

<b>WYFRA</b>	<b>Personnel and Training Committee</b>	<b>12 November 2010</b>	<b>ITEM No</b>
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**REPORT OF:** Director of Human Resources

**PURPOSE OF REPORT:** To request Members approval of the  
Redeployment Policy

**RECOMMENDATION:** That Members approve the Redeployment  
Policy

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#### **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 requests approval to introduce a redeployment policy which would be applicable to Green Book staff within West Yorkshire Fire and Rescue Service. In addition the policy reduces the length of salary protection from 3 years to 12 months.

## **1 BACKGROUND**

- 1.1 To meet our legal obligations in relation to dismissal on the grounds of redundancy, ill health capability and also to protect the Authority against claims of disability discrimination, redeployment options are required to be explored in the above situations and a policy produced.

## **2 INFORMATION**

- 2.1 Attached as Appendix 1 is a redeployment procedure/policy which is to be applicable to employees of West Yorkshire Fire and Rescue Service who are subject to (the National Joint Council For Local Government Services (Green Book)).
- 2.2 Consultation has taken place with Unison, about this policy. They have not offered any objections or offered any amendments at this time.
- 2.3 Although some consultation has taken place with the Fire Brigades Union (FBU), no agreement has been reached and therefore there is no protection of salary in place for uniformed operational staff in cases of redeployment.
- 2.4 Members will note that the policy offers protection of salary for only **12 months**, which is a reduction from the current 3 years protection for Green Book staff. This limited time period is to ensure that savings can be achieved following any restructure process and therefore the consequent redeployment, protection of salary needs to be relatively short.
- 2.5 In addition the policy provides guidance on appropriate procedures to follow to achieve the smooth redeployment of staff following any restructuring exercise within the organisation.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 Whilst it is not possible to quantify the overall savings from this change in policy without seeing the impact of a restructure, this change in policy will reduce cost to one third of that of the previous policy.

## **4 EQUALITY & DIVERSITY IMPLICATIONS**

- 4.1 Equality and fairness issues have been considered within the development of this policy.

## **5 HEALTH & SAFETY IMPLICATIONS**

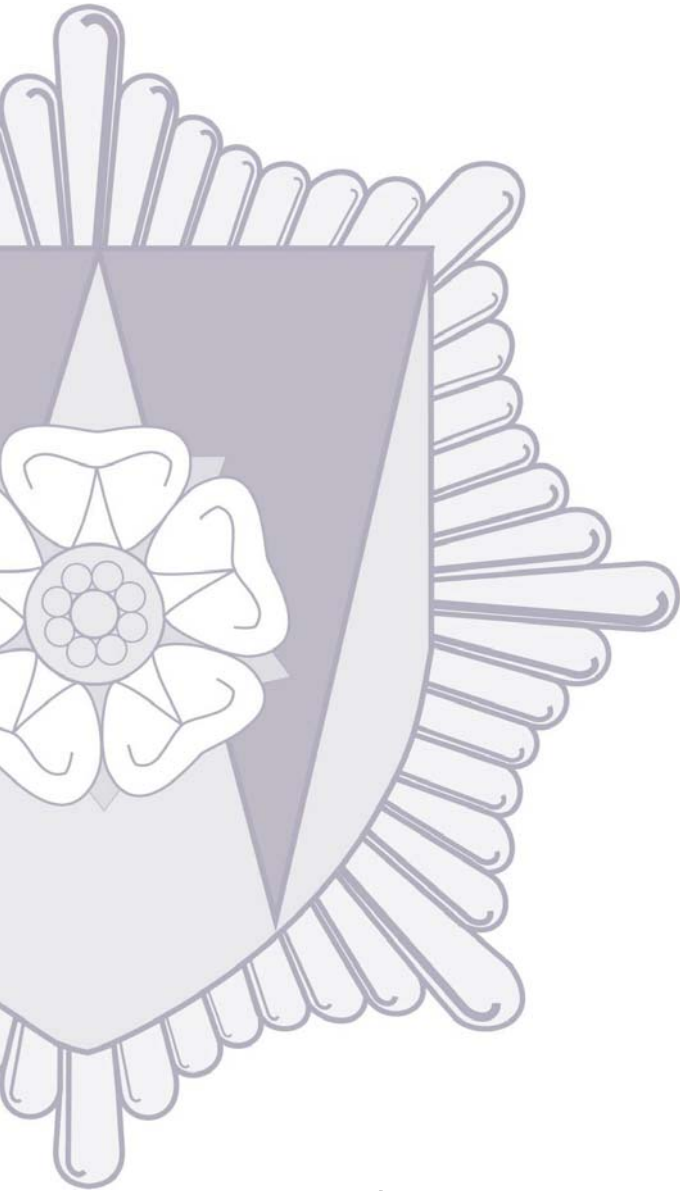
- 5.1 There are no Health and Safety implications contained within this report.

## **6 RECOMMENDATIONS**

- 6.1 That Members approve the Redeployment Policy

West Yorkshire Fire & Rescue Service

# Redeployment Policy



RAFT

Ownership:  
Date Issued:  
Date last modified:

Human Resources  
January 2010  
January 2010

***PREVENTING PROTECTING RESPONDING***

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# 1 Introduction

- 1.1 This policy outlines the principles and procedures that West Yorkshire Fire and Rescue Service would apply where reductions in service may be required or situations where staff may have to be offered redeployment into another role.

The purpose of this policy therefore is to provide procedural guidance to be followed when, as a result of decisions made by the Fire Authority or its delegated representatives, an employee is placed in one of the following positions in relation to his/her employment-

- The job changes significantly in nature or ceases to exist in that there is a reduced need or no need to carry out work of that particular kind or where budget constraints require organisational changes
- The employee's contract is significantly changed
- The employee is no longer able to carry out the work of his/her substantive contract because of a medical/ill health condition

- 1.2 The Authority recognises that its existing established employees are a valuable and major resource and it is in the Authority's interest to maximise the effective use of its human resources. The Authority will seek to make every reasonable endeavour to offer suitable alternative employment to staff who would otherwise lose their jobs as a result of e.g reorganisation, changes in working methods or ill health.

## 2 Scope

- 2.1 This policy applies to employees of West Yorkshire Fire and Rescue Service who are subject to the National Joint Council for Local Government Services (Green Book).

## 3 Redeployment

- 3.1 Redeployment is a process of securing alternative employment for staff displaced as a result of organisational change, service modernisation, capability or ill health.
- 3.2 Redeployment requires the full co-operation of all participants i.e. managers, trade union representative and the individual concerned to be successful
- 3.3 Redeployment opportunities will be sought for all potentially displaced staff. Priority will, however, be given to employees who have been displaced as a result of a disability issue.
- 3.4 An individual may be declared appropriate to be redeployed if the Authority Medical Advisor and or an Independent Qualified Medical Practitioners/ Independent Registered Practitioner consider their current role inappropriate due to psychological, medical or physical reasons.

## **4 Slotting In**

- 4.1 It would be unreasonable to expect an employee to undergo any form of interview if he/she occupies a disestablished post which is fundamentally similar to a new post in the reorganised structure.
- 4.2 The Authority shall bring forward recommendations for 'slotting in', specifying the posts and the employees to which it is to apply; an agreed period shall be allowed (not less than ten working days) before such recommendation is implemented. During that period if the appropriate representative body have any concerns about a particular recommendation(s), those concerns must be conveyed to the Authority. Any objection will be the subject of further discussion with the representative body but, subject to any individual grievance appeal rights, the Authority reserves the right to proceed to implement any such proposal.
- 4.3 The authority will only offer posts to employees which it considers they can be equitably 'slotted into'. Both the authority and the employee must be in agreement to the proposal and the employee will be required to accept the grade, job description and conditions relating to the new post. 'Slotting in' shall in effect equate to a transfer.
- 4.4 'Slotting in' shall not be recommended to apply either to employees who have been 'acting up' or to those who have been on secondment.
- 4.5 Wherever 'slotting in' does occur, the post holder shall be required to accept the grade and to work to the job description for the particular reviewed post in the new structure.
- 4.6 Any employee who may have a grievance in connection with 'slotting in' shall have the right to express such a grievance in accordance with the Grievance and Disputes procedure.

## **5 Ring Fencing**

- 5.1 It is recognised that it is likely that there shall be posts in the new structure in respect of which several employees may have a prior claim for consideration for appointment.
- 5.2 The Authority shall bring forward proposals that certain posts within specified levels and functions should be ring fenced to a limited number of the employees affected by the review. The Authority shall take into account the effect any particular ring fence might have in relation to personal protection of grade for substantive post holders. A co-ordinated approach shall be taken to posts at the same level and/or within the same function.
- 5.3 Proposals for any ring fence must specify both the post and the employees to which it is to apply. Those specified may include not only substantive post holders in the particular service area(s) but also employees who have either been acting up or on secondment within the service area(s) for an extended period (normally not less than 6 months) and whose substantive posts are one or two grades below the post(s) to which the ring fence is to apply.

- 5.4 Any proposals for ring fencing shall be notified by Management to the appropriate Union concerned and the employees concerned seeking comments within a specified period (normally not more than ten working days). Management shall discuss any such comments with the Union concerned and shall arrange for the initial recruitment stage to commence.
- 5.5 Individual employees may express an option to be included in a ring fence which relates **either** to posts that they have been occupying on an acting up or secondment basis (normally not less than 6 months), or to their substantive posts.
- 5.6 Any employees who may have a grievance in connection with ring fencing shall have a right to express such a grievance through the Grievance and Disputes procedure.

## 6 Protection

- 6.1 Prior to any redeployment a reasonable regard will be taken of natural wastage, voluntary early retirement and voluntary redundancy.
- 6.2 In any case of redeployment the Fire Authority will:
- Protect the salary/grade of the employee for a period of **12 months** but will not apply any annual salary increases to that post. Cognisance would be taken of any existing car lease scheme arrangements and protection may be put in place for the remainder of the duration of the lease.
  - Grant reasonable time off facilities and appropriate travelling expenses for employees to attend interviews within West Yorkshire
  - Arrange, where appropriate, training for employees and pay appropriate expenses
  - Pay excess travel cost in accordance with conditions of service for a period of **6 months** from the date and for the duration of the specific period of deployment.
- 6.3 At the earliest opportunity employees identified as likely to be affected and their trade union will be notified for the purposes of consultation.
- 6.4 The normal procedure for the filling of appropriate vacancies will cease where it can be seen that an opportunity of a 'broad match' of job exists. Advertisements will be withheld in such cases and agreed post preferencing procedures adopted.
- 6.5 Proposals for redeployment will be put to employees and their Unions together with a reasonable timetable.
- 6.6 At all stages the earliest possible information to employees and trade unions will be given of the Authority's intention and reasonable time will be given to employees to consider an offer of alternative employment.
- 6.7 So far as is practicable the Authority will have regard to reasonable alternative employment which is the same, similar or a broad match and which takes account of travel arrangements, relevant personal circumstances, earnings and nature of the work.
- 6.8 Offers of reasonable employment will be limited to a maximum of two posts. The fullest co-operation would be expected from employees.

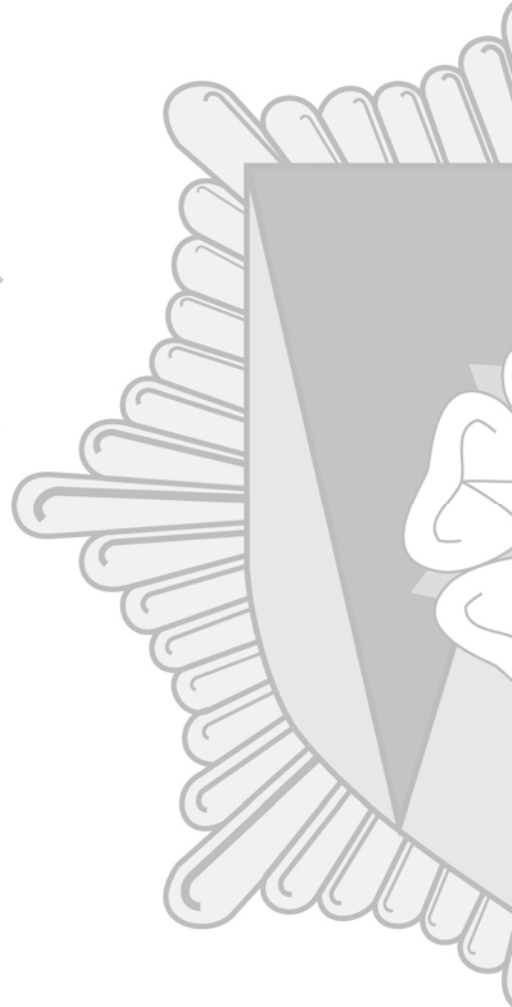
- 6.9 Given the co-operation the majority of redeployment should be satisfactory and successful. However in the event of any employee **not** accepting a reasonable offer, the next stage would be compulsory redeployment. Employees in this position may have their case dealt with through the grievance procedures.
- 6.10 The employee will be given a trial period in the redeployed post of 4 weeks to see if they feel the post is suitable for them and for management to assess whether they are capable of performing the duties. During this 4 week period regular reviews of performance should be undertaken by the line manager and fed back to the employee concerned. If both parties are satisfied at the end of the 4 week period a substantive contract will be issued to the employee.

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# ***PREVENTING PROTECTING RESPONDING***

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<b>WYFRA</b>	<b>PERSONNEL AND TRAINING COMMITTEE</b>	<b>12 NOVEMBER 2010</b>	<b>ITEM NO</b>
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**REPORT OF:** DIRECTOR OF HUMAN RESOURCES

**PURPOSE OF REPORT:** TO INFORM MEMBERS OF THE SIX MONTH EVALUATION REPORT ON THE PERFORMANCE OF THE OPERATIONAL RESOURCE POOL MODEL.

**RECOMMENDATIONS:**

- (i) THAT A FURTHER EVALUATION BE CARRIED OUT AFTER A FULL YEAR
- (ii) THAT THE FUEL ALLOWANCE BE REVIEWED AS PART OF THE FULL YEAR REVIEW.
- (iii) THAT A CHANGE BE MADE TO THE CURRENT PRACTICE OF PROVIDING RESILIENCE FOR SHORT NOTICE ABSENCES BY REDUCING THE ESTABLISHMENT OF 2 PUMP STATIONS AND INCREASING THE OPERATIONAL RESOURCE POOL (ORP) AS APPROPRIATE.

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

**EXEMPTION CATEGORY:**

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

#### **BACKGROUND PAPERS**

**OPEN TO INSPECTION:** P&T APRIL 2009, P&T SEPTEMBER 2009,

#### **SUMMARY**

A six-month evaluation report of the Operational Resource Pool (ORP) model has been completed. This is a summary of the evaluation report and the resulting recommendations. This report recommends that savings can be made by reducing the establishment on multi pump stations, increasing the size of the Pool and changing the Central Staffing Team (CST) structure/establishment.

## **1 BACKGROUND**

- 1.1. In September 2009 the Personnel and Training Committee approved the implementation of the Operational Resource Pool Model. The Operational Resource Pool Model was devised to release a significant level of resource, maintain our current operational capacity, and limit the change for the majority of the Wholetime Duty System staff.
- 1.2. The Central Staffing Team (CST) was approved at the April 2009 P&T meeting. They are responsible for utilising the Operational Resource Pool (ORP) to best effect by managing standard staffing, operational cover and the reserve on two pump stations. To do this the CST record sickness, approve leave requests, manage Detached Duties moves and Pre Arranged Overtime (PAO).
- 1.3. A Service Level Agreement (SLA) has been agreed between the Director of Operations and the Director of Human Resources. The purpose of the SLA is to ensure there are sufficient competent personnel to adequately staff the Authority's appliances at all times. The CST provides regular reports to various management committees against the SLA.

## **2 INFORMATION**

- 2.1. As part of the evaluation process 3 methods were used to assess the ORP Model. The objective data is the performance against the SLA and the subjective data came from the use of focus groups and questionnaires.
- 2.2. The focus groups involved meetings with the ORP members to get feedback on how it is working from their perspective. This was very positive and suggestions from these meetings have subsequently been implemented or are part of the recommendations in this report.
- 2.3. In addition 230 questionnaires were sent to all Station and Watch Managers as well as ORP members to gauge their opinion of the effectiveness of the model. The number of returns has been high (44.5%) and again feedback was mainly positive with some minor recommendations for improvement.
- 2.4. The performance of the Operational Resource Pool model to date is excellent. There are still some minor issues to resolve but this is in hand and plans for improvement are in place. The model is seen as good practice now and many other Fire and Rescue Services have contacted and visited the Brigade to learn from our experiences.

2.5 The first six months performance against the service level agreement:

Requirement	Performance
Ensure standard staffing of 43 Pumping appliances	100% (93% same period 2009)
Ensure that a WM is in charge of the duty Watch at all multi pump stations on at least 90% of occasions	98%
Ensure sufficient personnel with the necessary skills are available to staff the Authority's special appliances at all times.	100%
Ensure the availability of sufficient staff with specialist skills, (eg Rope and Water rescue), to meet the operational requirements of the Authority at all times	100%
Ensure that operational personnel can report sickness to the CST at any time between the hours of 7am and 8pm, 7 days a week	100%
Maintain the Officers Rota and ensure that sufficient FDS officers, with the required skills and specialist references, are available	CST did not take this responsibility on until after the review period
Guarantee to agree or deny any leave request within 48 hours (Monday – Friday only) of that request being made on 95% of occasions.	100%

2.6 There have been a number of knock-on advantages from the above performance: -

- The greater availability of Watch Managers has led to a reduction in the mobilisation of station managers.
- A significant reduction in sickness levels.
- A limited reduction in both Detached Duties and pre-arranged overtime.

2.7 It was anticipated that there would be a greater reduction in pre-arranged overtime costs than has been the case, so further work is now being undertaken to reduce pre-arranged overtime costs.

2.8 In terms of Detached Duties it was always planned for the extra staff on 2 pumps stations to provide cover for short notice absences and therefore carryout Detached Duties. This, along with the policy of placing WM in charge of multi pump stations, has led the occasional over staffing at some stations and although there has been a reduction of Detached Duties this reduction is not as great as expected. The review shows that it would be more cost effective to reduce the establishment on 2 pump stations and provide short notice cover via the ORP. This would require an increase in the establishment of the ORP by 1 for every 3 posts removed from watches and it is suggested that this be achieved over a period of time as personnel retire. Full consultation on this proposal is taking place as part of the Service Plan.

2.9 As part of the original deal negotiations staff in the Pool receive a fuel allowance of £1200 a year and the FBU have requested that it is reviewed as part of this 6-month review due to increased fuel prices and an increase over

the planned travel distances. The initial information shows that fuel prices have been volatile during this period and that the payments would have both gone up and down. It is therefore proposed that this element is considered in greater depth in the full 12-month review and any recommendations be dealt with at that stage.

- 2.10 Since the policy was negotiated there have been changes to the rules regarding pensionable pay. These have the effect of making the Duty System Allowance for all future members of the ORP none pensionable. As this reduces the cost of the ORP we have also offered existing Pool members the option to receive their allowance as a non-pensionable.

### **3 FINANCIAL IMPLICATIONS**

- 3.1 The pool was implemented as part of the 2009/2010 IRMP enabling the Authority to reduce the establishment by 60 posts delivering ongoing savings of £1.6m.
- 3.2 As detailed in the report it is proposed to increase the establishment of the pool by a further 8 posts to deliver a reduction in the overall establishment of 2 pump stations of 24 posts (a net reduction of 16 posts). The net effect of these changes will be to further £0.5m reduction in the cost of the firefighter establishment.
- 3.3 It should be noted however that these changes will be implemented as posts become vacant as a result of the suspension of recruitment. Consequently these savings have already been included within the draft medium term financial plan.

### **4 EQUALITIES AND FAIRNESS IMPLICATIONS**

- 4.1 The Equality Impact assessment has recently been reviewed with further positive impacts identified around flexible working for maternity returners/childcare needs.

### **5 CONCLUSIONS**

- 5.1 The performance of the Operational Resource Pool model to date is excellent. There are still some minor issues to resolve but plans for improvement are in place. The model is seen as good practice now and many other Fire and Rescue Services have visited the Brigade to learn from our experiences.

<b>WYFRA</b>	<b>Personnel and Training Committee</b>	<b>12 November 2010</b>	<b>ITEM NO</b>
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**REPORT OF:** Director of Operations

**PURPOSE OF REPORT:** To update the Personnel and Training Committee on the nine month evaluation of the implementation of the Retained Duty System (RDS) Review.

- RECOMMENDATIONS:**
1. To note the progress made to date in implementing the RDS Review which is improving Firefighter Safety and reducing Community Risk.
  2. To approve the recommencement of recruitment of RDS firefighters.

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

**EXEMPTION CATEGORY:**

**ACCESS CONTACT OFFICER:** Mr J Butters 01274 655848

**BACKGROUND PAPERS OPEN TO INSPECTION:** RDS Review - September P&T 2009

#### **SUMMARY**

The RDS (Retained Duty System) Review was approved at the P&T Committee in September 09 and subsequently in the December 09 Full Authority meeting as part of the wider IRMP proposals. The implementation of the recommendations have resulted in a number of significant improvements to the RDS service, including increased appliance availability, increased training time for RDS Firefighters and far greater levels of support both locally and centrally. Firefighter Safety continues to be improved through the capture and dissemination of operational risk information. Similarly Community Safety is being significantly improved through the introduction of Local Retained Support Officers (LRSOs) who can co-ordinate and deliver local Community Safety initiatives. Finally all RDS stations are now managed in a consistent manner and non-operational costs associated with running an RDS station are under the weekly limit of 24 hours at all 13 RDS stations. An interim review of capability and capacity associated with the RDS Review has also delivered some efficiency savings against the original planned budget.

## 1. Background

1.1. This report updates the Personnel and Training Committee of a nine month evaluation that has been conducted following the implementation of the RDS Review. A further evaluation will be completed in another 9 months in accordance with the recommendations approved at the September 09 P&T Committee.

1.2. The WYFRA Integrated Risk Management Plan 2009/2012 included the objectives of undertaking five fundamental reviews of operational service provision. One of these objectives was to undertake a fundamental review of the roles, expectations and capabilities of Retained Duty System (RDS) personnel. The outcomes of this review, together with the recommendations, were submitted to the Personnel and Training Committee in September 2009 where the implementation of these recommendations was approved.

1.3. The Review identified a number of risks and opportunities and there were four key recommendations made to address risks that existed within the RDS element of our operational service provision. Those recommendations were:

- That the RDS weekly training is increased from three to four hours.
- That a post of Retained Support Manager (RSM) be established with dedicated responsibility for the Retained Duty System, providing effective command, leadership and management of this vital part of WYFRS operational capability.
- That limited wholetime resources, in the form of Local Retained Support Officers (LRSOs), be appointed to each RDS fire station to undertake risk reduction activity, provide managerial support and address crewing shortages.
- That a limit of two hours per week per station establishment figure (i.e. generally 2 x 12 hours) be placed on general/administrative tasks for each fire station for non-operational work (e.g. equipment standard tests). With an additional provision of £66,000 being held centrally.

1.4. This report will focus on how the implementation of these four recommendations has performed in terms of addressing the following areas:

- Operational Competence and Training
- Operational Crewing
- Central Support
- Recruitment, Retention and Local Support
- Administration

## **2. Information**

### **2.1. Operational Competence and Training**

2.1.1. The recommendation to increase the weekly training hours from three to four was based on research carried out by the Training Support department. They identified that four hours per week training time was needed to maintain the minimum level of operational competence for the role of a generic firefighter. The review identified that the three hours weekly training time was already being exceeded by a number of stations in order to undertake E-learning modules and crew based assessments. The formal increase in the hours available for training from 3 to 4 was implemented on 1/4/10.

2.1.2. Stations have been given the scope to use this additional hour flexibly at a time and in a way that suits their local need. This has proved both useful and popular in enabling the training to be tailored to the different times that RDS staff are available to undertake it. Some examples of the ways in which this fourth hour is being used are:

- Utilised for specific activities such as MOC (Maintenance of Competence) records and policy reading;
- E-learning modules;
- Weekend exercises;
- Cross border training, and
- Weekend training at the Training Centre, using the RTC (Road Traffic Collision) training pad and hot fire training facilities.

2.1.3. This fourth training hour has also been complimented by the introduction of the Local Retained Support Officer (LRSO). Part of the role of the LRSO has been to assist with the planning and structuring of training. The combination of the LRSO and increase in training time has meant that training is more relevant, and Firefighters are training against the specific risks that they face locally, as well as maintaining the usual competencies.

2.1.4. Improvements in the delivery, monitoring and auditing of RDS training since the implementation of the RDS Review recommendations has shown a marked improvement in the area of maintenance of competence. Feedback from recent incidents, exercises and Headquarters based assessments has been extremely positive and there is now strong evidence that RDS firefighters compare well with Wholetime firefighters in relation to the roles they are expected to undertake. 2010 has seen a large number of significant incidents (e.g. Grosvenor Chemicals, Pellon Lane in Halifax and Wastecare in Garforth) where RDS personnel have played a vital role, often in the critical early stages. Independent MOC assessments for all firefighters are now undertaken centrally at the Brigade Training Centre and, in the first year of this new policy, the RDS stations were given high priority. Feedback from Training Centre instructors has again been excellent in all areas.

### **2.2. Central Support**

2.2.1. The establishment of a Retained Support Manager (RSM) with dedicated responsibility for the Retained Duty System, providing effective command, leadership



and management, has been key to an improvement in central support for the RDS. The RSM is a Group Manager and has been in post since 4/1/10.

2.2.2. The level of authority and influence that comes with a Group Manager has been instrumental in achieving many of the outcomes referred to in this report. The RSM is involved in all aspects relating to the management of RDS personnel and stations, and below are some examples of where the RSM has been able to have a positive impact.

- A more structured approach to quarterly RDS meetings, resulting in greater focus on the strategic issues facing the RDS.
- Developing a communication strategy as part of the delivery mechanism for the RDS Review.
- Ensure the correct priority is placed on RDS stations for crew based and command assessments. Ensure Training Centre is appraised of the specific requirements of RDS stations.
- Contribute to the development of RDS across the Yorkshire and Humber region.
- Identify how stations would comply with the cap on non-operational hours and how that would be recorded and monitored.
- Advertise and recruit suitable applicants for the LRSO role. Organise the running of seminars and the production of information materials, devising application forms and selection criteria.
- Devise policy to ensure WYFRS complies with the EC Drivers Hours and Tachograph Rules.
- In conjunction with E&D, Corporate Communications and station representatives a recruitment framework was produced to assist in maintaining and improving RDS establishment levels.

2.2.3. Although the list is not exhaustive it highlights the impact that the RSM has had, bringing together the relevant people from different departments to ensure objectives are achieved. Having an RSM at the right level in the organisation has raised the profile of the issues faced by the RDS element of our service provision.

### **2.3. Operational Crewing & Recruitment, Retention and Local Support**

2.3.1. Central to the objective of achieving improvements in crewing, recruitment, competence and local support was the recommendation to appoint Local Retained Support Officers (LRSOs).

2.3.2. The role of the LRSO was introduced on the 1<sup>st</sup> April 2010 and their impact on gathering and disseminating operational risk information, appliance availability, and training, and developing Community Safety initiatives is making a huge difference in improving Firefighter and Community Safety.

2.3.3. The recruitment and retention of personnel to ensure RDS establishments were maintained at an appropriate level has been an important role for the LRSO prior to the recruitment freeze (see below). The barriers to recruitment were identified at an early stage and included:

- The application process took too long
- Initial training was difficult to achieve for those in full time employment

- Lack of information on the role of an RDS firefighter
- Lack of information for employers who were being asked to release their staff.
- The absence of a structured, consistent approach to identify and target potential sources of recruitment.
- Ability to establish and maintain contact and relationships with potential local employers

2.3.4. A recruitment framework, revised application process and a revised initial training phase all helped to ensure that the recruitment activity at a local level was fully supported. At the time of the recruitment freeze over 20 applications were in the system, 13 of which were for Hemsworth, Haworth and Marsden, which historically had been some of the most challenging areas in which to recruit.

2.3.5. Maintaining the availability of RDS Fire Appliances has presented significant challenges for a number of years. Availability of personnel and difficulties in recruitment were two key problems identified during the RDS Review and the lack of availability necessitated the utilisation of Wholetime operational personnel to cover absences. The decision to freeze recruitment in September 2009 as a cost saving measure has further exacerbated this problem and the cost of supporting the RDS with wholetime firefighters on overtime has become unsustainable. This practice was therefore stopped during September 2010.

2.3.6. In contrast the introduction of LRSOs has had a positive impact on the availability of RDS appliances, and this has been achieved by the LRSO's operating very flexibly, working early and late when there are gaps in RDS crewing. They have also closely monitored and managed the availability of the RDS personnel on their stations to ensure greater coverage where possible. In spite of the removal of wholetime supplementary support to RDS stations, the temporary freeze on RDS recruitment, and the fact that recruitment of further LRSO's is currently suspended (subject to consultation as part of the 2011/12 Action Plan), availability at RDS fire stations has been maintained at an acceptable level in the past 9 months. Nine of the 13 RDS Stations have achieved 95% or greater availability for the current fiscal year, with a further two achieving over 90%. Appendix 1 shows the comparative figures for availability in the current and previous fiscal years.

2.3.7. Although the measures introduced by the LRSO's have reduced the impact of the recruitment freeze it is becoming increasingly difficult to ensure RDS availability. Therefore, consideration should be given to permitting limited recruitment where the Chief Fire Officer deems it necessary to maintain emergency cover. Due to the fact that the Emergency Cover Review has not yet been concluded (referenced in the 2011/12 Draft Action Plan) and the full implications of the Comprehensive Spending Review are as yet unclear, the recruitment should be based on temporary contracts at this time.

2.3.8. The capture and dissemination of Operational Risk Information is one of the key roles of an LRSO and is ensuring that RDS personnel have the same level of risk information available to them as their Wholetime colleagues. This assists with improving Firefighter Safety and reducing the community risk. LRSO's have specific targets to meet and 193 risks have been inspected to date within RDS station areas. The process of disseminating this information to RDS personnel is also done on a

risk assessed basis to ensure the most effective use is made of the time available to RDS personnel.

## 2.4. Administration

- 2.4.1. The RDS review identified a wide variation in costs associated with general/administrative tasks and the recommendation was that a limit of two hours per week per station establishment figure (i.e. generally 2 x 12 hours) be placed on each fire station for non-operational work (e.g. equipment standard tests). With an additional provision of £66,000 being held centrally.
- 2.4.2. The LRSOs are a key feature in supporting the local management of RDS stations and together with the structures put in place centrally, the objective of managing the RDS station within the set limits has been achieved at all RDS stations. This was done by assisting with the management of training, managing availability, and structuring CFS work. Improved monitoring systems across all 13 stations have ensured that expenditure on non-operational activity is below the target set of 24 hours per week. This efficiency was an important objective as the funding was to be utilised to cover the costs of the fourth weekly training hour.
- 2.4.3. The provision of a central budget of £66,000 has ensured that unforeseen activities can still go ahead following approval from the Retained Support Manager. Some of these activities have included attendance at high priority CFS events, attendance at the RDS National Conference, and additional hours prior to and following the refurbishment works at Featherstone. This budget can also be used to address areas of concern associated with team and individual competences.

## 2.5. The Way Forward

- 2.5.1. The role of the LRSO will continue to evolve and reflect the risks present in RDS station areas. The way in which the LRSO interacts with RDS personnel is now being integrated as part of 'normal business' for each RDS station.
- 2.5.2. Community links that are being developed at each station through attendance at various Community group meetings ensure that the RDS station remains at the heart of local communities and remains a focal point for improving Community Safety.
- 2.5.3. Central Support in the form of the Retained Support Manager, in conjunction with the support provided locally by LRSOs, will ensure RDS stations and their personnel are provided with the necessary assistance to provide a first class fire and rescue service to their local communities.
- 2.5.4. LRSO's should now concentrate their efforts on maintaining the improvements seen to date and also supporting RDS firefighter recruitment to improve availability of appliances in a cost effective way.

### **3. Financial Implications**

3.1 The retained review was approved as part of the 2010/2011 IRMP and included the appointment of a group manager to manage the retained service plus the appointment of 2 crew managers on each retained station at a cost of £1.13m. Owing to the decision to suspend recruitment in October 2009 not all these posts have been appointed which means the actual cost will be around £0.9m in the current financial year.

### **4. Equality and Fairness Implications**

4.1. The RDS Review has resulted in a sustained availability of RDS appliances at a time when recruitment has been frozen and supplementary wholetime support stopped. LRSOs have helped to improve the management of availability and they also form part of the crew when required. Communities throughout West Yorkshire have benefited from this improved management in RDS availability.

4.2. LRSOs also provide a dedicated resource on RDS stations to co-ordinate Community Safety activities. Through the collection and dissemination of Operational Risk information, and increased training time, both Firefighter Safety and Community Safety have been improved to a level in line with their Wholetime colleagues.

4.3. Prior to the freeze on RDS Recruitment, LRSOs were working in conjunction with the Equalities and Diversity Department to ensure that BME and female applicants were being targeted as part of the recruitment process. This will continue when recruitment continues to ensure all areas of the population are reflected in our workforce.

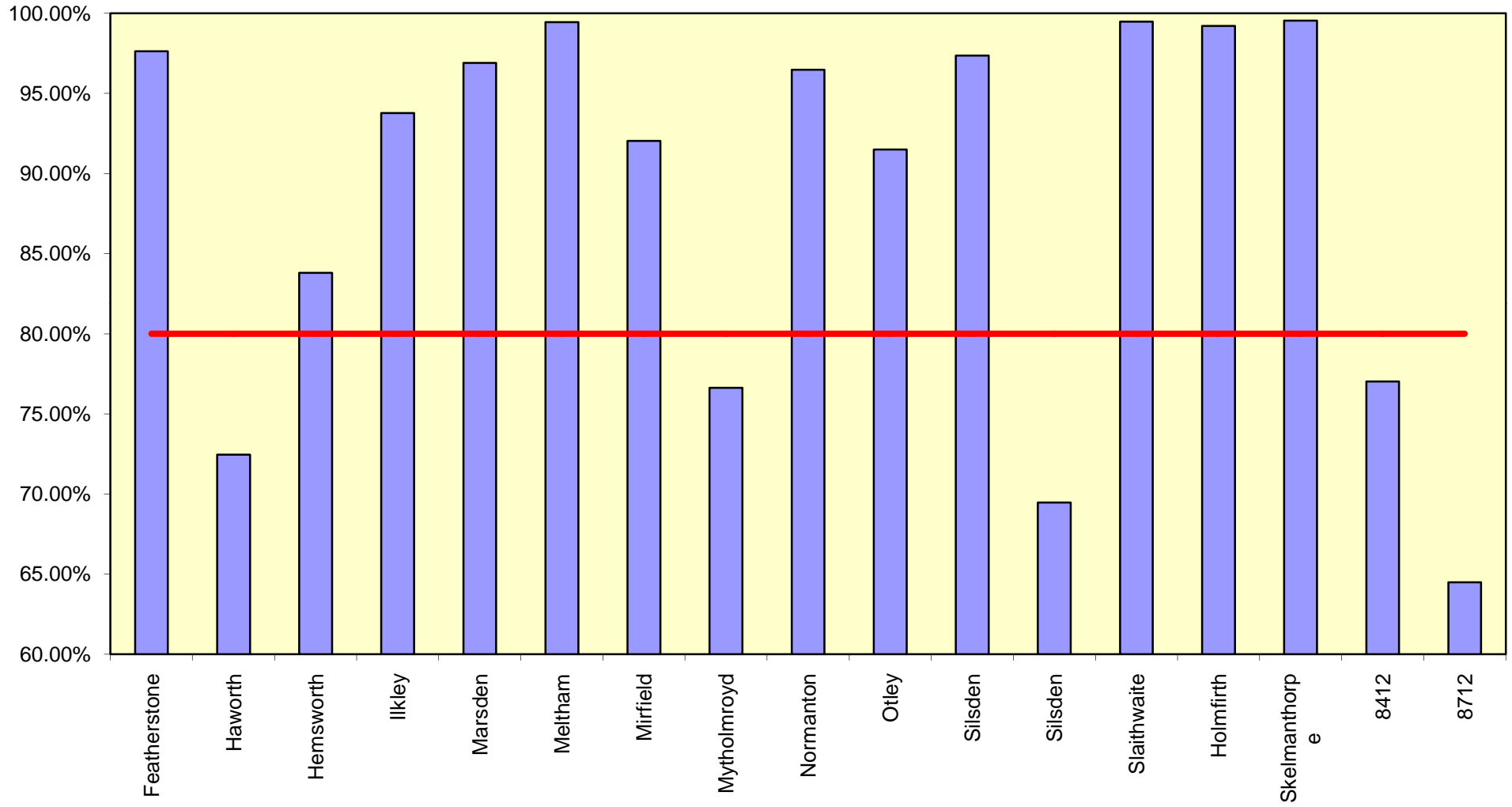
4.4. The flexible manner in which the LRSO's are able to work has presented opportunities for staff to apply for alterations to their working patterns including part time, job share and weekend working.

### **5. Recommendations**

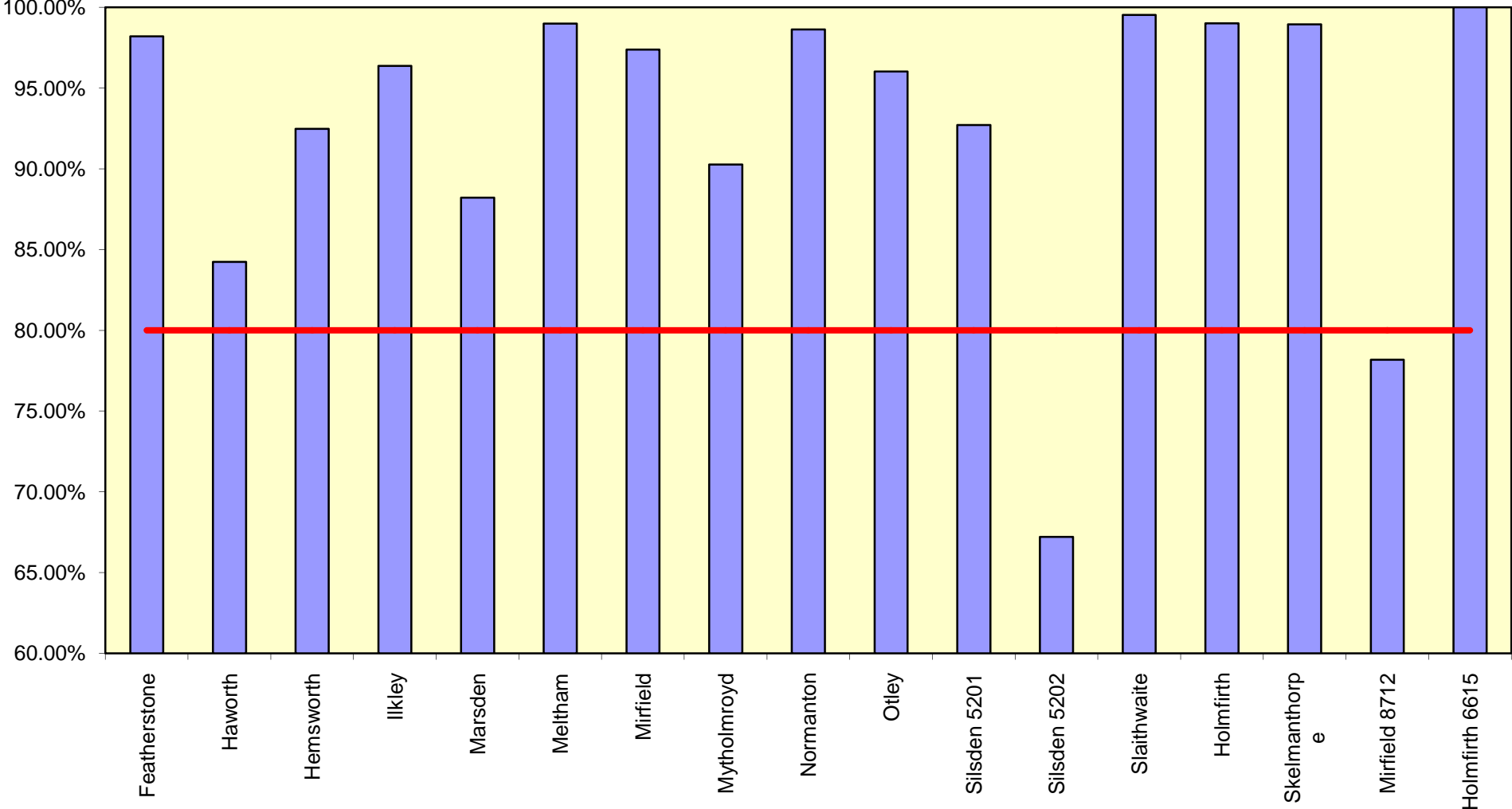
5.1. To note the progress made to date in implementing the RDS Review which is improving Firefighter Safety and reducing Community Risk.

5.2. To approve the recommencement of recruitment of RDS firefighters.

### 2009/10 Retained Availability



2010/11 Retained Availability (April - September)



<b>WYFRA</b>	<b>PERSONNEL AND TRAINING COMMITTEE</b>	<b>12 NOVEMBER 2010</b>	<b>ITEM No</b>
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**REPORT OF:** Directors of Human Resources

**PURPOSE OF REPORT:** A consultation response to the Equality Act 2010 Public Sector Duty – Promoting equality through transparency.

**RECOMMENDATION:** To note the consultation response

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

**EXEMPTION CATEGORY:**

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

**BACKGROUND PAPERS OPEN TO INSPECTION:**

**SUMMARY**

The Equality Act 2010 replaced the existing anti-discrimination laws with a single Act. The Act includes a new public sector Equality Duty which will cover race, disability, gender, age, sexual orientation, religion and belief, pregnancy and maternity and gender reassignment.

This is a response to the consultation on the secondary legislation needed to fully implement the new Duty

## **1 BACKGROUND**

- 1.1 The Equality Act 2010 replaced the existing anti-discrimination laws with a single Act. The Act includes a new public sector Equality Duty, replacing the separate duties on public bodies relating to race, disability and gender equality. This new duty will cover age, sexual orientation, religion and belief, pregnancy and maternity and gender reassignment more fully.

## **2 INFORMATION**

- 2.1 The attached document is the Government's consultation on the secondary legislation needed to fully implement the new Duty. It asks for views on the proposals for the draft regulations containing specific duties that will assist public bodies in meeting the general Equality Duty. It also sets out proposals on which public bodies will be subject to the general Equality Duty and the specific duties.
- 2.2 Responses need to reach the Government Equalities Office via e-mail by 10 November 2010. A summary of results of the consultation will be posted on the website within three months of the end of the consultation. The public sector Equality Duty is intended to come into force in April 2011.

## **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 consultation response



## CONSULTATION RESPONSE FORM

### THE PUBLIC SECTOR EQUALITY DUTY Promoting equality through transparency – A consultation

**The consultation closes on 10 November 2010.** Please let us have your response by that date.

When responding, it would be helpful if you could provide the following information.

Please fill in your name and address, or that of your organisation if relevant. You may withhold this information if you wish, but we will be unable to add your details to our database for future consultation exercises.

#### Contact details:

Please supply details of who has completed this response.

Response completed by (name):

Maria Tonks

Position in organisation (if appropriate):

Equality and Diversity Manager

Name of organisation (if appropriate):

West Yorkshire Fire and Rescue  
Service

Address:

Oakroyd Hall  
Birkenshaw  
Bradford  
West Yorkshire  
BD11 2DY

Contact phone number:

01274 655815

Contact e-mail address:

Maria.Tonks@westyorkshire.gov.uk

Date:

#### Confidentiality

Under the Code of Practice on Open Government, any response will be made available to the public on request, unless respondents indicate that they wish their views to remain confidential. If you wish your response to remain confidential, please tick the box below and say why. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

I would like my response to remain confidential  
(please put a cross in the box if appropriate):

Please say why

In what capacity are you responding (please put a cross in the appropriate box)?

As an individual

On behalf of a public sector organisation

On behalf of a private sector organisation

On behalf of a voluntary sector organisation

Other (please specify)

**Note:**

- In addition to the completed pro-forma, you can also send other supporting information if you so wish.

**Thank you for completing this response form.**

**Question 1: Do you have any comments on our proposals for data reporting? Does the drafting of regulation 2 accurately reflect the aims of the policy described in paragraph 5.2 to 5.9?**

Does the drafting of regulation 2 accurately reflect the aims of the policy?

Please place a cross in the appropriate box

Yes  No  Not sure

Please explain:

Regulation 2 states published information must include

- a) Information relating to the protected characteristics of its employees, if the public Authority has 150 employees or more'

5.11 contradicts this statement – 'requirements should not be interpreted as a requirement on public bodies to routinely collect data on sensitive personnel issues such as the religion and sexual orientation of their employees'

Some clarity in the area would be appreciated.

We welcome the view that some equality data is recognised as being sensitive and in some circumstances we would be unable give the community a true reflection of the organisation due to respecting employee's right to confidentiality.

**Question 2: Do you have any comments on our proposals for employment reporting? Does the drafting of regulation 2 accurately reflect the aims of the policy described in paragraphs 5.10 to 5.11?**

Does the drafting of regulation 2 accurately reflect the aims of the policy?

Please place a cross in the appropriate box

Yes  No  Not sure

Please explain:

Please see Q1

We welcome the proposals of for workforce transparency.

**Question 3: Do you have any comments on our proposals for transparency in public service provision? Does the drafting of regulation 2 accurately reflect the aims of the policy described in paragraphs 5.12 to 5.14?**

Does the drafting of regulation 2 accurately reflect the aims of the policy?

Please place a cross in the appropriate box

Yes  No  Not sure

Please explain:

We would welcome a set of clear guidance on what we are expected to publish and would this be outside the normal business process i.e. Authority decisions, Corporate Plans, existing performance management processes

**Question 4: Do you have any comments on our proposals for setting equality objectives to achieve transparency about impact on equality? Does the drafting of regulation 3 accurately reflect the aims of the policy described in paragraphs 5.15 and 5.16?**

Does the drafting of regulation 3 accurately reflect the aims of the policy?

Please place a cross in the appropriate box

Yes  No  Not sure

We welcome the opportunity to incorporate equality outcome objectives as part of our normal business planning process without the need for a separate Equality Action Plan for each protected characteristic.

**Question 5: Do you have any comments on the changes proposed in Chapter 5 under the section 'Reducing the burdens on public organisations'?**

Please place a cross in the appropriate box

Yes  No

Comments:

We welcome the proposals to reduce the burdensome additional processes on public bodies telling us how to conduct our procurement activities.

We agree that the focus should be on improved equality outcomes as opposed to the bureaucratic process we are going to put in place to achieve the outcomes.

We also agree with the proposal not to include a specific disability reporting duty

**Question 6: Do you have any comments on our proposals for transition from the existing duties relating to race, disability and gender to the new public sector Equality Duty, as described in paragraphs 6.1 and 6.2?**

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Please place a cross in the appropriate box

Yes  No

Comments: no further comments

**Question 7: We would welcome your views on the proposed list of public bodies for Part 1 and Part 4 of Schedule 19, as described in paragraphs 7.7 to 7.12?**

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Comments:

No further comments

**Question 8: We would welcome your views on the bodies that we do and do not think should be subject to the specific duties, as described in paragraphs 7.13 and 7.14**

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Comments:

No further comments

**Question 9: Do you have any other comments on the drafting of the Statutory Instrument? If yes, please explain.**

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Please place a cross in the appropriate box

Yes  No

Comments: No further comments

**Question 10: Do you have any evidence or data that you can provide or direct us to which would help us to develop our regulatory impact assessment?**

Please place a cross in the appropriate box

Yes  No

Comments: no further comments

**Question 11: Are you aware of any other benefits resulting from the proposal that have not already been described in the consultation document or the regulatory impact assessment?**

Please place a cross in the appropriate box

Yes  No

If yes, please explain:

**Question 12: Are there any other comments you would like to make in relation to this consultation that have not already been covered by this form? If yes, please explain.**

Please place a cross in the appropriate box

Yes  No

Comments:

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**THANK YOU FOR YOUR COMMENTS.**

<b>WYFRA</b>	<b>PERSONNEL AND TRAINING COMMITTEE</b>	<b>12 NOVEMBER 2010</b>	<b>ITEM No.</b>
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REPORT OF: DIRECTOR OF HUMAN RESOURCES

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

RECOMMENDATION: THAT THE REPORT BE NOTED

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

**EXEMPTION CATEGORY:** NONE

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

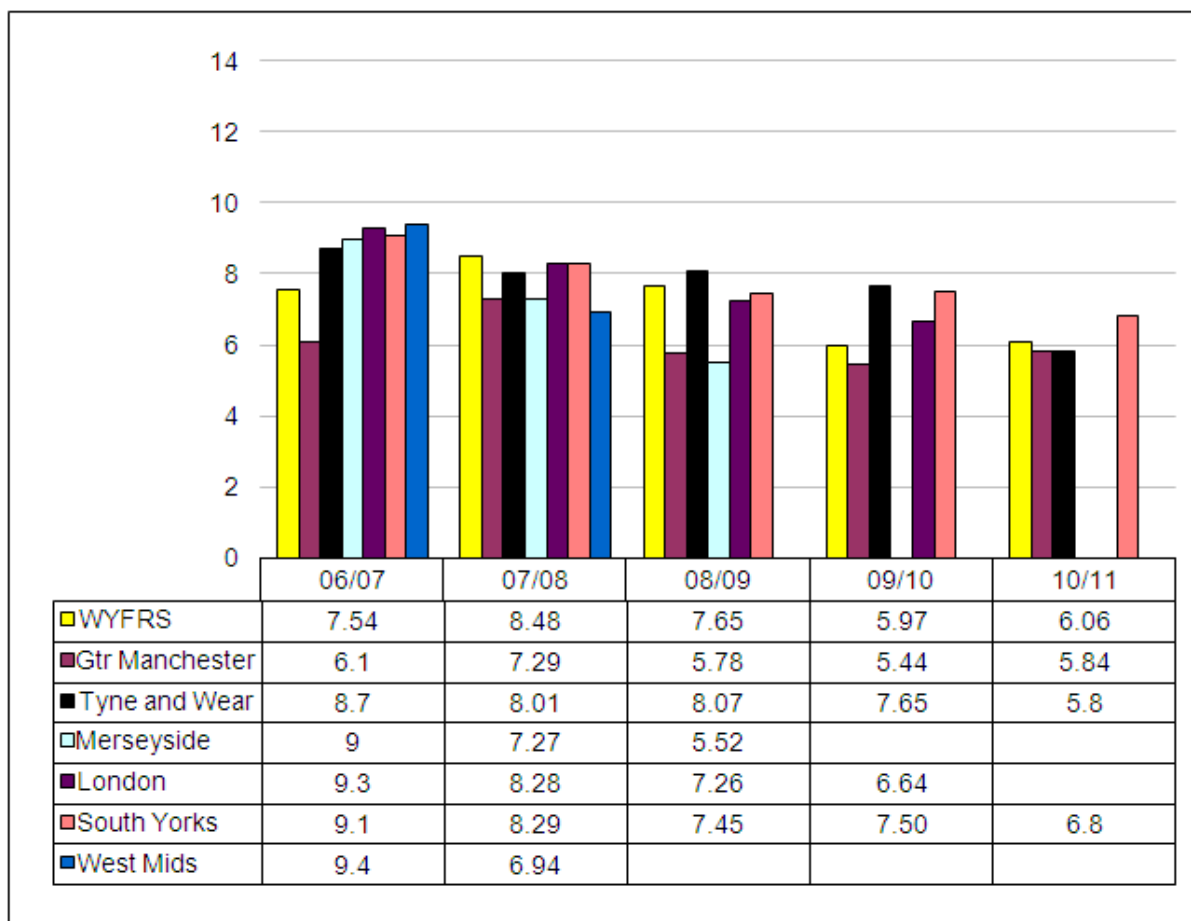
**OPEN TO INSPECTION:** NONE

Summary

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

# 1. SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE COMPARISON WITH OTHER AUTHORITIES

## 1.1 Comparison with other Metropolitan Fire and Rescue Authorities



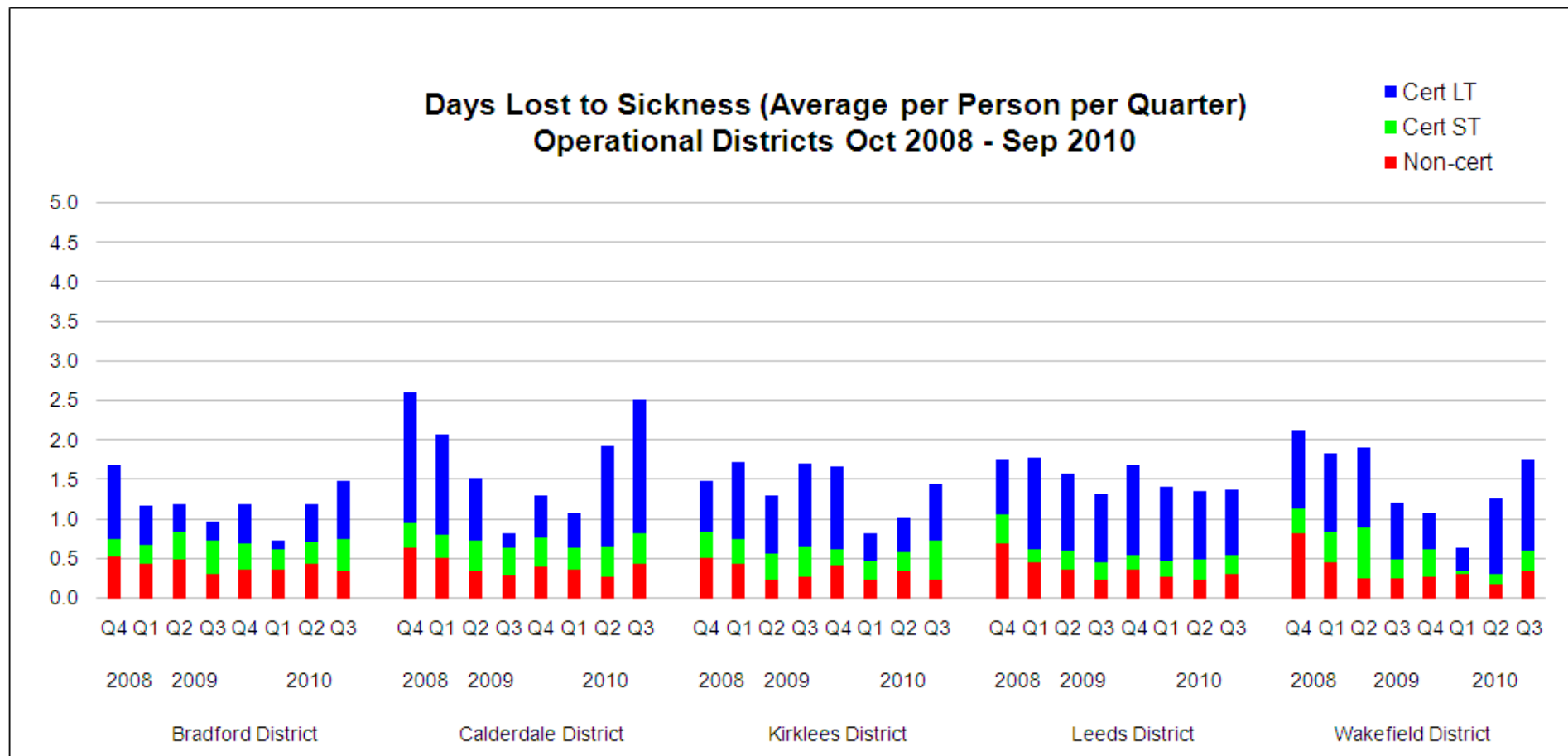
Forecasts for 2010/11 are based on Q1 figures (April-June) for other authorities and on Q1/Q2 figures (April-September) for WYFRS.

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



## 2. SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE 1 OCTOBER 2008 – 30 SEPTEMBER 2010

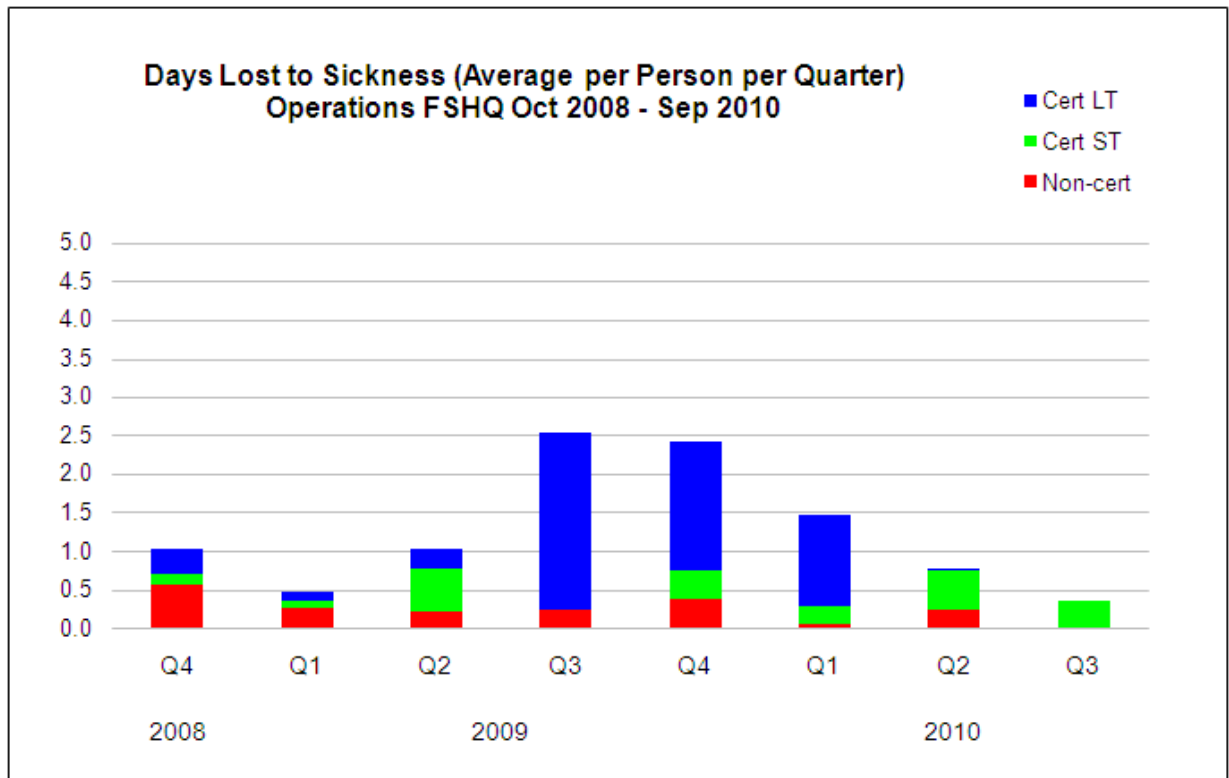
### 2.1 OPERATIONAL STAFF AT FIRE STATIONS



Numbers of employees as at 30 September 2010: Bradford 344; Calderdale 163; Kirklees 307; Leeds 460; Wakefield 215

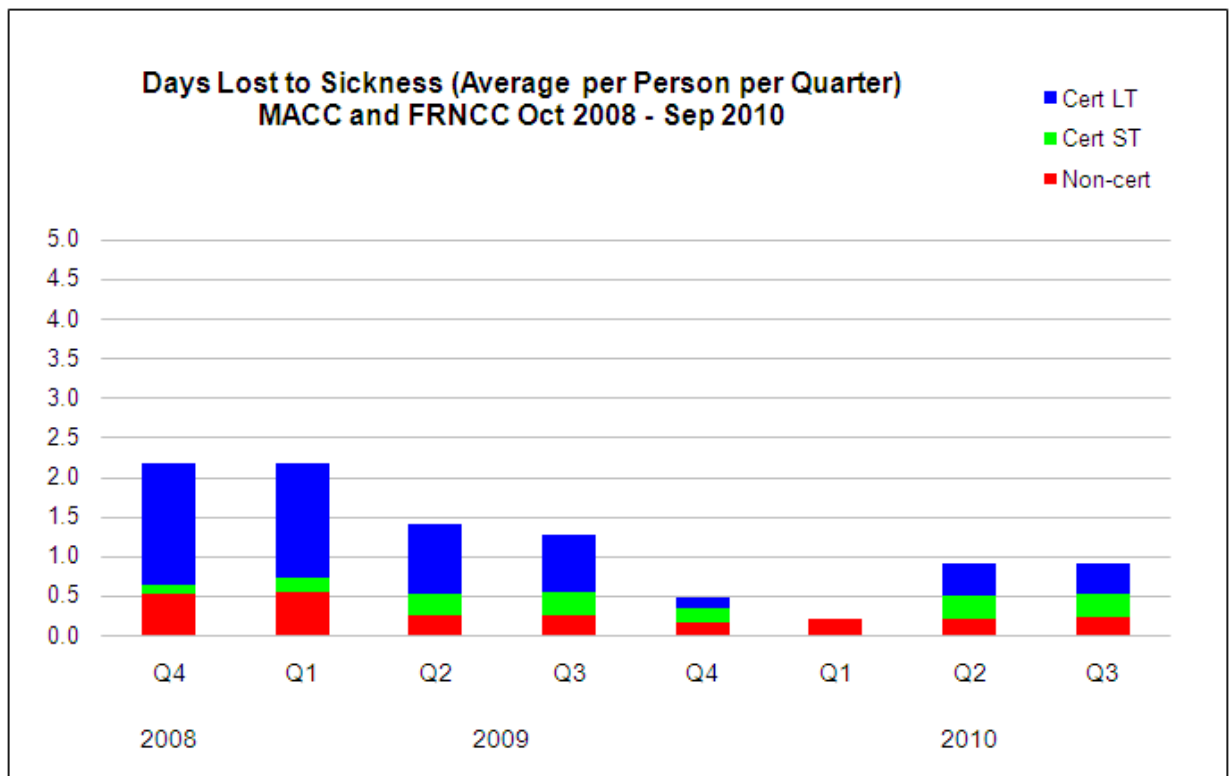
## 2.2 OPERATIONS – STAFF AT FSHQ

55 employees as at 30 September 2010



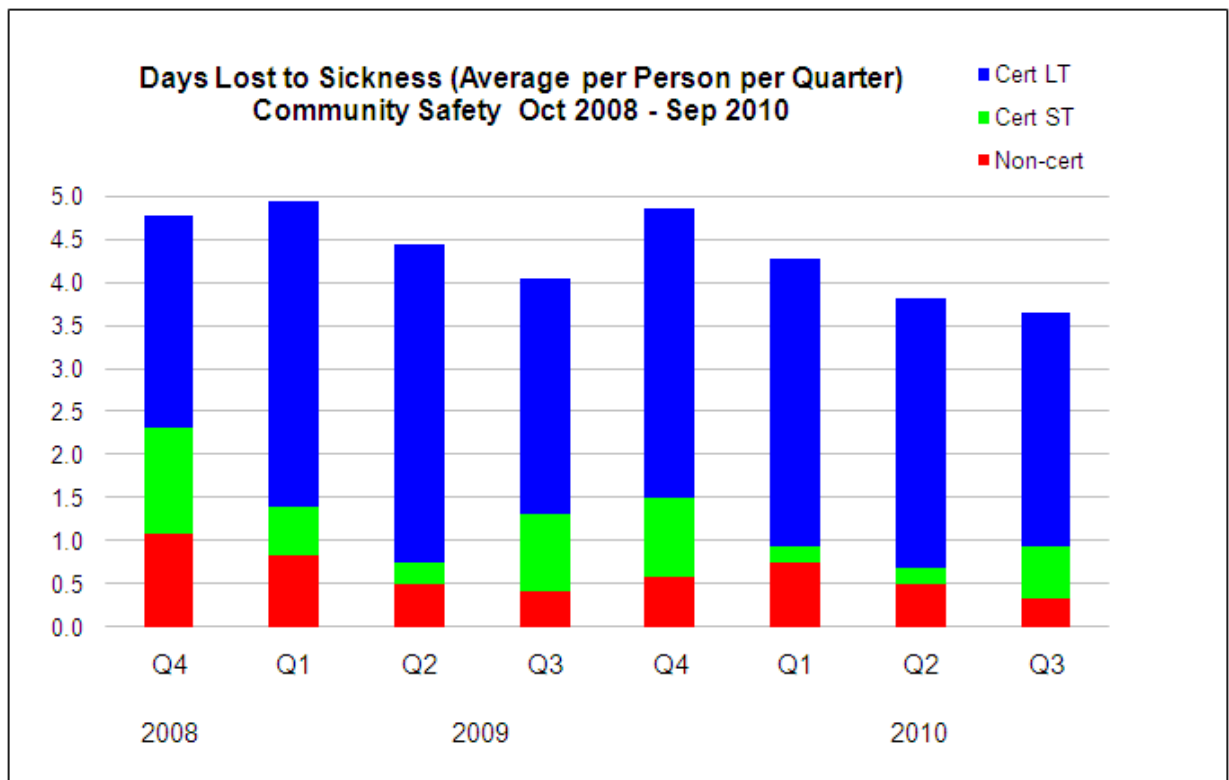
## 2.3 OPERATIONS – MACC AND FRNCC

102 employees as at 30 September 2010



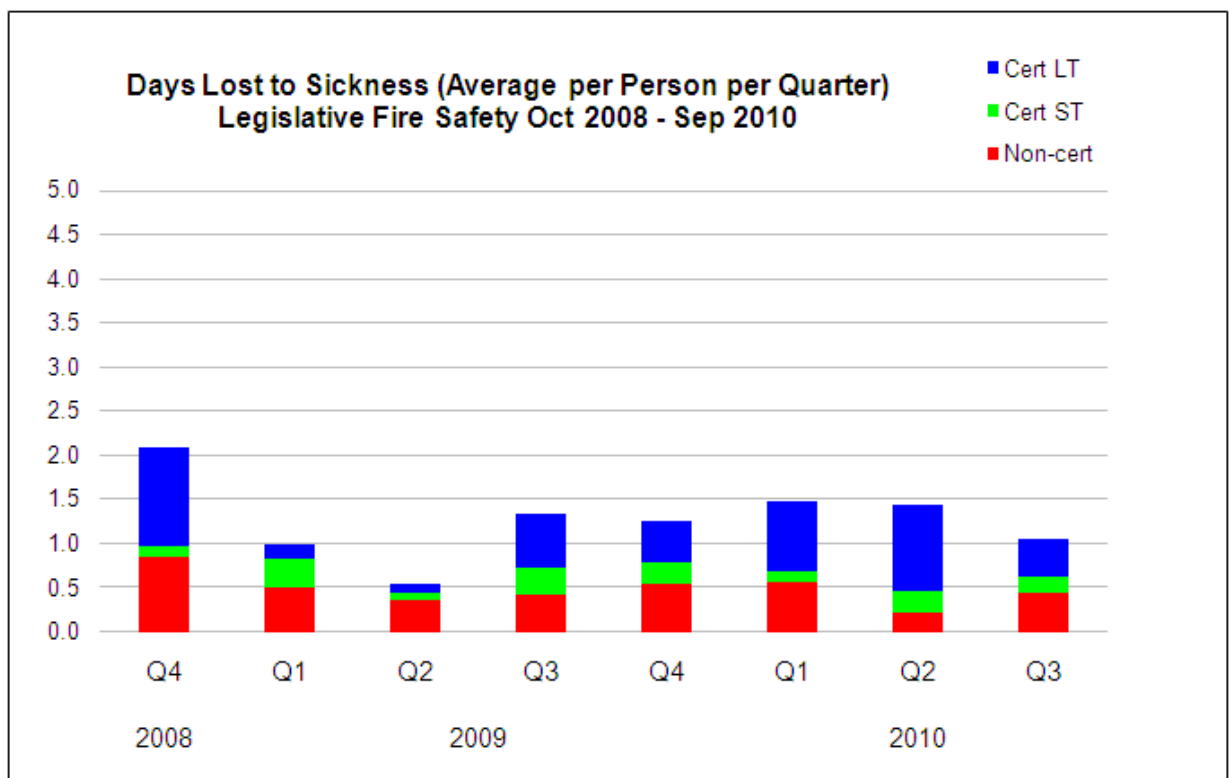
## 2.4 FS & CR – COMMUNITY SAFETY

91 employees as at 30 September 2010



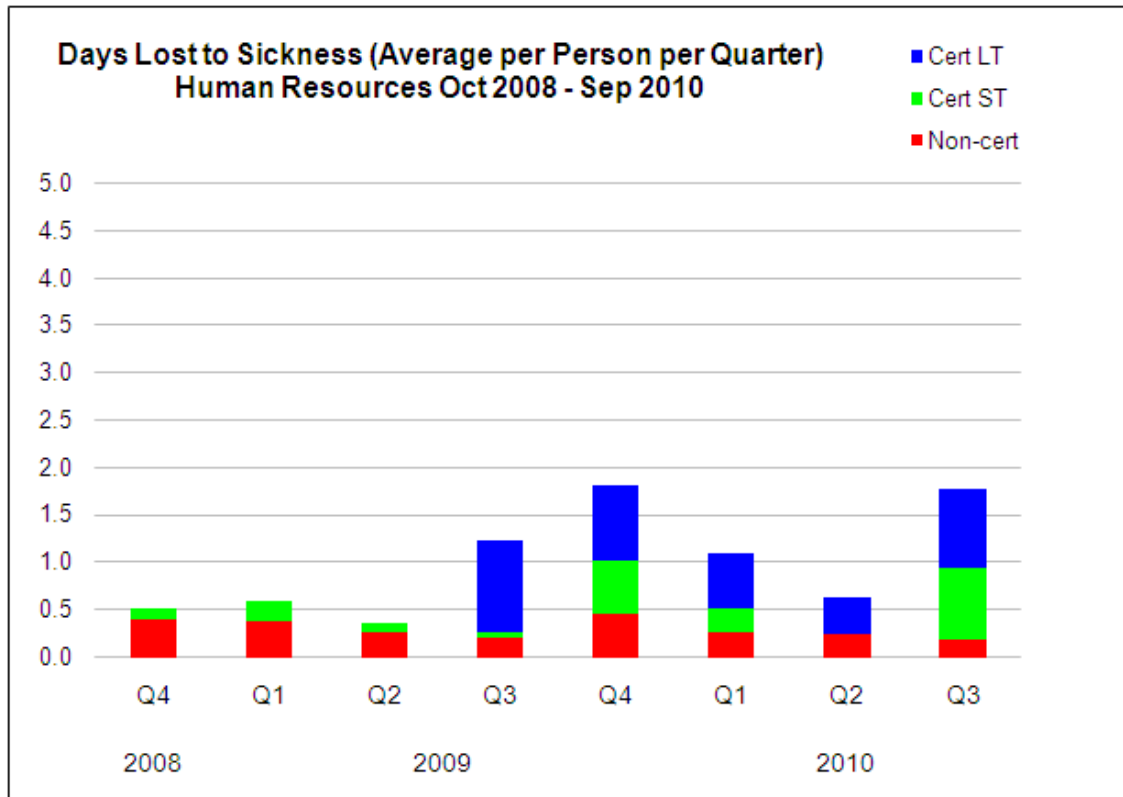
## 2.5 FS & CR – (LEGISLATIVE) FIRE SAFETY

87 employees as at 30 September 2010



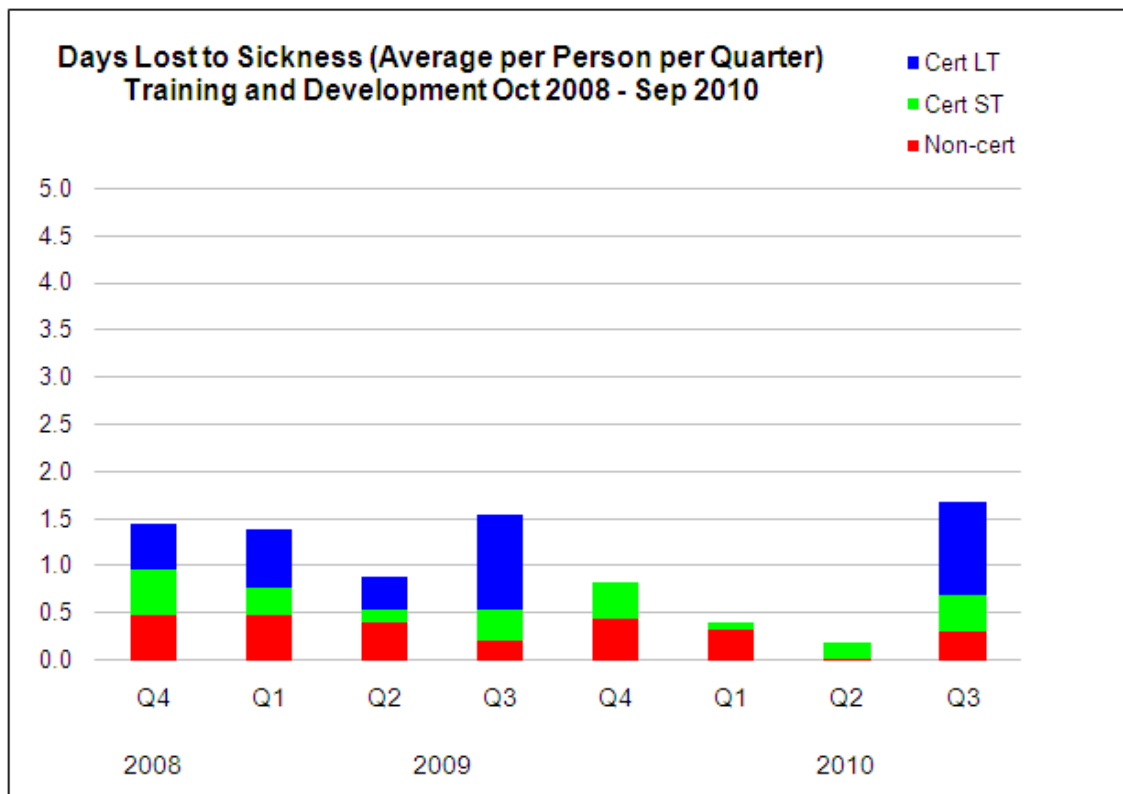
## 2.6 HUMAN RESOURCES – EMPLOYMENT SERVICES, OHSU AND ORP

100 employees as at 30 September 2010



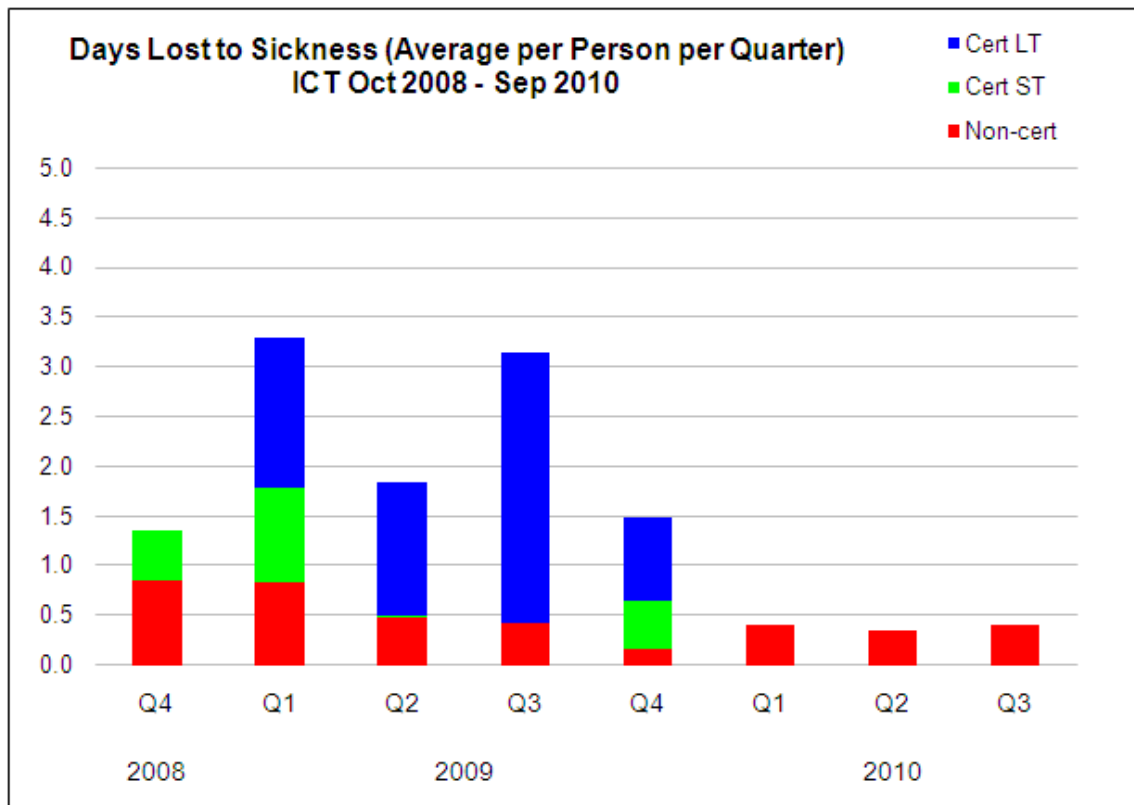
## 2.7 HUMAN RESOURCES – TRAINING AND DEVELOPMENT

70 employees as at 30 September 2010



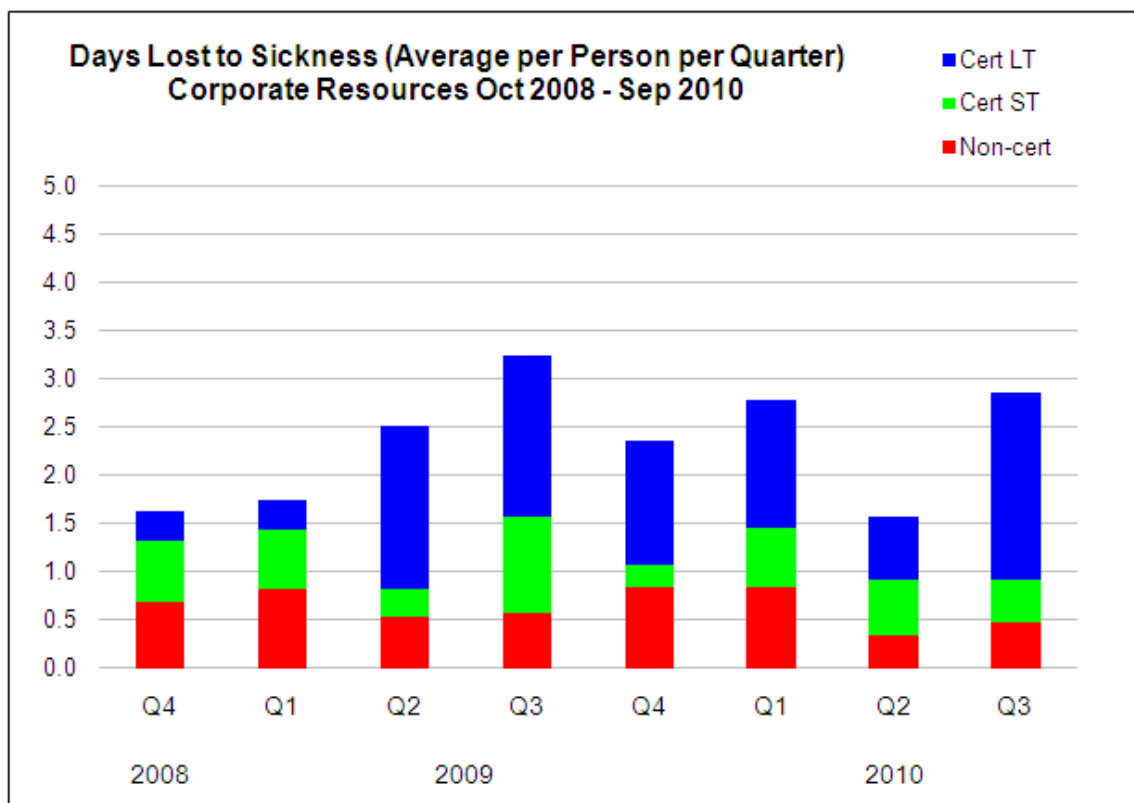
## 2.8 CORPORATE RESOURCES – ICT

34 employees as at 30 September 2010



## 2.9 CORPORATE RESOURCES – ALL OTHER DEPARTMENTS

95 employees as at 30 September 2010



### 3. NUMBER OF PERSONNEL EMPLOYED AS AT 30 SEPTEMBER 2010

Staff Group	Posts	Employed	Vacant Positions
Whole Time	1448	1439	Nil
Retained	165	174 *	31
MACC (Mobilising and Communications Centre)	53	54 #	Nil
Green Book (Non-Operational) Personnel	421	408 #	33

\* 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 JULY – SEPT 2010

Staff Group	Enrolments	Leavers and Retirees
Whole Time	0	25
Retained	2	3
MACC (Mobilising and Communications Centre)	0	0
Green Book (Non-Operational) Personnel	9	8

### 5. NUMBER OF ILL HEALTH RETIREMENTS JULY – SEPT 2010

One of the above retirements was due to ill health.