

<b>WYFRA</b>	<b>PERSONNEL AND TRAINING COMMITTEE</b>	<b>28<sup>th</sup> January 2011</b>	<b>ITEM No 5</b>
--------------	---	-------------------------------------	----------------------

**REPORT OF:** Director of Human Resources

**PURPOSE OF  
REPORT:** To request approval for the restructure proposals  
contained within the report

**RECOMMENDATIONS:** That Members approve the above request

---

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:**

**ACCESS CONTACT OFFICER:** Hilary Brown, Senior Human Resources  
Manager - 01274 655709

**BACKGROUND PAPERS OPEN TO INSPECTION:**

#### **SUMMARY**

This report seeks approval for the restructure of support staff posts within the Authority following Directorate meetings on restructuring proposals.

## **1 BACKGROUND and INFORMATION**

- 1.1 In September and November 2010 Personnel and Training Committee approved the Early Termination and Redeployment Policy. In addition The Early Termination policy report requested approval to offer Green Book employees the opportunity to request voluntary severance on enhanced terms.
- 1.2 A report requesting the disestablishment of cooks posts and the reduction of station clerk hours to 16 hours per week was also approved.
- 1.3 Following approval by Personnel and Training Committee of the Early Termination and Redeployment policies all Green Book (support staff) staff were asked whether they wished to request voluntary early retirement/severance. In total **80** staff requested this opportunity. It was made clear to them at this time that it would be at management's discretion whether or not their request was approved.
- 1.4 In addition staff were made aware that if they were accepted for voluntary early retirement/voluntary severance they would be required to sign a compromise agreement protecting the Authority against any future claims to an Employment Tribunal.
- 1.5 As Members are aware since requests for voluntary severance have been received the Authority had been awaiting the details of the Comprehensive Spending Review and the financial settlement. These were finally received on Monday 13<sup>th</sup> December 2010.
- 1.6 In order to meet some of the required savings for 2011/12 it is necessary to allow some of those employees requesting early termination to leave the Authority by 31st March 2011. Further, as and when additional savings are required, it is proposed that the list of those requesting voluntary severance be revisited with a view to approving other early terminations.
- 1.7 Careful consideration was given to the criteria by which staff were selected for approval for severance. Following a general review of Directorate structures posts have been identified as being appropriate for disestablishment largely on the basis that work in a particular department has diminished. In addition the Fire Safety Directorate has been working towards the reduction of staff over a four year period based on centralising protection staff and allowing for more flexible working. Prevention staff will also be deployed more flexibly under the District based service delivery structure.
- 1.8 Another factor in determining those employees who could be allowed to leave was the time it would take to recoup the costs of individual severance packages. The basis of the process of severance was 'invest to save' but the sooner the investment can be recovered the sooner the savings are accrued.
- 1.9 32 staff have been selected for severance in 2011/ 2012 based on the criteria detailed above; the cost of severance against the time to accrue savings and whether or not an individual's post remained in the structure.
- 1.10 Attached as Appendix 1 is a spreadsheet detailing the effect the above decisions have on the support staff and uniformed structures. In addition the approval in principle for a Group Manager A in mobilising, to leave on an

unenanced early retirement basis has also been annotated in the spreadsheet.

- 1.11 In addition, to further enhance savings, all vacant posts that were within the support staff structure have been deleted. This is a total of 40 posts; these deletions are shown within the totals in Appendix 1.
- 1.12 As Members approved the action plan relating to the Service Plan at the Full Authority meeting on 17<sup>th</sup> December 2010, establishment changes arising from the action plan have also been incorporated into the establishment sheet.
- 1.13 Attached as Appendix 2 is a table detailing those currently 'occupied' posts which have been disestablished following the restructure meetings. In addition the table shows those Fixed Term contract posts which will provide employment opportunities for those displaced staff.

## **2 FINANCIAL IMPLICATIONS**

- 2.1 The total cost of the early termination package will be £300,000 and will deliver ongoing revenue savings of £591,000 per annum. The costs will be met from with the pay and price contingency in the current financial year and because all staff will leave by 31 March a full years saving will be achieved in 2011/2012

## **3 EQUALITY & DIVERSITY IMPLICATIONS**

- 3.1 Selection for early retirement/voluntary severance is based on business efficiency principles. Both the Early Termination Policy and the Redeployment Policy have already been reviewed for adverse impact.

## **4 HEALTH & SAFETY IMPLICATIONS**

- 4.1 There are none arising from this report.

## **5 RECOMMENDATIONS**

- 5.1 That Members approve both the restructure and deletion of posts as detailed in Appendix 1.

Appendix 1 P&T Jan 2011

CHIEF EXECUTIVE / CHIEF FIRE OFFICER

OPERATIONS				FIRE SAFETY				HUMAN RESOURCES				CORPORATE RESOURCES				FINANCE				ESTABLISHMENT							
DCFO				DFS				DHR				DCS				CFinO				Total							
Grade	Pre	RS	New	Grade	Pre	RS	New	Grade	Pre	RS	New	Grade	Pre	RS	New	Grade	Pre	RS	New	Grade	Pre	RS	New	Grade	Pre	RS	New
DCFO	1		1	ACO	1	0	1	ACO	1		1	DCR	1		1	CFinO	1		1	CE/CFO	1	0	1				
<b>Total</b>	<b>1</b>		<b>1</b>	<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>Total</b>	<b>1</b>		<b>1</b>	<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>Total</b>	<b>6</b>	<b>0</b>	<b>6</b>				
AM	2	1	3	AM	1	-1	0	AM	1		1	AM	0		0					AM	4	0	4				
GM	9	1	10	GM	2	-1	1	GM	4		4	GM	0		0					GM	15	0	15				
SM	49	-1	48	SM	4	-2	2	SM	6		6	SM	1		1					SM	60	-3	57				
WM	153	-6	147	WM	12	-5	7	WM	52	-7	45	WM	0		0					WM	217	-18	199				
CM	233	-21	212	CM	0	0	0	CM	31	-4	27	CM	0		0					CM	264	-25	239				
FF	862	-44	818	FF	1	0	1	FF	29	5	34	FF	1		1					FF	893	-39	854				
<b>WT</b>	<b>1308</b>	<b>-70</b>	<b>1238</b>	<b>WT</b>	<b>20</b>	<b>-9</b>	<b>11</b>	<b>WT</b>	<b>123</b>	<b>-6</b>	<b>117</b>	<b>WT</b>	<b>2</b>	<b>0</b>	<b>2</b>					<b>WT</b>	<b>1453</b>	<b>-85</b>	<b>1368</b>				
EO	0		0	EO	2	0	2	EO	2		2	EO	3		3	EO	1		1	EO	8	0	8				
G14	0		0	G14	1	1	2	G14	1		1	G14	3		3	G14	0		0	G14	5	1	6				
G13	0		0	G13	1	0	1	G13	0		0	G13	1		1	G13	1		1	G13	3	0	3				
G12	0		0	G12	8	0	8	G12	1		1	G12	4		4	G12	0		0	G12	13	0	13				
G11	0		0	G11	0	0	0	G11	0		0	G11	4		4	G11	1		1	G11	5	0	5				
G10	0		0	G10	12	-1	11	G10	3	-1	2	G10	8		8	G10	0		0	G10	23	-2	21				
G9	1		1	G9	2	0	2	G9	6		6	G9	5		5	G9	2		2	G9	16	0	16				
G8	1	5	6	G8	44	-13	31	G8	11	-3	8	G8	6		6	G8	0		0	G8	62	-11	51				
G7	0	3	3	G7	10	-4	6	G7	4		4	G7	12	-4	8	G7	1		1	G7	27	-5	22				
G6	3	-2	1	G6	6	-1	5	G6	9	-2	7	G6	26	-1	25	G6	0		0	G6	44	-6	38				
G5	7	11	18	G5	32	-18	14	G5	4		4	G5	14	-1	13	G5	1		1	G5	58	-8	50				
G4	1		1	G4	0	0	0	G4	2	-1	1	G4	9		9	G4	2		2	G4	14	-1	13				
G3	35	29	64	G3	44	-40	4	G3	8	-1	7	G3	18	-1	17	G3	0		0	G3	105	-13	92				
G2	4		4	G2	7	-2	5	G2	8	-2	6	G2	9	-3	6	G2	0		0	G2	28	-7	21				
G1	8	-8	0	G1	0	0	0	G1	0		0	APP	1	-1	0	G1	0		0	G1	9	-9	0				
<b>Green</b>	<b>60</b>	<b>38</b>	<b>98</b>	<b>Green</b>	<b>169</b>	<b>-78</b>	<b>91</b>	<b>Green</b>	<b>59</b>	<b>-10</b>	<b>49</b>	<b>Green</b>	<b>123</b>	<b>-11</b>	<b>112</b>	<b>Green</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>Green</b>	<b>420</b>	<b>-61</b>	<b>359</b>				
WM@	13		13																	WM@	13	0	13				
CM@	28		28																	CM@	28	0	28				
FF@	124	-4	120																	FF@	124	-4	120				
<b>Retained</b>	<b>165</b>	<b>-4</b>	<b>161</b>																	<b>Retained</b>	<b>165</b>	<b>-4</b>	<b>161</b>				
GM(Con)	2	-1	1																	GM(Con)	2	-1	1				
WM(Con)	10		10																	WM(Con)	10	0	10				
CM(Con)	8	0	8																	CM(Con)	8	0	8				
FF(Con)	32	0	32																	FF(Con)	32	0	32				
<b>MACC</b>	<b>52</b>	<b>-1</b>	<b>51</b>																	<b>MACC</b>	<b>52</b>	<b>-1</b>	<b>51</b>				
<b>Total</b>	<b>1586</b>	<b>-37</b>	<b>1549</b>	<b>Total</b>	<b>190</b>	<b>-87</b>	<b>103</b>	<b>Total</b>	<b>183</b>	<b>-16</b>	<b>167</b>	<b>Total</b>	<b>126</b>	<b>-11</b>	<b>115</b>	<b>Total</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>Total</b>	<b>2096</b>	<b>-151</b>	<b>1945</b>				

## Restructure 2010

### Disestablished posts

Grade	Post
2	FS Clerk/Typist
2	Equality Clerk
2	RCC Clerk
2	ES Clerk
6	Comm Dev Worker
8	Equalities
12	FS Manager

### Station Clerk (More Hours)

Grade	Number
3	13

## Appendix 2

### Redeployment Posts

Grade	Post
2	FS Typist Leeds
3	Shipley Station Clerk (16 Hours)
3	Hunslet Station Clerk (16 Hours)
3	Castleford Station Clerk (16 Hours)
3	Pontefract Station Clerk (16 Hours)
3	Morely Station Clerk (16 Hours)
3	Gipton Station Clerk (16 Hours)
3	Training Centre Admin
5	CST Admin
5	IRS IT Data team
8	Safety Central Trainer
10/12	ADM change from FDS

### Fixed Term Contracts

Grade	Post
3	Water Office Hudds
3	Illingworth Station Clerk (16 Hours) (from Jur
3	Garforth Station Clerk (16 Hours) (from June)
3	Ops Admin (from Aug)
5	High Risk
5	CST Admin (from June)

<b>WYFRA</b>	<b>PERSONNEL AND TRAINING COMMITTEE</b>	<b>28 JANUARY 2011</b>	<b>ITEM NO 6</b>
--------------	---	----------------------------	----------------------

**REPORT OF:** DIRECTOR OF HUMAN RESOURCES

**PURPOSE OF REPORT:** TO INFORM MEMBERS OF THE NEW FLEXIBLE DUTY SYSTEM (FDS) POLICY ON EXTRA WEEKEND WORKING, RECALL TO DUTY AND PRE ARRANGED OFFICER COVER.

**RECOMMENDATION:** THAT MEMBERS APPROVE THE FLEXIBLE DUTY SYSTEM ADDITIONAL WORKING AND RESILIENCE POLICY

---

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:** None

**ACCESS CONTACT OFFICER:** GM RICHARD VETI 01274 655754

#### **BACKGROUND PAPERS OPEN TO INSPECTION:**

#### **SUMMARY**

This policy is designed to ensure the resilience of the Flexible Duty System Officers Rota. This is achieved by officers offering extra cover to maintain the standard staffing of the rota. In addition officers can volunteer to cover for pre-planned events or agree to be recalled to duty depending on the operational needs.

## 1 BACKGROUND

- 1.1 Flexible Duty System (FDS) Officers are currently working a 5 week rota which both complies with the Working Time Directive and the National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service (Sixth Edition) commonly known as the Grey Book.
- 1.2 The current establishment for Station Managers is 60. In the current economic climate when all other areas of the Service are being assessed for efficiencies it is prudent to explore options for change whilst still maintaining the operational resilience of the officer's rota.
- 1.3 The 4 week rota was an option that was explored but this would not have released as much resource as the 5 week rota option.
- 1.4 With the introduction of this policy it will be possible to reduce the Station Manager establishment to 45 (which will support the IRMP process) and still maintain operational cover at 12 Station Managers available 24 hours 7 days a week.
- 1.5 The policy has three main elements, these are;
  1. Additional Weekend Working (AWW), where officers are designated additional weekends for which they are contractually responsible to supply cover. The officer works on standby duties only and for this receives approximately £350 for a full weekends cover. In addition if the officer is called out there is a separate fee payable. (see attached policy)
  2. Compulsory Recall to Duty is a means by which all off duty FDS officers can be contacted at anytime to be asked if they are available and fit to be recalled to duty. This is different from the previous system in which an officer had to register to be available to be contacted for recall to duty.
  3. Pre Arranged Officer Cover (PAOC), where there is a need to ask FDS officers to be available to cover extra shifts for various planned and unplanned events. These range from a sudden increase in operational activity to cover for pre-planned occurrences like sickness, essential courses and multi agency events. PAOC works on the same principle as the AWW in that officers are initially just on standby and then paid per call out.
- 1.6 The full reduction to 45 cannot be achieved without three new Green Book Assistant District Manager Post being added to the establishment.

## 2 FINANCIAL IMPLICATIONS

- 2.1 The table below provides a summary of the savings resulting from the implementation of the new 5 week rota

Description	Number	Unit Cost	Cost \ -saving
Delete Station manager posts	15	£65,000	-£975,000
Weekend working remaining Station Managers`	45	£1,500	+£67,500
Estimated call outs	60	£165	+£9,900
Additional posts Grade 10	3	£38,600	+£115,800
Net saving			-£781,800

- 2.2 The table shows total savings of £781,800 once fully implemented, it is estimated that based on the current retirement profile it will take 3 years to fully implement this change.
- 2.3 In terms of the approved budget the estimate of savings from non recruitment based on 15 firefighter would posts would be £511,800 in a full year, therefore this change would increase the savings from non recruitment by £270,000 in a full year.

## 3 EQUALITIES AND FAIRNESS IMPLICATIONS

- 3.1 Implications have been identified under gender around childcare and caring responsibilities. However consultation with FDS Officers and Representative Bodies has deemed this to be low and will be monitored.

## 4 HEALTH AND SAFETY IMPLICATIONS

- 4.1 The proposed flexi duty system complies with the Working Time Directive in terms of working hours and rest periods.

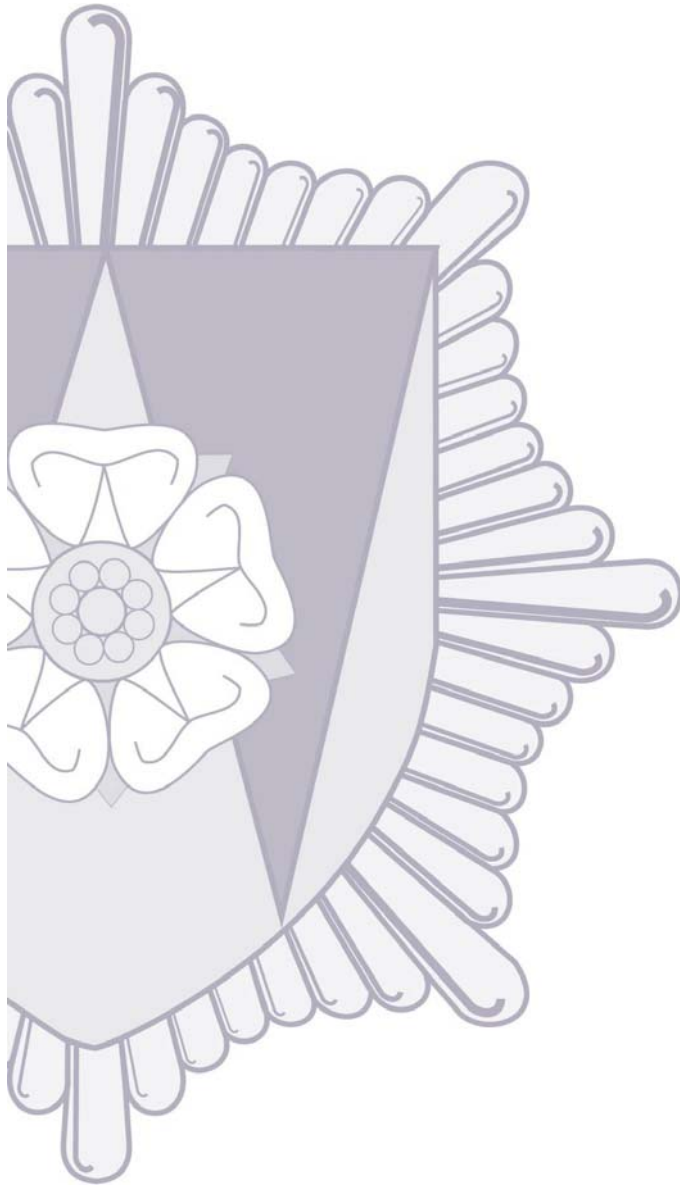
## 5. CONCLUSIONS

- 5.1 This is a collectively agreed policy that gives the Authority the resilience in officer cover it needs now and into the future. It is a very cost effective system that will work well for the both the organisation and the individual FDS officer.



West Yorkshire Fire & Rescue Service

## **FDS Additional Working and Resilience Policy**



Date Issued: December 2010

***PREVENTING PROTECTING RESPONDING***

# Table of Contents

<b>Contents</b>	<b>Page No.</b>
1. Introduction	3
2. Additional Weekend Working	3
3. Resilience	4
3.2 Compulsory Recall to Duty	4
3.3 Pre Arranged Officer Cover (PAOC)	4
4. Health, Safety and Welfare	5
5. Review	5
6. Collective Agreement	5

## **1.0 Introduction**

This policy is designed to ensure the resilience to the Fire Authority of the Flexible Duty Officer Rota. This is achieved by officers offering extra cover to maintain standard staffing of the rota. In addition officers can volunteer to cover for pre-planned events or agree to be recalled to duty depending on the operational needs.

## **2.0 Additional Weekend Working (AWW)**

- 2.1 To maintain the 5 week rota there will be a requirement for officers to work standby weekends. Officers will work standby weekend cover up to a maximum of four rostered weekends per year. The rostered weekends will be allocated at the end of week two of the five week rota system. Contractually officers have the responsibility to cover their designated rostered weekends, but can swap all or part of the weekend with a colleague irrespective of qualifications. Remuneration for this cover would then pass to the stand in officer.
- 2.2 Officers can arrange for substitutions to cover their allocation of standby weekends. This can be part or all of the weekend and should only be in day blocks for ease of management and payment. For example Friday cover would start 1700 and finish 0900 Saturday (16 hour block), Saturday/Sunday starting 0900 to 0900 the following day (24 hour block).
- 2.3 Weekend standby cover will start at 1700 hrs on the Friday and finish at 0900 hours Monday morning.
- 2.4 When an Officer provides AWW and any day of that additional cover is prior to any bank holiday they will not be required to take the Bank Holiday as Public Holiday leave. Station Managers providing AWW on a Bank Holiday will be entitled to four hours compensatory leave for each Bank Holiday worked.
- 2.5 Payment is in the form of a separate standby and a turn in fee. The standby element pays a fixed amount per hour of standby cover and subsequently if the officer is required to carry out duties as described in the Grey Book Section 4 PART A 11.1 and 11.2 they will be paid at time and a half the appropriate hourly rate as laid down in the current pay scales in the current Scheme of Conditions of Service. The minimum payment is one hour, where the officer remains on positive work for more than one hour and fifteen minutes he or she shall receive two hours' pay. Where the officer remains on positive work for more than two hours he or she shall then be paid for complete periods of fifteen minutes. Payment is to be claimed by completing a SAP 7.
- 2.6 Remuneration for standby will be calculated using the hourly salary at time and a half the their hourly rate as laid down in the current pay scales in the current Scheme of Conditions of Service X 20% X the number of hour's standby.
- 2.7 Standby rate on Bank Holiday is 40% and hourly rate double time.

### **3.0 Resilience**

3.1 There has been an identified need to ask FDS officers to be available to cover extra shifts for various planned and unplanned events. These range from a sudden increase in operational activity to cover for pre-planned occurrences like sickness, essential courses and multi agency events.

#### **3.2 Compulsory Recall to Duty.**

3.2.1 All officers will be available for recall within the parameters set out in the Recall to Duty policy. Recall to duty is compulsory for officers conditioned to the FDS system; this means that all officers can be contacted at anytime to be asked if they are fit and available for recall to duty as per the policy. The recall to duty policy works on the principle that an employee who is recalled to duty shall be paid for a minimum of three hours at double time. Where the period of recall exceeds three hours payment shall be made for complete periods of fifteen minutes. Recall to duty is usually used when there has been little notice to plan the need for officers during exceptionally busy periods.

3.2.2 Claimable mileage is from the location travelled from and returned to on recall to duty, note this may be outside the Authority boundary.

3.2.3 Officers that are recalled to duty will be paid at double time from the 'stated start time' they are recalled to their return home or to the place their recall started. Note any travel time is included. Where the recall is for 'Standby Duties' payments will be from the 'Stated Start Time' until they are stood down. See also [Recall to Duty Policy](#).

3.2.4 An employee who is recalled to duty shall be paid for a minimum of three hours. Where the period of recall exceeds three hours payment shall be made for complete periods of fifteen minutes. All payments shall be at double time.

3.2.5 When an Officer provides recall to duty and any part of that additional cover is prior to any bank holiday they will not be required to take the Bank Holiday as Public Holiday leave.

#### **3.3 Pre Arranged Officer Cover (PAOC).**

3.3.1 This follows the pre arranged overtime principle allowing time to plan the pre booking of officers for sickness, courses or pre-planned events e.g. extra weekend working. A PAOC shift will be for either a minimum 16 hours Monday to Friday (excluding rota days where cover is required from 1700 hours) or 24 hours for Saturday, Sunday and Rota days. Where a specific event needs to be covered on weekdays the length of the cover will be pre-agreed at the time of the event planning.

3.3.2 Paragraphs 2.3 – 2.7 of AWW applies to PAOC these cover all rules, payments and times except those specified below.

3.3.3 A minimum of 9 hours notice is required for PAOC otherwise recall to duty will be used.

3.3.4 A minimum of 48 hours notice will be given to the officer if management wish to cancel the booked PAOC. If the officer is not informed of the cancellation

by the 48 hour notice period then the officer will be required to provide the PAOC as agreed or may be released and paid for the agreed standby period

#### **4.0 Health, Safety and Welfare**

4.1 FDS Officers are to take account of their exposure and activity to incidents. Any officer that due to their activity levels throughout a working period feel that they may be putting themselves and the organisation at risk by remaining on call or driving to / from incidents MUST take appropriate steps and book unavailable for calls until adequate rest has been taken.

4.2 FDS Officers must ensure that they take account of Health and Safety Policy OHS-POL-21, Management of Road Risk especially in relation to Section 5.4 – Fatigue.

#### **5.0 Review**

5.1 This policy will be reviewed 1 years from the date of issue.

#### **6.0 Collective Agreement**

6.1 This policy forms a collective agreement between West Yorkshire Fire and Rescue Service, the Fire Brigades Union and the Fire Officers Association and as such is incorporated within the contract of employment of personnel who are employed under the National Joint Council for Local Authority Fire and Rescue Service Scheme of Conditions of Service -Sixth Edition 2004.

SIGNED FOR WYFRS	SIGNED FOR FBU	SIGNED FOR FBU	SIGNED FOR FOA
<b>M. Redfearn</b>	<b>M. Wilson</b>	<b>C. Clarke</b>	<b>C Oxley</b>
Dated:	Dated:	Dated:	Dated:

# ***PREVENTING PROTECTING RESPONDING***



West Yorkshire Fire & Rescue Service

Oakroyd Hall

Birkenshaw

BD11 2DY

[www.westyorksfire.gov.uk](http://www.westyorksfire.gov.uk)

<b>WYFRA</b>	<b>PERSONNEL AND TRAINING COMMITTEE</b>	<b>28 January 2011</b>	<b>ITEM No 7</b>
--------------	---	------------------------	----------------------

**REPORT OF:** Directors of Human Resources

**PURPOSE OF REPORT:** To present the Diversity Peer Challenge executive summary and key findings.

**RECOMMENDATION:** To note the report

---

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:** None

**ACCESS CONTACT OFFICER:** Maria Tonks  
Equality and Diversity Manager

**BACKGROUND PAPERS OPEN TO INSPECTION:**

**SUMMARY**

This paper details the executive summary and key findings of the Diversity Peer Challenge carried out on 6, 7, and 8 October 2010 which concluded that "West Yorkshire Fire and Rescue Service is currently performing at the 'Excellent' Level of the Fire and Rescue Service Equality Framework"

## **1 BACKGROUND**

- 1.1 On 17 December a report to the Authority stated that following the Diversity Peer Challenge West Yorkshire Fire and Rescue Service had been assessed at the Excellent Level of the Fire and Rescue Service Equality Framework.

## **2 INFORMATION**

- 2.1 The Peer Challenge Team held further meetings with senior managers as part of the Pilot Review and have now produced a detailed report to enable West Yorkshire Fire and Rescue Service to continue on its journey to maintain the Excellent level of the Equality Framework.

- 2.2 Key strengths from the findings:

### **Leadership and promoting inclusion**

- A clear strategic direction that E&D is important to the organisation
- There is an E&D Member Champion, who has received training
- Senior managers have an open and honest style
- The Chair of the Authority was Equality Lead on the RMB
- New structure supports E&D as central to service improvement
- CFO demonstrated personal interest in developing others
- The majority senior managers are committed to tackling resistance to equality
- There is an understanding of the potentially disproportionate impact on equalities in future efficiency savings
- There are positive Industrial Relations (e.g. FBU link on website)
- Equalities is embedded in procurement “equality drives what we buy”
- Regional sharing of good practice is strong
- The Service gives permission to staff to create innovation solutions to problems they encounter and supports them to do so.

### **Accountability**

- Training in Bullying and Harassment and Grievance procedures is evident
- EIAs are completed by staff when undertaking projects.

### **Effective service delivery and community engagement**

- There has been a major reduction in Arson
- Customer Service Excellence Awards 2010, 100% compliance
- High Stonewall ranking
- There are a wide variety of innovative CFS Projects
- Partners are extremely positive about working with WYFRS and report the Service shows leadership on E&D issues
- Risk profiling is helping the Service to target vulnerable groups
- The High Risk Team supports vulnerable individuals effectively.



## **Employment and training**

- Staff at all levels believe E&D is embedded in the culture of the organisation
- Variety of good initiatives in place which enable the E&D agenda: High Potential Scheme, Coaching and Mentoring scheme, Staff and Station Award Scheme, Staff Suggestion Scheme, Confidential Helpline, Flexible Working Policy & Reasonable Adjustments process
- The Development Scheme has been remodelled to be more fit for purpose
- Bullying and Harassment has been identified as an issue and recommended actions taken
- The organisation routinely communicates key messages to staff through a variety of channels and staff report this as effective
- The service understands how to meet its recruitment targets although it is presently constrained in doing so
- The Service collects a lot of data about staff on a variety of issues
- Employees understand how to meet the diverse needs of their communities.

## **Evaluation and sharing best practice**

- The Equality and Diversity team are valued and well respected by the Service
- The E&D staff demonstrate both regional and national leadership and sharing of best practice on equalities
- The Service demonstrates a good understanding of community needs and recognises the importance of this:
  - The Health Discharge Scheme in Calderdale (Oxygen)
  - The Palliative Care Project with the NHS Community Team
  - The Road Safety Training programmes e.g. Drama Partnership with University of Leeds
  - Teddy Rescue
  - Young Firefighters pre-NEETS
- The many activities of the High Risk Team are delivering effective outcomes for at risk individuals
- The Communications Team tailor their message for their audiences.

2.3 Attached is the executive summary from the Challenge. See appendix A

## **3 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications arising from this report.

## **4 EQUALITY & DIVERSITY IMPLICATIONS**

4.1 This is an equality and diversity paper

## **5 HEALTH & SAFETY IMPLICATIONS**

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

## **6 RECOMMENDATION**

6.1 To note the report

## Appendix A



**THE CHIEF  
FIRE OFFICERS  
ASSOCIATION**  
The professional voice of the  
UK fire and rescue service



# **Diversity Peer Challenge for Excellent**

## **West Yorkshire Fire and Rescue Service**

6<sup>th</sup> – 8<sup>th</sup> October 2010

## Executive Summary

1. West Yorkshire Fire and Rescue Service is currently performing at the 'excellent' level of the Fire and Rescue Service Equality Framework. The Service is meeting its statutory equality and diversity duties and performing at a high level in a broad range of areas across the organisation. The Service has a comprehensively embedded approach to equality and diversity. The equality and diversity agenda has been a focus for the Service for a number of years and is delivering highly effective outcomes for local communities and its own staff.
2. The Peer Challenge Team were told on a numerous occasions by staff across WYFRS that equality and diversity is "part of what we do here". On reflection and after reviewing further evidence we agree with you. The importance of the equality agenda is understood by staff and they approach the activities that support it with a matter-of-fact approach to deliver the priorities of the Service through it.
3. The Service has a detailed and comprehensive approach to E&D. This results in examples of work that are solely focused on equality and others that have it embedded within the activity. This variety and number of projects are often instigated by the E&D team and monitored by them.
4. The Service has a good understanding of how diverse the people of West Yorkshire are. It has plans to deliver a Service that works with that diversity and it achieves high levels of effectiveness. This is ambitious for all the people and it to be commended.
5. There is an evident commitment to E&D and an understanding of the importance of it by all the all staff we met. This is also reflected in the understanding held by your partners.
6. The Peer Challenge Team were impressed by the high degree of enthusiasm, hard working and committed to improvement demonstrated by staff.
7. In terms of the National Fire and Rescue Service Equality and Diversity Framework we are particularly impressed with the areas of:
  - Leadership and Promoting Inclusion
  - Effective Service Delivery and engagement
  - Employment and Training
8. You are able to articulate the understanding that certain groups of the population are underrepresented within your workforce. You monitor this and have plans to address this in the future. The Peer Challenge Team suggest that you continue to consider how best to promote progression for underrepresented groups in the workforce.
9. Continue to share your activity and evidence of the work you do that is specifically focused on equalities and diversity issues with the UK Fire Service with the aim of promoting yourself more.

10. You are seeking to change the behaviour of certain groups in the population to continue your work on reducing fires. When commissioning community safety projects continue to focus on how to evidence the shaping of the behaviour of these diverse target groups.
11. We suggest that you develop further the articulation how the Service will prioritise and make sustainable future activity in a climate of restricted finances, from the Fire Authority Members downwards.
12. Be able to articulate your story of place through a narrative that includes concrete examples with clearly identifiable outcomes.
13. Ensure that an embedded equalities culture is clearly identifiable by those inside and outside the organisation. The peer review team encountered a degree of difficulty in finding the evidence that supported your contention that E&D is embedded in WYFRS. Whilst it may be self evident to you this is not always the case to outsiders.

<b>WYFRA</b>	<b>PERSONNEL AND TRAINING COMMITTEE</b>	<b>28 January 2011</b>	<b>ITEM No</b> <b>8</b>
--------------	---	------------------------	----------------------------

**REPORT OF:** Director of Human Resources

**PURPOSE OF REPORT:** To update Members on the provisions of the Equality Act 2010 and the proposals for the new Public Sector Equality Duty

**RECOMMENDATIONS:** To note the report

---

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:** None

**ACCESSCONTACT OFFICER:** Maria Tonks  
Equality and Diversity Manager

#### **BACKGROUND PAPERS OPEN TO INSPECTION:**

#### **SUMMARY**

The Equality Act 2010 was introduced in April 2010. The Conservative led government stated that it would review some of the provisions of the Act including positive action in recruitment, gender pay reporting and the socio – economic duty

The implementation of the Public Sector Equality Duty will extend the existing duties under race, disability and gender to incorporate all ‘protected characteristics’.

## 1 BACKGROUND

- 1.1 On 8 April 2010 the Equality Act received royal assent after completing its parliamentary process. The Act aims to consolidate, simplify and (to an extent) expand existing discrimination law.
- 2.1 The Conservative led government stated that it would review some of the provisions of the Act including positive action in recruitment, gender pay reporting and the socio – economic duty and provided clear guidance on the implementation of the Public Sector Equality Duties (PSED).

## 2 INFORMATION

- 2.1 **Socio-economic duty** - In November 2010, the Equality Minister announced that the socio-economic duty on public bodies will be dropped from the Equality Act. In the opinion of the government "it would have been just another bureaucratic box to be ticked and would have meant more time filling in forms and less time focusing on policies that will make a real difference to people's life chances".
- 2.2 **Positive action** - Ministers have recently announced that the provisions that relate to positive action in recruitment and promotion will come into force in April 2011. It will allow an employer faced with making a choice between two or more candidates who are of equal merit to fill a particular vacancy to take into consideration whether either is from a group that is disproportionately under-represented or otherwise disadvantaged within the workforce. It should be noted that these measures will continue to be entirely voluntary for organisations.
- 2.3 **Gender pay reporting** - The Government has stated that it will not implement the gender pay reporting measures in section 78 of the Act while it is working with business on how to best support increased transparency on a voluntary basis. The Government will annually review the number of companies releasing information, and its quality, under the voluntary approach in order to assess whether this approach is successful and take a view over time whether alternatives are required, including using a mandatory approach through section 78 of the Equality Act.
- 2.4 **Public sector equality duty** - The proposed new specific duties are designed to enable public bodies to focus on achieving real, measurable equality outcomes, rather than completing a tick-box list of processes and document production.

**Equality Impact Assessments** - The proposed new specific duties do not require specific documents called "Equality Impact Assessments". Public bodies must, in exercising their functions, have due regard to the need to eliminate discrimination, harassment and victimisation; advance equality of opportunity;

and promote good relations. The Equality and Human Rights Commission (EHRC) will issue guidance on how public bodies might go about assessing the effect of their functions on equality, to help meet the general Equality Duty.

**Transparency and publishing equality data** - The EHRC will set out the standard requirements for the equality data to be published by different types of public bodies in its statutory Code of Practice and guidance on the Equality Duty, working with the Public Sector Transparency Board on the transparency and data aspects. Data will have to be broad enough to give the public a full picture of equality in the workplace and in public service provision. This will include raw data; routine monitoring data; staff, customer or population surveys; data about complaints; statistics collected by external bodies, such as the Office of National Statistics etc.

### **3 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications arising from this report.

### **4 EQUALITY & DIVERSITY IMPLICATIONS**

4.1 This is an equality and diversity paper

### **5 HEALTH & SAFETY IMPLICATIONS**

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

### **6 RECOMMENDATION**

6.1 To note the report



<b>WYFRA</b>	<b>PERSONNEL AND TRAINING COMMITTEE</b>	<b>28 JANUARY 2011</b>	<b>ITEM No.  9</b>
--------------	---	----------------------------	----------------------------

REPORT OF: DIRECTOR OF HUMAN RESOURCES

PURPOSE OF REPORT: TO ADVISE OF PERSONNEL ACTIVITY TO END DECEMBER 2010

RECOMMENDATION: THAT THE REPORT BE NOTED

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT DETAILS**

**EXEMPTION CATEGORY:** NONE

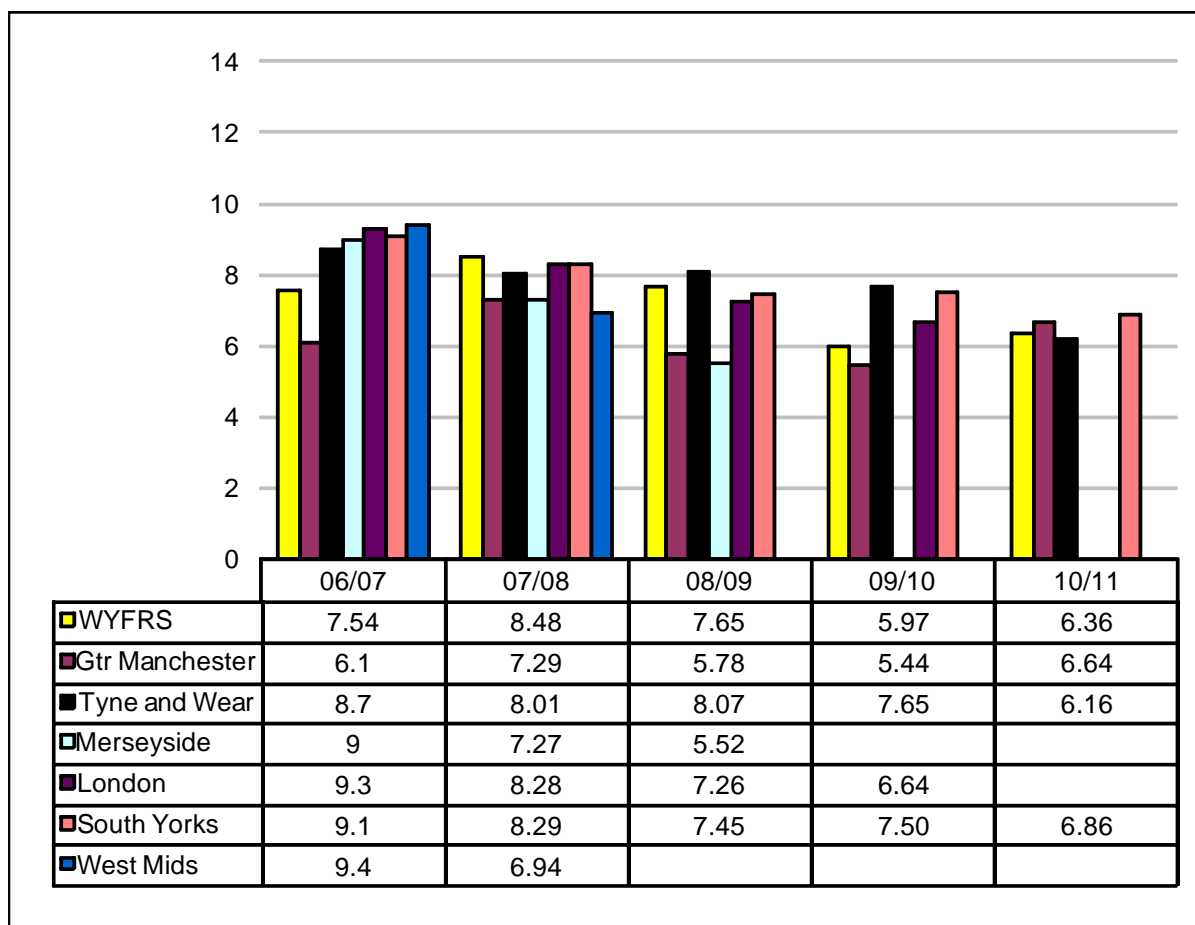
**ACCESS CONTACT OFFICER:** MARTYN REDFEARN (01274) 655703  
HILARY BROWN (01274) 655709

**OPEN TO INSPECTION:** NONE

#### Summary

This report informs Members of the Authority's key areas relating to Human Resources in the third quarter of the 2010 / 2011 fiscal year.

**1. SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE**  
**COMPARISON WITH OTHER METROPOLITAN FIRE & RESCUE AUTHORITIES**

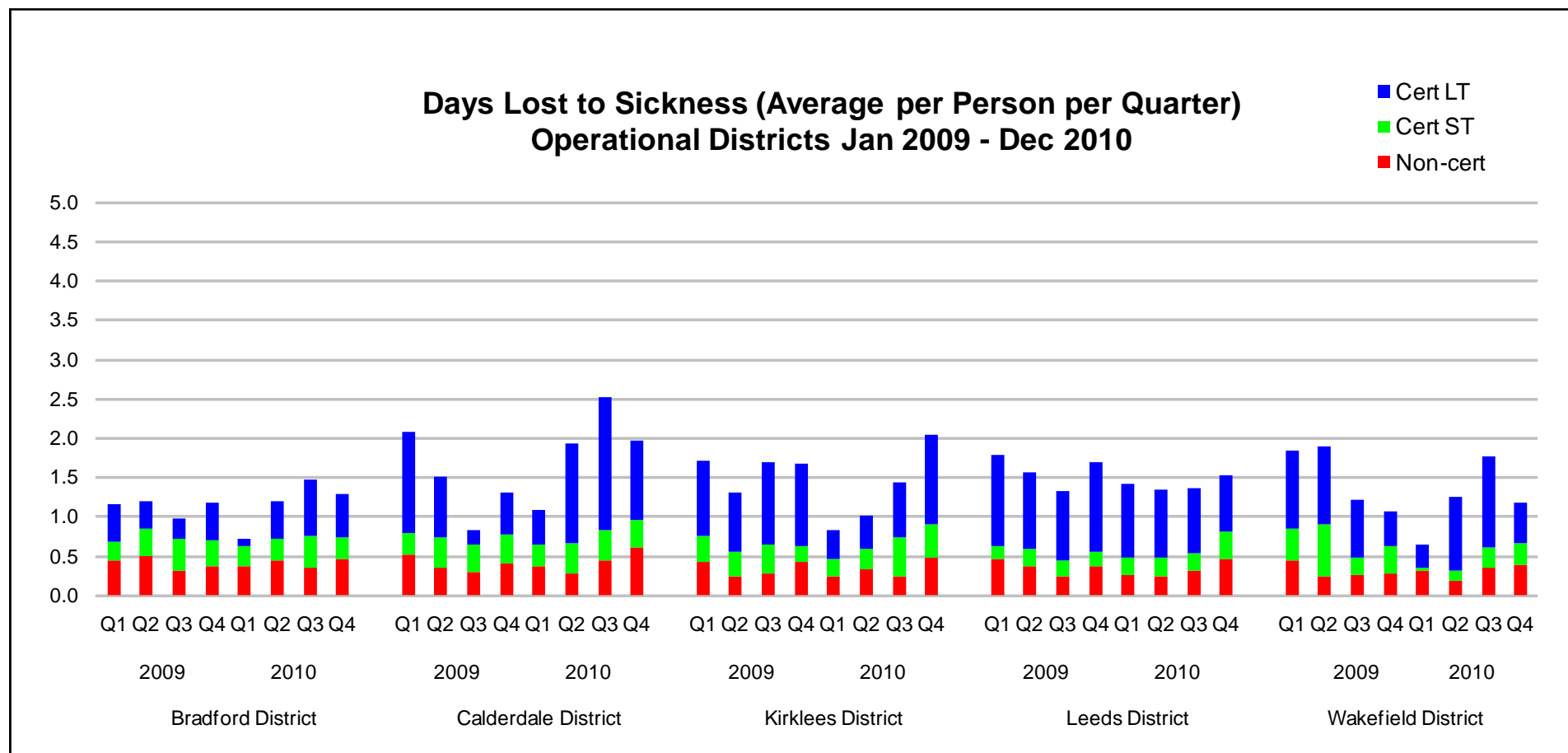


Full year forecasts for 2010/11 are calculated from Q1-Q2 figures (April-September) for other authorities and from Q1-Q3 figures (April-December) for WYFRS.

Merseyside, London and West Midlands are no longer reporting their sickness figures.

## 2. SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE 1 JANUARY 2009 – 31 DECEMBER 2010

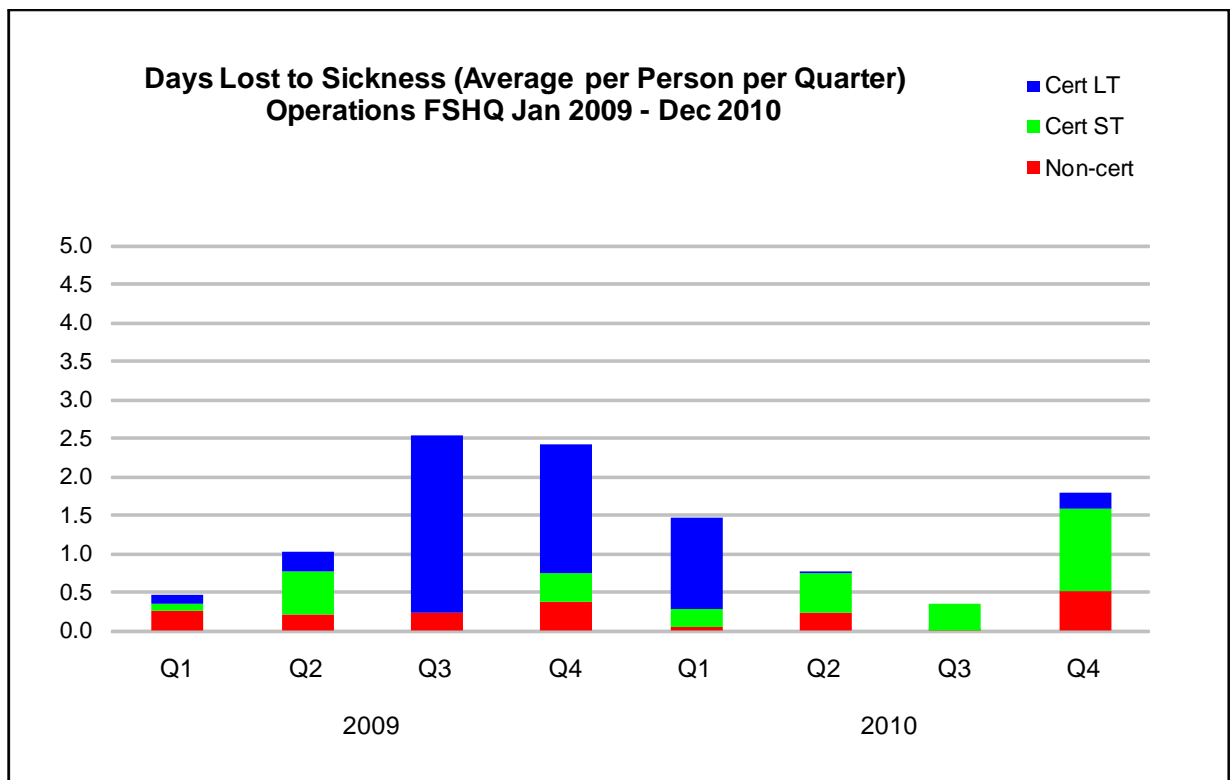
### 2.1 OPERATIONAL STAFF AT FIRE STATIONS



Numbers of employees as at 31 December 2010: Bradford 336; Calderdale 161; Kirklees 309; Leeds 458; Wakefield 214

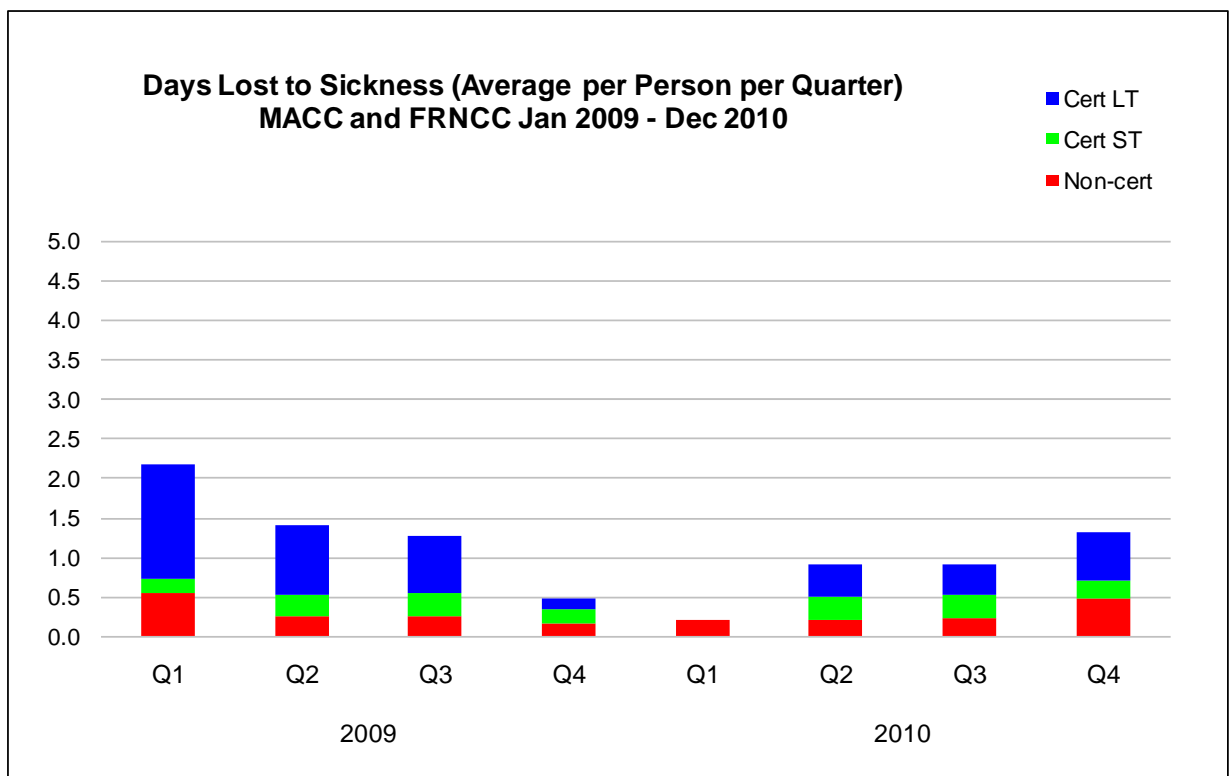
## 2.2 OPERATIONS – STAFF AT FSHQ

54 employees as at 31 December 2010



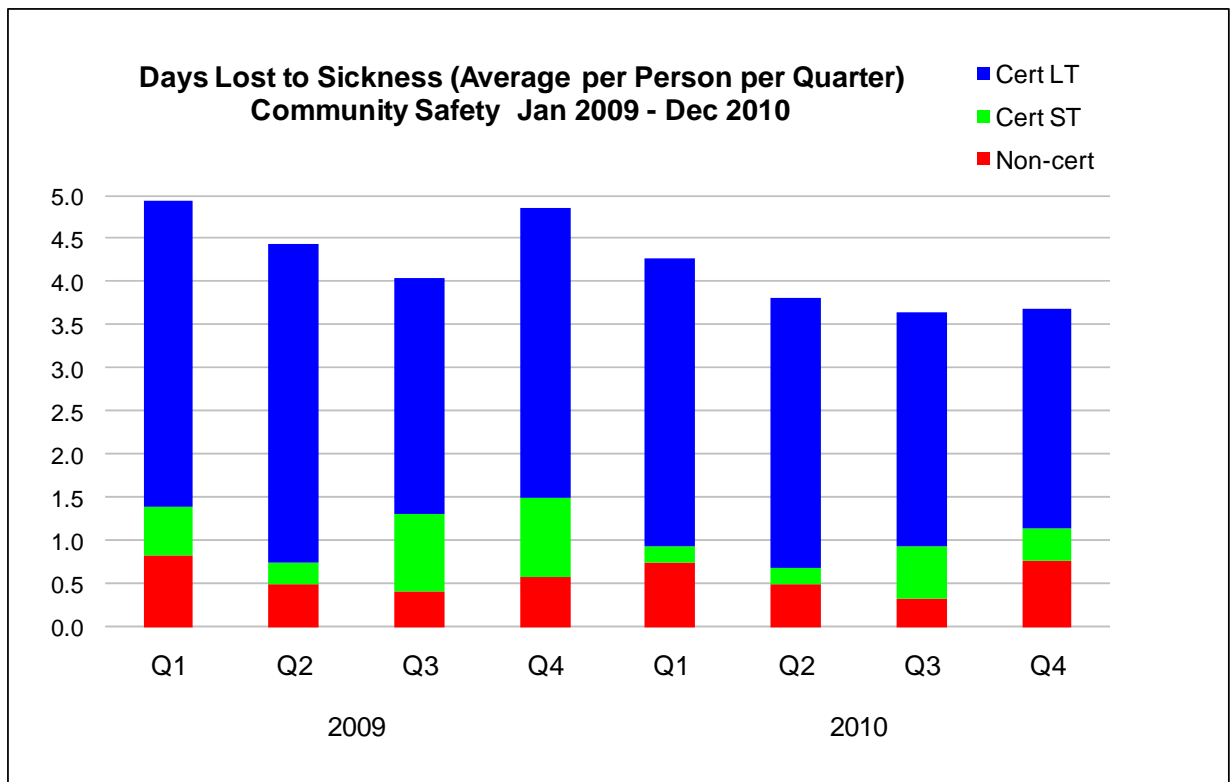
## 2.3 OPERATIONS – MACC AND FRNCC

103 employees as at 31 December 2010



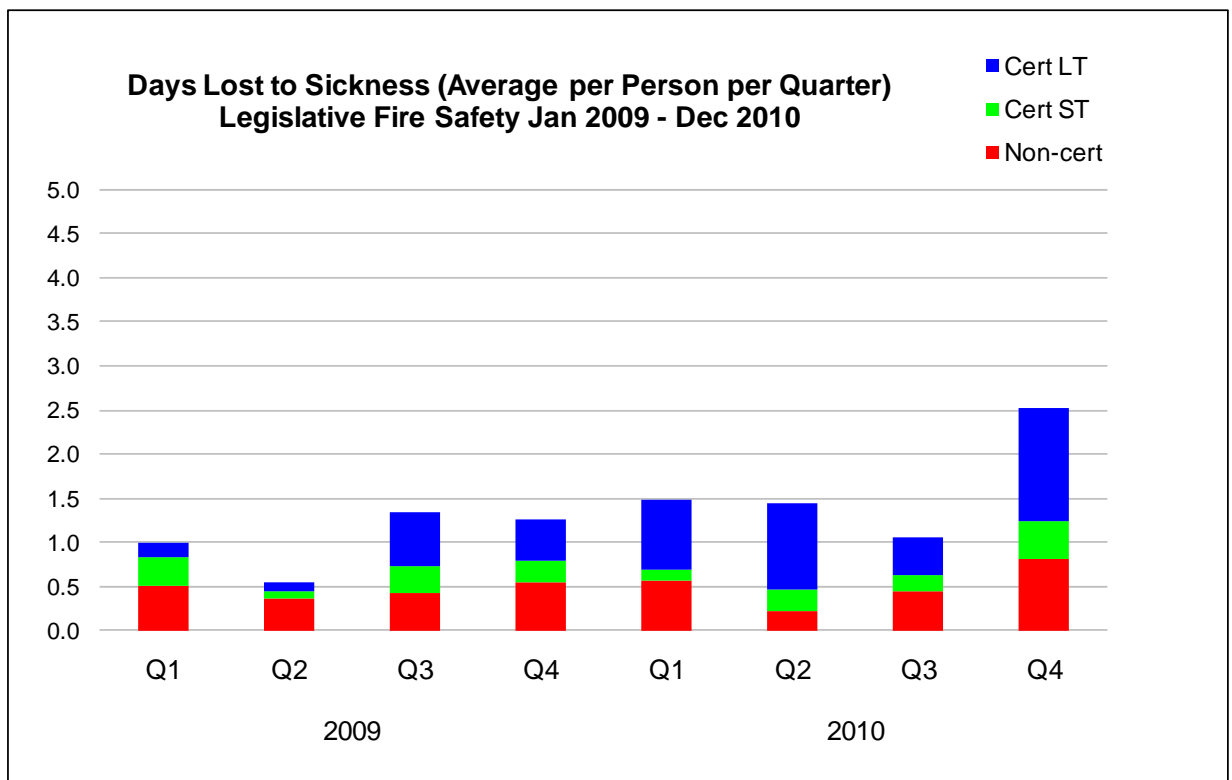
## 2.4 FS & CR – PREVENTION (COMMUNITY SAFETY)

88 employees as at 31 December 2010



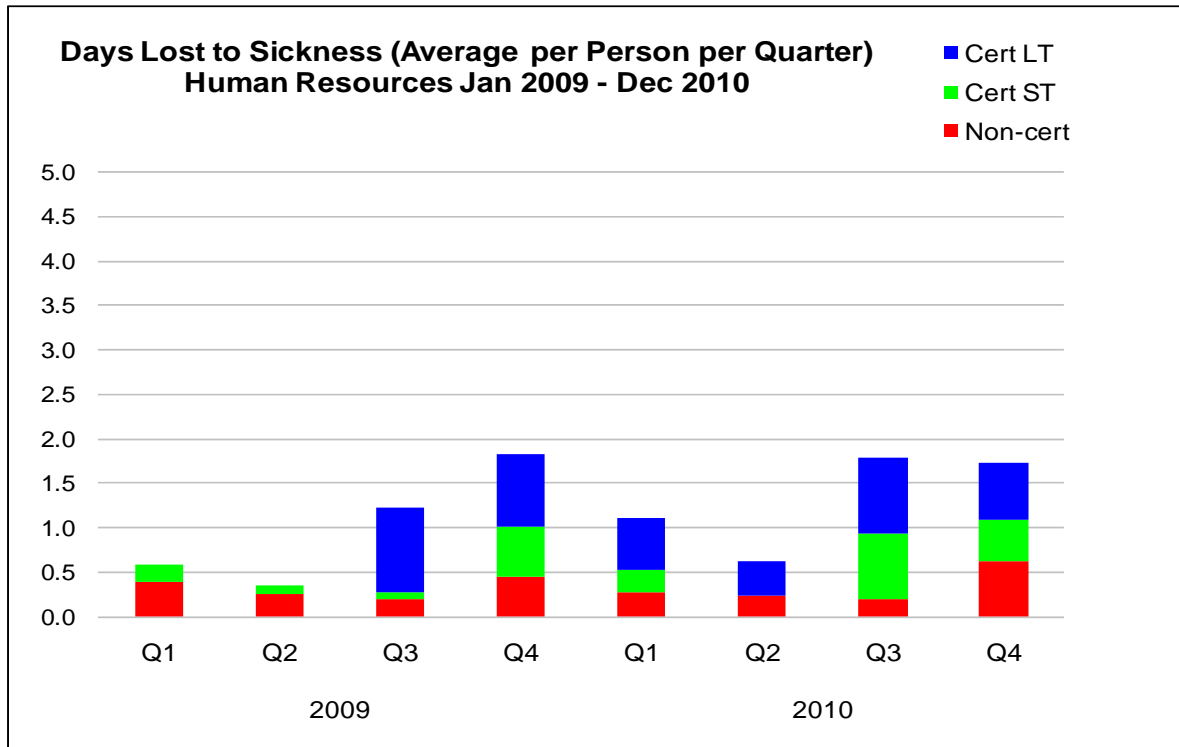
## 2.5 FS & CR – PROTECTION (LEGISLATIVE FIRE SAFETY)

84 employees as at 31 December 2010



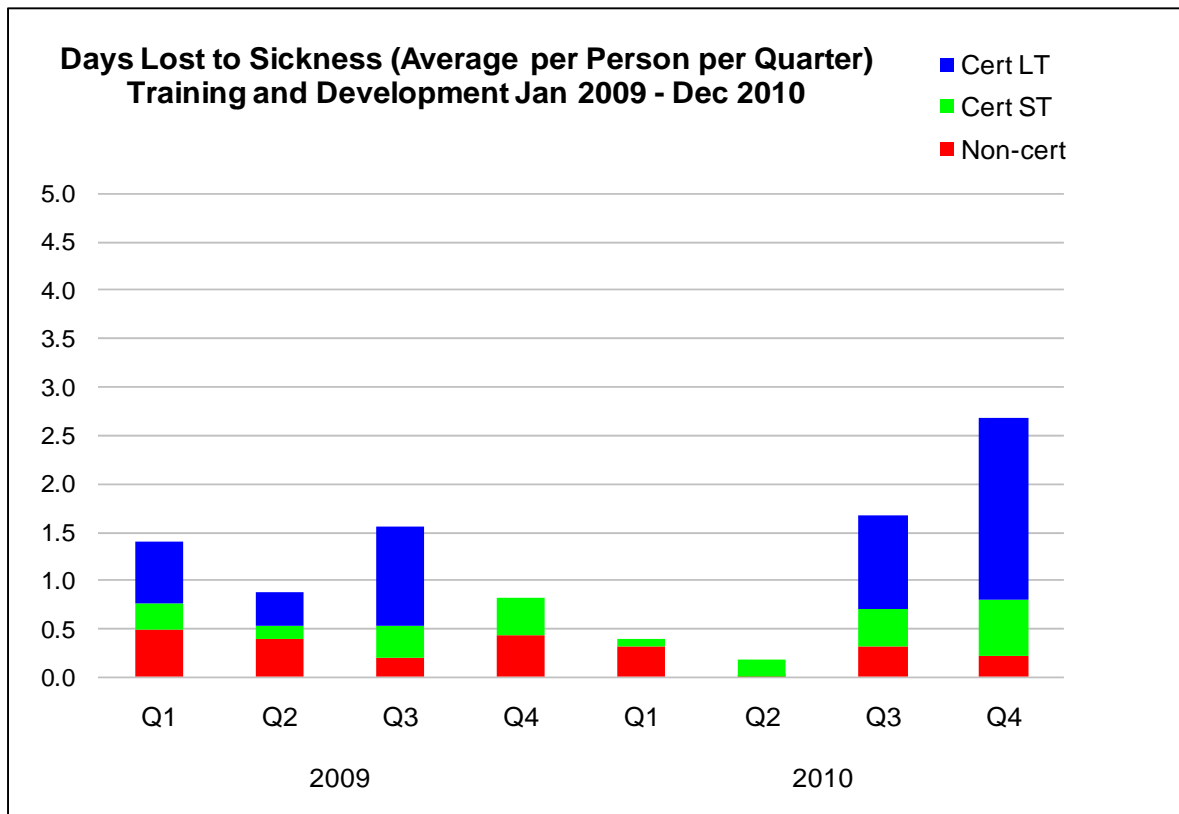
## 2.6 HUMAN RESOURCES – EMPLOYMENT SERVICES, OHSU AND ORP

101 employees as at 31 December 2010



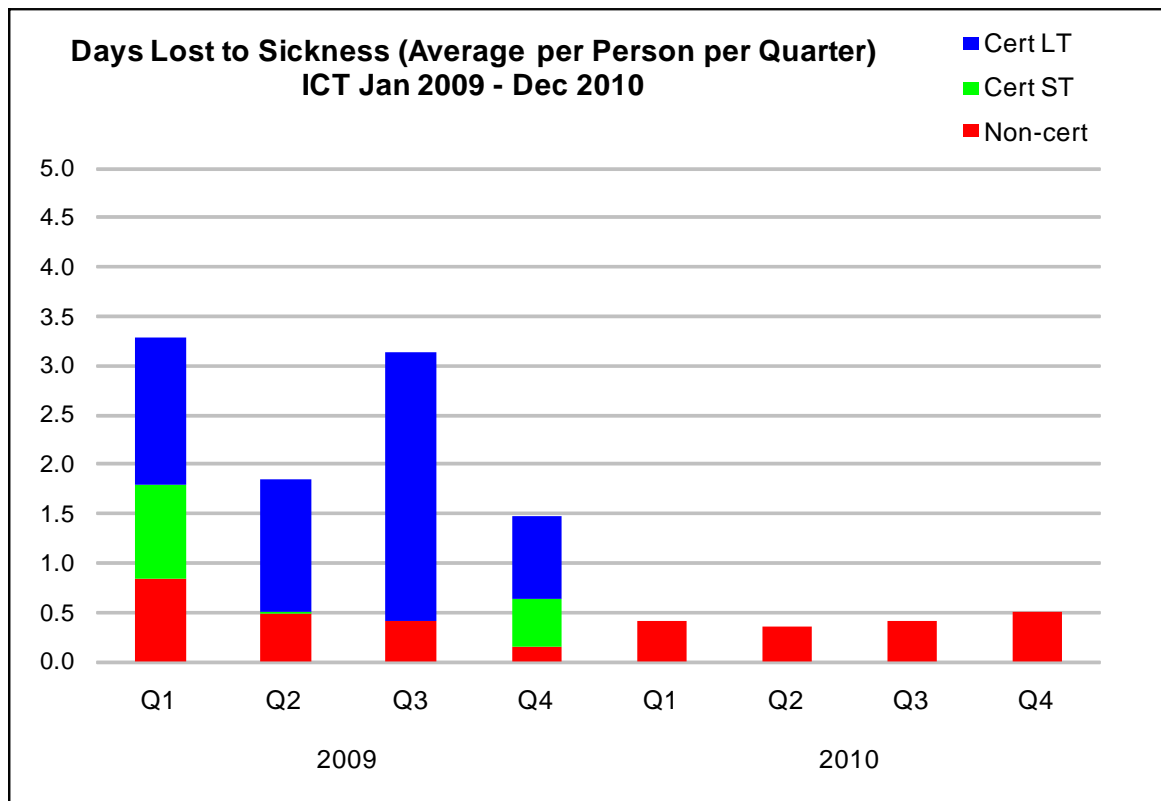
## 2.7 HUMAN RESOURCES – TRAINING AND DEVELOPMENT

65 employees as at 31 December 2010



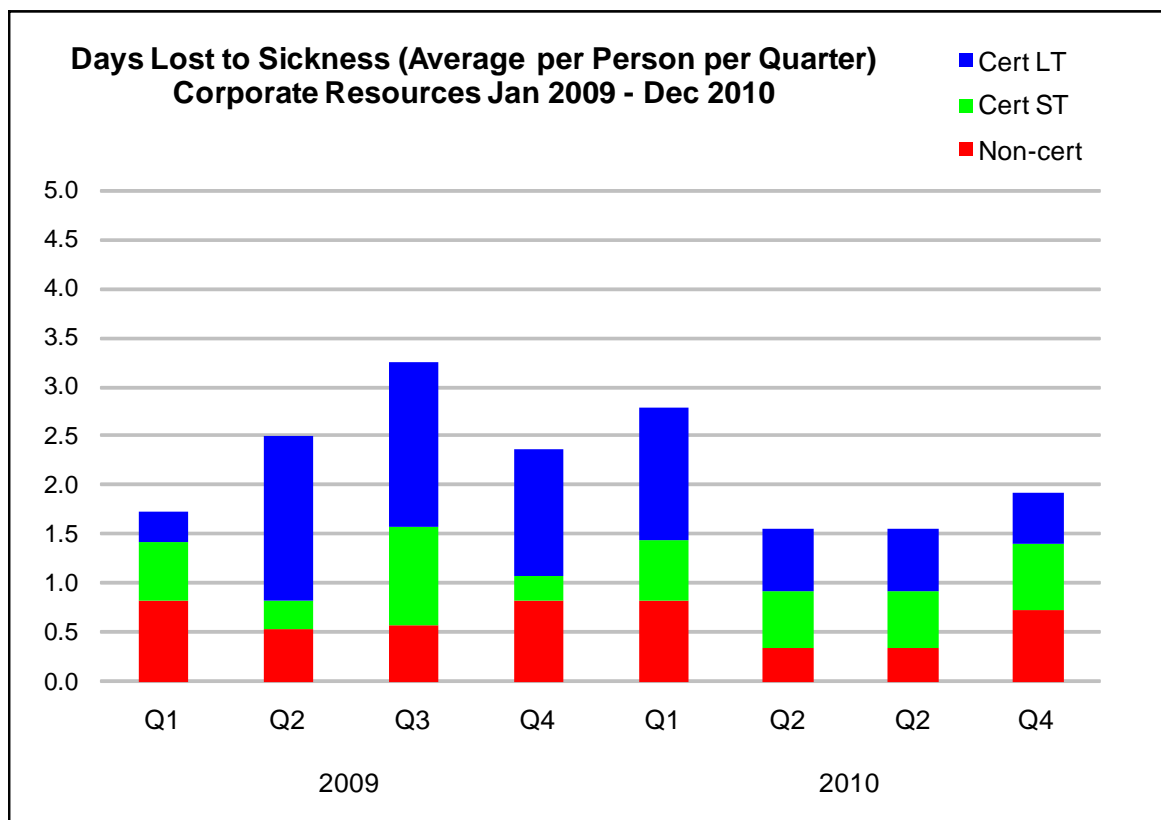
## 2.8 CORPORATE RESOURCES – ICT

34 employees as at 31 December 2010



## 2.9 CORPORATE RESOURCES – ALL OTHER DEPARTMENTS

95 employees as at 31 December 2010



### 3. NUMBER OF PERSONNEL EMPLOYED AS AT 31 DECEMBER 2010

Staff Group	Posts	Employed	Vacant Positions
Whole Time	1447	1437	10
Retained	165	171 *	33
MACC (Mobilising and Communications Centre)	53	54 #	nil
Green Book (Non-Operational) Personnel	418	399 #	41

\* Retained personnel may not declare themselves available for the full amount of hours required, hence the number of personnel employed will usually exceed the number of posts.

# Green Book and MACC personnel include job-shares as well as staff in non-establishment positions. If there are no vacancies, the number employed will exceed the number of posts.

### 4. ENROLMENTS AND LEAVERS / RESIGNATIONS OCT – DEC 2010

Staff Group	Enrolments	Leavers and Retirees
Whole Time	Nil	12
Retained	1	4
MACC (Mobilising and Communications Centre)	Nil	1
Green Book (Non-Operational) Personnel	Nil	10

### 5. NUMBER OF ILL HEALTH RETIREMENTS OCT – DEC 2010

Two of the above retirements (one Wholetime, one Green Book) were due to ill health.