



OFFICIAL

# Pay Assimilation

## Human Resources Committee

Date: 5 October 2018

Agenda Item:

5

Submitted By: Chief Employment Services Officer

<b>Purpose</b>	To advise of arrangements for assimilation to the new nationally agreed pay spine
<b>Recommendations</b>	It is recommended that the report is noted
<b>Summary</b>	The National Joint Council (NJC) For Local Government Services governs the terms and conditions for the majority of the organisation's support staff. The pay agreement for 2018-20 includes the introduction of a new pay spine on 1 April 2019. This report sets out the mechanism for transfer to the new pay spine.

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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 - Revised pay structure  
Annex 2 – assimilation agreement

## 1 Introduction

- 1.1 The NJC for Local Government Services governs the terms and conditions for the majority of the organisation's support staff. The pay agreement for 2018-20 includes the introduction of a new pay spine on 1 April 2019 that is based on the following:
- A bottom rate of £9.00 per hour (£17,364) on new Spinal Column Point (SCP)1 (equivalent to old SCPs 6 & 7)
  - 'Pairing off' old SCPs 6-17 incl. to create new SCPs 1-6 incl.
  - Equal steps of 2.0% between each new SCPs 1 to 22 incl. (equivalent to old SCPs 6-28 incl.)
  - By creating equal steps between these pay points, new SCPs 10, 13, 16, 18 and 21 are generated to which no old SCPs will assimilate. This means that the current number of pay points in a grade might change
  - On new SCPs 23 and above (equivalent to old SCPs 29 and above), 2.0% increase on 2018 rate

## 2 Information

- 2.1 The new national pay spine reduces the number of spinal points (SCPs) from 49 to 43. As part of the revision, a number of new SCPs are generated to which existing spinal points do not assimilate, in effect, introducing additional SCPs into pay grades. Previously, all pay grades in the West Yorkshire Fire and Rescue Authority (WYFRA) pay structure consisted of three increments. In order to accommodate the new pay spine, the number of grades in the WYFRA structure will be reduced from 14 to 12 and some grades at the lower end of the pay structure will contain up to 5 SCPs.
- 2.2 The national agreement is specific in directing which SCP an individual transfers to under the new pay structure (as per Annex 1). However, it is silent as to how any issues of incremental progression should be handled. This matter is for local determination.
- 2.3 Following agreement with Unison locally, the chronology adopted in West Yorkshire will be that an individual who is due an increment on the old pay structure will receive that increment. They will then be progressed on to the new pay structure in line with the national agreement. Anyone who migrates on to the new structure who is at the top of their existing grade, but moves to a mid-point on the new structure will not receive an increment in April 2019 but will resume normal incremental progression in April 2020.
- 2.4 Anyone joining the service between 1 October 2018 and 31 March 2019 will be transferred on to the new pay structure at 1 April 2019 and receive any increment due 6 months after the date of their appointment.
- 2.5 The revised grading structure requires some changes to the job evaluation scheme scoring but, as grades are being amalgamated or replicated, existing scoring bands can be moved across as indicated in the table below.

	Old SCP	2018-19		New SCP	2019-20	Job Evaluation Scores	
<b>Grade 1</b>	7	16,495		<b>Grade 1</b>	1	£17,364	Less than 350
	8	16,626		Old SCP 7-13	2	£17,711	
	9	16,755			3	£18,065	
	10	16,863			4	£18,426	
<b>Grade 2</b>	11	17,007		<b>Grade 2</b>	5	£18,795	350-419
	12	17,173		Old SCP 14-19	6	£19,171	
	13	17,391			7	£19,554	
					8	£19,945	
<b>Grade 3</b>	14	17,681		<b>Grade 3</b>	9	£20,344	420-434
	15	17,972		Old SCP 20-22	10	£20,751	
	16	18,319			11	£21,166	
<b>Grade 4</b>	17	18,672			12	£21,589	
	18	18,870		<b>Grade 4</b>	13	£22,021	435-474
	19	19,446		Old SCP 23-25	14	£22,462	
<b>Grade 5</b>	20	19,819			15	£22,911	
	21	20,541			16	£23,369	
	22	21,074			17	£23,836	
<b>Grade 6</b>	23	21,693		<b>Grade 5</b>			
	24	22,401		Old SCP 26-28	18	£24,313	475-509
	25	23,111			19	£24,799	
					20	£25,295	
<b>Grade 7</b>	26	23,866			21	£25,801	
	27	24,657			22	£26,317	
	28	25,463		<b>Grade 6</b>	23	£26,999	510-565
<b>Grade 8</b>	29	26,470		Old SCP 29-31	24	£27,905	
	30	27,358			25	£28,785	
	31	28,221		<b>Grade 7</b>	26	£29,636	566-599
<b>Grade 9</b>	32	29,055		Old SCP 32-34	27	£30,507	
	33	29,909			28	£31,371	
	34	30,756		<b>Grade 8</b>	29	£32,029	600-649
<b>Grade 10</b>	35	31,401		Old SCP 35-37	30	£32,878	
	36	32,233			31	£33,799	
	37	33,136					
<b>Grade 11</b>	38	34,106		<b>Grade 9</b>	32	£34,788	650-699
	39	35,229		Old SCP 38-40	33	£35,934	
	40	36,153			34	£36,876	
<b>Grade 12</b>	41	37,107		<b>Grade 10</b>	35	£37,849	700-709
	42	38,052		Old SCP 41-43	36	£38,813	
	43	39,002			37	£39,782	
<b>Grade 13</b>	44	39,961		<b>Grade 11</b>	38	£40,760	710-719
	45	40,858		Old SCP 44-46	39	£41,675	
	46	41,846			40	£42,683	
<b>Grade 14</b>	47	42,806		<b>Grade 12</b>	41	£43,662	720-749
	48	43,757		Old SCP 47-49	42	£44,632	
	49	44,697			43	£45,591	

- 2.6 As the national agreement does not set out the detail of the assimilation process, Unison have been consulted and agreed the approach. To that end, the agreed Assimilation Agreement is attached at Annex 2.

### **3 Financial Implications**

- 3.1 Within the Medium Term Financial Plan, the standstill budget for support staff in 2019-20 is £9.486m. The calculated budgetary requirement following assimilation is £9.979m.
- 3.2 The increase in cost of £0.493m will have to be met from efficiency savings. On-going increases in salaries cannot be met from reserves because reserves can only be used once.

### **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 new pay agreement addresses the issue of low pay at the bottom end of the pay structure and makes the pay spine living wage compliant. This will negate the need to continue to pay supplements in order to meet our obligations as a living wage employer.
- 5.2 It is worthy of note that all staff receive a pay increase of a minimum of 2% however, the majority of staff below current SCP 28 will receive increases of between 3% and 7% excluding the impact of incremental progression. Approximately 150 staff will benefit from this.

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

- 6.1 None arising from this report.

### **7 Service Plan Links**

- 7.1 Provide a safe skilled workforce that serves the needs of a diverse community

**Annex 1**

# National Joint Council for Local Government Services

**Employers' Secretary:**  
Simon Pannell

**Trade Union Secretaries**  
Rehana Azam, GMB  
Jim Kennedy, Unite  
Heather Wakefield, UNISON

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**To: Chief Executives in England, Wales and N Ireland  
(copies for the Finance Director and HR Director)  
Members of the National Joint Council**

10 April 2018

Dear Chief Executive,

## **2018 and 2019 PAYSCALES & ALLOWANCES**

Agreement has been reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from **1 April 2018** and **1 April 2019**.

UNISON and GMB both voted to accept whilst Unite voted to reject. However, in line with the Constitution of the NJC, Unite accepts the collective majority decision of the other unions that the pay award should now be implemented.

The new pay rates are attached at **Annex 1**.

The new rates for allowances up-rated by two per cent in each year are set out at **Annex 2**.

Yours sincerely



Simon Pannell



Rehana Azam



Jim Kennedy

Heather Wakefield

**Joint Secretaries**

SCP	1 April 2017		1 April 2018		1 April 2019			Old SCP[s]
	£ per annum	£ per hour*	£ per annum	£ per hour*	New SCP	£ per annum	£ per hour*	
6	£15,014	£7.78	£16,394	£8.50	1	£17,364	£9.00	6/7
7	£15,115	£7.83	£16,495	£8.55				
8	£15,246	£7.90	£16,626	£8.62	2	£17,711	£9.18	8/9
9	£15,375	£7.97	£16,755	£8.68				
10	£15,613	£8.09	£16,863	£8.74	3	£18,065	£9.36	10/11
11	£15,807	£8.19	£17,007	£8.82				
12	£16,123	£8.36	£17,173	£8.90	4	£18,426	£9.55	12/13
13	£16,491	£8.55	£17,391	£9.01				
14	£16,781	£8.70	£17,681	£9.16	5	£18,795	£9.74	14/15
15	£17,072	£8.85	£17,972	£9.32				
16	£17,419	£9.03	£18,319	£9.50	6	£19,171	£9.94	16/17
17	£17,772	£9.21	£18,672	£9.68				
18	£18,070	£9.37	£18,870	£9.78	7	£19,554	£10.14	18
19	£18,746	£9.72	£19,446	£10.08	8	£19,945	£10.34	19
20	£19,430	£10.07	£19,819	£10.27	9	£20,344	£10.54	20
					10	£20,751	£10.76	
21	£20,138	£10.44	£20,541	£10.65	11	£21,166	£10.97	21
22	£20,661	£10.71	£21,074	£10.92	12	£21,589	£11.19	22
					13	£22,021	£11.41	
23	£21,268	£11.02	£21,693	£11.24	14	£22,462	£11.64	23
24	£21,962	£11.38	£22,401	£11.61	15	£22,911	£11.88	24
					16	£23,369	£12.11	
25	£22,658	£11.74	£23,111	£11.98	17	£23,836	£12.35	25
					18	£24,313	£12.60	
26	£23,398	£12.13	£23,866	£12.37	19	£24,799	£12.85	26
27	£24,174	£12.53	£24,657	£12.78	20	£25,295	£13.11	27
					21	£25,801	£13.37	
28	£24,964	£12.94	£25,463	£13.20	22	£26,317	£13.64	28

<b>29</b>	£25,951	£13.45	£26,470	£13.72	<b>23</b>	£26,999	£13.99	29
<b>30</b>	£26,822	£13.90	£27,358	£14.18	<b>24</b>	£27,905	£14.46	30
<b>31</b>	£27,668	£14.34	£28,221	£14.63	<b>25</b>	£28,785	£14.92	31
<b>32</b>	£28,485	£14.76	£29,055	£15.06	<b>26</b>	£29,636	£15.36	32
<b>33</b>	£29,323	£15.20	£29,909	£15.50	<b>27</b>	£30,507	£15.81	33
<b>34</b>	£30,153	£15.63	£30,756	£15.94	<b>28</b>	£31,371	£16.26	34
<b>35</b>	£30,785	£15.96	£31,401	£16.28	<b>29</b>	£32,029	£16.60	35
<b>36</b>	£31,601	£16.38	£32,233	£16.71	<b>30</b>	£32,878	£17.04	36
<b>SCP</b>	<i>1 April 2017</i>		<b>1 April 2018</b>		<b>1 April 2019</b>			<b>Old SCP[s]</b>
	<i>£ per annum</i>	<i>£ per hour</i>	<b>£ per annum</b>	<b>£ per hour</b>	<b>New SCP</b>	<b>£ per annum</b>	<b>£ per hour</b>	
<b>37</b>	£32,486	£16.84	£33,136	£17.18	<b>31</b>	£33,799	£17.52	37
<b>38</b>	£33,437	£17.33	£34,106	£17.68	<b>32</b>	£34,788	£18.03	38
<b>39</b>	£34,538	£17.90	£35,229	£18.26	<b>33</b>	£35,934	£18.63	39
<b>40</b>	£35,444	£18.37	£36,153	£18.74	<b>34</b>	£36,876	£19.11	40
<b>41</b>	£36,379	£18.86	£37,107	£19.23	<b>35</b>	£37,849	£19.62	41
<b>42</b>	£37,306	£19.34	£38,052	£19.72	<b>36</b>	£38,813	£20.12	42
<b>43</b>	£38,237	£19.82	£39,002	£20.22	<b>37</b>	£39,782	£20.62	43
<b>44</b>	£39,177	£20.31	£39,961	£20.71	<b>38</b>	£40,760	£21.13	44
<b>45</b>	£40,057	£20.76	£40,858	£21.18	<b>39</b>	£41,675	£21.60	45
<b>46</b>	£41,025	£21.26	£41,846	£21.69	<b>40</b>	£42,683	£22.12	46
<b>47</b>	£41,967	£21.75	£42,806	£22.19	<b>41</b>	£43,662	£22.63	47
<b>48</b>	£42,899	£22.24	£43,757	£22.68	<b>42</b>	£44,632	£23.13	48
<b>49</b>	£43,821	£22.71	£44,697	£23.17	<b>43</b>	£45,591	£23.63	49

\*hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week in the National Agreement 'Green Book')

## ANNEX 2

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment:

<b>1 April 2018</b> £35.37	<b>1 April 2019</b> £36.08
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### RATES OF PROTECTED ALLOWANCES AT 1 APRIL 2018 and 1 APRIL 2019 (FORMER APT&C AGREEMENT (PURPLE BOOK))

**Paragraph 28(3) Nursery Staffs in Educational Establishments - Special Educational Needs Allowance**

<b>1 April 2018</b> £1,264	<b>1 April 2019</b> £1,289
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**Paragraph 28(14) Laboratory / Workshop Technicians**

City and Guilds Science Laboratory Technician's Certificate Allowance:

<b>1 April 2018</b> £205	<b>1 April 2019</b> £209
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City and Guilds Laboratory Technician's Advanced Certificate Allowance:

<b>1 April 2018</b> £149	<b>1 April 2019</b> £152
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**Paragraph 32 London Weighting and Fringe Area Allowances £ Per Annum**

Inner Fringe Area:

<b>1 April 2018</b> £857	<b>1 April 2019</b> £874
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Outer Fringe Area:

<b>1 April 2018</b> £597	<b>1 April 2019</b> £609
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**Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session**

<b>1 April 2018</b> £28.46	<b>1 April 2019</b> £29.03
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**FORMER MANUAL WORKER AGREEMENT (WHITE BOOK)**

**Section 1 Paragraph 3 London and Fringe Area Allowances £ Per Annum**

Inner Fringe Area:

**1 April 2018**  
£857

**1 April 2019**  
£874

Outer Fringe Area:

**1 April 2018**  
£597

**1 April 2019**  
£609

**Implementation Arrangements For**

**National Joint Council for Local Government Services**

**New Pay Structure – April 2019**

**Ian Brandwood**

**Chief Employment Services Officer**

1.0 The NJC pay agreement for 2018-20 includes the introduction of a new pay spine on 1 April 2019 that is based on the following:

- A bottom rate of £9.00 per hour (£17,364) on new Spinal Column Point (SCP)1 (equivalent to old SCPs 6 & 7)
- 'Pairing off' old SCPs 6-17 incl. to create new SCPs 1-6 incl.
- Equal steps of 2.0% between each new SCPs 1 to 22 incl. (equivalent to old SCPs 6-28 incl.)
- By creating equal steps between these pay points, new SCPs 10, 13, 16, 18 and 21 are generated to which no old SCPs will assimilate. This means that the current number of pay points in a grade might change
- On new SCPs 23 and above (equivalent to old SCPs 29 and above), 2.0% increase on 2018 rate

1.1 This document explains how WYFRA will amend its grading structure to meet the requirements of the new national agreement and then goes on to set out the rules by which staff will assimilate on to the new pay structure.

## **2.0 Grading Structure**

2.1 The new national pay spine reduces the number of spinal points (scps) from 49 to 43. As part of the revision, a number of new scps are generated to which existing spinal points do not assimilate, in effect, introducing additional scps into pay grades. Previously, all pay grades in the WYFRA pay structure consisted of three increments. In order to accommodate the new pay spine, the number of grades in the WYFRA structure will be reduced from 14 to 12 and some grades at the lower end of the pay structure will contain up to 5 scps.

2.2 The changes to the grading structure are indicated in the table below:

	Old SCP	2018-19		New SCP	2019-20	Job Evaluation Scores	
<b>Grade 1</b>	7	16,495		<b>Grade 1</b>	1	£17,364	Less than 350
	8	16,626		Old SCP 7-13	2	£17,711	
	9	16,755			3	£18,065	
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	18	18,870					
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				Old SCP 23-25	14	£22,462	
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	45	40,858		Old SCP 44-46	39	£41,675	
	46	41,846			40	£42,683	
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	48	43,757		Old SCP 47-49	42	£44,632	
	49	44,697			43	£45,591	

2.3 The revised grading structure requires some changes to the job evaluation scheme scoring but, as grades are being amalgamated or replicated, existing scoring bands can be moved across as indicated in the table above.

### **3. Assimilation to SCPs**

3.1. The national agreement is specific in directing which SCP an individual transfers to under the new pay structure. (As per Annex 1) However it is silent as to how any issues of incremental progression should be handled. This matter is for local determination.

3.2 The chronology adopted in West Yorkshire will be that an individual who is due an increment on the old pay structure will receive that increment. They will then be progressed on to the new pay structure in line with the national agreement. Anyone who migrates on to the new structure who is at the top of their existing grade, but moves to a mid-point on the new structure will not receive an increment in April 2019 but will resume normal incremental progression in April 2020.

3.3 Anyone joining the service between October 1<sup>st</sup>, 2018 and March 31<sup>st</sup>, 2019 will be transferred on to the new pay structure at April 1<sup>st</sup> and receive any increment due 6 months after the date of their appointment.

3.4 This new agreement does not affect the Executive Officer pay grade. Staff on that grade will continue to receive the nationally agreed pay award which for 2019 will be 2%.

SCP	1 April 2017		1 April 2018		1 April 2019			Old SCP[s]
	£ per annum	£ per hour*	£ per annum	£ per hour*	New SCP	£ per annum	£ per hour*	
6	£15,014	£7.78	£16,394	£8.50	1	£17,364	£9.00	6/7
7	£15,115	£7.83	£16,495	£8.55				
8	£15,246	£7.90	£16,626	£8.62	2	£17,711	£9.18	8/9
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11	£15,807	£8.19	£17,007	£8.82				
12	£16,123	£8.36	£17,173	£8.90	4	£18,426	£9.55	12/13
13	£16,491	£8.55	£17,391	£9.01				
14	£16,781	£8.70	£17,681	£9.16	5	£18,795	£9.74	14/15
15	£17,072	£8.85	£17,972	£9.32				
16	£17,419	£9.03	£18,319	£9.50	6	£19,171	£9.94	16/17
17	£17,772	£9.21	£18,672	£9.68				
18	£18,070	£9.37	£18,870	£9.78	7	£19,554	£10.14	18
19	£18,746	£9.72	£19,446	£10.08	8	£19,945	£10.34	19
20	£19,430	£10.07	£19,819	£10.27	9	£20,344	£10.54	20
					10	£20,751	£10.76	
21	£20,138	£10.44	£20,541	£10.65	11	£21,166	£10.97	21
22	£20,661	£10.71	£21,074	£10.92	12	£21,589	£11.19	22
					13	£22,021	£11.41	
23	£21,268	£11.02	£21,693	£11.24	14	£22,462	£11.64	23
24	£21,962	£11.38	£22,401	£11.61	15	£22,911	£11.88	24
					16	£23,369	£12.11	
25	£22,658	£11.74	£23,111	£11.98	17	£23,836	£12.35	25
					18	£24,313	£12.60	
26	£23,398	£12.13	£23,866	£12.37	19	£24,799	£12.85	26
27	£24,174	£12.53	£24,657	£12.78	20	£25,295	£13.11	27
					21	£25,801	£13.37	
28	£24,964	£12.94	£25,463	£13.20	22	£26,317	£13.64	28
29	£25,951	£13.45	£26,470	£13.72	23	£26,999	£13.99	29
30	£26,822	£13.90	£27,358	£14.18	24	£27,905	£14.46	30
31	£27,668	£14.34	£28,221	£14.63	25	£28,785	£14.92	31
32	£28,485	£14.76	£29,055	£15.06	26	£29,636	£15.36	32
33	£29,323	£15.20	£29,909	£15.50	27	£30,507	£15.81	33
34	£30,153	£15.63	£30,756	£15.94	28	£31,371	£16.26	34
35	£30,785	£15.96	£31,401	£16.28	29	£32,029	£16.60	35
36	£31,601	£16.38	£32,233	£16.71	30	£32,878	£17.04	36

SCP	1 April 2017		1 April 2018		1 April 2019			Old SCP[s]
	<i>£ per annum</i>	<i>£ per hour</i>	<b>£ per annum</b>	<b>£ per hour</b>	<b>New SCP</b>	<b>£ per annum</b>	<b>£ per hour</b>	
<b>37</b>	£32,486	£16.84	£33,136	£17.18	<b>31</b>	£33,799	£17.52	37
<b>38</b>	£33,437	£17.33	£34,106	£17.68	<b>32</b>	£34,788	£18.03	38
<b>39</b>	£34,538	£17.90	£35,229	£18.26	<b>33</b>	£35,934	£18.63	39
<b>40</b>	£35,444	£18.37	£36,153	£18.74	<b>34</b>	£36,876	£19.11	40
<b>41</b>	£36,379	£18.86	£37,107	£19.23	<b>35</b>	£37,849	£19.62	41
<b>42</b>	£37,306	£19.34	£38,052	£19.72	<b>36</b>	£38,813	£20.12	42
<b>43</b>	£38,237	£19.82	£39,002	£20.22	<b>37</b>	£39,782	£20.62	43
<b>44</b>	£39,177	£20.31	£39,961	£20.71	<b>38</b>	£40,760	£21.13	44
<b>45</b>	£40,057	£20.76	£40,858	£21.18	<b>39</b>	£41,675	£21.60	45
<b>46</b>	£41,025	£21.26	£41,846	£21.69	<b>40</b>	£42,683	£22.12	46
<b>47</b>	£41,967	£21.75	£42,806	£22.19	<b>41</b>	£43,662	£22.63	47
<b>48</b>	£42,899	£22.24	£43,757	£22.68	<b>42</b>	£44,632	£23.13	48
<b>49</b>	£43,821	£22.71	£44,697	£23.17	<b>43</b>	£45,591	£23.63	49



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# West Yorkshire Fire and Rescue Service work experience programme - proposal

## Human Resources Committee

Date: 5 October 2018

Agenda Item:

6

Submitted By: Chief Employment Services Officer

### Purpose

To outline the proposals for the introduction of a structured work experience programme at West Yorkshire Fire and Rescue Service (WYFRS) for young people within the community of West Yorkshire.

### Recommendations

Members are asked to note the proposals to run a pilot programme in Spring 2019

### Summary

This report and attached documents describes the proposals for the introduction of a structured work experience programme, which will take place twice per year, can be planned and managed properly to ensure the health and safety of both the young people and our own staff, and to ensure the best possible experience for everyone concerned, enhancing WYFRS's reputation within the community.

Local Government (Access to information) Act 1972

Exemption Category:

None

Contact Officer:

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Tel: 01274 655741

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Background papers open to inspection: None

Annexes:

Appendix 1 – Work Experience Programme Proposal for WYFRS

Appendix 2 – Health and Safety Considerations

Appendix A – Operational Fire Fighter Work Experience Week

Appendix B – Business Support Work Experience Week

## **1 Introduction**

- 1.1 Requests come through on a regular basis throughout the year for work experience opportunities with WYFRS from young people themselves and from educational institutions across West Yorkshire. Requests are for opportunities on both the operational and the business support sides of the business. WYFRS have expressed interest in offering opportunities in the past but have had concerns about offering ad hoc work experience opportunities from a health and safety, a time management, a co-ordination and a quality experience perspective.
- 1.2 This report and attached documents detail the proposals for a structured work experience programme which will take place twice per year, can be planned and managed properly to ensure the health and safety of both the young people and of our own staff, and to ensure the best possible experience for everyone concerned, enhancing WYFRS's reputation within the community.
- 1.3 The benefits of introducing work experience opportunities into WYFRS are clearly detailed in the attached proposal report.
- 1.4 The proposals have been fully discussed with all key internal stakeholders, including two DCs who support the proposals fully, and AM Chris Kirby. Feedback from all these stakeholders has been considered and has been included in the attached documents.

## **2 Information**

- 2.1 Full details of the proposal is found in the document attached at Appendix 1
- 2.2 Health and Safety implications and considerations in the document attached at Appendix 2
- 2.3 The structure of the Operational FF work experience programme week is attached at Appendix A
- 2.4 The structure of the Business Support work experience programme week is attached at Appendix B

## **3 Financial Implications**

- 3.1 There are minimal financial costs in the form of staff time to facilitate the work experience programme which can be met from existing budgets.

## **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 educational institutions will select their own students for the work experience placements using their own selection criteria. However, WYFRS will give direction to them in terms of requesting a fair gender and B/ME representation to ensure the young people coming to us are representative of the Community.

- 5.2 Reasonable adjustments will be made wherever possible to accommodate young people with special needs and/or disabilities. However, should any young person have a requirement for one-to-one support whilst in the workplace this will need to be provided by their education provider.

## **6 Health and Safety Implications**

- 6.1 All Health and Safety implications and considerations are outlined in Appendix 2 of this report

## **7 Service Plan Links**

- 7.1 Provide a safe skilled workforce that serves the needs of a diverse community

## **8 Conclusions**

- 8.1 The introduction of a structured work experience programme will provide benefit to the young people involved in the programme, promoting the benefits of working for WYFRS and raise WYFRS's profile as a key public sector employer within West Yorkshire. As the young people involved in the programme will have a fair gender/BME representation this should encourage these under-represented groups to apply for positions within WYFRS in the future once they understand the varied and broad range of career opportunities on offer.

## **APPENDIX 1**

### **Work Experience Programme Proposal for West Yorkshire Fire and Rescue Service**

#### **Introduction to work experience placements**

Work experience introduces young people to the work environment and can be a valuable part of their education. In England and Wales, all young people at Key Stage 4 and above (age 14-18) in their last years of compulsory education can take part in work experience schemes.

Well planned and well-organised work experience has an important role as part of education for work as it:

- Helps to develop personal and social skills
- Helps to develop the attitudes and key skills young people need for the world of work, for example communication, working with others and problem solving
- Gives them important opportunities to learn directly about working life and the working environment first hand
- Assists the young person to make decisions about future career paths
- Improves the key skills and employability of the young person
- Provides a major link between the school or college, employers and the local community

#### **The Benefits of accepting work experience placements for West Yorkshire Fire and Rescue Service**

The main benefits for WYFRS offering work experience opportunities to young people are:

- Early engagement with young people with an interest in the Fire Service as a future career and an opportunity to reposition the dated stereotype of a Fire Fighter. Particularly important is early engagement with young women and B/ME communities as part of our positive action strategy because these groups are currently under-represented.
- Continuing to improve the quality of applicants coming through future recruitment processes who already have a good understanding of the skills, fitness levels and attitudes and behaviours required to have a successful career with WYFRS
- Fulfilling our community responsibilities, as a public sector Organisation, by supporting schools and colleges within West Yorkshire to develop young people and improve their future employability opportunities.
- Work experience can benefit other employees who are responsible for mentoring or training them, it can improve and boost the morale of existing teams
- The workplace can benefit from the knowledge of youth! (eg. Technology experience)
- Helping to improve relations within the communities of West Yorkshire therefore supporting a reduction in attacks on Fire Fighters.
- Inviting external people into an organisation can quite often have the effect of 'driving up standards'

## **Organisation of Work experience placements at WYFRS – The Recommended Programme**

There will be 1 full week of work experience placements taking place twice each year (one in mid November and one in March). During each of the weeks the Authority will accept a total of 25 young people on work experience (a total of 50 per year):

- 20 young people undertaking work experience who have an interest in Operational Fire Fighting as a career.
  - 4 from Leeds District, 4 from Bradford District, 4 from Wakefield District, 4 from Kirklees District, 4 from Calderdale District
- 5 young people (in total) with an interest in one of the business support functions as a career. eg. Finance, Prevention, PR and Communications, IT, Transport, Human Resources, Control.

The work experience programme will be organised and facilitated by the HR Team in close liaison and with support from District management teams and Department Heads. In order for the young people to have a positive and useful experience there will need to be commitment and involvement from a large number of key internal stakeholders from various Departments and Districts right across the Authority. The main stakeholders have all been consulted with as part of the planning process.

The recommendation for the pilot (first year) is that WYFRS only take work experience students at minimum age 16. Additionally, for the Operational Fire Fighter work experience opportunities, these will be limited to students who are currently undertaking a public services course at each of the 5 main FE colleges within West Yorkshire (Leeds City College, Calderdale College, Bradford College, Kirklees College and Wakefield College). The students will be linked to their respective District whilst with the Authority.

The work experience placement weeks will be structured and planned in advance and the activities will be planned to meet the evidence requirements of the modules within the curriculum. It is important that the young person is offered an organised and productive programme for the whole week and is given a positive experience of working for West Yorkshire Fire and Rescue Service.

WYFRS will ensure that opportunities are allocated equally between Districts and that the young people are representative of the Community in terms of gender and ethnicity.

Colleges will be asked to select their own students for the work experience placements using their own selection criteria. However WYFRS will give direction to the colleges in terms of requesting a fair gender and B/ME representation.

### **Details of the Work Experience Placements**

- All work undertaken by the work experience students will be voluntary and unpaid.
- All work experience placements will last for a maximum of one week (5 days Monday-Friday) between the hours of 9.00 am and 4.30 pm.

- The young people will be expected to make their own way to the allocated site (either Head Quarters or a Fire Station within District), and will be responsible for any travel costs incurred as a result of travelling to and from the work experience location. Any travel between sites during the hours of the Placement will be provided by WYFRS.
- Work experience students will be expected to dress appropriately for the work they are undertaking whilst with WYFRS (guidance will be given on this).
- The young people will be expected to reflect on their learning/experience at the end of each day and keep up to date any paperwork associated with their course
- Department Heads/District Commanders will be asked to provide a summary of the skills and performance of the student which may be used to complement their CV.
- Each young person will be issued with an official letter of engagement before starting their placement and will be asked to sign a confidentiality and health and safety agreement in advance.
- All activities planned for the young people will have been properly risk assessed (see Appendix 2 – Health and Safety information for more detail)

### **Position of the Colleges/Training Providers**

All 5 of the FE colleges in West Yorkshire have responded to initial enquiries with positivity and enthusiasm. They have all expressed their interest and see this as a fantastic opportunity for their young people on their public service courses to get an opportunity for a real work experience.

Some comments from the colleges include

***What an amazing opportunity for our students!! All our students, including Public Service, complete work placement activity as part of their study programme and a week block would certainly give them a good all-round experience.***

***We have been wanting Public Services to get involved for many years and it can only improve our provision possibilities and your recruitment.***

*We are currently working with our Uniformed Public Services students trying to secure meaningful work placement opportunities and a large number always request working within West Yorkshire Fire and Rescue Service so this opportunity would be great. This would be a fantastic opportunity for Bradford College to provide an opportunity to students with a keen interest in the Fire Service*

### **Unofficial Placements**

Unofficial placements with a Department should not be offered through connections with staff via family or friends. All work placement referrals should be centrally co-ordinated through Human Resources. Only in exceptional circumstances will authorisation be given for managers to accept work experience placements outside of the formal twice-yearly programme but these must be approved, in advance, by a senior manager at Director level or above and must be reported to the HR and Occupational Health and Safety Departments

so that all the necessary controls and risk assessments may be in place prior to the student commencing the placement.

### **University Student Placements**

Department Heads may accept University Student Placements at their discretion but these must be approved, in advance, by a senior manager at Director level or above. Details of the Placement must be reported to the HR and Occupational Health and Safety Departments so that all the necessary controls and risk assessments may be in place prior to the student commencing the placement.

### **The Structure of the Work Experience Placements**

Attached as Appendix A is the 5-day work experience schedule for a Operational Fire Fighter work experience

Attached as Appendix B is an example of a 5-day work experience schedule for working in a Business Support Department, this will need to be adapted to make relevant to other Departments

### **Following the Work Experience Placement**

It is important that once a young person has had a positive work experience with WYFRS that we maintain contact and their interest in the Service as a potential career choice. This is particularly important for young females and B/ME groups who are currently under-represented within the Service.

We will therefore aim to arrange follow-up sessions at certain times of the year to invite the young people back into the Service and offer support with (eg.) any fitness concerns or other barriers to potential recruitment of these groups to enable them to get to a point where they are able to make an application with a reasonable chance of success.

### **Resources Required to Deliver this Programme**

The planning, arranging and facilitating for the first year pilot will be undertaken by existing staff within the HR team in the first instance. This may need to be reviewed at a later date once the exact amount of time and resource required is identified, especially if the programme grows and it requires more resource than HR are able to dedicate.

As previously mentioned there will be a requirement for commitment and time from a number of internal stakeholders in order to make the programme a success.

It has been recommended by the two District Commanders consulted as part of this planning process that the young people going out to District Stations for 3 days will need to be allocated a 'Mentor or Facilitator to work with them throughout the week to help them make the most of their work experience, and most definitely for their 3 days on Station. The most suitable person to undertake this role would appear to be the District Support Officer.

### **Costs**

There will be minimal costs:

Cost of transporting young people around the District and to SDC and back on the Friday of each week

Any PPEW/kit that the young people will need to use/borrow

Time of employees who would otherwise be engaged in other activities

### **Organisational Risk Considerations**

- Health and safety is fully considered (see Appendix 2). Risk assessments must be undertaken for all planned activities and all Districts must adhere to the agreed 'in scope' and 'out of scope' activities
- The young people on our premises and engaging in work experience activities will be covered under our Public Liability Insurance provided that the risk assessments and supervision arrangements are in place and adhered to
- Mentors will be permitted to transport the young people in Authority vehicles (provided they have a relevant driving licence) and this will not affect the insurance.

## Appendix 2 - Health and Safety Considerations

1. Students on work experience are classed as employees for the period of the placement under the Health and Safety (Training for Employment) Regulations 1990 and so covered by West Yorkshire Fire and Rescue Service's insurance.
2. The Department will be required to carry out a risk assessment by law to reduce the possibility of the young person having an accident. This will be carried out in conjunction with the Health and Safety Department. A copy of the risk assessment will be given to the student and a copy to their school or college and a copy to the young person's parent or carer.
3. The School or College must provide any relevant health or medical information prior to the Placement commencing and this will be held by the Occupational Health Department. If there is any doubt over whether a student's health or medical condition may prevent them from participating in any of the activities planned as part of the work experience it may be necessary to withdraw the offer of a work experience placement on health grounds.
4. Should any young person have a disability which requires support in the workplace, this will need to be provided by the school or college.
5. Students on work experience will be provided with the same health, safety and welfare protection as given to employees – the young people may be particularly at risk from:
  - a. Their possible physical and psychological immaturity and inexperience of work
  - b. Being unfamiliar with the workplace surroundings and unaware of the potential health and safety risks
  - c. Being eager to impress or please other people
6. Whilst on WYFRS premises the Service must ensure that all reasonable steps are taken to ensure the health and safety of the young people undertaking work experience. This will be done by:
  - (i) Ensuring that all staff are aware of the aims of work experience programmes
  - (ii) Ensuring a full thorough health and safety induction is carried out on Day 1 with an emphasis on the Section/s where they will work, the person to whom they are responsible and relative health and safety procedures
  - (iii) Taking account of their lack of experience and absence of awareness of risks, ensuring that supervision and training is provided for all tasks that they are to carry out and ensuring that personal protective equipment (PPE) is issued for those tasks
  - (iv) Ensuring the risks of all tasks/activities that they may be involved in are assessed and controlled and a safe system of work implemented
  - (v) Ensuring that the young people are adequately supervised by competent employees at all times especially in situations where there have been risks identified

7. Attention is also drawn to the Authority's legal requirements in relation to the Disclosure and Barring Service (DBS). It is a criminal offence to knowingly employ an individual barred by the DBS to work in regulated activity with children (under the age of 18) and vulnerable adults. For working with children, this will generally be unsupervised teaching, training, instructing, caring for or supervising. In the majority of cases supervision of young people of a short term work experience placement will not fall within the definition of regulated activity.

If there is a query as to whether a DBS check is required, please consult with the HR Department.

8. Failure to follow health and safety instructions which has the potential to put themselves or others in danger, including not wearing issued PPE, may result in immediate termination of the work experience placement for the student.

## APPENDIX A - Operational FF Work Experience Week

<p><b>Day 1 Induction Day at Fire Service Head Quarters</b></p> <ul style="list-style-type: none"> <li>9.00 Registration and ID (20 mins) - <b>HR team</b></li> <li>9.20 Welcome and Introduction to West Yorkshire Fire and Rescue Service (20 mins) – <b>HR team + Senior Officer if available</b></li> <li>9.40 Fun Team Building Session (1 hour) – <b>Ops Training staff</b></li> <li>10.40 Core values &amp; E&amp;D input (30 mins) – <b>Ian Stone’s team</b></li> <li>11.10 Health and Safety Awareness (20 mins) – <b>Mark Dixon’s team</b></li> <li>11.40 Tour of HQ – <b>HR team</b></li> <li>TOTAL 3 ¼ hours</li> <li>12.15 LUNCH</li> </ul> <p style="text-align: center;"><b>AFTERNOON</b></p> <ul style="list-style-type: none"> <li>13.00 The role of Prevention in the Fire Service (30 mins) – <b>Sarah Laidlow-Moore team</b></li> <li>13.30 Health, Fitness and nutrition talk (30 mins) – <b>Dan Campbell</b></li> <li>14.00 Fitness testing/workout (1 hour) – <b>Dan Campbell</b></li> </ul>	<p><b>Days 2 , 3 and 4 attached to one of District Stations: Leeds, Bradford, Wakefield, Halifax, Huddersfield</b></p> <p><b>Young people will work as part of a Watch whilst on Station, some of the activities will mean visiting various fire stations within their District. They will be supervised/ chaperoned at all times by their District Support Officer/Mentor</b></p> <p><b>Day 1: Induction inc Tour of District Station</b></p> <p><b>For all 3 days Morning duties will include:-</b></p> <ul style="list-style-type: none"> <li>Participation in planned morning drills to include: <ul style="list-style-type: none"> <li>RTC training</li> <li>HAZMAT chemical incident (decontamination exercise)</li> <li>BA exercise in cosmetic smoke house</li> </ul> </li> <li>Risk assessment work</li> <li>Vehicle and equipment checks</li> <li>Participation in a planned short lecture</li> </ul> <p>Lunch time – young people will participate in the making of the meal and spending an hour with the Watch</p> <p><b>All 3 Afternoons will include Prevention work:</b></p> <ul style="list-style-type: none"> <li>Shadow some safe and well visits (low or medium risk)</li> <li>Attend <b>selected appropriate</b> incidents with Mentor in car (this could also take place during the morning)</li> <li>Attend a School Visit with Watch</li> <li>Any other Community work/visits</li> </ul>	<p><b>Day 5 Visit to Service Delivery Centre and Summary day at Fire Service Head Quarters</b></p> <p><b>Arrive at HQ in morning to be transported to SDC</b></p> <ul style="list-style-type: none"> <li>9.30 Tour of Service Delivery Centre and visit to Control room (1.5 hours) – <b>Julie Jowett team</b></li> <li>11.00 input from Protection team (30 mins) – <b>Chris Kemp team</b></li> </ul> <p>Return to Headquarters for lunch and afternoon session</p> <ul style="list-style-type: none"> <li>1.00 Involvement in command suite exercise (2 hours)</li> <li>3.00 Q&amp;A session with senior officer (whoever available – 1 of the DCs or AMs ?)(30 mins)</li> <li>3.30 Introduce 2 positive role models to talk about their story (30 mins)</li> <li>4.00 A career in the Fire Service talk on the application and entry process (20 mins) – <b>HR team</b></li> <li>4.20 Evaluation / feedback and final thoughts – <b>HR team</b></li> <li>Finish at 4.30 pm</li> </ul>
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## APPENDIX A - Operational FF Work Experience Week

<ul style="list-style-type: none"> <li>• 15.00 have a go at POET activities including BA crawl (1 hour) – <b>Ops Training team</b></li> <li>• 16.00 Reflection on Day/Close of Day – <b>HR team</b></li> <li>• 16.30 leave</li> </ul>	<ul style="list-style-type: none"> <li>• Generally helping around the Station and participating in Station life</li> <li>• Half hour reflection at the end of each day</li> <li>• Finish at 4.30 pm each day</li> </ul> <p>Units covered BTEC Level 2 Public Services</p> <p>Units 1, 2, 6, 7, 9, 13, 14, 17, 20, 21</p>	
<p>Need to make their own way to HQ and home from HQ Young people will need to bring appropriate clothing for physical activity and packed lunch</p>	<p>Need to make their own way to and from District Station each day</p>	<p>To make their way to HQ – need to transport them to SDC and back again To make their way home from HQ</p>

## APPENDIX B - Business Support Work Experience Week

<p><b>Day 1 Induction Day at HQ</b></p> <p><b><i>With all work experience young people</i></b></p> <ul style="list-style-type: none"> <li>9.00 Registration and ID (20 mins) – <b>HR team</b></li> <li>9.20 Welcome and Introduction to West Yorkshire Fire and Rescue Service (20 mins) – <b>HR team + Senior Officer if available</b></li> <li>9.40 Fun Team Building Session (1 hour) – <b>Ops Training staff</b></li> <li>10.40 Core values &amp; E&amp;D input – (30 mins) – <b>Ian Stone's team</b></li> <li>11.10 Health and Safety Awareness – (20 mins) – <b>Mark Dixon's team</b></li> <li>11.40 Tour of HQ – <b>HR Team</b></li> <li>TOTAL 3 ¼ hours</li> <li>12.15 LUNCH (provided)</li> </ul> <p><b>AFTERNOON</b></p> <p>Young People join their Department of choice</p> <p>Reflection at the end of each day Leave at 4.30 pm</p>	<p><b>Days 2, 3 and 4</b></p> <p>Spend all full days 2, 3 and 4 in their Department of choice</p> <p>Possibility to split the days to work in 2 or more Departments eg.</p> <ul style="list-style-type: none"> <li>Finance</li> <li>HR</li> <li>Marketing/Comms</li> <li>Transport</li> <li>IT</li> <li>Occ Health</li> <li>Control</li> <li>Prevention</li> <li>Protection</li> <li>Property</li> </ul> <p>Duties to include:</p> <ul style="list-style-type: none"> <li>Learning about the purpose of the Department and job roles</li> <li>Attending meetings/shadowing staff</li> <li>Using IT systems</li> <li>Involvement in training activities</li> <li>Involvement in mini-projects/work activities</li> </ul> <p>Reflection at the end of each day Leave at 4.30 pm</p>	<p><b>Day 5</b></p> <p><b>Visit to SDC and Summary Day at FSHQ</b></p> <p><b>Arrive at HQ in morning to be transported to SDC</b></p> <p>9.30 Tour of SDC and visit to Control room (1.5 hours) – <b>Julie Jowett team</b></p> <p>11.00 Input from Protection (<b>Chris Kemp</b>) and Prevention (<b>Dan Mahon</b>) teams</p> <p>Return to HQ for lunch (provided) and afternoon session</p> <p>1.00 Evaluation of week</p> <p>Small group presentations on what they've learnt and feedback – time to prepare presentations and then to deliver – <b>HR team</b></p> <ul style="list-style-type: none"> <li>3.00 Q&amp;A session with senior officer (whoever available – 1 of the DCs or AMs ?)(30 mins)</li> <li>3.30 Introduce 2 positive role models to talk about their story (30 mins)</li> <li>4.00 A career in the Fire Service talk on the application and entry process (20 mins) – <b>HR Team</b></li> <li>4.20 Evaluation / feedback and final thoughts – <b>HR team</b></li> <li>Finish at 4.30 pm</li> </ul>
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OFFICIAL

# Accident analysis 2017 - 18

## Human Resources Committee

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Date: 5 October 2018

Agenda Item:

7

Submitted By: Chief Employment Services Officer

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**Purpose** To inform Committee of accidents in the period April 2017 – March 2018

**Recommendations** That Committee note the content of the report

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

The total number of accidents reported in the period April 2017 – March 2018 was 144. This includes accidents to non-employees such as visitors, contractors and young firefighters. This is a decrease of 23 (14%) on the previous year and is the second lowest reported year since records began, which is encouraging.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Mark Dixon, Occupational Health and Safety Manager  
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Background papers open to inspection: None

Annexes:

Accident Analysis Report 2017-18

Appendix A – B

## **1 Introduction**

- 1.1 Reactive, as well as proactive monitoring of Health & Safety (H&S) performance is an important element of any H&S management system. The attached report reviews all employee accidents and also accidents which occurred to non-employees either on West Yorkshire Fire and Rescue Service (WYFRS) premises or which were caused or affected by WYFRS undertakings, for the period April 2017 – March 2018.
- 1.2 The purpose of this report is to highlight any trends in accidents in terms of activity and/or cause and to assist in identifying any possible actions to reduce similar accidents in the future.
- 1.3 The Authority had a total of 144 accidents in the period April 2017 – March 2018, a reduction of 23 (14%) compared to the previous year, which is encouraging. This continues the long term downward trend. If we compare this year's performance to the peak in 2010/11, we have seen a massive 52% reduction, which is quite an achievement. Even after factoring in a reduction in operational activity and staffing, this alone does not account for this significant reduction in accidents, and must therefore be due to improvements in workplace health & safety management. Analysis has found this reduction to be spread across all categories of accidents; minor (first aid only), major (lost time, <3 days) and RIDDOR reportable (over 3 day absences).
- 1.4 The "top 5" priority topics remain consistent with previous years. These accident causes are well known to WYFRS.
- 1.5 The costs associated with accidents, whilst not affecting "the bottom line", should be viewed as an indirect cost, or as a missed opportunity to make West Yorkshire safer. For the 4<sup>th</sup> consecutive year, the cost of accidents has dropped, which is again encouraging. This is due mainly to reduction in litigation costs, but also a reduction of over 100 working days lost due to accidents at work.

## **2 Information**

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

## **3 Financial Implications**

- 3.1 Although there are no direct financial costs of accidents, there is a lost opportunity cost in 331 days of absences which equate to £27,343 in financial terms.

## **Legal Implications**

- 4.1 The Chief Legal and 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 & Diversity Implications**

- 4.1 None arising from this report.

## **5 Health and Safety Implications**

- 5.1 Contained within the report.

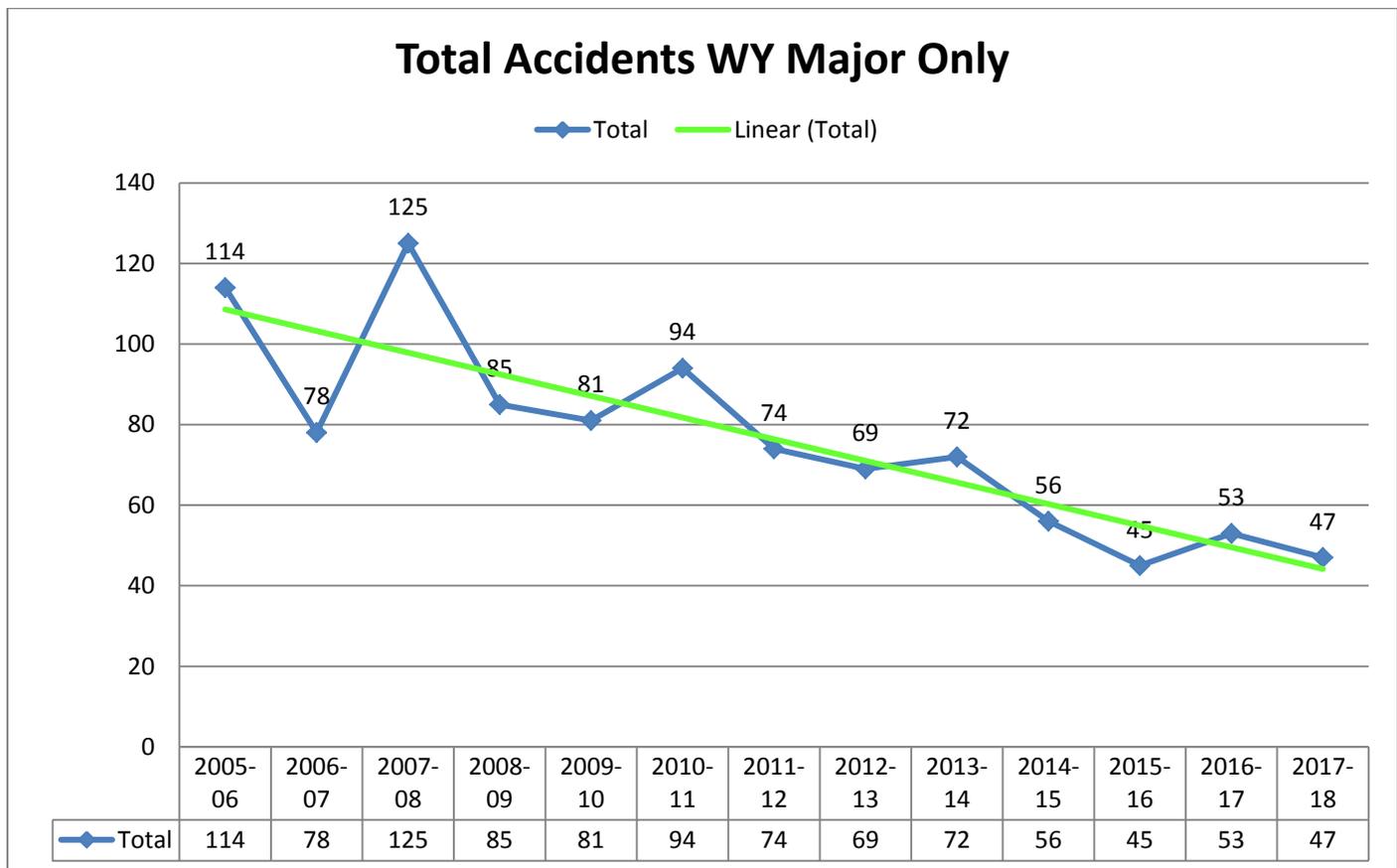
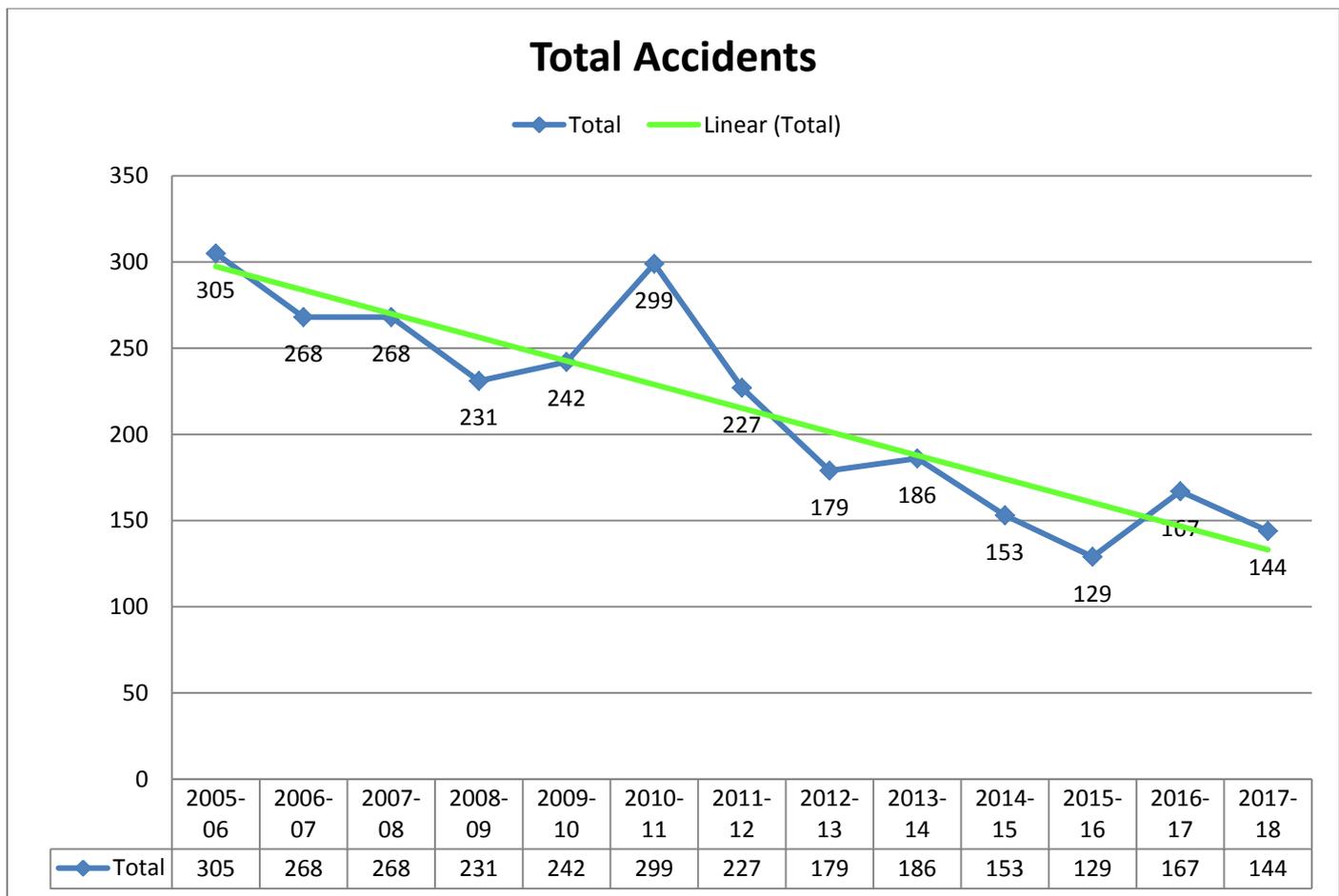
## **6 Service Plan Links**

- 6.1 Provide a safe skilled workforce that serves the needs of a diverse community

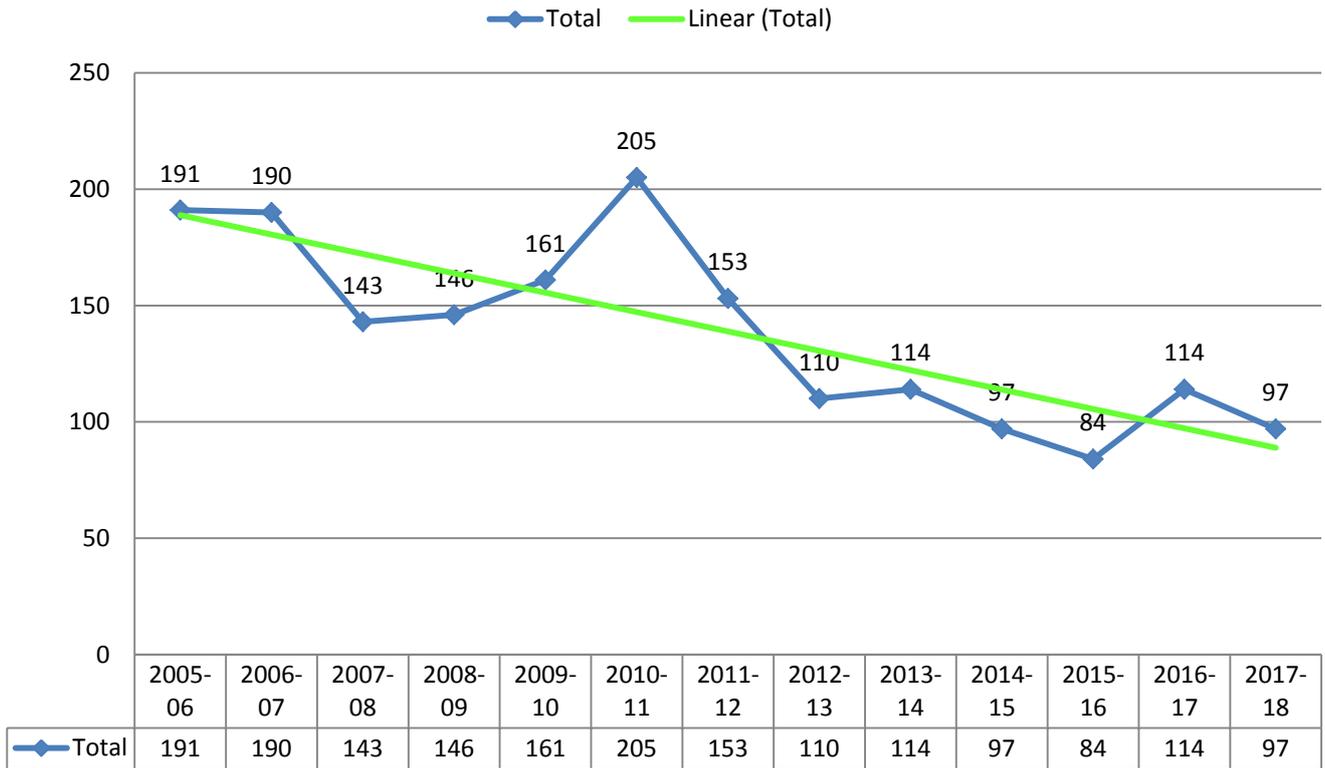
## **7 Conclusions**

- 7.1 Performance this year has been good and continues the long term downward trend. 2017/18 has seen the second lowest reported year since records began, which is very encouraging. The top 5 priority topics remain consistent with previous years and are well known to WYFRS. A small number of recommendations have been made which will hopefully reduce the risk of future similar accidents. As the numbers of accidents continues to drop, identifying trends is becoming more difficult; however the exercise is still valuable and shall continue.

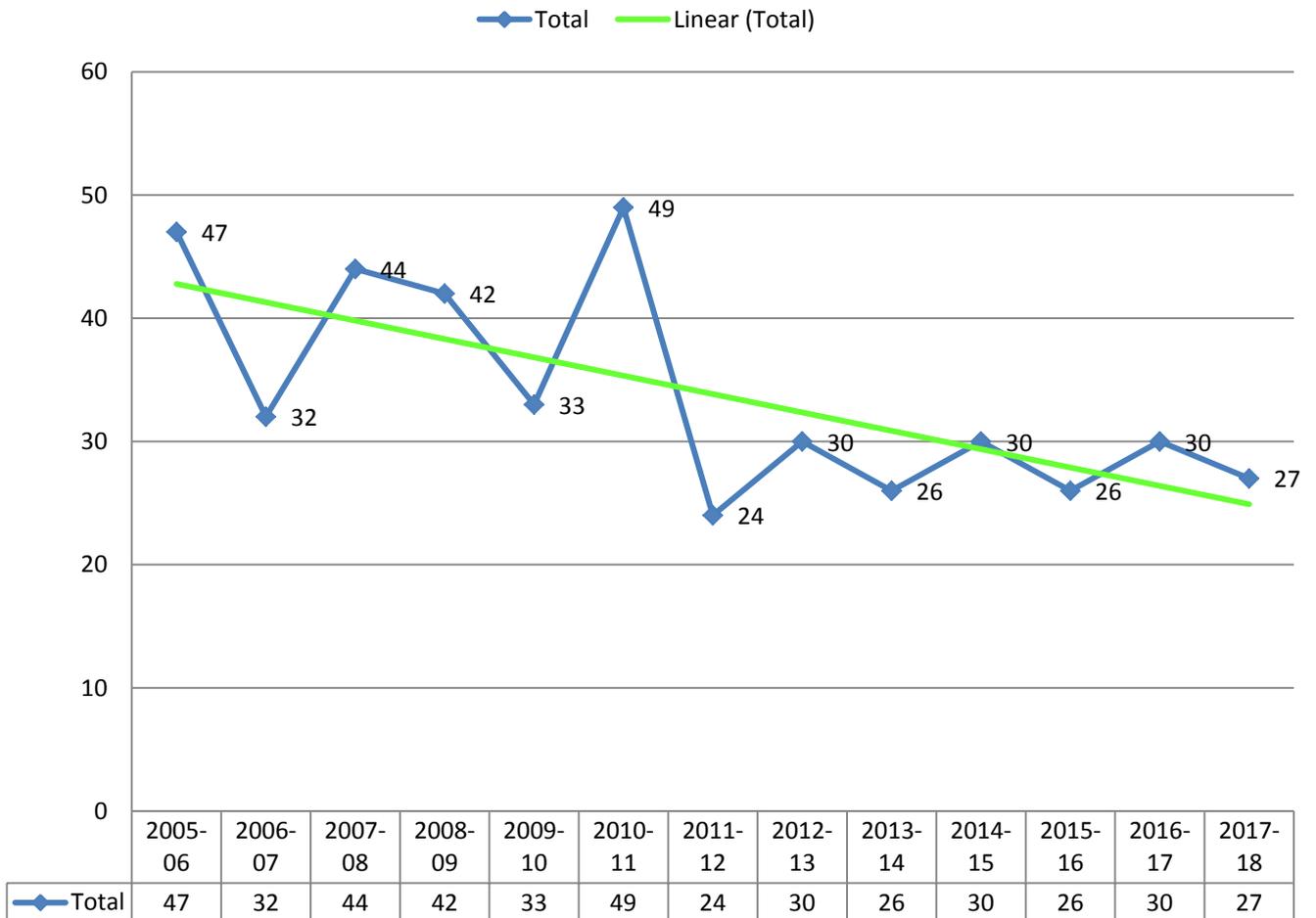
## Appendix A 2017-18



## Total Accidents WY Minor Only



## Total Accidents RIDDOR (old over 3 day)



Financial Appendix B - Analysis of priority topics in 2017-18 using lost time accidents																
2017-18																
Cause Group	Severity			Duty System				OPS Activity				OPS Split				
	1 - Minor - First Aid Or Less	All Lost Time	Total	FRS	OPS	Non-Emp	Total	Routine	Training	Incident	Total	WT	RET	TRAINING	CRO	Total
Manual Handling	11	2	13		13		13	4	3	6	13	13				13
Bending, Twisting	4	7	11		11		11	2	8	1	11	10	1			11
Reaction Time	4	2	6		5	1	6	1	2	2	5	5				5
Cumulative Trauma	1	0	1		1		1		1		1	1				1
Musculoskeletal	20	11	31		30	1	31	7	14	9	30	29	1			30
% Split	65%	35%		0%	97%	3%		23%	47%	30%		97%	3%	0%	0%	
Heat / Fire	7		7	2	5		7		4	1	5	2				5
Hazardous Materials	7	9	16		12	4	16		12		12	12				12
Explosion	1	1	2		2		2			2	2	2				2
Exposure	15	10	25	2	19	4	25		16	3	19	19				19
% Split	60%	40%		8%	76%	16%		0%	84%	16%		100%	0%	0%	0%	
Struck By	9	5	14	1	13		14	2	4	7	13	12	1			13
Struck Against	15	2	17	1	16		17	4	6	6	16	15	1			16
Struck Surface	24	7	31	2	29		31	6	10	13	29	27	2			29
% Split	77%	23%		6%	94%	0%		21%	34%	45%		93%	7%	0%	0%	
Slip/fall Caught	10	10	20	2	14	4	20	2	4	8	14	13	1			14
Slip/fall Floor	3	4	7	2	5		7	2	2	1	5	4		1		5
Slip/fall From Height	1		1		1		1	1			1	1				1
Unstable Surfaces	1		1		1		1	1			1	1				1
Slip Trip Fall	14	15	29	4	21	4	29	6	6	9	21	19	1	1		21
% Split	48%	52%		14%	72%	14%		29%	29%	43%		90%	5%	5%	0%	
Sharp Objects	14	2	16	1	14	1	16	3	6	5	14	13				14
Electricity	2		2	1	1		2	1			1	1				1
Hot Liquid	1	1	2		2		2	1		1	2	2				2
Airborne Particles	1	1	2		2		2	1	1		2	2				2
Contact With	18	4	22	2	19	1	22	6	7	6	19	18			1	19
% Split	82%	18%		9%	86%	5%		32%	37%	32%		95%	0%	0%	5%	
Grand Total	91	47	138	10	118	10	138	25	53	40	118	112	4	1	1	118
% Split	66%	34%		7%	86%	7%		21%	45%	34%		95%	3%	1%	1%	
Key:	Increased	Decreased	No change													

# Analysis of accident statistics – April 2017 – March 2018

## 1. Introduction

Reactive, as well as proactive monitoring of H&S performance is an important element of any H&S management system. This document reviews all employee accidents and also accidents which occurred to non employees either on our premises or which were caused or affected by our undertakings, for the period April 2017 – March 2018.

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

## 2. Analysis of 2017/18 data

The total number of accidents reported in the period April 2017 – March 2018 was 144. This includes accidents to non employees such as visitors, contractors and young firefighters. This is a decrease of 23 (14%) on the previous year and is the second lowest reported year since records began, which is encouraging.

This year's performance further supports the downward long term trend, as can be seen in Appendix A. In comparison to the peak in 2010/11, this year's performance is a massive 52% reduction. Analysis has found this reduction to be spread across minor (first aid only), major (lost time, <3 days) and RIDDOR reportable (over 3 day absences) injuries:

- Minor, first aid only –17 accidents (15%) reduction
- Major, lost time, <3 days) – 6 accidents (11%) reduction
- RIDDOR reportable, over 3 day - 3 accidents (10%)

Performance over the past 3 years in terms of general trends is shown graphically in Appendix A.

### a) Accidents to non employees

8% (11) of all accidents reported in 2017/18 occurred to non-employees, which is an increase on the previous year (4% and no.7). However, this is more consistent with previous performance. With the numbers being so small, identifying any trends is difficult. 4 were contractors and 3 occurred to candidates undertaking the recruitment physical fitness tests. These involved twisted knees/ankles and a fall.

All of these accidents were relatively minor however 2 did attend hospital for a routine check up.

## b) Operational V Fire staff accidents

Excluding accidents to non-employees, there were 122 (92%) accidents to operational staff and 11 (8%) to fire staff. The overall numbers for both operational and fire staff have reduced, however the reduction has been more marked for fire staff who have seen a 45% reduction. This, coupled with the fact the % split for fire staff has increased (from 23% in 2016/17 to 25% in 2017/18), suggests significant improvements in fire staff health & safety. We will need to monitor this to see if the trend continues.

In previous years, analysis of operational staff accidents has found there to be a split of 2/3 whilst training and performing routine duties and 1/3 on the incident ground. Analysis of the 2017/18 stats have found the ratio to be consistent at 66% and 34% respectively.

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

## c) Costings

The cost of accidents is not an exact science; however it can be helpful to quantify what accidents are costing the Authority. Whilst the majority of the costs do not come off the “bottom line”, they should be viewed as an indirect cost, or as a missed opportunity to making West Yorkshire safer. The 2016/17 and 2017/18 costs are detailed below:

	Legal costs*	Investigation costs	Physio costs	Days lost cost	TOTAL
2016/17	£96,643	£5,868	£1,798	£38,128 (441 days)	£142, 437
2017/18	£60,947	£5,152	£1,083	£27,343 (331 days)	£94,525

The majority of the £48,000 reduction has been due to a reduction in civil claims.

\*Based on reserves which includes damages and legal costs.

## d) Top 5 Priority Topics

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

### Top 5 Priority Topics:

- 1= Slips, trips & falls (15)
- 2= Musculoskeletal disorders (11)
- 3= Exposure to (10)
- 4= Struck by/against (7)
- 5= Contact with (4)

## 1. Slips, trips & falls

There were 30 accidents in total attributed to slip, trips & falls in 2017/18, which is a decrease of 5 (14%) on the previous year. Of the total, 15 (52%) were majors, which is an increase of 50% compared to last year. As a cause group slips, trips & falls accounts for the biggest percentage of major, lost time injuries and should not be trivialised.

69% were slips, trips and falls on the same level. These accidents were spread in small numbers across such causes as rough/uneven ground and tripping over obstructions. Accidents whilst dismounting appliances continue but in small numbers (2), and is consistent with the previous year. Interestingly there were no accidents resulting from defects or spillages which is encouraging and suggests better management of premises.

Only 31% of all slips, trips and fall accidents occurred on the incident ground, the majority of them occurring during routine work and training. This is not surprising considering the relatively small amount of time spent on the incident ground.

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

## 2. Musculoskeletal Disorders (MSD)

Musculoskeletal disorders have been the no. 1 priority topic for the last five years, but have been overtaken this year by slips, trips and falls. There were a total of 31 accidents in this period (11 majors and 20 minors), this is a decrease of 6 (16%) compared to last year.

42% of accidents were due to manual handling, i.e. picking up/putting down loads, the rest were due to bending, reaching twisting, cumulative and non-specific pain whilst undertaking an activity.

Interestingly this year for the first time since the analysis began, there were no musculoskeletal injuries to fire staff, which is encouraging. When looking at the activity undertaken at the time of injury (operational staff), 30% occurred at operational incidents, 47% whilst training and 23% whilst performing routine duties. This 1:3 ration between operational and non-operation accidents has been consistent for many years

With one exception, there were no trends identified in terms of cause. 8 (26%) occurred whilst handling casualties or dummies whilst wearing breathing apparatus. The rest occurred whilst undertaking quite low risk, routine tasks. Examples would include closing a fire appliance locker, bending down to pick up fire kit or pulling a hose reel. These types of injuries should not occur if the back is strong and conditioned and may be an indication of underlying weakness or previous injuries. Exercises to strengthen the "core" muscles in the back and abdomen should prevent these types of injuries and this is a piece of work OHSU will progress. Correct moving & handling techniques will also assist in reducing such injuries.

### 3. Exposure to

This category includes exposure to hazardous substances, heat/fire, explosion, & noise. There were 25 accidents in total which is an increase of 4 (19%) compared to the previous year. The split between major & minor accidents was 40% & 60% respectively, which is consistent with the previous year.

There were two main activities which stood out during the analysis. The first was illness following attendance at Tees Barrage to undertake swift water rescue training. This isn't new however the numbers, whilst small, do appear to be rising. In 2017/18, 48% (12) of "exposure to" accidents were attributed to water rescue training. However, in the same period there was around 300 staff who attended Tees barrage, which represents just 4% who became ill. This trend has been identified by the H&S team throughout the year and a review of water rescue training has been undertaken. The review concluded that the current water rescue training policy was adequate and that Tees Barrage still offered the most realistic, yet safe training environment and that all reasonable controls were in place. The risk of staff not having the opportunity to experience swift water conditions in a safe, controlled training environment, but for the first time operationally, was considered too high and therefore the current training strategy will remain.

The second trend is burns whilst undertaking breathing apparatus training at HQ. In 2017/18, 24% (6) of "exposure to" accidents were attributed to burns which were received whilst training in the Multi Purpose Training Centre (MPTC). This compares to 4 in 2016/17 and 2 in 2015/16. Whilst the numbers are clearly rising, they do need to be kept in perspective. In 2017/18 775 staff attended breathing apparatus training which represents just 0.7% who were injured. It should also be noted that 3 of the 6 injuries occurred to BA Instructors, whilst setting conditions or acting as safety officers. Discussions with the BA training dept. have taken place, who have reviewed their risk assessments and safe systems of work to ensure they are still up to date and adequate. Exposure to realistic training, such as this, is important to equip crews with the skills to maintain their safety at incidents, but inevitably, will result in a small number of injuries.

No recommendations are made in relation to exposure to injuries.

### 4. Struck by/against

This category includes being struck by flying/falling objects and struck against fixed or stationary objects (banging into things) and trapped. There were a total of 31 accidents in the period which is a decrease of 6 (16%). The breakdown (as last year) shows a high % of minor accidents (77%) which indicates these accidents are relatively minor in nature.

With the exception of one, analysis has identified no real pattern, with accidents occurring due to such activities as handling equipment, both operational and non-operational, opening/closing door and lockers and performing extrications at RTC's. However, 13% (4) occurred whilst gaining entry, all of which whilst using the door breaker. A number of different tools are available to gain entry, however the door breaker tends to be the preferred choice amongst crews, but carries the biggest risk of injury. A review of methods of entry equipment, training and policy has been commenced.

## 5. Contact with

This category includes contact with: sharp objects, animals/insect (bites), hot surfaces/heat, airborne particulate and electricity. There were in total of 22 for the period, which is an increase of 5 (19%) compared to the previous year, with only 4 (18%) of these being major accidents, suggesting the accidents are relatively minor in nature.

The cause of these accidents is spread across the range in small numbers, many in ones and two's, with one exception. There were 6 (27) cuts from glass/sharp metal whilst attending, or training for RTC's. The majority of these were as a result of firefighters removing their gloves for a specific task; casualty care for example, which is permitted within policy. Other than taking more care, there are no further recommendations which can be made.

## 5. Conclusions

There were a total of 144 accidents in this reporting period, which, compared to the previous year, is a decrease of 23 (14%) and is the second lowest reported year since records began, which is very encouraging. This continues the long term downward trend.

In terms of breakdown by severity, the reductions have been seen across all groups with a 15% reduction in minor accidents, 11% in <3 day accidents and 10% for >3 day accidents.

For the 4<sup>th</sup> consecutive year, the cost of accidents has dropped, which is encouraging. This is due mainly to reductions in the litigation cost, but also a reduction of over 100 working days lost due to accidents at work.

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

Accidents are only one method by which health & safety performance is measured, and whilst a reactive tool, the identification of many trends and few recommendations, suggests it continues to be well managed within West Yorkshire Fire & Rescue Service.

## 6. Recommendations

1. The number of musculoskeletal injuries sustained whilst undertaking relatively low risk tasks suggests poor core strength or pre-existing injuries in firefighters. It is therefore recommended a programme of core strength is promoted via watch fitness instructors to build into their daily fitness training routine. Additionally, the OHSU will investigate what additional support it can put in place to support staff who return to work post injury.

2. Correct posture and lifting techniques will reduce the risk of injury. It is recommended that a review of the current provision of manual handling training is undertaken, including the way we provide update/refresher training.
3. Continue to review current methods of entry equipment, training and PPE to identify any possible improvements and to ensure firefighters consider the full suite of options available to them.

July 2018



OFFICIAL

# Firefighter Recruitment 2018

## Human Resources Committee

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Date: 5 October 2018

Agenda Item:

8

Submitted By: Chief Employment Services Officer

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**Purpose** To update Members on the second phase of whole-time firefighter recruitment

**Recommendations** It is recommended that the report is noted.

**Summary** The attached report provides a detailed update concerning the recruitment of whole-time firefighters

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Ian Brandwood, Chief Employment Services Officer  
Tel: 01274 655709

Background papers open to inspection: None

Annexes: 2018 Wholetime Recruitment Brief

## **1 Introduction**

- 1.1 The attached report provides a detailed update concerning the recruitment of whole-time firefighters

## **2 Information**

- 2.1 72 whole-time firefighters were recruited in 2017. Planning for the 2018 Wholetime Recruitment process began in July 2017 and discussions at the Recruitment Steering Group had already begun about what changes may be required for the 2018 in comparison with the then 2017 which was then, still ongoing.
- 2.2 HR Committee gave approval for 2018 recruitment on 6 October 2017. Work on the Community Engagement Plan for Districts was already underway and a Timeline for the 2018 recruitment process was already in place.
- 2.3 Despite fewer candidates applying in 2018, at most stages of the selection process, similar or higher numbers than in 2017 were processed. There were significantly fewer queries received from candidate as a result of refinements to our communications strategy, i.e. use of text tools to remind candidates of appointments and clearer wording on online testing site. Overall the recruitment and selection process worked very well and delivered the requisite number of candidates.
- 2.4 The positive action that was undertaken contributed to an increase in the proportion of female applicants this year to 14.4% compared to 11.7% in 2017. 8 female candidates have received conditional offers (10.52%) compared to 4 (3.88%) in 2017.
- 2.5 Regrettably, over that same period, the proportion of applications from BME candidates fell from 10.7% to 9.3%. 4 BME candidates have received conditional offers (5.2%) compared to 9 (8.73%) in 2017.

## **3 Financial Implications**

- 3.1 The recruitment campaign was met from within current budget provision.

## **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 Whilst some progress has been made in relation to recruitment of female firefighters, it is accepted that progress is slow. Interest from BME candidates has waned despite an increase in positive action. More detailed analysis will continue to be undertaken at the Corporate Driving Diversity Board to try to identify further actions that can be taken.
- 5.2 Any recruitment activity in 2019 will be reviewed in the light of the on-going consideration of the Authority's future Integrated Risk Management Plan. Due to a potential small reduction in the size of the workforce combined with a slowdown in the number of leavers, it is likely that recruitment activity in 2019 will be significantly reduced.

## **6 Health and Safety Implications**

6.1 None arising from this report.

## **7 Service Plan Links**

7.1 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

## **8 Conclusions**

8.1 Despite fewer candidates applying in 2018, at most stages of the selection process, similar or higher numbers than in 2017 were processed. There were significantly fewer queries received from candidate as a result of refinements to our communications strategy, i.e. use of text tools to remind candidates of appointments and clearer wording on online testing site. Overall the recruitment and selection process worked very well and delivered the requisite number of candidates.

8.2 It does have to be recognised that progress in creating a more diverse workforce remains slow and this is something that needs to be kept under review.

# **WYFRS**

## **2018 Wholetime Recruitment Brief**

**Report drafted by:** Andy Coldrick

## Introduction

Planning for the 2018 Wholetime Recruitment process began in July 2017 and discussions at the Wholetime Recruitment Steering Group had already begun about what changes may be required for the 2018 in comparison with the then 2017 which was still ongoing.

HR Committee gave approval for 2018 recruitment on 6 October 2017. Work on the Community Engagement Plan for Districts was already underway and a Timeline for the 2018 recruitment process was already in place.

### 1.0 Nearly There and Community Engagement Strategies

#### 1.1 Nearly There Strategy

It was important to have a strategy to maintain relationships with relevant applicants from 2017 and support them to re-apply. It was proposed that the females attend coaching sessions at HQ every other month from October 2017 to February 2018. In total we contacted 57 individuals from the 2017 process and held 13 sessions at HQ.

	Contacted	Attended	Multiple Sessions	Applied	Passed Online Tests	Passed Physical
Female	33	13 39%	8 62%	11 85%	4 36%	2 75% 1 Withdrawn - Injury
Male	24	2	1	2	2	2

The two successful females from the Nearly There Strategy have received conditional offers.

#### 1.2 Community Engagement Strategy

During the 2017 campaign Diversity/Positive Action team worked hard to build bridges between the organisation and the general public via community leads and partner groups. The 2018 approach gave districts ownership of a longer-term community engagement strategy and accountable for their own Positive Action;

The purpose

- Raise awareness of the role as a Firefighter to under-represented groups

To include

- Presence at relevant, targeted locations such as female sports teams, religious centres/festivals, gyms and public service college courses
- Support and participate in a number of cultural events as appropriate
- Hold awareness light sessions on station by invitation only

The campaign saw some positives and negatives with this action; districts have a more in-depth knowledge of their local areas and the communities, therefore can target more specific under-represented groups for recruitment. It also becomes a more manageable project by handing the responsibility to District Commanders and their team. However, we found, although the central diversity team were available for advice and support with a design and execution guide, districts tended to follow their own path which allowed inconsistency between districts and was hard to keep track of results.

## **2.0 Communication**

The Communications team produced a Toolkit for Districts which could be used by staff when speaking to members of the public and also assisted with the promotion of Awareness Day events at Districts. They also produced a number of physical advertising products (bags, T-shirts etc), as well as lots of social media initiatives via Facebook. There was also a mini media launch that local journalists were invited to attend.

Amendments were made to both the dedicated website and the Recruitment brochure.

## **3.0 RDS to Wholetime Transfers**

Approval was given for another RDS to Wholetime Transfer process, with a maximum of 8 staff being able to transfer.

The significant change in the transfer process from that used in 2017 was the removal of online testing and the requirement for only those applicants with District Commander approval being able to proceed. In total 24 staff were recommended and all were interviewed, by July 2018 8 RDS staff had successfully transferred to Wholetime. The process went very smoothly with little or no negative feedback.

## **4.0 2018 Recruitment Process**

See Annex A for a breakdown of all candidate statistics from Registration to Selection.

### **4.1 Online Registration**

Online registration took place over a 2½ week period between 8-26 March 2018, this was reduced from the 5 week registration period in 2017.

During registration 3414 candidates applied of which 290 were ineligible to proceed to testing due to no driving licence (90%), criminal conviction or a failure to provide more information during the registration process.

Applicants were well down on 2017 (6049), however this was not unexpected.

Subtle changes to the on-screen information candidates received when they completed registration reduced the number of queries received significantly. The registration process progressed smoothly.

### **4.2 Online Testing**

Successful candidates completed a maximum of 4 online tests (Behavioural Styles Questionnaire/Situational Judgement Test/Verbal Reasoning/Numerical Reasoning) between 10 April and 14 May 2018

3124 candidates were invited to take the first online test which was the Behavioural Styles Questionnaire. Some candidates exited the process after that test, after the Situational Judgement Test and after the 2 Ability Tests.

The percentile scores used to determine how many candidates proceed to the next stage of the process were reviewed and amended from 2017 in line with recommendations from Apollo (who provide the software), specifically in regard to data about adverse impact on specific groups.

The Mechanical Reasoning test was removed from the online tests used in 2017 as data showed this test did have an adverse impact on females and also other FRS's had dropped this test as its value was questionable. This test was replaced by re-introducing the practical equipment Assembly test and the Physical testing stage.

Despite less applicants initially registering, more candidates in 2018 were invited to take the Situational Judgement Test, 1507 (2017 – 1478) and Ability Tests, 993 (2017 – 599).

Upon completion of online testing, 375 candidates progressed to Physical testing, compared to 413 in 2017.

Online testing again progressed smoothly with few queries despite the higher numbers taking the later tests.

### **4.3 Physical Testing**

375 candidates were invited to attend for Physical testing of which 58 either withdrew or failed to attend. 413 candidates were invited to testing in 2017.

Testing took place over 3 weeks between 4-22 June 2018.

In total 228 candidates passed Physical Testing compared to 250 in 2017. Extra training provided during the winter meant that only 2 candidates failed the drill ground assessment compared to 19 previously. The Bleep Test remains the one test where candidates fail in higher numbers. This year 44 candidates (13.8% of candidates who took the test) failed the Bleep test compared to 49 (14.6%) who failed in 2017 out of 335 candidates.

The practical Equipment Assembly Test proved an effective test and caused no adverse impact. 20 candidates failed that test, of which 19 were male.

Of the 20 females who failed physical testing, 11 failed the Bleep Test Stage and the remaining 9 were spread over just 3 tests of which 6 failed the ladder pull. 25% of females invited to complete physical testing passed which is up from the 8.8% of females who passed in 2017.

### **4.4 Assessment Centres**

To accommodate the 228 candidates invited to attend Assessment Centres, 23 Assessment Centres were held between 2-17 July 2018.

73 candidates either withdrew, failed to attend or failed the Assessment Centre. No females failed.

In contrast to 2017 when everyone who attended an Assessment Centre progressed to interview, in 2018 54 candidates failed and did not progress to interview. The main causes of failure were:

Literacy Test	24 candidates
Teamwork/Role play scenarios	20 candidates

This year all candidates had to take a shortened version of the 2 Ability Tests taken earlier in the process. Candidates had to pass 1 of the 2 tests to proceed. 8 candidates failed both tests and did not progress. 2 candidates took in excess of 10 minutes to complete the Enclosed Space Crawl and failed.

The Assessment Centres, although labour intensive and time consuming, proved an effective filter of candidates who were unable to demonstrate key skills to a satisfactory level.

### **4.5 Interviews**

155 candidates, including 10 females and 8 male BME candidates were interviewed between 18 July – 8 August 2018. 5 male candidates withdrew prior to interview due to contract offers at other FRS's.

A wider pool of trained interviewers were used than in 2017, in total 24 staff conducted interviews (12 Grey/12 Green), not all FSHQ based.

Interview standards were excellent throughout with as expected candidates' performance ranging from excellent to poor.

Panels scored consistently throughout and all panels were professionally conducted with no adverse feedback from either interviewers or interviewees.

#### **4.6 Selection**

76 conditional offers were available for the 150 candidates who were considered.

Candidates were ranked based on their performance at Assessment Centre (35% of marks) and performance at interview (65% of marks).

The following received conditional offers:

- 68 males (includes 2 WYFRS RDS, 3 WYFRS Green Book staff and 4 BME).
- 8 females (includes 1 WYFRS Green Book member of staff).

### **5.0 Summary**

Despite fewer candidates applying in 2018, at most stages of the selection process, similar or higher numbers than in 2017 were processed. There were significantly fewer queries received from candidate as a result of refinements to our communications strategy, i.e. use of text tools to remind candidates of appointments and clearer wording on online testing site. Overall the recruitment and selection process worked very well and delivered the requisite number of candidates.

#### **5.1 Positives**

- Improved communication with candidates
- Reduction in queries from candidates
- 'Nearly There' intervention provided better prepared candidates
- Online testing went smoothly
- More female were successful through the selection process than in 2017
- Better sifting of candidates throughout process led to fewer interviews
- Verification of Ability Test scores worked well
- Involvement of Districts at outset of recruitment
- Departments working well together towards a common goal

#### **5.2 Negatives**

- Better planning/co-ordination required between FSHQ and Districts in regard to Positive Action work done by Districts
- Number of candidates who continue to fail at Bleep Test stage
- Time taken to deliver each Assessment Centre

- Lack of clarity over number of training places available in 2019

## **6.0 Recommendations for future campaigns**

Following completion of the 2018 recruitment campaign the following recommendations are made for consideration when implementing any future campaign:

- Restrict applicants to those with a West Yorkshire postcode only
- Place more focus and time on Districts providing/delivering Positive Action events
- Put all candidates through Bleep Test first then invite those candidates that pass to a Physical Testing Day
- Consider using Rural Simulation test as opposed to Drill Ground Assessment as current test appeared not to be a challenge to candidates in 2018
- Review time taken to deliver Assessment Centres

## **Appendices**

Annex A Breakdown of candidates at each stage

Annex B Breakdown of where candidates failed at Physical Testing and Assessment Centre stages



## Annex B

### Breakdown of where candidates failed at Physical Testing stage

	Gender				Ethnicity			
	Male	Female	PNTS	Total	White British	BME	PNTS	Total
Withdrew	32	6*	1	39	34	2	3	39
Failed To Attend	14	4	1	19	16	1	2	19
Bleep Test	32	11	1	44	36	2	6	44
Ladder Lift/Lower								
Heel Bar Carry (Kettlebell)		2		2	1		1	2
Equipment Assembly Test	19	1		20	16	1	3	20
Ladder Pull	6	6		12	12			12
Ladder Climb	8			8	7	1		8
Drillground Assessment	2			2	2			2
<b>TOTAL</b>	<b>113</b>	<b>24</b>	<b>3</b>	<b>146</b>	<b>124</b>	<b>7</b>	<b>15</b>	<b>146</b>
* Includes 1 female who withdrew as she was pregnant prior to POEST commencing								
Correct as at completion of testing on 22 Jun 18								

### Breakdown of where candidates failed at Assessment Centre stage

	Gender				Ethnicity			
	Male	Female	PNTS	Total	White British	BME	PNTS	Total
Withdrew	13	0	0	13	6	1	6	13
Failed To Attend	6	0	0	6	6	0	0	6
Failed BA Crawl	2	0	0	2	2	0	0	2
Failed BA Crawl/Teamwork	2	0	0	2	2	0	0	2
Failed BA Crawl/Resilience	2	0	0	2	1	0	1	2
Failed BA Crawl/Empathy	4	0	0	4	4	0	0	4
Failed Teamwork/Resilience	4	0	0	4	4	0	0	4
Failed Teamwork/Empathy	1	0	0	1	1	0	0	1
Failed Resilience/Empathy	7	0	0	7	7	0	0	7
Failed Ability Test Verification	8	0	0	8	7	1	0	8
Failed Literacy Test	24	0	0	24	23	1	0	24
<b>TOTAL</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>73</b>	<b>63</b>	<b>3</b>	<b>7</b>	<b>73</b>
Correct as at completion of all Assessment Centres on 19 Jul 18								

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# Human Resources Activity Report

## Human Resources Committee

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Date: 05 October 2018

Agenda Item: **9**

Submitted By: Chief Employment Services Officer

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

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Local Government (Access to information) Act 1972

Exemption Category: **None**

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

Background papers open to inspection: **None**

Annexes: **None**

## 1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 APRIL 2017 TO 30 JUNE 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
<b>Jun 2018</b>	958	10	21	17	5	1	6	87	931	1018

### 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
<b>Jun 2018</b>	131	0	0	1	0	0	1	6	127	133

### 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
<b>Jun 2018</b>	272	6	2	22	2	0	2	164	143	307

## 2. Sickness Absence

SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE JULY 2017 – JUNE 2018  
PER MONTH

	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
Ops Response	0.47	0.48	0.51	0.59	0.54	0.57	0.56	0.51	0.60	0.47	0.46	0.37
Ops Support	0.00	0.29	0.00	0.00	0.32	0.43	0.00	0.58	0.74	0.70	0.65	0.00
Prev & Prot	0.21	0.60	0.65	0.73	0.48	0.34	0.22	0.65	0.54	1.04	0.70	0.16
L & G	2.68	2.82	2.57	2.70	2.78	2.13	1.88	1.44	1.67	1.04	0.45	0.52
Service Support	0.95	1.00	1.18	1.44	1.22	0.87	0.54	0.36	0.41	0.20	0.21	0.17
Emp Services	0.00	0.03	0.07	0.16	0.09	0.00	0.30	0.65	0.44	0.61	0.89	0.75
Finance	0.85	0.12	0.00	0.33	0.50	0.71	1.73	1.33	2.64	0.20	0.13	0.07
FSHQ	0.00	0.00	0.00	0.00	0.00	1.60	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.57	0.58	0.64	0.74	0.67	0.61	0.55	0.53	0.59	0.48	0.46	0.35
Target	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.58	0.58	0.58

SICKNESS ABSENCE – WORKING DAYS LOST PER EMPLOYEE 1 APRIL 2016 – 30 JUNE 2018  
PER QUARTER

	Q1 16/17	Q2 16/17	Q3 16/17	Q4 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19
Response	1.37	1.31	1.60	1.47	1.35	1.46	1.70	1.67	1.29
Support	4.04	0.86	0.71	0.53	0.88	0.29	0.75	1.32	1.35
Prot	5.46	3.76	2.18	1.68	1.21	1.45	1.56	1.41	1.90
L & G	2.22	0.56	3.18	5.67	5.82	8.07	7.61	4.99	2.02
Support	1.79	2.46	3.22	2.40	2.23	3.14	2.20	1.18	0.59
Services	0.20	2.56	3.15	2.61	0.36	0.10	4.51	1.76	2.24
Finance	2.86	1.04	1.27	0.27	1.07	0.96	1.55	5.71	0.40
FSHQ	0.00	0.00	0.00	0.00	1.60	0.00	0.00	0.00	0.00
Total	1.61	1.55	1.87	1.67	1.50	1.79	2.02	1.68	1.29
Target	1.57	1.57	1.57	1.57	1.50	1.50	1.50	1.50	1.75

## SICKNESS ABSENCE - MAJOR CAUSES 1 JANUARY 2016 - 31 MARCH 2018

	Total Days Lost	Musculo Skeletal	Mental Health	Respiratory	Gastro Intestinal	Cardiovascular
Jun 2018	934.50	380.00	310.00	57.50	72.00	3.50
May 2018	774.50	451.00	87.00	65.50	36.50	15.00
Apr 2018	726.00	356.00	110.50	58.50	62.00	24.00
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	27213.00	10650.50	6275.58	3010.50	2223.32	982.00
Percentage	100.00%	39.14%	23.06%	11.06%	8.17%	3.61%

### 3. ESTABLISHMENT AND STRENGTH AS AT 30 JUNE 2018

Staff Group	Establishment			Employees			
	No. of Posts reported at HR Committee 06 July 2018	Amendments to Establishment	Number of Posts after amendments (New Establishment)	Enrolments 1 Apr to 30 Jun 2018	Leavers and Retirees 1 Apr to 30 Jun 2018	Number of People Employed (including Career Breaks)	FTEs
<b>Whole Time</b>	963	-31*	932	28	23	970	968.71
<b>Retained</b>	120		120	1	4	133	70.89
<b>Control</b>	43		43	3	2	48	44.50
<b>Green and Blue Book (Non-Operational) Personnel</b>	294	3**	297	8	16	307	268.70
<b>Total</b>	1420	-28	1392	40	45	1458***	1352.80

#### Further Information – Establishment

\* Removal of 9 x Station Manager, 10 x Crew Manager and 12 x Firefighter posts (IRMP4).  
Total Whole-time reduction = 31 posts

\*\* 1 x Assistant Occupational HSW Manager and 2 x Station Clerk (relocation of posts between stations) have been created.  
Total Green book increase = 3 posts (no increase to establishment FTE)

#### Further Information – Establishment

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

## Summary Figures – Establishment and Strength (April 2013 to June 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
30 Jun 2018	1392	1410	932	975	120	82	43	46	297	307
Reduction 2013-2017	327	291	312	297	36	39	8	4	-29	-49

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

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

Lost time up to 3 days

Actual performance 2018/19	Target 2018/19
6	26

Lost time over 3 days

Actual performance 2018/19	Target 2018/19
9	24

RIDDOR Major injury/disease

Actual performance 2018/19	Target 2018/19
1	No target set

#### 5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 APRIL 2018 – JUNE 2018 (1<sup>st</sup> Quarter)

Ref No.	KPI	Target	YTD (1 <sup>st</sup> Quarter) 1 <sup>st</sup> April 2018 – 30 <sup>th</sup> June 2018	Target achieved for present quarter
1	Management referral to appointment date ( 3 weeks)	90%	67%	No
2	No. of Did Not Attends (DNA's) or cancellation <48 hr notice*	0	6*	No
3	AMA report to management within 48hr	90%	100%	Yes
4	No. of physiotherapy referrals		34	
5	No. of counselling referrals		16	
6	No. of management referrals		12	
7	No. of health screenings		52	
8	No. of self-referrals		9	
9	No of AMA consultations		130	

\*Total DNA'S for OH appointments year to date (2 AMA apts.)

## 6. DISCIPLINE AND GRIEVANCE CASES – 1 APRIL 2018 TO 30 JUNE 2018

### Disciplinary Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live Cases	Average time to complete (Days)
FSHQ						
Service Delivery	6	2	2	6	168	
Legal & Governance						
Employment Services						
Service Support						

Oldest Live Case Commenced
14/11/2017
Green < 60 Days
Red > 60 Days

### Grievance Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live Cases	Average time to complete (Days)
FSHQ	0					
Service Delivery	13	15	2	13	3	53.6
Legal & Governance	0					
Employment Services	1		1			15
Service Support	0					

Oldest Live Case Commenced
30/05/2018
Green < 8 Days
Red > 8 Days

### Bullying and Harrassment Cases by Directorate

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

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

### Mediation Cases by Directorate

Directorate	Total in Period
FSHQ	0
Service Delivery	1
Legal & Governance	0
Employment Services	0
Service Support	0

## 7. RECRUITMENT STATISTICS – 1 APRIL 2018 – 30 JUNE 2018

### External Recruitment by Directorate 1 April to 30 June 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
Finance	0	n/a	n/a	n/a	n/a	n/a	n/a
Service Delivery	8	5	3	n/a	3	47.6	2
Legal & Governance	2	2	2	0	0	28	0
Employment Services	5	3	3	0	2	35	0
Service Support	8	4	4	n/a	4	36	0

Target Timescale
------------------

Green < 84 Days
Red > 84 Days

### Internal Only Recruitment by Directorate 1 April to 30 June 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
Finance	1	0	n/a	n/a	1	n/a	n/a
Service Delivery	15	8	2	2	7	34	4
Legal & Governance	3	2	2	n/a	1	20	n/a
Employment Services	0	n/a	n/a	n/a	n/a	n/a	n/a
Service Support	4	4	1	1	0	32	2

Target Timescale
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Green < 30 Days
Red > 30 Days



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# Politically Restricted Posts Policy

## Human Resources Committee

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Date: 5 October 2018

Agenda Item:

10

Submitted By: Chief Employment Services Officer

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<b>Purpose</b>	To inform Members of the changes to the Politically Restricted Posts Policy within the Authority
<b>Recommendations</b>	That the updated policy is approved
<b>Summary</b>	The Authority's policy on Politically Restricted Posts has not been reviewed for a number of years and the criteria for a post to be politically restricted has changed, meaning the list of politically restricted posts is incorrect and outdated. The new policy advises of the statutory requirements of the Local Government and Housing Act 1989 and provides details of those posts in the Authority which are politically restricted.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Christine Cooper, Corporate HR Manager

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Background papers open to inspection: None

Annexes: Annex A HRPOL027 Politically Restricted Posts Policy (new policy)

## **1 Introduction**

- 1.1 It is a statutory requirement of the Local Government and Housing Act 1989 for a Local Authority to maintain an up to date list of politically restricted officers.
- 1.2 Politically restricted posts prohibit certain political activities such as standing as a candidate for election to a Local Authority or being an officer of a political party (see Annex A for the full list of restrictions).
- 1.3 These restrictions are deemed to be incorporated into employee's terms and conditions of employment regardless of whether the employee has this written into their contract of employment or not.

## **2 Information**

- 2.1 The current list of politically restricted officers is out of date and based on a salary threshold trigger point (Station Manager and above and Green book grade 13 and above) which was abolished in 2010. Therefore, the majority of officers on the current list will be incorrect and outdated.
- 2.2 Under the regulations, since 2010 there are now only two categories: Specified Posts and Sensitive Posts. In essence, specified posts in the Authority are the statutory officers who report directly to the Chief Fire Officer i.e. all members of Management Board plus any officer who reports directly to a member of Management Board. These officers do not have any right of appeal against these restrictions. Sensitive posts relate to officers who regularly represent the Authority in dealings with the media and officers who regularly attend and give advice at committees. Officers in this category may apply for removal from the list through the Chief Legal and Governance Officer.
- 2.3 If the new policy is approved, all employees who meet the criteria of being in a specified or sensitive post will be advised in writing of this amendment to their terms and conditions of employment and similarly, those whose posts are no longer politically restricted will also be notified in writing.

## **3 Financial Implications**

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

## **4 Legal Implications**

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

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

- 5.1 As detailed above, those employees whose posts are determined to be politically restricted will have this amendment written into their contract of employment.

## **6 Health and Safety Implications**

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

## **7 Service Plan Links**

- 7.1 Provide a safe skilled workforce that serves the needs of a diverse community.

## **8 Recommendations**

- 8.1 As it is a statutory requirement of the Local Government and Housing Act 1989 for a Local Authority to maintain an up to date list of politically restricted officers, it is recommended that the updated policy (Annex A) is approved.



## Politically Restricted Posts (Green & Grey Book)

HRPOL027

**OFFICIAL**

Ownership: Human Resources

Date Issued: 20/02/2014

Version: Status: [File Status Field]



## Revision and Signoff Sheet

### Change Record

Date	Author	Version	Comments
10/11/15	Christine Silson	9.0	Transferred into new template, no contents changed
20/08/18	Debbie Richardson		Update of policy, to include updated list of applicable posts.

### Reviewers

Name	Version Approved	Position	Organisation	Date
HR Team			WYFRS	29/12/17
Christine Cooper		CHRM	WYFRS	20/04/18
Ian Brandwood		CESO	WYFRS	10/07/18
Michael Barnes		CLGO	WYFRS	10/07/18

### Distribution

Name	Position	Organisation
All Employees		WYFRS

### Document Properties

Item	Details
Document Title	Politically Restricted Posts (Green & Grey Book)
Author	Administrator
Creation Date	10 November 2015

Last Updated	26 September 2018
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**Contents**

**1 Part 1 - Policy ..... 4**

1.1 Background..... 4

1.2 Restrictions ..... 4

1.3 Political Restrictions and Activity ..... 4

1.4 List of Politically Restricted Posts ..... 5

**2 Appeals ..... 6**

2.1 Decision Making..... 6

2.2 Appeals Process ..... 6

## 1 Part 1 - Policy

### 1.1 Background

This policy is applicable to employees in specific posts.

The Local Government and Housing Act 1989 (LGHA 1989) as amended by the Local Democracy, Economic Development and Construction Act 2009 provides for each local authority to prepare, maintain and publish a list of posts which are specified or identified as “politically restricted.” Fire authorities are considered local authorities for the purposes of the Local Government Housing Act and therefore are covered by the provision of the Act.

### 1.2 Restrictions

These restrictions are incorporated by law into individual contracts of employment, and any breach may render the post holder in breach of their contract of employment. The effect of these provisions is that certain posts are “politically restricted”, which means that individuals who hold them are effectively prevented from having any active political role either inside or outside of the workplace. This not only debars post holders from holding or standing for elected office but also prevents them from the following:

- Participating in political activities, publicly expressing support for a political party or undertaking other activities such as canvassing on behalf of a person who seeks to be a candidate; and
- Speaking to the public at large or publishing any written or artistic work that could give the impression that they are advocating support for a political party.

Employees covered by this policy are not barred from membership of political parties but are from political activity. The purpose of this policy is to provide details of which posts are subject to restrictions and the process for challenge if a post is so designated.

Some employees e.g. Chief Fire Officers are automatically subject to restrictions. Others may be by virtue of the duties they actually perform. West Yorkshire Fire and Rescue Service (WYFRS) has, as required by the Act, approved a list of post holders to whom restrictions apply. This list is subject to regular review and revision.

### 1.3 Political Restrictions and Activity

The types of political activities that are prohibited by the Acts include:

- Standing as a candidate for election to
  - A Local Authority
    - [For example: The House of Commons; The European or Scottish Parliament; The Welsh Assembly; Local Council (excludes Parish Councils).]
- Acting as an election agent or sub-agent.
- Being an officer of a political party, or a branch or committee or sub-committee of a political party, if this involves participation in the general management of the party or branch, or dealing with persons (other than members of the party or branch) as a representative of the party or branch.
- Canvassing on behalf of a political party or any candidate for election to the House of Commons, the European Parliament, the Welsh Assembly or a local authority.
- Publishing any written or artistic work of which the officer is an author or editor (either solely or with others) if the work is, or appears to be, intended to affect public support for a political party.
- Speaking to the public with the apparent intention of affecting public support for a political party.

These restrictions do not preclude the display of a poster or other document at the post holder's home or on their vehicle or other possessions.

*This list is not exhaustive and is intended as guide. Employees seeking to become elected to an authority or to take part in political activity may wish to consider independent legal advice.*

## 1.4 List of Politically Restricted Posts

The categories of post covered by these restrictions are as follows:

### Specified Posts

Specified posts are automatically subject to restrictions on political activity and, as such, there is no right to appeal. These posts are:

Statutory Officers and the Chief and Deputy Chief Officers (Deputy for this purpose is anyone who reports directly to a Chief Officer).

Management Board:

- Chief Fire Officer / Chief Executive Officer
- Chief Legal & Governance Officer
- Chief Finance & Procurement Officer
- Deputy Chief Fire Officer / Director of Service Delivery
- Assistant Chief Officer / Director of Service Support
- Chief Employment Services Officer

**Plus:** Officers who report directly to them who fall into the Deputy Chief Officer category including:

- Area Managers
- Non Uniformed Executive Grade Officers including Senior Technical Services Manager, ICT Service Delivery Manager, Head of Corporate Communications, Occupational Health and Safety Manager, Corporate Human Resources Manager, Fire Protection Manager, Senior Finance Manager.
- Any other officer reporting directly with no intervening chain of management to one of the Management Board members not already identified above e.g. Organisational Development Manager, Group Manager Employee Resources, and Corporate Services Manager.

### Sensitive Officer Posts:

A sensitive post is one which meets one or both of the following duties related criteria:

- Officers who regularly represent the Authority in dealings with the media, which includes all staff in Corporate Communications.
- Officers who regularly give advice to Committee.
  - This includes the Committee Services Manager, and other officers who regularly attend committee and give advice.<sup>1</sup>

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<sup>1</sup> The relevant Director needs to make a decision on regularity. If in doubt they should consult the Chief Legal & Governance Officer and invite the Officer to comment before classification.

Officers in the Sensitive Posts category may apply for removal from the restrictions list on the basis that they have been wrongly classified and such applications must be submitted to the Chief Legal & Governance Officer for consideration/determination.

**Other posts:**

Officers similar to those in the Sensitive Officer posts category, whose post has not already been determined as politically sensitive, may be considered for inclusion by the relevant Executive Officer.

## **2 Appeals**

### **2.1 Decision Making**

Each time a new post is established or an existing post changed the Corporate HR Manager shall determine which category, if any, applies to the post.

### **2.2 Appeals Process**

Officers who occupy Specified Posts have no right of appeal.

Officers occupying a post which is included on the list may apply to the Chief Legal and Governance Officer to be removed. Such application should be accompanied by a current description of duties and responsibilities. Grounds for appeal could be:-

- Duties do not involve the giving of advice on a regular basis to the Fire Authority or any committee or sub-committee.
- Duties do not involve representing the Fire Authority, on a regular basis, with the media.



OFFICIAL

# Detection, Identification and Monitoring (DIM) Capability Review

## Human Resources Committee

Date: 5 October 2018

Agenda Item:

11

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

<b>Purpose</b>	Members to consider the recommendation of the Detection, Identification and Monitoring (DIM) Capability Review
<b>Recommendations</b>	Members approve the removal of the four DIM Watch Manager (WM) posts at Dewsbury, with two of these posts being redeployed to other roles within the organisation.
<b>Summary</b>	This paper explains what the DIM capability is, explains how the capability has been recently reviewed and makes recommendations for changes in the capabilities establishment, to realise efficiency savings whilst maintaining the required levels of cover.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: AM Butters  
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Background papers open to inspection: None

Annexes: None

## 1 Introduction

- 1.1 The Detection, Identification and Monitoring (DIM) capability within the UK Fire and Rescue Service (FRS) has been provided to deliver a national response to the scene of a Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) incident. This capability enables monitoring of safe areas and identification of hazardous substances along with scientific and technical advice to support and inform the safe resolution of an incident.

Nationally there are 19 DIM vehicles each with a team of at least 12 DIM advisors. They are strategically located within Host Fire and Rescue Services (FRS) across England and Wales, WYFRS is a host FRS. DIM Vehicles carry a range of equipment and are available 24/7. DIM is mobilised with the aim of providing a substance detection, analysis and identification capability.

- 1.2 National Resilience fund 12 x DIM advisors per host FRS. Any additional DIM advisors are funded by the host FRS themselves. WYFRS currently have 16 x DIM advisors (12 x Flexi Duty System (FDS) officers and 4 x dedicated DIM Watch Managers (WM)).
- 1.3 When the DIM vehicle is mobilised to a DIM/CBRNE incident two DIM Advisors are required to attend in order to operate the equipment, analyse/interpret the data and provide results/advice to the Incident Commander.

## 2 Information

- 2.1 A review of the WYFRS DIM capability has been undertaken. A number of staffing options have been considered as part of the review.
- 2.3 The review has recommended the removal of the four DIM WM posts at Dewsbury.
- 2.4 This option still meets the needs of the National Resilience Key Performance Indicators that determine each FRS with a DIM capability should maintain 12 DIM advisors.
- 2.5 If the recommendation was approved, WYFRS would have 12 x DIM advisors.
- 2.6 The new DIM WM training post must be a qualified DIM advisor who will provide support and operational resilience to the 12 DIM advisors as well as maintaining the vehicle and equipment.
- 2.7 The new DIM WM training post will deliver internal and external DIM / Hazardous Materials training on behalf of training centre whilst also supporting the National Resilience department.
- 2.8 The WM National Resilience post is currently a non-establishment post within the organisation. There is an opportunity to redeploy one of the DIM WM posts into National Resilience department.
- 2.9 The WM National Resilience post was introduced in 2015 following a significant increase in National Resilience workloads and responsibilities. The role is now an integral part of core business within the National Resilience department. Approving the redeployment of one DIM WM post into National Resilience will remove the current non-establishment WM National Resilience post.
- Whilst reviewing the DIM capability, it has been recognised that WYFRS needs to improve the training / Continuous Professional Development (CPD) provided to DIM advisors.
- 8.5 DIM WM are currently utilised to deliver training/assessment to all DIM advisors. The training/assessment has been scheduled into ten sessions annually, each session taking approximately three hours to complete.
- 8.6 The introduction of a mandatory training/CPD regime for DIM advisors delivered monthly by a recognised external provider would ensure that all DIM advisors maintain competence.

There will be an annual financial cost to the organisation of £12,000 to deliver this training. The cost of introducing this training regime has been factored into the financial savings for the organisation.

- 8.9 This new training regime will be in addition to the work that the new DIM WM Training role will provide to DIM advisors. The DIM WM Training role will also deliver internal and external DIM and Hazardous Materials training on behalf of training centre.

### 3 Financial Implications

- 3.1 The implementation of this proposal will result in revenue savings of £129,614 which are summarised in the table below.

	£
<b>Saving</b>	
Watch Manager B* 2 posts	-£102,344
Overtime	-£46,297
<b>Additional Cost</b>	
ARA Protection	£3,015
ARA WMb training	£4,022
Training	£12,000
<b>TOTAL Saving</b>	<b>-£129,514</b>

The review will result in the reduction of two Watch Manager B posts plus a saving in the need to pay overtime to backfill when the current staff are on leave or training.

The additional costs will be in the form of the six-month protection of the ARA payment for Three Watch Manager B's that will be redeployed into different roles, and a Training Centre ARA (8%) for the Watch Manager B who will be redeployed to the training centre. There is also an additional cost of £12,000 for the improved training for DIM advisors.

### 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 If the recommendations within this paper are approved then the Workforce Planning team will work with the current DIM Watch Managers (who have been fully consulted during the course of this process) to identify suitable alternative postings. Vacancies do exist to facilitate re-deployment.
- 6.2 The current Additional Responsibility Allowance policy requires that the 4% supplement that the affected staff currently receive will be protected for 6 months following their re-deployment, after which, it should be ceased.

## **6 Health and Safety Implications**

- 6.1 Whilst this paper does represent a change in how we deliver this function we will continue to have fully trained DIM Station Managers as we always have done and their training will be enhanced as detailed above.

## **7 Service Plan Links**

- Deliver a professional and resilient emergency response service.
- Provide a safe skilled workforce that serves the needs of a diverse community.
- Provide effective and ethical governance and achieve value for money.

## **8 Conclusions**

- 8.1 The review of the DIM capability has recommended the removal of the four DIM WM posts at Dewsbury.
- 8.2 It is also recommended that two of the WM posts are redeployed to other roles within the organisation:
- 1 x DIM WM Training
  - 1 x WM into National Resilience department
- 8.3 This would reduce the organisation's WM establishment by two WM posts and still enable WYFRS to meet National Resilience KPI's for DIM establishment and mobilisation.



OFFICIAL

# Review of Middle Manager Duty Systems

## Human Resources Committee

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Date: 5 October 2018

Agenda Item:

12

Submitted By: Director of Service Support

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### Purpose

To inform Members of the outcomes of the review of duty systems that has been carried out for Station and Group Managers.

### Recommendations

Members note the proposals in relation to changes to Station Managers duty system.

Members note the changes to Terms and Conditions that relate to all Middle Managers.

Members approve the reduction in establishment of Station Managers from 36 to 35.

Members approve the reduction in establishment of Group Managers from 12 to 10 initially and ultimately 9.

Members approve the implementation of a revised duty system in relation to Group Managers, with a review to be considered by Human Resources Committee in October 2019.

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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

## Summary

Substantial negotiation and consultation has been carried out with both the Fire Brigades Union and the Fire Officers' Association in order to consider duty systems that met both the needs of the individuals and of West Yorkshire Fire and Rescue Services (WYFRS). These consultation meetings commenced in March 2018, following on from the Integrated Risk Management Plan (IRMP) Proposals approved in February 2018 at the Full Authority.

The outcomes of the discussions with regard to Station Managers is that existing Flexi Duty System (FDS) Officers will remain on the current duty system, whilst new entrants will be conditioned to a slightly amended version of the rota that increases the number of days at work by reducing the number of hours at work when an officer is on duty for operational cover. There are some minor amendments to other terms and conditions that rationalise existing practice.

For Group Managers, a fundamental change of duty system is proposed and it is recommended that this is reviewed during 2019. This will facilitate a reduction in the number of Group Managers from the current 12 to nine, although transitional arrangements will be required to enable this change. Broadly the Group Managers will work a duty system which reflects that worked by Principal Officers and Area Managers and be remunerated in a similar way at a rate of an additional 15%

# 1 Introduction

- 1.1 The current duty system for Station Managers and Group Managers has remained fundamentally unchanged for a period in excess of ten years, although there was a minor change in 2009 which took the rota from a six-week to a five-week rota.
- 1.2 The pattern is based on a five-week cycle and officers are divided into five different groups in order to maintain operational cover as shown in the table below.

Week/Day	M	T	W	T	F	S	S
1	8	24	8	24	8	R	R
2	24	8	24	8	R	R	R
3	8	24	8	24	8	R	R
4	24	8	R	R	24	24	24
5	8	R	24	8	R	R	R

This means that in a five-week cycle that officers are not at their desks for five days during the week, whilst they are required to be in the workplace until 2000hrs when they are on operational cover, called a “24” and are expected to be in the workplace at weekends. Whilst there is some benefit to the running of the Service for Station Managers who spend significant amounts of time with Watch-based personnel, there is less benefit for Group Managers.

- 1.3 Over a number of years there have been requests raised by a number of officers to reconsider the current arrangements, the IRMP changes offered the opportunity to do so in a constructive way.

# 2 Information

- 2.1 Discussions with Representative Bodies commenced on 3 March 2018 and a series of meetings were held. The driver throughout was to reach proposals that were felt to be mutually beneficial and did not jeopardise the relationship with either of these two critical groups of officers.
- 2.2 The Station Manager cohort is a mixture of officers who are represented by the Fire Brigades Union (FBU), Fire Officers’ Associations (FOA) or who are not members of any representative body, whilst the Group Manager cohort was represented only by FOA or were without representation.
- 2.3 Key to the discussions were that they should be tripartite in nature rather than negotiating with one body and then the other.
- 2.4 Management were represented by the Director of Service Support, the Chief Employment Services Officer and the Area Manager Service Support.
- 2.5 At the April meeting regarding the negotiation, a range of options were presented by management for consideration. These ranged from systems that were Grey book compliant for which there would be no additional remuneration through systems which were close to the Grey book for which there was offered some remuneration to systems which were dramatically different from the Grey Book, for which the reward package would be greater.

## 2.6 Station Managers

- 2.6.1 In relation to the Station Managers, from an early stage, it became apparent that for many the preferred option was to remain as they are, although some officers wanted to explore more radical change for greater recompense. Ultimately, a position could not be achieved whereby change could be brought about to the satisfaction of both parties whilst at the same time being financially viable.

The decision was taken after serious consideration by all parties and discussion with staff that the Station Manager duty system for existing staff would remain the same as it currently is.

2.6.2 However, management have taken the decision that, upon appointment, the duty system for new staff should be amended to gain more days in the office from Station Managers and this is achieved by changing the length of the day when officers are on 24 hour operational commitment. Currently officers work until 2000hrs, whilst under this proposal they would work until 1700hrs and then be available for incidents. Whilst technically this change could have been imposed on all staff as it remains compliant with the Grey Book, it was determined that the effect on industrial relations with this particular group would be damaging and create difficulties in relation to driving change in the future. It should be noted, however, that should an officer wish to change to the revised duty system, they clearly would be entitled to do so.

Week/Day	M	T	W	T	F	S	S
1	8	24	8	24	8	R	R
2	24	8	24	8	8	R	R
3	8	24	8	24	8	R	R
4	24	8	R	R	24	24	24
5	8	R	24	8	8	R	R

This compares with the current duty system as detailed below:

	Revised Duty System	Existing Duty System
Positive Hours	2002.18	2096.03
Standby Hours	1835.28	1574.63
8 duty shifts (11/13 per cycle)	135.56	114.71
24 duty shifts (11 per cycle)	114.71	114.71
Midweek Rotas (3 per cycle)	31.28	52.14
Weekend Rotas (8 per cycle)	83.42	83.42
Full Weekends Worked (1 per cycle)	10.43	10.43

2.6.3 Moreover, in discussion management have committed to neither re-examine the duty system until at least 2021, nor to move existing staff to the revised duty system at any point until the whole system is overhauled at some point in the future.

2.6.4 The duty system as it remains requires a minimum of 6 Station Managers for operational cover purposes at any one time and with cover being provided through the use of five rota groups. It would seem reasonable to reduce the number of Station Managers from 36 to 35 which would equate to seven per group which would provide the minimum required and an element of resilience. Clearly an opportunity remains to reduce the number of Station Managers to 30 at some point in the future, but that is not considered feasible at the moment due to existing workloads however, this may arise from changes to working practices across the organisation.

## 2.7 Group Managers

2.7.1 As part of the IRMP consultation responses, it was suggested that the number of Group Managers be an area for consideration.

It was determined that two options existed; the first to reduce the current number from 12 to ten, the second to reduce to nine.

Ten could be accommodated within the existing duty system, however nine could not, but would give the opportunity to align the Group Managers with the Principal Officers and Area Managers in terms of working pattern.

2.7.2 With this in mind a system that is based around nine officers working in three groups is to be implemented with a review to be carried out in summer 2019. The managerial working week would become Monday to Friday in order to align with the organisations external demands and the on call element would be in two week blocks. This negates the need for mid-week rota days but at the same time is not compliant with the Grey Book to a significant degree, hence would require recompense to facilitate agreement.

2.7.3 Currently Group Managers have, on average, the equivalent of one week day on rota in each week, under this proposal this would not be the case which is considered a significant change to the current working pattern. Furthermore, the two week block of permanent duty is a much greater period of commitment than is currently the case and again is a major change for officers.

2.7.4 The duty system is very similar to the Area Manager duty system although it removes the need for continuous duty and due to their greater numbers allows a greater degree of flexibility. The Area Managers are paid 19.5% for their duty system of which 4% is specifically in relation to the continuous duty element, hence 15% is the proposed figure for Group Managers on this system. Figures are calculated on base salary.

2.7.5 The duty system is outlined in the policy attached but could simply look like the table below, if the duty to be covered were to be blocked by two week period or it could look like the second model if the blocks of specific duty were only one week long:

	Week 1							Week 2							Week 3							Week 4							Week 5							Week 6																										
	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S													
G 1 GM1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R
G 1 GM2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R
G 1 GM3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R								
G 2 GM1	8	8	8	8	8	R	R	8	8	8	8	8	R	R	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	8	8	8	8	8	R	R	8	8	8	8	8	R	R										
G 2 GM2	8	8	8	8	8	R	R	8	8	8	8	8	R	R	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	8	8	8	8	8	R	R	8	8	8	8	8	R	R										
G 2 GM3	8	8	8	8	8	R	R	8	8	8	8	8	R	R	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	8	8	8	8	8	R	R	8	8	8	8	8	R	R										
G 3 GM1	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1								
G 3 GM2	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2								
G 3 GM3	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3								

	Week 1							Week 2							Week 3							Week 4							Week 5							Week 6																										
	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S													
G 1 GM1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R
G 1 GM2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R
G 1 GM3	3	3	3	3	3	3	3	1	1	1	1	1	1	1	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R
G 2 GM1	8	8	8	8	8	R	R	8	8	8	8	8	R	R	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	8	8	8	8	8	R	R	8	8	8	8	8	R	R										
G 2 GM2	8	8	8	8	8	R	R	8	8	8	8	8	R	R	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	8	8	8	8	8	R	R	8	8	8	8	8	R	R										
G 2 GM3	8	8	8	8	8	R	R	8	8	8	8	8	R	R	3	3	3	3	3	3	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	8	8	8	8	8	R	R	8	8	8	8	8	R	R										
G 3 GM1	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2								
G 3 GM2	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3								
G 3 GM3	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	8	8	8	8	8	8	R	R	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	1	1	1	1	1	1	1	1								

- Note:-
- 1 and 2 are immediately available for operational commitment
  - 3 is available at 4hrs notice
  - 8 is a standard working day
  - R is a day free from duty either operational or managerial

A comparison looks like the table below:

Comparison Table	Current (5 Week Rota)	Proposed (6/18 week rota)
Positive Hours per annum	2096.03	2085.60
Standby Hours per annum (including Resilience)	1574.63	2223.43
8 duty shifts per annum	114.71	173.80
24 duty shifts per annum (including Resilience)	114.71	121.66
Midweek Rotas per annum	52.14	0
Weekend Rotas per annum	83.42	69.52
Full Weekends Worked on 24 per annum (including Resilience)	10.43	17.38

It would be the responsibility of the officers in each block of three to determine how they wished to divide this workload. Provided that two officers are immediately available and a third available within four hours, then flexibility is acceptable. It is envisaged that this would work in a similar pattern to the Gold Rota where a small number of parameters are set about the standards required and flexible is exercised beyond that. With the Group Managers it is anticipated that their greater numbers would allow greater flexibility.

- 2.7.6 There are significant benefits to WYFRS of having officers working in this way, particularly in relation to working with partners across the board. Officers are likely to be available far more frequently when partners are, whilst at the same time have the degree of flexibility that is required for the maintenance of contact with station based personnel. This need to be flexible will be different for different roles and it is anticipated; for example, that the Group Manager responsible for Kirklees District with its five Retained Duty System Stations would operate in a slightly different way to a Group Manager with a functional reference at Fire Service Headquarters.
- 2.7.7 Further to this it is worth reconsidering the lease vehicle benchmark for officers who are conditioned to this duty system. The benchmark is based on 5/7<sup>th</sup> of a nominal figure and was developed with the inception of that scheme. 5/7ths equates to 30/42nds, whereas if it were based on the number of days when the vehicle is not available to the Authority, the newly calculated figure is 34/42nds, which equates to an increase of £390.80 per officer per year.

Subject to approval, the trial would commence in early 2019 with nine officers operating on the system. As an interim, an additional officer would remain on the existing system, which would allow a number of projects to be completed prior to full implementation.

## 2.7.8 Ultimately the nine Group Manager posts could be:

District Commander – Bradford

District Commander – Kirklees

District Commander – Leeds

District Commander – Wakefield

District Commander – Calderdale/ Employee Resourcing<sup>1</sup>

Strategic Development

Operations Policy

Operations Support

Training

(Note <sup>1</sup> This combination would take place following the interim period as part of full implementation following more detailed analysis)

A detailed assessment of the system will be required and this will need to be completed by September 2019 in order to return to Human Resources Committee for the final decision.

## 2.8 **Issues relating to all Middle Managers (Station and Group Managers)**

- 2.8.1 During the meetings some minor amendments to terms and conditions have been discussed and they relate to the way that officers who offer to provide cover for shortfalls are paid and the working arrangements on Public Holidays.
- 2.8.2 This would remove the payments for “Prearranged Officer Cover” (PAOC) and rather revert to the Grey Book standard of overtime for additional hours worked. In actual fact this is what already happens as officers will not volunteer for the PAOC but rather wait until the position is reached whereby overtime is paid. The removal of PAOC will simply remove an administrative burden by removing an unnecessary stage of the process.
- 2.8.3 With Public Holidays, staff are not required to attend work on the so-called “religious” holidays of Christmas, Boxing Day, Good Friday and Easter Monday whilst they are required to attend work on the others. This would appear to be somewhat anachronistic and it is proposed to remove the requirement to attend work on all Public holidays for those officers who are rostered to work on those days. This change would also apply to Group Managers.
- 2.8.4 It is proposed to amend the journeys that officers can claim for as there does not seem to be a legitimate basis for it. Currently officers do not claim for the first and last journeys of the week. This is believed to be a legacy from the introduction of the vehicle leasing scheme in 1990, but has been superseded by the need to provide an alternative scheme for officers who do not wish to lease a vehicle as approved by Finance and Resources Committee in January 2018. In future the first and last journeys would be claimable. This change will apply to Group Managers as well.

### 3 Financial Implications

<b>Current Structure</b>				
	Number of Posts	Annual Salary (incl oncosts)	Bench mark	TOTAL
Group Managers	12	£74,633	£2,931	£930,768
Station Managers	36	£68,102		£2,451,672
			<b>Total</b>	<b>£3,382,440</b>
<b>Interim Structure</b>				
	Number of Posts	Annual Salary (incl oncosts)	Bench mark	TOTAL
Group Managers	9	£84,103	£3,322	£786,825
	1	£74,633	£2,931	£77,564
Station Managers	35	£68,102		£2,383,570
Car Lease Mileage				£9,200
			<b>Total</b>	<b>£3,257,159</b>
			<b>Interim Saving</b>	<b>£125,281</b>
<b>Full Implementation</b>				
	Number of Posts	Annual Salary (incl oncosts)	Bench mark	TOTAL
Group Managers	9	£84,103	£3,322	£786,825
Station Managers	35	£68,102		£2,383,570
Car Lease Mileage				£9,200
			<b>Total</b>	<b>£3,179,595</b>
			<b>Full Saving</b>	<b>£202,845</b>

The proposed revision to the Group Managers rota and the reduction in Station Managers by one in 2019 will generate savings of £125,281 in the interim period. In the interim period one Group Manager will remain on the existing system. Once the rota is fully implemented in 2022 this saving will increase to £202,845.

### 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 An Equality Analysis has been carried out as part of the policy design and development of the revised Group Manager duty system. It is recognised that both the existing and proposed rotas could be viewed as somewhat restrictive given the onerous on call requirements. However, our ability to change this is limited as the construction of the rotas form part of the national agreement and this cannot be changed without the agreement of the trade unions.

- 5.2 The increase from 10 to 17 weekends a year during the trial period could affect the caring responsibilities of current post-holders. However this is compensated for with more flexible leave, also with the removal of required positive hours on weekends, bank holidays, etc. However, individuals will still be tied to work commitments when this may conflict with caring responsibilities. On balance however, it is no more restrictive than current arrangements and may be seen by some as a slight improvement.
- 5.3 The allowance detailed in the report will compensate for the additional weekend availability. The allowance would be pensionable as it would meet the test of permanency.
- 5.4 As there is limited change to the Station Manager Duty System, there are no material issues that would affect one or more group adversely.
- 5.5 Although the Group Manager Duty System is no longer technically Grey Book compliant, a local agreement is in place to address this. The Grey Book continues to govern all other terms and conditions of service for this group of staff.

## **6 Health and Safety Implications**

- 6.1 During the course of the trial period, issues such as workload and fatigue relating from the changes to duty system will be monitored throughout, however, it is not anticipated that there will be any significant issues that arise out of the implementation of the Group Manager Duty Systems trial and there are no implications arising from any other area of this report.

## **7 Organisational Dependencies**

- 7.1 This report arises directly from the outcomes of the 2017/2018 IRMP consultation exercise and may in the future play a part in the development of Integrated Risk Management Plans, however, it stands as an individual report that whilst related to other projects is not dependent upon them, with the exception of the delivery of the HR and Rostering Solutions Project and associated changes in the ways of working,.

## **8 Service Plan Links**

- 8.1 The maintenance of a robust set of arrangements for the availability of both Station Managers and Group Managers is critical in ensuring that West Yorkshire Fire and Rescue Service meets its strategic priority of:

- Deliver a professional and resilient emergency response service

These officers provide a key role in the maintenance of a safe system of work and the application of the Incident Command System.

## **9 Conclusions**

- 9.1 Following extensive consultation it is proposed to make some very minor amendments to the conditions of Station Managers:

- Maintain existing Duty System for all existing Station Managers
- Introduce revised Duty System for newly promoted Station Managers

The changes for Group Managers are more extensive in nature:

- Implement a revised duty system to work with nine Group Managers, together with an enhanced remuneration package
- Review the implementation in summer 2019
- An interim period to allow implementation and conclude a number of projects

A number of changes are proposed for all Station and Group Managers:

- Revise working patterns on Public Holidays
- Minor revisions to the vehicle lease scheme to align with the provided vehicle provisions
- Revised arrangements for covering shortfalls

9.2 The Station Manager and Group Manager cohorts are vital in driving change forward within WYFRS. This review seeks to provide a balance between the needs of the individual and that of the organisation in order to facilitate that change whilst at the same time removing a number of existing anomalies.



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# Alignment of the Green Book Establishment to the Financial Budget

## Human Resources Committee

Date: 5 October 2018

Agenda Item:

# 13

Submitted By: Chief Employment Services Officer

### Purpose

To provide members with an update on the reduction to the Green book establishment as a result of aligning the establishment to the financial budget

### Recommendations

That members approve the reduction of the Green book establishment

### Summary

The establishment and the budget until recently have not been aligned. An exercise has recently taken place to reconcile the two, whereby the actual working hours of individuals is aligned with the budgeted hours. This has resulted in a reduction to the Green book establishment. This report provides details of the posts whose established hours have been reduced as a consequence of this reconciliation exercise.

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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 Introduction

- 1.1 An exercise has recently taken place to reconcile the Green book establishment with the financial budget. The budget for a number of posts was reduced to reflect the working hours, but the establishment was not reduced accordingly until this exercise took place. This has now been rectified and the budgeted hours reconciled with the established hours. Moving forward the budget and establishment will be aligned.

# 2 Information

- 2.1 The table below details the Green book posts whose established hours have been reduced:

Post Title	Department	Directorate	Established Hours Reduced to	Full Time Equivalent (FTE)
Secretary	Secretariat	Legal and Governance	33.5	0.9
Secretary	Secretariat	Legal and Governance	26	0.7
Committee Services Administrator	Committee Services	Legal and Governance	16	0.8 (20 to 16 hours)
Chief Legal and Governance Officer	Legal	Legal and Governance	25.9	0.7
Reprographics	Corporate Services	Legal and Governance	18.5	0.5
CST Admin Assistant	Central Staffing Team	Employment Services	19	0.51
ICT Service Delivery Manager	ICT	Service Support	30	0.81
ICT BI Administrator	ICT	Service Support	28	0.76
ICT BI Administrator	ICT	Service Support	33	0.89
ICT BI Administrator	ICT	Service Support	30	0.81
ICT BI Administrator	ICT	Service Support	34	0.92
Storekeeper	Transport and Logistics	Service Support	30	0.81
Storekeeper	Transport and Logistics	Service Support	22	0.59
Transport Clerk	Transport and Logistics	Service Support	23.75	0.64
Automotive Technician	Transport and Logistics	Service Support	30	0.81
Equipment Administrator	Transport and Logistics	Service Support	22.2	0.6
Training Centre Admin Assistant	Training	Service Support	30	0.81
General Assistant	Training	Service Support	27.4	0.74
Fire Protection Inspector	Fire Protection	Service Delivery	21	0.57
Fire Protection Inspector	Fire Protection	Service Delivery	27.5	0.74
Station Clerk	Leeds District (Morley)	Service Delivery	8.5	0.89 (12.5 to 8.5 hours)
Station Clerk	Leeds District (Rothwell)	Service Delivery	8.5	0.89 (12.5 to 8.5 hours)
Station Clerk	Leeds district (Garforth)	Service Delivery	9	0.91 (12.5 to 9 hours)
Station Clerk	Leeds District (Wetherby)	Service Delivery	10.5	0.96 (10.5 to 9 hours)

Station Clerk	Leeds District (Rawdon)	Service Delivery	12	0.99 (12.5 to 12 hours)
<b>Total Reduction in Establishment</b>				<b>5.55</b>

### **3 Financial Implications**

3.1 There are no financial implications arising from this report as the financial budget was forecasted against the reduced hours detailed above.

### **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 establishment reduction has only occurred for the posts where employees have reduced their hours permanently; for temporary reductions, employees still have the opportunity to revert to the established full time hours which will have been budgeted for.

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

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

### **7 Service Plan Links**

7.1 Provide effective and ethical governance and achieve value for money.

### **8 Recommendations**

8.1 It is advised that members approve the reduction in the Green book establishment to ensure alignment with the financial budget.



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# Operational Training Strategy

## Human Resources Committee

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Date: 5 October 2018

Agenda Item:

14

Submitted By: Director of Service Support

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<b>Purpose</b>	To present the new Operational Training Strategy 2019-22.
<b>Recommendations</b>	That the new Operational Training Strategy 2019 – 22 be approved.
<b>Summary</b>	The purpose of this Strategy is to develop West Yorkshire Fire and Rescue Service's (WYFRS) approach to operational training delivery, reaffirm why it is important and detail the responsibilities of each role in making this happen. The Strategy is a three-year plan for training and details how we will deliver our goal to prepare all operational staff to perform their operational response roles safely and effectively.

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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 Introduction**

- 1.1 The aim of this strategy is to set a framework that allows quality, targeted operational training throughout WYFRS.
- 1.2 We seek to create a quality training culture across WYFRS to ensure our operational staff have the knowledge, skills and understanding to undertake the wide range of roles required of them at emergency incidents.
- 1.3 Central to this training strategy is firefighter safety and our operational effectiveness.

## **2 Information**

- 2.1 The number of operational incidents has reduced significantly since 2004 and individuals' operational exposure to these activities has also been reduced. It is imperative, therefore, that the quality of training is maintained to ensure the workforce is safe, skilled and effective when required.
- 2.2 The current Training Strategy is now out of date, and since it was published the priorities and ways of working within training have changed significantly.
- 2.3 Following feedback from crews regarding training courses and exercises there has been a greater emphasis on the training element of courses rather than the assessment element. This, coupled with feedback from the Electronic Maintenance of Competence (EMOC) system, has led to a change in direction for how training and assessment is being delivered across WYFRS.
- 2.4 Since the introduction of the EMOC system, there has been an unforeseen change in how training on station has been developed and carried out. The new EMOC system has alerts and prompts which highlighted when perceived competencies would run out and therefore set a timescale for renewal. This in turn has led to training being dictated by the EMOC system in order to 'sign off' competencies rather than the EMOC system being a record of the training which has taken place. This has fragmented station-based training and affected quality.
- 2.5 In light of this, improvements to the EMOC system have already been made with a final version due alongside this strategy later this year. These changes will reduce the impact which EMOCs will have on training quality and should ensure that they are primarily a record of the training and assessment taking place.
- 2.6 Currently, there is no framework to coordinate training across all districts and training centre. The new Operational Training Strategy has utilised the feedback forms submitted by crews, watch manager seminars, station visits and firefighter safety seminars to set the direction for training moving forward. This will be carried out by creating the environment for quality training to take place on stations and districts through provision of resources, instructors and toolkits.
- 2.7 Each District has their own training strategy which is independent from other Districts and the Training Centre. This has led to disparity across the districts. Sharing of best practice, knowledge, training and resources will lead to a better training environment - this strategy will create the framework for districts and Training Centre to work together to achieve this. The District Training Strategies will sit under the Operational Training Strategy and will be developed in conjunction with other districts and Training Centre, following a set template. This will ensure that each district can develop training in line with their foreseeable risk and utilise resources from other districts and training centre.
- 2.8 Training Delivery departments will have strategies which outline how they will deliver training and assess safety critical elements. Each training delivery department has undergone a critical review to look at what areas require assessment and what the frequency of this assessment is. This information has been fed into the Service Training Planner which was launched in June 2018. All

maintenance of competence assessments are annual, with training frequencies varying from six to 12 months dependant on the safety critical nature of the task. The training planner ensures that there is enough opportunity for maintenance of competence to be achieved throughout a 12 month period, whilst providing enough flexibility for watch officers to vary training dependant on the needs of their crews.

- 2.9 Through incorporating the district training strategies, training delivery strategies, the service training planner and improvements to the EMOC system, this strategy hopes to deliver a better training environment which is based around delivering quality training sessions with the resources required to do so.
- 2.10 Training to the foreseeable risks for both the service and districts can be carried out whilst still ensuring competencies are maintained. Training Centre will assess safety critical elements but will focus on ensuring crews are given the most up to date training and input.
- 2.11 Development of working groups and communication channels between Training Centre, Operations, Operational Learning, Health and Safety districts and stations is key to the successful delivery of the strategy. Working groups have been set up to ensure that stations and districts can feed into Training Centre to share any areas of best practice and development which are being seen at both incidents and exercises.
- 2.12 An annual action plan will be released which will highlight the priorities for training, this will be in line with a toolkit which will provide and sign post to resources which can be utilised to plan and deliver training on district and station.
- 2.13 There will be comprehensive communications plan for the launch of the strategy. The launch will follow on from the watch manager forums.

### **3 Financial Implications**

- 3.1 There are no financial implications in the development of the strategy.

### **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 All training policies and strategies which sit below this Operational Training Strategy will undergo an Equality Assessment.
- 5.2 Courses are developed utilising information from the Equalities and Diversity department to ensure that no minority groups are adversely impacted and that all learning styles are catered for.

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

- 6.1 It is believed that by striking the balance between quality training and assessment of competence we will continue to improve the safety of our firefighters.
- 6.2 Training centre work closely with the Health and Safety department to ensure that risk assessment are current and that any new ways of working are safe and compliant with our duties.
- 6.3 All resources at Training Centre have a safe system of work policy which is available to any personnel utilising the resource.
- 6.4 Districts risk assess any training venues before carrying any activities there. These are all completed and verified by qualified personnel.

## **7 Service Plan Links**

7.1 Deliver a professional and resilient emergency response service

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

## **8 Conclusions**

8.1 The Operational Training Strategy has developed from feedback, best practice and knowledge sharing across WYFRS. It will set the direction for training for the next three years and will allow operational personnel to develop their competencies, non-technical skills and overall operational knowledge level.



# Operational Training Strategy

**OFFICIAL**

Ownership: Operational Training Strategy

Date Issued: September 2018

Version: ? Status: Draft



**Revision and Signoff Sheet**

**Change Record**

Date	Author	Version	Comments

**Reviewers**

Name	Version Approved	Position	Organisation	Date

**Distribution**

Name	Position	Organisation

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**Contents**

1 Introduction ..... 3

2 Goals and Key Deliverables ..... 4

3 Operational Training Delivery ..... 5

4 District Training Strategies ..... 5

5 Competency ..... 6

6 Service Training Planner and EMOCs ..... 8

7 Training Strategy Framework ..... 9

8 Non Technical Skills ..... 11

9 Action Plans ..... 13

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## 1 Introduction

The number of operational incidents has reduced significantly since 2004 and individuals' operational exposure to these activities has also been reduced. It is imperative; therefore, that the quality of training is maintained to ensure the workforce is safe, skilled and effective when required.

In recent years it is felt that training has been focussed around signing off EMOCs rather than completing quality risk based training scenarios. This has led to a decrease in the quality of the training being held on station. Following feedback received from across the Service there has been an overhaul in how the EMOCs are utilised and the development of the Service Training Planner.

The purpose of this Strategy is to ensure that all personnel are aware of WYFRS's approach to operational training delivery, why it is important and the roles they play in making this happen. The Strategy is a 3 year rolling plan and details how we will deliver our aims to prepare all operational staff sufficiently to carry out their roles effectively.

### **Aim**

The aim of this strategy is to set a framework which allows quality, targeted operational training to take place across WYFRS.

### **Ambition**

Create a quality training environment and culture across WYFRS, ensuring that WYFRS has appropriately skilled and experienced personnel to undertake the wide range of skills required within their everyday duties.

Through incorporating the District Training Strategies, Training Delivery Strategies, the Service Training Planner and Electronic Maintenance of Competence (EMOC) this strategy hopes to deliver a better training environment which is based around delivering quality training sessions with the resources required to do so. Training to the foreseeable risks facing the service will be carried out ensuring operational competency is maintained. Training centre will assess safety critical elements whilst ensuring crews are given the most up to date training and input.

The Integrated Risk Management Plan (IRMP) sets out how WYFRS plan to Make West Yorkshire Safer, this involves understanding the risks and vulnerabilities which occur across West Yorkshire. Risk is described as the potential for an emergency to occur that may threaten life, property or the environment. The four strategies used by WYFRS to reduce risk are Prevention, Protection, Response and Resilience. This strategy assists with response - 'readiness to deal with and attendance at emergencies' and resilience - 'Ability to deal with a major emergency whilst maintaining our response to other emergencies'.

Dealing with emergencies is core to the role of a firefighter, this is also where risk is at its highest. By creating a training environment where both technical and non-technical skills can be developed and refined will reduce the likelihood of any hazards occurring within the risk situation.

The strategy also encompasses objectives from the

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999

## 2 Goals and Key Deliverables

The goals and key deliverables of this strategy are to

- Create and sustain a positive training environment and culture that promotes technical and non technical skills in all operational roles.
- Embed scenario, risk based training
- Implement an operational competence framework which is fit for purpose, is completed through quality training and give assurance where necessary
- WYFRS will have an established EMOC system which clearly identifies when and how an area of competence is to be maintained.
- Constantly review and adapt to changing operational training requirements, in line with National Operational Guidance (NOG)
- Further develop and enhance to work of the Firefighter Safety Strategy
- Establish a strategic risk assessment for training aligned with Operations, and Health and Safety
- Breakdown barriers and improve relationships with districts and stations
- Be flexible in our approach to training and assessment, whilst ensuring operational competence.
- Continue to work collaboratively with other blue light services
- Strive to make improvements to training equipment and resources

### 3 Operational Training Delivery

Operational Training Delivery is based at FSHQ. In order to provide an effective managerial structure Operational Training Delivery is split into two functions, each headed by a Station Manager. These are then sub-divided into work streams, each managing and co-ordinating key areas of training.

Operational Training Delivery comprises of 6 main delivery departments

- Breathing Apparatus
- Trauma
- Technical Rescue
- Trainees
- Command
- Driving

The Training Delivery departments have developed strategies which outline how they will deliver training and assess safety critical elements, these will be reviewed annually and approved. Each training delivery department has undergone critical review to look at what areas require assessment and what the frequency of this assessment is.

*On website the training delivery strategies are in a document library which is versioned and has an archive for continuity.*

### 4 District Training Strategies

District Training Strategies are developed by the District Command teams

The Service Training Planner outlines training frequencies to be administered by both Training Centre, Districts and Stations. These frequencies take account of an individuals ability to acquire and maintain skills. Districts should align training to their own risk profiles to ensure risk management plans are effectively delivered

The following areas should be addressed within each District Training Strategy

- District risk profiles and how crews should incorporate these into their annual training
- District resources available for training
- Watch based training- expectations of training carried out as a watch
- Performance Management Visits (PMV)- how PMVs are formatted, themes occurring over the year and elements that will be observed/assessed
- District Themes- What the themes for training and exercises are over the course of the year, this should be inline with both the service training planner, service exercise planner and district risk profile.

*On website the district training strategies are in a document library which is versioned and has an archive for continuity. A set template has been developed.*

## 5 Competency

Competency is described by the Health and Safety Executive as:

- The combination of training, skills, experience and knowledge that a person has and their ability to apply them to perform a task safely

Operational competence is defined by Skills for Justice as

- Includes skills, knowledge and understanding, as well as an individuals personal qualities and attributes. All firefighters and commanders will need to demonstrate all of these to be competent in role.
- Technical skills- firefighters and commanders having the required skills, knowledge and understanding to perform their routine duties.
- Management and leadership skills- direction setting, managing activities, prioritising and balancing demands of the role, developing confidence and resilience
- Working with others- problem solving and dealing with change in an organised, safe and systematic way
- Multi-agency collaboration- working as part of a team and in partnership with other agencies to reduce risk and safeguard communities.

Competency within WYFRS

- Within WYFRS competency is continually assessed during training, within crew and station based assessments and at incidents
- Responsibility for maintaining competence is with the individual
- Responsibility for providing the resources and opportunity to achieve competence is with the organisation
- All operational personnel, from firefighter to CFO complete EMOC records which are based on National Occupational Standards and National Operational Guidance Training Specifications
- Competency is assessed by Watch Officers, Station Managers and Instructors across various training functions
- All competency is assessed on a rolling twelve month basis
- The Service Training Planner sets guidelines for training frequency but is flexible to accommodate the requirements of Operational Personnel
- The EMOCs are reviewed and updated in line with any changes to National Operational Guidance or National Operational Standards

### Roles and Responsibilities

Training Centre will

- Develop and implement department objectives and a training strategy which are agreed and accessible to everyone.
- Have a robust health and safety policy in place for instructors and delegates.
- Ensure suitable training facilities and equipment are provided
- Provide opportunity for operational staff to maintain competency within National Occupational Guidance and National Operational Standards.

- Provide continued personal development for Training Centre Instructors provide continued personal development for Training Centre Instructors.
- Ensure that organisational values are upheld and displayed across Training Centre

Districts Commanders will

- Take overall responsibility for the District/station training programme and ensure it is carried out in compliance with the District and Service training strategies

Assistant District Commanders will

- Take responsibility for station training programmes
- Carry out station based IQA of watch based assessors annually

Crew/Watch Managers will

- Plan, supervise and monitor training undertaken by watch members
- Identify shortfalls in watch base levels and inform ADC
- Monitor watch based instructors and training records

Watch Instructors will

- Assist the watch managers in planning, organising and conducting training for watch personnel.
- Assess competence of watch based personnel
- Maintain necessary training record
- Ensure own competence is assessed and recorded annually

Watch Personnel will

- Request all necessary training to achieve and maintain competence
- Monitor and complete own training records as soon as possible after training has taken place
- Maintain necessary level of qualifications, licenses etc needed to maintain their competence

## 6 Service Training Planner and EMOCs

The Training Planner provides a monthly theme for training on station, the themes are repeated on a rolling basis throughout a 12 month process. The repetition falls in line with training and assessment frequencies which have been determined through a risk assessment process. All Maintenance of Competency assessments are annual, with training frequencies varying from 3 to 12 months dependant on the safety critical nature of the task. The training planner ensures that there is enough opportunity for competency to be achieved throughout a twelve month period, whilst providing enough flexibility for watch officers to change and repeat training dependant on the needs of their crews.

The Training Planner is located on the Training and Development Website or by following this link [Training Planner](#)

The EMOC system is a competency sign off record, and a record of the training which has taken place to obtain this competency. Most competencies are annual; therefore sign-off will be a rolling 12 month process. As training falls into the Service Training Planner, annual competency sign-off will follow, which will mean that all our operational personnel will require sign-off on the same theme at the same time.

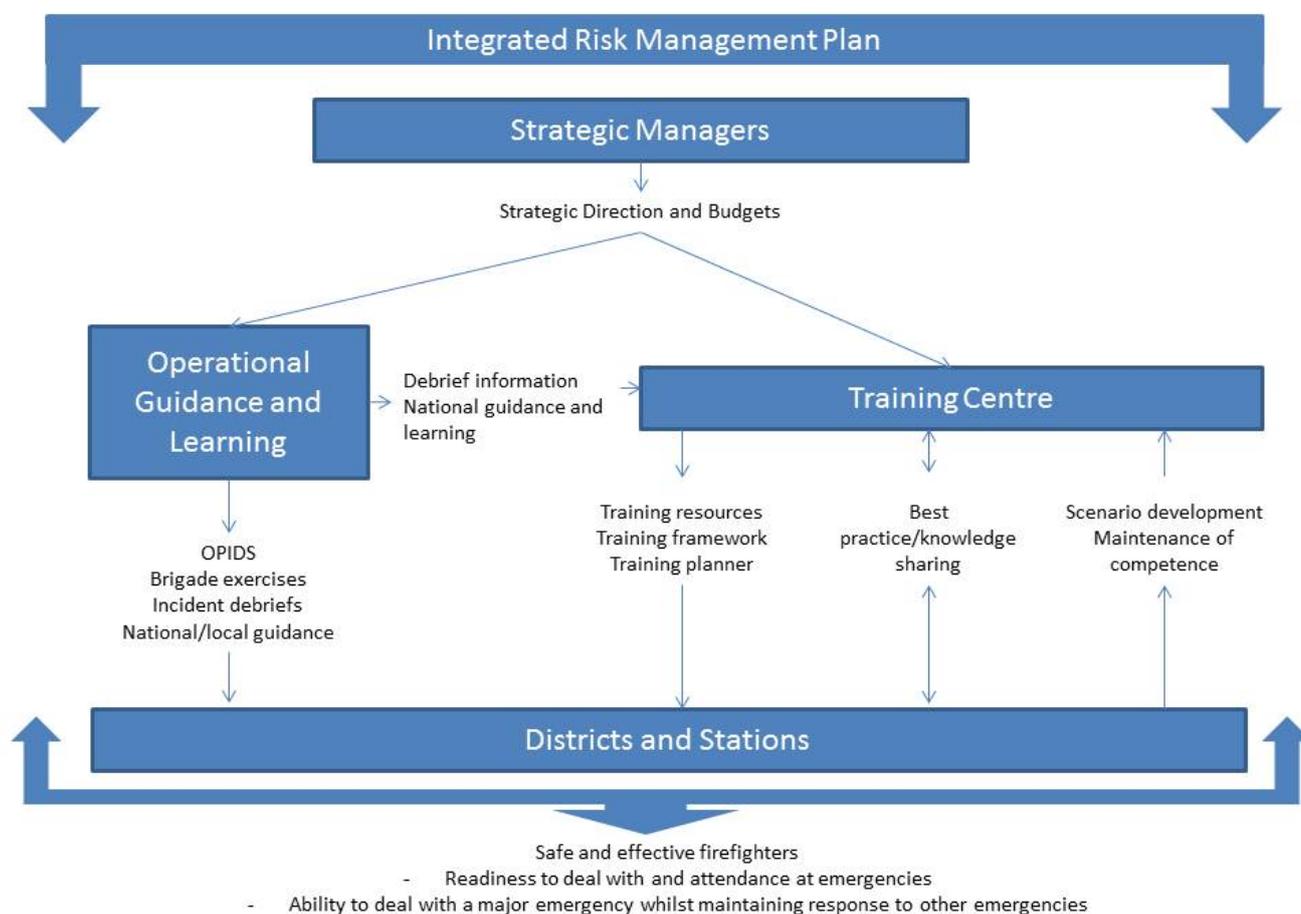
Training will still be recorded in the EMOC system, but only assessment needs to be confirmed annually. If training hasn't occurred, the responsibility will fall to local management to address this.

When stations have assessments approaching, the training planner is flexible to allow training in that theme to occur during to the 6 monthly repeating cycles, and this will not affect the annual sign-off process.

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## 7 Training Strategy Framework

Below is the framework which the Operational Training Strategy sits within



### Ops Training Liaison Group

The Ops Training Liaison Group has been established to ensure that Training Centre, Ops, Districts and Stations are working together sharing knowledge and best practice across different training elements. The terms of reference for this group are

- Provide decisions, guidance and joint working practices between Operations and Training
- Act as a conduit between Operations Teams and Training functions
- Promote technical and non-technical competences to identify and encourage best practice training across the Districts, Operations Departments and Training Centre
- Monitor Operations Learning outcomes to promote and facilitate best practice, to assure operations safety critical activities and command functions.
- Examine and understand the developments in Operations and Training, and how these may impact on the Service.
- Liaise with other working groups and to obtain and exchange information.
- Record decisions made and actions required in response to reports.
- Ensure all actions and risks are monitored and appropriate mitigation is implemented and recorded as necessary.

- Report to Senior Operations Team (SOT) on the progress of the group.

### **Strategic Risk Assessment**

Annually a Strategic Risk Assessment will be carried out to set priorities, objectives and action plans for Operational Training, these objectives and actions will be filtered through to both the District Training Strategies and the Operational Training Delivery Department Strategies.

The risk assessment will be carried out in conjunction with Operational Guidance and Learning and Ops Equipment and Health and Safety to ensure that any priorities from Operations are linked through and aligned in Operational Training Delivery.

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## 8 Non Technical Skills

Non-technical skills (NTS) are personal, social and thinking skills that can enhance the way in which we carry out technical tasks. A technical task – such as being an effective and efficient BA wearer – requires a practical understanding of the relevant rules, procedures, roles and responsibilities, all of which are formally assessed to ensure the person can carry out this safety-critical task.

In addition to this technical knowledge, staff will also draw on a range of NTS in how they carry out a task. These NTS play a vital role in safety by helping people to anticipate, identify and mitigate error in task performance.

Non Technical Skills include

- Situational awareness
- Communication
- Decision making and judgment
- Teamwork
- Leadership
- Problem solving

NTS form an important part of competence and competence management as they can improve the management of operational risk by helping to mitigate threats and errors when they occur. They can also help firefighters to be aware of their own performance and how to improve. The diagram below shows how NTS form an integral part of competence, alongside technical and functional skills.



### Acquisition

The trainee firefighter course is an intensive 15 week course which primarily focusses on the technical skills of being a firefighter as well as functional and non-technical skills. As well as the above NTS the trainee course also introduces the following:

- Conscientiousness
- Workload management

- Self management

Teamwork, situational awareness and decision making are developed and compounded into training and practical scenarios throughout the course. Within the initial stages of the course, especially during core skills week there is limited capacity to be able to further develop these non-technical skills as it is imperative that the basic input for technical skills, underpinning knowledge and functional skills are met. Naturally there will be an element of teamwork as all drills are multi person. In addition this course structure works towards developing skills in situational awareness and decision making as the drills become more complex and the squads are given more responsibility to carry out the drills without a step by step brief.

NTS skills such as communication and decision making are developed throughout the course, through developing confidence in the technical and functional skills and ensuring trainees have a sound underpinning knowledge good decision making.

Areas such as conscientiousness and workload management will be embedded through standards set by instructors and support staff. For example instructors should ensure that processes are followed and shortcuts aren't taken in order to impart these standards on trainees as part of a systematic and thorough approach. It is common that shortcuts are developed on station and it is important that the standards at training centre are kept high in order for these non-technical skill to still resonate with trainees when they move onto stations.

### **Maintenance**

Maintenance of NTS is carried out throughout a firefighters career. As functional skills are developed NTS are naturally improved as the capacity for development increases. It is important that scenarios developed for operational training incorporate elements of NTS across all roles on the training/incident ground. Crew Resource Management and NTS sit together as better Crew Resource Management stems from the development of NTS and the confidence of all crew members to display these in pressurised situations.

## 9 Action Plans

*This is a draft example of the action plans to be published*

Number	What?	Why?	How?	By When?
<b>Operational Training Delivery</b>				
1	Undertake review of all Training Centre policies	Ensure all policies are in line with NOG and are fit for purpose.	Review all policies and process through formal consultation process	December 2018
2	Integrate NOG training Specs into all Qdocs	Ensure that all instruction, assessment and training is in line with newly released NOG training specs	Working groups for each training delivery department to review Qdocs	December 2018
3	Roll out of EMOC version 3	Following feedback from crews and introduction of new Service Training Planner	Training and trial period to be released alongside Operational Training Strategy	October 2018
4	Review and roll out of Service Training Planner	Following introduction of Service Training Planner, review frequencies through feedback from stations, make amendments as necessary.	Feedback from stations and users	Complete
5	Develop central resource for identifying and booking district venues and resources	Ensure crews have access to best resources and facilities for training across districts	Work with districts to develop list of resources available and timescales	December 2018

Action plans will be issues annually which will be developed from the strategic risk assessment. Completion and review of these actions will form part of the review of the strategy in ensuring it remains fit for purpose.