




LONDON FIRE BRIGADE

Report Title:	
Station Allocation and Transfer Policy	
Report to:	Date:
People Board Commissioner's Board Deputy Mayor's Fire and Resilience Board	25 March 2022 11 May 2022 24 May 2022
Report author:	Name: Andrew Cross Job Title: Employee Relations Manager
Report classification:	
For Decision	
The subject matter for this report deals with the following LFB strategic priorities:	
The best people and the best place to work	
The new and refeshed Station Allocation and Transfer Policy delivers this by placing the right people with the right skills in the right place at the right time, bringing both the employee's and the Brigade's needs closer together applying a transparent and fair process whilst contributing to the mitigation of some key risks on the risk register.	
Report number – LFC-0707	
For Publication	
PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DECISION-MAKER	

I agree the recommended decision below.



Andy Roe
London Fire Commissioner

Date This decision was signed remotely on 21 June 2022

Executive Summary

This report recommends the approval of the new and refreshed Station Allocation and Transfer Policy for operational staff. Its aim is to make transfers easier and support staff needs, provide opportunities for equal access, wherever possible, to development opportunities, higher engagement and provide the best environment available for staff to be their authentic selves. This in turn supports the LFC to better serve London's communities.

For the London Fire Commissioner

That London Fire Commissioner approves the Station Allocation Transfer Policy No. 651 attached as Appendix 2.

1 Introduction and Background

- 1.1 The current Transfer Policy No. 651 was issued on 9 April 2009 with minor amendments made in the past 12 years. It focuses on the systems and processes for operational staff to transfer between locations. There is not a policy that details the factors and processes that are considered and applied when allocating station postings to Firefighters on Development (FF (D)'s). The current policy could apply the Brigade's current corporate objectives and our staff's needs better. The previous Equality Impact Assessment (E.I.A.) was undertaken on 24 February 2016.
- 1.2 There are many drivers for changes to this policy which include the following:
 - LFC's strategic aims set out in the Transformation Delivery Plan to have the best people and the best place to work , aims in the Togetherness Strategy to create a culture where all staff feel a sense of belonging, and to help meet the LFC's 21/22 Corporate Priority around diversity and inclusion.
 - LFC has a risk rated RED on the corporate register that the 'Lack of support afforded to trainees during their apprenticeships leaves trainees isolated from the Brigade and at risk from harm, from the start of their career journey at training school through to station placement'.
 - The People Services Risk Register also has the following linked risks:
 - PS5 – rated AMBER: 'The Brigade's Wellbeing strategy fails to adequately support the physical and mental wellbeing of our people leading to poor staff wellbeing, an increase in sickness, and reputational damage that the Brigade does not care about its staff'
 - PS9 – rated RED: 'Failure to comply with employment legislation damages the Brigade's reputation'.

- The internal investigation into the support provided to Jaden Matthew Francois-Esprit by the LFC recommended that:
 - 'The process for T/FF's being allocated stations is reviewed'
 - 'The revised process should put greater emphasis on the individual's needs and specifically exclude the wishes of family members and external parties'.
- Concerns raised by staff via the trade unions and Employee Support Groups about the processes being fair, transparent, and applied consistently considering staff's needs.

2 Review

- 2.1 A thorough and comprehensive review of the station allocation and transfer processes was undertaken. This involved mapping out these processes collaboratively with stakeholders across LFB including Recruitment, HR Services, HR MIT, Learning Support, Cultural Change, Inclusion team, Employment Relations, T & PD, Central Operations Policy, EPT, Operations, managers, staff, Employee Support Groups and the unions. The feedback received by these parties was valuable and instrumental in the review and design of the new policy, and all parties have felt 'bought in' to the review. An up to date Equality Impact Assessment (EIA), Sustainable Development Impact Assessment (SDIA) and Health, Safety and Welfare Impact Assessment were completed as part of the review feeding into it.

3 Station Allocation: Current position

- 3.1 The station allocation process for FF(D)'s is managed by the Central Operations Establishment and Performance Team (EPT) and agreed by Station Commanders of the postings allocated. The process is not detailed in any policies or procedures with stations allocated using information completed by the FF (D)'s on a 15-year old form into suitable postings available.
- 3.2 The total number of FF (D)'s posted in the past five years from 2017 to 2021 is 1134 as detailed in table one in Appendix 1. Posting opportunities can be limited and are primarily reliant on the number of vacancies, other supernumeraries, and station accommodation facilities at the fire stations which include specialist stations (FRU etc).
- 3.3 The absence of the process in a policy leads to staff not understanding the factors considered or the process used.
- 3.4 The form that is completed by the FF (D)'s to provide their details for consideration is referenced in the Firefighter Placement Protocols Policy number 329. This policy details the processes when FF (D)'s arrives at station. The form is out of date, contains information that is not used and duplicates requests for information that the LFC already has. The internal investigation into the support provided to Jaden Matthew Francois-Esprit included a recommendation to update this form to remove duplication of information requests.

4 Transfer Policy: Current position

- 4.1 The Brigade has a 12-year old Transfer policy that focuses on the processes for operational staff to transfer from one location permanently and voluntarily to another without considering the staff's needs. It also does not provide detailed guidance on the factors that are used in making decisions to transfer. There is no guidance for supporting staff needs or wellbeing,

workplace adjustments, or how they can move for personal development. There are no steps to ascertain why staff wish to transfer, explore support options, explain why a transfer may not be possible. There are no mechanisms to put actions in place to ensure a future transfer or for managers to monitor transfer trends.

- 4.2 Although this is not prescribed in policy, it is undertaken in practice by many good line managers, particularly when supporting essential staff needs or desires for career progression. However, by not being set out in a policy, it can lead to a lack of consistency which is subject to the quality of the management at that time.
- 4.3 In summary, staff from the rank of FF (D) to Station Officer, which is the majority of operational staff, just apply for as many postings as they wish. These are automatically agreed and are added to a transfer list. A posting opportunity becomes available and, subject to management and EPT agreement, the staff are automatically transferred.
- 4.4 However, voluntary transfers for Station Commanders (SC's) and Group Commanders (GC's) are managed primarily by staff expressing to their manager a desire to transfer to a different location. The manager, in liaison with EPT and other managers across the Brigade arranges a move based on knowledge of their skills, knowledge and experience.
- 4.5 This system for SC's and GC's does not provide equal access to opportunities and is difficult for EPT to manage skills across the Brigade holistically. This creates an issue in meeting the LFC's obligations under the Equality Act and Public Sector Equality Duty because it is based on what and who you know in order to get that information and as such can be subject to conscious and unconscious bias. The staff, via the unions and Employee Support Groups, have also raised concerns about inconsistency and fairness being perceived and applied.
- 4.6 Table 2 in Appendix 1 shows the number of transfer requests between September 2020 and September 2021 from the ranks of FF (D) to GC. This shows 4080 outstanding live transfer requests as at September 2021. Although this shows there are lots of staff who wish to move away from their location to another for their own reasons, one staff member may submit multiple requests to all the watches at a station which inflates this total. It also only shows five SC's and zero GC's because the rest are using the locally managed system so those on the actual transfer system may not be considered for opportunities. There are a small amount of FF (D)'s requests on the system which may support the feedback that transfers are not initially supported. The table also shows 643 transfers, including management or compulsory, were undertaken.
- 4.7 The high number of transfers illustrate that this is a live issue and the importance of having a robust and transparent policy to manage the process fairly. An EIA was undertaken by Central Operations in June 2021 against this data and the analysis concluded that there is no indication that a member of staff who falls within the protected characteristics is adversely affected. A transfer exercise begun in March 2022 by EPT to honour and action as many requests as possible which is reducing outstanding requests.
- 4.8 There is a Mutual Exchange process for staff of equivalent ranks and skills to voluntarily swap over which is employee driven and subject to the staff knowing other staff who wish to swap. It is not used that often because of this limitation.
- 4.9 There is a Compulsory Transfer process that is used on rare occasions such as station closures or a need to fill certain vacancies that uses a scoring system, and this does have a lot of

guidance provided. Volunteers are sought in the first instance. This process does not specifically consider equality issues such as workplace adjustments and makes references to out of date qualifications and departments. This creates an issue for the LFC meeting its obligations under the Equality Act and Public Sector Equality Duty.

- 4.10 Although the policy refers that managers on development cannot transfer within two years, unless in exceptional circumstances, because of organisational needs, FF (D)'s can apply for a transfer. However, the feedback from FF (D)'s and stakeholders are that on occasions this is not supported, with the same approach for managers on development being applied. This practice does not support the control measures to mitigate the LFC corporate risk, rated RED, to support the apprentices, as referred to in 1.2 above.
- 4.11 Feedback from stakeholders indicate that some transfers are agreed and later rescinded, with no explanation given to the staff member or any management actions taken to enable a future release.
- 4.12 These processes are not fully in line with the LFC's corporate priorities, objectives and aims.

5 New Station Allocation and Transfer Policy – Overall key improvements

- 5.1 It is proposed to introduce the new Station Allocation and Transfer Policy, in appendix 2. This transparent policy will support the corporate objectives and aims, control the risks on the risk register, resolve the issues identified above and bring closer the needs of the LFC with the needs of the staff. It is a key tool in ensuring that the LFC has the right people with the right skills in the right place at the right time maximising their potential.
- 5.2 The updated policy has been modernised with the intent of serving the needs of the Brigade now and the future plus laying the foundations to seize future opportunities for change/improvement.
- 5.3 It is written in a user-friendly format targeted to its audience and considers staff who are neurodiverse. Flowcharts are provided in the appendices of the policy. It explains the processes, including the reasons why, to provide staff with a greater understanding rather than them just being prescribed.
- 5.4 The policy's new introduction has a specific provision so if any operational staff are struggling with working at their current location, for whatever reasons, then they are encouraged to raise this using a variety of channels. Their issue can be considered, and support provided, which may include a transfer.
- 5.5 The policy is explicit to managers and staff that transfer requests by external parties are redirected for staff to use the provisions within the policy addressing the action point required from the Internal Investigation into the support provided to Jaden Matthew Francois-Espirit.

6 Introduction of Station Allocation process

- 6.1 The station allocation process is introduced so that all staff and managers are aware and understand this process. It also encourages FF (D)'s to provide information regarding support that they feel they may need to be considered in relation to their posting. It details how new FF (D)'s can raise a concern if they consider their posting has a detrimental impact on their circumstances or wellbeing so that support can be provided. This will control the corporate

risk on the risk register for FF (D)'s because opportunities for support can be identified and provided earlier.

- 6.2 This process details the both the Brigade's and employees' factors that are considered providing transparency and fairness.
- 6.3 The form that FF (D)'s complete to provide information has been updated removing information that is not needed or duplicated and provides the opportunity for any additional information and support that they wish to be considered. This form and its separate EIA is currently with stakeholders for consultation. The intention is for this to be finalised by the end of May 2022.

7 Refreshed Transfer Schemes

- 7.1 The transfer aspects have been refreshed to explain the journey from application to posting and reinforces that the LFC will compassionately consider and manage transfers for the exceptional cases outside the normal voluntary processes. It reinforces that transfers on the grounds of a workplace adjustment because of a disability can be made and that staff who are pregnant or absent on maternity leave will not be discriminated against in compliance with the Equality Act and Public Sector Equality Duty as well as being a control measure for the People Services risk PS9.
- 7.2 The Voluntary Transfer and Mutual Exchange process has been redesigned, moving away from an automated system to one of employee engagement and management support. Staff are encouraged to discuss their transfer with their line manager in the first instance to explain the circumstances of their needs providing the opportunity for the manager to understand the rationale and provide support. Staff can also provide information in their transfer application that they wish to be considered.
- 7.3 Once an application is submitted then the line manager must meet with the staff member if they have not already done so. Managers are to consider the rationale for staff who have made multiple requests, or newer members of staff who may have requested transfers, as an indication that there may be issues that require managerial support or intervention. There may be a development need identified that can be supported with training or coaching. Staff may also choose to submit a transfer request to develop their own skills and for career progression, therefore managers should also consider how they can support this. These provisions are also a risk control measure for FF(D)'s because it is a further opportunity to identify support.
- 7.4 It has been incorporated into the policy that if the LFC is unable to release a staff member for the transfer, which must be for organisational reasons, then the manager should discuss this with them, include the reasons why and any management actions that may enable the future release.

8 Station Commander and Group Commander transfers

- 8.1 This same process will also apply to SC's and GC's so they will now need to use the same Voluntary Transfer Scheme instead of separate local expressions of interest which will not be considered. This is a significant change in the ways of working which provides equal access to opportunities using a transparent system.

9 Management responsibilities

- 9.1 A new management responsibilities provision has been introduced, requiring SC's to monitor the transfer status of their staff on a monthly basis using the new station transfers management report, and meet with each of their watch officers monthly to review the report's records and the reasons for staff's transfer requests, providing assistance where needed. BC's are also required to meet quarterly to quantify transfers, monitor any trends and provide assistance where needed. This will also identify any mutual exchange opportunities between staff which managers can action.

10 Compulsory Transfers

- 10.1 The compulsory transfer provisions which the LFC need to retain for organisational needs has been updated to include equality issues as a factor for consideration and the out of date departments and qualifications have been removed.

11 Review

- 11.1 It is intended to review the implementation of the policy within 12 months to assess its effectiveness and identify any other areas for improvement including senior management and compulsory transfers. The number of any related grievances will also be reviewed. Review meetings with stakeholders including People Services, Central Operations, EPT, the unions and Employee Support Groups will be arranged after 6 months of implementation.

12 Communications Strategy

- 12.1 The communications strategy as detailed in Table 3 in Appendix 1 will ensure that all the key people involved in the management or in an advisory capacity are fully aware of the policy provisions and that it is promoted and implemented with the intent that is being sought.

13 Objectives and Expected Outcomes

- 13.1 The objectives and expected outcomes were to analyse and update the existing Transfer Policy process and incorporate a new base posting station allocation process for new firefighters providing a transparent framework. The expected outcome is that the allocation and transfer of postings consistently and effectively manages the support, inclusive, wellbeing and development needs of operational staff from the rank of FF (D) to GC. In turn benefitting the LFC through higher engagement and productivity improving the LFC's ability to provide sufficient fire cover to the communities of London through its people.

14 Equality comments

- 14.1 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 14.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 14.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due

regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.

- 14.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct
 - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it
 - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 14.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 14.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 14.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- tackle prejudice
 - promote understanding.
- 14.8 An Equality Impact Assessment (EIA), which is in appendix 3, has been completed and was undertaken whilst the policy was being developed with advice from the Inclusion Team. A full range of staff protected characteristics data was obtained and assessed. The overall impact is positive because it considers the protected characteristics of staff and other support needs when considering station allocations or the drivers for a transfer between locations making those transfers easier. It standardises the processes to provide equal access to transfer opportunities for SC's and GC's.

15 Other Considerations

Workforce comments

- 15.1 The proposed Station Allocation and Transfer Policy will affect all operational staff who, for either personal reasons or organisational reasons, are transferred. The key group of staff affected are station-based staff who form the majority of the workforce.
- 15.2 The proposed policy provisions, which are supported by the stakeholders including the unions, are an improvement that will have a positive impact on the staff affected for the reasons set out

in this report. Consultation with the Employee Support Groups was undertaken and the formal consultation with the unions (FBU, FOA and PROSPECT) has been completed.

Sustainability comments

- 15.3 A Sustainable Development Impact Assessment (SDAI) was completed was completed on 12 January 2022 and identifies a low sustainability impact.

Procurement comments

- 15.4 There are no procurement implications because nothing is being procured.

16. Financial comments

- 16.1 The Chief Finance Officer has reviewed this report and has no comments.

17. Legal comments

- 17.1 This report seeks consideration and approval of the Station Allocation and Transfer Policy ('the Policy') attached to this report.
- 17.2 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ('the Commissioner') is established as a corporation sole with the Mayor appointing the occupant of that office.
- 17.3 Section 327D of the Greater London Authority Act 1999, as amended, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
- 17.4 By direction dated 1 April 2018 ('Direction'), the Mayor set out those matters for which the Commissioner would require the prior consultation with the Deputy Mayor for Fire and Resilience ('the Deputy Mayor'). In particular, Part 3 (c) states "The Deputy Mayor for Fire shall be consulted as far as practicable in the circumstances before a decisionthat can be reasonably considered to be novel, contentious or repercussive in nature, irrespective of the monetary value of the decision involved (which may be nil). of any of the following is taken". Therefore, a report to the Deputy Mayor fulfils the aforementioned requirement, due to the nature of the Guidance which has a corporate wide impact.
- 17.5 Section 1 of the Fire and Rescue Services Act 2004 states the Commissioner is the fire and rescue authority for Greater London. Under sections 5A (1) of the 2004 Act, the Commissioner may do anything he considers appropriate for the purpose of the carrying out of any his functions, including anything that is incidental or indirectly incidental to its functional purposes.
- 17.6 The revision and implementation of the Policy will enable the Brigade to take necessary steps to ensure London Fire Brigade staff remain effective and efficient in its service delivery.
- 17.7 Under the London Fire Commissioner's Scheme of Governance, all Heads of Service can approve changes to policies and procedures of which they are designated custodian, save for where there are significant corporate impact this must be discussed at the appropriate corporate board prior to a decision being made. A report to the LFC and Deputy Mayor highlighting the

changes in the policy provides transparency and meets the requirement set out in the internal regulations and Direction due to its significance.

List of Appendices

Appendix	Title	Open or confidential
1.	Tables	Open
2.	Station Allocation and Transfer Policy	Open
3.	Equality Impact Assessment	Open

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO*

Appendix 1 - Table 1 – Number of FF (D)'s allocated to stations

<u>Year</u>	<u>No. of FF (D)'s</u>
2017	165
2018	294
2019	365
2020	260
2021	50

Table 2 – Number of Transfers from September 2020 to 2021

<u>Ranks</u>	<u>Live Voluntary Transfer Requests</u>	<u>Actioned Transfer Requests</u>
Firefighter Development	39	25
Firefighter	3475	247
Leading Firefighter	185	71
Sub Officer	86	151
Station Officer	25	53
Station Commander	5	68
Group Commander	0	28
Totals	4080	643

Table 3 – Communications Strategy

Briefings to the relevant People Services departments
Briefings to managers prioritising those who are area based which is the majority of the audience
Articles on Hotwire, Shout and Update
An email to operational staff and managers

Station Allocation and Transfer policy

New policy number: **651**

Old instruction number:

Issue date: **3 April 2009**

Reviewed as current: **February 2022**

Owner: **Assistant Director, People Services**

Responsible work team: **Employment Policy**

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1 Introduction

- 1.1 This policy applies to operational staff and sets out the process for:
 - i) allocating station base postings to new trainee firefighters.
 - ii) transfers of staff from one location to another.
- 1.2 Transfers are permanent and can be voluntary or compulsory. Detachments are temporary.
- 1.3 The Brigade has a duty to all the communities of London that it serves to provide sufficient fire and rescue cover which is why under the terms of the operational contract of employment, the Brigade reserves the right to transfer staff to any appropriate post or location to maintain that cover to ensure the Brigade remains trusted to serve and protect London.
- 1.4 The Brigade is committed to supporting a work-life balance and transfers can provide the opportunity to bring together both the organisation's and individual's needs.
- 1.5 The Brigade is also committed to ensuring that it's staff's needs are considered when allocating a station or base posting, taking into account their home location, travel arrangements, caring commitments, support needs and any other relevant information as far as it reasonably and practicably can.
- 1.6 All postings will provide a safe environment for individuals ensuring that their physical and mental wellbeing is supported as well as providing access to development opportunities so they can maximise their potential.
- 1.7 The Establishment and Performance Team (EPT) will co-ordinate with local station commanders to decide on allocating station postings and transfers from the rank of firefighter to station officer using this policy.
- 1.8 Requests for postings and transfers for staff received from external parties, such as family members, will not be considered and staff should follow the processes below.

2 Station allocation – Trainee Firefighters

- 2.1 Trainee firefighters are sent a 'Station Posting Personal Details Summary' form to complete and return to People Services which collates the relevant personal details to assist the Brigade when a posting is being considered.
- 2.2 This form provides the opportunity for the trainee firefighter to detail their home location, travel arrangements, caring commitments, support needs and any other relevant information. A copy of the completed form will be filed on the individual's electronic personal record file (e-prf).
- 2.3 It is encouraged that as much detail is given as possible which will help the Brigade understand and consider staff circumstances and needs.

- 2.4 EPT must consider the Brigade's requirement and duty to provide sufficient fire and rescue cover so that there is the right amount of people with the right amount of skills in the right places.
- 2.5 EPT therefore need to consider the establishment staffing and skill levels at stations at the time when postings are being considered so that posting opportunities are identified. This must take into account the following:
- Current number of firefighters on development on that watch
 - Vacancies on that watch
 - Supernumerary positions on that watch
 - Station accommodation facilities
 - Skill requirements for that watch
- 2.6 EPT then review each of the completed 'Station Posting Personal Details Summary' forms against the posting opportunities identified and begin the station allocation process taking into consideration:
- Home location – reasonable commute time to and from work.
 - Travel arrangements – reasonable access to work by method of the commute (e.g. car or public transport).
 - Caring commitments – reasonable ability to continue with caring commitments.
 - Support needs – e.g. disability.
 - Any other relevant information – e.g. partner may work a specific shift pattern so the same or alternative shift pattern may be preferred.
- 2.7 This list is not exhaustive and provides some examples of the factors considered.
- 2.8 EPT will liaise with the People Services Learning Support team who will provide advice in relation to postings for staff who have been identified as having learning support needs.
- 2.9 The Brigade is committed to supporting its staff as far as it reasonably and practicably can, but staff do need to be aware that there may be occasions when due to the limitations of posting opportunities and the need to ensure that the stations are appropriately resourced, it may not be possible to accommodate all the staff needs with regard to station allocation.
- 2.10 EPT will then decide the station allocated, liaising with the station commander, and the trainee firefighter is informed of their station prior to the end of their course.
- 2.11 If a trainee firefighter considers that their new station allocation will cause a significant detrimental impact, then they (or a work colleague/trade union representative on their behalf) must contact their new station commander and inform them of this detailing the reasons why. The manager will then arrange a meeting with the trainee firefighter to discuss their concern and explore options with the aim of a resolution as far as the Brigade reasonably and practicably can. Staff may be accompanied by a trade union representative or work colleague at the meeting. Advice can also be sought from People Services, including the HR Adviser, or other departments. A record of the meeting will be made and will normally be saved to the e-prf.

- 2.12 Please refer to the Firefighter Placement Protocols [Policy Number 329](#) in relation to the other processes relating to managing and supporting a new firefighter joining the station.

3 Transfers

- 3.1 The Brigade recognises that staff's needs or preferences for their station location may change during their career and the following schemes provide the opportunity to do this:
- i) Voluntary Transfer Scheme.
 - ii) Mutual Exchange of Postings Scheme.
- 3.2 Managers may also identify opportunities for mutual exchanges when they are monitoring transfer requests.
- 3.3 Separate to the schemes referred to above, there may be an occasion that a member of staff wishes to transfer or be detached as a form of support because of an immediate and urgent concern relating to their welfare, personal circumstances, health, wellbeing needs (including medical or disability related), or a work-related concern.
- 3.4 Staff should normally discuss their concern with their line manager in the first instance. If the staff member considers that they are not able to discuss their concern with their line manager then they can discuss it with another manager (watch officer or station commander for station based staff) or an HR Adviser. If a transfer or detachment is not possible at that time, then other support will be considered and provided.
- 3.5 The Brigade is committed to providing compassionate support, assistance and resolving the concern about station posting where it possibly can which may include a transfer. Support is also available from the counselling and trauma service, occupational health as well as the Brigade's mediation service. Details how to contact all these forms of support are available on Hotwire. Staff may also seek support and advice from a trade union representative, workplace colleague or an employee support group representative.
- 3.6 The Brigade has a requirement and duty to provide sufficient fire and rescue cover so that there is the right number of people with the right of skills in the right places.
- 3.7 Staff on light duties because of maternity related reasons or staff who are on maternity leave, paternity leave, shared parental leave and adoption leave will be treated the same as if they were at work on full duties in regard to requesting transfers and receiving postings.
- 3.8 Transfers that relate to the management of skills will be managed in accordance with the 'Station Based Establishment and Skills Requirement' [Policy Number 583](#) as well as this policy where appropriate.
- 3.9 There may be occasions due to organisational establishment changes or a skills shortage that the Brigade needs to transfer staff to fulfil this obligation. Volunteers will

be sought but if this does not address the organisation's needs then the Brigade will consider compulsory transfers.

- 3.10 Transfers may also result from a disciplinary or other management process and normally seven days' notice will be provided unless there is an exceptional organisational need to provide less notice. The trade union will be informed of such cases.

4 Voluntary transfer scheme

- 4.1 The voluntary transfer scheme provides the opportunity to bring the Brigade's and the individual's needs closer together.
- 4.2 It provides the opportunity for operational staff, from the ranks of firefighter development to group commander, whose request for a transfer is not for the reasons set out in paragraph 3.4 above, to request voluntarily a transfer from one location to a permanent vacancy at another. Any separate general expressions of interest, outside the exceptional circumstances detailed above, should not be accepted by managers and all staff should be advised to apply for a voluntary transfer using this scheme. There is no limit as to the number of locations that can be applied for.
- 4.3 It is a condition that the transfer request is also the agreement to transfer, so when a vacancy arises in one of the locations nominated by the member of staff and the release of the staff member has been agreed by the appropriate manager and EPT, then the staff member is transferred automatically. Staff are not consulted and do not have the option of declining unless there are exceptional circumstances such as those referred to in paragraph 3.4. All other transfer requests to other locations will then be automatically removed. Staff above the rank of firefighter will not normally be allowed to apply again until after a period of 2 years unless in exceptional circumstances - see paragraph 3.4 above. Staff in the ranks of firefighter (development) and firefighter ranks can apply at any time.
- 4.4 In addition, staff who accept a promotion will be removed from the transfer list and will not normally be allowed to apply until after a period of 2 years and completed their development unless in exceptional circumstances – see paragraph 3.4 above. This will also apply to staff who have transferred into the Brigade and are on development.
- 4.5 Staff can view all their current transfer requests at any time via Hotwire: HR pay and employment/Your details/Transfer requests. It is an individual's responsibility to keep their record up to date.
- 4.6 Staff can remove themselves from the transfer list of any location that they have registered for at any time up until a transfer is processed via Hotwire : [HR pay and employment/Your details/Transfer](#) . The current line manager and EPT will be notified electronically and staff are also encouraged to discuss this with their line manager directly.

Firefighter (Development) to Group Commander voluntary transfers

Making a voluntary transfer request

- 4.7 Staff should discuss their desire or need for a transfer with their line manager, which will normally be the watch officer for station based staff, so that the manager is aware and may be able to provide some help, support or assistance depending on that desire or need. Managers will send a record of the meeting when further action is required in an email to the individual which will normally be saved to the e-prf by sending it to Records Services.
- 4.8 Staff need to submit their voluntary transfer using the electronic form via Hotwire: [HR pay and employment/Your details/Transfer](#) requests. Staff need to state their location preferences, qualifications, and any other information they consider relevant. This can include, but is not limited to, additional skills, support needs or a willingness to acquire additional skills to maximise their potential to suit another station/location skills requirement.
- 4.9 The current line manager and EPT will be notified electronically of the transfer request which will also detail any other current transfer requests.

Meeting the manager

- 4.10 The line manager, which will normally be the watch officer for station-based staff, should meet promptly with their staff member who submitted the transfer request to discuss and identify the reasons for their transfer request.
- 4.11 Managers are to consider the rationale for staff who have made multiple requests, or newer members of staff who may have requested transfers, as an indication that there may be issues that require managerial support or intervention. There may be a development need identified that can be supported with training or coaching. Staff may also choose to submit a transfer request to develop their own skills and for career progression, therefore managers should also consider how they can support this.
- 4.12 Staff that are detached to another station or team will need to be contacted by the base station line manager to discuss transfers with relevant information passed to the current line manager.
- 4.13 Any issues identified during this conversation that raise concerns, should be discussed with the line manager's manager immediately, utilising the appropriate advice and guidance, and with the support of the corresponding policies, teams, and departments.
- 4.14 Managers will send a record of the meeting when further action is required in an email to the individual which will normally be saved to the e-prf by sending it to Records Services.

Request is on the system (Firefighter (Development) to Station Officer)

- 4.15 Staff in the ranks from firefighter (development) up to station officer will be added to the Voluntary transfer scheme at the time of their request, which is managed by EPT.

Requests are prioritised in order of when they are made. However, this priority order can be superseded by a skills requirement at the station requested which the member of staff does not have or is willing to acquire.

Posting comes up (Firefighter (Development) to Station Officer)

- 4.16 When a vacancy arises then EPT will review the voluntary transfer list and identify suitable candidates eligible for transfer based on their position on the transfer list and liaise with the appropriate managers. EPT will consider the following:
- Skill requirements for that post.
 - Current number of staff on development at that location.
 - Station accommodation facilities.
 - Staff member's organisational availability.
- 4.17 Once the release of the staff member has been agreed by the appropriate manager and EPT, then EPT will arrange the transfer and provide the staff member with notice of their new posting. The transfer will not normally be discussed with the staff member because the condition of the transfer request is that is an agreement to transfer. All other transfer requests are then removed.
- 4.18 If a manager is unable to release a staff member for organisational reasons then they should discuss this with them, include the reasons why and any management actions that may enable the future release. The manager will send a record of this discussion in an email to the individual which will normally be saved to the e-prf by sending it to Records Services.
- 4.19 If a staff member considers that their new posting will cause a significant detrimental impact then they must inform their line manager immediately of this and why, including why they are on the transfer list for that posting. The Brigade cannot help or provide support if it is not made aware. The line manager will then arrange a meeting to discuss their concern and explore options with the aim of a resolution as far as the Brigade reasonably and practicably can. The transfer will only be cancelled with approval by a Deputy Assistant Commissioner for station-based staff, or a Deputy Assistant Commissioner or equivalent role for non-station-based teams.

Posting comes up (Station Commander to Group Commander)

- 4.20 When a vacancy arises then EPT will review the voluntary transfer list and identify suitable candidates eligible for transfer and liaise with the appropriate managers.
- 4.21 EPT will consider the following:
- Skill requirements for that post.
 - Experience.
 - Suitability for that post.
 - Staff member's organisational availability.

- 4.22 Once the release of the staff member has been agreed by the appropriate manager and EPT, then EPT will arrange the transfer and provide the staff member with notice of their new posting.
- 4.23 If EPT and the manager are unable to release a staff member for organisational reasons then the manager should discuss this with them, include the reasons why and any management actions that may enable the future release. The manager will send a record of this discussion in an email to the individual which will normally be saved to the e-prf by sending it to Records Services.
- 4.24 If a staff member considers that their new posting will cause a significant detrimental impact then they must inform their line manager immediately of this and why, including why they are on the transfer list for that posting. The manager will then arrange a meeting to discuss their concern and explore options with the aim of a resolution as far as the Brigade reasonably and practicably can.

5 Mutual exchange of postings scheme

- 5.1 The mutual exchange of postings scheme also provides the opportunity to bring the Brigade's and the individual's needs closer together.
- 5.2 Operational staff from the ranks of firefighter development to assistant commissioner can initiate and volunteer to exchange postings with another staff member providing they are the same rank; role and the skills are the same.
- 5.3 Staff on development from the rank of leading firefighter upwards or of any rank that has transferred prior will not normally be eligible to apply until after a period of 2 years unless in exceptional circumstances as detailed above in paragraph 3.4.

Making a Mutual Exchange request

- 5.4 Staff should discuss their desire or need for a mutual exchange transfer with their manager, which will normally be the watch officer for station based staff, so that the manager is aware and may be able to provide some help, support or assistance depending on that desire or need. Managers will send a record of the meeting when further action is required in an email to the individual which will normally be saved to the e-prf by sending it to Records Services.
- 5.5 Both members of staff need to submit their request in writing to their manager, which will normally be station commanders for station-based staff, providing details of the proposed exchange and the reasons why.

Meet the manager

- 5.6 A meeting should be arranged with the staff member as detailed above in paragraphs 4.10 to 4.14 and the same process followed.

Posting comes up

- 5.7 Requests from staff within the ranks of firefighter (development) to station officer will need to be approved by both respective station commanders and EPT.
- 5.8 Exchange of postings for the roles above station officer will be agreed as follows:
- Station commander/group commander agreed by the Operational Selection Board.
 - Deputy assistant commissioner or assistant commissioner by the Commissioner's Board.
- 5.9 Once the release of the staff member has been agreed by the appropriate managers, EPT, Operational Selection Board or Commissioners board, then EPT will arrange the mutual exchange and provide the staff member with notice of their new posting.
- 5.10 Any voluntary transfer requests registered with EPT will then be automatically removed and staff above the rank of leading firefighter cannot normally re-apply for 2 years unless in exceptional circumstances as detailed at paragraph 3.4 above.
- 5.11 If a manager is unable to release a staff member for organisational reasons then they should discuss this with them, include the reasons why and any management actions that may enable the future release. The manager will send a record of this discussion in an email to the individual which will normally be saved to the e-prf by sending it to Records Services.

6 Station commander responsibilities

- 6.1 Station commanders are required to monitor the transfer status of their staff on a monthly basis using the station transfers management report and meet with each of their watch officers across the four watches monthly to review the report's records and the reasons for staff's transfer requests, providing assistance where needed.
- 6.2 The report details those staff who wish to transfer out and staff who wish to transfer in. Therefore, this provides the opportunity for managers to consider and explore a mutual exchange between those staff whose requests match and are of the same rank and have the required skills.
- 6.3 Where matches are identified then station commanders should liaise between themselves and EPT to discuss this. When an agreement has been made to approve the transfer in principle then those staff should be contacted and provided with the opportunity to transfer.
- 6.4 Both staff can either accept or decline the opportunity to transfer which must be agreed by both staff. If staff decline the opportunity, then they will continue to remain on the voluntary transfer scheme. If staff accept the transfer, then EPT will process this providing notice. Those staff will then automatically be removed from the voluntary transfer scheme and staff in the ranks of leading firefighter and above cannot normally re-apply for 2 years unless in exceptional circumstances as detailed above.

- 6.5 Borough commanders are required to meet their respective station commanders quarterly to quantify transfers, monitor any trends and provide assistance where needed.

7 Compulsory transfers

- 7.1 A compulsory transfer is where an individual is compulsorily transferred by the Brigade to another location in order to meet organisational needs. Where, due to establishment changes which affect multiple staff, or to address skills shortages which cannot be addressed voluntarily, as set out in [Policy Number 583](#), paragraph 2.3, it is necessary to compulsorily transfer staff in the role of firefighter up to station officer from one location to another, EPT will apply the process set out at Appendix 3, and the scoring system set out at Appendix 4 (see point 8 below), involving local managers to collate scores as appropriate. If volunteers are forthcoming, and a selection needs to take place, EPT will select the individual with the lowest points score for the compulsory transfer; if no volunteers are forthcoming, EPT will select the individual with the highest points score for the compulsory transfer. 28 days' notice of the transfer will be given.
- 7.2 Any transfer that is the result of a reduction in the establishment at a station will be treated as compulsory. Paragraphs 4.8 to 4.9 will not apply even if the transferee is transferred to a station of their choice, unless the individual requests the removal of some or all of their extant transfer requests.
- 7.3 Where the transfer is a result of other managerial processes the notice given will be reduced to 7 days, unless exceptionally, there is a compelling organisational need for less notice to be given. These cases will be notified to the trade union.
- 7.4 Where, for operational efficiency reasons, it is necessary to compulsorily transfer an officer in the role of station commander or group commander, from one location to another, managers will make the decision based on skills, experience, and duration in that particular location, following discussion with the officer concerned. **(The transfer points system in appendix 4 does not apply and will therefore not be used)**. Where the transfer involves a change of rota group 28 days' notice of the change will be given.

8 Transfer points system

The points system is set out in appendix 4 attached to this policy and is based on a number of factors which are taken into consideration in arriving at a decision on who should be selected for voluntary or compulsory transfer.

9 Leave – voluntary transfers

Same watch

- 9.1 Where an individual secures a voluntary transfer on the same watch the pre-booked leave (scale A and B) moves from the home station to the destination in accordance with points 9.2 to 9.5 below.

1 Pre-booked scale A leave

- 9.2 If the pre-booked scale A leave from the home station does not breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will use the allocation from the destination station. This leave will not be displayed at the home station and will be displayed in white at the destination station on the StARS system.
- 9.3 If the pre-booked scale A leave from the home station breaches the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will be cancelled from the StARS system unless the employee can demonstrate they have a pre-booked holiday/commitment on one or more of the days in question, in which case the relevant leave will be honoured at the home station and use the home station allocation. This will be displayed as hashed at the home station and displayed in grey at the destination station.

2 Pre-booked scale B leave

- 9.4 If the pre-booked scale B leave from the home station does not breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will use the allocation from the destination station. This leave will not be displayed at the home station and will be displayed in white at the destination station.
- 9.5 If the pre-booked scale B leave from the home station breaches the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will not be moved and will be removed from both rotabooks.

Different watch

- 9.6 Where an individual secures a voluntary transfer on a different watch the pre-booked leave (scale A) moves from the home station to the destination station in accordance with points 9.7 to 9.9 below.

3 Pre-booked scale A leave

- 9.7 If the pre-booked scale A leave from the home station does not breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will use the allocation from the destination station. This leave will not be displayed at the home station and will be displayed in white at the destination station.
- 9.8 If the pre-booked scale A leave from the home station does breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will be removed from the system unless the employee can demonstrate they have a pre-booked holiday/commitment on one or more of the days in question, in which case the relevant leave will be honoured at the destination station and displayed in white and a comment will be placed in the Personnel Absence Record Card on StARS by EPT.

4 Pre-booked scale B leave

- 9.9 Pre-booked scale B leave from the home station will be removed from the system.

10 Leave – compulsory transfers

Same watch

- 10.1 Where an individual is compulsorily transferred on the same watch the pre-booked leave (scale A and B) moves from the home station to the destination in accordance with points 10.2 to 10.5 below.

5 Pre-booked scale A leave

- 10.2 If the pre-booked scale A leave from the home station does not breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will use the allocation from the destination station. This leave will not be displayed at the home station and will be displayed in white at the destination station.
- 10.3 If the pre-booked scale A leave from the home station does breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will be honoured at the home station and use the home station allocation. This will be displayed in white at the home station and displayed in grey at the destination station.

6 Pre-booked scale B leave

- 10.4 If the pre-booked scale B leave from the home station does not breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will use the allocation from the destination station. This leave will not be displayed at the home station and will be displayed in white at the destination station.
- 10.5 If the pre-booked scale B leave from the home station does breach the station leave allocation as set out in the current annual leave arrangements policy, number 538, at the destination station, it will not be moved and will be removed from both rotabooks.

Different watch

- 10.6 Where an individual is compulsorily transferred on a different watch the pre-booked leave (scale A) moves from the home station to the destination station in accordance with points 10.7 to 10.9 below.

7 Pre-booked scale A leave

- 10.7 If the pre-booked scale A leave from the home station does not breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538 at the destination station, it will use the allocation from the destination station. This leave will not be displayed at the home station and will be displayed in white at the destination station.
- 10.8 If the pre-booked scale A leave from the home station does breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will be honoured at the destination station and displayed in grey.

8 Pre-booked scale B leave

- 10.9 If the pre-booked scale B leave from the home station does not breach the station leave allocation, as set out in the current annual leave arrangements policy, number 538, at the destination station, it will use the allocation from the destination station. This leave will not be displayed at the home station and will be displayed in white at the destination station.
- 10.10 If the pre-booked scale B leave from the home station does breach the station leave allocation as set out in the current annual leave arrangements policy, number 538, at the destination station, it will not be moved and will be removed from both rotabooks.

11 Transfer to another Brigade

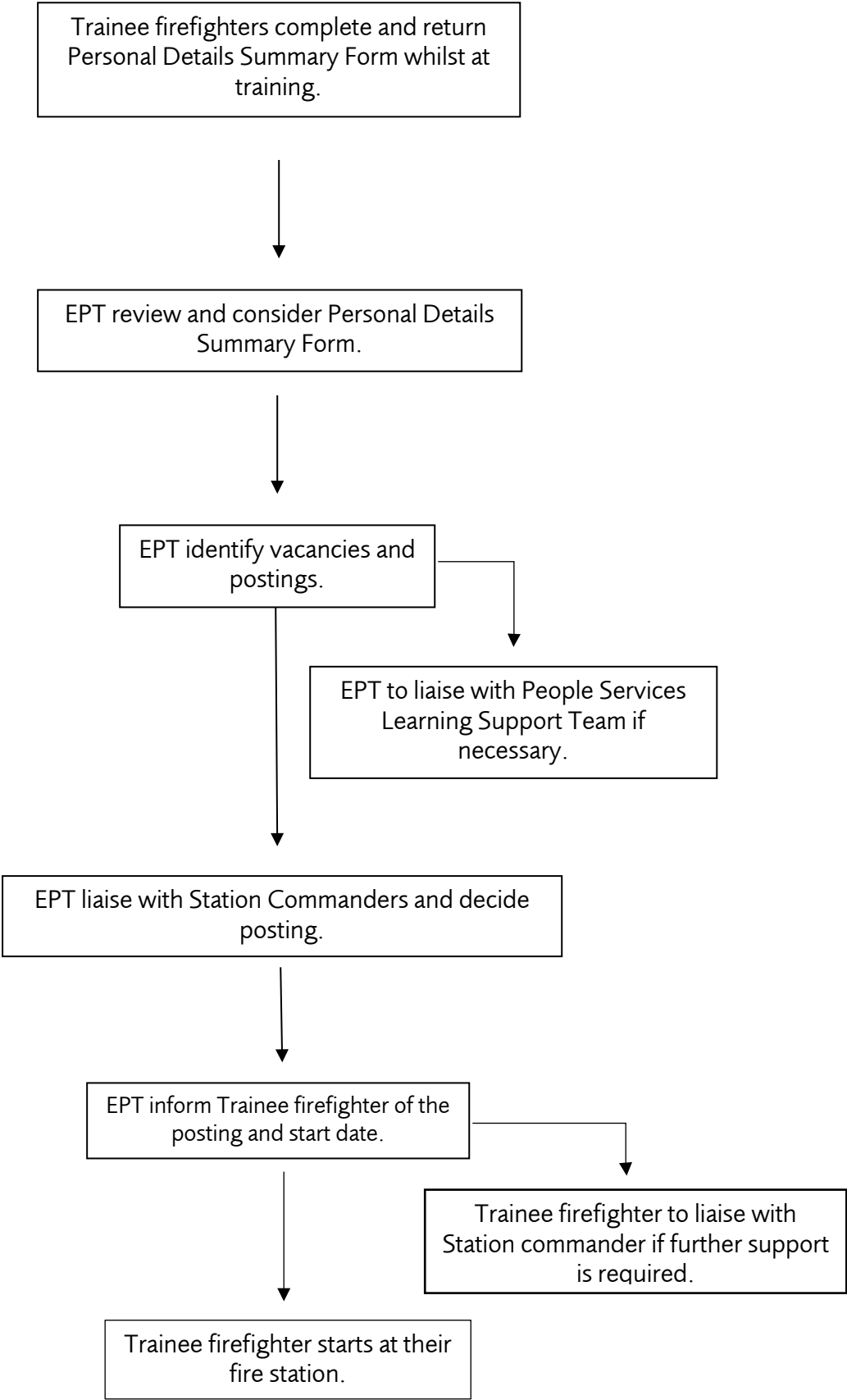
- 11.1 In response to an advertised post for a vacancy in another brigade, a member of the Brigade may submit an application to transfer to another brigade in accordance with the instructions set out in the advertisement.

- 11.2 A member whose transfer to another brigade has been agreed must inform HR Services as soon as possible, via email, giving written notice of their intention to transfer to take up appointment with another brigade.
- 11.3 Where an individual, who applies for transfer to another brigade, wishes to remain a contributor to the Firefighter's Pension Scheme (1992, 2006 or 2015 Scheme), the relevant scheme transfer rules will apply. There are time limits applicable to some pension transfer situations. Information should be sought from the Local Pensions Partnership (Fire Team South).

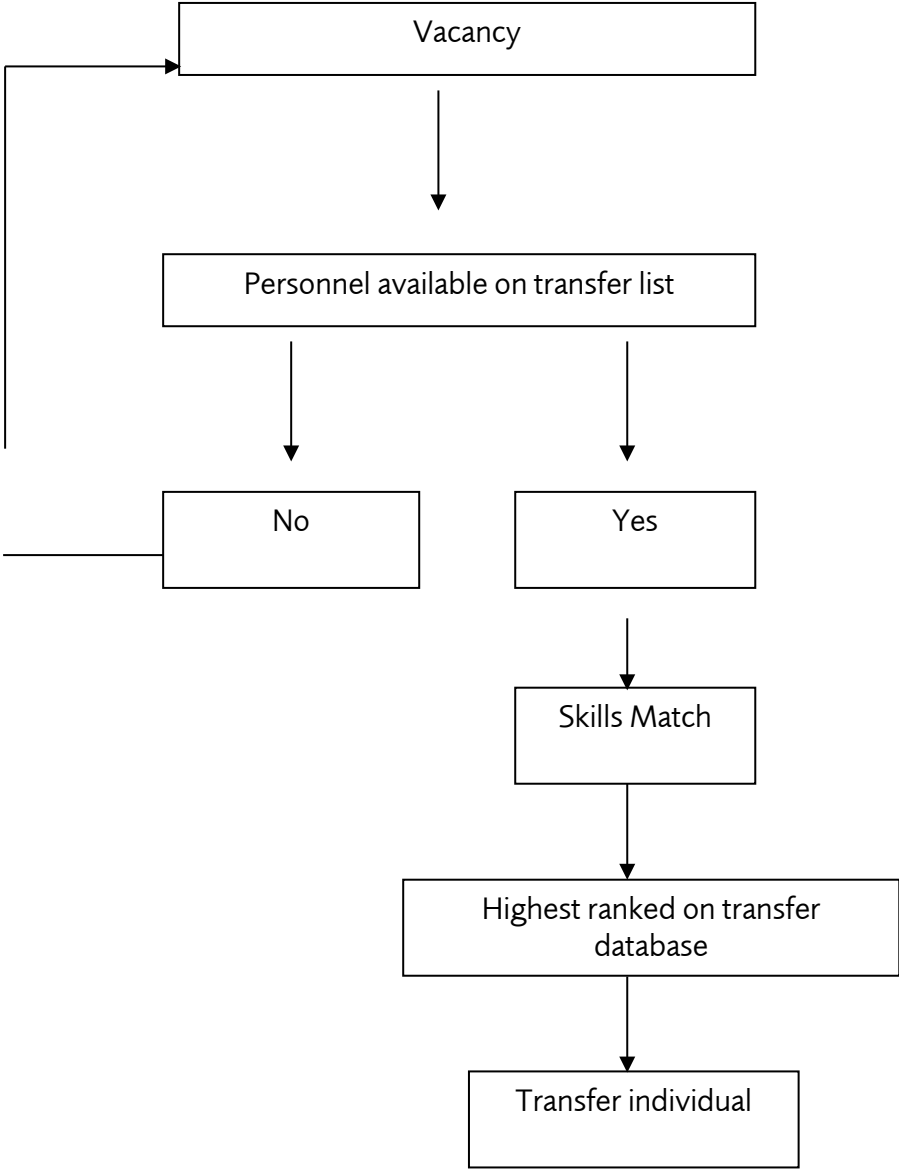
12 Related policies

- 12.1 This policy must be read in conjunction with [Policy Number 583](#) – Station-based establishment and skills requirements, [Policy number 486](#) – Annual leave and public holidays – operational staff, Firefighter Placement Protocols [Policy Number 329](#) and Annual leave arrangements – uniformed staff Policy Number 538.

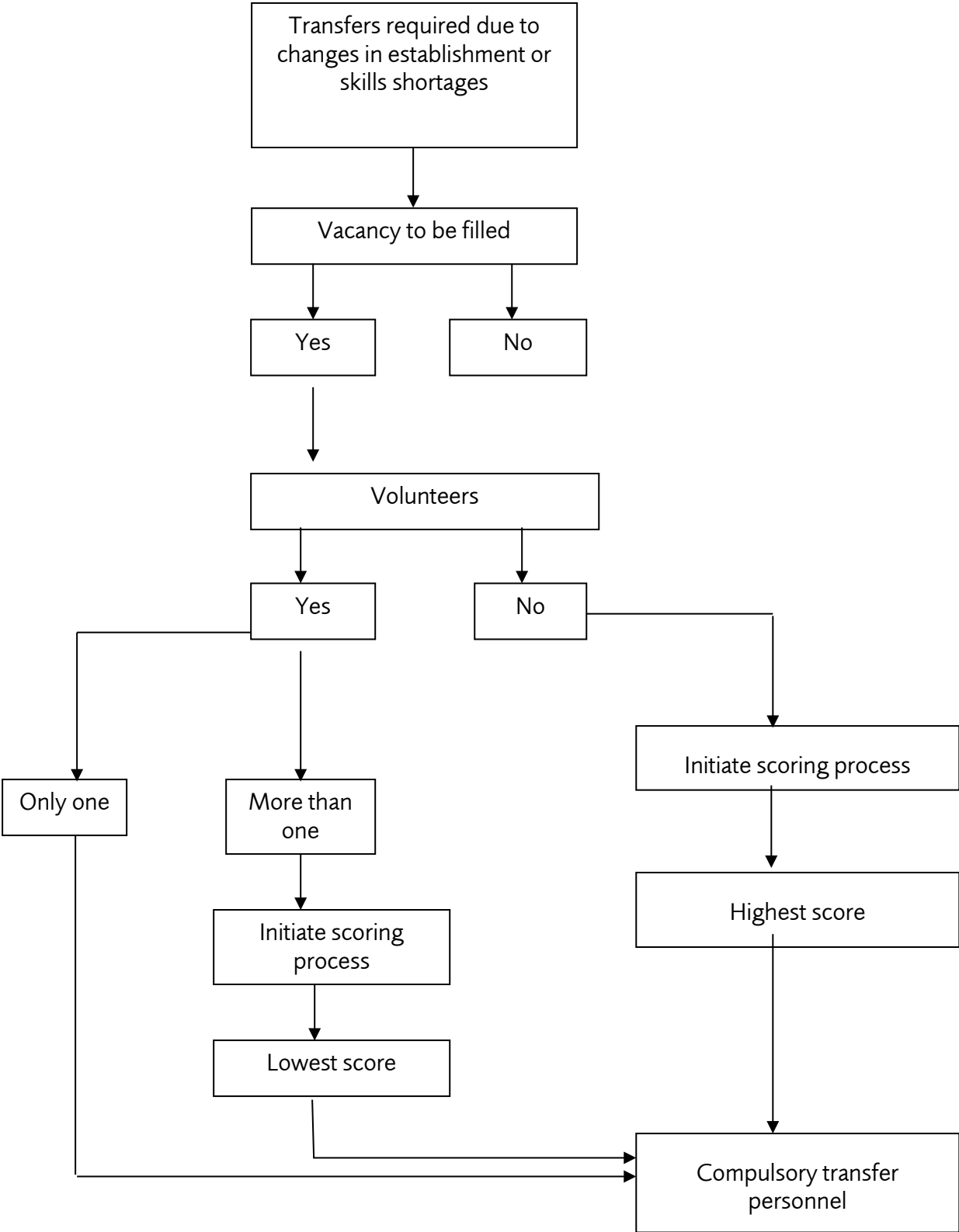
Appendix 1 – Station allocation process



Appendix 2 - Voluntary transfer process



Appendix 3 - Compulsory transfer process



Appendix 4 - Transfer points system

The list of factors which should be taken into consideration when selecting individuals for transfers are as follows. This includes a points system with a range of points for each of the criteria. Each individual should be assessed against each of the criteria and appropriate points allocated.

Voluntary - At the end of this exercise those individuals with the lowest points should be considered for the post they have volunteered.

Compulsory - Those individuals with the higher number of points should be considered for compulsory transfer.

The following criteria outlines the grading scale to be used in each case.

(1) Previous compulsory transfer

This should not include those compulsory transfers which have been brought about by a discipline case.

1 = HAS BEEN PREVIOUSLY COMPULSORY TRANSFERRED

OR

5 = HAS NEVER BEEN COMPULSORY TRANSFERRED

(2) Current qualifications applicable to their base post.

Do not include qualifications that everyone is required to have at that location such as BA – DM – HV – FRU.

The qualifications which need to be considered are:

- MD - -USAR - Aerial - - - BF – HL – MS – 6W - PM

Please note that this does NOT include those core skills, such as First Aid, BA.

1 = 3 or More Qualifications

2 = 2 QUALIFICATIONS

3 = 1 QUALIFICATION

4 = NONE BUT HAS VOLUNTEERED

5 = NONE AND HAVE NOT VOLUNTEERED

(3) Special skills or attributes related to the Borough

1 = Speaks language(s) other than English that is/are spoken in the Borough.

3 = Does not have any special skills/attributes relative to the Borough.

(4) Additional duties

Appendix 4

This should include such duties which are undertaken above that normally expected. When allocating points, the individual should have demonstrated a continued commitment to these outside duties and must be an integral part of the planning process e.g. outreach, firesetter advisers, CFS, LIFE, mediation etc.

1 = ADDITIONAL DUTIES UNDERTAKEN

OR

3 = NO ADDITIONAL DUTIES UNDERTAKEN

(5) Specialist role

This should include such postings as Inspecting Officer, FIU and RRT where an individual has served. When allocating points, the individual should have served in a specialist post for at least 6 months and within the last 5 years.

1 = SPECIALIST POST ONLY

OR

3 = NO SPECIALISM

(6) Development

1 = DEVELOPMENT CANDIDATES

OR

5 = COMPETENT

(7) Commitment to current station/watch

The commitments which need to be considered are:

FBU Station representative, station welfare or station firefighter charity representative, station health & safety representative, watch mess manager, mental health first aider.

1 = HAS A COMMITMENT TO THE WATCH

OR

3 = HAS NO COMMITMENT TO THE WATCH.

(8) Performance/attendance/conduct issues

1 = NO FORMAL WARNINGS ISSUED

3 = CURRENT STAGE 1 WARNING IN PLACE (CONDUCT ONLY)

5 = CURRENT FINAL WRITTEN WARNING IN PLACE

(9) Home address

Please note that Area relates to the North East, North West, South East or South West areas

1 = WITHIN LONDON BOROUGH

3 = WITHIN AREA

5 = OUTSIDE AREA

(10) Individual circumstances that must be taken into account:

Station commander/Head of section comments regarding equality issues (including disability) , support needs, caring commitments, welfare related matters, etc:

Once the above criteria has been scored and individual circumstances considered, it should be clear which staff are to be considered for compulsory transfer. If the scores show that two or more individuals have scored the same then the above criteria should be placed in order of priority, as follows:

Equality Issues (e.g. disability)

Previous compulsory transfers.

Current qualifications.

Special skills/attributes relative to Borough.

Additional duties.

Specialist role.

development.

Commitment to current station/watch.

Appendix 4

Performance/attendance/conduct issues – warnings only.

Support needs.

Home address.

Document history

Assessments

An equality, sustainability or health, safety and welfare impact assessment and/or a risk assessment was last completed on:

EIA	12/1/22	SDI A	24/1/22	HSWIA	26/1/22	RA	N/A
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Audit trail

Listed below is a brief audit trail, detailing amendments made to this policy/procedure.

Page/para nos.	Brief description of change	Date
Throughout	This policy has been reviewed as current, no changes were required.	12/10/2012
P9 Para 7&8	Minor word changes to reflect up to date terminology.	25/01/2013
Page 11	SIA date added.	31/10/2013
Page 2 Page 4 Page 7 and 8	Paragraphs 2 and 3 reworded, incorporating the new transfer points system. Paragraph 7 minor changes. Appendix 2 and 3 minor changes.	29/02/2016
Para 3.2	New paragraph added following discussions with FBU.	22/05/2017
Throughout	This policy has been reviewed as current with changes to sections 1, 2, 3, 6, 7, 8, 10, and appendices 1-2 following MoPAC report and FBU consultation.	16/05/2018
Throughout	Role to rank changes made to content.	15/10/2019
Pages 2/3 & 7	New paragraphs 2.3 and 2.6, and slight change to wording in one box of Appendix 1 to reflect these changes.	09/12/2019
Pages 3-5	Additions to paragraphs 5.3 and 5.8 regarding honouring of pre-booked leave where there is a pre-booked holiday/commitment. Also addition of 'Same watch'/'Different watch' sub headings in this section for ease of reference.	26/02/2020
Page 2, para 1.1 Throughout Page 5, para 7.2 Page 6, para 8.2	'Authority' replaced with 'Brigade' due to the abolition of LFEPA. 'HR Operations' replaced with 'HR Services'. 'Corporate Management Board' replaced with 'Commissioner's Board'. Language changed to gender-neutral terms.	19/08/2020

Appendix 4

	To be updated	

Appendix 4

Subject list

You can find this policy under the following subjects.

People	Employment

Freedom of Information Act exemptions

This policy/procedure has been securely marked due to:

Considered by: (responsible work team)	FOIA exemption	Security marking classification

Equality Impact Assessment (EIA) Form

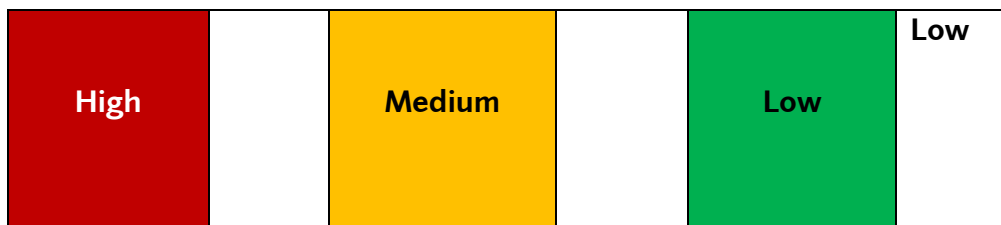
The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

Please read the EIA Guidance [on Hotwire](#) before completing this form.

Once you open the template please save it on your OneDrive or SharePoint site. Do not open the template, fill it in and then click Save as this will override the template on Hotwire.

1. What is the name of the policy, project, decision or activity?
<i>Station allocation and transfer policy</i>

Overall Equality Impact of this policy, project, decision or activity (**see instructions at end of EIA to complete**):



2. Contact details	
Name of EIA author	Perry Shelat
Department and Team	People Services
Date of EIA	November 2021

3. Aim and Purpose	
What is the aim and purpose of the policy, project, decision or activity?	The policy explains the process applied when operational staff are considered for initial posting or transfer within the organisation.
Who is affected by this work (all staff, specific department, wider communities?)	FF (D), FF, LFF , SubO, StnO, SC,GC, DAC

4. Equality considerations: the EIA must be based on evidence and information.	
What consultation has taken place to support you to predict the equality impacts of this work?	<p>Equality Support Groups, People Services Department, FBU, FOA, EPT, Operational Managers,</p> <p>Community/public do not apply</p>

5. Assessing Equality Impacts

Use this section to record the impact this policy, project, decision or activity might have on people who have characteristics which are protected by the Equality Act.

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<i>Example: Age</i>	<i>Adverse</i>	<i>Moving this service online will adversely affect older people, who are least likely to have access to a computer or smart phone and may not be able to use the new service.</i>	<i>GLA Datastore: X% of the London community are aged 70 or over. GLA data shows that only 10% of those over the age of 70 have regular access to a computer or smart phone.</i>
Age (younger, older or particular age group)	Neutral	Staff age is not a criteria when assessing station allocations or transfer application. Staff joining the organisation are more likely to be between age group of 20-29. As they progress in the organisation, they are also getting older.	Staff: Age data: Source: PSMIT FF(D) under 20 – (5,) 20 – 29 (160,)30 -39 (150), 40 - 49 (32), 50 -54 (3) FF 20 – 29 (342), 30 -39 (987), 40 -49 (1049), 50 – 54 (347), 55 – 59 (80), 60 – 64 (16) LFF



LONDON FIRE BRIGADE

			<p>20-29 (8), 30-39 (183), 40-49 (267), 50-54 (77),</p> <p>55 – 59 (18), 60 -64 (1)</p> <p>SUBO</p> <p>20-29 (1), 30-39 (82), 40 -49 (195), 50 – 54 (91), 55 – 59 (27), 60 – 64 (2)</p> <p>STNO</p> <p>30 – 39 (33), 40 -49 (142), 50 -54 (70), 55 – 59 (22), 60-64 (3)</p> <p>SC</p> <p>30 – 39 (18), 40 -49 (70), 50-54 (54), 55-59 (7),</p> <p>60 -64 (0), 65 +(1)</p> <p>GC</p> <p>30 -39 (7), 40 -49 (33), 50 -54 (21), 55 -59 (7), 60 – 64 (0), 65+ (1)</p> <p>DAC</p> <p>30-39 (2), 40-49 (9),50-54 (8), 55-59 (1)</p> <p>Community/Public: does not apply</p>
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LONDON FIRE BRIGADE

<p>Disability</p> <p>(physical, sensory, mental health, learning disability, long term illness, hidden)</p>	<p>Positive</p>	<p>The policy does provide the opportunity for postings to be chosen because of staff member's disability as a reasonable adjustment (health and wellbeing, mental health, learning, long term illness etc) so that they receive the best support available e.g. mental health/learning support – moving away from a FRU. Managed in accordance with the Managing Attendance Policy 889 provisions. Such transfers also include discussions/training/briefings with local management to equip them to best support staff e.g. Training from learning support, advice from OH and People Services in line with the principles of Managing Attendance Policy.</p> <p>It also explicitly encourages staff to come forward if they are struggling at work because of a medical condition.</p> <p>A new provision in the policy is that EPT will now liaise with Learning Support prior to a posting and get case by case advice on which station profiles are best to support that member of staff.</p> <p>The FF Placement Protocols policy 329 provides a review meeting after 1 month and the Managing</p>	<p>Staff: Disability data: Source: PSMIT</p> <p>FF (D)</p> <p>27</p> <p>FF</p> <p>151</p> <p>LFF</p> <p>30</p> <p>SUBO</p> <p>30</p> <p>STNO</p> <p>29</p> <p>SC</p> <p>16</p> <p>GC</p> <p>8</p> <p>DAC</p>
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		<p>Attendance policy 889 provides for managers to review arrangements. .</p> <p>Those staff with complex sickness history due to a disability, organisation to ensure reasonable adjustments are in place and local management team are aware. The Managing Attendance Policy manages this in detail and the transfer policy is a mechanism to action reasonable adjustments.</p> <p>Staff with no driving qualifications due to a disability may struggle to get a desired location due to skill requirement for their requested station but there is facility for them to detail this so it can be considered by EPT and local managers</p>	<p>2</p> <p>Community/Public: does not apply</p>
<p>Gender reassignment (someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	<p>Positive I</p>	<p>This policy does provide for transfers to be made to support this. Transgender people in the workplace policy 323 would also be applied to ensure the other support is provided and staff/managers briefed/trained.</p> <p>The policy uses gender neutral language.</p>	<p>Staff: The Brigade does not currently keep data on Gender reassignment but will do in the future with a new system.</p> <p>Community/Public: do not apply</p>
<p>Marriage / Civil Partnership (married as well as same-sex couples)</p>	<p>Positive</p>	<p><i>Marriage or civil partnership status is not a criteria for station allocations or transfers.. The policy does provide opportunity for staff to express if they need to work at a location because of relationships.</i></p>	<p>Staff: Brigade has no data on this.</p> <p>Community/Public: does not apply</p>



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<p>Pregnancy and Maternity</p>	<p>Positive</p>	<p>Staff on Maternity leave should be granted remote access for them to enable to access work emails, policies and transfer requests via Hotwire.</p> <p>Managers will regularly contact and communicate with staff on maternity and paternity leave, as part of the contact strategy and a handover would be agreed. Contact strategy and KIT days are part of the maternity policies. Updated EIA to reflect this and changed to positive.</p> <p>The policy now explicitly refers that staff on LD's or absent for maternity related reasons can still apply and be transferred. Any related facilities should transfer with them at their new location.</p>	<p>Staff: Maternity data: Source PSMIT</p> <p>Maternity cases – Ops staff since 2016 to date.</p> <p>2016 14</p> <p>2017 20</p> <p>2018 14</p> <p>2019 26</p> <p>2020 21</p> <p>2021 10</p> <p>Community/Public: does not apply</p>
<p>Race (including nationality, colour, national and/or ethnic origins)</p>	<p>Positive</p>	<p>There is provision in the policy for staff to detail any race related support needs so that they can be considered. If a staff member wishes to work at a station that is more diverse then the policy providers for this to be considered.</p>	<p>Staff: Race data: Source: PSMIT</p> <p>FF (D)</p> <p>101 BAME 230 White</p> <p>FF</p> <p>404 BAME 2373 White</p> <p>LFF</p>

			<p>76 BAME 469 White</p> <p>SUBO</p> <p>46 BAME 343 White</p> <p>STNO</p> <p>16 BAME 246 White</p> <p>SC</p> <p>12 BAME 135 White</p> <p>GC</p> <p>8 BAME 59 White</p> <p>DAC</p> <p>0 BAME 20 White</p> <p><i>Community/Public: does not apply</i></p>
<p>Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))</p>	<p>Positive</p>	<p>There is provision in the policy for staff to detail any religious or belief related support needs so that they can be considered</p>	<p>Staff: Religion/belief data: Source: PSMIT</p> <p>From the 4585 Ops staff as of 30/11/21 – 1686 are not part of a religion/belief, 947 did not provide info. so this leaves 1952 which is a significant amount of staff across many religions and faiths.</p>



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			<i>Community/Public: does not apply</i>
Sex (men and women)	Positive	<p>There is provision in the policy for staff to detail any sex (men & women) related support needs so that they can be considered.</p> <p>However, there are facility restrictions at older fire stations which the Brigade's property programme is modernising fire stations therefore in time each location of the LFB will have suitable female facilities.</p> <p>A transfer request from a female Firefighter where there is a limited female facility at the desired location may be delayed because of a lack of facilities and not because they are female.</p>	<p>Staff: Female staff data: Source: PSMIT</p> <p>FF(D)</p> <p>92</p> <p>FF</p> <p>239</p> <p>LFF</p> <p>35</p> <p>SUBO</p> <p>26</p> <p>STNO</p> <p>13</p> <p>SC</p> <p>10</p> <p>GC</p> <p>5</p>



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			<i>Community/Public:</i> No need to apply
Sexual Orientation (straight, bi, gay and lesbian people)	Positive	There is provision in the policy for staff to detail any sexual orientation related support needs so that they can be considered.	Staff: LGBTQ+ data: Source: PSMIT FF(D) 32 FF 16 LFF 29 SUBO 20 STNO 12 SC 6 GC 3



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			DAC 2 Community/Public: No need to apply
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6. Impacts outside the Equality Act 2010

What other groups might be affected by this policy, project, decision or activity?

Consider the impact on: carers, parents, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.

There is provision in the policy for staff to detail their own support needs. This is not limited and may include a change of work location because they have lost their home, a nearer location because of low income/poverty, caring responsibilities, change of shift/watch because partner works on alternate watch and the Brigade will consider it. This new transfer policy refers to 'support needs' which for the modern day workforce can mean anything they need to support them and encompasses everything.

Consider: how accessible is your policy/project/proposal for people with learning disabilities or neurodiverse conditions? Have you checked the colours, or used flowchart and diagrams?



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Policy is accessible for staff electronically as well in hard copy. Managers, People Services and Learning Support Team are also available to explain the policy further. The policy has flow charts, bullet points to help the reader – the end user.

The policy format is in line with the existing Brigade guidance with all policies. Policy No 370 which has its own separate EIA.

7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)

How does this work help LFB to:

Eliminate discrimination?

- Having an up-to-date and transparent policy. We plan to review the new policy in 6 months which will include extensive feedback and reviews of cases.
- Regular one-to-one catch ups between employees (employees on transfer list) and their line managers, to help build positive working relationships
- Having a fair and transparent station allocation & transfer system in place
- Treat each station allocation and transfer request fairly and on its own merit.

Advance equality of opportunity between different groups?

Each employee case to be looked at fairly and compassionately however keeping into consideration the business needs.

Foster good relations between different groups?

The policy is written in a way that it conveys transparency, is easy to understand and outlines responsibilities. The new process consider each request fairly and with compassion which will foster good relations amongst staff and line managers.



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8. Mitigating and justifying impacts		
Where an adverse impact has been identified, what steps are being taken to mitigate it? If you're unable to mitigate it, is it justified ?		
Characteristic with potential adverse impact (e.g. age, disability)	Action being taken to mitigate or justify	Lead person responsible for action
Nil identified	N/A	N/A

Now complete the RAG rating at the top of page 1:

High: as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

Medium: as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

Low: as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.



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Document Control

Signed (lead for EIA / action plan)	Perry Shelat	Date	24 November 2021
Sign off by Inclusion Team	Shilla Patel	Date	12 th January 2022
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