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# Equality Framework Action Plan - update and 2018 - 2021 Plan

## Human Resources Committee

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Date: 6 July 2018

Agenda Item:

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Submitted By: Chief Employment Services Officer

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### **Purpose**

To provide an update on the Equality Framework Action Plan

### **Recommendations**

That the report is noted.

### **Summary**

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

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Annex 1 – key trends in FRS nationally

Annex 2 – West Yorkshire Fire and Rescue Service Action Plan

# 1 Introduction

- 1.1 The Authority publishes regular updates on its work to increase diversity and inclusion within WYFRS. This includes activity embedded into our annual Service Action Plan and department/district level local action plans as well as regular ‘Spotlight On’.
- 1.2 In addition, the Diversity and Inclusion Team manage a ‘live’ action plan containing specific actions designed to advance equality of opportunity, make the most of our differences and respond to societal and legal changes. The overall aim is to make WYFRS a more inclusive place to work and to enable our staff to deliver the best Service to the communities of West Yorkshire. This paper presents the latest version of the Action Plan 2018 - 2021.

# 2 Information

- 2.1 One of the ways WYFRS’s diversity and inclusion performance is reviewed is against the LGA/NFCC ‘National Fire and Rescue Service Equality Framework’. There are five key areas: leadership, partnership and organisational commitment, community knowledge and engagement, effective service delivery, employment conditions, health and wellbeing and recruitment and training and progression.
- 2.2 A recent desk-top review against the updated framework concluded that the Authority was operating at the ‘Achieving’ level
- 2.3 An output of the above, along with research into key trends across Fire Services nationally (see Annex One) is an action plan presented in Annex Two of this paper.
- 2.4 This is a ‘live’ document, owned by the Diversity, Engagement and Inclusion Manager, executed by managers and their teams and scrutinised by the Corporate Driving Diversity Board and the Fire Authority.
- 2.5 The 2014-2017 action plan contained 30 actions and was designed to build the foundations for inclusion. As of January 2018 WYFRS has started or completed 100% of the actions listed in the plan. The eight which remain ‘ongoing’ have been built into the 2018 – 2020 plan.



- 2.6 The updated action plan in Annex Two contains actions which are designed to specifically address some of the areas for development identified in the latest self-assessment exercise. It recognises WYFRS is on an inclusion ‘journey’ and therefore the plan is designed with specific steps for phased delivery over three years.
- 2.7 The updated action plan focusses on four priority areas sensitive to WYFRS context; workforce diversity, environment and culture, education and awareness and service delivery.

## 2.8 Highlights from 2014-2017:

- The Authority Chair and Management Board have visibly championed equality issues
- Safer Communities programme launched refocussing on the most vulnerable in society
- Diversity Data - now produce employee diversity data annual report
- Staff Network (“Inclusion Action Group”) established and active
- New values designed and launched, inclusion is a theme throughout
- Calendar of events including “Focus on Faith: Dialogue Series”
- Various policies updated and modernised including Dignity and Respect (covers bullying complaints), Pregnancy, Maternity, Adoption, and Dress Standards
- Face-to-face Diversity training delivered to all managers, currently being rolled-out to all staff, including firefighters
- Increased use of ‘Equality Analysis’ process to inform decision making about key projects and organisational changes
- Menopause Working Group established, line manager training/support delivered
- Gender Pay Gap Report – one of first Fire and Rescue Services to publish

## 2.9 Ongoing elements for 2018 - 2021

- Significant investment in Positive Action to attract and recruit diverse talent into roles in which females and black, Asian and Minority Ethnic individuals are currently under-represented
- Further employee engagement interventions in response to staff survey results
- Improved internal communication strategies
- Continued review of all facilities/locations to ensure all are modern and fit for purpose
- Introduce leadership framework and behavioural framework (previously “introduce a “code of conduct”)
- Involve at risk communities (vulnerable groups) in the design and delivery of interventions that deliver improved outcomes
- Monitor local community feedback to achieve measurable improvements in service delivery and outcomes for at risk groups/protected characteristics

### **3 Financial Implications**

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

### **4 Legal Implications**

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

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

5.1 The Action Plan remains a pivotal tool for us to clearly monitor our delivery of our equality objectives. Using the Equality Framework as a tool to set and deliver equality objectives enables the Authority to demonstrate compliance with the Public Sector Equality Duty and benchmark its equality performance against other Fire and Rescue Services.

### **6 Health and Safety Implications**

6.1 There are no direct health and safety implications associated with this report. There is however, a plethora of evidence that suggests the creation of a diverse and inclusive workplace, can have a positive effect on the wellbeing of its employees

### **7 Service Plan Links**

7.1 This report relates to the following Priority:

- Provide a safe and skilled workforce which serves the needs of a diverse community

### **8 Conclusions**

8.1 The Authority remains committed to diversity and inclusion, and maintaining the highest possible standards. It takes a pragmatic and focused approach towards delivery of both its moral and legal equality duties.

8.2 The action plan continues to improve inclusion performance. Progress will continue to be periodically reported to the Corporate Driving Diversity Board and Authority (through Human Resources Committee).

## **Annex One**

### **Background Documents**

The following documents provide useful information about the Fire & Rescue Service in particular around culture and ways of working:

- Home Office Fire & Rescue National Framework For England
- Memo of Understanding Equality, Diversity, Behaviours and Organisational Culture in the Fire & Rescue Service
- Independent Review of Condition of Service for Fire & Rescue Service Staff in England 2015 Adrian Thomas Review
- HMICFRS Themes

The following documents supported priority areas:

- NJC Circular NJC/1/18 Inclusive Fire Service Group
- LGA An Inclusive Fire Service Recruitment and Inclusion Case Studies
- NJC Inclusive Fire Service – Cultural and Behavioural
- NFCC People Strategy 2017 – 2022 and annual plan
- Blue Light Wellbeing Framework
- LGA Fire Vision 2024

Research/trend relating to specific protected characteristics feed into the action plan.

Sources include but are not limited to;

- Stonewall Workplace Index
- Business in the Community – Opportunity Now
- Women in the Fire Service
- Disability Confident

## Annex Two

### Equality Framework Action Plan (2018-2021)

Equality Framework Action Plan 2018 - 2021	
Action	Responsible
<b>Workforce Diversity</b>	
<ul style="list-style-type: none"> <li>• Design a strategy for implementing sustainable Positive Action for recruitment and selection</li> <li>• Monitor and drive the WYFRS 'Gender Agenda' through the <i>HeforShe</i> pledges (including the menopause and flexible working)</li> <li>• Deliver actions in 'BAME staff engagement &amp; support plan'</li> <li>• Continue to actively encourage Representative Bodies to fulfil a positive role in advancing inclusion</li> <li>• Implement manager PDR Diversity and Inclusion objective to be evidenced against</li> <li>• Increase visibility and participation of under-represented groups in key decision making arenas</li> <li>• Explore accessibility and availability of development and training for all staff, including support staff and those with specific learning differences</li> </ul>	<p>Diversity Team, HR, AM Ops</p> <p>HR, relevant managers, Menopause Working Group</p> <p>Relevant managers</p> <p>All</p> <p>Organisational Development Manager</p> <p>Management Board</p> <p>HR, Training</p>
<b>Environment and Culture</b>	
<ul style="list-style-type: none"> <li>• Embed organisational values through development of a new leadership strategy, behaviour framework and relevant HR process</li> <li>• Improve simplicity and relevance of internal literature and promote our staff as "Real Models"</li> <li>• Embed 'Equality Analysis' into WYFRS all relevant policy, projects and practice, and monitor outcomes</li> <li>• Carry out an annual Ethnicity and Gender Pay Gap reports with resultant action plans</li> <li>• Further develop Inclusion Action Group (staff network): perform regular inclusion-based projects; be more visible in the organisation; and improve Firefighter representation</li> </ul>	<p>Organisational Development Manager</p> <p>Corporate Communication</p> <p>Relevant managers, Corporate Driving Diversity Board</p> <p>Finance, HR</p> <p>IAG Exec, Diversity Team</p>

<b>Diversity Awareness and Education</b>	
<ul style="list-style-type: none"> <li>• Continue to ensure interaction and communication from the Authority Chair, Chief Fire Officer, Board and Senior Managers in visibly championing diversity and inclusion</li> <li>• Develop, organise and oversee an overarching programme of learning on diversity and inclusion for all staff and managers (including e-learning to support face-to-face training e.g. Equality Analysis)</li> <li>• Plan and deliver agreed diversity calendar of events and campaigns</li> </ul>	<p>Fire Authority, Management Board, Comms, Diversity Team</p> <p>Organisational Development Manager, Diversity Team</p> <p>Comms, Diversity Team, IAG</p>
<b>Service Delivery and the PSED* demonstrating 'due regard'</b>	
<ul style="list-style-type: none"> <li>• Deliver local projects that engage with vulnerable groups and address impacts of social/economic inequality and societal changes</li> <li>• Improve how equality monitoring information is used to shape our services, including identifying emerging risk and vulnerabilities</li> <li>• Provide tools/guidance for community knowledge and the planning of prevention initiatives/community engagement</li> <li>• Review external messages and resources to ensure fit for purpose for diverse audience in West Yorkshire</li> <li>• Improve mechanisms for tracking community engagement, outcomes and satisfaction by protected characteristic</li> <li>• Regular publication of case studies of community engagement demonstrating the 'fostering of good relations'</li> </ul>	<p>Districts</p> <p>Districts, Central prevention, Diversity Team</p> <p>Comms, Prevention, Diversity Team</p> <p>Central Prevention/Protection, Comms</p> <p>Corporate Services, Strategic Development, Diversity Team, Protection</p> <p>Comms, Prevention, Diversity Team</p>
<p><b>*PSED = Public Sector Equality Duty</b></p>	

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# Human Resources Activity Report

## Human Resources Committee

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Date: 06 July 2018

Agenda Item: **6**

Submitted By: Chief Employment Services Officer

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- Purpose** To inform Members of sickness absence to the end of March 2018 and personnel activity to the end of March 2018.
- Recommendations**
1. That Members note the establishment.
  2. That Members note the content of the report
- Summary** This report informs Members of the Authority's key areas relating to Human Resources for 2017/18.

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

## 1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 APRIL 2017 TO 31 MARCH 2018

### Wholetime (including Control)

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
<b>Apr 2017</b>	985	8	22	16	4	1	0	82	954	1036
<b>Jul 2017</b>	976	8	22	16	4	1	0	83	944	1027
<b>Oct 2017</b>	966	8	22	16	4	1	0	83	934	1017
<b>Jan 2018</b>	954	9	21	17	4	1	0	83	923	1006
<b>Mar 2018</b>	953	9	22	17	4	1	6	82	930	1012

### Retained

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
<b>Apr 2017</b>	140	0	0	1	0	0	1	8	134	142
<b>Jul 2017</b>	136	0	0	1	0	0	1	8	130	138
<b>Oct 2017</b>	133	0	0	1	0	0	1	7	128	135
<b>Jan 2018</b>	135	0	0	1	0	0	1	7	130	137
<b>Mar 2018</b>	134	0	0	1	0	0	1	7	129	136

### Green Book Staff

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
<b>Apr 2017</b>	269	6	3	14	1	0	0	156	137	293
<b>Jul 2017</b>	267	6	2	15	1	0	0	156	135	291
<b>Oct 2017</b>	278	7	3	18	2	0	0	164	144	308
<b>Jan 2018</b>	274	7	3	20	2	0	1	165	142	307
<b>Mar 2018</b>	278	8	3	22	2	0	2	170	145	315

## 2. Sickness Absence

### SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE APRIL 2017 – MARCH 2018

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Ops Response	0.44	0.45	0.46	0.47	0.48	0.51	0.59	0.54	0.57	0.56	0.51	0.60
Ops Support	0.88	0.00	0.00	0.00	0.29	0.00	0.00	0.32	0.43	0.00	0.58	0.74
Prev & Prot	0.61	0.47	0.13	0.21	0.60	0.65	0.73	0.48	0.34	0.22	0.65	0.54
L & G	1.59	1.96	3.00	2.68	2.82	2.57	2.70	2.78	2.13	1.88	1.44	1.67
Service Support	0.67	0.73	0.84	0.95	1.00	1.18	1.44	1.22	0.87	0.54	0.36	0.41
Emp Services	0.00	0.07	0.29	0.00	0.03	0.07	0.16	0.09	0.00	0.30	0.65	0.44
Finance	0.07	0.00	0.00	0.85	0.12	0.00	0.33	0.50	0.71	1.73	1.33	2.64
FSHQ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.60	0.00	0.00	0.00
<b>Total</b>	<b>0.49</b>	<b>0.49</b>	<b>0.52</b>	<b>0.57</b>	<b>0.58</b>	<b>0.64</b>	<b>0.74</b>	<b>0.67</b>	<b>0.61</b>	<b>0.55</b>	<b>0.53</b>	<b>0.59</b>
<b>Target</b>	<b>0.50</b>											

### SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE 1 APRIL 2016 – 31 MARCH 2018

	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18
Ops Response	1.37	1.31	1.60	1.47	1.35	1.46	1.70	1.67
Ops Support	4.04	0.86	0.71	0.53	0.88	0.29	0.75	1.32
Prev & Prot	5.46	3.76	2.18	1.68	1.21	1.45	1.56	1.41
L & G	2.22	0.56	3.18	5.67	5.82	8.07	7.61	4.99
Service Support	1.79	2.46	3.22	2.40	2.23	3.14	2.20	1.18
Emp Services	0.20	2.56	3.15	2.61	0.36	0.10	4.51	1.76
Finance	2.86	1.04	1.27	0.27	1.07	0.96	1.55	5.71
FSHQ	0.00	0.00	0.00	0.00	1.60	0.00	0.00	0.00
<b>Total</b>	<b>1.61</b>	<b>1.55</b>	<b>1.87</b>	<b>1.67</b>	<b>1.50</b>	<b>1.79</b>	<b>2.02</b>	<b>1.68</b>
<b>Target</b>	<b>1.57</b>	<b>1.57</b>	<b>1.57</b>	<b>1.57</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

**SICKNESS ABSENCE – MAJOR CAUSES 1 JANUARY 2016 – 31 MARCH 2018**

	Total Days Lost	Musculo Skeletal	Mental Health	Respiratory	Gastro Intestinal	Cardiovascular
Mar 2018	930.50	385.50	143.00	122.50	70.00	31.00
Feb 2018	871.00	335.00	115.50	195.50	66.00	28.00
Jan 2018	877.00	305.50	119.00	249.50	55.50	31.00
Dec 2017	924.00	280.00	218.00	154.00	75.50	31.00
Nov 2017	1,076.00	443.00	185.00	146.00	70.00	30.00
Oct 2017	1,157.50	540.00	215.00	83.00	82.00	38.00
Sep 2017	1,010.50	484.00	199.00	52.50	96.50	30.00
Aug 2017	917.50	390.50	251.00	53.50	53.71	32.00
Jul 2017	865.50	354.50	211.00	52.50	78.00	57.00
Jun 2017	820.50	392.00	206.58	38.00	27.00	35.00
May 2017	769.00	400.00	144.00	59.50	48.50	32.00
Apr 2017	795.00	384.50	139.50	52.50	67.61	42.00
Mar 2017	902.00	353.00	121.00	119.00	76.00	56.50
Feb 2017	845.50	309.00	286.00	75.00	142.50	34.00
Jan 2017	895.00	255.00	303.00	133.50	107.50	31.00
Dec 2016	930.00	301.50	247.00	186.50	115.00	30.00
Nov 2016	1161.50	478.50	308.00	101.50	118.50	35.00
Oct 2016	918.00	343.00	241.00	111.50	65.00	2.00
Sep 2016	786.00	261.00	231.50	53.00	63.50	17.00
Aug 2016	822.50	271.00	260.00	66.00	30.00	26.00
Jul 2016	924.50	328.00	307.00	19.50	55.00	69.00
Jun 2016	970.50	331.00	314.00	35.00	63.50	45.00
May 2016	856.50	321.50	230.50	38.50	101.50	25.00
Apr 2016	810.50	294.50	190.00	97.50	92.50	24.00
Mar 2016	970.50	320.50	200.00	209.50	62.50	47.00
Feb 2016	988.50	317.50	169.50	155.50	82.00	44.00
Jan 2016	982.50	284.00	213.00	168.50	87.50	37.00
Total	24778.00	9463.50	5768.08	2829.00	2052.82	939.50
Percentage	100%	38%	23%	11%	8%	4%

### 3. ESTABLISHMENT AND STRENGTH AS AT 31 MARCH 2018

Staff Group	Establishment			Employees			
	No. of Posts following HR Committee 12 Jan 2018	Amendments to Establishment	Proposed Number of Posts (New Establishment)	Enrolments 1 Mar to 31 Mar 2018	Leavers and Retirees 1 Mar to 31 Mar 2018	Number of People Employed (including Career Breaks)	FTEs
Whole Time	963		963		5	965	964.27
Retained	120		120		1	136 @ (87 posts)	75.12
Control	43		43			47	44.00
Green and Blue Book (Non-Operational)	294		294		2	315	274.90
<b>Total</b>	<b>1420</b>		<b>1420</b>		<b>8</b>	<b>1463*</b>	<b>1358.29</b>

#### Further Information - Establishment

One Watch Manager post in Employee Resourcing to be replaced with a Firefighter post – Wholetime establishment figure will stay the same for this period.

#### Further Information - Employees

\* The number of actual employees exceeds the number of establishment posts due to part-time employment, Firefighter recruitment and employees on career breaks.

## Changes to Establishment and Strength – April 2013 to March 2018

	TOTAL ESTABLISHMENT	TOTAL STRENGTH	WHOLETIME ESTABLISHMENT	WHOLETIME STRENGTH	RETAINED ESTABLISHMENT	RETAINED POSITIONS COVERED*	CONTROL ESTABLISHMENT	CONTROL STRENGTH	GREEN BOOK ESTABLISHMENT	GREEN BOOK STRENGTH
12 Apr 2013	1719	1701	1244	1272	156	121	51	50	268	258
5 July 2013	1699	1681	1236	1256	144	117	51	49	268	259
1 Nov 2013	1689	1658	1226	1235	144	114	51	49	268	260
17 Jan 2014	1685	1647	1222	1220	144	118	51	46	268	263
4 April 2014	1657	1629	1202	1204	144	118	43	47	268	260
5 Sep 2014	1641	1608	1186	1193	144	112	43	44	268	259
14 Nov 2014	1624	1600	1166	1182	144	110	43	45	271	263
23 Jan 2015	1611	1579	1165	1164	132	103	42	42	272	270
27 Mar 2015	1587	1563	1153	1156	120	96	42	41	272	270
10 Jul 2015	1585	1536	1150	1124	120	101	42	45	273	266
25 Sep 2015	1561	1514	1126	1102	120	100	42	47	273	265
4 Dec 2015	1514	1496	1078	1079	120	99	42	47	274	271
26 Feb 2016	1511	1485	1074	1070	120	96	42	47	275	272
8 July 2016	1503	1452	1058	1040	120	94	42	48	283	270
7 Oct 2016	1493	1440	1048	1026	120	91	42	49	283	274
13 Jan 2017	1485	1438	1033	1010	120	91	43	49	289	288
31 Mar 2017	1483	1431	1032	994	120	94	43	49	288	294
31 May 2017	1416	1412	964	981	120	91	43	49	289	291
31 Aug 2017	1419	1415	964	972	120	91	43	48	292	304
30 Nov 2017	1421	1412	964	964	120	91	43	48	294	309
31 Mar 2018	1420	1414	963	965	120	87	43	47	294	315
Reduction 2013-2017	299	287	281	307	36	34	8	3	-26	-57

\* Retained strength shown as number of positions covered not people employed

#### 4. HEALTH AND SAFETY PERFORMANCE 1 APRIL 2017 – 31 MARCH 2018

Actual performance 2017/18	Target 2017/18	Target 2018/19
20	37	37

##### Losttime over 3 days

Actual performance 2017/18	Target 2017/18	Target 2018/19
21	27	27

##### RiddorMajor injury/disease

Actual performance 2017/18	Target 2017/18	Target 2018/19
6	No target set	No target set

#### 5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 APRIL 2017 – 31 MARCH 2018

Ref No.	KPI	Target	Year end position 1 <sup>st</sup> April 2017 – 31 <sup>st</sup> March 2018	Target achieved for present quarter
1	Management referral to appointment date ( 3 weeks)	90%	98%	No
2	No. of Did Not Attends (DNA's) or cancellation <48 hr notice*	0	23*	No
3	AMA report to management within 48hr	90%	93%	Yes
4	No. of physiotherapy referrals		130	
5	No. of counselling referrals		84	
6	No. of management referrals		47	
7	No. of health screenings		226	
8	No. of self-referrals		20	
9	No of AMA consultations		587	

\*Total DNA'S for OH appointments year to date (15 AMA appts.)

Note: Reporting period adjusted to fall in line with fiscal calendar quarters.

## 6. DISCIPLINE AND GRIEVANCE CASES – 1 APRIL 2017 TO 31 MARCH 2018

### Disciplinary Cases by Directorate

Directorate	Total Received in Period	Total Completed		Current Live Cases	Average time to complete (Days)	Oldest Live Case Commenced
FSHQ	1			1		27/07/2017
Service Delivery	4	2	2	2	44	Green < 60 Days
Legal & Governance	1	1	1		55	Red > 60 Days
Employment Services	0					
Service Support	2	1	1	1	40	

### Grievance Cases by Directorate

Directorate	Total Received in Period	Total Completed		Current Live Cases	Average time to complete (Days)	Oldest Live Case Commenced
FSHQ	1			1		25/01/2018
Service Delivery	27	24	3	21	35	Green < 8 Days
Legal & Governance	1	1		1	12	Red > 8 Days
Employment Services	3	3	1	2	15	
Service Support	0			1		

### Bullying and Harrassment Cases by Directorate

Directorate	Total Received in Year	Total Completed		Current Live Cases	Average time to complete (Days)	Oldest Live Case Commenced
FSHQ	0					
Service Delivery	0					Green < 45 Days
Legal & Governance	0					Red > 45 Days
Employment Services	0					
Service Support	0					

### Mediation Cases by Directorate

Directorate	Total Received in Year	Total Completed		Current Live Cases	Average time to complete (Days)	Oldest Live Case Commenced
FSHQ	0					
Service Delivery	1	1				
Legal & Governance	0					
Employment Services	0					
Service Support	1			1		

## 7. RECRUITMENT STATISTICS – 1 APRIL 2017 – 31 MARCH 2018

### Green Book External Recruitment by Directorate 1 Apr 2017 to 31 March 2018

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Current Live Cases	Average time to complete (Days)	Vacancies not appointed to	Target Timescale
Finance	6	5	5	1	0	53.6	0	
Service Delivery	23	23	23	0	0	47.4	1	Green < 84 Days
Legal & Governance	9	9	7	0	0	35.8	2	Red > 84 Days
Employment Services	5	5	4	0	0	42.5	1	
Service Support	26	25	24	1	1	41.6	3	

### Green Book Internal Only Recruitment by Directorate 1 Apr 2017 to 31 March 2018

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Current Live Cases	Average time to complete (Days)	Vacancies not appointed to	Target Timescale
Finance	3	3	1	1	0	33.5	1	
Service Delivery	14	12	0	7	0	52.4	7	Green < 30 Days
Legal & Governance	1	1	0	0	0	n/a	1	Red > 30 Days
Employment Services	3	3	1	2	0	35	0	
Service Support	6	6	2	3	0	38.2	1	



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# Local Pension Board - Annual Report 2017 - 18

## Human Resources Committee

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Date: 6 July 2018

Agenda Item:

7

Submitted By: Chief Legal and Governance Officer

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- Purpose** To consider the Local Pension Board Annual Report 2017 – 18 and agree whether the Local Pension Board is acting within its Terms of Reference and in accordance with good governance principles.
- Recommendations** That Members agree that the Local Pension Board is acting within its Terms of Reference and in accordance with good governance principles.
- Summary** The Local Pension Board is required to produce an Annual Report setting out activity undertaken during the course of the previous year.
- The Annual Report is submitted for formal ratification by this Committee.

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Annex 1 - Local Pension Board Annual Report 2017 – 18  
Annex 2 – Local Pension Board Terms of Reference

## **1 Introduction**

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

## **2 Information**

- 2.1 The draft Annual Report 2017 – 18 was considered by the Local Pension Board at its meeting held on 12 January 2018 with a subsequent revised version considered on 13 June 2018.
- 2.2 A copy of the Annual Report is attached as an annex to this report and Members are invited to
- offer views on how complaints and risks reported to the Board have been managed
  - confirm (as appropriate) that the Local Pension Board is acting in accordance with its Terms of Reference and in accordance with good governance principles.
- 2.3 A copy of the Local Pension Board Terms of Reference are attached at Annex 2 to this report.

## **3 Financial Implications**

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

## **4 Legal implications**

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

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

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

## **6 Health and Safety Implications**

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

## **7 Service Plan Links**

- 6.1 Production of the Annual Report supports the priority of effective and ethical governance.



West Yorkshire  
Fire & Rescue Service

# LOCAL PENSION BOARD

## Annual Report 2017 - 2018

### **OFFICIAL**

Ownership: Legal and Governance

Date Issued: 27 June 2018

Version: 2

Status: Draft



# Revision and Signoff Sheet

## Change Record

Date	Author	Version	Comments
06/12/2017	Claire Johnson – Pensions Officer	V.1 - draft for consideration by Local Pension Board	To submit to Human Resources Committee for formal ratification – July 2018
07/06/18	Nicola Houseman – Committee Manager	V2. - updated	Correct version to go to HR Committee

## Reviewers

Name	Version Approved	Position	Organisation	Date
Nicola Houseman	V2	Committee Manager	WYFRA	07/06/18

## Distribution

Name	Position	Organisation
Local Pension Board		West Yorkshire Fire and Rescue Authority – 12 January 2018
Human Resources Committee		7 July 2018

## Document Properties

Item	Details
Document Title	LOCAL PENSION BOARD
Author	Administrator
Creation Date	06 December 2017
Last Updated	07 June 2018

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## 1 Foreword

The purpose of this Annual report is to provide a source of information about the status of West Yorkshire Fire and Rescue Authority Local Pension Board for Scheme members and for the Scheme Manager together with a summary of issues considered in the relevant period (1 April 2017 – 31 March 2018)

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

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

The Report includes commentary on the following;

- A summary of the work undertaken by the Local Pension Board during 2017 – 18
- Detail of areas investigated and how these areas were dealt with
- Any conflicts of interest and how these were managed
- Any identified risks and other areas of potential concern
- Any expenses and costs incurred by the Board
- Gifts and hospitality received by members of the Board
- Training for Board members

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

Classification	Action
	Outstanding
	Partially complete
	Complete

## 2 Membership and meetings of the Board

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

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

2 x Scheme Manager representatives (Councillor Peter Harrand – Chair and Bryan Smith)

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

2.2 The Board has met on 2 occasions in the 2017 – 18 year in accordance with the Terms of Reference.

### 3 Work undertaken by the West Yorkshire Fire and Rescue Authority Local Pension Board 2017 – 18

- 3.1 The West Yorkshire Fire and Rescue Authority adopted Terms of Reference for the Local Pension Board on 20 February 2015. Following 12 months' operation and to reflect further national guidance received about the Board's role and remit, the Terms of Reference were amended and approved at the 24 June 2016 meeting of the Fire Authority. The work undertaken by the Board during the course of the year has been defined by these (amended) Terms of Reference.
- 3.2 An external appointment was made in respect of membership of the Scheme Advisory Board sub-committee (Ensuring the effectiveness of Local Pension Boards) as follows;
- Stuart Wilson (Scheme member representative)
- 3.3 During the period 1 April 2017 – 31 March 2018 the following items were also considered by the Board;
- Updates on the work and levy associated with the national Scheme Advisory Board (SAB) & its sub-committee (Ensuring the effectiveness of the Local Pension Board) - included a visit by SAB Chair, Malcolm Eastwood.
  - Annual review of the Corporate Risk Register
  - Pension Fund – Key Performance Indicators and corporate risks
  - Discretions made by the Scheme Manager
  - annual benefit statements
  - views on progress from the Pensions Regulator 2018
  - Review of Terms of Reference
  - General Data Protection Regulations (GDPR) – overview of key changes
- 3.4 Each Activity report includes detail on the number of;
- pension scheme members across the various schemes
  - number of new scheme members
  - retirees
  - pensioner members
  - deferred members
  - IDRPs stage 1 and 2 complaints
  - Opt-outs
- 3.5 Each agenda also includes the following standing items;
- legislative update
  - compliance and complaints (part of Activity report)
  - Pensions ombudsman cases (see section 9.)

## 4 Specific investigations and Board resolutions

- 4.1 A summary of the areas considered during 2016 – 17 which warranted further investigation and action and the relevant outcomes are detailed in the table below.

Meeting	Summary	Outcome / resolution	Completed
7 July 2017	Activity report –opt outs to be recorded between Pension Schemes and with demographics	Included in standing report	
	Scheme Advisory Board (SAB) update	Guidance on purpose of the Local Pension Board to be circulated	
	West Yorkshire Pension Fund – key performance indicators	Information to be included in reports where targets not being met with indication of longest outstanding cases	Now a standing item
	Pension risk register	To be a standing item	
12 January 2018	Pension options chosen by new recruits	Report required	
	Terms of reference	Proposals to amend	
	WYPF monthly statistics inconsistent	WYPF to be requested to submit monthly statistics together with a running total for the year	
	Chair of Scheme Advisory Board to be invited to July 2017 meeting	Invitation sent via Clair Alcock, LGA Firefighters' Pension Adviser, on 26 January 2017	

## 5 Conflicts of interest

- 5.1 As statutorily required, members of the Local Pension Board complete a Declaration of Interests. The register is maintained by the West Yorkshire Fire and Rescue Authority Committee Services section. Members of the Board reviewed their Declarations in July 2017.
- 5.2 There have been no declarations made by any member, adviser or attendee at any meeting of the Board during the relevant period.

## 6 Identified Risks and areas of concern

- 6.1

Meeting	Summary of risk	Outcome / resolution	Completed
4 December 2015	Ongoing pension dispute	Noted	
7 July 2017	Appeal regarding pension transition arrangements	To be added to the Corporate Risk Register	

- 6.2 IDRPs Stage 1 and 2 complaints are included as appropriate in the Activity report at each meeting of the Board.

## 7 Expenses and Costs

- 7.1 Approval was sought from the Scheme Manager in August 2017 for the attendance of a member of the Local Pension Board and Technical Advisor at a training session in London. The training was provided by LGA and funded by the SAB Levy. The only cost to the Authority was for transport, the train tickets for both delegates totalled £440.
- 7.2 Approval was sought from the Scheme Manager in September 2017 for the attendance of a member of the Local Pension Board and Technical Advisor at the Annual Firefighters' Pension Conference in London. Again the training was provided by LGA and funded by the SAB Levy. The only cost to the Authority was for transport, the train tickets totalled £266.71.
- 7.3 There has been no additional expenditure or costs incurred within the relevant period for the administration of the Board.

## 8 Gifts and Hospitality

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

## 9 Training

- 9.1 It is a statutory requirement of the Public Service Pensions Act 2013 that members of the Local Pension Board should have the capacity to become conversant with, and develop a knowledge of, detailed related issues in order to effectively carry out their duties.
- 9.2 The following training has been provided during the course of the year to Local Pension Board members;
- Pensions Regulator e-learning package
  - Tax training seminars
  - Bulletins from LGA Pension Advisory Service
  - LGA National training programme
- 9.3 There was also attendance by a Local Pension Board member at the Firefighters' Pension Conference in November 2017.
- 9.4 One standing item on the Local Pension Board agendas is consideration of relevant Pension Ombudsman cases. The summaries provided and Ombudsman decisions serve as a learning tool for LPB members.
- 9.5 During the course of the year, the following cases were reviewed;
- 9.5.1 Mr S – Misquote/misinformation (LPFA/LFEPA)
- 9.5.2 Mr H – Misquote/misinformation (HWFA/WCC)
- 9.5.3 Mr N – Incorrect calculation (WYFRS)

## 10 **Legislative updates**

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

10.2 The following have been provided during the relevant period;

- Employee Contributions Holiday 1992 FFPS
- Ill health injury compensation pensions – Tax issues
- legal challenge – transitional protections 2015 FFPS
- Voluntary scheme pays



OFFICIAL

# Retained Duty System (RDS) review

## Human Resources Committee

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Date: 6 July 2018

Agenda Item:

8

Submitted By: Chief Employment Services Officer

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### Purpose

To update the Committee on consultation regarding a review of the Retained Duty System (RDS) Service and to seek authority to implement the review.

### Recommendations

It is recommended that the proposals to change the way in which RDS staff are managed and remunerated are approved on a six-month trial basis.

### Summary

This report sets out a number of proposed changes to the way that the RDS Service is currently managed, particularly in the way that staff are remunerated. The changes are designed to better match resource to demand as well as making the RDS Service more flexible and attractive to potential recruits.

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Consultation Paper for the Review of RDS Payments

## 1 Information

- 1.1 It is proposed to make a number of changes to the RDS Service to make it both more responsive to the needs of local communities by improving appliance availability and to make the role of RDS Firefighter more attractive to staff and potential new recruits. Full details of the proposals are set out in the attached document but the main changes are:
1. Paying enhanced rates for cover during the hours that are hardest to fill;
  2. Allowing shorter contracts by paying staff pro-rata to the hours of availability offered;
  3. Making an advance payment to staff based on average numbers of call outs to allow the payment to be consolidated in base salary.
- 1.2 This matter was first considered by the Authority's Executive Committee on 21 March 2018. The decision of the Executive Committee was:
- a) *That approval be given to a consultation process with the relevant representative bodies based on the Retained Duty System (RDS) review business case as attached to the report now submitted; and*
  - b) *That the outcome of the consultation be reported back to the Human Resources Committee for implementation approval.*
- 1.3 Since the Executive Committee Meeting, extensive consultation has taken place with RDS Staff and with the Representative Bodies. No substantial changes have been made following the business case considered by the Executive Committee but the consultation allowed a detailed implementation agreement to be developed. (Attached as Annex 1.)
- 1.4 The expected benefits of the new scheme include:
1. The creation of a consistent scheme allowing for improved financial planning for staff.
  2. An improved ability to manage individual availability in line with organisational and station requirements,
  3. The implementation of improved contracts and remuneration that reflects an individual's availability commitment at key times of the day.
  4. Introduce a front loaded payment scheme to enable local rostering at a station level and where individual flexibility is achieved. This will lead to benefits for personnel by enabling the rostering of appliance riders. This will improve operational exposure across the number of incidents attended by RDS personnel. This will improve appliance availability by rostering individual availability more efficiently.
- 1.5 If agreed, it is recommended that the scheme is implemented on a 6 month trial basis to ensure that there are no detrimental, unforeseen consequences for the organisation or the individual staff member.

## 2 Financial Implications

- 2.1 Budgets have been increased as part of the budget setting process in order to cover the costs arising out of this review.

### **3 Legal Implications**

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

### **4 Human Resource and Diversity Implications**

- 4.1 Recruitment of RDS Firefighters and the lack of diversity in that part of the workforce remains a concern. It is thought that the flexibilities afforded by the proposed working arrangements offer some potential to make the positions more attractive to a more diverse demographic.

- 4.2 As part of the consultation process, discussions have taken place with both individual staff members and the Trade Unions. Many station based meetings have been joint meetings involving both management and the FBU and this approach has been particularly constructive.

- 4.3 Both the FBU and FOA have indicated their willingness to support this agreement. The FBU agreement is conditional on:

1. The trial has an agreed, definite, start and end date
2. A monthly meeting is convened in order to address any emerging issues or just to share experiences.
3. If the trial is deemed a success and it is rolled out, a guarantee that those who don't want to go on it shouldn't be forced to.
4. If the trial is deemed a success and it is rolled out, any of our members/your staff who didn't undertake the original trial will be given one six month opportunity of trialling it (timing of their choosing.) If they then decide it isn't for them, they then should be allowed to revert back to their previous contract.

- 4.4 The proposals suggested by the FBU can be accommodated.

- 4.5 Further equality analysis should be undertaken in the course of the trial to assess whether the intended benefits are delivered.

- 4.6 Separately to this review, additional work is being undertaken through a newly formed RDS Steering Group which seeks to identify ways to improve the promotion of the RDS Service, recruitment and selection, and training as well as reviewing the historic local terms and conditions of RDS firefighters to ensure their relevance to today's service.

### **5 Health and Safety Implications**

- 5.1 None arising from this report

### **6 Service Plan Links**

- 6.1 The report aligns to the Service Plan Priority:

- Deliver a professional and resilient emergency response service
- Provide a safe skilled workforce that serves the needs of a diverse community

## **7 Conclusions**

- 7.1 The proposal has been subject to extensive consultation with staff. It offers mutuality of benefit with the service hoping to see improved availability for retained appliances together with the potential to improve the diversity of its workforce. For RDS firefighters, this offers an improvement in terms and conditions of service.
- 7.2 For the reasons set out above, it is recommended that the proposal is supported.

# **Consultation Paper For the Review of RDS Payments**

**Version 2.1  
June 1<sup>st</sup>, 2018**

## **1.0 Background**

- 1.1 The Retained Duty System review has taken place over the last twelve months. The review studied the existing retained duty system and the working arrangements at retained stations. A series of meetings and discussions with all stakeholders was undertaken to capture feedback and views about the current system.
- 1.2 It has been highlighted nationally that the RDS system creates risks through availability, recruitment and retention.
- 1.3 The current terms of the RDS system although flexible are difficult to manage as there is a variance in issues which surround different stations. This leads to a system that has the propensity to fail in delivering operational fire cover.
- 1.4 The current system provides excellent flexibility to individuals but restricts the ability of the organisation to maintain appliance availability. There is no method within the current system for matching availability to demand. A Retained Duty Station could have a full establishment of personnel but not deliver acceptable appliance availability cover. This creates a situation where there can be excessive availability during midweek nights with no availability during daytime periods. The present RDS system also presents difficulties in providing resilience to operational activity at whole-time stations or staffing resilience pumps.
- 1.5 This proposal seeks to address these issues and provide a viable solution which is sustainable and affordable. It will result in significant benefits being delivered which are detailed within this consultation document.
- 1.6 Adopting this proposal will demonstrate a commitment from WYFRS in recognising the valuable service delivered by RDS personnel. RDS personnel are a vital part of how we deliver the Fire & Rescue service to the communities of West Yorkshire.
- 1.7 The proposal, if agreed will be for a trial period of 6 months and will only continue subject to a satisfactory review.

## **2.0 Proposals**

- 2.1 The proposals set out an option to increase the remuneration package available for RDS personnel. There is also an opportunity to improve the diversity of the retained workforce through increasing the flexibility of contractual arrangements.
- 2.2 There is a need to provide a more structured approach as to how individual contracts are aligned to station requirements. Other benefits will include:
  5. The creation of a consistent scheme allowing for improved financial planning for staff.
  6. The creation of a centralised position to plan and monitor appliance availability in an effective manner.

7. An improved ability to manage individual availability in line with organisational and station requirements,
8. The implementation of improved contracts and remuneration that reflects an individual's availability commitment at key times of the day.
9. Introduce a front loaded payments scheme to enable local rostering at a station level and where individual flexibility is achieved. This will lead to benefits for personnel by enabling the rostering of appliance riders. This will improve operational exposure across the number of incidents attended by RDS personnel. This will improve appliance availability by rostering individual availability more efficiently.

### **2.3 RDS Revised Payment Proposal**

- 2.4 To ensure appropriate levels of cover through the week it is proposed to incentivise those periods where cover is typically low. To achieve this, the working week will be split into 3 separate time periods:

P1 Weekdays from 08:00 - 18:00 Monday to Friday

P2 Week nights from 18:00 – 08:00 Sunday to Thursday (finishing 08:00 Friday morning.)

P3 Weekends from 18:00 Friday to 18:00 Sunday

- 2.5 Periods 1 and 3 are seen as periods with least cover so will be incentivised with all hours within these periods being recognised at time and a half. So someone working 120 hours, with 40 of those hours being in a premium period would have their retainer fee based on 140 hours.

- 2.6 The service reserve the right to vary the hours that are incentivised to address appliance availability issues and following consultation with the Trade Unions.

- 2.7 It is proposed that the maximum retainer fee be set at 18% for 140 hours. Everyone would then be paid based on a proportion of 18% based on cover period. Therefore, someone offering 100 hours cover with 30 hours in premium period would accrue 115 hours.  $115/140 = 82\%$

Therefore pay =  $82\% * 18\% = 14.8\%$  retainer fee.

- 2.8 No contracts will normally be offered if total accrued hours (premium plus standard) are less than 58 hours as this equates to the grey book minimum of 75% of retainer fee. If someone does request a contract below the 58 hour limit, they will be paid on the same pro-rata basis

2.9 A minimum of 30% of all hours must be offered in P1 or 3 for new entrants into the service

## 2.10 Attendance Payments

2.11 In addition to the improvement in retaining fees, it is proposed to make payments in advance, as part of salary in anticipation of incident attendance. Providing upfront payments allows the opportunity for local rostering across RDS stations reducing the number of attendance fees paid for each incident call out by matching resource to demand. This will provide WYFRS with greater flexibility to utilise RDS personnel to provide improved availability across all hours of the day, leading to spare capacity for operational activities and resilience duties where required.

2.12 The provision of this option and the improved retaining fee provides the opportunity for RDS firefighters to have a guaranteed monthly income. This will benefit the individual's financial position if applying for mortgages or loan requests.

2.13 Data taken from the past four years indicates that the highest average calls per month were thirteen Incidents. However overall the average is nine incidents per month. Therefore it is proposed that the upfront payment for attendance at incidents will be based on an average of nine incidents per month.

2.14 The actual payment made will consist of one hours pay plus the disturbance payment. Any time in excess of an hour at actual incident attendance will be paid in addition at the appropriate hourly rate.

2.15 This payment will be linked to an individual's availability:

- 120 hour contract – 9 incidents per month
- 90 hour contract – 6.75 incidents per month
- 60 hour contract – 4.5 incidents per month

2.16 The up-front payment scheme would be reviewed on an annual basis. This would be based on a three yearly rolling average. Anyone attending more than the average attendances in a particular month will be paid for those additional attendances.

## 2.17 Additional Considerations

2.18 The review identified the utilisation of the fourth hour training was not compulsory. It is proposed to increase all training to 4 hours per week to enable personnel the best opportunity to maintain their training E-MOC's alongside their W/T colleagues.

2.19 A further issue identified by RDS personnel is not having the benefit of paid fitness training which is available to their Wholetime colleagues. Savings achieved through the introduction of a station budget scheme would allow the authority the ability to offer one hours pay per week.

- 2.20 The weekly training allowance will be available solely to RDS personnel. (Not whole-time retained.)
- 2.21 It is recognised that a number of RDS Personnel offer additional hours over and above their contracted availability in order to keep the pump on the run. Where this happens, and subject to prior authorisation by the Watch Manager, staff will receive a casual overtime payment of £1 per hour.
- 2.22 For whole-time retained firefighters, there is currently a requirement for them to withdraw their RDS availability a minimum of 4 hours prior to the commencement of their whole-time shift. This requirement will be reduced to 2 hours prior to a night shift but will remain at 4 hours prior to a day shift.

### **3.0 Implementation Issues**

- 3.1 It is recognised that all current retained firefighters have a contractual agreement with WYFRS which details their availability. As this is contractual, it is proposed that all current firefighters transfer based on their current agreed availability. As a consequence, no firefighter will see any pay detriment and most will see an improvement.
- 3.2 Each Watch and Station Manager will build a standard staffing model for his/her station. This will identify the level of cover required in throughout the week. The expectation will be that the model will allow up to 8 firefighters to be available at all times.
- 3.3 It is recognised that current contractual commitments will mean that at certain times, some stations will be over established at certain times and under established at others. Discussions will take place with existing personnel to try and equalise resource. There will however be no compulsion for anyone to change their current availability and no one will be required to stand down if it is within their contractual commitment.
- 3.4 These individuals can be rostered on Systel to show available for resilience which credits the contracted hours but wouldn't require them to attend station unless recalled for resilience duties or at the request of the station OIC. This would be managed through selective alerting.
- 3.5 Moving forward, recruitment and or availability changes will only be allowed to address identified gaps in the standard staffing model.
- 3.6 The requirement to work a minimum of 30% of all hours within P1 or 3 will not apply to existing firefighters on implementation of this scheme. However, any future requests to change availability must take this requirement into account.

### **4.0 Financial Implications**

- 4.1 It is anticipated that these proposals, if agreed, will increase the cost of the RDS Service by approximately £250,000 pa. The Authority have agreed to fund this increase.

### **5.0 Consultation Process**

- 5.1 The timetable for the consultation process is set out below.

	<b>ACTION</b>	<b>TIMETABLE</b>	<b>RESPONSIBILITY</b>
1	Consultation document shared with Unions and Staff	By April 6 <sup>th</sup> , 2018	IB
2	Formal Consultation meetings with Unions	April 9 <sup>th</sup> – May 11 <sup>th</sup>	IB
3	Informal consultation with staff	April 9 <sup>th</sup> – May 11 <sup>th</sup>	IB / RM
4	Formal response from Unions	By May 25th	FBU / FOA
5	Response to Unions	By June 8th	IB
6	HR Committee Approval	July 6 <sup>th</sup> , 2018	IB
7	Implementation	September 1 <sup>st</sup> , 2018	

## **6.0 Contact Officers**

6.1 Richard Meakin      Watch Manager      0113 3874380

Ian Brandwood      CESO      01274 655734