

AGENDA ITEM NO 3

DRAFT

EXCLUSION OF THE PUBLIC - SECTION 100A LOCAL GOVERNMENT ACT 1972

RESOLVED : That the public be excluded from the meeting during the item of business specified below as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this time, there would be disclosure to them of exempt information of the description respectively specified.

AGENDA ITEM NO.	TITLE OF REPORT	MINUTE NUMBER (to be added)	Description of exempt information by reference to the paragraph number in Schedule 12a of the Local Government Act 1972
E14	Changes to Central Staffing Team establishment		Paragraph 1 – relating to an individual

Disclosure of Disclosable Pecuniary Interests (DPI's)

- 1 Members present at the meeting who are aware that they have a DPI in a matter being considered must disclose the details of that DPI to the meeting unless it is already recorded on the Authority Members DPI Register.
- 2 Any Member with a DPI may not participate in any discussion or vote and under Authority Standing Orders is required to leave the meeting during any discussion or vote unless they have been granted a dispensation from exclusion from the meeting by the Executive Committee or in certain circumstances by the Monitoring Officer before any consideration of the item by the committee starts.

Footnote:

- (1) Members are referred to the Authority Constitution and to the provisions of sections 30-34 of the Localism Act 2011 and to the statutory regulations made thereunder which define the meaning of a DPI.
- (2) Members are reminded of the potential criminal sanctions and disqualification provisions under Section 34 of the Act applicable to breaches of disclosure and non- participation requirements.
- (3) A Member with a sensitive DPI need not disclose the details of that interest with the Monitoring Officers agreement but must still disclose the existence of a DPI and must withdraw from the meeting.

Application for dispensation to vote

Attached is a blank "application for dispensation" form which Members of the Committee may use to seek the grant of an individual dispensation on any item on the agenda.

Where possible, the completed form should be returned to the Monitoring Officer in advance of the meeting so that he can consider whether a dispensation should be granted. Block dispensations affecting a significant number of Members will be referred to the Executive Committee for approval, if time permits.

West Yorkshire Fire and Rescue Authority

Sections 31 and 33 Localism Act 2011

Member Participation & Voting Dispensation Request

Section for completion by Member

Name of Member:

Correspondence/ email address:

Dispensation applied for: (1) Participation (2) Voting (3) Both

Details of Meeting/agenda Item:

Full details of why you are applying for a dispensation:

Signed:

Dated:

Please send your application to the Monitoring Officer at Fire & Rescue Service
Headquarters Birkenshaw BD11 2DY – Michael.barnes@westyorksfire.gov.uk

Section for completion by Monitoring Officer:

No in Register:

Received on:

Granted/ Refused

Reasons for refusal / Statutory Grounds relied upon for grant:



OFFICIAL

Human Resources Activity Report

Human Resources Committee

Date: 04 October 2019

Agenda Item: **8**

Submitted By: Chief Employment Services Officer

- Purpose** To inform Members of sickness absence to the end of June 2019 and personnel activity to the end of June 2019.
- Recommendations**
1. That Members approve the amendment to the establishment.
 2. That Members note the content of the report.
- Summary** This report informs Members of the Authority's key areas relating to Human Resources for 2018/19.

Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: None

Annexes: None

1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 APRIL 2018 TO 1 APRIL 2019

Wholetime

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2018	911	10	18	17	5	1	6	52	916	968
Oct 2018	908	10	17	17	3	1	6	52	910	962
Jan 2019	897	10	17	17	3	1	6	52	899	951
Apr 2019	893	10	20	18	3	1	6	53	898	951
Jul 2019	888	10	19	18	3	1	6	54	891	945

Control

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2018	46	0	2	0	0	0	0	35	13	48
Oct 2018	48	0	2	0	0	0	0	36	14	50
Jan 2019	49	0	1	0	0	0	0	36	14	50
Apr 2019	47	0	1	0	0	0	0	35	13	48
Jul 2019	46	0	0	1	0	0	0	34	13	47

Retained

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2018	131	0	0	1	0	0	1	6	127	133
Oct 2018	124	0	0	1	0	0	1	6	120	126
Jan 2019	127	0	0	1	0	0	1	8	121	129
Apr 2019	135	1	2	1	0	0	1	9	131	140
Jul 2019	137	2	2	1	0	0	1	9	134	143

Fire Staff

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2018	272	6	2	22	2	0	2	164	143	307
Oct 2018	274	6	2	23	2	0	3	168	142	310
Jan 2019	277	5	3	24	2	0	4	169	146	315
Apr 2019	274	5	4	24	2	0	4	167	146	313
Jul 2019	275	5	4	23	2	0	4	166	147	313

Brigade Total

	White British or Irish	Any Other White	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2018	1360	16	22	40	7	1	9	257	1199	1456
Oct 2018	1354	16	21	41	5	1	10	262	1186	1448
Jan 2019	1350	15	21	42	5	1	11	265	1180	1445
Apr 2019	1349	16	27	43	5	1	11	264	1188	1452
Jul 2019	1346	17	25	43	5	1	11	263	1185	1448

The above figures include:

Wholetime – 6 on Career Break & 2 on Maternity Leave

Control – 1 on Career Break & 1 on Maternity Leave

Retained (On-call) – 3 on Career Break

Fire Staff – 3 on Maternity Leave

2. Sickness Absence

SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE
JULY 2018 - JUNE 2019 PER MONTH

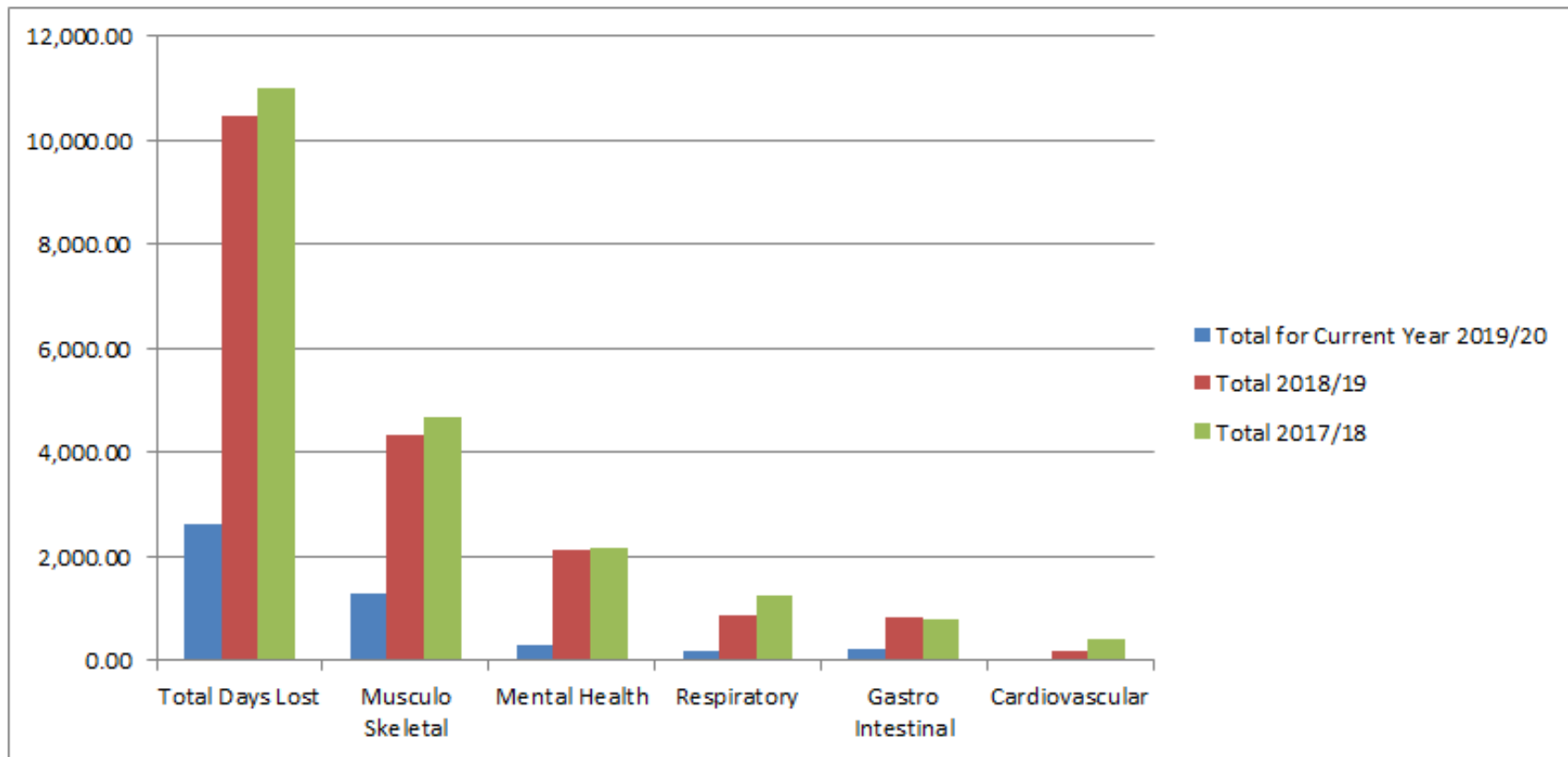
	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Ops Response	0.53	0.54	0.55	0.65	0.69	0.61	0.72	0.60	0.62	0.52	0.56	0.59
Ops Support	0.02	0.23	0.73	0.45	0.33	0.05	1.03	0.32	0.00	1.37	0.58	0.00
Prev & Prot	0.71	0.45	0.42	0.42	0.46	0.84	1.51	1.28	1.97	1.28	0.75	0.75
Legal & Gov	0.32	0.00	0.05	0.09	0.86	0.57	0.33	0.57	0.77	0.00	0.09	0.43
Service Support	0.34	0.36	0.31	0.56	0.55	0.65	0.72	0.56	0.56	0.55	0.51	0.52
Emp Services	0.61	1.36	1.26	0.85	0.60	0.53	0.49	0.45	0.80	0.76	0.49	0.81
Finance	0.00	0.00	0.00	0.00	0.13	0.43	0.07	0.20	0.22	0.69	0.20	0.00
FSHQ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.50	0.55	0.55	0.62	0.64	0.60	0.72	0.60	0.67	0.57	0.54	0.57
Target	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58
Previous Year Total (2017/18)	0.57	0.58	0.64	0.74	0.67	0.61	0.55	0.53	0.59	0.48	0.46	0.35

GREEN - BELOW TARGET
AMBER - WITHIN 10% OF TARGET
RED - OVER 10% OF TARGET

Absence over the 12 months equates to an average of 7.13 days per employee. Both Prevention & Protection and Employment Services remain significant outliers, but absence is also higher than target in a number of other areas over this period.

SICKNESS ABSENCE – MAJOR CAUSES TO 30 JUNE 2019 (Fiscal Years)

	Total Days Lost	Musculo Skeletal	Mental Health	Respiratory	Gastro Intestinal	Cardiovascular
Total for Current Year 2019/20	2,604.50	1,270.00	285.00	187.50	237.00	9.00
Total 2018/19	10,476.50	4,318.50	2,130.00	885.00	849.50	175.12
Total 2017/18	11,014.00	4,694.50	2,146.58	1,259.00	790.32	417.00
Total	24095.00	10283.00	4561.58	2331.50	1876.82	601.12
Percentage	100.00%	42.68%	18.93%	9.68%	7.79%	2.49%



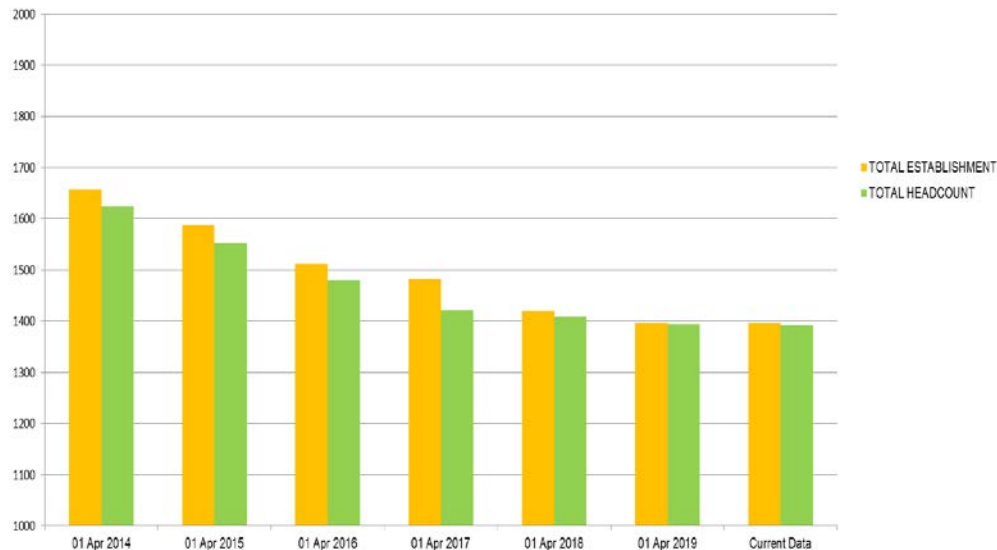
3. ESTABLISHMENT AND STRENGTH APRIL 2014 to PRESENT DAY

Summary Figures – Establishment and Strength

	TOTAL ESTABLISHMENT	TOTAL HEADCOUNT	WHOLETIME ESTABLISHMENT	WHOLETIME HEADCOUNT	RETAINED ESTABLISHMENT	RETAINED POSITIONS COVERED*	CONTROL ESTABLISHMENT	CONTROL HEADCOUNT	GREEN BOOK ESTABLISHMENT	GREEN BOOK HEADCOUNT
01 Apr 2014	1657	1624	1202	1198	144	118	43	47	268	261
01 Apr 2015	1587	1552	1153	1144	120	96	42	41	272	271
01 Apr 2016	1511	1479	1074	1059	120	96	42	49	275	275
01 Apr 2017	1483	1421	1032	985	120	94	43	49	288	293
01 Apr 2018	1420	1408	963	959	120	87	43	47	294	315
01 Apr 2019	1396	1394	927	951	120	82	44	48	305	313
Current Data	1396	1382	925	945	120	77	44	47	307	313
Reductions to date	261	242	277	253	24	41	-1	0	-39	-52

* Retained strength shown as number of positions covered not people employed (this includes posts that will be covered by Trainees)

Graphical Representation of Establishment and Strength



Summary Figures - Employee FTE data - Current Date

	Current Headcount	Current Employee FTE
Wholetime	945	941.03
Control	47	43.48
Retained	143	77.00
Fire Staff	313	272.91

4. HEALTH AND SAFETY PERFORMANCE 1 APRIL 2019 – 30 JUNE 2019

Lost time up to 3 days

Actual performance 2019/20	Target 2019/20
5	26

Lost time over 3 days

Actual performance 2019/20	Target 2019/20
1	23

RIDDOR Major injury/disease

Actual performance 2019/20	Target 2019/20
0	No target set

5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 APRIL 2019 – 30 JUNE 2019 (1ST Quarter)

Ref No.	KPI	Target	1st Quarter 1 st April - 30 th June 2019	YTD 1 st April 2019 – 31 st March 2020	Target achieved for present quarter
1	Management referral to appointment date (3 weeks)	90%	100%	100%	Yes
2	AMA report to management within 48hr	90%	100%	100%	Yes
3	No. of Did Not Attends (DNA's) or cancellation <48 hr notice		7 (Nurse) 0 (AMA)	7	
4	No. of physiotherapy referrals		47	47	
5	No. of counselling referrals		10	10	
6	No. of management referrals		7	7	
7	No. of health screenings		88	88	
8	No. of self-referrals		7	7	
9	No of AMA consultations		144	144	

6. DISCIPLINE AND GRIEVANCE CASES – 1 APRIL 2019 – 30 JUNE 2019

Disciplinary Cases by Directorate

Directorate	Total Received in Period	Total Completed			Current Live Cases	Average time to complete (Days)
FSHQ						
Service Delivery				2	1	166
Legal & Governance						
Employment Services						
Service Support						

Oldest Live Case Commenced
30/10/2018
Green < 60 Days
Red > 60 Days

Grievance Cases by Directorate

Directorate	Total Received	Total Completed			Current Live Cases	Average time to complete (Days)
FSHQ						
Service Delivery	9	1	8	6	24	
Legal & Governance						
Employment Services						
Service Support						

Oldest Live Case Commenced
13/12/2018
Green < 15 Days
Red > 15 Days

Bullying and Harrassment Cases by Directorate

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

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

Mediation Cases by Directorate

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

7. RECRUITMENT STATISTICS – 1 APRIL 2019 – 30 JUNE 2019

External Recruitment by Directorate 1 April 2019 to 30 June 2019

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Current Live Cases	Average time to complete (Days)	Vacancies not appointed to
Finance	0	0	0	0	0		
Service Delivery	2	2	1	0	0	39	1
Legal & Governance	0	0	0	0	0		
Employment Services	0	0	0	0	0		
Service Support	7	7	5	0	0	29	2

Target Timescale

Green < 84 Days
Red > 84 Days

Internal Only Recruitment by 1 April 2019 to 30 June 2019

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Current Live Cases	Average time to complete (Days)	Vacancies not appointed to
Finance	0	0	0	0	0		
Service Delivery	2*	1	1	0	0	30	0
Legal & Governance	0	0	0	0	0		
Employment Services	2	0	0	0	0		2
Service Support	5	5	1	3	0	33	1

Target Timescale

Green < 30 Days
Red > 30 Days

* 1 ongoing



OFFICIAL

Group Managers' duty system - outcome of review

Human Resources Committee

Date: 4 October 2019

Agenda Item:

9

Submitted By: Director of Service Support

Purpose

For Members to consider the Group Managers' Duty System that has been in place since the beginning of 2018 and confirm it going forward.

Recommendations

That Members approve the maintenance of the trialled Duty System for Group Managers.

Summary

At Human Resources Committee 5 October 2018 approval was given to trial a revised duty system for Group Managers, with a view to reconsider it after a year.
The trial has been in place for nine months and has been highly successful for both West Yorkshire Fire and Rescue Service (WYFRS) and also for the Group Manager cohort with increased productivity and flexibility.
It is recommended that this system be maintained.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nick Smith, Director of Service Support
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T: 01274 655734

Background papers open to inspection: None

Annexes: None

1 Introduction

1.1 At the Human Resources Committee on 5 October 2018 a revised duty system for Group Managers was approved for implementation with a review to be considered by this Committee in October 2019.

2 Information

2.1 The duty system review highlighted a significant number of benefits to both West Yorkshire Fire and Rescue Service and the Group Managers themselves.

2.2 The Duty system significantly increases the number of days that the Group Managers are at work during the standard working week and aligns more appropriately with the external demands made upon those officers. This effectively increased the average days at work during the normal working week of Monday to Friday by one day per week, whilst at the same time removing the requirement for officers to attend work during the weekend, but rather simply be on call. This has proved to be a significant element in increasing productivity.

2.3 The duty system that is being operated is illustrated below and, although the standard of two officers being immediately available for incidents and one on standby for incidents is maintained at all times, a significant degree of flexibility is acceptable between officers provided this cover is maintained.

	Week 1							Week 2							Week 3							Week 4							Week 5							Week 6														
	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S								
G1 GM1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	8	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R
G1 GM2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	
G1 GM3	3	3	3	3	3	3	1	1	1	1	1	1	1	1	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	
G2 GM1	8	8	8	8	8	R	R	8	8	8	8	8	R	R	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	8	8	8	8	8	R	R	8	8	8	8	8	R	R	
G2 GM2	8	8	8	8	8	R	R	8	8	8	8	8	R	R	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	8	8	8	8	8	R	R	8	8	8	8	8	R	R	
G2 GM3	8	8	8	8	8	R	R	8	8	8	8	8	R	R	3	3	3	3	3	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	8	8	8	8	8	R	R	8	8	8	8	8	R	R	
G3 GM1	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	
G3 GM2	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	
G3 GM3	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	8	8	8	8	8	R	R	3	3	3	3	3	3	3	3	3	3	3	3	3	3	1	1	1	1	1	1	1	

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

When compared to the previous rota system, the benefits are clear. The previous system meant that, in a five-week cycle, officers were not at their desks for five days during the week, whilst they were required to be in the workplace until 2000hrs when they were on operational cover, called a “24”, and were expected to be in the workplace at weekends.

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

A direct comparison of the systems is detailed in the table below:

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

- 2.4 The duty system is very similar to the Area Manager duty system although it removes the need for continuous duty and, due to their greater numbers, allows a larger degree of flexibility. The Area Managers are paid 19.5% for their duty system of which 4% is specifically in relation to the continuous duty element, hence 15% is the figure for Group Managers on this system. Figures are calculated on base salary. There has been a further increase in the lease vehicle benchmark for Group Managers to align to the number of days that they are at work.
- 2.5 Furthermore, it is of significant benefit to the Group Managers that rostered leave has been removed and they are able to book leave at any time when they are not available for incidents.
- 2.6 The overwhelming feedback from the Group Managers has been positive and they appreciate the flexibility that the system allows. At the same time there has been significant benefit to the organisation in terms of their availability and subsequent increased productivity.
- 2.7 Overall this duty system has allowed the number of Group Managers to be reduced from 12 in 2017. Due to some managerial and project-related work it will be necessary to maintain 10 Group Managers until 2020. However, once those projects are complete the number of Group Managers will reduce from 10 to 9.

3 Financial Implications

- 3.1 The Financial Implications of this report are in line with the savings detailed in the October 2018 report and account for a significant proportion of the £202,845 detailed there.
- 3.2 There are no financial implications not previously detailed arising from this report.

4 Legal Implications

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

5 Human Resource and Diversity Implications

- 5.1 An Equality Analysis was carried out as part of the policy design and development of the revised Group Manager duty system. It is recognised that both the previous and revised rotas could be viewed as somewhat restrictive given the onerous on-call requirements. However, our ability to change this is limited as the construction of the rotas form part of the national agreement and this cannot be changed without the agreement of the trade unions.
- 5.2 The increase from 10 to 17 weekends a year during the trial period could have affected the caring responsibilities of current post-holders. However this is adequately compensated for with more flexible leave, also with the removal of required positive hours on weekends, bank holidays, etc. Individuals will still, however, be tied to work commitments when this may conflict with caring responsibilities. On balance, it is no more restrictive than current arrangements and may be seen by some as a slight improvement.

6 Health, Safety and Wellbeing Implications

- 6.1 During the course of the trial period, issues such as workload and fatigue relating from the changes to duty system have been monitored throughout and there have been no significant issues which have arisen out of the implementation of the Group Manager Duty Systems trial. This has been monitored through regular meetings with the officers themselves. Initial feedback suggested that issues could arise but the flexibility of the system mitigated this once the Group Managers became accustomed to those flexibilities.

7 Environmental Implications

- 7.1 This duty system change has supported a reduction in the number of Group Managers and associated car journeys. This will have a small but beneficial impact on the environment.

8 Your Fire and Rescue Service Priorities

- 8.1 The initial report from October 2018 highlighted the requirements to revise the Group Manager duty system in order to:

- Work smarter throughout the service
- Be more efficient across all areas of the Service to make savings

Implementation of the piloted duty system would maintain the commitment to these 2019 - 22 priorities.

9 Conclusions

- 9.1 It is recommended that Human Resources Committee approve the implementation of the revised duty system as identified previously noting that the revisions benefit both the Fire and Rescue Service and the individuals affected.



OFFICIAL

Work experience programme - results of pilot project

Human Resources Committee

Date: 4 October 2019

Agenda Item:

10

Submitted By: Chief Employment Services Officer

Purpose

To advise Members of the success of, and feedback received on, the pilot work experience week 1– 5 April 2019.

Recommendations

That the report and feedback be noted.

Summary

Feedback from all of the students was excellent - all 25 of the students had a worthwhile experience whilst with us and the colleges have fed back to say it is the best work experience/external visit the students have had.

The work experience pilot has been a success and with some minor amendments to the programme, this will be established as a twice-yearly work experience programme (one week in April and one week in November) each year for the college students

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Christine Cooper, Corporate HR Manager
Tel: 01274 655741
Email: Christine.cooper@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Annex 1 – Feedback from the work experience students

1 Introduction

- 1.1 A pilot work experience week programme took place on 1 – 5 April 2019. 25 college students from the main FE Colleges in West Yorkshire (Leeds City College, Bradford College, Kirklees College, Calderdale College and Wakefield College) joined West Yorkshire Fire and Rescue Service (WYFRS) for a full week. 20 students were studying on Public Service courses with an interest in a career in the uniformed services and these students spent time out on District with operational crews. Five were interested in a career in other areas of the business and spent time at different departments at Headquarters, including Finance, IT, Diversity and Transport. The students varied in age from 16 to 19.
- 1.2 The perceived benefits of this initiative was for WYFRS to take the opportunity to support and develop young people within our communities and to help improve their key skills and employability opportunities. This supports our commitment to our corporate social responsibility.
- 1.3 Additionally it is an opportunity for us to engage early with young people with an interest in the Fire Service as a future career, including young women and young people from black and minority ethnic (B/ME) backgrounds who are under-represented in the operational side of the Service.

2 Information

- 2.1 The week was carefully planned and all activities were risk assessed. The timetable was planned so that all students got a good understanding of all the functions of the Fire Service and all of the different roles our employees undertake to contribute to the business.
- 2.2 The activities on day one were designed to build teamwork, confidence and communication skills and all attended a First Aid awareness session.
- 2.3 Days 2-4 were spent out on District where the students were closely supervised and supported by the District Support Officers. The students were involved in a range of exciting activities and drills with crews including Breathing Apparatus (BA), Water Rescue, Road Traffic Collision (RTC), working with the Rescue dogs, going up in the Combined Aerial Rescue Platform (CARP) and abseiling/line work.
- 2.5 The five students at Headquarters spent 3.5 days with their Department/s of choice and Day 5 included a visit to Control and a presentation from the command team for all 25 students.
- 2.6 During the feedback/review session at the end of the week the students were presented with a slide show presentation of photographs capturing their experiences during the programme.

3 Feedback

- 3.1 Feedback from all of the students was excellent, all 25 of the students had a fantastic time with us and the colleges have fed back to say it is the best work experience/external visit the students have had. Additionally, the number of students who said they would consider Firefighting as a career doubled at the end of the week. A summary of the feedback is attached at Annex 1.

- 3.2 Additionally the District Support Officers provided feedback on the individual students back to their colleges.

4 Learning Points

- 4.1 The only minor criticism from the students was that several thought there was too much formal input from speakers on Day 1 and Day 5. This will be revised should we run the programme again and the number of speakers and length/content of some presentations would be significantly reduced to leave more time for the hands-on activities.
- 4.2 Some students felt that one week was not long enough as they did not have the chance to do all of the activities and maybe attend an incident. However, it is felt that increasing the length of the experience would be too resource intensive for the staff involved in the planning and facilitating the week.
- 4.3 The week did impact significantly on the work of the District Support Officers and meant some slippage of their normal work. Whilst their being with the students for the entire week worked well in terms of establishing a relationship and trust, we may look next time at trying to make the week less onerous for one person.

5 Financial Implications

- 5.1 The costs associated with the work experience pilot project have been met from current budgets.

6 Legal Implications

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

7 Human Resource and Diversity Implications

- 7.1 The students selected were representative of the community:
- 9 x British white male
 - 6 x British white female
 - 3 x BM/E male
 - 4 x male (Eastern European)
 - 3 x B/ME female

8 Health, Safety and Wellbeing Implications

- 8.1 Health and safety was carefully considered and the experts advised on the preparation of risk assessments for all of the activities for the week.
- 8.2 Students were required to complete health questionnaires and sign a health and safety compliance and confidentiality agreement. There were no accidents or near misses reported during the week.

9 Environmental Implications

- 9.1 None.

10 Your Fire and Rescue Service priorities

10.1 The programme supports the following 2019 – 22 Your Fire and Rescue priority;

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

11 Conclusion

11.1 The work experience pilot has been a success and with some minor amendments to the programme, this will be established as a twice-yearly work experience programme (one week in April and one week in November) for the college students.

11.2 Other FRS's have started to consider their work experience offer and have contacted WYFRS for further information on what has been designed. This model may therefore be replicated in other Brigades.

What did you enjoy most during your week?

- ❖ Meeting new people
- ❖ Understanding of how each job plays a part in the Fire Service
- ❖ Working with the staff and getting to know them
- ❖ Using the equipment inside the Fire Engine and having a water fight
- ❖ Getting rid of my fears of climbing heights
- ❖ Having an amazing experience
- ❖ Days were fun and quick
- ❖ Checking kit and day to day activities



- ❖ Going out to calls
- ❖ Meeting the Crews
- ❖ Abseiling / line work
- ❖ RTCs – cutting up cars
- ❖ BA crawl
- ❖ Water rescue
- ❖ Going up in the CARP
- ❖ Going in the smokehouse
- ❖ Having an amazing and memorable experience
- ❖ Welcoming environment

- ❖ Explanations in great detail and always answered my questions
- ❖ Talking with 999 handlers
- ❖ Experience with networking staff (ICT) to overview how the network is managed
- ❖ Free vend #71. Great hospitality
- ❖ Trying fitness tests
- ❖ Meeting the Fire and rescue dogs





Would you recommend this experience to a friend?

100% said YES

But... 1 said YES x 10

And.... 1 said 'hell' YES

And ... 2 said 'Without a doubt'

What did you get out of this week?

- Communication skills – this will help with college and when working with others
- Maybe a career in the Fire Service!!
- Getting an idea of the different roles and Departments within the Fire Service. This will help me decide in the future what I want to do
- It will help me in the future if I decide to join the Fire Service
- It was a great experience that others will not get for future job roles
- Helped me develop skills that more people wouldn't have the opportunity to improve
- I have learnt new skills that I can use in College
- Skills development
- I am planning on becoming a Fire Fighter in the future
- I got my confidence up and helped with my leadership skills, this helped with my college course as we have to be confident and be a good leader
- It will help me with the college assignments and hopefully in getting a job
- Building confidence within working alongside new people as well as practical experience and insight into infrastructure which is difficult to obtain due to security
- A good sense of teamwork and how to function together under time limits and pressure
- Experiencing what the Fire Fighters have to do on a day to day basis and the training they have to complete. It will help me as I know the types of skills you need.

- Trying something new and different is always nice. I like the feeling – boosted confidence from heights and learning something new
- This week increased my knowledge about how the Fire Service works – it does more stuff than I thought.

General Comments

- ❖ AMAZING WEEK – sad to leave! Big shout out to Steve G, John and little Dave for being the best.



Halifax Station is the best! Once in a lifetime experience!!

- ❖ I enjoyed every moment of it
- ❖ I would like to say a 'huge'

Thank you to Andy Pearson, Kirklees District he came out of his way to help us understand the Fire Service and he never gave up on us. He continued to push us and make us try our best. And a thank you to Blue and White Watch.

- ❖ This is a great experience for young people doing public service. A big shout out to Steve, little Dave and John – Halifax Fire station is the best!!!

Thanks for an amazing time.

- ❖ I enjoyed the fitness tests which have a good idea of how I need to improve
- ❖ I would have liked to do water rescue but besides that I enjoyed every minute of it!
- ❖ Everyone at Halifax so welcoming!
- ❖ Team (ICT) is incredible and very communicable and open to answering questions throughout the week

Anything you did not enjoy or would have liked to have done that you did not get the opportunity to?

- I would have liked to have gone out in the fire engine during an emergency call
- Would have liked to do BA in the smoke house with smoke / fire
- Would have liked to do water rescue
- Some of the presentations on days 1 and 5 were too long and boring (this was quite a common view)
- I wanted to meet the dogs and see them train
- Call outs
- Overall I loved it but it could be longer than 5 days so we get chance to do water rescue and attend an incident
- I would have liked to put out a fire and ride around in the fire engine, also - nothing to take away from the experience such as t-shirts etc.
- Everything seemed to be over so quickly!



OFFICIAL

Operations Support re-structure

Human Resources Committee

Date: 4 October 2019

Agenda Item:

11

Submitted By: Director of Service Support

Purpose	To inform Members of a number of proposed changes to the teams within Operations Support.
Recommendations	That Members approve the recommendations contained within this report.
Summary	Following the removal of an Area Manager post in September 2017 there were a number of structural changes to align the respective departments affected under the management of the three Area Managers. This, combined with the progression of the Command, Leadership and Management (CLM) Review, and some retirements and progression within the teams, has presented an opportunity to look at the priorities for the Operations Support Team and the most appropriate structure to meet that demand. This paper proposes a number of changes across all the teams to address future demands.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Annex A – Operations Support current structure

1 Introduction

1.1 Operations Support covers a wide variety of departments consisting both Green and Grey Book staff who, as the name suggests, all work in support of, and contribute to, our Operational Service Delivery.

1.2 Teams within Operations Support include:

- Emergency Planning Team
- COMAH (control of major accident hazards)
- Operational Risk Management Team (ORMT)
- CTU intelligence embed (Counter Terrorist Unit)
- Operations Equipment
- Operational Guidance & Learning
- Water Office
- National Resilience Team
- National CBRNe Centre (seconded) (Chemical, Biological, Radiological, Nuclear and Explosive incidents)

1.3 The current Operations Support structure is available at Annex A.

1.4 There is also a Firefighter seconded in the National CBRN centre who is part of the Operations Support structure – however, they are not shown on the diagram above.

1.5 The Operations Support function has been undertaking a phased restructure process following the structural changes undertaken within the strategic management cohort. Phase 1 (autumn 2018) delivered the removal of a Group Manager and a Station Manager from the structure and the realignment of responsibilities between the remaining two Group Managers. The phase 2 restructure is focussed on improving service delivery within the following areas and specific outcomes:

- Operational Learning – Improved firefighter and public safety
- Operational Risk – Improved safety and efficiency at incidents
- COMAH - Improved response and safety for incidents at COMAH sites
- Operations Equipment - Efficiency in the delivery of equipment and PPE (personal protective equipment)

The following sections will provide a brief narrative on the specific work of each respective department, including the proposed restructure.

2 Information

2.1 The Emergency Planning Team will deliver a professional and resilient emergency response; through collaborative pre-planning to inform and develop operational response plans to deal with any reasonably foreseeable incident or pre-planned event and any associated impact.

The Emergency Planning team have identified a need for a restructure to enable continued and effective collaborative working. It will provide efficiencies whilst maintaining a standard of service delivery with a high-level operational influence in the working and production of response plans to ensure our strategic priorities are achieved.

The proposed change is replacing the Watch Commander 'A' role with a Crew Commander. The change aligns to the Command Leadership and Management implementation model. It will also aid recruitment by providing a wider recruitment pool to current and future Crew Commanders.

2.2 The aim of the COMAH team is to assist the Fire Authority in fulfilling its obligations and duties under the following regulations;

- Control of Major Accident Hazards (COMAH) 2015
- Radiation - Emergency Preparedness and Public Information (REPPIR)
- Pipelines Safety Regulations 1996

A restructure within the COMAH team has been identified. The proposal is to replace the Watch Commander with a Crew Commander and amend the role and responsibility of the Grade SCP17 (Grade 4). The new SCP25 (Grade 6) Green Book role will head the department. Although the change does not produce efficiencies, there are a number of business benefits to the proposed change.

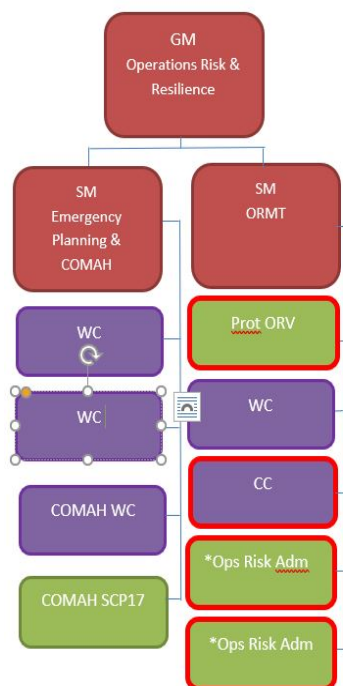
Collaborative working, relationships with all stakeholders and the standard of service delivered will be enhanced with a stable department head/manager. The department lead will have specialist knowledge, understanding and experience of emergency planning, preparedness and testing of emergency response plans. Recruitment for the Crew Commander role may be more effective due to the larger number of personnel at this rank. Operational knowledge and understanding within the team through the Crew Commander is maintained, ensuring the same high standard of testing/exercising.

The staffing costs for the COMAH are recovered fully, by charging the site operators.

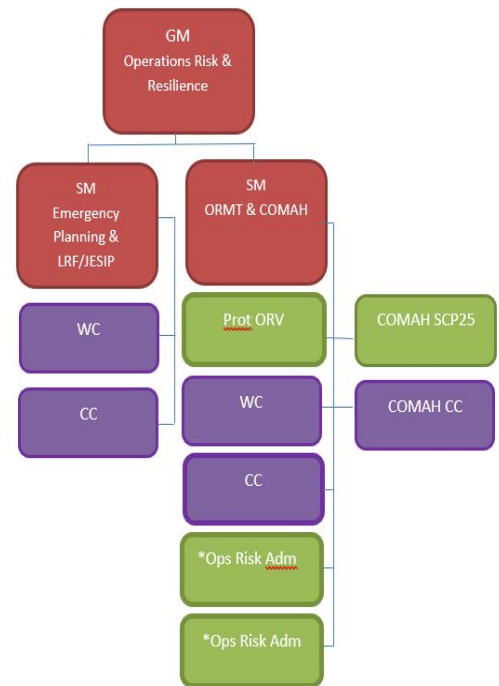
2.3 The ORMT aims to reduce the risk and impact of fire on the community, safeguard firefighters, our heritage and the environment. WYFRS' statutory duty to enforce fire safety law and promote fire safety will be based on risk. Operational crews will undertake Operational Risk Visits (ORV's) to gain familiarity with the premises and collate any risk information relevant to pre-planning for incident attendance. In addition, they will also administer a 'general check' of the fire precautions. The Operational Risk Management Team oversee the whole process.

Prior to the fundamental review of the team, it consisted of a Station Commander, Watch Commander and a seconded temporary post (Crew Commander). At present a Grade 8 fire protection officer, Grade 3 admin (job share) and the Crew Commander are all temporary secondments. The proposal is to move the team from temporary secondments to permanent established posts. This will provide sufficient resources to manage the operational risk to the organisation. It will provide the knowledge and experience for both operational and fire protection staff and will deliver operational risk training and information to our operational crews. This will enable operational crews to efficiently and safely deal with operational incidents. The proposed structure will deliver the statutory requirements and our strategic objectives.

Current Structure for the Emergency Planning, COMAH & ORMT Departments



Proposed Structure for the Emergency Planning, COMAH & ORMT Departments



A realignment of responsibilities for the Operational Risk and Resilience function has been identified. The ORMT Station Commander will take responsibility for the COMAH department. Risk information is integral to both teams and will aid effective risk gathering, sharing of risk information and testing of plans to operational personnel. The Emergency Planning team will take responsibility for Local Resilience Forum responsibilities and inter-agency (JESIP) training from the CTU embed. Multi-agency collaborative work is integral and complements the emergency planning team daily activities.

2.4 The Counter Terrorism Unit (CTU) embed Station Commander is embedded within the North-east Counter Terrorist Unit (NECTU). This Station Commander role facilitates the confidential intelligence link between West Yorkshire Police and WYFRS. The role also has the responsibility for the regional co-ordination and continuing training of National Inter-agency Liaison Officers (NILOs). Local Resilience Forum management and Joint Emergency Services Interoperability Programme (JESIP) training is a function performed by the CTU embed. There is no significant change to this role within the proposed Operations Support restructure.

2.5 The Operations Equipment team undertake research and development regarding all operational equipment used at incidents, this also includes Personal Protective Equipment. The team liaise with numerous contractors and suppliers in order to support the ongoing management of our equipment inventory. The team also monitor all equipment maintenance and testing and support procurement and roll-out of new equipment as required. Management of the procurement of new equipment is a key element to the role and links in closely with the proposed Procurement Officer role within Finance to ensure procurements are both cost effective and timely.

The current team structure has an operational Station Commander as the team manager, this has served the organisation well when considering the valuable operational knowledge that can be applied to the role. However, the operational response element has impacted on the team especially when meetings with contractors etc. are arranged and the manager has to mobilise to an incident together with the time required to maintain operational competence.

The team has identified a number of advantages if the post was changed to a Green Book contract - these include improved consistency in role, reduced salary and on-costs, potential for employing an upskilled person (procurement experience) and the potential for further diversity opportunities within the structure.

2.6 The Operational Guidance and Learning team have responsibility for:

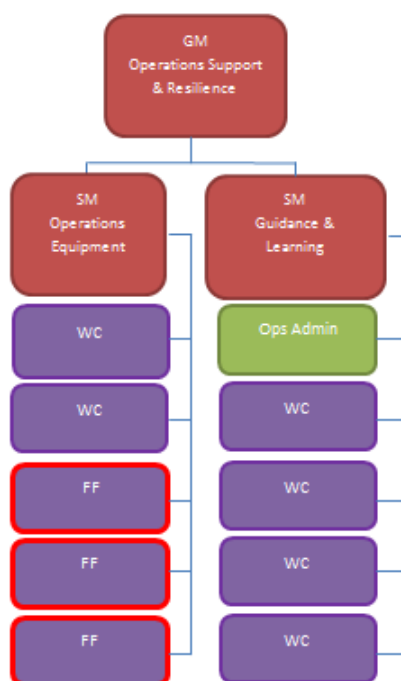
- Scrutiny and feedback of National Operational Guidance (NOG)
- Adoption, adaption or rejection of NOG
- Cross-mapping of guidance against operational procedures, West Yorkshire policies and operational ways of working
- Production and implementation of Operational Procedure Information Documents (OPID)
- Collation, analysis, evaluation and reporting of all operational learning for the organisation
- Delivery of post incident / exercise formal debriefs

The team has identified the potential for greater efficiency through the restructuring of the Watch Commander and the Administrator posts. The proposal looks to remove two Watch Commander positions and replace these with Crew Commander positions - this would support a much improved recruitment potential into the team along with an improved governance structure for management and responsibility. The administrative role will take on the responsibility for data analysis, information management, workload distribution and reporting of outcomes and recommendations. The proposed change would see a decrease in salary Bosts associated with the Grey Book roles and an increase in the salary of the Green book role in line with the adjusted responsibility.

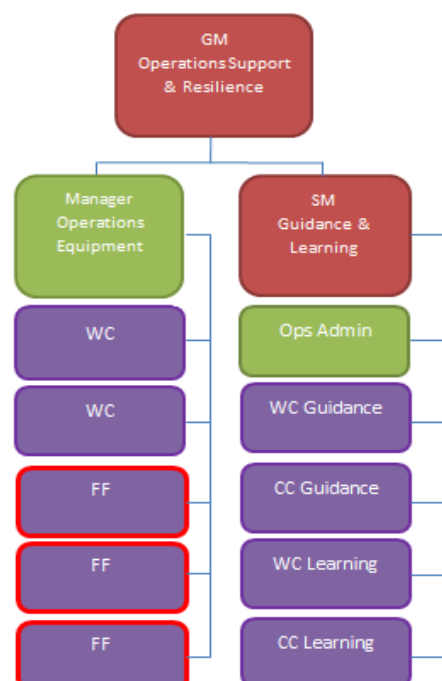
The main advantage from the proposed change will be the increased availability of the Grey Book Operational Learning roles to work across the organisation in much more front-facing roles and undertake live assurance at incidents and exercises.

The Integrated Risk Management Plan (IRMP) which was approved in 2017/18, included the provision for the conversion of a Grey Book post to a support staff post within operational learning. This post has not been filled and, as such, the budget for the Grade 6 post remains within the support staff budget in 2019/20.

Current Structure for the Operations Equipment, Guidance & Learning Departments



Proposed Structure for the Operations Equipment, Guidance & Learning Departments



2.7 The Water Office team are responsible for the planning and implementation of new fire hydrants and the management of hydrant repairs and testing. The team consists of six Green Book personnel, a team manager, three hydrant inspectors and two administrators who job-share the administration role. There are no planned structural changes for this team.

2.8 The National Resilience team manage the delivery of all of the organisation's national resilience assets. These include:

- Urban Search & Rescue
- High Volume Pumps
- Enhanced Logistics Support
- Mass Decontamination Units
- Detection Identification & Monitoring
- Flood and Swift Water Rescue Capabilities
- Marauding Terrorist Attack assets

The team has a Station Commander, Watch Commander and two Green Book support staff operating from the Strategic Training Facility at Headquarters. The National CBRNe secondment is also managed within this department and is a cost-neutral post due to funding received from National Resilience.

There are no planned structural changes for this team.

3 Financial Implications

3.1 The financial information below details the current and proposed total staffing costs (including oncosts) in relation to the proposed restructure.

	<i>Rank/Grade</i>	Current Structure	<i>Rank/Grade</i>	Proposed Structure	Saving ()/Cost
Emergency Planning	<i>WMB</i>	£56,071	<i>WMB</i>	£56,071	£0
	<i>WMA</i>	£52,581	<i>CC</i>	£50,023	£-2,558
					£-2,558
COMAH	<i>WMA</i>	£52,581	<i>CM</i>	£50,023	£-2,558
	<i>Grade4</i>	£30,397	<i>Grade 6</i>	£36,856	£6,459
					£3,901
ORMT	<i>SM</i>	£77,617	<i>SM</i>	£77,617	£0
	<i>WMA</i>	£52,581	<i>WMA</i>	£52,581	£0
			<i>CM</i>	£50,023	£50,023
			<i>Grade 8</i>	£43,150	£43,150
			<i>Grade 3</i>	£27,426	£27,426
					£120,599
Operational Equipment	<i>SM</i>	£0	<i>SM</i>	£0	£0
	<i>WMB</i>	£56,071	<i>WMB</i>	£56,071	£0
	<i>WMB</i>	£56,071	<i>WMB</i>	£56,071	£0
	£0		<i>Grade 8</i>	£43,150	£43,150
					£43,150
Operational Guidance & Learning	<i>SM</i>	£77,617	<i>SM</i>	£77,617	£0
	<i>WMB</i>	£56,071	<i>WMB</i>	£56,071	£0
	<i>WMB</i>	£56,071	<i>WMB</i>	£56,071	£0
	<i>WMB</i>	£56,071	<i>CM</i>	£50,023	£-6,048
	<i>WMB</i>	£56,071	<i>CM</i>	£50,023	£-6,048
	<i>Grade 2</i>	£25,125	<i>Grade 3</i>	£27,426	£2,301
					£-9,795
Operational Learning conversion grey to green post		£36,856	<i>Grade 6</i>	0	£-36,856
				Additional Cost	£118,441

The proposed operational restructure as detailed in the report would require the permanent transfer of £118,441 from the contingency budget to revenue.

The current balance of the contingency budget is £369k - a report will be presented to Finance and Resources Committee on 11 October 2019 which will be recommending that a further £411k be added to the contingency budget which will result in a revised contingency budget of £780k.

4 Legal Implications

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

5 Human Resource and Diversity Implications

- 5.1 The restructure will be implemented through a phased approach with Watch Commanders replaced with Crew Commanders through natural progression. There will be no forced moves for personnel to facilitate the proposed new staffing arrangements.
- 5.2 All new posts have been assessed using the Authority's Job Evaluation Scheme.

6 Health, Safety and Wellbeing Implications

- 6.1 None arising from this report.

7 Environmental implications

- 7.1 None arising from this report.

8 Your Fire and Rescue Service priorities

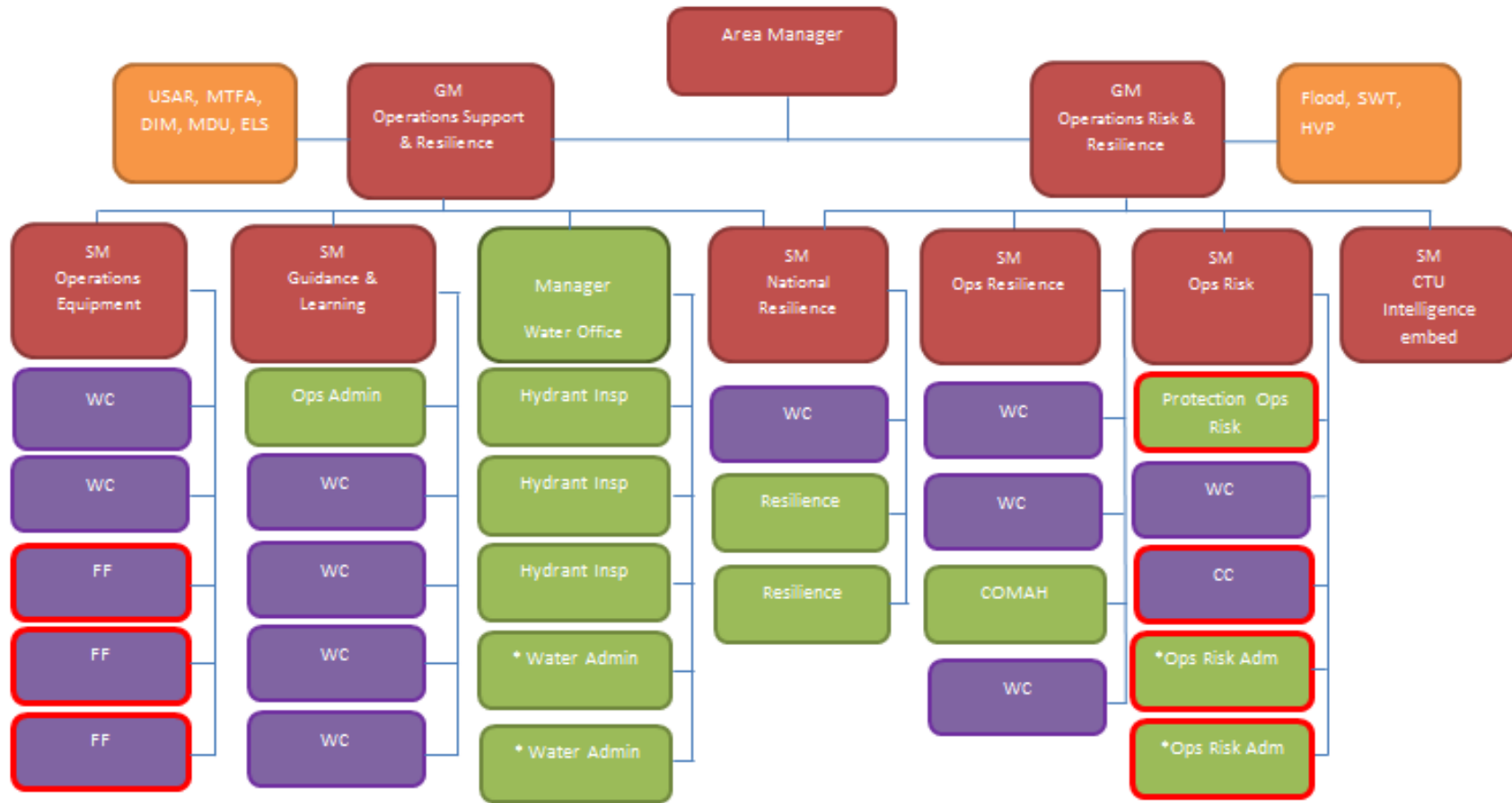
- 8.1 The report aligns to the following Your Fire and Rescue priorities 2019 - 22:
- Be more efficient across all areas of the service to make savings.
 - Work smarter at our fire stations and departmentally.
 - To provide a workforce that serves the needs of a diverse community and /or to fulfil our statutory responsibilities and legal duties under the Equality Act.

9 Conclusions & Recommendations

- 9.1 The outcome of the proposed re-structure aligns the roles, responsibilities, workloads and appropriate work streams to ensure that the Operations Support function is effective, efficient, supports improvements for firefighter and public safety and provides best value. It will reflect the change of smarter, leaner working in line with the implementation of the Command, Leadership and Management (CLM) project and it is the most appropriate structure to meet long-term future demands.

- 9.2 Efficiencies have been made in the previous financial period through the implementation of phase 1 of the restructure (£167,640). Phase 2 requires the transition of four seconded posts into establishment positions together with adjustments to grades and contractual conditions in other roles. This change will see an uplift in personnel costs.
- 9.3 The recommendation is that the Fire Authority approves the proposed establishment restructure of the Operations Support function.
- 9.4 The proposed restructure will ensure that the delivery of the Fire Authority's legal obligations will be effective, efficient and provide value for money with regard to;
- Civil Contingencies Act 2004.
 - COMAH Regulations 2015 and Pipeline Safety regulations 1996.
 - The Fire and Rescue National Framework
 - Fire & Rescue Services Act 2004 S7.2d
 - CFRA Fire and Rescue Service Operational guidance PORIS

Operations Support Structure



KEY :

Operational Post Grey Book	Establishment Post Grey Book	Establishment Post Green Book	Management Reference National Resilience	Secondment post	* Job Share
					! Reduced Hours



OFFICIAL

Procurement Team - restructure

Human Resources Committee

Date: 4 October 2019

Agenda Item:

12

Submitted By: Chief Finance and Procurement Officer

Purpose To gain agreement to establish a professional, centralised procurement service.

Recommendations To approve the proposed procurement restructure and appointment process.

Summary A procurement improvement programme is in progress (Jan-Dec 2019) and is well advanced.

Key tasks recently completed are:

- * a review of the existing Operating Model
- * a review of Job Descriptions and Person Specifications
- * a proposal to establish a more effective Operating Model.

This paper recommends an Operating Model based on Centralised Procurement and devolved Purchasing (in departments), but requires approval to recruit to two new posts at an increased cost of £92,328.

Local Government (Access to information) Act 1972

Exemption Category: Nil

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Background papers open to inspection: Local Government Association Procurement Review Report

Annexes: Appendix A – Job Descriptions

1 Introduction

1.1 In September 2018, Management Board commissioned the Local Government Association to conduct a peer review of the Authority's procurement processes.

The review considered the following:

- Vision & Strategy
- **Capacity & Capability of Procurement**
- **Devolved vs Centralised**
- Standards, Specifications & Processes
- Value for Money

1.2 The report made a number of recommendations; one of which was to "appoint a strategic qualified professional specialist Head of Procurement" to produce and deliver a programme of improvements and "to design and implement an appropriate team".

1.3 This report recommends a **Centralised** Procurement Service with the necessary **Capacity & Capability** to lead on high value, complex procurements; ensuring good practice and value-for-money outcomes.

1.4 Savings and efficiencies will naturally follow good practice procurement.

2 Information

2.1 Current Operating Model

2.1.1 A central supplies team (comprising two officers) receives all requisitions from across West Yorkshire Fire and Rescue Service (WYFRS); these are then either passed to stores (stock items) or transposed into purchase orders and sent to suppliers (non-stock items). The practice of sending all requisitions through the supplies team causes a process bottleneck; is inefficient, causes delays and adds little overall value.

2.1.2 The supplies team is weighed down by paper-based processes involving duplicated data inputting into unconnected purchasing and invoicing systems.

2.1.3 The supplies team is thus working in a narrowly defined and low-level transactional capacity; having no involvement in specifying and managing tenders for services or works, nor having any influence on procurement strategy or tactical supply chain management.

2.1.4 Quotations and tenders for services and works are undertaken in departments to varying degrees of consistency; with generally weak specifications and uncertainty over which procedures to apply.

2.1.5 There has been a lack of procurement leadership, co-ordinated planning, documented procedures and standards.

2.1.6 These factors culminate in significant risk in terms of non-compliance with legal requirements; insufficient evidence of value-for-money and also the risk of claims against the Authority.

2.1.7 An interim Procurement Manager was appointed in January 2019 in order to fill the immediate skills gap; to manage higher level procurement needs as well as being instrumental in driving through much needed improvements and change.

2.2 New Operating Model

- 2.2.1 A suite of procedures, standards and guides have been published and implemented across West Yorkshire Fire and Rescue Service (WYFRS). These documents establish good practice that is fully compliant with legal and corporate obligations.
- 2.2.2 Process changes are also being introduced to remove bottlenecks and to eliminate paper transactions.
- 2.2.3 Existing computer systems have been reviewed and shall be reconfigured to optimise efficiency.
- 2.2.4 Additionally, to maximise the impact and potential of a new procurement service, it is necessary to define a comprehensive set of skills and capabilities.
- 2.2.5 It is also necessary to redefine the procurement service's relationship with internal customers and with suppliers.
- 2.2.6 Accordingly, it is recommended that:
- The current Supplies team (x 2 staff) be replaced with a new Procurement team (x 4 staff).
 - Job Descriptions and Person Specifications have been produced and graded to align with the Chartered Institute of Procurement & Supply (CIPS) Global Standard for Procurement and Supply (Professional & Advanced Professional Competencies); thus establishing professional job criteria and elevating the team role from being entirely transactional to one that will be professionally led, strategic and value adding.
 - Non-stock requests will continue to be routed to the Procurement team for sourcing.
 - Stock requests are being routed direct to Stores (and not via the Procurement team).
 - Responsibility for stock control (min/max levels) and stock replenishment ordering is being transferred from the Procurement team to the Stores team.
 - The Procurement team shall establish contracts under which devolved purchasing in departments can be undertaken e.g. Stores will replenish their stock from contracts established by the Procurement team.
 - In the absence of pre-tendered contracts, departments shall continue to manage the quotation process for values below £75k (although any complex or high risk quotations shall be transferred to the Procurement team to manage).
 - Departments shall continue to be responsible for day-to-day (1st line) contract management & relationships with their suppliers.
 - Revised Contract Procedure Rules (that are part of the Authority's Constitution) means the Procurement team are now responsible for managing all tenders (supplies, services and works) valued over £75k; and for any high risk, complex quotations below £75k.

- The Procurement team will be responsible for 2nd line contract management, supply chain risk management and escalations.

2.2.7 This improved Operating Model provides for Centralised Procurement and devolved Purchasing.

2.2.8 At the time of drafting this report, there are 210 active contracts on the Contracts Register that require managing and re-letting at some point.

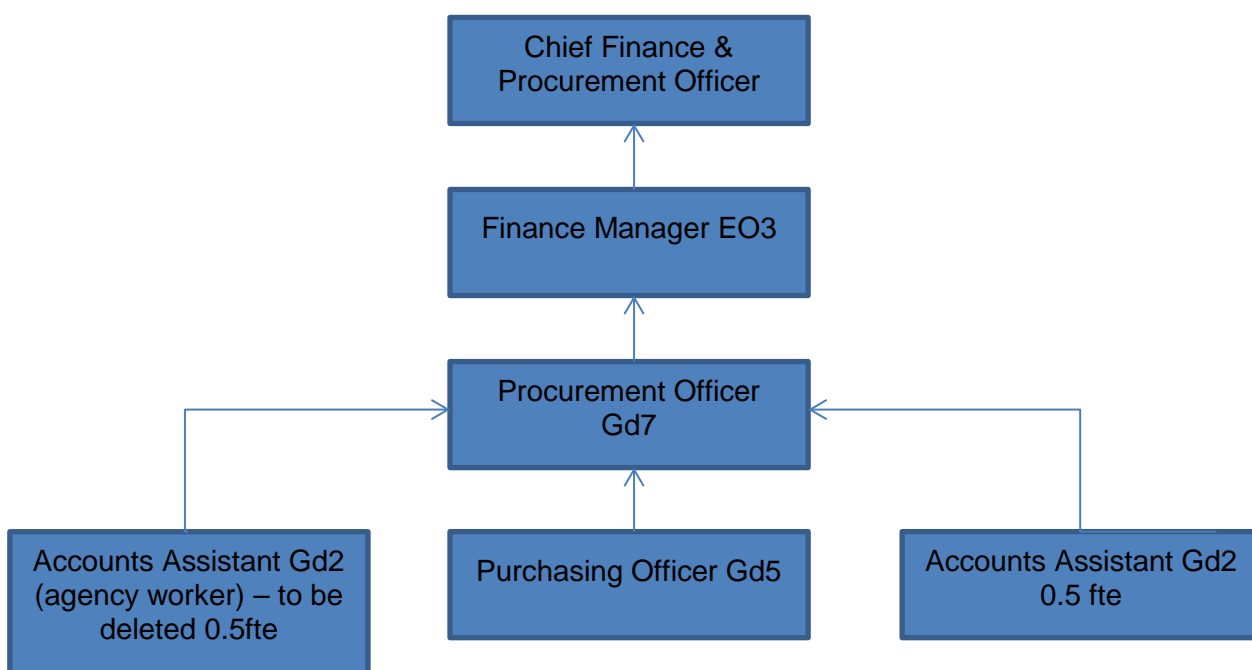
Expenditure is circa £18m - £20m, with some 12,000 requisitions being raised and 2,000 Purchase Orders being issued per annum with 1,500 suppliers.

2.2.9 It is proposed that:

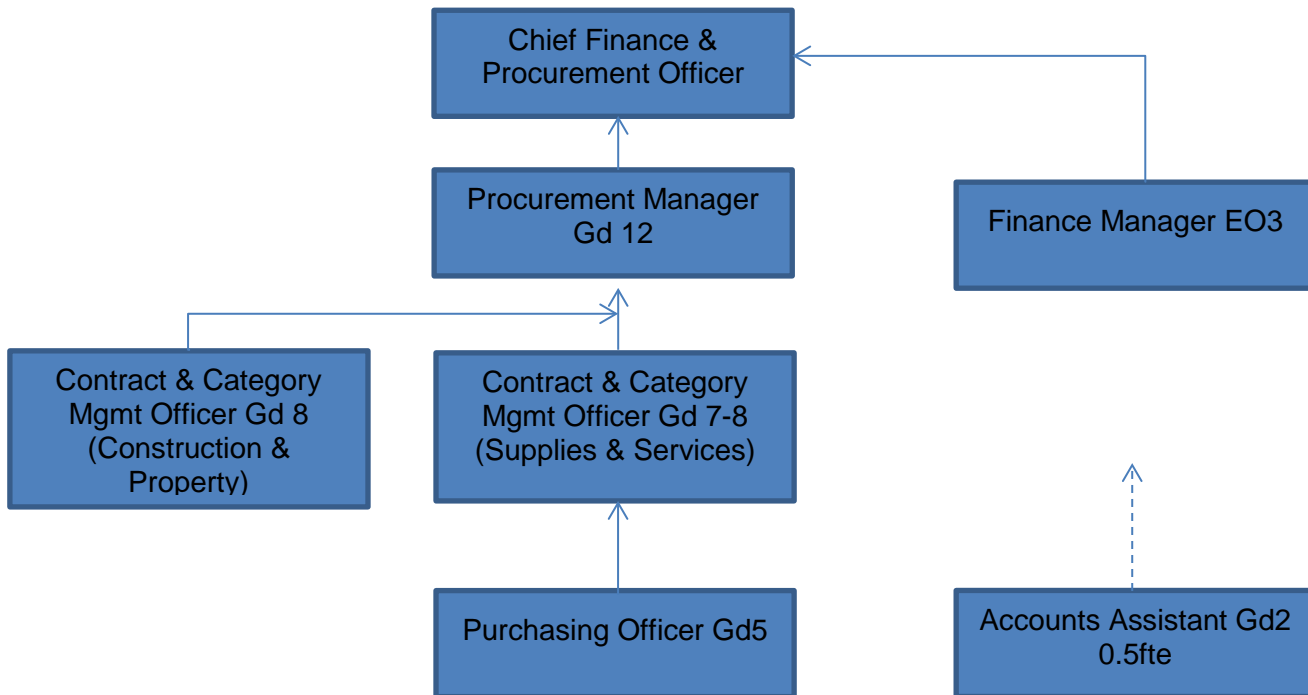
- The Purchasing Officer (Grade 5) currently working in the Supplies team is issued with a new job description (but with same job title and grade) within the new Procurement service.
- The Procurement Officer – supplies (Grade 7) currently working in the Supplies team (and studying for professional qualifications) be issued with a new job description of Category & Contract Management Officer – Supplies & Services (career development Gd 7-8).
- The interim Procurement Manager is replaced with a permanent Procurement Manager (Grade 12).
- A Category & Contracts Management Officer is appointed (Grade 8) who has particular experience in Construction and Property contracts and procurement exercises.

2.2.10 In summary, this is an increase of 2 posts on the existing establishment. The existing and proposed structures are shown in the diagrams below:

Existing Structure



Proposed Structure



2.2.11 The existing posts in the Supplies team of:

0.5 x Accounts Assistant (vacant) would be deleted as a contribution towards restructuring costs.

0.5 x Accounts Assistant would transfer to a different line manager but remain within the Finance structure.

The role and purpose of each job is outlined below:

Procurement Manager

Procurement Head of Profession

Overall responsibility for the procurement service and advising the Chief Finance & Procurement Officer on all related matters

To provide effective leadership and management of the service and to provide a focus on the Authority's vision, aims and objectives

To provide the Authority with effective, efficient and economic procurement arrangements; and high quality procurement advice and project management services, to enable the Authority to generate efficiencies and obtain value for money from all its purchased supplies, services and works.

Category and Contract Management Officers

To manage day-to-day procurement activities and tendering to achieve best value outcomes

To provide an efficient and effective procurement service:

- Post-holder 1 Categories – Supplies & Services
- Post-holder 2 Category – Construction & Facilities Management

Category & Contract Management Officers are expected to be capable and willing to interchange responsibilities (and merge roles) and support each other during imbalanced workloads and periods of absence (vacancy).

Category Management is not only about compliance and best value, but also includes demand management, supplier relationship management, collaboration, innovation and service quality improvements.

Purchasing Officer

To provide an efficient sourcing and buying service to the organisation

To be responsible for the day-to-day buying of supplies and services from approved contracts & catalogues or by use of appropriate quotation procedures

2.3 Efficiencies

- 2.3.1 Savings and efficiencies are beginning to emerge from the procurement improvement programme and it is highly likely that these shall continue and increase as the centralised procurement service takes effect.
- 2.3.2 Savings from joint working (Personal Protective Equipment (PPE) and laundry services) and collaboration (mobile phones and computers) are already anticipated from projects in-progress.
- 2.3.3 Efficiencies are emerging from changes to working practices and the optimisation of computer systems & processes; thus enabling managers to re-direct resources to better effect.
- 2.3.4 Centralising procurements over £75k will ensure projects are managed and delivered more efficiently and compliantly than having these devolved to inexperienced staff in departments.
- 2.3.5 It is normal practice for a central Procurement service to aim to cover staff costs through savings and cost avoidance; which in this case would amount to a target of £250k.

3 Financial Implications

3.1

Job Title	Grade	Existing Structure	Proposed Structure	Increase/Decrease
Procurement Manager	Grade 12		£58,598	£58,598
Contracts & Category Officer (1)	Grade 7-8	£39,970	£43,150	£3,180
Contracts & Category Officer (2)	Grade 8		£43,150	£43,150
Purchasing Officer	Grade 5	£33,560	£33,560	£0
Accounts Assistant *0.5	Grade 2	£12,600	£0	-£12,600
TOTAL		£86,130	£178,458	£92,328

The proposed restructure would require growth of £92,328 which would have to be met by a permanent transfer from the contingency budget.

3.2 The current balance of the contingency budget is £369k, it will be proposed that a further £411k be added to the contingency budget at Finance and Resources Committee on 11 October which, if approved, will result in a revised contingency budget of £780k.

3.3 It is anticipated that the procurement review will generate savings in the longer term as a result of efficiencies in the procurement processes as outlined in 2.3 above which will be managed by the centralised procurement team.

4 Legal Implications

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

5 Human Resource and Diversity Implications

5.1 The changes proposed do make changes to the duties and responsibilities of existing staff. Those changes have been discussed with the affected staff and they are in agreement with those changes.

5.2 Gradings for posts have been assessed using the Authority's job evaluation scheme and all recruitment will be carried out in accordance with our recruitment policy.

5.3 Consultations with union representatives and staff have been undertaken in accordance with protocol.

5.4 An Equalities Impact Assessment has been completed.

6 Health and Safety Implications

6.1 None

7 Environmental impact

7.1 There are no direct environmental implications arising from this report.

8 Your Fire and Rescue Service Priorities

8.1 This reports supports all the fire and service priorities.

9 Conclusion

9.1 The peer review by the Local Government Association identified some weaknesses in our current procurement processes and practices. One of the key recommendations was to appoint an interim procurement manager who would look at implementing the recommendations from the report. This report requests Member approval to establish a centralised procurement team which will be responsible for the overall procurement function in the Authority.

WEST YORKSHIRE FIRE & RESCUE SERVICE

JOB DESCRIPTION

POST TITLE:	Procurement Manager
GRADE:	12
RESPONSIBLE TO:	Chief Finance & Procurement Officer
RESPONSIBLE FOR:	2 x Category & Contract Management Officers 1 x Purchasing Officer

OVERALL PURPOSE OF JOB

Procurement Head of Profession

Overall responsibility for the procurement service and advising the Chief Finance & Procurement Officer on all related matters

To provide effective leadership and management of the service and to provide a focus on the authority's vision, aims and objectives

To provide the authority with effective, efficient and economic procurement arrangements; and high quality procurement advice and project management services, to enable the authority to generate efficiencies and obtain value for money from all its purchased supplies, services and works.

MAIN RESPONSIBILITIES

This job description has been produced using as a base, the Chartered Institute of Purchasing & Supply, Global Standard for Procurement and Supply (Professional & Advanced Professional Competencies)

1. Create, articulate and implement a clear, achievable and compelling vision and strategy that sets out the direction and plans to achieve and maintain procurement good practice.
2. Develop, communicate and promote the purpose, values and vision of improved procurement and supply chain management across the organisation and to suppliers.
3. Produce innovative strategies & action plans and manage these effectively to achieve desired outcomes using appropriate tools, techniques and methods.
4. Promote and ensure compliance with policy, legislative and regulatory requirements affecting procurement and supply chain management.
5. Develop, implement and maintain relevant good practice procedures and governance standards for effective procurement and contract management.
6. Manage and contribute to the development and implementation of functional, business unit and corporate strategies and policies.
7. Develop and maintain effective strategic stakeholder relationships.
8. Explain, promote and apply ethical, sustainable environmental and corporate social responsibilities across the organisation and to the supply chain; driving Community Benefits within West Yorkshire.
9. Identify opportunities for the development and improvement of systems and processes to achieve greater efficiency and best value from expenditure.

10. Undertake data analysis, report against Key Performance Indicators and produce management information for senior managers and stakeholders in order to drive continuous improvement and achieve measurable efficiencies.
11. Maximise the use of Purchase-to-Pay (P2P) systems and electronic interchanges with suppliers.
12. Ensure Category Management Officers establish and manage category management strategies, plans, tools and techniques; ensuring a co-ordinated approach to the market.
13. Develop and instigate appropriate collaborative and joint working relationships to identify opportunities for shared knowledge and aggregated procurement to achieve improved efficiency and alignment with national strategies and policies.
14. Invite and analyse stakeholder feedback; ensuring improvements and corrective actions are taken as appropriate to achieve and maintain high levels of stakeholder satisfaction.
15. Provide advice on the interpretation and practical application of relevant Legislation, Contract Procedure Rules and Financial Regulations.
16. Provide advice and guidance on contractual terms and conditions to safeguard the interests of the authority and to ensure supplier performance.
17. Evaluate and present the range of contracting options for major programmes or complex procurement projects; making recommendations to senior managers as necessary.
18. Produce training plans; deliver training, impart knowledge and provide support for the personal and professional development of individuals' knowledge, capabilities and skills to further the aims of good practice procurement.

ANY OTHER INFORMATION

Note 1: Managers in departments are responsible for day-to-day contract management and will escalate matters requiring an intervention or escalation.

Note 2: This document is produced as a guide to the general nature of the post and the list of duties is neither exhaustive nor exclusive. Job responsibilities are further expanded in Practical Application – Duty Notes.

SECOND AREA OF RESPONSIBILITY:

1. To Implement and promote the Authority's:
 - a) Health and Safety policies
 - b) Equality and Diversity policies
 - c) Information Security Management System policies
 - d) Safeguarding policies
 - e) Business continuity policy and contingency arrangements
2. To demonstrate and uphold the service values and to promote the organisation in a positive manner.
3. Ensure functions can be maintained when disruptive events occur through the implementation of arrangements specified in the business continuity strategy/policy.
4. Responsibility for ensuring any data produced in relation to the post is accurate and current.
5. Responsibility to ensure full compliance with the General Data Protection Regulation and Data Protection Act 2018 and to ensure data security is maintained.
6. Undertake any other duties commensurate with the grade of the post as directed by line management.

PERSON SPECIFICATION/SHORTLISTING CRITERIA

In the supporting statement section of the application form give clear, concise examples of how **you meet all of the Essential person specification criteria** (i.e. items you must be able to do from day one to be able to do the job), **identified as 'Application' in order to be shortlisted for this vacancy**. If a large number of applications are received, only those who also meet the Desirable criteria, identified as 'Application', will be shortlisted, i.e. criteria you need to do the job, but which could be learnt during training.

Please list or number the person specification competency criteria against which you are providing evidence/examples in order to structure your supporting statement in a well organised way.

There may be some criteria that are identified through 'Selection Process' only. **You will only be assessed on these criteria later during the selection process and not from your application form**, this may involve tests, presentations, interview etc.

	Experience	Essential/Desirable	Where Identified
1.	Extensive experience in an appropriate procurement leadership role across a wide range of supplies, services and works	Essential	Application & Selection Process
2.	Practical and demonstrable experience of "Works" related procurement projects under JCT and NEC forms of contracts	Essential	Application & Selection Process
3.	Extensive experience in managing major / complex and/or collaborative procurement projects	Essential	Application & Selection Process
4.	Demonstrable experience of managing and motivating staff.	Essential	Application & Selection Process
5.	Previous experience of dealing with senior managers (and politicians) in large organisations	Essential	Application & Selection Process
6.	Prior experience of reviewing systems and procedures managing change to improve service delivery.	Essential	Application & Selection Process
7.	Experience of preparing and presenting reports dealing with complex issues.	Essential	Application & Selection Process

	Education and Training	Essential/Desirable	Where Identified
8.	A degree (or equivalent) or appropriate experience at this level.	Essential	Application & Selection Process
9.	Member of the Chartered Institute of Purchasing & Supply (CIPS), level 6	Essential	Application

	Special Knowledge and Skills	Essential/Desirable	Where Identified
10.	Thorough understanding of public sector procurement standards, policies and the legislative framework that regulates public sector procurement.	Desirable	Application & Selection Process
11.	Gain and in-depth knowledge of Contract Procedure Rules, Financial	Desirable	Application

	Regulations, Policies and Procedures with the Authority		& Selection Process
12.	Extensive knowledge of Procurement Strategies, Category Management Tools & Techniques and Procurement Good Practice	Essential	Application & Selection Process
13.	Thorough understanding and proficient in contract management.	Essential	Application & Selection Process
14.	Proficient use of Microsoft Office applications including Word, Excel, Powerpoint and Outlook.	Essential	Application & Selection Process
15.	Knowledge and practical application of expressing concepts and ideas effectively to people at different levels within the organisation	Essential	Application & Selection Process
16.	Full current UK driving Licence holder.	Desirable	Application & Selection Process
17.	Leadership skills and behaviours to promote, share and achieve procurement good practice.	Essential	Application & Selection Process
18.	Demonstrate effective behaviours to win the support of colleagues and other stakeholders to achieve effective procurement and supply chain management	Essential	Application & Selection Process
19.	Serve internal stakeholders efficiently and effectively to promote customer support and service	Essential	Application & Selection Process
20.	Adopt and promote behaviours to support the successful implementation of change	Essential	Application & Selection Process
21.	Act as role model in the application of ethical practices and standards	Essential	Application & Selection Process
22.	Ability to plan, prioritise and organise oneself and others to meet deadlines and stakeholder expectations	Essential	Application & Selection Process
23.	Excellent interpersonal skills that encourage interaction with all levels of the organisation	Essential	Application & Selection Process
24.	Good English language and written skills	Essential	Application & Selection Process
25.	Good Mathematical skills using formulae for assessing tenders and with an understanding of financial information	Essential	Application & Selection Process
26.	Demonstrates commitment to taking a leading role in driving forward WYFRS' commitment to equality of opportunity, diversity and inclusion	Essential	Selection Process only
27.	Demonstrate an understanding of and ability to implement Health & Safety at work	Essential	Selection Process only

WEST YORKSHIRE FIRE & RESCUE SERVICE

JOB DESCRIPTION

POST TITLE:	Category & Contract Management Officer (Post-holders 1 & 2)
GRADE:	Post1: Progression Grade 7-8 Post 2: Grade 8
RESPONSIBLE TO:	Procurement Manager
RESPONSIBLE FOR:	Post 1: Purchasing Officer

OVERALL PURPOSE OF JOB

To manage day-to-day procurement activities and tendering to achieve best value outcomes

To provide an efficient and effective procurement service:

- Post-holder 1 Categories – Supplies & Services
- Post-holder 2 Category – Construction & Facilities Management

Category & Contract Management Officers are expected to be capable and willing to interchange responsibilities (and merge roles) and support each other during imbalanced workloads and periods of absence (vacancy).

Post-holder 2: expected to deputise for the Procurement Manager as and when required.

MAIN DUTIES AND RESPONSIBILITIES

This job description has been produced using as a base, the Chartered Institute of Purchasing & Supply, Global Standard for Procurement and Supply (Operational & Tactical Competencies)

1. Ensure the main principles of corporate governance and ensure that Public Contract Regulations, Contract Procedure Rules and Financial Procedures are complied with
2. Ensure contract libraries and Contracts Register and Procurement Plan (Pipeline), are effectively managed and kept up to date and complete.
3. Undertake contract management duties; manage contract reviews, contract awards and manage any escalations from operational managers.
4. Compile and collate supplier performance reports, as necessary.
5. Research, evaluate historical data, assess and prioritise stakeholder requirements; developing sourcing strategies and ensuring value for money outcomes and risk assured solutions are achieved.
6. Contribute to the development and use of documented policies and procedures for procurement and ensure their application by colleagues and stakeholders
7. Advise internal stakeholders on applicable legislation, standards and corporate responsibilities as they apply to procurement projects e.g. Environmental, Quality and Ethical standards and H&S etc

8. Advise, train and support customers in the production of specifications; prepare procurement tender documentation; publish tender notices and successfully manage the procurement process through to award of contract, mobilisation and eventual hand-over to the contract / service managers.
9. Advise internal customers on the most appropriate forms of contract; collate documentation and liaise with Legal Services as necessary.
10. Ensure compliance with ethical practices and standards when sourcing supplies, services and works e.g. avoiding adverse impacts on the environment and natural resources etc
11. Ensure that all communications are appropriate and prompt, providing accurate and timely flows of information

ANY OTHER INFORMATION

Note 1: Managers in departments are responsible for day-to-day contract management and will escalate matters requiring an intervention or escalation.

Note 2: This document is produced as a guide to the general nature of the post and the list of duties is neither exhaustive nor exclusive. Job responsibilities are further expanded in Practical Application – Duty Notes.

SECOND AREA OF RESPONSIBILITY:

1. To Implement and promote the Authority's:
 - a) Health and Safety policies
 - b) Equality and Diversity policies
 - c) Information Security Management System policies
 - d) Safeguarding policies
 - e) Business continuity policy and contingency arrangements
2. To demonstrate and uphold the service values and to promote the organisation in a positive manner.
3. Ensure functions can be maintained when disruptive events occur through the implementation of arrangements specified in the business continuity strategy/policy.
4. Responsibility for ensuring any data produced in relation to the post is accurate and current.
5. Responsibility to ensure full compliance with the General Data Protection Regulation and Data Protection Act 2018 and to ensure data security is maintained.
6. Undertake any other duties commensurate with the grade of the post as directed by line management.

PERSON SPECIFICATION/SHORTLISTING CRITERIA

In the supporting statement section of the application form give clear, concise examples of how **you meet all of the Essential person specification criteria** (i.e. items you must be able to do from day one to be able to do the job), **identified as 'Application' in order to be shortlisted for this vacancy**. If a large number of applications are received, only those who also meet the Desirable criteria, identified as 'Application', will be shortlisted, i.e. criteria you need to do the job, but which could be learnt during training.

Please list or number the person specification competency criteria against which you are providing evidence/examples in order to structure your supporting statement in a well organised way.

There may be some criteria that are identified through 'Selection Process' only. **You will only be assessed on these criteria later during the selection process and not from your application form**, this may involve tests, presentations, interview etc.

Progression from grade 7 to grade 8

As Post 1 is a progression graded post, this allows an individual who is appointed at grade 7 to progress through to the established grade 8 post. There is no automatic progression until competency can be demonstrated, therefore in order for an individual to progress to grade 8, they must satisfy all the additional grade 8 criteria as specified in the person specification.

	Experience	Essential/Desirable	Progress to:	Where Identified
1	Demonstrable relevant procurement experience	Post 1 Desirable Post 2 Essential	Post 1 Essential to Gd 8 (Services)	Application & Selection Process
2	Practical and demonstrable experience of relevant forms of contracts, typically: Post 1: Supplies & Services = NEC3, General Terms & Conditions Post 2: Construction & Facilities Management = JCT, NEC3, RIBA, RICS, General Terms & Conditions	Post 1 Desirable Post 2 Essential	Post 1 Essential to Gd 8 (NEC3)	Application & Selection Process
3	Category Management in relation to relevant markets and supply chains	Essential		Application & Selection Process
4	Working within a Fire Authority or other public sector organisation	Desirable		Application & Selection Process
5	Working closely with internal customers in large organisations	Essential		Application
6	Managing change especially when changing suppliers	Essential		Application

	Education and Training	Essential/Desirable	Progress to:	Where Identified
7	Member of the Chartered Institute of Purchasing & Supply (MCIPS), Professional Level 4 Diploma (or committed to achieving)	Post 1 Desirable Post 2 Essential	Post 1 Essential to Gd 8 (Level 4)	Application

	Special Knowledge and Skills	Essential/Desirable	Progress to:	Where Identified
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8	Thorough understanding of standards, policies and legislative framework relevant to public sector procurement.	Desirable		Application & Selection Process
9	Gain an in-depth knowledge of Contract Procedure Rules, Financial Regulations and Procedures within the Authority	Desirable		Application & Selection Process
10	Category Management Tools & Techniques and Procurement Good Practice	Post 1 Desirable Post 2 Essential	Post 1 Essential to Gd 8	Application & Selection Process
11	Understanding of the importance of providing a quality customer support service.	Essential		Application & Selection Process
12	Knowledge and practical application of expressing concepts and ideas effectively to people at different levels within the organisation	Essential		Selection Process
13	Working knowledge of MS office applications, including Word, Excel, PowerPoint, and Outlook	Essential		Application & Selection Process
14	Demonstrate personal knowledge, understanding and capabilities of procurement good practice	Essential		Selection Process
15	Ability to effectively manage multiple procurement projects and clients concurrently	Essential		Application & Selection Process
16	Good ability to communicate effectively using appropriate written and verbal communication skills	Essential		Application & Selection Process
17	Good Mathematical skills using formulae for assessing tenders and with an understanding of financial information	Essential		Selection Process
18	Ability to assimilate new information quickly and work with minimum supervision	Essential		Selection Process
19	Flexible and adaptable approach to working hours	Desirable		Application & Selection Process
20	Demonstrate commitment to good data quality within all areas of work	Essential		Selection Process
21	Demonstrate an understanding of the importance of equality and diversity to WYFRS as an employer and service provider	Essential		Selection Process
22	Demonstrate an understanding of and ability to implement Health & Safety at work	Essential		Selection Process
23	To hold and maintain a current full UK valid car driving license	Desirable		Application

WEST YORKSHIRE FIRE & RESCUE SERVICE

JOB DESCRIPTION

POST TITLE:	Purchasing Officer
GRADE:	5
RESPONSIBLE TO:	Category & Contract Management Officer (Supplies & Services)
RESPONSIBLE FOR:	
PURPOSE OF POST:	Buying of goods and services that represent value-for-money, in a timely and efficient manner.

MAIN DUTIES AND RESPONSIBILITIES

To provide an efficient sourcing and buying service to the organisation

To be responsible for the day-to-day buying of supplies and services from approved contracts & catalogues or by use of appropriate quotation procedures

MAIN RESPONSIBILITIES

This job description has been produced using as a base, the Chartered Institute of Purchasing & Supply, Global Standard for Procurement and Supply (Operational Competencies)

1. Establish the requirements of internal customers and other stakeholders for the buying of supplies and services.
2. Ensure compliance at all times with organisational procedures including Contract Procedure Rules.
3. Remain alert to the reputational damage that can be experienced by the organisation in the event of breaches of Regulations and procedures.
4. Operate and promote the use of electronic Purchase-to-Pay systems for catalogues, requisitioning, ordering and invoicing.
5. Train staff in depts. as necessary on the use of procedures and ordering processes.
6. Ensure that all required details are entered onto Requests for Quotation / Purchase Orders or other documentation used in the sourcing process.
7. Compare and evaluate quotations received from suppliers and make recommendations / seek approval for the placement of orders / contracts.
8. Advise and recommend best value options to internal customers.
9. Monitor and compare supplier pricing; taking alternative actions as necessary to secure value-for-money.
10. Take proactive actions as necessary to ensure successful and timely delivery of purchased supplies and services.
11. Check that contracts and framework agreements remain valid before placing orders

12. Identify sourcing and supply chain problems and work to develop solutions, ensuring timely and sustainable corrective actions are applied.
13. Input data on systems to perform key tasks and transactions for sourcing and buying.
14. Ensure systems are updated with data in a timely manner.

ANY OTHER INFORMATION

Note 1: This document is produced as a guide to the general nature of the post and the list of duties is neither exhaustive nor exclusive. Job responsibilities are further expanded in Duty Notes.

SECOND AREA OF RESPONSIBILITY:

1. To Implement and promote the Authority's:
 - a) Health and Safety policies
 - b) Equality and Diversity policies
 - c) Information Security Management System policies
 - d) Safeguarding policies
 - e) Business continuity policy and contingency arrangements
2. To demonstrate and uphold the service values and to promote the organisation in a positive manner.
3. Ensure functions can be maintained when disruptive events occur through the implementation of arrangements specified in the business continuity strategy/policy.
4. Responsibility for ensuring any data produced in relation to the post is accurate and current.
5. Responsibility to ensure full compliance with the General Data Protection Regulation and Data Protection Act 2018 and to ensure data security is maintained.
6. Undertake any other duties commensurate with the grade of the post as directed by line management.

PERSON SPECIFICATION/SHORTLISTING CRITERIA

In the supporting statement section of the application form give clear, concise examples of how **you meet all of the Essential person specification criteria** (i.e. items you must be able to do from day one to be able to do the job), **identified as 'Application' in order to be shortlisted for this vacancy**. If a large number of applications are received, only those who also meet the Desirable criteria, identified as 'Application', will be shortlisted, i.e. criteria you need to do the job, but which could be learnt during training.

Please list or number the person specification competency criteria against which you are providing evidence/examples in order to structure your supporting statement in a well organised way.

There may be some criteria that are identified through 'Selection Process' only. **You will only be assessed on these criteria later during the selection process and not from your application form**, this may involve tests, presentations, interview etc.

	Experience	Essential/ Desirable	Where Identified
28.	Proven experience of general sourcing and buying across a range of supplies and services	Essential	Application & Selection Process
29.	Workplace experience of the input and maintenance and retrieval of information utilising Microsoft Word and Excel.	Essential	Application & Selection Process
30.	Experience of database applications.	Desirable	Application & Selection Process

	Education and Training	Essential/ Desirable	Where Identified
31.	Diploma Member of Chartered Institute of Purchasing and Supply (CIPS) – (or committed to achieve).	Desirable	Application & Selection Process

	Special Knowledge and Skills	Essential/ Desirable	Where Identified
32.	Demonstrate knowledge, understanding and capabilities of sourcing and buying to achieve value for money	Essential	Application & Selection Process
33.	Good understanding of the legislative framework that regulates public sector procurement.	Desirable	Application & Selection Process
34.	Good understanding of WYFRA Contract Procedure Rules and Financial Regulations	Desirable	Application & Selection Process
35.	Good working knowledge of Professional Buying Organisations (e.g. CCS, ESPO, YPO etc) and associated Framework Agreements	Desirable	Application & Selection Process
36.	Maintains personal and professional honesty and integrity	Essential	Application & Selection Process
37.	Serves internal stakeholders efficiently and effectively to promote customer support and service	Essential	Application & Selection

			Process
38.	Ensure that all communications with stakeholders and suppliers are appropriate, prompt ,timely and tailored accordingly	Essential	Application & Selection Process
39.	Good English written & verbal skills	Essential	Application & Selection Process
40.	Good Mathematical skills for assessing quotations and identifying best value	Essential	Application & Selection Process
41.	Develop effective relationships with other team members and internal customers	Essential	Application & Selection Process
42.	Ability to plan and prioritise in order to meet customer expectations	Essential	Application & Selection Process
43.	Demonstrate commitment to good data quality within all areas of work	Essential	Selection Process Only
44.	Demonstrate an understanding of the importance of equality and diversity to WYFRS as an employer and service provider	Essential	Selection Process Only



OFFICIAL

Urban Search and Rescue (USAR) Instructor post

Human Resources Committee

Date: 4 October 2019

Agenda Item:

13

Submitted By: Director of Service Delivery

Purpose	To request approval that the post of Urban Search and Rescue (USAR) Instructor, which has been on a fixed term basis to this point, is made permanent.
Recommendations	That the temporary contract post is made permanent. The offer of a permanent contract will ensure that there is no impact on the delivery of the National Resilience capability and the service that West Yorkshire Fire and Rescue Service (WYFRS) provides locally and nationally.
Summary	The National Resilience (NR) Support Officer post within the WYFRS National Resilience team is currently staffed on a fixed-term contract. Business requirements now require that this post be made permanent. The work carried out by this post did fluctuate; however, there is now a consistent level of work brought about by the standardisation of National Resilience training delivery. Full cost recovery is recompensed through Merseyside FRS as the co-ordinating Service for all National Resilience training.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: AM Jim Butters 01274 655783
E: jim.butters@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 The term National Resilience relates to a range of resources distributed throughout England, Wales and Scotland that were introduced in the aftermath of the 9/11 terrorist attack in New York. They are hosted by different Fire and Rescue Services up and down the country to provide a geographical spread of assets that can respond to anywhere within the United Kingdom. Some of the assets are used quite regularly such as the High Volume Pumps as seen at the recent reservoir pumping out operation in Derbyshire. However, there are also assets to deal with unknown chemical and substance releases, and dealing with collapsed buildings. The Urban Search and Rescue capability (we host one of the national teams) is provided to deal with the potential threat resulting in a building collapse but can also deal with a whole host of other rescue scenarios of a technical nature.
- 1.2 The contract for the delivery of National Resilience training moved from the Fire Service College to Merseyside Fire and Rescue Service 2 – 3 years ago. Part of the contract was to deliver different elements of the training in different Fire and Rescue Services. West Yorkshire FRS committed to deliver the chain saw training for all Urban Search and Rescue personnel from England.
- 1.3 This post was created on a fixed-term basis at that time to deliver the chain saw training and has subsequently been extended.

2 Information

- 2.1 The model by which Merseyside FRS co-ordinates the delivery of all National Resilience training is now well established and works well in providing all our training in this area on a not-for-profit basis. Fire and Rescue Services (FRS') such as ourselves who deliver some of the elements of this training do so on a cost-recovery basis where costs are recharged to Merseyside FRS. Therefore this post is not an additional cost to West Yorkshire FRS.
- 2.2 West Yorkshire FRS does, however, benefit from hosting this by the increased skill and expertise that we have developed in-house and we also have the ability to place more of our staff on the course when short notice vacancies arise. Hosting this training for all Urban Search and Rescue Firefighters also continues to enhance our reputation nationally.
- 2.3 Whilst the core function of this role is in the delivery of chain saw training, the current post holder is also a former member of the Urban Search and Rescue team and canine dog handler. As such he has been uniquely positioned to also act as mentor to our new dog handler resulting in the new rescue dog, Jessie, achieving her grading in record time. The flexible nature of this role also enables us to deal with peaks in equipment testing and facilitating some of our more specialist exercises.

3 Financial Implications

- 3.1 The annual cost of the USAR instructor is £22,114 including oncosts. Costs are recovered from Merseyside FRS for this post along with other costs associated with this training such as the provision of the timber, chain saws and catering.

4 Legal Implications

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

5 Human Resource and Diversity Implications

- 5.1 In addition to this work becoming business as usual the postholder has been in post for three years. They would, therefore, be eligible for a redundancy payment should the post be terminated.

6 Health, Safety and Wellbeing Implications

- 6.1 There are no health, safety or wellbeing implications arising from this report.

7 Environmental implications

- 7.1 There are no direct environmental implications arising from this report.

8 Your Fire and Rescue Service priorities

- Continue to keep our Firefighters safe
- Work smarter throughout the service
- Support, develop and enable our staff to be at their best
- Reduce the risks to the communities of West Yorkshire

9 Conclusions

- 9.1 This post is key to us continuing to deliver National Resilience training and would make permanent a post that has already proved its worth during the period it has been operating on a fixed-term basis. Additionally, it is important to re-emphasise the fact that we are able to recover the costs of this post from Merseyside FRS.

**MINUTES OF THE MEETING OF THE YORKSHIRE & HUMBER EMPLOYERS' ASSOCIATION
HELD IN WAKEFIELD ON THURSDAY 4JULY 2019
(Annual Meeting)**

Present:

Metropolitan Districts

Cllr James Lewis	Leeds CC
Cllr Jane Nightingale	Doncaster MBC
Jill Clayton	Wakefield MDC (Sub)

Unitary Authorities

Cllr Nigel Ayre	City of York
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District Councils

Cllr Tony Randerson	Scarborough Borough Council
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Fire Authorities

Cllr John Briggs	Humberside Fire & Rescue Service
Cllr Tony Damms	South Yorkshire Fire & Rescue Authority

In Attendance

Emma Wyatt	Leeds CC
Gemma Taskas	Leeds CC
Nigel Burchell	Harrogate BC
Jill Parker	Doncaster MBC
Jackie Addison	Calderdale MBC
Julie Slatter	Selby DC
Rebecca King	ERYC
Trudy Forster	City of York
Laura Arthur	City of York
Janine Hollingsworth	Barnsley MBC
Deborah Lucas	Kirklees Council
Jacqui Blesic	Hull CC
Anne Lloyd	Bradford MDC
Joanne Grigg	West Yorkshire Combined Authority
Lynne Elliott	North Yorkshire Fire and Rescue
Carl Boasman	North Yorkshire Fire and Rescue
Julie Brookes	YHEA

Employers Secretary

Steve Walmsley (YHEA),

1. Introductions and Apologies

Apologies for absence were received on behalf of

Cllr Scullion – Calderdale, Cllr Duffy – Bradford, Cllr Crane – Selby DC, Cllr

Shaw – Wakefield MDC, Cllr Brady _Hull CC, Cllr Gardiner – Barnsley, Cllr Turner – Kirklees, Cllr Wenham – WY Fire, Kay Atherton – Harrogate BC, Miriam Heppell – Humberside Fire Authority, Justine Brooksbank – NYCC/Ryedale DC, Lynne Halls, Richmondshire, Elaine Blades – Scarborough, Michael Potter – Barnsley, David Smith – East Riding, Lee Mann – Rotherham, Sue Kelsey – SY Fire,

2. Presentation Opportunity

Presentation from North East Lincs will be moved to a future meeting

3. Appointment of Chair for 2019/20

Cllr James Lewis, Leeds CC was moved, seconded and appointed as Chair for the 2019/20 year.

4. Appointment of Vice-Chair for 2018/19

Cllr Jane Nightingale was moved, seconded and appointed as Vice-Chair for the 2019/20 year.

5. Appointment of Employers' Secretary

Steve Walmsley, Regional Employers Director was appointed as Employers' Secretary.

6. Members of the Employers Association 2019/20

Details had been circulated in advance of meeting.

7. Employers Association Constitution

No changes to the constitution were proposed.

8. Regional Joint Council Arrangements for 2019/20

Regional Joint Council still exists in the region but the full RJC does not meet, however the Joint Secretarial arrangements are still functioning. If a more formal arrangement is requested, then this can be actioned. The Employers' Side are content to maintain this arrangement.

9. Dates of Meetings and Locations For 2019/20

Dates of meetings have been agreed and circulated. The October meeting will be the 2020/21 pay briefing. Please note the change of venue this meeting will now take place in the Henry Moore Room in the Art Gallery, Leeds.

10. Final Accounts for 2018/19 and Submission of Annual Return

Auditors have completed the audit and their report and final accounts are awaited. Accounts will be signed off by the Chair through delegated powers and then made available to all member organisations.

11. Appointment of Auditors for 2019/20

We have a constructive relationship with Garbutt and Elliott, they will be appointed as auditors for 2019/20.

12. Notes of the last meeting

Notes were agreed.

13. Matters Arising

Apprenticeship levy and the match funding of ESF has been raised within West Yorkshire and a meeting took place, organised by WYCA to test the interest. It is clear from the LA perspective that this is an opportunity to fund higher level qualifications, or to get people more work ready for examples of possible benefits. All the West Yorkshire LA's are interested but some are sceptical that ESF funding rules can be complied with. A meeting will take place in South Yorkshire to discuss how the SY authorities might wish to pursue this.

It has now been accepted that the levy transfer can transfer to SME's in the area to support apprenticeships. Wakefield and North Lincolnshire are actively pursuing this. YHEA will organise a meeting on this for the Apprenticeships Network.

Action: Steve will share information on this

LGA are looking to tender the OD Workshops for the YH region.

NHS and LA's joint HRD's meeting took place in Leeds. It was a successful and proved that there is a willingness to collaborate. A small subgroup will be established with 3 HRD's from LA's and 3 from NHS to agree how to take forward future collaboration.

LGA moved away from research and pay data and Epaycheck was established within the regions. LGA are now restarting pay and data collection. There is no sense in having 2 pay data systems operating at the same time in the sector. Contracts for Epaycheck were extended to 31 March 2020, however LGA won't be taking on the system and a decision has been made to close down the site. Regional Directors will look at how the information currently in the system can be used and whether regions can collaborate on filling any gaps the LGA data collection leaves.

14. Update on 95K Cap Consultation

Primary legislation has been approved but Government needs regulations to be laid before Parliament to put this into practice. Consultation on draft regulations has taken place - LGA submitted a response alongside the Yorkshire and Humber regional response. Selby, North Yorkshire, Barnsley, Wakefield and Leeds also submitted individual responses. Practical implications on individual's were identified as well as the need for the cap to be indexed linked. A salary floor needs to be set as low paid employees with long service who are made redundant will be hit by the cap. The pension strain cost will prove difficult to manage. LA's can exempt employees, however the draft regulations would require full Council, Senior Civil Servant and Ministerial agreement, which is slow and cumbersome. Some parts of the Public Sector are exempt, including Armed Forces.

Changes will be needed to pension regulations to facilitate these changes. The regulations may not be in place before the end of this year – this is influenced by parliamentary time etc.

Recovery arrangements for returners are not being pursued at this time.

15. Update on LGS Pay Negotiations and Planning for Pay Briefing

Unions are in the process of formulating the pay claim which will be presented on 24 July 2019. Unison had a branch consultation and are looking at a 10% or £10 minimum hourly rate.

LGA will do presentation at the pay briefing which will include pay data and economic impacts. It would be useful if LA's could think about what would be acceptable and affordable to them prior to the meeting. Unions are looking at a 1-year deal, so consideration on the length of deal will also be helpful.

LA's felt that until the funding available wouldn't be known until finance settlement is known.

Fire are expecting a 17% claim for the FBU following a generous settlement in Scotland.

Once the claim is issued it will be circulated.

16. GDPR – Any Matters to Raise

Nothing was reported. It was agreed to have this as a standing item for future meetings.

17. Any Other Urgent Business

Some consideration to HR/OD priorities for the next 12 months was discussed.

Workforce Planning is a priority for NYFR and Calderdale. LGA are looking at a new tool to help with this and there will be a development workshop in the region.

Flexible approach to benefits is being looked at in Bradford.

Reward and recognition are priority in Calderdale.

Workforce wellbeing in Wakefield and Barnsley.

Reward and JE scheme are concerns in Kirklees, Doncaster and York.

Diverse and inclusive workforce in Calderdale.

Action: Let Steve know before the October meeting if anyone has any other priorities. Email steve.walmsley@yhemployers.org.uk

18. Planning for the Next Meeting

Next meeting is on 8 October at 10.00am in Leeds which will be largely the pay briefing.

If anyone has any other specific agenda items for future meetings please email Steve on steve.walmsley@yhemployers.org.uk