was approved by members at the January 2023 Human Resources Committee. Since then, we have taken steps to progress the proposed action plan. This report will give details of the steps and how we plan to move them forward.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn, Diversity and Inclusion Manager

Gill.cockburn@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Diversity and Inclusion Strategy

Introduction

- 1.1 The Diversity and Inclusion Strategy (2023 – 2028) was approved by members at the January 2023 Committee. The strategy was written using a values-based approach to progressing, embedding and measuring Diversity and Inclusion (D&I) at West Yorkshire Fire and Rescue Service (WYFRS) using the behaviour led model of the organisational values.
- 1.2 The Strategy is designed to:
- Be structured to fit our organisational priorities and include all districts, departments and teams in a collaborative approach.
 - Embed Diversity and Inclusion as standard practice into all areas of WYFRS processes, policy, and strategy.
 - Provide a unified approach to the positive implementation of Diversity and Inclusion principles and actions, with staff investment and understanding of our goals.
 - Be a time measured framework using actions that are SMART and for which responsibility is clearly identified and shared.
- 1.3 Following approval of the strategy and framework, development of an action plan with defined roles, responsibilities and deadlines began. The actions from this relate to departmental and district action plans. The action plan will be shared with and monitored by Diversity and Inclusion Board (DIB) with 6 monthly updates to HR Committee going forward.

Information

- 2.1 Since approval of the Strategy the following actions have been delivered:
- The Strategy document was assessed for accessibility issues and reconfigured to ensure all audiences, external and internal, could access the document.
 - The Strategy has been published on our [external](#) and internal webpages and promoted to staff.
 - Staff Networks have been asked to nominate members who would like to be part of the Action Plan Steering Group.
 - Evaluation of the Quality Assurance Self-Assessment for D&I questions has been analysed and cross referenced with the strategy actions.
 - Departments have been asked to identify gaps and scope areas where support and training is required, with a view to meeting with the Diversity Project Officer to identify actions and outcomes.
- 2.2 The plan for the next 6 months is to:
- Continue to meet with departmental leads to look at the gaps in their approach to service delivery and D&I and link this to the priorities in the strategy.
 - Identify possible actions or training within departments to improve D&I delivery and embed their commitment to the Strategy priorities.

- Form the Action Plan Steering Group, with clear Terms of Reference, outline plan and deliver bi-monthly meetings.

Financial Implications

3.1 There are no financial implications identified in this report

Legal Implications

4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution

Human Resource and Diversity Implications

5.1 There are no Human Resource and Diversity Implications identified in this report

Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
Date EIA Completed	
Date EIA Approved	

The EIA is available on request from the report author or from diversity.inclusion@westyorksfire.gov.uk

Health, Safety and Wellbeing Implications

7.1 There are no Health Safety and Wellbeing Implications identified in this report

Environmental Implications

8.1 There are no Environmental Implications identified in this report.

Your Fire and Rescue Service Priorities

9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.

Conclusions

10.1 The speed of progress is within expectation and will continue to move forward as planned.

'OneTeam'

Our Diversity and Inclusion Strategy and Framework 2023 – 2028



A values-based approach to progressing, embedding and measuring Diversity and Inclusion (D&I) at West Yorkshire Fire and Rescue Service (WYFRS) using the behaviour led model of the organisational values.

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The importance of Diversity and Inclusion

Diversity and inclusion are central to our core values and bring many benefits to our organisation. Having a diverse and inclusive workforce improves team performance, communication, innovation and wellbeing. An inclusive workforce results in individuals who feel confident, valued and able to deliver the best service to our communities and each other.

WYFRS promotes equality of opportunity for all by fostering good relations. We work under the Public Sector Equality Duty to eliminate illegal behaviour such as discrimination, harassment and victimisation. We have an organisational and moral responsibility to promote diversity and inclusion across all protected characteristics: race, sex, disability, age, sexual orientation, religion or belief, gender reassignment, marriage and civil partnerships and pregnancy and maternity.

Our approach to diversity and inclusion is to ensure everyone is invested and included in our journey. We promote dignity and respect, kindness, allyship and appreciate the value that any individual can bring to the workplace. We respect each and everybody's individual journey and we hope to provide staff with the knowledge, skills, and awareness of why and how we do this.

Statement of Commitment

"WYFRS are committed to promoting a diverse workforce and ensuring inclusion of all staff. The Community Risk Management Plan (CRMP) and People Strategy both incorporate diversity and inclusion as priorities for the organisation and I am personally committed to ensuring that we embed the principles of D&I into all areas of our work. This Diversity and Inclusion Strategy and framework will support the organisation to progress with our priorities through structured actions that all staff will be responsible for. Delivering this against the organisational values will give a clear direction on what we hope to achieve and align it with the behaviours we expect from our workforce and communities".

John Roberts, Chief Fire Officer.

The strategy will:

- Be structured to fit our organisational priorities and include all districts, departments and teams in a collaborative approach.
- Embed Diversity and Inclusion as standard practice into all areas of WYFRS processes, policy, and strategy.
- Provide a unified approach to the positive implementation of Diversity and Inclusion principles and actions, with staff investment and understanding of our goals.
- Be a time measured framework using actions that are SMART and for which responsibility is clearly identified and shared.

Our Approach

At WYFRS we are proud to support the NFCC [Core Code of Ethics](#), which underpins our vision and our values. Through this strategy we will lead by our ethics, achieve our vision and ensure everyone demonstrates our values and behaviours every day.



Our WYFRS OneTeam Vision is to promote, celebrate and elevate our diverse workforce and demonstrate our passion and commitment to providing a truly inclusive organisation.

This will be delivered through our organisational values; Communication, Teamwork, Integrity, Learning and Responsibility, which are aligned to the Core Code of Ethics. A D&I objective for each value, and subsequent priorities, will determine the framework. Progress will be reported at Diversity & Inclusion Board (DIB) and every 6 months at HR Committee.

Communication: how we share the D&I message and embrace our workforce diversity.

Objective: Promote WYFRS, internally and externally, as a diverse and inclusive employer by delivering appropriate and positive communications. To role model and celebrate colleagues and communities and share this with all audiences. To ensure we are using appropriate terminology and inclusive language across all departments and teams.

Aim	Priorities
<p>Ensure our messages are appropriate, easy to understand and inclusive.</p>	<ul style="list-style-type: none"> • Devise and introduce a screening tool that determines if communications are positively or adversely impacting on inclusivity. • Develop guidance for Districts on how to monitor their external messaging to ensure D&I is considered. • Develop guidance on inclusive language and terminology. • Provide templates and guidance for staff that ensure accessibility of content. • Develop Plain English guidelines and promote the use throughout all teams. • Organisational review of the use of acronyms and how they are used and promoted.
<p>Celebrate our diverse workforce and the communities in which we work.</p>	<ul style="list-style-type: none"> • Devise a process which ensures Corporate Comms and staff have access to an annual (financial year) calendar of important national dates in the D&I calendar. • Create an annual plan template for delivery of organisational events to be led by a steering group of staff network chairs and members. • Continue to develop the internal D&I awards into an annual, high profile event recognising staff contributions. • Deliver a monthly staff network update profiling the work being carried out and highlight our workplace role models.
<p>Be a gender inclusive organisation.</p>	<ul style="list-style-type: none"> • Deliver a programme of gender inclusion webinars and workshops that will educate staff on terminology of evolving gender identities. • Incorporate gender free language into our external and internal messaging. • Review of all policy and procedure to ensure inclusion of gender identities. • Assess property facilities to ensure gender inclusion.

Teamwork: how we work together to create a positive and inclusive organisation.

Objective: To continue our commitment to improving the diversity of our workforce, both operational and support staff, through positive action, onboarding and policy development.

Aim	Priorities
<p>Work together as one team to promote and encourage opportunities to hear all employee voices.</p>	<ul style="list-style-type: none"> • Ensure a direct link between staff network chairs and members of Management Board. • Devise a robust consultation process which incorporates staff network members and underrepresented staff. • Create a process to measure the impact of diverse staff involvement in decision making. • Implement reverse mentoring to enable senior colleagues to connect with people from underrepresented groups. To hear and understand issues from their perspective and to identify solutions.
<p>Work together as one team to deliver positive action.</p>	<ul style="list-style-type: none"> • Write and deliver a Positive Action Strategy and Guidance that incorporates the new processes and initiatives. • Deliver Positive Action training for staff to improve awareness and understanding. • Analyse and report on barriers to progression and retention of underrepresented staff. • Review HR processes to include Positive Action initiatives in progression and retention.
<p>Connect our people with services, systems and colleagues at the earliest opportunity.</p>	<ul style="list-style-type: none"> • Review the onboarding process to ensure: <ul style="list-style-type: none"> ○ D&I induction is thorough. ○ Equality data is recorded and retained. ○ Quickscan is completed. ○ Reasonable Adjustment plan completed. ○ Neurodiversity tools demonstrated. ○ Access to Work application highlighted.
<p>To put workforce diversity at the heart of everything we do.</p>	<ul style="list-style-type: none"> • Devise a process which supports inclusion of D&I principles in all departmental strategy or roadmaps. • Create a toolkit to support the promotion of embedding and measuring D&I outcomes. • Report on positive outcomes to all staff and highlight areas of improvement.

Integrity: how we treat people and challenge inequality.

Objective: Demonstrate our commitment to the Public Sector Equality Duty by eliminating discrimination, fostering good relations and advancing equality of opportunity through analysis of our provision and taking a zero-tolerance approach to inappropriate or unacceptable conduct.

Aim	Priorities
<p>Make sure that we treat everyone with dignity and respect, calling out and tackling behaviour which falls short.</p>	<ul style="list-style-type: none"> • Deliver manager training on the Dignity Respect and Integrity Policy and the skills they need to implement it. • Deliver Dignity and Respect training to teams and crews. • Publish policy / guidance externally for attention of contractors, visitors and community. • Contracts to include agreement from providers that they will acknowledge and abide by Policy. • Introduce anonymous reporting tool for staff which provides feedback on the improvements we need to make to improve culture and staff welfare.
<p>Be proactive, transparent and fair.</p>	<ul style="list-style-type: none"> • Continue to analyse and report on the gender pay gap and support further pay gap reporting in accordance with guidance from government and best practice. • Continue to analyse and report on Equality Data Monitoring.
<p>Get to know and understand our communities.</p>	<ul style="list-style-type: none"> • Improve mechanisms for tracking community engagement, outcomes and satisfaction by protected characteristic. • Elevate our interaction with communities and attend a diverse mix of community events.
<p>Make sure we act ethically and in a way which promotes equality of access for the diverse workforce.</p>	<ul style="list-style-type: none"> • Streamline and continue to use Equality Impact Assessment (EIA) methodology to ensure processes, procedures and changes do not adversely impact on underrepresented staff. • Use EIA findings to improve policies and practices and measure the effectiveness of the outcomes.

Learning: how we improve knowledge and embed new skills.

- **Objective:** To develop a 'OneTeam' approach that encourages allyship and accountability. To improve learning, awareness and celebration of Diversity and Inclusion through providing a training programme, events and campaigns that educate staff, provide tools and dispel misconceptions.

Aim	Priorities
<p>Help our people learn and understand more about the diversity within and beyond our organisation.</p>	<ul style="list-style-type: none"> • Develop, organise and oversee an overarching programme of learning on diversity and inclusion for all staff and managers. • Drive completion of Diversity for Everyone roll out and additional content for managers. • Ensure attendance at training and events covers all staff, watches and teams.
<p>Increase the knowledge and understanding of D&I within the workforce.</p>	<ul style="list-style-type: none"> • D&I team to visit stations and watches to increase awareness of the work, projects and initiatives conducted by the team. • Implement D&I champions in all areas of work and provide specific D&I qualification and training. • Staff network quarterly newsletters to teams and stations. • Bi-annual staff network roadshows to visit stations and watches to increase staff engagement and awareness.
<p>Help everyone to understand the diverse communities within WY and act to fulfil our duties.</p>	<ul style="list-style-type: none"> • Create and deliver an effective monitoring process which uses equality data effectively. • Analyse equality data of our communities and use this to inform engagement activities. • Provide specific awareness training and guidance on the diversity of our communities. • Engage with WYP and YAS to identify cross working opportunities in community working groups, such as interfaith.
<p>Provide tools to help our people learn more, understand more and do more to promote D&I.</p>	<ul style="list-style-type: none"> • Develop toolkit and guidance library to support staff on all aspects of D&I. • Publish available webinar learning and monitor attendance, assess the impact of the learning. • Review the D&I e-learning modules and ensure they are engaging and fit for purpose. • Create a library of Skillbooster courses and monitor engagement. • Implement D&I essential skills as part of the leadership and promotion programme.

Responsibility: how we share accountability for D&I and measure success.

Objective: To elevate Diversity and Inclusion in the decision-making process and increase visibility of the D&I priorities across the leadership team, managers and staff. To demonstrate the commitment to D&I externally and internally and the value we place on being a diverse organisation.

Aim	Priorities
<p>Hold the senior team and fire authority to account for decisions made, championing diversity and inclusion always.</p>	<ul style="list-style-type: none"> • Introduce a bi-annual meeting between Management Board, D&I Team and staff network chairs. • Provide regular updates on progress of the D&I work to the HR Committee Chair and DIB Authority member. • Improve mechanisms to ensure completion of consultation and EIA is carried out for organisational decisions.
<p>Harness the knowledge and experiences of our diverse workforce.</p>	<ul style="list-style-type: none"> • Staff network chairs to be formally consulted on key decisions that affect the workforce. • Role model and celebrate our diverse workforce and the impact of effective inclusion through Corporate Comms, reward and recognition. • Use data from the anonymous reporting tool, acknowledge the difficulties and implement actions to address. • Improve transparency of how we address and target issues that affect the wider workforce.
<p>Evaluate our commitments and actions against external measures to continually challenge and push us forward.</p>	<ul style="list-style-type: none"> • Complete Inclusion Standard every 2 years and promote outcome, successes and areas for improvement. • Elevate our Inclusion Standard award from bronze to Silver by 2028. • Elevate our Disability Confident rating to 'Leader' by 2028. • Achieve 'Outstanding' for our D&I offer within the HMICFRS inspection by 2028.

Roles, Responsibilities and Deadlines.

Following approval of the strategy and framework, an action plan will be developed that defines roles, responsibilities and deadlines. The actions from this will be connected with departmental and district action plans. The action plan will be agreed and monitored at Diversity and Inclusion Board (DIB) with 6 monthly updates to HR Committee.

Evaluation

The action plan will be overseen by the D&I team with support from the Staff Network Chairs Forum and staff network members. The D&I Manager will meet with departments quarterly who have responsibilities within the action plan and provide a report which evaluates the impact using data, staff feedback and benchmarking tools and share with members of the Diversity and Inclusion Board (DIB).

The Action Plan will be a standing item on the DIB agenda where the progress of actions will be scrutinised and discussed.



OFFICIAL

Equality Data Monitoring Report

Human Resources Committee

Date: 4 August 2023

Agenda Item:

10

Submitted By: Chief Employment Services Officer

Purpose To advise authority members of the latest workforce equality data before publishing externally.

Recommendations That members note the report

Summary We produce the Equality Data Monitoring Report annually to fulfil our obligations under the Public Sector Equality Duty. The report provides workforce data for the 2022/23 financial year on gender, ethnicity, sexuality, disability, age, religion, disciplinary and grievance. The report includes commentary on the demographics of our community, the projects we have delivered, our plans for the next financial year and the changes in data from the previous year.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn, Diversity and Inclusion Manager

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Background papers open to inspection: None

Annexes: Equality Data Monitoring Report

1 Introduction

- 1.1 WYFRS are required to publish workforce equality data annually to fulfil our obligations towards the Public Sector Equality Duty. The report is completed every summer, shared for consultation and then published on our external and internal webpages. The report attached is redesigned before being published.
- 1.2 The report is presented in sections including a summary, future plans and a commentary on any differences from the previous report.

2 Information

- 2.1 The headlines from the equality data report are as follows:

Increase in numbers within:

- a) Female and BAME On Call staff by 2% for both.
- b) Female wholetime by 1%.
- c) LGBTQ+ Control Staff by 2%.
- d) LGBTQ+ FRS Staff by 1%.

Decline in numbers within:

- a) Wholetime BAME by 1%.
- b) Wholetime disabled by 2%.
- c) FRS BAME staff by 5%.
- d) FRS disabled staff by 4%.

- 2.2 During the last 2 years we have recruited 19 Females and 18 BAME wholetime staff. The protected characteristic data extracted from our people system does not reflect this increase and further investigation is required to understand the gap. Additional research has shown that 37 recent new starters have not completed their equality data. New recruits submit their equality data at the point of application, but people who are successful in gaining a role with us and move from 'applicant' to 'employee' are required to update their data. Equality data must be updated onto AccessHR by the individual, this cannot be done automatically. The recruitment team are looking at ways to address this so that completion of equality data is part of the onboarding process.

- 2.3 The data shows a low rate of declaration, particularly in Sexuality, Disability and Religion. Some staff may not want to share this data, however there is an option to choose 'prefer not to say' which would be preferable to not completing it at all. An equality data campaign delivered regularly from 2019 had seen sustained improvement, however this is not the case for the reporting year. A further equality data campaign will be delivered.

2.4 The largest decrease in underrepresented staff is within FRS Staff. This is either due to staff changing their equality data or leaving the organisation. Leaver data has been reviewed which suggests 9 BAME FRS staff have left the organisation in the last 12 months (10% of all leavers). 7 Disabled FRS staff have left the organisation (6% of all leavers).

2.5 The leaver data also shows that 8 female staff have left operational roles (7% of all leavers) in the last 12 months, but this is more than offset by the increase in new operational females joining the organisation. No BAME staff left operational roles which does not explain the 1% reduction in BAME wholetime staff, particularly given the increase in minority ethnic people joining the service. This needs further investigation.

3 Financial Implications

3.1 There are no financial implications identified in this report

4 Legal Implications

4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution

5 Human Resource and Diversity Implications

5.1 There are no Human Resource and Diversity Implications identified in this report

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorkfire.gov.uk))	No
Date EIA Completed	
Date EIA Approved	

The EIA is available on request from the report author or from diversity.inclusion@westyorkfire.gov.uk

7 Health, Safety and Wellbeing Implications

7.1 There are no Health Safety and Wellbeing Implications identified in this report

8 Environmental Implications

8.1 There are no Environmental Implications identified in this report.

9 Your Fire and Rescue Service Priorities

9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.

- Achieve a more inclusive workforce, which reflects the diverse communities we serve.

10 Conclusions

- 10.1 The gaps in equality data leads to this report not fully reflecting the increase in under-represented operational staff employed through the recruitment process and needs addressing.
- 10.2 Research is required into the reasons for staff not declaring or entering prefer not to say, particularly in Disability, Religion and Sexuality.
- 10.3 Investigation is needed into the reasons for the decrease of BAME and Disabled FRS Staff alongside an enquiry into all leaver data to identify trends among underrepresented staff.
- 10.4 An ongoing communications campaign is needed to raise awareness of the importance of equality data, why we need it and how we use it. To include instructions on how to complete / update equality data.



Annual Equality Monitoring Report (2022/23)

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Our Diverse County

There are 2,351,600 people living in the five metropolitan districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield, within an area of 800 square miles. WYFRS provides fire cover 24 hours a day, every day of the year from its 41 stations and Control Centre.

According to the 2021 Census, 23% of West Yorkshire citizens are Black, Asian, minority and mixed ethnicities. The majority of this population reside in the Bradford region of West Yorkshire which has an Asian population of 20%.

Approximately 18% of the West Yorkshire population are disabled or live with long term illnesses.

The 2021 census indicated that 40% of the population of West Yorkshire reported they were Christian. This was followed by those who reported no religion (36%). 14.5% of the West Yorkshire population reported that they are Muslim.

3% of people in West Yorkshire identify as Lesbian, Gay or Bisexual.

As with most other counties West Yorkshire has gender parity in its population.

WYFRS has a responsibility to serve our communities, but also to reflect the diversity of the population. Understanding the vulnerabilities and related fire risks facing these diverse groups is paramount in meeting these twin obligations.

Why is Diversity and Inclusion important?

Diversity and inclusion are central to our core values and bring many benefits to our organisation. Having a diverse and inclusive workforce improves team performance, communication, innovation and wellbeing. An inclusive workforce creates individuals who feel confident, valued and able to deliver the best service to our communities and each other. A host of research indicates that diversity at all levels of the organisation, and crucially in key decision-making roles leads to more innovation, empathy and ultimately increased organisational performance.

We have an organisational, moral and legal responsibility to promote equality and diversity across all of the protected characteristics: race, sex, disability, age, sexual orientation, religion or belief, gender reassignment, marriage and civil partnerships and pregnancy and maternity.

WYFRS promotes equality of opportunity for all by fostering good relations. We work under the Public Sector Equality Duty to eliminate illegal behaviour such as discrimination, harassment and victimisation.

Why do we collect Equality data?

WYFRS aspires to reflect the diversity of the communities it serves. In order to demonstrate that we are working towards this, we collect equality data and analyse it. We produce this annual report to present the most recent equality data of the WYFRS workforce. We use this data to inform and direct our projects and initiatives including positive action, recruitment, retention, progression, reasonable adjustments and Equality Impact Assessments.

Declaration

WYFRS rely on staff to input their equality data and share their protected characteristics. This means that we do not have fully accurate data on the demographics of our staff. We are working with all staff to promote the benefits of sharing equality data and how this can influence the work of the organisation.

Summary

This report presents the equality data of WYFRS' workforce at 31st March 2023. Reported information includes workforce profiles by age, gender, ethnicity, disability, religion and sexual orientation for Wholetime, Retained, Control and FRS Staff.

At 31st March 2023, WYFRS Workforce diversity is as follows:

- Wholetime roles: 8% female, 4% BAME, 2% Disabled, 4% LGBT.
- On Call roles: 7% female, 3% BAME, 3% Disabled, 3% LGBT.
- Control: 70% female, 4% BAME, 4% Disabled, 4% LGBT.
- FRS Staff roles: 56% female, 6% BAME, 10% Disabled, 4% LGBT.

There is 1 female District Officer and 1 female Group Manager. We have 2 females in a Station Manager role (4.4%), 17 female Watch Managers (13%) and 23 female Crew Managers (10%). Within operational staff there are 2 BAME Station Managers (4.4%), 5 BAME Watch Managers (3%) and 21 BAME Crew managers (8%). At strategic decision-making levels there is 30% female representation on WYFRS's Management Team. At the most senior level, there is a 20% gender split on WYFRS Management Board. We do not have any BAME staff at this level and we are working with staff to improve promotion and retention initiatives.

The Diversity & Inclusion team have 3 full time members of staff, 5 staff networks and a number of Diversity and Inclusion champions across the workforce. We have made significant progress in the recruitment of operational staff from underrepresented groups, and we continue to improve and deliver successfully on our Positive Action strategy. The D&I team were recognised as Team of the Year at the Excellence in Fire and Emergency Awards.

Plans for 2023/24

The Diversity and Inclusion Team will lead on several projects including the implementation of a new Diversity and Inclusion Strategy, training delivery for our accessible content toolkit, identify external district EDI groups for partnership working and we will be hosting the Asian Fire Service association (AFSA) winter conference in Leeds. We will continue to review and improve the Positive Action initiatives for the 2022 / 2023 recruitment drive and implement further measures to improve under-representation across the brigade.

The service has enhanced its assessment and support process for neurodiversity inclusion and are sharing best practice at a national level. Innovative and sector leading work continues on Equality Impact Assessment (EIA) which is a tool to identify if procedures, policies or changes have a detrimental or positive impact on those with protected characteristics. We aim to develop this process and provide an electronic EIA system for staff which will be more time effective and efficient. Staff network members and chairs are consulted with for each EIA, which supports us to address all potential impacts.

WYFRS have introduced a staff network to support our work on menopause. The network aims to provide dedicated support to staff to examine the staff experience of the effects of menopause, influence policy change, and outline best working practice for operational staff.

We are responding to the national conversations about use of the term BAME and other terminology through the design and implementation of an Organisational Language Guide which will be led by the staff networks. This will allow the service to use language which has been devised by those who have personal experience of the effects of poor terminology. **Please note that this report will use the term BAME until an alternative has been agreed.**

WYFRS gained Bronze accreditation from Inclusive Employers in March 2021 and we aim to elevate this when we are assessed again in November 2023.

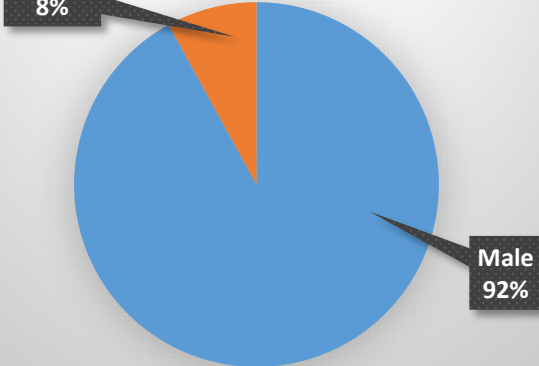
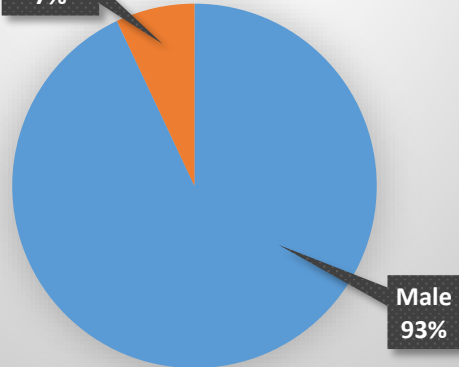
Data Trends and Comparison

The table below shows the 2022/23 equality data for Gender, Ethnicity, Sexuality and Disability alongside previous years.

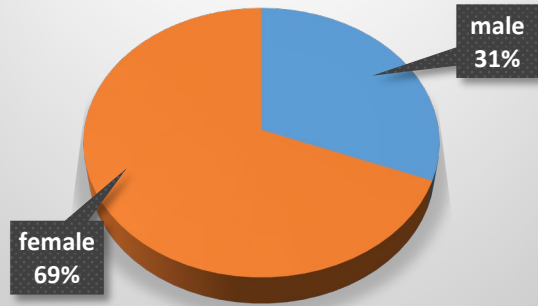
Gender	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Trend
Wholetime Female Staff	4%	5%	6%	6%	7%	8%	
On call Female Staff	4%	5%	6%	7%	5%	7%	
Control Female Staff	72%	71%	71%	71%	70%	69%	
FRS Female Staff	53%	54%	56%	54%	56%	56%	
Ethnicity	2017/18	2018/19	2019/20	2020/21	2021/22		Trend
Wholetime BAME Staff	4%	5%	5%	4%	5%	4%	
On call BAME Staff	0.7%	2%	2%	2%	1%	3%	
Control BAME Staff	2%	3%	5%	5%	4%	4%	
FRS BAME Staff	8%	9%	6%	8%	11%	6%	
Sexuality	2017/18	2018/19	2019/20	2020/21	2021/22		Trend
Wholetime LGBT Staff	Not reported	0%	1%	1%	4%	4%	
On call LGBT Staff	Not reported	0%	0%	1%	2.5%	3.0%	
Control LGBT Staff	Not reported	0%	0%	0%	2%	4%	
FRS LGBT Staff	Not reported	1%	1%	2%	3%	4%	
Disability	2017/18	2018/19	2019/20	2020/21	2021/22		Trend
Wholetime Disabled Staff	1%	1%	1.5%	1%	4%	2%	
On call Disabled Staff	Not reported	1%	1.2%	1%	3%	3%	
Control Disabled Staff	Not reported	3%	5%	4%	4%	4%	
FRS Disabled Staff	Not reported	8%	9%	9%	14%	10%	

Workforce Diversity

Gender

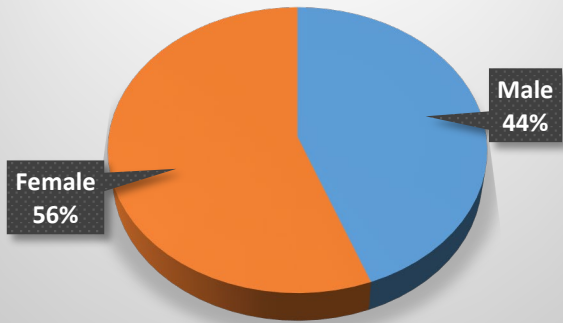
Workforce Profile	Commentary (data comparison from previous report).						
<p data-bbox="414 320 636 360">Wholetime</p>  <table border="1"><caption>Wholetime Gender Distribution</caption><thead><tr><th>Gender</th><th>Percentage</th></tr></thead><tbody><tr><td>Female</td><td>8%</td></tr><tr><td>Male</td><td>92%</td></tr></tbody></table>	Gender	Percentage	Female	8%	Male	92%	<p data-bbox="1088 300 2051 421">Across our Wholetime operational roles women make up 8% of employees and is comparative with England FRS data. This is an increase of 1%.</p> <p data-bbox="1088 480 2136 560">WYFRS continued Wholetime recruitment during 2022 using positive action initiatives.</p>
Gender	Percentage						
Female	8%						
Male	92%						
<p data-bbox="456 831 595 871">On call</p>  <table border="1"><caption>On call Gender Distribution</caption><thead><tr><th>Gender</th><th>Percentage</th></tr></thead><tbody><tr><td>Female</td><td>7%</td></tr><tr><td>Male</td><td>93%</td></tr></tbody></table>	Gender	Percentage	Female	7%	Male	93%	<p data-bbox="1088 810 2130 890">Female on call firefighters have increased by 2%. A recent recruitment exercise attracted 4 female on call staff into the service.</p> <p data-bbox="1088 949 2130 1070">Work continues to promote opportunities for retained firefighters in communities where we have vacancies; within this initiative we are encouraging women to consider a career as a retained firefighter.</p>
Gender	Percentage						
Female	7%						
Male	93%						

Control



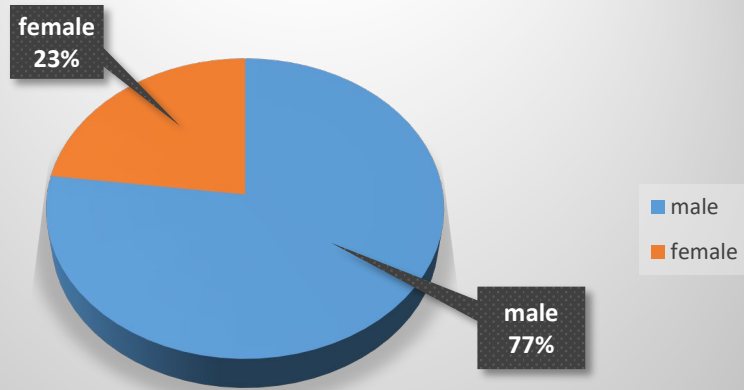
Control roles are predominantly filled by female staff.

FRS Staff



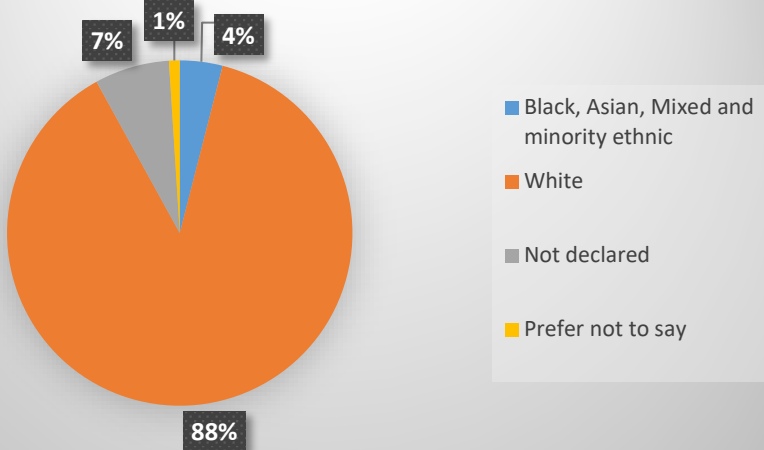
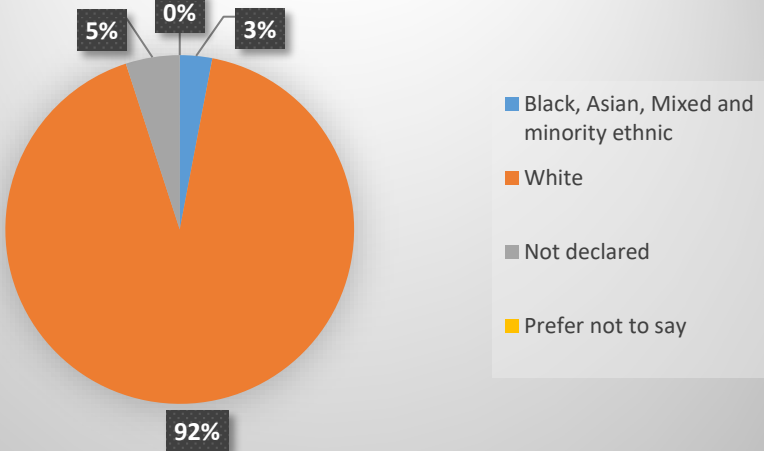
The most equal gender split is within our FRS staff where 56% of staff are female.

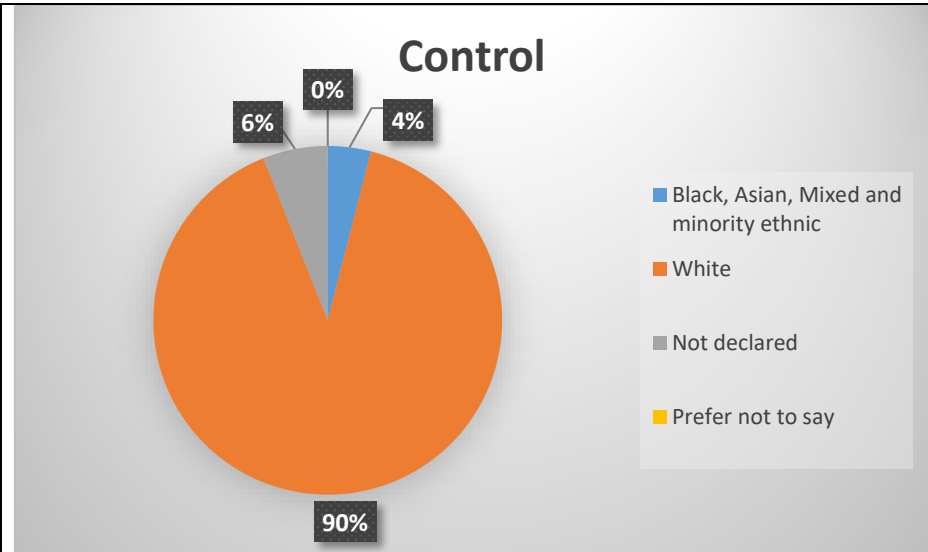
All Staff



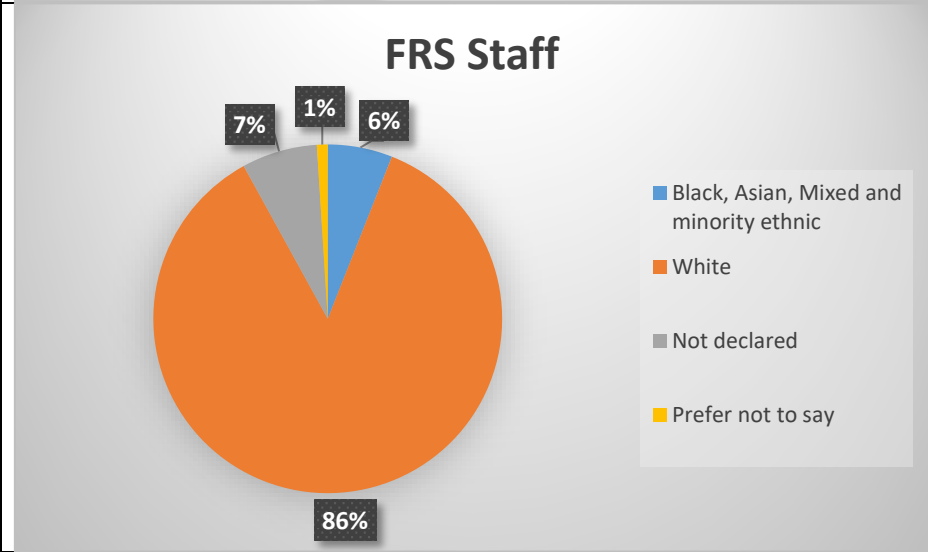
Across our organisation and across all roles, women make up 23% of our workforce, which is an increase of 3%. We recognise that this needs improvement and projects are in place, such as positive action initiatives and training programmes, to address the imbalance.

Ethnicity

Workforce Profile	Commentary										
<p data-bbox="472 240 696 284">Wholetime</p>  <table border="1" data-bbox="757 384 1025 678"> <thead> <tr> <th>Ethnicity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Black, Asian, Mixed and minority ethnic</td> <td>4%</td> </tr> <tr> <td>White</td> <td>88%</td> </tr> <tr> <td>Not declared</td> <td>7%</td> </tr> <tr> <td>Prefer not to say</td> <td>1%</td> </tr> </tbody> </table>	Ethnicity	Percentage	Black, Asian, Mixed and minority ethnic	4%	White	88%	Not declared	7%	Prefer not to say	1%	<p data-bbox="1070 220 2107 347">Our wholetime workforce are 88% White. Staff with a mixed ethnic background and Asian staff are the majority within the BAME category.</p>
Ethnicity	Percentage										
Black, Asian, Mixed and minority ethnic	4%										
White	88%										
Not declared	7%										
Prefer not to say	1%										
<p data-bbox="510 794 658 837">On Call</p>  <table border="1" data-bbox="757 943 1025 1220"> <thead> <tr> <th>Ethnicity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Black, Asian, Mixed and minority ethnic</td> <td>3%</td> </tr> <tr> <td>White</td> <td>92%</td> </tr> <tr> <td>Not declared</td> <td>5%</td> </tr> <tr> <td>Prefer not to say</td> <td>0%</td> </tr> </tbody> </table>	Ethnicity	Percentage	Black, Asian, Mixed and minority ethnic	3%	White	92%	Not declared	5%	Prefer not to say	0%	<p data-bbox="1070 770 2002 850">The ethnicity data for on call staff has improved in the last 12 months rising by 2%.</p>
Ethnicity	Percentage										
Black, Asian, Mixed and minority ethnic	3%										
White	92%										
Not declared	5%										
Prefer not to say	0%										

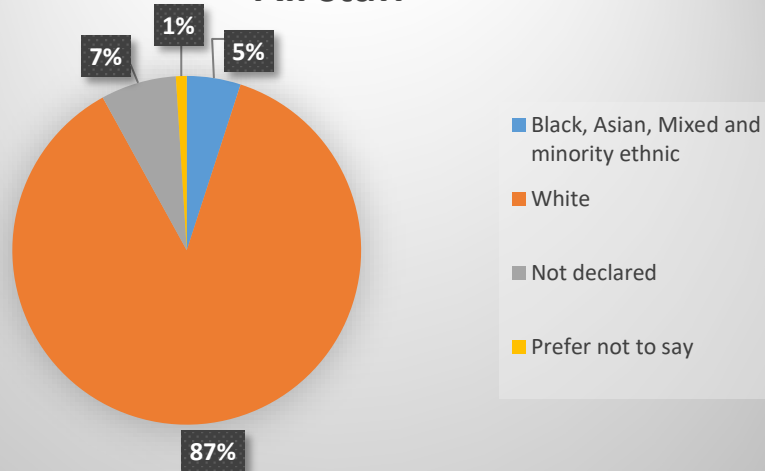


Control staff have 4% of staff from a racially diverse background.



The representation of BAME staff within our support function has decreased by 5%, reducing to 6% in total. To address this loss we are exploring leaver data to ascertain the reasons for this.

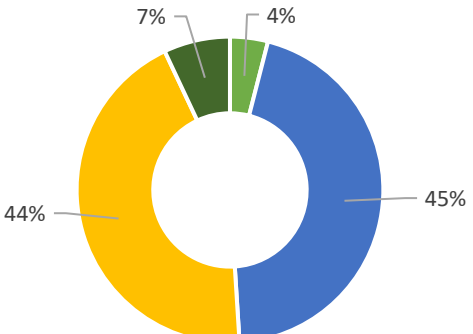
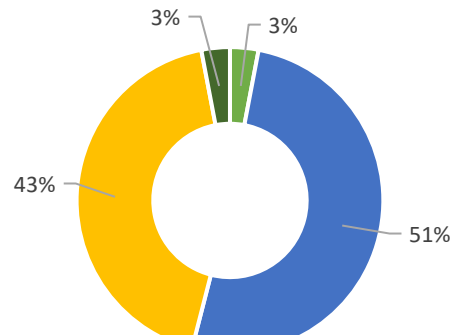
All staff

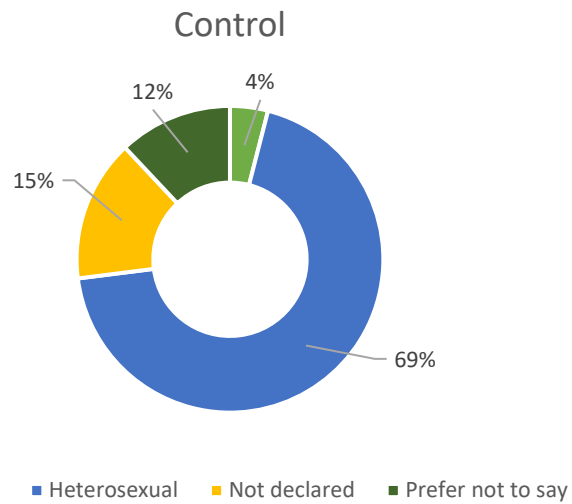


Overall, 5% of the staff demographic are from an ethnically diverse background.

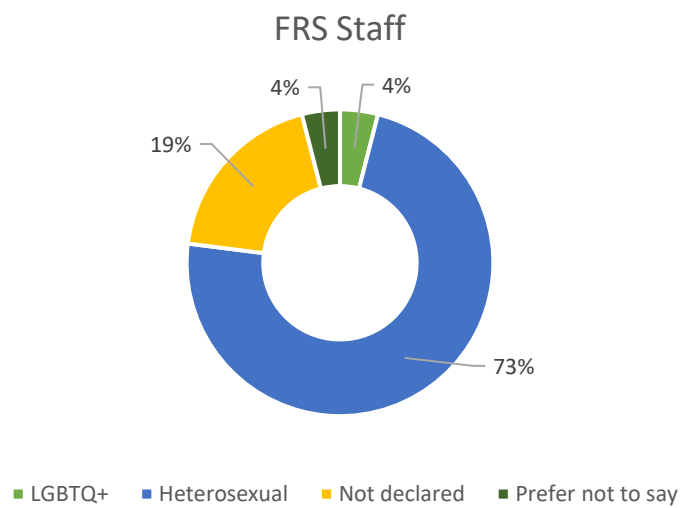
The ethnicity data demonstrates a gap in our workforce diversity, especially considering our diverse community data. WYFRS have responded to this by implementing a Talent Programme. It is also a key priority on our Diversity and Inclusion Strategy.

Sexuality

Workforce Profile	Commentary										
<p data-bbox="504 236 672 271">Wholetime</p>  <table border="1" data-bbox="246 702 929 742"> <thead> <tr> <th>Sexuality</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>LGBTQ+</td> <td>4%</td> </tr> <tr> <td>Heterosexual</td> <td>45%</td> </tr> <tr> <td>Not declared</td> <td>44%</td> </tr> <tr> <td>Prefer not to say</td> <td>7%</td> </tr> </tbody> </table>	Sexuality	Percentage	LGBTQ+	4%	Heterosexual	45%	Not declared	44%	Prefer not to say	7%	<p data-bbox="1064 220 2105 486">Wholetime staff have the highest declaration of LGBTQ+ status with 35 members of staff. The declaration rate has improved in all roles demonstrating that staff are becoming more confident with sharing their sexuality in the workplace. We recognise however that a high number of staff have not declared, and we are working on ways to address this.</p>
Sexuality	Percentage										
LGBTQ+	4%										
Heterosexual	45%										
Not declared	44%										
Prefer not to say	7%										
<p data-bbox="526 790 649 825">On Call</p>  <table border="1" data-bbox="246 1252 929 1292"> <thead> <tr> <th>Sexuality</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>LGBTQ+</td> <td>3%</td> </tr> <tr> <td>Heterosexual</td> <td>51%</td> </tr> <tr> <td>Not declared</td> <td>43%</td> </tr> <tr> <td>Prefer not to say</td> <td>3%</td> </tr> </tbody> </table>	Sexuality	Percentage	LGBTQ+	3%	Heterosexual	51%	Not declared	43%	Prefer not to say	3%	<p data-bbox="1064 770 2094 805">The LGBTQ+ representation within on call staff has remained at 3%.</p>
Sexuality	Percentage										
LGBTQ+	3%										
Heterosexual	51%										
Not declared	43%										
Prefer not to say	3%										

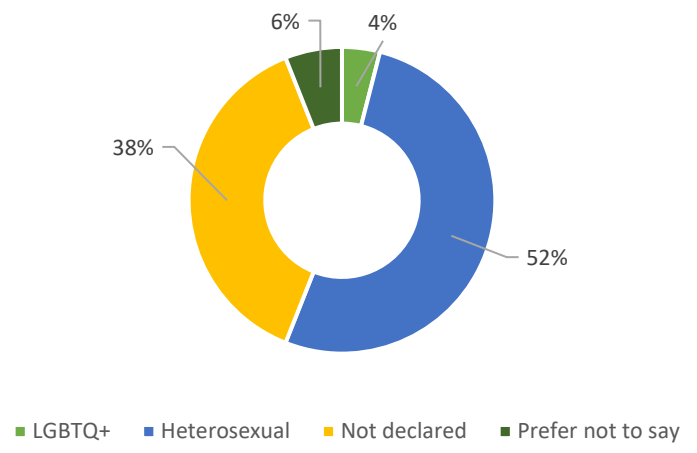


Control LGBTQ+ status has increased from 2% to 4% and the declaration rate has increased with only 8 Control staff members not declaring.



FRS staff have 4% identifying as LGBTQ+, which is a 1% increase from last year.

All Staff

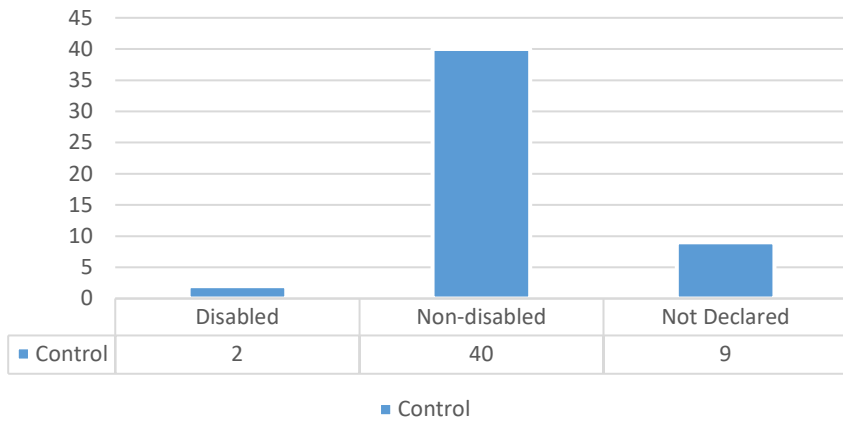


The overall rate for all LGBTQ+ staff has remained at 4%.

Disability

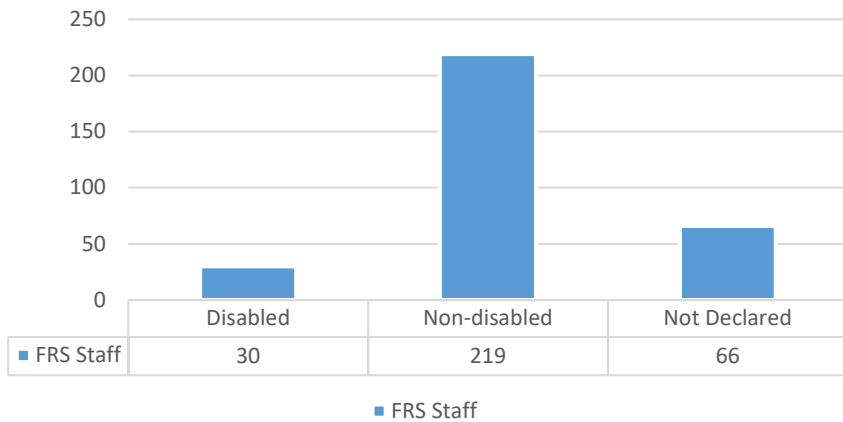
Workforce Profile	Commentary								
<p style="text-align: center;">Wholetime</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Disabled</th> <th>Non-disabled</th> <th>Not Declared</th> </tr> </thead> <tbody> <tr> <td>Wholetime</td> <td>21</td> <td>466</td> <td>449</td> </tr> </tbody> </table>		Disabled	Non-disabled	Not Declared	Wholetime	21	466	449	<p>2% of Wholetime staff are disabled which is a loss of 2%, however a high volume of staff have not declared. We are working to ensure that staff understand the definition of disability so they can update their status accordingly.</p>
	Disabled	Non-disabled	Not Declared						
Wholetime	21	466	449						
<p style="text-align: center;">On Call</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Disabled</th> <th>Non-disabled</th> <th>Not Declared</th> </tr> </thead> <tbody> <tr> <td>On Call</td> <td>5</td> <td>85</td> <td>67</td> </tr> </tbody> </table>		Disabled	Non-disabled	Not Declared	On Call	5	85	67	<p>3% of on call staff have declared a disability.</p>
	Disabled	Non-disabled	Not Declared						
On Call	5	85	67						

Control

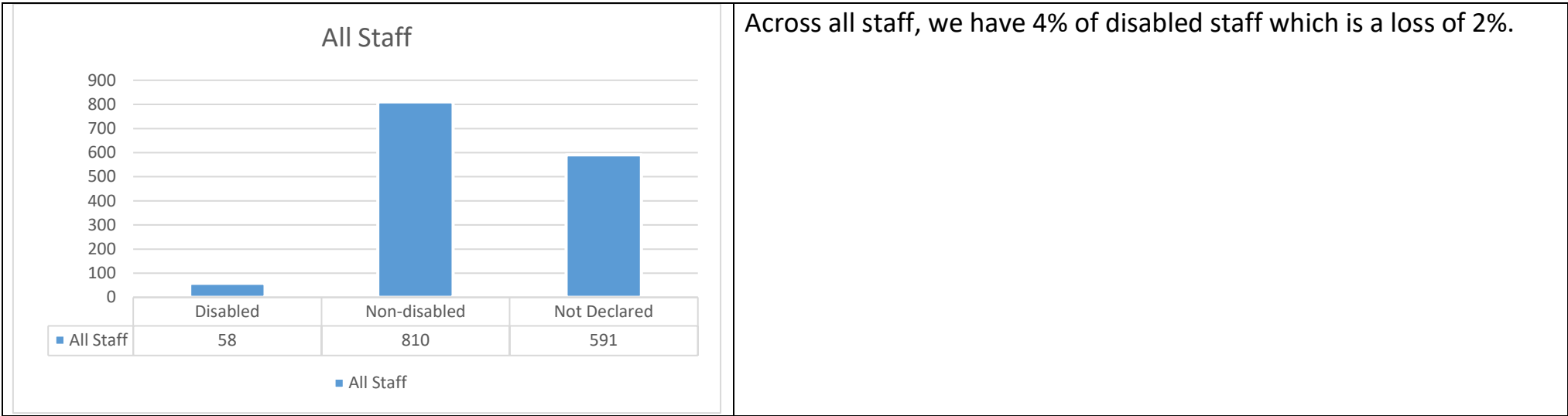


4% of Control staff have declared a disability.

FRS Staff



The highest volume of disabled staff is within the FRS staff roles with 10% of staff declaring a disability. This meets the national average of 10%.



Across all staff, we have 4% of disabled staff which is a loss of 2%.

Neurodiversity (dyslexia, ADHD, autism etc.) is categorised as a disability for the purposes of it being protected by equality law. We have screened and assessed a number of staff over this financial year, and we have implemented support, equipment and training to ensure inclusion in the workplace. We target new recruits through screening processes to ensure they receive full support from the point of entry. We have site licenses for assistive software available to all staff and workplace champions have been identified and trained to deliver bespoke support.

Age

March 2022 Data	Wholetime	On Call	Control	FRS Staff	Totals
17 - 24	13	11	2	11	37
25 - 35	186	45	8	44	283
36 - 45	382	51	16	79	528
46 - 55	325	32	10	84	451
56 - 65	26	12	13	86	137
66+	0	0	0	6	6
Totals	932	151	49	310	1442

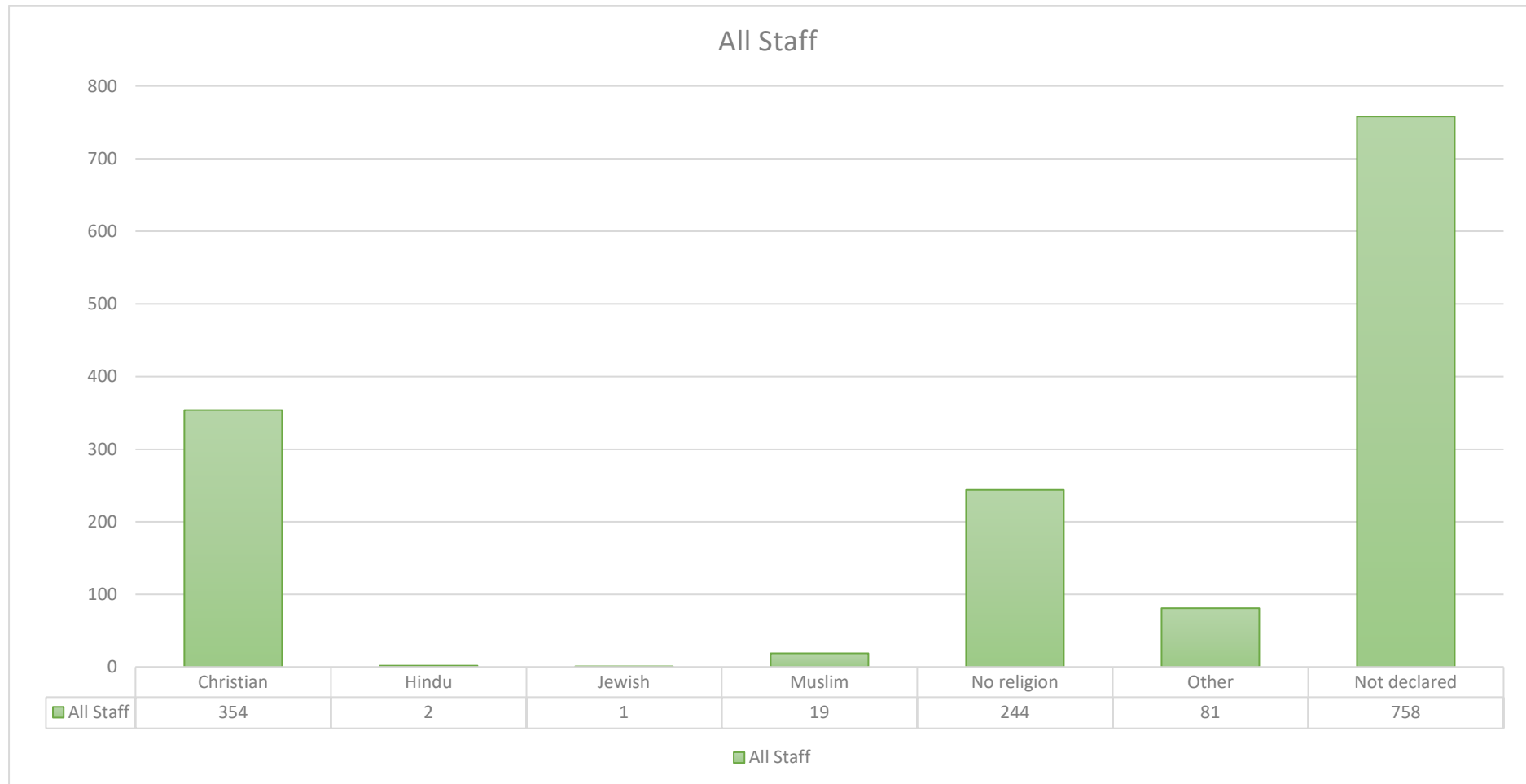
The majority of our workforce are aged between 36 and 55.

Within operational staff the age profile reduces after the age of 55, which is due in part to the low retirement age of firefighters. The numbers of younger wholetime staff has increased due mainly to the most recent recruitment campaigns.

There is a more even spread of age profiles amongst on call staff. Recruitment for retained staff is ongoing and regular which allows for a wider representation of ages.

Religion

Across all staff the highest number who declare are Christian at 24%. 16% of staff do not follow a religion or belief and 1% of staff are Muslim. 6% of staff have declared 'other' and this needs further exploration to see if we need to make more categories available to staff. 52% of staff have not declared.



Grievance and Disciplinary

During the 22/23 financial year WYFRS received a total of 18 grievances. 1 was fully upheld, 8 were partially upheld and 8 were not, 1 had no case to answer. Of these, 6 were from females and 1 was from a BAME member of staff.

During the same time period WYFRS conducted a total of 34 formal disciplinary investigations. One was female and 2 were BAME staff members. Of the 34, 19 received Informal warnings, 2 received final written warnings and 1 was a dismissal.

**MINUTES OF THE MEETING OF THE YORKSHIRE & HUMBER EMPLOYERS' ASSOCIATION
HELD VIRTUALLY ON THURSDAY 12 JANUARY 2023**

Present:

County Council

Cllr Cliff Lunn North Yorkshire County Council

Metropolitan Districts

Cllr Jane Nightingale	Doncaster MBC
Cllr Stuart Sansome	Rotherham MBC
Cllr Silvia Dacre	Calderdale MBC
Cllr Paul Davies	Kirklees Council
Cllr Debra Cooper	Leeds City Council
Cllr Robin Franklin	Barnsley MBC
Cllr Tariq Hussain	Bradford MDC

In Attendance

Jill Clayton	Wakefield MDC
Jill Parker	Doncaster MBC
Michael Potter	Barnsley MBC
Emma Wyatt	Leeds CC
Justine Brooksbank	North Yorkshire CC
Jackie Addison	Calderdale MBC
Lyndsey Linton	East Riding
Anne Lloyd	Bradford MDC
Sophie Tillison	NE Lincs
Gemma Taskas	Leeds CC
Helen Whiting	City of York
Lee Mann	Rotherham MBC
Sue Kelsey	South Yorkshire Fire & Rescue Service
Rachel McArdle	West Yorkshire Fire and Rescue Service
Elaine Blades	Scarborough BC
Emma Lawer	Bradford MDC
Helen Manderson	North Lincs
Kate Harley	Hull City Council
Rebecca Stanford	North Lincs
Jacqui Hodgson	Craven DC
Sarah Ridley	Harrogate BC
Shauna Coyle	Kirklees Council
Stuart Robinson	Selby DC
Lynne Halls	Hambleton DC
Joanne Holland	Richmondshire DC
Joanne Grigg	West Yorkshire Combined Authority
Mark Bennett	Sheffield City Council
Julie Brookes	YHEA

Employers Secretary

Steve Walmsley (YHEA),

1. Introductions and Apologies

Apologies for absence were received on behalf of Cllr John Briggs - Humberside Fire & Rescue Service, Cllr Bryan Lodge – Sheffield City Council, Cllr Rob Waltham – North Lincs, Cllr Saghir Alam – Rotherham MBC, Cllr Stephen Harness – North East Lincs, Cllr Mark Crane – Selby

2. Notes of the Last Meeting

Notes agreed.

3. Matters Arising

All covered on agenda

4. Update on the 2023/34 pay Round

Pay briefing is planned for 7th February 2023. The session is open to Senior Officers and other Elected Members if they want to be involved in the discussions.

Trade Unions will be in attendance at the beginning of the session.

Focus on this years deal will be around the National Living Wage given the continuing pressure on the bottom of the pay spine from the NLW.

Papers circulated include questions that the Employers will want answers to. Questions 2,3 and 4 are the ones to focus on. Steve will gather the information and feedback a collective response.

It will also be useful for Local Authorities to think about lobbying direct to members on the Employers or to Political leads at the LGA.

5. Future Planning for YHEA and Appointment of a New Director

A paper had been circulated that summarised what will happen next. Steve has given up to 6 months' notice and he will work on the basis that once an appointment of the new Director is made he will go.

Consultations about the organisation last year showed that Local Authorities were looking at the status quo operational model for YHEA moving forward.

Budget changes due to Local Government Reorganisation will be a challenge requiring greater income generation. In this context it would be sensible to see 23/24 as a transitional year.

Steve will run the recruitment exercise but won't be involved in the decision making process.

Draft job description and person specification have been circulated for comments. Steve asked if JD/PS need any changes and if the role is offered on

a secondment basis are you happy for this to go ahead. Both were agreed.

6. YHEA Budget Planning for 2023/24

A draft budget had been circulated. Reserves may be needed to balance the budget. There is 193K in reserves so this can support the transitional year. Reserves have grown overall since 2016. Budget has been drafted on status quo operational model. After the transitional year there will need to be an assessment of whether changes to subscriptions, income generation or staffing changes are needed to secure a future balanced budget.

7. Regional Joint Council – Future Arrangements

Steve has had a conversation with Unison on the slimmed down model approach which does not include regional collective agreements on terms and conditions or dispute resolution other than Joint Secretaries conciliation. Unison see this as something they can adopt. Conversations will take place with GMB to seek their opinions to the new approach. Unite will then be contacted.

8. GDPR – Any Issues to Raise

Nothing reported.

9. Any Other Urgent Business

Nothing reported.

10. Close of Meeting

The Chair and Steve thanked Councillors and officers who will be affected by LGR for their past support and contributions to YHEA and wished them well.

Next meeting is planned for 6 April 2023

MINUTES OF THE MEETING OF THE YORKSHIRE & HUMBER EMPLOYERS' ASSOCIATION HELD VIRTUALLY ON THURSDAY 6 APRIL 2023

Present:

Metropolitan Districts

Cllr Jane Nightingale	Doncaster MBC
Cllr Silvia Dacre	Calderdale MBC
Cllr Tariq Hussain	Bradford MDC
Cllr Robin Franklin	Barnsley MBC

Unitary Councils

Cllr Stephen Harness	North-East Lincs
Cllr Cliff Lunn	North Yorkshire Council

Fire Authorities

Cllr Stuart Sansome	South Yorkshire Fire & Rescue
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In Attendance

Jill Clayton	Wakefield MDC
Jill Parker	Doncaster MBC
Phil Quinn	Barnsley MBC
Justine Brooksbank	North Yorkshire Council
Anne Lloyd	Bradford MDC
Clare Matson	Leeds CC
Helen Whiting	City of York
Kerry McKee	Hull City Council
Kirsty Surtees	Sheffield City Council
Suzanne Garratt	West Yorkshire Combined Authority
Christine Cooper	Humberside Fire and Rescue
Helen Rowe	Rotherham MBC
Julie Brookes	YHEA

Employers Secretary

Steve Walmsley (YHEA),

1. Introductions and Apologies

Apologies for absence were received on behalf of
Cllr Debra Couper – Leeds CC, Cllr Paul Davies – Kirklees, Cllr Holtby – East
Riding,

2. Notes of the Last Meeting

Notes of the January 2023 meeting were agreed as a correct record.

3. Matters Arising

All covered on the agenda for this meeting.

4. Update on the 2023/34 pay Round

Employers made a pay offer which was a final offer for the Unions to consider. Unite have recommended a rejection of the offer in a ballot of the members. GMB are balloting members with a recommendation to reject, but have instructed that if the offer is rejected, the members must be prepared to take industrial action.

Unison members have rejected the offer – the union will carry out an industrial action ballot. It is likely that this will commence in the middle of May and will conclude in July. This ballot will be a disaggregated one so some Local Authorities may have a yes vote for industrial action whilst others will not. Larger Authorities may be targeted to try and influence a higher offer.

We are likely to be at least 3 months at best before a settlement could be reached and potentially much longer.

Other pay bodies are very unlikely to settle until NJC LGS has settled.

5. Revision of YHEA Constitution

As a result of Local Government Reorganisation changes need to be made to the constitution to recognise the changes in the region. The changes set out on the attached revised draft were approved. The Secretary will finalise the changes and circulate the revised constitution to authorities.

6. Regional Employers Director Recruitment

The role was advertised and two of the applicants were shortlisted, one of the applicants withdrew so the role was advertised again. Panel met on 4 April and agreed a shortlist of three applicants. Interviews will take place on 19 April. If no appointment is made a paper was circulated setting out the possible options. Before the 19 April it would be helpful if you could let Steve have your preferences on the options so that these can be fed into the Panel decision making process. The most likely option is to explore soft market testing and a recruitment search approach.

NYCC offered their Executive Search Service free of charge if necessary.

7. Follow Up of Regional Joint Council Meeting

The first meeting under the new arrangements went well. Unison raised recruitment and retention of Social Workers. Barnsley Unison has taken a motion to Unison region say highlighting a number of concerns. There are some difficult issues – eg individual authority actions which impact on others and some easier issues. The easier issues lend themselves to a shared approach to improve the situation i.e., sharing issues, sharing ideas and actions about what works well.

Social Workers will be discussed on the Chief Executives agenda at the next meeting in May where there will be a conversation on recruitment and retention.

It was agreed that two RJC meetings will be held each year with the annual meeting taking place in July. Future agenda items need to be considered.

8. Certification Officer Business Plan

Government funding for the Certification Office has been cut, as a result the CO is now levying Trade Unions and Employers Associations with a fee. Consultation took place around the future operating model and Trade Unions and Employers Associations were asked to comment. The CO Business Plan was shared for comments. The date of the annual return remains unchanged at the end of August but is now a hard deadline.

9. Future Dates for YHEA and RJC meetings

Proposed dates for the 23/24 year have been circulated, if anyone has any concerns let Steve know.

10. Any Other Urgent Business

Nothing reported.

11. Close of Meeting

Next meeting is planned for 6 July 2023 which will be the annual meeting followed by the RJC meeting.