

**Due to the current heightened security level at all our premises, Members are reminded to wear their identity badges whilst attending meetings. Any visitors must produce photographic identification at Reception.**

## **SOUTH WALES FIRE & RESCUE AUTHORITY**

**COMMITTEE:** HR & Equalities

**DATE:** Monday, 20 November 2017 at 1030 Hours

**VENUE:** South Wales Fire & Rescue Service Headquarters,  
**Conference Room**, Forest View Business Park,  
Llantrisant CF72 8LX

### **AGENDA**

1. Apologies for Absence
2. Declaration of Interests

Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct

3. Chairman's Announcements
4. To receive the minutes of:
  - HR & Equalities Meeting held on Monday 17 July 2017 5
5. Firefighters Pension Schemes – Wales Government Circulars 2017/2018 11
6. The Apprenticeship Levy 17
7. Update on Leadership Development Programme 23
8. Report on Annual Sickness Absence Report – 1 April 2016 to 31 March 2017 29
9. Annual Report on Grievance and Discipline Activities for the 39

year 1 April 2016 to 31 March 2017

- |      |  |     |
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| 10.  | National Joint Council for Local Authority Fire and Rescue Services – Inclusive Fire Service Improvement Strategies  | 49  |
| 11.  | <b>NOT FOR PUBLICATION TO THE PRESS OR PUBLIC BY VIRTUE OF SECTION 100A, PARAGRAPH 12, OF PART 4 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED)</b> | 91  |
| 11.i | Modified Firefighters' Pension Scheme – Widow's Entitlement  | 93  |
| 12.  | Forward Work Programme   | 97  |
| 13.  | To consider any items of business that the Chairman deems urgent (Part 1 or 2)   | 105 |

Signature of Proper Officer:



**Councillors:**

|      |   |           |                    |
|------|---|-----------|--------------------|
| Cllr | P | Wong      | Cardiff            |
| Cllr | D | Naughton  | Cardiff            |
| Cllr | K | Gibbs     | Merthyr Tydfil     |
| Cllr | H | Thomas    | Newport            |
| Cllr | K | McCaffer  | Vale of Glamorgan  |
| Cllr | S | Pickering | Rhondda Cynon Taff |
| Cllr | D | Thomas    | Torfaen            |
| Cllr | S | Evans     | Torfaen            |
| Cllr | S | Bradwick  | Rhondda Cynon Taff |
| Cllr | D | Ali       | Cardiff            |
| Cllr | C | Elsbury   | Caerphilly         |
| Cllr | A | Hussey    | Caerphilly         |
| Cllr | R | Crowley   | Vale of Glamorgan  |
| Cllr | G | Thomas    | Blaenau Gwent      |
| Cllr | C | Smith     | Bridgend           |



**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE HR & EQUALITIES MEETING**  
**HELD ON MONDAY, 17 JULY, 2017 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**1. PRESENT:**

| <b>Councillor</b>    | <b>Left</b> | <b>Authority</b>   |
|----------------------|-------------|--------------------|
| S Pickering (Chair)  |             | Rhondda Cynon Taff |
| D Ali (Deputy Chair) |             | Cardiff            |
| S Bradwick           |             | Rhondda Cynon Taff |
| R Crowley            |             | Vale of Glamorgan  |
| C Elsbury            | 11:50 hrs   | Caerphilly         |
| S Evans              |             | Torfaen            |
| K Gibbs              |             | Merthyr Tydfil     |
| A Hussey             |             | Caerphilly         |
| K McCaffer           |             | Vale of Glamorgan  |
| D Naughton           |             | Cardiff            |
| G Thomas             |             | Blaenau Gwent      |
| H Thomas             |             | Newport            |
| P Wong               |             | Cardiff            |

**APOLOGIES:**

|          |         |
|----------|---------|
| D Thomas | Torfaen |
|----------|---------|

**ABSENT:**

|         |          |
|---------|----------|
| C Smith | Bridgend |
|---------|----------|

**OFFICERS PRESENT:-** ACO P Haynes – Director of People Services, Mr C Powell – Deputy Monitoring Officer, Mr M Malson – Head of HR, AM I Greenman – Head of Training & Development, Mr A Jones – Employee Relations Manager, Ms J Nancarrow – Absence Management Manager, Ms K Jeal – Budget & Data Control Manager, Ms G Goss – Recruitment & Assessment Manager, Ms C Baldwin – Welsh Language Officer, Ms C Wood-Duffy – Equality & Diversity Officer

## **2. WELCOME ADDRESS**

The new Chair warmly welcomed Members and Officers to the first HR & Equalities meeting for the Municipal Year 2017/2018.

Following a request by the Chair, each Member provided a formal introduction.

## **3. DECLARATIONS OF INTEREST**

Each Member declared a personal non-prejudicial interest in each agenda item which affected their Authority.

## **4. CHAIR'S ANNOUNCEMENTS**

### **NATIONAL JOINT COUNCIL CIRCULAR NJC/8/17 – INCLUSIVE FIRE SERVICE GROUP – IMPROVEMENT STRATEGIES**

Each Member was provided with a copy of the National Joint Council Circular NJC/8/17 Improvement Strategy. The Chair advised that Members and Officers would need to provide a formal response to the document by 28 July 2017, and that arrangements to compose a response were being progressed.

### **ATTENDANCE AT AN INTERNAL DISPUTES RESOLUTION PANEL (IDRP) PROCEDURE**

The Chair informed the HR & Equalities Committee that 4 Members were required to sit on an IDRP. Members were advised that they would shortly receive an e-mail requesting expressions of interest, and were assured that the Members selected would receive full training and guidance throughout the procedure, with the Panel being supported by a nominated Barrister.

## **5. MINUTES OF PREVIOUS MEETING**

The minutes of the previous HR & Equalities meeting held on 27 March, 2017, were received and accepted as a true record of proceedings.

## **6. GOVERNANCE AND ADMINISTRATION OF PUBLIC SERVICE PENSION SCHEMES**

The ACO People Services informed Members that the purpose of the presented report was to inform them of the factors affecting the governance of Firefighter Pension Schemes, and their roles and responsibilities as scheme managers.

### **RESOLVED THAT**

Members agreed to accept the information contained within the report, and to receive additional monitoring reports on a regular basis.

## **7. FIREFIGHTERS' PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2017/2018**

The ACO People Services informed Members that under the terms of the Public Services Pension Act 2013, the Fire & Rescue Authority was the recognised Scheme Manager for Firefighters Pension Schemes, and as such would need to identify through which mechanism it intended to fulfil its role and obligations.

Members were advised that the Welsh Government issued regular communications to all Chief Fire Officers, Chairs, and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. The e-mails and circulars would cover a variety of areas, including all aspects of Firefighters Pension Schemes, and would have to be noted or actioned as appropriate. The presented report set out the current requirement for Firefighters Pension Schemes managerial and administrative actions.

### **RESOLVED THAT**

7.1 Members agreed to accept the Welsh Government Firefighters' Pension Scheme Circulars and e-mails received throughout 2017/2018.

7.2 Following a question and answer session on the Firefighters Pension Scheme Fund current deficit, Members agreed to note the actions that had been implemented for each of the circulars.

## **8. REPORT ON HUMAN RESOURCES & OCCUPATIONAL HEALTH DEPARTMENT STRUCTURE AND FUNCTION**

The Head of HR delivered an electronic presentation to Members and provided a detailed report on the current structure and functions established within the Human Resources & Occupational Health Department.

Each HR Manager provided Members with a brief overview of their individual section composition and roles within the HR department:-

- Employee Relations
- Attendance Management
- Recruitment & Assessment
- Budget & Data Control
- Equality & Diversity
- Welsh Language
- Occupational Health Services

### **RESOLVED THAT**

- 8.1 Members agreed to note the contents of the report and presentation.
- 8.2 Following a question and answer session on the Occupational Health Budget, individual sections within the HR department, and the high Firefighters retirement profile, Members acknowledged the streams that were being progressed.
- 8.3 Following a request by Members, Officers agreed to provide further information on how the Service would interact with individuals online who had hearing difficulties.

The Chair and Members thanked Officers for their excellent presentation and report.

The HR Managers withdrew from the meeting at 11:40 hrs.



## **9. SOUTH WALES FIRE & RESCUE SERVICE – OVERVIEW OF TRAINING & DEVELOPMENT DEPARTMENT**

The Head of Training & Development provided Members with an overview of the Training & Development department, and identified the organisational structure and functions established within, in order to facilitate the range of training.

Councillor Elsbury left the meeting at 11:50 hrs.

### **RESOLVED THAT**

Following Members consideration of the content of the report, and lengthy discussion on attacks on Firefighters, they agreed to endorse the content of the report.

## **10. PROPOSED NEW COMPARTMENT FIRE BEHAVIOUR TRAINING (CFBT) PROJECT AT CARDIFF GATE TRAINING & DEVELOPMENT CENTRE**

The Head of Training & Development delivered an electronic presentation to Members on the proposed new Compartment Fire Behaviour Training (CFBT) project at Cardiff Gate Training & Development Centre, and introduced the individual training managers.

### **RESOLVED THAT**

Following a question and answer session which included the topics of noise levels and the possibility of external funding, Members agreed to note the content of the electronic presentation on the proposed new Compartment Fire Behaviour Training (CFBT) project at Cardiff Gate Training & Development Centre.

At the conclusion of the presentation Members were given a tour of the facility and access to a range of demonstrations and practical activities.

## **11. FORWARD WORK PROGRAMME**

The ACO People Services presented the Forward Work Programme for 2017/2018.

**RESOLVED THAT**

Members accepted the Forward Work Programme for the HR & Equalities Committee 2017/2018.

**12. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIR DEEMS URGENT (PART 1 or 2)**

There were no items of urgent business.

**FIREFIGHTERS PENSION SCHEMES – WALES GOVERNMENT CIRCULARS 2017/2018**

**SUMMARY**

Under the terms of the Public Services Pension Act 2013, the Fire & Rescue Authority is the recognised Scheme Manager for Firefighters Pension Schemes and as such needs to identify through which mechanism it intends to fulfil its role and obligations.

Welsh Government issues regular communications to all Chief Fire Officers, Chairs, and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. These e-mails and circulars can cover a variety of areas, including all aspects of Firefighters Pension Schemes, and have to be noted or actioned as appropriate. This report sets out the current requirement for Firefighters Pension Schemes managerial and administrative actions.

**RECOMMENDATIONS**

1. Members accept the Welsh Government (Firefighters' Pension Scheme Circulars and e-mails) that have been received in the 2017/2018 year.
2. Members note the actions that have been implemented for each of the circulars.

**1. BACKGROUND**

- 1.1 Firefighter pensions are devolved to Welsh Ministers under the Fire and Rescue Services Act 2004. The current Pension Schemes for Firefighters in Wales: - the Firefighters Pension Scheme 1992 (PPS), the New Firefighters Pension Scheme 2007 (FPS 2007), the Firefighters' Pension Scheme (Wales) 2015, and the Modified Pension Scheme.
- 1.2 The PSPS 2013 received Royal Assent on 25 April 2013, and has led to the reform of Public Service Pension Schemes based on the recommendations outlined by the Independent Public Service Committee led by Lord Hutton.
- 1.3 The PSPA 2013 sets out the arrangements for the creation of Schemes for the payment of pensions and other benefits. The PSPA 2013 provides powers to Ministers to create such Schemes according to a common framework of requirements. The PSPA 2013 gives powers to the Pensions Regulator to operate a system of independent oversight of the operation of these Schemes.

- 1.4 Under the terms of the PSPA 2013, the Fire & Rescue Authority is the recognised Scheme Manager, and as such needs to identify through which mechanism it intends to fulfil all its role and obligations.

## **2. ISSUES**

- 2.1 The South Wales Fire & Rescue Authority is the designated 'Scheme Manager', and as the administering authority for the Firefighters pension fund is responsible for ensuring the effective management of the Schemes, including any changes.
- 2.2 South Wales Fire & Rescue Authority has duly authorised Rhondda Cynon Taff Pensions Section to be its 'Scheme Administrator. The Pensions Section administers all the relevant Public Sector Pension Schemes on behalf of South Wales Fire & Rescue Authority via a service level agreement.
- 2.3 Welsh Government issues regular communications to all Chief Fire Officers, Chairs and Clerks of Fire and Rescue Authorities, electronically in a standard circular template which are intended to be a means to ensure that messages are conveyed to the Fire & Rescue Service are clear and consistent.
- 2.4 These e-mails and circulars encompass a wide variety of issues and areas and as such there is a requirement that they are consistently and efficiently applied by the Scheme Manager in order to ensure the integrity of the relevant Schemes and the proper exercise of discretionary powers where appropriate.
- 2.5 The appendix attached to the report is a table of Welsh Government (Firefighters' Pension Scheme Circulars) that have been received since the beginning of the municipal year. The table contains comments to advise Members of the actions that have been implemented. This table will be updated regularly and brought to Members for information and action. The non-shaded rows are those which have been received since the last report.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial matters to report at this time.

## **4. EQUALITY RISK ASSESSMENT**

- 4.1 An Equality Risk Assessment has been undertaken to assess the potential impact relative to the future roles and responsibilities associated with the governance of the Firefighters' Pension Schemes.

4.2 The assessment concluded that there were no adverse impacts on any individual or group of personnel at this juncture.

## 5. RECOMMENDATIONS

5.1 Members accept the Welsh Government (Firefighters' Pensions Scheme Circulars and e-mails) that have been received in the 2016/2017 year.

5.2 Members note the actions that have been implemented for each of the circulars.

|  |                           |
|--|---------------------------|
| <b>Contact Officer:</b>                          | <b>Background Papers:</b> |
| ACO Philip Haynes<br>Director of People Services | None                      |



## HR & EQUALITIES COMMITTEE

### WELSH GOVERNMENT CIRCULARS & E-MAILS – THE FIREFIGHTERS’ PENSION SCHEME (WALES) 2017/2018

| NO           | TITLE   | DATE          | SUMMARY   | COMMENT   |
|--------------|---|---------------|---|---|
| <b>EMAIL</b> | <b>Wales Government email attached Memo from GAD Chief Actuary – 8 August 2017</b>      | 7 Sept 2017   | Paper from the Government Actuary’s Department in relation to Public Service Pensions: Actuarial Valuations and the Employer Cost Cap Mechanism. The paper provides the latest draft of the amendments required to the Public Service Pensions (Valuations and Employer Cost Cap) Directions  | Advisory note comments on financial assumptions, demographic assumptions. Next step identified: HM Treasury plan to consult on draft amending Directions later this year, informed by their ongoing liaison with schemes, the TUC and other key stakeholders. |
| <b>EMAIL</b> | <b>Firefighters Pension Scheme Advisory Board for Wales, written update – July 2017</b> | 8 August 2017 | <p>Provided an update from last meeting and identified matters of interest including:-</p> <ul style="list-style-type: none"> <li>• SPPA Circular 2016-11 information relating to re-employment of FPS 1992 pensioners from 6 April 2010</li> <li>• 2016 Valuation</li> <li>• Past service costs</li> <li>• Pensions contributions holiday</li> <li>• Amendments to the 1992, 2007 &amp; 2015 Scheme Regulations</li> <li>• Brewster</li> <li>• Training</li> </ul> | <p>All appropriate actions have been completed.</p> <p>Next SAB is scheduled for 29 September 2017.</p>   |

|                           |   |             |  |  |
|---------------------------|---|-------------|--|--|
|                           |   |             | <ul style="list-style-type: none"> <li>• Details of scheme costs</li> <li>• Letter from SAB Chair</li> </ul>   |  |
| <b>W-FRSC(2017)09</b>     | <b>Financial Arrangements for Firefighter Pensions – Top up Grant Forms 2017-2018</b> | 22 May 2017 | <p>This circular requests each Fire &amp; Rescue Authority to complete the FPF2 and FPF3 pension forms, and confirm estimates already provided for the 2017-18 FPF1</p> <p>This information will be used to calculate final top-up grant payments to FRAs in respect of 2015/16 (FPF3) and 2016/17 (FPF2) and interim payment for 2017/18 (FPF1)</p> | <p>This circular requests each Fire &amp; Rescue Authority to complete the FPF2 and FPF3 pension forms, and confirm estimates already provided for 2017/18 (FPF1) by 20 June 2017.</p> <p>The response is progressed by the Service's Finance Department.</p> <p><i>Presented – 17 July 2017</i></p> |
| <b>E-mail circulation</b> | <b>Diary Marker – Scheme Advisory Board Training – 29 September 2017</b>              | 25 May 2017 | <p>Welsh Government are hosting a training event which will be attended by the LGA, GAD and TPR on 29 September. As representatives attending will be from outside of Wales, the training will take place in Cardiff. Details of the venue and times will be confirmed in due course.</p>  | <p>Attendance is a prerequisite for the Committee Chairperson as the designated FRA representative on the All Wales Scheme Advisory Board. Committee members will receive copies of training material for their information after the event.</p> <p><i>Presented – 17 July 2017</i></p>              |



## **THE APPRENTICESHIP LEVY**

### **SUMMARY**

The Apprenticeship Levy was announced at the Summer Budget 2015, and at the Autumn Statement 2015 it was announced that it would come into effect in April 2017. A consultation was held between 21 August, 2015, and 2 October, 2015, to hear from employers how the levy should work in practice.

The Government committed to boosting productivity by investing in human capital. As part of this, the Government is committed to developing vocational skills, and to increasing the quantity and quality of apprenticeships. Overall it has committed to an additional 3 million apprenticeships by 2020. It is hoped that the levy will help to deliver new apprenticeships and it will support quality training by putting employers at the centre of the system. This report aims to identify the relevance of these changes in Wales, and what they mean for South Wales Fire & Rescue Service.

### **RECOMMENDATIONS**

1. Members note the contents of the report.
2. Members determine how they wish to receive updates on the effect of the apprenticeship levy in terms of recruitment of apprentices in the Fire & Rescue Service.

## **1. BACKGROUND**

- 1.1 The Apprenticeship Levy is in essence a UK Government employment tax, which was introduced in the 2016 Finance Bill, and came into force in April 2017. All employers (public, private and third sector) with a wage bill of over £3 million per annum will be required to pay a tax of 0.5% against their wage bill.
- 1.2 As a devolved Nation all money allocated to the Welsh Government will be derived via the Barnett formula.
- 1.3 Unlike in England where levy payers have a digital account to draw down monies paid to fund apprenticeships, there will be no such provision in Wales, and funding is not ring-fenced. A fundamental principle of devolution is that Welsh Ministers allocate resources in their budget according to Welsh priorities, as approved by the Assembly. The Welsh Government have provided an extra £15 million to support the provision of apprenticeships.

- 1.4 The Welsh Government has established a target of 100,000 apprenticeship qualifications in the next 5 years which must support their longer term vision of how the apprenticeships contribute to a more prosperous and resilient Wales. In England there is a requirement for 2.3% of the workforce to be apprentices. This is **not** a requirement in Wales.

## **2. ISSUES**

### **2.1 Welsh Government Priorities**

2.1.1 The Fire & Rescue Service in general is not seen as a key priority sector for apprenticeships for the Welsh Government, although the extra £15 million made available is to provide support to all sectors. Three Regional Skills Partnerships have been established to engage with employers and provide the Welsh Government with intelligence on skills shortages. Current priority areas are:-

- Energy & Environment Construction
- Creative Industries
- Advanced Materials & Manufacturing
- Financial & Professional Services
- Food & Farming
- Information & Communications Technologies (ICT)
- Life Sciences
- Tourism

### **2.2 Eligibility**

2.2.1 For Learners aged 16-19 the Welsh Government will support apprenticeships at all levels irrespective of the length of time the learner has been in their current job role.

2.2.2 Learners aged 20+, with the exception of higher apprenticeships (level 4+), support will be given for those who have been employed for no more than 12 months. From 1 August 2017, the Welsh Government has temporarily lowered this to Level 3.

2.2.3 As stated above, a person's age, along with their existing qualifications, will dictate the eligibility of the candidate. Double funding is also an issue – funding is not available for those who have already achieved a higher level of qualifications in a like discipline.

2.2.4 Concurrent funding is also a consideration – funding is not available to those who are already being funded to undertake a

different qualification elsewhere (e.g. if an On-Call Firefighter is undertaking an apprenticeship qualification with their primary employer, they will not be eligible to receive funding for an apprenticeship qualification with the Fire & Rescue Service).

## **2.3 Training Providers and Apprenticeship Frameworks**

2.3.1 The Welsh Government has chosen to allocate funding for apprenticeships through 19 Welsh Apprenticeship and Liaison Contractors. These contractors govern the funding allocations to 120 Welsh Training Providers who subsequently deliver the guided learning hours for apprentices.

## **2.4 Current Apprenticeships with South Wales Fire & Rescue Service**

2.4.1 South Wales Fire & Rescue Service currently have 10 apprentices in total working within the Service:- 4 in Fleet & Engineering, 4 in Business Administration, and 2 in ICT. However, these are currently under review.

## **2.5 Uniformed Staff - Firefighters**

2.5.1 The main recruitment and training that is provided by the Service is that of Firefighters. The Emergency Fire Service Operations (Wales) apprenticeship is listed on the current Welsh Government apprenticeship framework document. The framework is made up of 3 elements:- essential skills, knowledge and competence qualifications. South Wales Fire & Rescue Service currently complete the knowledge qualification element and have recently moved away from using the competence qualification through its NVQ to Skills for Justice (SFJ) transition process.

2.5.2 The framework is due for review by the Welsh Government in December 2017, and there is the possibility to develop a new competence qualification which could be added to the framework.

2.5.3 An All Wales Fire & Rescue Service Apprenticeship Working Group has been established, which is led on by the Training & Development department, consisting of all 3 Fire & Rescue Services in Wales, Welsh Assembly Government, Skills for Justice (the sector skills awarding body). The group is currently looking at the feasibility of developing new qualifications that could be added to a framework if the review was authorised by the Welsh Government.

2.5.4 Due to the specialist nature of emergency fire service training, colleges and training providers will rarely (if at all) have the

specialist knowledge, competence, facilities and staff resource to deliver the emergency fire service knowledge and competence qualifications for the apprenticeship. There is a real opportunity for Fire & Rescue Service's in Wales to deliver the specialist knowledge and competence qualifications internally, under a sub-contractor arrangement from a Welsh Government Apprenticeships Funding Contract. This arrangement would allow Fire & Rescue Services in Wales to receive money from the sub-contract arrangement to deliver the specialist knowledge and skills training for the Emergency Fire Service Level 3 Apprenticeship.

## **2.6 Corporate Staff**

2.6.1 There are a number of apprenticeship qualifications that the Service will be able to access from the agreed apprenticeship framework for Wales. Specialist qualifications in areas such as Human Resources, Finance, ICT, and other relevant areas could be available up to degree level (depending on whether they continue to fall with Welsh Government's identified priority areas). The suitability of these apprenticeships would be on a case by case basis, based on departmental needs and eligibility criteria.

## **2.7 Future Considerations**

2.7.1 In investigating the role that apprenticeships can play within the Service, the aim must be to identify qualifications that add value and equip the workforce to meet current and future challenges.

2.7.2 Serious consideration must also be given to the practical implications of endorsing apprenticeship qualifications by assessing the impact on crewing levels and the impact on each staff group.

2.7.3 The likelihood of recouping the entire or even a large part of the apprenticeship levy is extremely low, and it is important that the Service acknowledges this and does not try to fervently chase unnecessary apprenticeships in an attempt to reclaim the Levy paid. Any apprenticeship scheme employed within the Service must be of benefit to both South Wales Fire & Rescue Service, and its staff.

## **3. FINANCIAL IMPLICATIONS**

3.1 South Wales Fire & Rescue Service can anticipate annual Levy charges circa £225,000, which will be paid monthly directly to HMRC.

#### 4. EQUALITY RISK ASSESSMENT

- 4.1 An Equality Risk Assessment has been undertaken to assess any potential matters relative to the Apprenticeship Levy
- 4.2 The Service's assessment concluded that there was no immediate impact in terms of contractual matters that affect the Service engaging apprentices.

#### 5. RECOMMENDATIONS

- 5.1 Members note the contents of the report.
- 5.2 Members determine how they wish to receive updates on the effect of the apprenticeship levy in terms of recruitment of apprentices in the Fire & Rescue Service.

|  |                           |
|--|---------------------------|
| <b>Contact Officer:</b>                          | <b>Background Papers:</b> |
| ACO Philip Haynes<br>Director of People Services | None                      |



## **UPDATE ON LEADERSHIP DEVELOPMENT PROGRAMME**

### **SUMMARY**

To update members on proposals to implement and review leadership development throughout the Service.

### **RECOMMENDATION**

That Members note the contents of the report.

## **1. BACKGROUND**

- 1.1 In recent times, SWFRS has invested a significant amount of money in developing its workforce through a predominantly external academic route. Several years ago `Pathways` were developed across the three Fire and Rescue Services (FRS) in Wales and this set out a vision which plotted a clear progression route for both uniformed managers and corporate staff equivalents.
- 1.2 Each pathway was specific to a differential tiered grading system which looked for parity between uniformed personnel and their corporate peers. Despite it being a collaborative approach across the three Fire and Rescue Services (FRS`s) in Wales, it very quickly became apparent that each Service was experiencing difficulty in sustaining the system as well as significant financial pressure due to the costs involved.
- 1.3 Other issues which have contributed to the difficulty in sustaining the Pathway programme include rising tuition fees, difficulty in releasing personnel from duty systems as well as initially provided Welsh Government (WG) funding being withdrawn.
- 1.4 Another recent initiative from Welsh and indeed National Government has seen the introduction of the Apprenticeship Levy with effect from 1<sup>st</sup> April 2017. This is currently being looked at and scoped out across the three Welsh Fire and Rescue Services (FRS`s) with a view to how to recover and recoup some of the significant financial outlay SWFRS has committed to. Initial work is looking at apprenticeships at point of entry level for grey and green book personnel, but there is potential to recover funds at a managerial level in the future.

## 2. ISSUE

### **A new model for SWFRS which is both appropriate and sustainable**

2.1 Both internal and external drivers were previously identified for change and whilst due consideration was applied, further issues have been identified through establishment factors inherent within the Service.

2.2 Internal drivers included:

- Equality of access to development for Green (Corporate) and Grey (Uniformed) book personnel;
- Retirement profile of strategic managers within the Service;
- Budget constraints – The Personnel Development budget has seen a reduction of 35% in recent years;
- `Shaping Our Future` programme which has identified career development as a key area;
- `Principles of Workforce` progression;
- The requirement for a `Health and Safety` role of Managers within the `Operational Development and Review Team` (ODRT).

2.3 External drivers included:

- National Issues Committee (NIC) – Recent developments within the Training and Development departments across Wales;
- `Skills for Justice` Awards;
- All Wales Academy for Local Government.

## 3. THE LEADERSHIP DEVELOPMENT PROGRAMME

3.1 Each manager within the Service irrespective of their uniformed (grey book) or corporate staff (green book) status will now have a clearly defined career route in terms of development which will equip them with the requisite skills in order for them to fulfil their managerial responsibility in the most effective way.

3.2 Depending on their level within the Service, all uniformed managers, following success at the required uniformed technical competency papers or operational assessments will be allowed access to development modules which will require attendance at training several events to allow the individual to acquire knowledge and be signed off for their respective `Development to Competent` portfolio. In addition to this, line managers will be encouraged to identify talent within the Service and these personnel will be allowed to access further modules which have been identified for the next level of management. Regular appraisals from line



managers will identify talent and ensure that such personnel are not only encouraged but mentored in an appropriate manner.

- 3.3 Corporate managers will be allowed to access similar development programmes according to their level subject to regular appraisals from their respective line managers. Talent spotting and mentoring will be considered and applied in a similar way to that utilised for uniformed managers.
- 3.4 The above referred to development modules will where possible be resourced and facilitated internally as opposed to outsourcing training requirements. This has been found to have been extremely cost intensive and not always meeting the specific nature of the FRS role. An example of this in going forward will be a finance and budget training module which will be facilitated by the Finance and Procurement department and will be a bespoke module to meet the specific needs of Service personnel. This will not only will save a considerable amount of money but will also prove to be far better value for money in such austere times for Public Sector organisations such as SWFRS.
- 3.5 The Training and Development department will ensure that a Training Planner is available on the Service Intranet which will enable managers to identify and access appropriate development modules for the year ahead. In addition other learning resources will be available through links to academic websites, on-line pocket books, Fire Brigade Union learning opportunities as well as the learning resource library at the Training Centre in Cardiff Gate. The training department is also currently identifying varying funded routes which will be accessible and available to the Service in the future. This involves several collaborative projects as well as accessing opportunities within Academi Wales.
- 3.6 It is acknowledged that in order to ensure that all the above is introduced and streamlined into the Service, there needs to be a mechanism whereby proposals and future requests for training development can be discussed at an appropriate forum. Recently, a re-formed & re-structured Personnel Development Board was established and consists of middle managers, both uniformed and corporate from each department and chaired by the Assistant Chief Officer of People Services. This now meets on a quarterly basis and considers and approves applications for courses off the Leadership Development Programme.

#### **4 PROGRESS TO DATE**

- 4.1 The introduction of the Supervisory aspect of the Leadership Development Programme has been developed through a modular

approach but due to Flexible Rostering System issues it has yet to be launched. The intention is for a pilot to be launched early 2018 with a view to running each module on both a whole-time duty system (WDS) and retained duty system (RDS) for `on call personnel`. The duration and content have been established.

- 4.2 Recent progress has seen the launch of a middle leader `Challenge` programme for green and grey book personnel at the University of South Wales. It has been an All Wales National Issues Committee (NIC) Initiative and the pilot six month programme has recently been completed. Initial reports and feedback are positive and it is a very cost effective model for the Service. Subject to further evaluation, review and planning a further twelve month programme is scheduled for 2018, again on a collaborative basis with the other two Welsh FRS`s.
- 4.3 A strategic leadership programme has recently been developed by the Director of People Services and the Head of Training and Development to address the potential retirement profile of strategic managers within SWFRS. Following extensive consultation with several academic providers and following procurement, the University of South Wales will be facilitating a 5 module programme which is due to commence early in 2018. Again the intention is for this to be done on an All Wales collaborative basis;

## **5 THE WAY FORWARD**

- 5.1 The structure of the newly proposed Leadership Development Programme has recently been implemented through the Middle Leader Challenge Programme. This will now be further developed throughout 2018;
- 5.2 Early 2018 will see the launch of the Strategic Leadership Programme at the University of South Wales;
- 5.3 The supervisory programme will also commence in early 2018. This will be launched on an incremental basis as it will look to cater for the 350+ supervisory managers within SWFRS.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 There are no additional financial implications arising as a result of this report.

## 7. EQUALITY RISK ASSESSMENT

7.1 There are no Equality Risk Assessment issues arising as a result of this report.

## 8. RECOMMENDATION

8.1 That Members note the contents of the report.

| <b>Contact Officer:</b>                        | <b>Background Papers:</b> |
|--|---------------------------|
| Ian Greenman<br>Head of Training & Development |                           |



**REPORT ON ANNUAL SICKNESS ABSENCE REPORT – 1 APRIL 2016 TO 31 MARCH 2017**

**SUMMARY**

The report shows that the average number of shifts/working days lost per employee, in each category of staff (excluding Retained Staff), for the period 1 April 2016 to 31 March 2017 is 9.73 days per employee in comparison with 9.51 days per employee for 1 April 2015 to 31 March 2016.

There is a further analysis of short and long term absences, self-certification and accidents on duty.

**RECOMMENDATION**

That Members of the HR & Equality Committee note the contents of this report.

**1. BACKGROUND**

1.1 This is the annual report on the sickness absence statistics for:

- The period 1 April 2016 to 31 March 2017 (showing comparisons with the previous year) for all groups of staff excluding RDS personnel.
- A split of the statistics in terms of long-term and short-term absences (showing comparisons with the previous year) for all groups of staff excluding RDS personnel.
- Self Certification figures for all groups of staff excluding RDS personnel.
- An analysis of the accidents on duty leading to sickness absence during the year.

1.2 It should be noted that all of the above excludes RDS personnel. This is because the calculation of RDS sickness absence figures must be calculated in a different format due to the lack of a set rota pattern in terms of their availability. There is work in progress to develop the reporting procedures for RDS sickness absence through the implementation of CoreHR which will be reported to the HR & Equality Committee during the next 12 months.

1.3 Graphs have been included to show pictorially the sickness absence trends set against the equivalent period for the previous year.

## **2. ISSUE**

### **2.1 ANALYSIS OF SICKNESS STATISTICS FOR THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017**

2.1.1 All figures relate to the number of working days/shifts lost to sickness absence per full time equivalent employee in accordance with the requirement of the Corporate Health Workforce Indicators (CHR) submissions to the Welsh Assembly Government.

2.1.2 An analysis in terms of the average number of shifts/working days lost per employee, in each category of staff (excluding Retained Staff), for the period 1 April 2016 to 31 March 2017 is shown in Appendix 1. These figures are shown alongside the figures for the corresponding period in the previous year. Appendix 2 shows these figures graphically for each category of staff.

2.1.3 It can be seen that the average number of shifts/working days lost per employee for all categories of staff (excluding Retained Staff) for the year 2016/2017 is 9.73 days per employee in comparison with 9.51 days per employee for 2015/2016.

2.1.4 It can be seen that the average number of shifts/working days lost per employee for wholetime staff for the year 2016/2017 is 10.71 days per employee in comparison with 10.11 days per employee for 2015/2016. There has been a slight increase in the number of shifts/working days lost this year.

2.1.5 It can seem that the average number of shifts/working days lost per employee for control staff for the year 2016/2017 is 10.03 days per employee in comparison with 16.62 days per employee for 2015/2016. Targeting of sickness absence in Control has again been prioritised this year with 'trigger points' and welfare visits carried out promptly and there has been a significant decrease in the number of shifts/working days lost this year.

2.1.6 It can be seen that the average number of shifts/working days lost per employee for support staff for the year 2016/2017 is 6.95 days per employee in comparison with 7.47 days per employee for 2015/2016.

### **2.2. ANALYSIS OF SHORT AND LONG TERM SICKNESS FOR THE PERIOD 1 APRIL 2016 to 31 MARCH 2017**

2.2.1 The definition of short-term and long-term absence is in accordance with the Corporate Health Workforce Indicators (CHR).

Short-term equates to those individuals continuous period of sickness of 28 calendar days or less. Long-term equates to those individuals whose continuous period of sickness is more than 28 calendar days.

2.2.2 The total number of short term absences due to sickness (excluding Retained staff) for the year 2016/17 was 3140 shift/working days lost, in comparison to 2015/2016, which was 4674. The total number of long term absences due to sickness (excluding Retained staff) for the year 2016/17 was 7162 in comparison with 2015/2016, which was 6032. Appendix 3 shows the figures graphically.

2.2.3 In 2016/17 70% of absences were due to long term sickness and 30% short term absences (excluding Retained Staff).

### 2.3. **ANALYSIS OF SELF CERTIFICATION FOR THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017**

2.3.1 The definition of self certification is 'a formal assertion by a worker to his employer that absence from work for up to seven days was due to sickness'.

2.3.2 An analysis in terms of self certification absences for all categories of staff (excluding Retained Staff), for the period 1 April 2016 to 31 March 2017 was found to be 1757 shifts/days in comparison to 1461 shifts/days for 1 April 2015 to 31 March 2016 which is an increase of 20%.

### 2.4. **INJURIES ON DUTY LEADING TO SICKNESS ABSENCES FOR THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017**

2.4.1 An analysis of the Injuries on duty to staff that resulted in sickness absence during the period 01/04/16 to 31/03/17 has been undertaken. There were 21 such injuries on duty during this period. 14 of these injuries related to WDS staff (resulting in 231 shifts/working days lost), 6 of these injuries related to RDS staff (resulting in 312 shifts/working days lost). A further 1 injury related to a member of Support Staff (resulting in 38 shift/working days lost).

2.4.2 In relation to WDS staff, 1 of these injuries can be attributed to a Failure/Lack of PPE, 1 to being Hit by anything fixed/stationary, 1 to application of inappropriate/Incorrect Procedures' or technique, 4

injuries can be attributed to a Lack of Care and Attention, 1 to Manual Handling, 2 to Physical Training, 1 to a Slip, Trip or Fall from Height, 2 to Stepping on or into something and 1 other Incident.

2.4.3 In relation to RDS staff, 1 of these injuries can be attributed to application of inappropriate/Incorrect Procedures' or technique, 2 to Manual Handling, 2 to a Slip, Trip or Fall on same level and 1 other incident.

2.4.4 In relation to Support Staff the 1 injury can be attributed to a lack of care and attention.

### **3. FINANCIAL IMPLICATIONS**

3.1 Under the National Conditions of Service for both Uniformed (Grey Book) and Support Staff (Green Book) there exists national Sickness Schemes. These schemes are intended to supplement Statutory Sick Pay and Incapacity Benefits so as to maintain normal pay during periods of ill health or work place accidents.

3.2 Under these conditions it is a contractual agreement to pay employees whilst off on sick leave on the basis of full pay for 6 months and 6 months at half pay. There is discretion for the ACO People Services to extend full pay beyond 6 months on a case by case basis, set out within Fire & Rescue Authority Standing Orders.

### **4. EQUALITY RISK ASSESSMENT**

4.1 An Equality Risk Assessment has been undertaken to assess the potential impact of this report. The assessment concluded that there were no adverse impacts on any individual or group of personnel arising from this report.

### **5. RECOMMENDATION**

5.1 That Members of the HR & Equality Committee note the contents of this report.

| <b>Contact Officer:</b>   | <b>Background Papers:</b> |
|---------------------------|---------------------------|
| Mark Malson<br>Head of HR |                           |



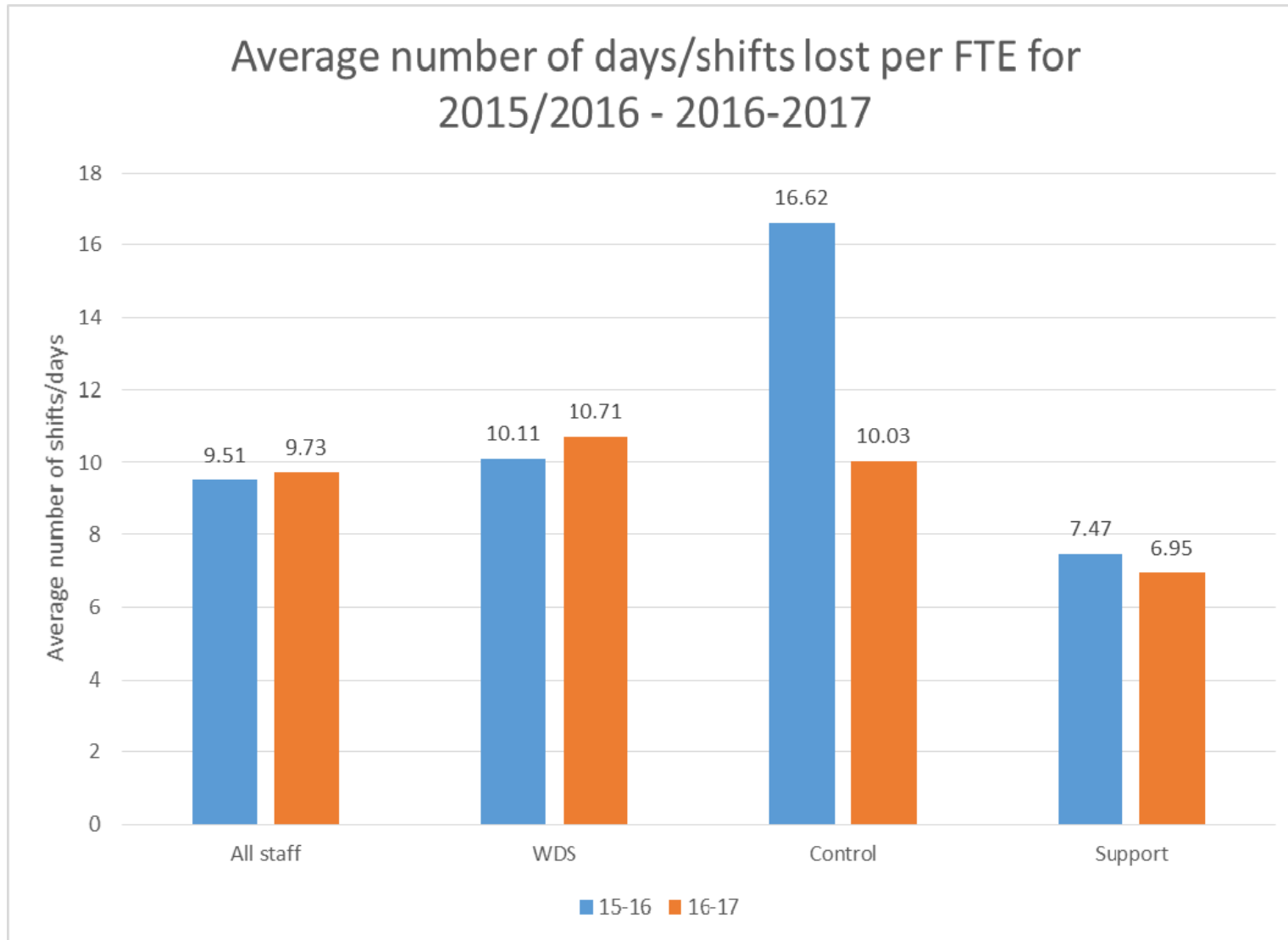
## Appendix 1

**Average Number of Shifts/Working Days Lost Per Employee for  
1 April 2016 to 31 March 2017**

| <b>Category of Staff</b> | <b>Average No<br/>Shifts/Working Days<br/>Lost<br/>01/04/2015 – 31/03/2016</b> | <b>Average No<br/>Shifts/Working Days<br/>Lost<br/>01/04/2016 – 31/03/2017</b> | <b>Target No<br/>Shifts/Working Days<br/>Lost<br/>01/04/2016 – 31/03/2017</b> |
|--------------------------|--|--|---|
| All Staff                | 9.51   | 9.73   | 8.7   |
| Wholetime Staff          | 10.11  | 10.71  | 8.2   |
| Control Staff            | 16.62  | 10.03  | 6.9   |
| Support Staff            | 7.47   | 6.95   | 8.00  |

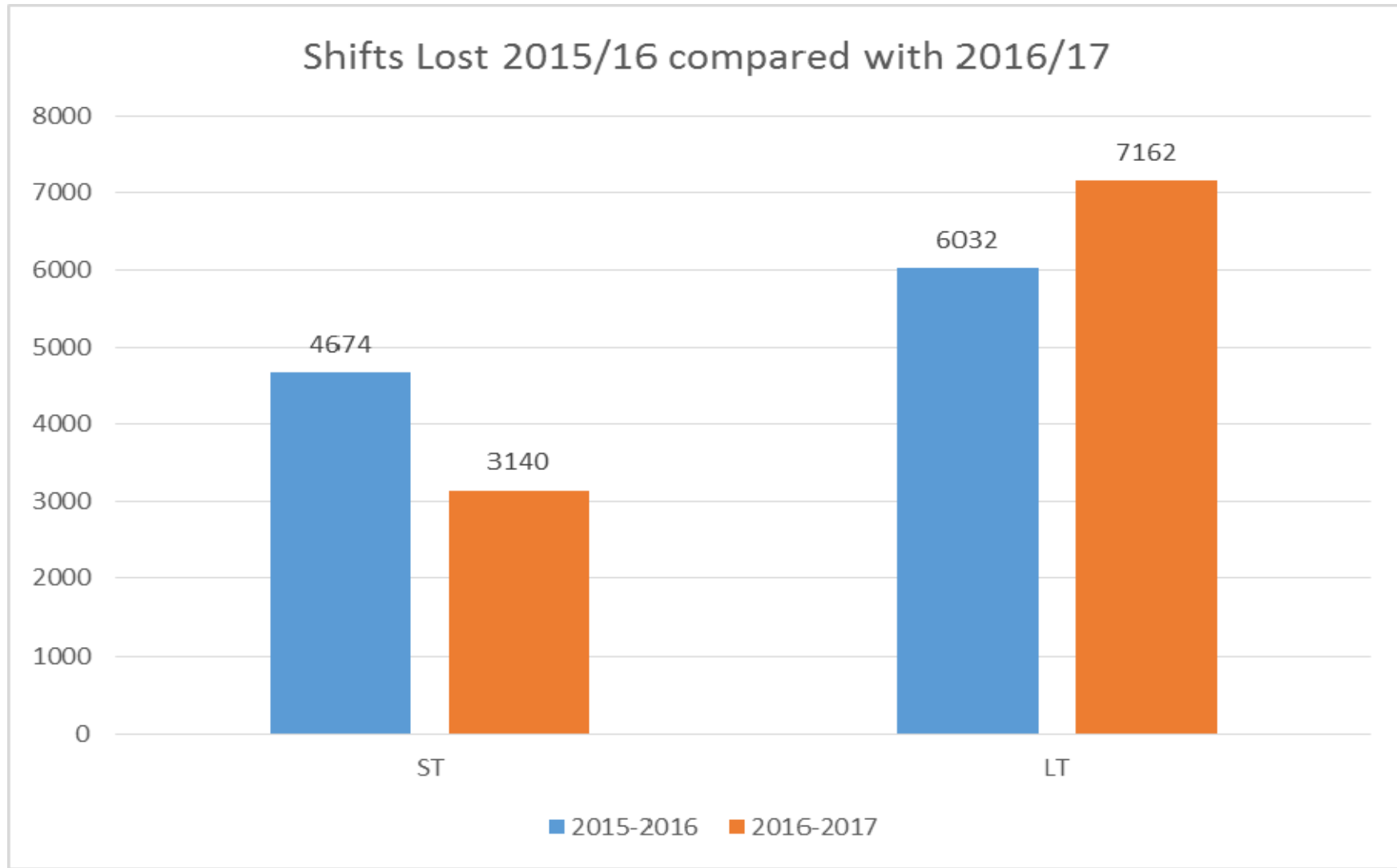


## Appendix 2





## Appendix 3





**ANNUAL REPORT ON GRIEVANCE AND DISCIPLINE ACTIVITIES FOR  
THE YEAR 1 APRIL 2016 TO 31 MARCH 2017**

**SUMMARY:**

This report provides a summary of grievance and discipline matters investigated by the Resolution Unit during the period 1 April 2016 to 31 March 2017.

**RECOMMENDATION:**

That members note the contents of this report.

**1. BACKGROUND**

- 1.1 The main purpose of the Grievance Procedure is to ensure that an individual member of staff who feels aggrieved about the way they have been treated either by a manager, colleague or organisational procedure, is given the opportunity to have their issue(s) resolved in a fair and just manner.
- 1.2 The purpose of the Discipline Procedure is to help and encourage all employees in achieving and maintaining standards of conduct, attendance and job performance. The aim is to ensure consistent and fair treatment for all employees in dealing with discipline related matters.
- 1.3 Both the Grievance and Discipline Procedures are a statutory obligation under the Employment Rights Act 1996 (as amended 2008).
- 1.4 Members should note that the breakdown of the figures contained in this report are given in general terms rather than in specific case detail to ensure the confidentiality and anonymity of the individuals concerned.

**2. GRIEVANCES**

- 2.1 During the period 1 April 2016 to 31 March 2017 there were 4 grievances received (this is comparable with 2015/2016 when we also received 4 grievances)
- 2.2 Of the 4 grievances 3 were received from WDS uniformed members of staff and 1 from a Corporate member of staff. There were no grievances received from On Call or Control uniformed members of staff.

2.3 The reasons for the grievances and their outcomes are shown at Appendix 1.

### **3. DISCIPLINE**

3.1 During the period 1 April 2016 to 31 March 2017 there were 28 reported alleged breaches of discipline (compared with 29 in 2015/16)

3.2 Of the 28 reported disciplinary matters 13 related to WDS uniformed members of staff, 8 related to On Call uniformed members of staff, 2 related to Auxiliary Firefighters and 5 related to Corporate members of staff. There were no disciplinary matters relating to Control staff.

3.3 The reasons for the disciplinary cases and their outcomes are shown in Appendix 2.

3.4 In summary of these cases:

- 3 – cases of dismissal from the Service
- 3 – cases of final written warning
- 3 – cases of written warning
- 1 – case of verbal warning
- 5 – cases were dealt with by managerial action
- 1 – case required no further action
- 6 – cases were unsubstantiated
- 6 – cases the individual resigned prior to disciplinary hearing

3.5 In 2 cases there was an appeal. 1 case of final written warning that was not upheld by the Appeal Panel and 1 case of dismissal where the Appeal Panel upheld the appeal and the individual was reinstated with no award.

3.6 In 7 cases (compared to 14 in 2016/17) individuals were suspended from duty whilst their cases were being investigated. 3 On Call uniformed members of staff, 3 WDS uniformed member of staff and 1 Auxiliary member of staff. No Corporate members of staff were suspended.

### **4. HR IMPLICATIONS**

4.1 All grievances and reports of misconduct are investigated by Investigating Officers from the Resolution Unit, who are members of the Employee Relations Team in the Human Resources Department.

4.2 All decisions in respect of suspension from duty are agreed between the Assistant Chief Officer, People Services and the HR Manager (Employee Relations) to ensure independence, consistency and fairness in the



decision making process. All suspensions are reviewed on a monthly basis.

## **5. REPRESENTATIVE BODY CONSULTATION**

- 5.1 All disciplinary cases are reported to the relevant Trades Union Representatives, and representatives are notified immediately of any decisions to suspend an individual from duty.

## **6. EQUALITIES RISK ASSESSMENT**

- 6.1 An Equality Risk Assessment has been undertaken to assess the potential impact, relative to the investigation of all allegations of grievance and disciplinary investigations that are dealt with through the Fire and Rescue Services policies and procedures.
- 6.2 The assessment concluded that there were no adverse impacts on any individual or group of personnel arising from the Fire and Rescue Services policies and procedures as addressed in this report.

## **7. RECOMMENDATION**

- 7.1 That members note the contents of this report.

| <b>Contact Officer:</b>                | <b>Background Papers:</b> |
|--|---------------------------|
| Mark Malson<br>Head of Human Resources |                           |



## APPENDIX 1

**Grievance Matters 1 April 2016 to 31 March 2017**

| <b>Staff Category</b> | <b>Nature of Matter</b>                         | <b>Outcome</b>                     |
|-----------------------|---|------------------------------------|
| Corporate Staff       | Organisational & Management Issues              | Person Raising Failed to Cooperate |
| Uniform (WDS)         | Lack of Welfare Provisions Whilst on Sick Leave | Withdrawn                          |
| Uniform (WDS)         | Promotion Process – Technical Test              | Not Upheld                         |
| Uniform (WDS)         | Promotion Process – Line Management Endorsement | Withdrawn                          |



## APPENDIX 2

**Discipline Matters 1 April 2016 to 31 March 2017**

| Staff Involved                            | Nature of Allegation                                       | How Resolved        | Appeal     |
|---|--|---------------------|------------|
| Uniform (On Call)                         | Bullying   | Unsubstantiated     | -          |
| Uniform (Auxiliary)                       | Criminal Conduct (Theft)                                   | Dismissed           | -          |
| Uniform (WDS) x 2                         | Allegation of Taking Ecstasy Whilst Off Duty               | Management action   | -          |
| Corporate Staff                           | Work time discrepancies                                    | Unsubstantiated     | -          |
| Corporate Staff / On Call (dual contract) | Availability (On Call) / Neglect of Duty / Driving Matters | Resigned            | -          |
| Corporate Staff (x2)                      | Damage to Service Vehicle                                  | 1 Resigned<br>2 NFA | -          |
| Uniform (WDS)                             | Criminal Conduct (Sexual Offence)                          | Resigned            | -          |
| Uniform (WDS)                             | Misuse of Service Vehicle                                  | WW                  | -          |
| Uniform (WDS)                             | Unauthorised Absence                                       | FWW                 | Not Upheld |
| Uniform (On Call)                         | Inappropriate Facebook Entries<br>(Suspended)              | Dismissed           | -          |
| Uniform (WDS)                             | Unauthorised Absence                                       | FWW                 | -          |

|                     |  |  |                    |
|---------------------|--|--|--------------------|
| Uniform (On Call)   | Inappropriate Behaviour / Unauthorised Absence   | Management Action                                  | -                  |
| Uniform (WDS)       | Complaint Abusive Conduct to Member of the Public Whilst Off Duty  | Management Action                                  | -                  |
| Uniform (On Call)   | Criminal Offence (Drink / Drive)<br>(Suspended)  | Resigned   | -                  |
| Uniform (On Call)   | Unavailable Whilst On Call   | Resigned   | -                  |
| Corporate Staff     | Breach of Confidentiality  | Complainant Refused to Cooperate                   | -                  |
| Uniform (WDS)       | Complaint Inappropriate Behaviour to Member of Public Whilst Off Duty / Fraudulent Sick Leave<br>(Suspended) | Dismissed  | Upheld<br>No Award |
| Uniform (Auxiliary) | Inappropriate Video on Facebook<br>(Suspended)   | VW   | -                  |
| Uniform (WDS)       | Inappropriate Behaviour at Operational Incident  | Management Action                                  | -                  |
| Uniform (On Call)   | Fail to Respond  | FWW  | -                  |
| Uniform (On Call)   | Inappropriate Behaviour Whilst On Duty<br>(Suspended)  | Unsubstantiated                                    | -                  |
| Corporate Staff     | Complaint from Member of Public of Inappropriate Behaviour /   | Complaint Unsubstantiated<br>Other Matters Pending |                    |

|                   |  |                    |   |
|-------------------|--|--------------------|---|
|                   | Unauthorised Use of Service Vehicle / Other Issues         |                    |   |
| Uniform (WDS) x 2 | Inappropriate Comments on a Training Course<br>(Suspended) | 1 WW<br>2 Resigned | - |
| Uniform (WDS)     | Misuse of Service Vehicle                                  | WW                 | - |
| Uniform (WDS)     | Racist Comments  | Unsubstantiated    | - |





**NATIONAL JOINT COUNCIL FOR LOCAL AUTHORITY FIRE AND RESCUE SERVICES – INCLUSIVE FIRE SERVICE IMPROVEMENT STRATEGIES**

**SUMMARY**

Under the guidance of the National Joint Council for Local Authority Fire and Rescue Services the Inclusive Fire Service Group (IFSG) was established to undertake a comprehensive review engaging with Fire and Rescue Services and their employees to consider equality, diversity, cultural and behavioural issues with the purpose of developing improvement strategies which could be supported across all Services to deliver equality and diversity improvement at a local level.

The outcome of the IFSG's research and engagement activities was that the group identified improvement strategies relating to four key areas of promoting an inclusive culture (which includes tackling bullying and harassment), recruitment, progression and retention.

This report details for Members the report of the IFSG's findings and proposed strategies and the Service's response to their implementation and timeframes for delivery.

**RECOMMENDATIONS**

That members agree the proposed strategies identified by the Inclusive Fire Service Group and to take them forward on behalf of the Fire Authority.

That members agree to receive a further report on the Implementation Plan and Equality Risk assessment against the proposed strategies at the next meeting of HR & Equality Committee in February 2018.

**1. BACKGROUND**

- 1.1 Under the guidance of the National Joint Council for Local Authority Fire and Rescue Services the Inclusive Fire Service Group (IFSG) was established, chaired independently by Professor Linda Dickens, to undertake a comprehensive review engaging with fire and rescue services and their employees to consider equality, diversity, cultural and behavioural issues with the purpose of developing improvement strategies which could be supported across all fire and rescue services to deliver equality and diversity improvement at a local level.
- 1.2 The Inclusive Fire Service Group (IFSG) working group also includes employer and employee representation from the National Joint Council

and representation from the National Fire Chiefs Council (NFCC), the Fire Officers Association (FOA), the Fire Brigades Union (FBU) and the Retained Firefighters Union (RFU).

## **2. ISSUE**

2.1 The IFSG group has undertaken a substantial amount of work in assessing the current position in respect of equality, diversity, behavioural and cultural issues and identification of guidance in relation to any further strategies that could be used by fire and rescue services at a local level to encourage improvement.

2.2 The work undertaken by the IFSG included:

- The Inclusive Fire Service Employee Survey 2017, conducted by the Local Government Association's Research and Information Team
- Engagement with special interest groups such as Stonewall, Asian Fire Service Association, Women in the Fire Service, Women in the Police Service and FBU Women
- Focus groups with female, BME and LGBT employees
- An all staff employee survey, whether uniformed or corporate staff
- Four regional workshops with Equality & Diversity Officers and local union representatives who lead on or have an interest in that area
- Two workshops with senior fire service managers the majority of which were Chief Fire Officers.

2.3 The outcome of the IFSG's research and engagement activities was consistent messages emerged which allowed the group to be able to identify improvement strategies relating to four key areas:

- Promoting an inclusive culture (which includes tackling bullying and harassment)
- Recruitment
- Progression, and
- Retention

2.4 On 5 June 2017 the NJC for Local Authority Fire and Rescue Services issued Circular NJC/8/17 Inclusive Fire Service Group – Improvement Strategies. The circular provided a copy of the IFSG's report into its findings and included the improvement strategies that it recommended would assist fire and rescue services to deliver improvements in equality, diversity, behaviour and culture. A copy of the circular and report is attached at Appendix 1.

2.5 In the IFSG's report it sets out a number of general points that fire and rescue services should be seeking to achieve:

- Inclusivity should be embedded in every aspect of the fire and rescue service
- There is a need for visible senior ownership and leadership, to lead by example and to ensure that local strategies and initiatives become reality on the ground, thereby embedding inclusion as the norm. Within a service this should be at chief officer level. Within a fire authority a specific member of the authority should hold the portfolio.
- Union involvement should be recognised as an important factor in delivering improvement, particularly in respect of peer to peer involvement.
- Fire and rescue services should ensure the workplace is fit for purpose for all groups of employees including correct personal protective equipment and gender specific station and fireground facilities

2.6 As part of the NJC Circular NJC/8/17 we were asked to consider the strategies suggested in the IFSG's report and to make a return to demonstrate our commitment to delivering improvements across the service and support this work going forward. A response was completed and returned supporting the proposed strategies and acknowledging that we as a service will take them forward, the timescales that we anticipate we can achieve our goals and the improvements that we expect. A copy of our response is attached at Appendix 2.

2.7 In order to support this work and implement the Inclusive Fire Service Improvement Strategies, Officers have commenced work on developing an Implementation Plan that addresses the requirements of the four key areas and strategies of promoting an inclusive culture, recruitment, progression and retention. It is proposed that this Implementation Plan be presented to the HR & Equality Committee at its next meeting in February 2018.

### **3. EQUALITY RISK ASSESSMENT**

3.1 At the time of writing this report for the HR & Equality Committee a formal ERA has not been completed. This will be completed against the response provided at Appendix 2 and the Implementation Plan that is being developed and provided at the next HR & Equality Committee in February 2018.

#### 4. RECOMMENDATIONS

- 4.1 That members agree the proposed strategies identified by the Inclusive Fire Service Group and to take them forward on behalf of the Fire Authority.
- 4.2 That members agree to receive a report on the Implementation Plan and Equality Risk Assessment against the proposed strategies at the next meeting of the HR & Equality Committee in February 2018.

|  |  |
|--|--|
| <b>Contact Officer:</b>                | <b>Background Papers:</b>  |
| Mark Malson<br>Head of Human Resources | NJC for Local Fire Authority Fire and Rescue Services, Circular NJC/8/17 |

Employers' Secretary, Simon Pannell  
Layden House, 76-86 Turnmill St,  
London, EC1M 5LG  
Telephone 020 7187 7335  
e-mail: [firequeries@local.gov.uk](mailto:firequeries@local.gov.uk)

Employees' Secretary, Matt Wrack  
Bradley House, 68 Coombe Rd  
Kingston upon Thames KT2 7AE  
Telephone 020 8541 1765

## NATIONAL JOINT COUNCIL FOR LOCAL AUTHORITY FIRE AND RESCUE SERVICES

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**To: Chief Fire Officers  
Chief Executives/Clerks to Fire Authorities  
Chairs of Fire Authorities  
Directors of HR (Fire Authorities)**

**Members of the National Joint Council**

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5<sup>th</sup> June 2017

### CIRCULAR NJC/8/17

#### INCLUSIVE FIRE SERVICE GROUP – IMPROVEMENT STRATEGIES

1. You will be aware that a group led by the NJC has been undertaking a comprehensive piece of work engaging directly with fire and rescue services and their employees to consider equality, diversity, cultural and behavioural issues with the purpose of developing improvement strategies which could be supported across the board and used at local level to deliver improvement.
2. The group, which is independently chaired by Professor Linda Dickens, includes employer and employee representation from the National Joint Council and representation from the National Fire Chiefs Council, the Fire Officers Association and the Retained Firefighters Union. It has also engaged with special interest groups such as Stonewall, Asian Fire Service Association, Women in the Fire Service, Women in the Police Service, FBU women's, BME and LGBT groups, Unison, GMB etc.
3. Attached is the latest report from the group, which includes the improvement strategies and seeks the support of employers and employees alike in taking them forward and delivering improvement.
4. We know from your support to date that you share the commitment of the group to delivering improvements across the service and are therefore sure that you will wish to continue to support this work going forward. As such you are asked to consider the strategies suggested positively at both member and officer levels, how they can be taken forward in your own service, and provide a response by **28<sup>th</sup> July 2017**. Please return responses to Rachel Stevens - [rachel.stevens@local.gov.uk](mailto:rachel.stevens@local.gov.uk)).

Yours faithfully

**SIMON PANNELL  
MATT WRACK**  
Joint Secretaries

## Report of the Inclusive Fire Service Group – June 2017

### **BACKGROUND**

1. The remit of the Inclusive Fire Service Group is as follows:
  - (i) the purpose of this group is assessment of the current position in respect of equality, diversity, behavioural and cultural issues; and
  - (ii) identification of guidance in relation to any further strategies that could be used at local level to further encourage improvement.
  - (iii) in respect of (i) above, to consider whether it is necessary to gather new monitoring data or whether there is sufficient monitoring data already available that can be drawn from e.g. the NJC survey, the survey conducted by the FBU, local employee satisfaction surveys, and other sources.
  
2. The group has undertaken a substantial amount of work in respect of (i) and (ii) above:
  - (i) The Behaviour and Cultural Survey - detailed research with fire and rescue services to assess the starting position (circulated to fire authorities - [NJC/6/16](#) ).
  - (ii) Engagement with special interest groups
  - (iii) Focus groups with female, BME and LGBT employees
  - (iv) An all staff employee survey, whether uniformed or non-uniformed
  - (v) Four regional workshops with Equality and Diversity Officers and local union representatives (FBU, RFU and FOA) who lead on or have an interest in that area.
  - (vi) Two workshops with senior fire service managers (majority CFOs)
  
3. Consistent messages have emerged across the work undertaken, which has allowed the group to be able to identify improvement strategies relating to four key areas: promoting an inclusive culture (which includes tackling bullying and harassment; recruitment; progression and retention. These follow some important general points.

### **IMPROVEMENT STRATEGIES**

4. In general:
  - (i) Inclusivity should be embedded in every aspect of the fire and rescue service
  - (ii) There is a need for visible senior ownership and leadership - to lead by example and to ensure that local strategies and initiatives become reality on the ground, thereby embedding inclusion as the norm. Within a service this should be at chief officer level. Within a fire authority a specific member of the authority should hold the portfolio [CFO, ACO People Services and Chair of the HR & Equalities Committee](#)
  - (iii) Union involvement should be recognised as an important factor in delivering improvement, particularly in respect of peer to peer involvement

- (iv) Fire and Rescue Services should ensure the workplace is fit for purpose for all groups of employees including correct Personal Protective Equipment and gender specific station and fireground facilities

## 5. Promoting an Inclusive Culture

- (i) Fire and Rescue Services should ensure that all managers are trained in people management including skills such as how to have difficult conversations and that all managers recognise their responsibilities in promoting an inclusive culture. [Standards and Expectations Document](#)
- (ii) Senior managers should lead by positive example. They should challenge bullying and harassment behaviours at every level, ensuring where necessary that management styles change in order to drive a different and improved culture [Standards and Expectations Document](#)
- (iii) Fire and Rescue Services should promote a culture where challenge is accepted and welcomed as a positive contribution. This should be in both directions. [Standards and Expectations Document](#)
- (iv) Fire and Rescue Services should ensure that all employees are aware of, and understand, the relevant policies. Where an incident is reported and found to be accurate it is important that action is taken and is seen to be taken as a result. Everyone needs to be confident in the process. [Standards and Expectations Document](#)
- (v) Fire and Rescue Services should monitor the use of discipline and grievance procedures in order to identify and correct any problematic trends. This should also include an element of monitoring at the informal level in order to pick up issues at an early stage. [Already reported annually to HR & Equalities Committee and monitored](#)
- (vi) Fire and Rescue Services should consider the creation of trained Equality and Diversity champions. These are voluntary roles based on enthusiasm and commitment and irrespective of seniority. Champions play a central role in actively supporting the mainstreaming of equality and diversity initiatives and disseminating equality and diversity good practice, whilst also supporting the strategic development of initiatives to create an inclusive culture. Consideration should also be given to the role Allies can play. In relation to LGBT for example, 'allies' is a term used to describe heterosexual people who believe that lesbian, gay and bisexual people should experience full equality in the workplace and use their role within the organisation to create a culture that is inclusive of everyone. [A training package would need to be delivered. Already launched an Allies Programme.](#)
- (vii) Fire and Rescue Services should also consider the creation of mediators (and may wish to consider whether they should be provided externally as well as internally). [Would require a formal process of selection and course development](#)

## 6. Recruitment

- (i) There should be a national media campaign covering the full range of the modern firefighter role (similar to the current Army campaign) and what the fire service does in order to inform perception. It should:
  - be supported by a website which would also include information on recruitment and potentially divert the interested person to their 'home' fire and rescue service

- include information on selection (based on national guidance, not prescription) recognising that the skill set needs to be wider than operational ie people skills, and provide information on fitness requirements

This suggestion was seen, by far, as the most influential way to alter perceptions and improve diversity. It would be useful in terms of recruitment and retention. Recruitment because it would dispel the myth that the job is just about fighting fires and retention to avoid the job not living up to expectations. [but would need to also reinforce the physical attributes required for the role.](#)

- (ii) Fire and Rescue Services should explore, and where appropriate utilise, recruitment opportunities such as apprenticeships and cadets in order to increase diversity in the workforce [Would require additional funding](#)
- (iii) Fire and Rescue Services should undertake greater and early engagement with specific communities/schools/colleges and not just when recruitment is on the horizon. This would further reinforce understanding of the role as it is today. This should utilise employee role models whilst being careful to maintain a balance with their core work. [EDI strategy in place for external need to develop internal](#)
- (iv) Fire and Rescue Services should ensure they have visible family friendly working policies supported by a greater use of flexible working arrangements. [Procedures already in place. Limited requests for flexi working.](#)
- (v) Fire and Rescue Services should develop an internal communications strategy to explain the difference between positive action and positive discrimination in order to counteract the view of some that an individual has only been employed/promoted because they are female/BME/LGBT. This would be supportive to such individuals and also be helpful in terms of encouraging progression. [We did this as part of the "Together" Campaign. Could do internal comms to reinforce.](#)
- (vi) Fire and Rescue Services should consider commissioning work in their own areas to identify any obstacles that local communities feel there are to applying to work with the service. [Could do this via Cardiff Uni?](#)

## 7. Progression

- (i) Fire and Rescue Services should ensure that promotion processes which are fair and transparent are applied consistently and clearly explained to all employees. [Principles of Workforce Progression covers this.](#)
- (ii) Fire and Rescue Services should develop support networks and meaningful mentor/coaching programmes. (Note - mentors/coaches do not need to come from the particular group eg a BME mentor for a BME crew manager). [We have these but will need refreshing](#)
- (iii) Fire and Rescue Services should encourage interest in promotion in general and through talent spotting by including leadership training, opportunities for development such as job swaps, taster weeks and acting-up/temporary promotion (so that an individual can experience the different role). This should be underpinned by a fair and transparent policy which sets out clearly the criteria by which such opportunities will be offered.

[PoWFP covers this supported by the Challenge Programme and a strategic version being developed.](#)



- (iv) Fire and Rescue Services should explore the greater use of flexible working arrangements which may also assist with improving e.g. the bottle neck at Station Manager level given the extent of on-call commitment which for some may conflict with caring responsibilities.

*Flexi working procedures in place - cannot forget the operational nature and commitment of the role.*

## 8. Retention

- (i) Introduction of a national media campaign as set out under 'recruitment' should ensure that recruits are fully aware of the work of the service and the part they will play in that. Therefore they should not become disappointed or disengaged as they progress in their career.
- (ii) Fire and Rescue Services should ensure that expectations around fitness levels are clearly explained, and support provided, including the potential impact of female only issues such as maternity or the menopause.
- (iii) As with recruitment and progression, Fire and Rescue Services should explore greater use of flexible working arrangements
- (iv) Where Fire and Rescue Services do not already conduct exit interviews they should now do so. The outcomes from such interviews should be recorded and monitored to ensure early identification of any themes which can then be resolved for the future. *We do this, but could benefit from reviewing.*
- (v) Fire and Rescue Services should consider how best to maintain the interest and commitment of employees through the variety of the work undertaken within the role.

## NEXT STEPS

- 9. Given the comprehensive evidence upon which the strategies are based together with the support and consistency of message across services and union representatives alike, the group believes that the above strategies should be welcomed by the sector and quickly progressed.
- 10. With that in mind, each service is asked to consider the strategies in detail and to advise the group of its response by no later than **28<sup>th</sup> July 2017**, including the areas it intends to take forward, the timescale within which it expects to do so, the improvement it expects will result (and by when), and who will take the lead from a member perspective (the assumption being it will be the chief fire officer from a senior officer perspective - ref. paragraph 4(ii) above). Responses should be returned to [firequeries@local.gov.uk](mailto:firequeries@local.gov.uk) marked as 'Improvement Strategies and the name of your service' in the subject heading. *Need to draft response and draft action plan to deliver as part of that response.*
- 11. This will inform the future work of the group which will include a monitoring role to identify and measure improvement.
- 12. Guidance in respect of relevant data collection, recording and monitoring will be issued by the group once it has had an opportunity to explore the practicalities of doing so in more detail with FRAs.

13. Given the level of employee engagement in this work services are asked to ensure that a copy of this circular is made available to them in order that they too can see the suggested improvement strategies especially given the comments of many involved that they were pleased to see a joint employer and employee approach to the problems. Similarly we would also be grateful for circulation to Equality and Diversity Officers within services.

#### **CONCLUDING COMMENT FROM THE INDEPENDENT CHAIR**

14. I am pleased to present this Report on behalf of the Inclusive Fire Service Group. Its members have contributed their considerable expertise and experience, time and energy to fulfil its remit and I wish to record my thanks to them and to the NJC Secretariat.
15. The work of the group has been informed by a range of activities and assisted by various individuals and bodies to whom thanks are also due.
16. These include LGA Research which was commissioned by the group to undertake the focus groups and the employee survey. The group also wants to thank all those employees who took part. A copy of the employee survey report is **attached**.
17. The group would also like to thank those involved in the well-attended workshops, and the fire and rescue services who provided the venues. All of the workshops were well received, with a good level of debate and consensus. The group also benefitted from its engagement with special interest groups.
18. There is a lot of general guidance in the area of equality and diversity but the group did not want simply to provide 'top down' prescription. As is clear from the report, the Improvement Strategies presented here reflect and respond to the experience and views on what needs to be done from those within the sector itself. This enhances the likelihood that their implementation will deliver meaningful progress.
19. The group is aware of work also now being undertaken through other channels such as the NFCC Workforce Committee, the review of the Equality Framework in England and the Memorandum of Understanding developed by the LGA which reflects a partnership between it, the NFCC and a number of trade unions and special interest groups to also support improvement in these areas. The group, and its members in their various capacities, have engaged with this work. It is important that these various areas of activity complement and reinforce each other.
20. These developments are very welcome, not least since they further emphasise that delivering improvement in this area is something to which the sector is firmly committed.
21. Members of the Inclusive Fire Service Group look forward to continuing to work with you in delivering that improvement.

**Professor Linda Dickens**  
**(on behalf of the Inclusive Fire Service Group)**

# Inclusive fire service – employee survey 2017



## REPORT OF THE INCLUSIVE FIRE SERVICE EMPLOYEE SURVEY 2017

### **INTRODUCTION**

The Inclusive Fire Service Employee Survey 2017 was conducted by the Local Government Association's Research and Information team between 23<sup>rd</sup> January and 10<sup>th</sup> February 2017 on behalf of the Inclusive Fire Service Group. The IFSG was set up by the National Joint Council for Local Authority Fire and Rescue Services to consider matters relating to equality, diversity and cultural issues such as bullying and harassment. The information collected by the survey, together with a number of workshops, will inform the development of strategies and actions relating to equality, diversity and behaviour issues.

The survey was sent to all staff, uniformed and non-uniformed, in all fifty fire and rescue services in the UK. The link to the online survey was distributed via FRSs, and publicised by the Fire Brigades Union, Retained Firefighters' Union, Fire Officers Association, UNISON, as well as a number of special interest groups. A total of 4,002 responses were received out of an estimated total workforce of around 61,000<sup>1</sup>, equating to a response rate of 6.5 per cent as shown in Table 1.

| Table 1: response                        |        |
|--|--------|
| Total number of responses                | 4,002  |
| Estimated total UK workforce (headcount) | 61,180 |
| Response rate (%)                        | 6.5%   |

At least one response was received from each of the fifty services. In 16 services, response was 3 per cent or under, in 18 it was more than 3 per cent but 7 per cent or less, and in 16 it was higher than 7 per cent. The highest response rate from a single service was 21 per cent.

### **Response and data quality**

The survey results should be treated with caution as they are somewhat biased towards 'other' non-uniformed staff and females. See below for details.

It should also be noted that not all respondents answered, or were required to answer, every question, so the response to individual questions varies considerably. In each table, the 'Total' row indicates the total number of respondents to the question, but note that this includes those who answered 'don't know'.

Although the response rate of 6.5 per cent is low, the actual number of respondents would be sufficient to provide a reasonably accurate picture of the whole workforce if the response were representative of the workforce as a whole. In order to check this, the characteristics of respondents have been compared with those of the workforce as a whole. Such comparisons are not perfect (see the Technical Annex for details), but revealed the following:

- Survey respondents were more likely to be in the 'Other category', mostly non-uniformed support staff (26 per cent of respondents compared to 15 per cent of the workforce as a whole), and less likely to be firefighters (25 per cent of respondents compared to 54 per cent of the workforce as a whole).
- Survey respondents were more likely to be female (27 per cent) than the workforce as a whole (7 per cent/15 per cent depending on the source used), and correspondingly less

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<sup>1</sup> Please see the Technical Annex for further details of this LGA estimate.

likely to be male (68 per cent compared with 93 per cent/85 per cent of the whole workforce). Note that this may be a consequence of the previous point as 'Other' staff are more likely to be female than other categories.

- In terms of full-time/part-time, ethnic origin, and sexual orientation, survey respondents were broadly in line with the workforce as a whole.

See the Technical Annex for more details of the workforce estimates and comparison

## **SUMMARY**

The main findings were as follows:

### **Promotion**

- 33 per cent of respondents had applied for a promotion in the last five years, and 42 per cent of these had been successful.
- Those who had not applied for a promotion were most likely to cite mentoring (25 per cent) or training (23 per cent) as things which would encourage them to apply.

### **Recruitment of women**

- More flexible working (44 per cent) and better childcare support (37 per cent) were cited as the main ways of attracting more women to the fire service.

### **Recruitment of black and minority ethnic people**

- Engaging with specific communities (51 per cent) and advertising via specialist media (28 per cent) were most often mentioned as ways of attracting more black and minority ethnic people to the fire service.

### **Recruitment of gay/lesbian or bisexual people**

- Engaging with specific communities (40 per cent) and affiliating or re-affiliating with LGBT groups (28 per cent) were most often mentioned as ways of attracting more LGBT people to the fire service.

### **Unacceptable behaviour**

- 81 per cent of respondents felt that there was a clear mechanism to report unacceptable behaviour if they witnessed it.
- 68 per cent of respondents who felt there was a clear mechanism were confident that management action would then be taken to resolve the matter.
- 74 per cent of respondents felt confident to report any acts of unacceptable behaviour.
- Senior management commitment to take action (59 per cent) and consistent application of behaviour standards policies (57 per cent) were the main ways to make respondents who were not currently confident feel more confident about reporting unacceptable behaviour.
- 84 per cent of respondents felt confident about personally challenging unacceptable behaviour.
- Senior management commitment to action (55 per cent) and consistent application of behaviour standards policies (51 per cent) were the main ways to make respondents who were not currently confident feel more confident about personally challenging unacceptable behaviour.

### **Policies and procedures**

- 62 per cent of respondents thought that the fire service consistently applied a clear policy on the management of how they performed in their role.
- 76 per cent of respondents thought that their fire service's discipline and grievance procedures were clearly explained.

- 70 per cent of respondents reported that their fire service provided a mediation service.
- 56 per cent of respondents indicated that their fire service provided training for managers on people or team management.
- 41 per cent of respondents indicated that their fire service provided training at all levels on skills for working with people.

### **Inclusivity**

- 58 per cent of respondents thought that the culture of their fire service was inclusive.
- Encouraging a climate of open communication (56 per cent) and senior management commitment to action (51 per cent) were the main ways to improve the culture in the opinion of those respondents who thought that the culture was not currently inclusive.

## **SURVEY RESULTS**

The tables are broken down according to the type of contract on which respondents were employed. 'Grey Book' refers to the National Joint Council for Local Authority Fire and Rescue Services, 'Green Book' refers to the NJC for Local Government Services, and 'Other/NK' covers respondents employed under other arrangements or those who did not specify the type of contract.

The overall breakdown of respondents is shown in Table 2. Just over two-thirds of respondents (69 per cent) were employed under the terms of the Grey Book and around a fifth (18 per cent) were employed under the Green Book. In addition, 4 per cent were employed under other arrangements (mostly identifying themselves as agency or temporary staff or as being employed under local terms and conditions), and 9 per cent were unable to say.

|  | Total  |          |
|--|--------|----------|
|  | Number | Per cent |
| NJC for Local Authority Fire and Rescue Services (Grey Book) | 2659   | 69%      |
| NJC for Local Government Services (Green Book)               | 696    | 18%      |
| Other  | 161    | 4%       |
| Don't know   | 333    | 9%       |
| Total  | 3849   | 100%     |

Other variations in responses, in terms of role, ethnic origin, sexual orientation and sex, are highlighted in the text where they are particularly marked.

### **Role**

More than a half of respondents (55 per cent) were either firefighters (25 per cent), watch managers (18 per cent) or crew managers (12 per cent). Just over a quarter (26 per cent) were in the 'other' category which covered a wide variety of jobs, but most commonly non-uniformed support or administrative staff. Only 2 per cent of 'Grey Book' respondents identified as 'other' whereas 95 per cent of 'Green Book' and 63 per cent of 'Other/NK' respondents did so. (Table 3)

|                           | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|---------------------------|--------|----------|-----------|----------|------------|----------|----------|----------|
|                           | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Firefighter               | 994    | 25%      | 847       | 32%      | 10         | 1%       | 116      | 24%      |
| Watch manager             | 700    | 18%      | 671       | 25%      | 4          | 1%       | 16       | 3%       |
| Crew manager              | 487    | 12%      | 432       | 16%      | 9          | 1%       | 38       | 8%       |
| Station manager           | 324    | 8%       | 318       | 12%      | 4          | 1%       | 1        | 0%       |
| Group manager             | 161    | 4%       | 147       | 6%       | 2          | 0%       | 3        | 1%       |
| Firefighter (control)     | 58     | 1%       | 50        | 2%       | 2          | 0%       | 6        | 1%       |
| Area manager              | 46     | 1%       | 42        | 2%       | 4          | 1%       | 0        | 0%       |
| Watch manager (control)   | 42     | 1%       | 41        | 2%       | 1          | 0%       | 0        | 0%       |
| Crew manager (control)    | 29     | 1%       | 28        | 1%       | 1          | 0%       | 0        | 0%       |
| Station manager (control) | 21     | 1%       | 19        | 1%       | 1          | 0%       | 0        | 0%       |
| Group manager (control)   | 8      | 0%       | 7         | 0%       | 0          | 0%       | 1        | 0%       |
| Other                     | 1,033  | 26%      | 50        | 2%       | 653        | 95%      | 311      | 63%      |
| Total                     | 3,903  | 100%     | 2,652     | 100%     | 691        | 100%     | 492      | 100%     |

### **Duty system/work pattern**

Overall, around two-fifths of respondents (41 per cent) worked the wholetime duty system, and 17 per cent worked the flexible duty system. Over a quarter (28 per cent) categorised themselves as 'other', usually because they were administrative, support or similar types of staff (82 per cent of Green Book respondents). (Table 4)



**Table 4: what duty system/work pattern do you work?**

|                         | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------------------------|--------|----------|-----------|----------|------------|----------|----------|----------|
|                         | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Wholetime Duty System   | 1,612  | 41%      | 1,511     | 57%      | 23         | 3%       | 59       | 12%      |
| Flexible Duty System    | 664    | 17%      | 528       | 20%      | 81         | 12%      | 43       | 9%       |
| Retained Duty System    | 353    | 9%       | 231       | 9%       | 7          | 1%       | 104      | 21%      |
| Day Crewing Duty System | 172    | 4%       | 150       | 6%       | 13         | 2%       | 6        | 1%       |
| Other                   | 1,091  | 28%      | 234       | 9%       | 558        | 82%      | 281      | 57%      |
| Total                   | 3,892  | 100%     | 2,654     | 100%     | 682        | 100%     | 493      | 100%     |

**Full-time/part-time**

Overall, almost nine out of ten respondents (88 per cent) were full-time, slightly higher among Grey Book (92 per cent) than Green Book respondents (83 per cent). (Table 5)

**Table 5: on which basis are you employed?**

|           | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-----------|--------|----------|-----------|----------|------------|----------|----------|----------|
|           | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Full-time | 3,425  | 88%      | 2,436     | 92%      | 578        | 83%      | 356      | 73%      |
| Part-time | 481    | 12%      | 218       | 8%       | 117        | 17%      | 134      | 27%      |
| Total     | 3,906  | 100%     | 2,654     | 100%     | 695        | 100%     | 490      | 100%     |

**Ethnic origin**

Overall, more than nine out of ten respondents (91 per cent) were white with most of the remainder (5 per cent) preferring not to disclose their ethnic origin. In total, 5 per cent of respondents described themselves as of an ethnic origin other than white. (Table 6)

**Table 6: how would you describe your ethnic origin?**

|                   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------------------|--------|----------|-----------|----------|------------|----------|----------|----------|
|                   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| White             | 3,542  | 91%      | 2,394     | 90%      | 651        | 94%      | 440      | 90%      |
| Mixed             | 71     | 2%       | 56        | 2%       | 6          | 1%       | 8        | 2%       |
| Black             | 47     | 1%       | 29        | 1%       | 8          | 1%       | 8        | 2%       |
| Asian             | 30     | 1%       | 12        | 0%       | 10         | 1%       | 7        | 1%       |
| Other             | 24     | 1%       | 18        | 1%       | 2          | 0%       | 4        | 1%       |
| Prefer not to say | 181    | 5%       | 141       | 5%       | 12         | 2%       | 20       | 4%       |
| Total             | 3,895  | 100%     | 2,650     | 100%     | 689        | 100%     | 487      | 100%     |

**Sexual orientation**

Overall, 88 per cent of respondents described themselves as heterosexual or straight, 3 per cent as gay or lesbian, 1 per cent as bisexual, and 7 per cent preferred not to disclose their sexual orientation. (Table 7)

**Table 7: how would you describe your sexual orientation?**

|                       | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-----------------------|--------|----------|-----------|----------|------------|----------|----------|----------|
|                       | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Heterosexual/straight | 3,437  | 88%      | 2,323     | 88%      | 625        | 91%      | 428      | 87%      |
| Gay/lesbian           | 122    | 3%       | 72        | 3%       | 27         | 4%       | 20       | 4%       |
| Bisexual              | 55     | 1%       | 38        | 1%       | 7          | 1%       | 10       | 2%       |
| Prefer another term   | 9      | 0%       | 5         | 0%       | 2          | 0%       | 2        | 0%       |
| Prefer not to say     | 280    | 7%       | 213       | 8%       | 29         | 4%       | 33       | 7%       |
| Total                 | 3,903  | 100%     | 2,651     | 100%     | 690        | 100%     | 493      | 100%     |

**Sex**

Overall, around two-thirds of respondents (68 per cent) were male, 27 per cent were female and 4 per cent preferred not to disclose their sex. There were marked differences between 'Grey Book' respondents, 15 per cent of whom were female, and 'Green Book' respondents, 66 per cent of whom were female. (Table 8)

**Table 8: please indicate your gender**

|                   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------------------|--------|----------|-----------|----------|------------|----------|----------|----------|
|                   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Male              | 2,659  | 68%      | 2,127     | 81%      | 224        | 32%      | 267      | 55%      |
| Female            | 1,066  | 27%      | 387       | 15%      | 454        | 66%      | 204      | 42%      |
| Trans             | 15     | 0%       | 11        | 0%       | 1          | 0%       | 2        | 0%       |
| Other             | 5      | 0%       | 4         | 0%       | 0          | 0%       | 1        | 0%       |
| Prefer not to say | 143    | 4%       | 112       | 4%       | 13         | 2%       | 14       | 3%       |
| Total             | 3,888  | 100%     | 2,641     | 100%     | 692        | 100%     | 488      | 100%     |

### Length of service

Almost three out of five respondents (57 per cent) had worked in the fire and rescue service for more than 15 years with 19 per cent having served more than 25 years and 6 per cent more than 35 years. Around one in eight (12 per cent) had worked for fewer than six years. 'Green Book' and 'Other' respondents were less likely to have long service with 25 per cent and 38 per cent respectively having worked for fewer than six years (compared with 4 per cent of 'Grey Book' respondents). (Table 9)

**Table 9: how long have you worked in the fire and rescue service?**

|                    | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|--------------------|--------|----------|-----------|----------|------------|----------|----------|----------|
|                    | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| 0-5 years          | 467    | 12%      | 99        | 4%       | 174        | 25%      | 185      | 38%      |
| 6-15 years         | 1,209  | 31%      | 715       | 27%      | 310        | 45%      | 161      | 33%      |
| 16-25 years        | 1,272  | 32%      | 1,092     | 41%      | 97         | 14%      | 68       | 14%      |
| 26-35 years        | 739    | 19%      | 621       | 23%      | 51         | 7%       | 50       | 10%      |
| More than 35 years | 228    | 6%       | 131       | 5%       | 63         | 9%       | 29       | 6%       |
| Total              | 3,915  | 100%     | 2,658     | 100%     | 695        | 100%     | 493      | 100%     |

### Promotion

All respondents other than white heterosexual males were asked to indicate whether they had applied for a promotion above their current position in the last five years.

Overall, a third (33 per cent) had applied for such a promotion. (Table 10)

The proportion of staff who had applied for a promotion in the last five years was:

- highest among crew, watch and station managers (all around 50 per cent) and lowest among firefighters (17 per cent);
- higher among BME respondents (49 per cent) than white respondents (30 per cent);
- higher among LGBT respondents (40 per cent) than heterosexual respondents (31 per cent);
- higher among male respondents (47 per cent) than female respondents (30 per cent).

**Table 10: have you applied for any promotion above your current position in the last five years?**

|       | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------|--------|----------|-----------|----------|------------|----------|----------|----------|
|       | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 415    | 33%      | 207       | 38%      | 148        | 31%      | 56       | 25%      |
| No    | 857    | 67%      | 337       | 62%      | 331        | 69%      | 168      | 75%      |
| Total | 1,272  | 100%     | 544       | 100%     | 479        | 100%     | 224      | 100%     |

Those who had not applied for a promotion in the last five were asked whether anything would encourage them to seek promotion.

Most common overall were mentoring schemes (25 per cent, slightly more common among Grey Book, 29 per cent, than Green Book respondents, 17 per cent) and more training (23 per cent). Around a third (35 per cent) said that nothing would encourage them as they were content in their current role. (Table 11)

**Table 11: what, if anything, would encourage you to seek promotion?**

|  | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|--|--------|----------|-----------|----------|------------|----------|----------|----------|
|  | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Mentoring schemes                        | 212    | 25%      | 99        | 29%      | 57         | 17%      | 49       | 29%      |
| More training                            | 200    | 23%      | 77        | 23%      | 71         | 21%      | 46       | 27%      |
| Greater clarity on promotion procedures  | 154    | 18%      | 72        | 21%      | 45         | 14%      | 31       | 18%      |
| Other                                    | 241    | 28%      | 76        | 23%      | 114        | 34%      | 44       | 26%      |
| Nothing, I am content in my current role | 304    | 35%      | 123       | 36%      | 121        | 37%      | 56       | 33%      |
| Don't know                               | 25     | 3%       | 8         | 2%       | 12         | 4%       | 5        | 3%       |
| Total                                    | 857    | 100%     | 337       | 100%     | 331        | 100%     | 168      | 100%     |

Overall, around two-fifths (42 per cent) of those respondents who had applied for a promotion in the last five years had been successful. This proportion was higher among Green Book respondents (51 per cent) than Grey Book respondents (35 per cent). It should be noted that this is based on a relatively small number of respondents. (Table 12)

**Table 12: were you successful when seeking promotion?**

|       | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------|--------|----------|-----------|----------|------------|----------|----------|----------|
|       | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 168    | 42%      | 70        | 35%      | 73         | 51%      | 24       | 44%      |
| No    | 233    | 58%      | 131       | 65%      | 69         | 49%      | 30       | 56%      |
| Total | 401    | 100%     | 201       | 100%     | 142        | 100%     | 54       | 100%     |

A little over half (56 per cent) of those who had applied for a promotion in the last five years and been unsuccessful indicated that they would seek promotion again. It should be noted that this is based on a relatively small number of respondents. (Table 13)

**Table 13: will you seek promotion again having been unsuccessful?**

|       | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------|--------|----------|-----------|----------|------------|----------|----------|----------|
|       | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 131    | 56%      | 76        | 58%      | 37         | 54%      | 18       | 60%      |
| No    | 102    | 44%      | 55        | 42%      | 32         | 46%      | 12       | 40%      |
| Total | 233    | 100%     | 131       | 100%     | 69         | 100%     | 30       | 100%     |

Respondents who had unsuccessfully sought promotion and did not indicate a desire to seek it again were asked if anything would encourage them to seek promotion.

The most common answers were constructive feedback (28 per cent), greater clarity on promotion procedures (25 per cent, higher among Grey Book than Green Book respondents), and mentoring schemes (23 per cent). Around one in eight (12 per cent) indicated that they were content in their current role and hence would not seek promotion. It should be noted that this is based on a relatively small number of respondents. (Table 14)

**Table 14: what, if anything, would encourage you to seek promotion again?**

|  | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|--|--------|----------|-----------|----------|------------|----------|----------|----------|
|  | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Constructive feedback                    | 29     | 28%      | 16        | 29%      | 10         | 31%      | 2        | 17%      |
| Greater clarity on promotion procedures  | 26     | 25%      | 17        | 31%      | 6          | 19%      | 3        | 25%      |
| Mentoring schemes                        | 23     | 23%      | 12        | 22%      | 9          | 28%      | 1        | 8%       |
| More training                            | 15     | 15%      | 7         | 13%      | 7          | 22%      | 1        | 8%       |
| Other                                    | 50     | 49%      | 26        | 47%      | 15         | 47%      | 8        | 67%      |
| Nothing, I am content in my current role | 12     | 12%      | 5         | 9%       | 5          | 16%      | 2        | 17%      |
| Don't know                               | 5      | 5%       | 3         | 5%       | 2          | 6%       | 0        | 0%       |
| Total                                    | 102    | 100%     | 55        | 100%     | 32         | 100%     | 12       | 100%     |

### Recruitment of women

Respondents were invited to indicate up to three main measures to attract more women to the fire and rescue service.

The most common items overall were more flexible working (44 per cent), better childcare support (37 per cent), senior management commitment (22 per cent, higher among Green Book, 35 per cent, than Grey Book, 19 per cent, respondents), and mentoring (19 per cent). (Table 15)

The proportion citing more flexible working was higher among station and group managers at around 60 per cent. The proportion citing senior management commitment was higher among female respondents (38 per cent) than male respondents (17 per cent).

**Table 15: what, in your opinion, could the fire and rescue service do to attract more women?**

|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| More flexible working   | 1,744  | 44%      | 1,175     | 44%      | 315        | 45%      | 223      | 45%      |
| Better childcare support  | 1,466  | 37%      | 1,048     | 39%      | 231        | 33%      | 156      | 32%      |
| Senior management commitment to action to support female staff        | 895    | 22%      | 499       | 19%      | 247        | 35%      | 129      | 26%      |
| Mentoring   | 761    | 19%      | 468       | 18%      | 182        | 26%      | 100      | 20%      |
| Better support on maternity issues (before and after maternity leave) | 569    | 14%      | 425       | 16%      | 83         | 12%      | 55       | 11%      |
| Internal staff support group  | 406    | 10%      | 245       | 9%       | 100        | 14%      | 55       | 11%      |
| Gender specific uniforms  | 309    | 8%       | 212       | 8%       | 65         | 9%       | 28       | 6%       |
| Other   | 748    | 19%      | 483       | 18%      | 158        | 23%      | 94       | 19%      |
| Don't know  | 743    | 19%      | 528       | 20%      | 92         | 13%      | 114      | 23%      |
| Total   | 4,002  | 100%     | 2,659     | 100%     | 696        | 100%     | 494      | 100%     |

### Recruitment of black and minority ethnic (BME) people

Respondents were invited to indicate up to three main measures to attract more BME people to the fire and rescue service.

Overall, the most common item by some distance was engaging with specific communities (51 per cent). Others included advertising via specialist media (28 per cent), senior management commitment (23 per cent), and mentoring (18 per cent). All of these were slightly more common among Green Book than Grey Book respondents. (Table 16)

The proportion citing engaging with specific communities was higher among station managers (72 per cent) and group managers (81 per cent). Senior management commitment was more likely to be mentioned by BME respondents (52 per cent) than white respondents (22 per cent).

**Table 16: what, in your opinion, could the fire and rescue service do to attract more BME staff?**

|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Engaging with specific communities                          | 2,035  | 51%      | 1,340     | 50%      | 420        | 60%      | 242      | 49%      |
| Advertising via specialist media                            | 1,112  | 28%      | 743       | 28%      | 229        | 33%      | 122      | 25%      |
| Senior management commitment to action to support BME staff | 907    | 23%      | 554       | 21%      | 217        | 31%      | 118      | 24%      |
| Mentoring   | 731    | 18%      | 488       | 18%      | 146        | 21%      | 84       | 17%      |
| Internal staff support group                                | 486    | 12%      | 308       | 12%      | 117        | 17%      | 53       | 11%      |
| Other   | 568    | 14%      | 385       | 14%      | 95         | 14%      | 77       | 16%      |
| Don't know  | 1,006  | 25%      | 704       | 26%      | 140        | 20%      | 152      | 31%      |
| Total   | 4,002  | 100%     | 2,659     | 100%     | 696        | 100%     | 494      | 100%     |

### Recruitment of gay/lesbian or bisexual people

Respondents were invited to indicate up to three main measures to attract more gay/lesbian or bisexual people to the fire and rescue service.

The most common items were engaging with specific communities (40 per cent), affiliating with LGBT groups (28 per cent), advertising via specialist media (26 per cent), and senior management commitment (22 per cent). Again, all of these were slightly more common among Green Book than Grey Book respondents. (Table 17)

Affiliating with LGBT groups was more likely to be mentioned by LGBT respondents (44 per cent) than heterosexual respondents (29 per cent), as was senior management commitment (42 per cent and 22 per cent respectively).

**Table 17: what, in your opinion, could the fire and rescue service do to attract more gay/lesbian or bisexual staff?**

|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Engaging with specific communities                              | 1,613  | 40%      | 1,083     | 41%      | 324        | 47%      | 181      | 37%      |
| Affiliating/re-affiliating with Stonewall and other LGBT groups | 1,126  | 28%      | 732       | 28%      | 225        | 32%      | 147      | 30%      |
| Advertising via specialist media                                | 1,026  | 26%      | 693       | 26%      | 196        | 28%      | 123      | 25%      |
| Senior management commitment to action to support LGBT staff    | 882    | 22%      | 521       | 20%      | 208        | 30%      | 131      | 27%      |
| Mentoring   | 523    | 13%      | 347       | 13%      | 104        | 15%      | 62       | 13%      |
| Internal staff support group                                    | 489    | 12%      | 302       | 11%      | 113        | 16%      | 68       | 14%      |
| Other   | 524    | 13%      | 357       | 13%      | 84         | 12%      | 71       | 14%      |
| Don't know  | 1,029  | 26%      | 718       | 27%      | 161        | 23%      | 138      | 28%      |
| Total   | 4,002  | 100%     | 2,659     | 100%     | 696        | 100%     | 494      | 100%     |

### Unacceptable behaviour

Four-fifths of respondents (81 per cent) thought that there was a clear mechanism for them to report a witnessed act of unacceptable behaviour. (Note: unacceptable behaviour was defined as excessive criticism, intimidation or social exclusion.) (Table 18)

The proportion was highest among group managers (96 per cent) and lowest among firefighters (76 per cent). It was higher among male respondents (84 per cent) than female respondents (76 per cent).

| Table 18: if you witness unacceptable behaviour do you feel that there is a clear mechanism to report it? |        |          |           |          |            |          |          |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 3,144  | 81%      | 2,169     | 82%      | 550        | 80%      | 372      | 76%      |
| No  | 752    | 19%      | 478       | 18%      | 140        | 20%      | 119      | 24%      |
| Total   | 3,896  | 100%     | 2,647     | 100%     | 690        | 100%     | 491      | 100%     |

Those respondents who reported that there was a clear mechanism were asked whether they were confident that management action would then be taken to resolve the problem of unacceptable behaviour.

Around two-thirds of respondents (68 per cent) were confident of management action. (Table 19)

| Table 19: are you confident that management action would then be taken to resolve the matter? |        |          |           |          |            |          |          |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 2,118  | 68%      | 1,422     | 67%      | 376        | 69%      | 285      | 78%      |
| No  | 978    | 32%      | 714       | 33%      | 167        | 31%      | 80       | 22%      |
| Total   | 3,096  | 100%     | 2,136     | 100%     | 543        | 100%     | 365      | 100%     |

Around three-quarters of respondents (74 per cent) felt confident to report any acts of unacceptable behaviour. (Table 20)

This proportion was highest among group managers (94 per cent) and lowest among firefighters (67 per cent). It was higher among male respondents (78 per cent) than female respondents (69 per cent).

| Table 20: do you feel confident to report any acts of unacceptable behaviour? |        |          |           |          |            |          |          |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 2,881  | 74%      | 1,963     | 75%      | 506        | 74%      | 369      | 75%      |
| No  | 995    | 26%      | 669       | 25%      | 181        | 26%      | 121      | 25%      |
| Total   | 3,876  | 100%     | 2,632     | 100%     | 687        | 100%     | 490      | 100%     |

Those respondents who do not feel confident about reporting acts of unacceptable behaviour were asked to indicate what the fire service could do to make them feel more confident.

The two most common things were senior management commitment to action (59 per cent) and consistent application of their fire services' policy on standards of behaviour (57 per cent). Others included training (25 per cent), support networks (23 per cent) and improving the existing policy on behaviour standards (22 per cent). (Table 21)

**Table 21: what could your fire and rescue service do to help you feel more confident about reporting unacceptable behaviour?**

|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Senior management commitment to take action   | 592    | 59%      | 389       | 58%      | 122        | 67%      | 72       | 60%      |
| Consistent application of your fire and rescue service's policy on standards of behaviour | 569    | 57%      | 389       | 58%      | 105        | 58%      | 67       | 55%      |
| Training  | 253    | 25%      | 178       | 27%      | 34         | 19%      | 34       | 28%      |
| Support networks  | 233    | 23%      | 150       | 22%      | 40         | 22%      | 35       | 29%      |
| Improvement of an existing policy on standards of behaviour                               | 222    | 22%      | 141       | 21%      | 47         | 26%      | 30       | 25%      |
| Introduction of a policy on standards of behaviour  | 72     | 7%       | 44        | 7%       | 14         | 8%       | 14       | 12%      |
| Other   | 230    | 23%      | 158       | 24%      | 38         | 21%      | 28       | 23%      |
| Don't know  | 40     | 4%       | 28        | 4%       | 7          | 4%       | 4        | 3%       |
| Total   | 995    | 100%     | 669       | 100%     | 181        | 100%     | 121      | 100%     |

More than four-fifths of respondents (84 per cent) felt confident to personally challenge unacceptable behaviour, a proportion that was slightly lower among Green Book respondents (76 per cent) than Grey Book respondents (87 per cent). (Table 22)

This proportion was highest among group managers (99 per cent) and lowest among firefighters (80 per cent). It was higher among male respondents (89 per cent) than female respondents (73 per cent).

**Table 22: do you feel confident to personally challenge unacceptable behaviour?**

|       | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------|--------|----------|-----------|----------|------------|----------|----------|----------|
|       | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 3,259  | 84%      | 2,294     | 87%      | 528        | 76%      | 383      | 78%      |
| No    | 633    | 16%      | 350       | 13%      | 163        | 24%      | 108      | 22%      |
| Total | 3,892  | 100%     | 2,644     | 100%     | 691        | 100%     | 491      | 100%     |

Those respondents who did not feel confident to personally challenge such behaviour were asked to indicate what the fire service could do to make them feel more confident.

As above, the two actions most commonly cited were senior management commitment to action (55 per cent) and consistent application of their fire services' policy on standards of behaviour (51 per cent). Both of these were more likely to be mentioned by Grey Book respondents (59 per cent and 55 per cent respectively) than Green Book respondents (49 per cent and 45 per cent respectively). Others included training (32 per cent overall), support networks (29 per cent) and improving the existing policy on behaviour standards (23 per cent). (Table 23)

**Table 23: what could your fire and rescue service do to make you feel more confident about personally challenging unacceptable behaviour?**

|  | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|--|--------|----------|-----------|----------|------------|----------|----------|----------|
|  | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Senior management commitment to take action                              | 347    | 55%      | 206       | 59%      | 80         | 49%      | 57       | 53%      |
| Consistent application of the service's policy on standards of behaviour | 320    | 51%      | 192       | 55%      | 74         | 45%      | 48       | 44%      |
| Training   | 202    | 32%      | 112       | 32%      | 45         | 28%      | 40       | 37%      |
| Support networks   | 182    | 29%      | 99        | 28%      | 46         | 28%      | 32       | 30%      |
| Improvement of an existing policy on standards of behaviour              | 143    | 23%      | 81        | 23%      | 32         | 20%      | 25       | 23%      |
| Introduction of a policy on standards of behaviour                       | 48     | 8%       | 25        | 7%       | 9          | 6%       | 14       | 13%      |
| Other  | 103    | 16%      | 59        | 17%      | 28         | 17%      | 15       | 14%      |
| Don't know   | 50     | 8%       | 20        | 6%       | 22         | 13%      | 7        | 6%       |
| Total  | 633    | 100%     | 350       | 100%     | 163        | 100%     | 108      | 100%     |

### Policies and procedures

Around three in five respondents (62 per cent) thought that the fire and rescue service consistently applied a clear policy on the management of how they performed in their job. (Table 24)

**Table 24: does your fire and rescue service consistently apply a clear policy on the management of how you perform in your role?**

|       | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------|--------|----------|-----------|----------|------------|----------|----------|----------|
|       | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 2,388  | 62%      | 1,607     | 61%      | 414        | 60%      | 323      | 66%      |
| No    | 1,494  | 38%      | 1,028     | 39%      | 275        | 40%      | 169      | 34%      |
| Total | 3,882  | 100%     | 2,635     | 100%     | 689        | 100%     | 492      | 100%     |

Among those respondents who did not think that such a clear policy was applied, 65 per cent thought that it could be improved through better communication, and 43 per cent through training. (Table 25)

**Table 25: how could a policy on the management of how you perform be improved?**

|                      | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|----------------------|--------|----------|-----------|----------|------------|----------|----------|----------|
|                      | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Better communication | 964    | 65%      | 657       | 64%      | 175        | 64%      | 118      | 70%      |
| Training             | 639    | 43%      | 445       | 43%      | 115        | 42%      | 73       | 43%      |
| Other                | 436    | 29%      | 284       | 28%      | 100        | 36%      | 47       | 28%      |
| Don't know           | 81     | 5%       | 58        | 6%       | 16         | 6%       | 5        | 3%       |
| Total                | 1,494  | 100%     | 1,028     | 100%     | 275        | 100%     | 169      | 100%     |

Around three-quarters of respondents (76 per cent) indicated that their fire service's discipline and grievance procedures were clearly explained. (Table 26)

This proportion was highest among group managers (89 per cent) and lowest among firefighters (64 per cent).



| Table 26: are your fire and rescue service's discipline and grievance procedures clearly explained? |        |          |           |          |            |          |          |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 2,945  | 76%      | 1,969     | 75%      | 555        | 80%      | 373      | 76%      |
| No  | 943    | 24%      | 667       | 25%      | 137        | 20%      | 120      | 24%      |
| Total   | 3,888  | 100%     | 2,636     | 100%     | 692        | 100%     | 493      | 100%     |

Those respondents who did not consider these procedures to be clearly explained thought that they could be made clearer by better communications (62 per cent, more common among Green Book, 72 per cent, than Grey Book respondents, 60 per cent), consistency of application (58 per cent), and training (50 per cent). (Table 27)

| Table 27: how could discipline and grievance procedures be made clear? |        |          |           |          |            |          |          |          |
|--|--------|----------|-----------|----------|------------|----------|----------|----------|
|  | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|  | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Better communications  | 583    | 62%      | 397       | 60%      | 98         | 72%      | 82       | 68%      |
| Consistency of application   | 549    | 58%      | 415       | 62%      | 80         | 58%      | 47       | 39%      |
| Training   | 474    | 50%      | 334       | 50%      | 66         | 48%      | 65       | 54%      |
| Other  | 129    | 14%      | 95        | 14%      | 10         | 7%       | 20       | 17%      |
| Don't know   | 20     | 2%       | 13        | 2%       | 2          | 1%       | 4        | 3%       |
| Total  | 943    | 100%     | 667       | 100%     | 137        | 100%     | 120      | 100%     |

Seven out of ten respondents (70 per cent) reported that their fire and rescue service provided a mediation service, a proportion that varied between 76 per cent among Green Book respondents and 67 per cent among Grey Book respondents. (Table 28)

This proportion was highest among group managers (86 per cent) and lowest among firefighters (60 per cent).

| Table 28: does your fire and rescue service provide a mediation service? |        |          |           |          |            |          |          |          |
|--|--------|----------|-----------|----------|------------|----------|----------|----------|
|  | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|  | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes  | 2,664  | 70%      | 1,748     | 67%      | 512        | 76%      | 361      | 77%      |
| No   | 1,135  | 30%      | 842       | 33%      | 161        | 24%      | 110      | 23%      |
| Total  | 3,799  | 100%     | 2,590     | 100%     | 673        | 100%     | 471      | 100%     |

A little over half of respondents (56 per cent) reported that their fire and rescue service provided people management training for managers. A little over a quarter (28 per cent) were unable to say. (Table 29)

| Table 29: does your fire and rescue service provide training for managers on people/team management? |        |          |           |          |            |          |          |          |
|--|--------|----------|-----------|----------|------------|----------|----------|----------|
|  | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|  | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes  | 2,166  | 56%      | 1,471     | 56%      | 432        | 62%      | 239      | 49%      |
| No   | 619    | 16%      | 483       | 18%      | 73         | 11%      | 53       | 11%      |
| Don't know   | 1,102  | 28%      | 686       | 26%      | 188        | 27%      | 195      | 40%      |
| Total  | 3,887  | 100%     | 2,640     | 100%     | 693        | 100%     | 487      | 100%     |

Around two in five respondents (41 per cent) reported that their fire and rescue service provided them with training on skills for working with people. (Table 30)

This proportion was highest among station managers (54 per cent) and lowest among firefighters (31 per cent).

**Table 30: does your fire and rescue service provide you with training at all levels on skills for working with people?**

|       | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------|--------|----------|-----------|----------|------------|----------|----------|----------|
|       | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 1,580  | 41%      | 1,026     | 39%      | 298        | 43%      | 236      | 49%      |
| No    | 2,276  | 59%      | 1,594     | 61%      | 389        | 57%      | 248      | 51%      |
| Total | 3,856  | 100%     | 2,620     | 100%     | 687        | 100%     | 484      | 100%     |

## Inclusivity

Overall, around three out of five respondents (58 per cent) thought that the culture of their fire service was inclusive, a proportion that was slightly higher among Green Book respondents (64 per cent) than Grey Book respondents (55 per cent). (Table 31)

This proportion varied among various groups of respondents. It was

- highest among group managers (69 per cent) and other staff (65 per cent) and lowest among crew managers (50 per cent);
- higher for white respondents (59 per cent) than BME respondents (46 per cent);
- higher for heterosexual respondents (59 per cent) than LGBT respondents (50 per cent);

**Table 31: do you think the culture in your fire and rescue service is inclusive, i.e can you be yourself and feel valued?**

|       | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|-------|--------|----------|-----------|----------|------------|----------|----------|----------|
|       | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Yes   | 2,226  | 58%      | 1,438     | 55%      | 440        | 64%      | 320      | 66%      |
| No    | 1,642  | 42%      | 1,186     | 45%      | 248        | 36%      | 168      | 34%      |
| Total | 3,868  | 100%     | 2,624     | 100%     | 688        | 100%     | 488      | 100%     |

Those respondents who did not feel that the service's culture was inclusive were asked to indicate up to three main things which could improve the culture.

Most commonly cited were the encouragement of a climate of open communication (56 per cent), senior management commitment to action (51 per cent), more service-wide challenging of unacceptable behaviour (38 per cent, higher among Green Book, 46 per cent, than Grey Book respondents, 36 per cent), and more individual challenging of unacceptable behaviour (26 per cent). (Table 32)

**Table 32: what do you think could be done to improve the culture in your fire and rescue service?**

|   | Total  |          | Grey Book |          | Green Book |          | Other/NK |          |
|---|--------|----------|-----------|----------|------------|----------|----------|----------|
|   | Number | Per cent | Number    | Per cent | Number     | Per cent | Number   | Per cent |
| Encouraging a climate of open communication                           | 917    | 56%      | 676       | 57%      | 136        | 55%      | 86       | 51%      |
| Senior management commitment to action                                | 836    | 51%      | 595       | 50%      | 135        | 54%      | 85       | 51%      |
| More service-wide challenging of unacceptable behaviour               | 617    | 38%      | 422       | 36%      | 113        | 46%      | 70       | 42%      |
| More individual challenging of unacceptable behaviour                 | 427    | 26%      | 294       | 25%      | 72         | 29%      | 54       | 32%      |
| Introduction/improvement of a formal policy on standards of behaviour | 254    | 15%      | 180       | 15%      | 41         | 17%      | 31       | 18%      |
| Support networks  | 224    | 14%      | 159       | 13%      | 28         | 11%      | 31       | 18%      |
| Mentoring   | 153    | 9%       | 109       | 9%       | 22         | 9%       | 17       | 10%      |
| Other   | 304    | 19%      | 222       | 19%      | 41         | 17%      | 30       | 18%      |
| Don't know  | 71     | 4%       | 50        | 4%       | 10         | 4%       | 9        | 5%       |
| Total   | 1,642  | 100%     | 1,186     | 100%     | 248        | 100%     | 168      | 100%     |

## TECHNICAL ANNEX

### Total workforce estimate (UK, headcount)

CIPFA<sup>2</sup> gives a total UK headcount workforce of 50,161 excluding control and non-uniformed support staff, and full-time equivalent estimates for the latter. The Home Office<sup>3</sup> has published estimates of these two groups in both headcount and FTE terms although they cover England only. Applying a ratio of FTE to headcount for each of these groups to CIPFA's FTE totals produces an estimated total UK workforce headcount of 61,180.

### Representativeness of survey respondents

In order to check for bias in the survey, various characteristics of respondents have been compared with published national data sources. Exact comparisons are not always possible because data may have been collected using different classifications, covering different geographical areas, or excluding certain groups of staff. However, the table below should give a broad indication of any bias.

- Role – respondents to the survey were much less likely to be firefighters (25 per cent of respondents compared to 54 per cent of the workforce as a whole) and much more likely to be 'Other', mostly non-uniformed support, staff (26 per cent of respondents compared to 15 per cent of the workforce).
- Full-time/part-time – survey respondents were slightly more likely to be full-time (88 per cent) than the workforce as a whole (81 per cent). Note that the LGA source does not cover 'other' staff.
- Ethnic origin – survey respondents were slightly more likely to be white (91 per cent) than the workforce as a whole (87 per cent). Note that the Home Office source covers England only and had a higher proportion of 'not knowns'. The LGA estimated the workforce to be 96 per cent white excluding 'not knowns'. If these are excluded from the survey respondents, 95 per cent were white (the HO figure is 97 per cent) so these are broadly in line.
- Sexual orientation – this is difficult to compare as the only published figures from the Home Office cover England only and had a very high proportion of staff for whom information was not available. If both are recalculated to exclude this group, the proportion of staff who are heterosexual is 96 per cent in each case.
- Sex – survey respondents were markedly more likely to be female (27 per cent) than the workforce as a whole (7 per cent), and correspondingly less likely to be male (68 per cent compared with 93 per cent). Note that the LGA source excludes support staff who are proportionately more female. The Home Office source suggests around 85 per cent of all staff in England are male, still leaving the survey response biased towards females.

| Profiles of response/workforce |          |                    |
|--------------------------------|----------|--------------------|
| Role                           | LGA/IFSG | CIPFA <sup>2</sup> |
| Firefighter                    | 25%      | 54%                |
| Crew manager                   | 12%      | 13%                |
| Watch manager                  | 18%      | 11%                |
| Station manager                | 8%       | 3%                 |
| Group manager                  | 4%       | 1%                 |
| Area manager                   | 1%       | 0%                 |
| Control staff                  | 4%       | 2%                 |
| Other staff                    | 26%      | 15%                |
| Total                          | 100%     | 100%               |

<sup>2</sup> [CIPFA Fire and Rescue Service Statistics 2014-15](#)

<sup>3</sup> [Fire and rescue authorities: operational statistics bulletin for England 2015 to 2016](#)

| <b>Full-time/part-time</b> | <b>LGA/IFSG</b> | <b>LGA<sup>4</sup></b> |
|----------------------------|-----------------|------------------------|
| Full-time                  | 88%             | 81%                    |
| Part-time                  | 12%             | 19%                    |
| <b>Ethnic origin</b>       | <b>LGA/IFSG</b> | <b>HO<sup>3</sup></b>  |
| White                      | 91%             | 87%                    |
| Black                      | 1%              | 1%                     |
| Asian                      | 1%              | 1%                     |
| Mixed                      | 2%              | 1%                     |
| Other                      | 1%              | 0%                     |
| Prefer not to say          | 5%              | 9%                     |
| Total                      | 100%            | 100%                   |
| <b>Sexual orientation</b>  | <b>LGA/IFSG</b> | <b>HO<sup>3</sup></b>  |
| Heterosexual/straight      | 88%             | 45%                    |
| Gay/lesbian                | 3%              | 1%                     |
| Bisexual                   | 1%              | 1%                     |
| Prefer another term        | 0%              | -                      |
| Prefer not to say          | 7%              | 54%                    |
| Total                      | 100%            | 100%                   |
| <b>Sex</b>                 | <b>LGA/IFSG</b> | <b>LGA</b>             |
| Male                       | 68%             | 93%                    |
| Female                     | 27%             | 7%                     |
| Trans                      | 0%              | -                      |
| Other                      | 0%              | -                      |
| Prefer not to say          | 4%              | -                      |
| Total                      | 100%            | 100%                   |

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<sup>4</sup> Firefighters' Earnings Survey 2015 (Local Government Association, unpublished)



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**Inclusive Fire Service Group****APPENDIX 2****Improvement strategies: tables for completion**

Some services have asked if there is a preferred format of return in respect of the Improvement Strategies document circulated to Chairs and CFOs on 5<sup>th</sup> June, with responses due by 28<sup>th</sup> July.

Therefore, in order to assist, we have developed the approach below, which you may wish to use. Please note, the text boxes will expand to accommodate your answers.

**General**

The Inclusive Fire Service Group set out a number of general points at the start of its report.

- (i). Inclusivity should be embedded in every aspect of the fire and rescue service
- (ii) There is a need for visible senior ownership and leadership - to lead by example and to ensure that local strategies and initiatives become reality on the ground, thereby embedding inclusion as the norm. Within a service this should be at chief officer level. Within a fire authority a specific member of the authority should hold the portfolio.
- (iii) Union involvement should be recognised as an important factor in delivering improvement, particularly in respect of peer to peer involvement.
- (iv) Fire and Rescue Services should ensure the workplace is fit for purpose for all groups of employees including correct Personal Protective Equipment and gender specific station and fireground facilities.

|  | <b>Please indicate if this will be taken forward. If yes, how and by when</b>   |
|--|---|
| (i) Embedding inclusivity in every aspect of the fire and rescue service | <p>SWFRS totally agree that inclusivity should be embedded in every aspect of the Fire &amp; Rescue Service and strives to achieve this in all aspects of its business.</p> <p>The how is via the Service's Strategic Equality plan (2015-2020) that has been endorsed and adopted by the Fire Authority as the employer. The Service is working to make sure our services are always improving so we can better understand and meet the needs of all communities within our service area. We are guided by both the Equality Act 2010 and the Wales Specific Duties.</p> <p>The Plan outlines, in broad terms four main outcomes that are all linked to the Service's Corporate Objectives:</p> <p>Outcome 1 – Our workforce is diverse, equally valued, and all have access to development as well as professional opportunities (Corporate Objectives 02 – Engage and Consult and 03 - Aligning our Resources).</p> <p>Outcome 2 – We use the Wales Procurement Strategy and procedures to ensure fair and transparent processes are used to support local SME's and improve equality and diversity (Corporate Objectives 03 – Aligning our Resources and to meet the Wales Specific Duty for Procurement.</p> |

|  |   |
|--|---|
|  | <p>Outcome 3 – We get the right data/information at the right time from the right people in order to ensure all we do meets the needs of all our communities (Corporate Objectives 02 – Engage and Consult, 04 – Use Technology to meet Service Improvement, 05 – Explore partnerships and Opportunities and Wales Specific Duties, Accessibility, Data, Assessing Impact and Engagement).</p> <p>Outcome 4 – Our systems enable the timely monitoring and reporting of our legally required equality duties (Wales Specific Duties, Reporting and Publishing, Objective Setting and equality Plan, Reviewing).</p> <p>We also publish the Annual Equality Report that details the General Duty under the Equality Act 2010 and the Wales Specific Duties that ensure that all equality objectives are mainstreamed so that all services and departments contribute to equality improvement and manage their equality commitments as part and parcel of their general improvement and customer service commitments. This report identifies the Service’s annual progress on engagement provisions, accessibility of published information, arrangements for the collection of information about compliance with the general duty, impact and monitoring of policies and practices, collection and reporting of employment information, staff training, equal pay and procurement.</p> <p>Both the Strategic Equality Plan and the Annual Equality Report are presented to the full Fire Authority for approval and ratification prior to our legal requirement to publish both at the start of each municipal year.</p> |
|--|---|

|                                      |   |
|--------------------------------------|---|
|                                      | <p><b>Please indicate the management and authority leads</b></p>  |
| (ii) Senior ownership and leadership | <p>The CFO of SWFRS demonstrates visible leadership and leads by example in supporting Women in the Fire &amp; Rescue Service, Stonewall Membership, White Ribbon, and Time to Change Wales (Mental Health).</p> <p>The Assistant Chief Officer for People Services and the Head of HR support the work of the Service’s Diversity Officer and Welsh Language Officer in delivering both internal and external strategies and initiatives to support aim of equality and diversity and inclusion for the communities that we serve.</p> <p>As stated above both the Strategic Equality Plan and the annual Equality Plan are approved by the full Fire Authority prior to publication and implementation. The Chair of the HR &amp; Equalities Committee of the Fire Authority champions the work undertaken on equality and diversity and the Committee takes regular reports on progress against the internal and external strategies and initiatives and monitors the Services Strategic Equality Plan, Annual Equality Report and Annual Welsh Language Report.</p> |
|                                      | <p><b>Please indicate if this will be taken forward. If yes, how and by when</b></p>  |
| (iii) Union involvement              | <p>SWFRS endeavour to include the recognised Trades Unions in all of its activities that will lead to a more inclusive workforce and engagement with our communities. We hold monthly meetings and agenda appropriate updates, when required, around the initiatives that are designed to assist in improving the equality, diversity, inclusion, fairness and transparency of the Service.</p> <p>In return the Trades Unions are supportive of all Equality &amp; diversity initiatives and where relevant assist in</p>  |



|                               |   |
|-------------------------------|---|
|                               | supporting initiatives and events in promoting the Service as an employer of choice.  |
|                               | <b>Please indicate if this will be taken forward. If yes, by when and what improvements do you expect to see within your timeframe</b>  |
| (iv)Fit for purpose workplace | <p>SWFRS are always striving to ensure that all of our workplaces are fit for purpose for all categories of staff and this will continue to be the case. We already undertake the necessary research and development for all PPE that is issued to staff to ensure it is fit for purpose and Equality Risk assessed. All station and fireground facilities have been Equality Risk Assessed for gender impact and all other protective characteristics to ensure legal compliance.</p> <p>The Service has seen and will continue to see, benefits for all of its staff in the provision of equipment and personal protective equipment and will continue to engage with the workforce in the testing, trialling and procurement of new kit and equipment.</p> <p>The Service has conducted a full Equality Impact Assessment of all its premises to ensure we adhere to the Equality Act 2010 and ensuring that our working conditions and environment for all staff is appropriate for a modern FRS, this includes appropriate signage (especially in the Welsh language), the introduction of contemplation/prayer rooms and facilities for reflection and quiet time. This is important for our community fire and rescue stations in encouraging people from underrepresent groups to engage with us at a very local level.</p> |

A number of specific recommendations were included in the document and are listed below. In each case you are asked to indicate whether you will be acting upon the recommendation and, if so, within what timescale, the improvement you expect to see and by when.

### **Promoting an inclusive culture**

- (i) Fire and Rescue Services should ensure that all managers are trained in people management including skills such as how to have difficult conversations and that all managers recognise their responsibilities in promoting an inclusive culture.
- (ii) Senior managers should lead by positive example. They should challenge bullying and harassment behaviours at every level, ensuring where necessary that management styles change in order to drive a different and improved culture
- (iii) Fire and Rescue Services should promote a culture where challenge is accepted and welcomed as a positive contribution. This should be in both directions.
- (iv) Fire and Rescue Services should ensure that all employees are aware of, and understand, the relevant policies. Where an incident is reported and found to be accurate it is important that action is taken and is seen to be taken as a result. Everyone needs to be confident in the process.

(v) Fire and Rescue Services should monitor the use of discipline and grievance procedures in order to identify and correct any problematic trends. This should also include an element of monitoring at the informal level in order to pick up issues at an early stage.

(vi) Fire and Rescue Services should consider the creation of trained Equality and Diversity champions. These are voluntary roles based on enthusiasm and commitment and irrespective of seniority. Champions play a central role in actively supporting the mainstreaming of equality and diversity initiatives and disseminating equality and diversity good practice, whilst also supporting the strategic development of initiatives to create an inclusive culture. Consideration should also be given to the role Allies can play. In relation to LGBT for example, 'allies' is a term used to describe heterosexual people who believe that lesbian, gay and bisexual people should experience full equality in the workplace and use their role within the organisation to create a culture that is inclusive of everyone.

(vii) Fire and Rescue Services should also consider the creation of mediators (and may wish to consider whether they should be provided externally as well as internally).

|  | (i)   | (ii)   | (iii)   | (iv)   | (v)   | (vi)  | (vii)  |
|--|---|--|---|--|---|---|--|
| Will be taken forward (Y/N)  | Yes   | Yes  | Yes   | Yes  | Yes   | Yes   | Yes  |
| If taking this area forward, please indicate the timescale within which you expect to do so. | 24 months   | 12 months  | 12 months   | 36 months  | Already in place  | 12 months   | 24 months  |
| Please indicate the improvement you expect will result and by when.                          | That all managers will clearly understand their roles and responsibilities in promoting and maintaining an inclusive workplace and the standards and expectations placed upon them. | The Service is developing and will implement a Standards & Expectations document that will clearly set out for all managers their responsibilities to challenge bullying and harassment, that where necessary that management styles change and culture changes to | The Service will undertake a culture review via Investors in People to inform how it needs to improve its policies and procedures to reflect the need to promote a more open and inclusive culture. | The Service will develop an internal engagement and inclusivity strategy to include a training strategy that will deliver to all staff a greater understanding of the relevant policies and procedures to give them the confidence to use these procedures if necessary. | The Service already monitors its discipline and grievance procedures to establish trends. The analysis contains a breakdown by gender and all of the other protected characteristics to determine if there are any adverse effects on one group compared to | The Service will look to establish E&D Champions for each of the equality characteristics.<br><br>The Service has already developed an Equality Allies Programme internally for volunteers and this is managed and maintained by the Diversity Officer. | The Service will look to develop a cadre of internal mediators to facilitate addressing issues between parties in dispute and to support the policies and procedures referred to in (iv) above.<br><br>We will |

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|--|--|---|--|--|--|--|---|
|  |  | ensure that it is inclusive for everyone. |  |  | another and hence discriminatory. This monitoring is done within the HR department and an annual report is taken to the, Senior Management Team and the Fire Authorities HR & Equality Committee for scrutiny. | It is recognised that a training package for the Champions would need to be developed and on-going support mechanisms and then put in place. | develop a formal process of selection because it is recognised that there will be key skills and attributes required for this role and the put in place the appropriate training and on-going support mechanisms. |
|--|--|---|--|--|--|--|---|

## Recruitment

(i) There should be a national media campaign covering the full range of the modern firefighter role (similar to the current Army campaign) and what the fire service does in order to inform perception. It should be supported by a website which would also include information on recruitment and potentially divert the interested person to their 'home' fire and rescue service; include information on selection (based on national guidance, not prescription) recognising that the skill set needs to be wider than operational ie people skills, and provide information on fitness requirements. This suggestion was seen, by far, as the most influential way to alter perceptions and improve diversity. It would be useful in terms of recruitment and retention. Recruitment because it would dispel the myth that the job is just about fighting fires and retention to avoid the job not living up to expectations. Note: This recommendation is included here for completeness. However it is recognised that this is something to largely be progressed on a national level initially. Therefore the questions under (i) below have been amended accordingly.

(ii) Fire and Rescue Services should explore, and where appropriate utilise, recruitment opportunities such as apprenticeships and cadets in order to increase diversity in the workforce.

(iii) Fire and Rescue Services should undertake greater and early engagement with specific communities/schools/colleges and not just when recruitment is on the horizon. This would further reinforce understanding of the role as it is today. This should utilise employee role models whilst being careful to maintain a balance with their core work.

(iv) Fire and Rescue Services should ensure they have visible family friendly working policies supported by a greater use of flexible working arrangements.

(v) Fire and Rescue Services should develop an internal communications strategy to explain the difference between positive action and positive discrimination in order to counteract the view of some that an individual has only been employed/promoted because they are female/BME/LGBT. This would be supportive to such individuals and also be helpful in terms of encouraging progression.

(vi) Fire and Rescue Services should consider commissioning work in their own areas to identify any obstacles that local communities feel there are to applying to work with the service.

|                             | (i)   | (ii)          | (iii)        | (iv)              | (v)          | (vi)        |
|-----------------------------|---|---------------|--------------|-------------------|--------------|-------------|
| Will be taken forward (Y/N) | <p>SWFRS would support a national campaign and supporting website.</p> <p>SWFRS would welcome the opportunity to assist in the development of the information that will be on the website.</p> <p>From a SWFRS view point any development of a national campaign and website would need to be supportive of the requirement to meet the Welsh Language Standards.</p> | Yes           | Yes          | Yes               | Yes          | Yes         |
| If taking this area         |   | 2 to 3 Years. | Initiated in | The Service has a | Initiated in | The Service |

|   |   |   |  |  |  |  |
|---|---|---|--|--|--|--|
| <p>forward, please indicate the timescale within which you expect to do so.</p> | <p>N/A</p>  | <p>The development of apprenticeships and cadet schemes would be dependant of Fire Authority funding and support.</p>   | <p>September 2016 with the launch of an External Equality, Diversity &amp; Inclusion Strategy (2016-2020).</p> <p>This strategy includes the use of Service personnel as role models at all of our engagement events and a continuous calendar of events and commitments across the full range of service users.</p> | <p>raft of family friendly policies and procedures to support the needs of our staff and to assist in more flexible working where requested.</p> | <p>September 2016 with the launch of the Service's Together campaign.</p> <p>Would look to reinforce via the development of an internal engagement and inclusivity strategy that is referred to above.</p> | <p>would look to undertake this work as part of its public consultation on its Annual Improvement Plan.</p>  |
| <p>Please indicate the improvement you expect will result and by when.</p>      | <p>We would expect to see an improvement in the diversity of the candidates that apply at initial application from across all of the protected characteristics to include age, gender, disability, sexual orientation etc.</p> <p>The Service would also expect</p> | <p>We would expect to see an improvement in the diversity of the candidates that apply at initial application from across all of the protected characteristics to include age, gender, disability, sexual orientation etc.</p> <p>This would also support the</p> | <p>We would expect to see an improvement in the diversity of the candidates that apply at initial application from across all of the protected characteristics to include age, gender, disability, sexual orientation etc.</p>   | <p>The use of these policies and procedures will support the retention of staff and demonstrate the Service as an employer of choice.</p>        | <p>That the current workforce clearly understands the difference between positive action and positive discrimination and the reason for such action.</p>   | <p>A greater understanding of the obstacles that people in the local communities, especially from underrepresented groups in the Service, feel they experience or face when looking to work for the Service.</p> |

|  |  |   |  |  |  |  |
|--|--|---|--|--|--|--|
|  | <p>the national campaign and website to clearly differentiate the difference in duty systems between WDS and On-call Firefighter contracts of employment. SWFRS have an On-Call Duty System that is supported by a salary scheme that allows us to develop fair and equitable working patterns amongst crews to support work-life balance whilst managing Service commitments.</p> <p>An improved understanding of the role of a firefighter and the career opportunities beyond initial point of entry.</p> | <p>identified shortfall in our recruitment statistics that show those aged 18-24 years of age are limited in gaining a role with the Service.</p> |  |  |  |  |
|--|--|---|--|--|--|--|

(i) Fire and Rescue Services should ensure that promotion processes which are fair and transparent are applied consistently and clearly explained to all employees.

(ii) Fire and Rescue Services should develop support networks and meaningful mentor/coaching programmes. (Note - mentors/coaches do not need to come from the particular group e.g. a BME mentor for a BME crew manager).

(iii) Fire and Rescue Services should encourage interest in promotion in general and through talent spotting by including leadership training, opportunities for development such as job swaps, taster weeks and acting-up/temporary promotion (so that an individual can experience the different role). This should be underpinned by a fair and transparent policy which sets out clearly the criteria by which such opportunities will be offered.

(iv) Fire and Rescue Services should explore the greater use of flexible working arrangements which may also assist with improving e.g. the bottle neck at Station Manager level given the extent of on-call commitment which for some may conflict with caring responsibilities.

|  | (i)  | (ii)   | (iii)   | (iv)   |
|--|--|--|---|--|
| Will be taken forward (Y/N)  | Yes  | Yes  | Yes   | No. The on-call commitment of the role at Station Manager level is role specific and a genuine occupational requirement.<br><br>Without this requirement the post holder would not be able to maintain operational competence in role. |
| If taking this area forward, please indicate the timescale within which you expect to do so. | 12 months. The Service has developed and is currently consulting on a policy that sets out its Principles for Workforce Progression. | 24 months. The Service has formal mentoring and coaching programmes in place supported by appropriate procedures and training. This would however need to be refreshed and enhanced. | 12 months. This is supported by the policy that sets out the Principles of Workforce Progression and the Services Talent Management Procedure that is already in place. | N/a  |
| Please indicate the  | Clear and concise  | With this support that   | That the movement of  | N/a  |

|   |  |   |   |  |
|---|--|---|---|--|
| improvement you expect will result and by when. | principles that are understood by all staff seeking progression within the Service and the pathways available to them in charting their career path. Also what they need to achieve at each stage to be eligible to apply for promotion. | people looking for career progression would feel supported, enthused and confident in applying and being treated fairly, honestly and based on their skills, knowledge, experience and understanding. | talent across all the managerial levels of the Service is transparent and based on skill, knowledge, experience and understanding.<br><br>Additionally we would expect to see all those progressing in the service will be effective managers in their role, trained and confident in all aspects of their roles. |  |
|---|--|---|---|--|

### Retention

(i) Introduction of a national media campaign as set out under 'recruitment' should ensure that recruits are fully aware of the work of the service and the part they will play in that. Therefore they should not become disappointed or disengaged as they progress in their career. Note: This recommendation is included here for completeness. However it is recognised that this is something to largely be progressed on a national level initially. Therefore the questions under (i) below have been amended accordingly.

(ii) Fire and Rescue Services should ensure that expectations around fitness levels are clearly explained, and support provided, including the potential impact of female only issues such as maternity or the menopause.

(iii) As with recruitment and progression, Fire and Rescue Services should explore greater use of flexible working arrangements

(iv) Where Fire and Rescue Services do not already conduct exit interviews they should now do so. The outcomes from such interviews should be recorded and monitored to ensure early identification of any themes which can then be resolved for the future.

(v) Fire and Rescue Services should consider how best to maintain the interest and commitment of employees through the variety of the work undertaken within the role.

|                       | (i)         | (ii) | (iii) | (iv) | (v) |
|-----------------------|-------------|------|-------|------|-----|
| Will be taken forward | SWFRS would | Yes  | Yes   | Yes  | Yes |



|  |  |  |   |   |  |
|--|--|--|---|---|--|
| (Y/N)  | support a national campaign and supporting website (as above)  |  |   |   |  |
| If taking this area forward, please indicate the timescale within which you expect to do so. | N/A  | Already in place. Current recruitment information packs clearly detail the fitness and strength requirements for the role. Evidence suggests that these need to be reinforced.   | The Service has a raft of family friendly policies and procedures to support the needs of our staff and to assist in more flexible working where requested. | Already in place and trends and themes are analysed. Process will be reviewed and refreshed.  | 12 to 24 month (dependent on national negotiations and consultation)   |
| Please indicate the improvement you expect will result and by when.                          | That future employees would fully understand the nature (and the potential changing nature) of the firefighter role to include firefighting, emergency medical response and education. | A reduction in cases relating to in service issues with maintenance of fitness and strength levels and employees fully understanding the requirement and duty of care placed upon them to maintain these levels throughout their career. | The use of these policies and procedures will support the retention of staff and demonstrate the Service as an employer of choice.                          | We would expect to gain a greater understanding of the reasons for people leaving the Service, especially On-Call Firefighters so that any trends can be addressed. | Job satisfaction, variety and engagement from the workforce to deliver high quality emergency services to the communities that we serve. |

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|--|--|--|--|--|--|

Respondent: South Wales Fire & Rescue Service

Name and role: Mark Malson, Head of Human Resources

Email address and telephone number: [m-malson@southwales-fire.gov.uk](mailto:m-malson@southwales-fire.gov.uk). 01443 232024

Fire and Rescue Service: South Wales Fire & Rescue Service

Date: 28 July 2017

**FORWARD WORK PROGRAMME FOR  
HR & EQUALITIES COMMITTEE 2017/2018**

| <b>Report Name</b>                              | <b>Purpose of Piece of Work</b>   | <b>Lead Director/<br/>Contact Officer</b>             | <b>Expected Date of Decision/<br/>Submission/<br/>Review</b> | <b>Progress</b> |
|---|---|---|--|-----------------|
| Overview of Training & Development Department   | To provide Members with an overview of the Service's Cardiff Gate Training Centre which assists in explaining how the Service attracts and develops people both professionally and managerially to promote organisational improvement | ACO PS<br><br><b>Contact Officer:</b><br>Ian Greenman | 17 July 2017   | Presented       |
| Overview of HR & Occupational Health Department | To provide Members with an overview of the HR & Occupational Health Department, which includes its structure, function and budgets.   | ACO PS<br><br><b>Contact Officer:</b><br>Mark Malson  | 17 July 2017   | Presented       |

| <b>Report Name</b>   | <b>Purpose of Piece of Work</b>   | <b>Lead Director/<br/>Contact Officer</b>              | <b>Expected Date of Decision/<br/>Submission/<br/>Review</b> | <b>Progress</b>            |
|--|---|--|--|----------------------------|
| Governance and administration of Firefighters' Pension Schemes | To inform Members of the Fire & Rescue Authority's roles and responsibilities as scheme managers      | ACO PS<br><br><b>Contact Officer:</b><br>Philip Haynes | 17 July 2017   | Presented                  |
| Pension Circulars  | To update Members on pension circulars received from the Welsh Government                             | ACO PS<br><br><b>Contact Officer:</b><br>Philip Haynes | 17 July 2017<br><br>20 November 2017<br><br>5 February 2018  | Presented<br><br>On agenda |
| Update on Apprenticeship Levy and impact on SWFRS              |   | ACO PS<br><br><b>Contact Officer:</b><br>Philip Haynes | 20 November 2017   | On agenda                  |
| Update on Leadership Development Programme                     | To update Members on proposals to implement and review leadership development throughout the Service. | ACO PS<br><br><b>Contact Officer:</b><br>Ian Greenman  | 20 November 2017   | On agenda                  |

| Report Name                             | Purpose of Piece of Work   | Lead Director/<br>Contact Officer                    | Expected Date of Decision/<br>Submission/<br>Review | Progress  |
|---|--|--|---|-----------|
| Annual Report on Absence Management     | To update Members on the incidence of sickness absence across the Service and to identify the mechanisms to support staff and thereby enable greater organisation improvement.   | ACO PS<br><br><b>Contact Officer:</b><br>Mark Malson | 20 November 2017                                    | On agenda |
| Annual Report on Discipline & Grievance | To update Members on the variety of disciplinary and grievance cases that have occurred throughout the Service, and to identify the actions that have taken place in order to enable greater organisational improvement. | ACO PS<br><br><b>Contact Officer:</b><br>Mark Malson | 20 November 2017                                    | On agenda |
| Annual Report on Workforce Metrics      | To inform Members of the establishment composition and to provide details of   | ACO PS<br><br><b>Contact Officer:</b>                | 20 November 2017                                    | On agenda |

| Report Name  | Purpose of Piece of Work   | Lead Director/<br>Contact Officer                     | Expected Date of Decision/<br>Submission/<br>Review | Progress |
|--|--|---|---|----------|
|  | starters and leavers   | Mark Malson   |   |          |
| Third Party Income Strategy  | To update Members on the current arrangements affecting TPI, and to provide details of external organisations who engage with the Service through Cardiff Gate.      | ACO PS<br><br><b>Contact Officer:</b><br>Ian Greenman | 5 February 2018                                     |          |
| Review of Training & Development Department Activities for 2017/2018 | To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement. | ACO PS<br><br><b>Contact Officer:</b><br>Ian Greenman | 5 February 2018                                     |          |
| Annual Update on Strategy Equality Plan                              | To update Members on the Service's progress towards the Strategy that will promote organisational  | ACO PS<br><br><b>Contact Officer:</b><br>Mark Malson  | 5 February 2018                                     |          |

| Report Name                 | Purpose of Piece of Work  | Lead Director/<br>Contact Officer                      | Expected Date of Decision/<br>Submission/<br>Review | Progress |
|-----------------------------|---|--|---|----------|
|                             | improvement and assist in attracting and developing our people  |  |   |          |
| Annual Equality Plan Update | To provide Members with an update on the Service's progress in delivering services in conjunction with the terms established in the Annual Equality Plan in order to promote organisational improvement | ACO PS<br><br><b>Contact Officer:</b><br>Mark Malson   | 5 February 2018                                     |          |
| Annual Pay Policy Update    | To inform Members and to enable the Service's Policy to be evaluated  | ACO PS<br><br><b>Contact Officer:</b><br>Philip Haynes | 5 February 2018                                     |          |

| Report Name                                | Purpose of Piece of Work   | Lead Director/<br>Contact Officer                      | Expected Date of Decision/<br>Submission/<br>Review | Progress |
|--|--|--|---|----------|
| Annual Occupational Health Activity Report | To provide Members with an update on the variety of services delivered by the Occupational Health Unit and to identify the medical interventions that have taken place in order to enable greater organisational improvement as well as attracting and developing staff. | ACO PS<br><br>Contact Officer:<br><b>Mark Malson</b>   | 5 February 2018                                     |          |
| Summary of HR & Training Reports           | For Members to consider the annual report of the work of the HR & Equalities Committee before its submission to the Fire & Rescue Authority  | ACO PS<br><br><b>Contact Officer:</b><br>Philip Haynes | 5 February 2018                                     |          |
| Update on Pensions Advisory Board          | To update Members on the significant issues and current matters  | ACO PS   | 5 February 2018                                     |          |



| Report Name         | Purpose of Piece of Work  | Lead Director/<br>Contact Officer                 | Expected Date of Decision/<br>Submission/<br>Review | Progress |
|---------------------|---|---|---|----------|
|                     | affecting all the Firefighters Pension Schemes  | <b>Contact Officer:</b><br>Phil Haynes            |   |          |
| CFBT Project Update | To update members on the current situation relating to the planning application to develop an up to date Fire Behaviour training facility at Cardiff Gate | ACO PS<br><b>Contact Officer:</b><br>Ian Greenman | 5 February 2018                                     |          |

**ACO Philip Haynes – Director of People Services**  
**Mark Malson – Head of Human Resources**  
**AM Ian Greenman – Head of Training & Development**



## AGENDA ITEM NO 13

**To consider any items of business that the Chairman deems urgent  
(Part 1 or 2)**



1. Apologies for Absence
2. Declaration of Interests

Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct

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