



Minutes

Human Resources Committee

Date: 10 July 2020

Time: 10.30 am

Venue: Microsoft Teams meeting

Present: Councillor A Wenham (in the Chair), M Akhtar, C Anderson, J Fenton-Glyn, R Hunt, D Jenkins, D Kirton, N Mohammed, J Sunderland and S Tulley

In Attendance: None

Apologies: Councillor F Shaheen

1 Minutes of the last meeting

RESOLVED

That the Minutes of the last meeting held on 27 March 2020 be signed by the Chair as a correct record.

2 Matters arising

3 Urgent items

None.

4 Admission of the public

There were no items which required the exclusion of the public and press

5 Declarations of interest

No declarations of disclosable pecuniary interest were made in any matter under consideration at the meeting.

6 Local Pension Board annual report 2019 – 20

The Chief Legal and Governance Officer submitted a report which invited Members to review and ratify the Local Pension Board Annual Report 2019 – 20.

RESOLVED

That it be confirmed the Local Pension Board had acted within its Terms of Reference and in accordance with good governance principles during the 2019 – 20 municipal year

7 Human Resources activity report

The Chief Employment Services Officer submitted a report which advised of the establishment and strength of West Yorkshire Fire and Rescue Service together with directorate / departmental sickness absence and personnel activity to the end of March 2020.

RESOLVED

That the report be noted.

8 Staff survey - update

Consideration was given to a report of the Chief Employment Services Officer which provided an update on actions and progress following the 2017 – 18 and 2019 staff surveys and which presented an action plan in response to the 2019 survey results.

The 2019 survey results had indicated a much-improved picture whilst highlighting the following areas of continuous improvement;

- change management
- bureaucracy
- being fairly paid
- feeling valued, and
- the Performance Development review process

It was reported that focus groups had been established across the organisation to explore specific action areas and suggestions for incorporation into the live action plan in advance of the next planned survey in 2021.

Members referred to the following specific areas;

- negative comments and action taken
- employee mental health (with a focus on effect of COVID19)
- staff newsletters / podcasts

RESOLVED

That the report be noted.

9 Pension scheme dispute - update

Members received a report of the Chief Employment Services Officer which provided an update on the latest developments concerning the national dispute on changes to the Firefighter Pension Schemes and which outlined the possible implications of any remedy for the service.

Current estimations on the additional annual revenue costs would be approximately £2m per year and the repayment of past employer contributions may be at an additional cost of £10m. It was hoped that any additional costs would be met by the Government but this was still to be confirmed.

RESOLVED

That the report be noted.

10 Yorkshire and Humberside Employers' Association Minutes – 16 January 2020

RESOLVED

That the Minutes of the Yorkshire and Humberside Employers' Association at a meeting held on 16 January 2020 be received.

Chair

AGENDA ITEM NO 4

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
None			

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: 9 October 2020

Agenda Item: **6**

Submitted By: Chief Employment Services Officer

Purpose	To inform Members of sickness absence to the end of June 2020 and personnel activity to the end of June 2020.
Recommendations	<ol style="list-style-type: none">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 2018/2020.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Joanne Hardcastle, Corporate HR Manager T: 01274 473892 E: Joanne.Hardcastle@westyorkfire.gov.uk
Background papers open to inspection:	None
Annexes:	None

1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 July 2019 TO 30 June 2020

Wholetime

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2019	888	10	N/A	19	18	3	1	6	54	891	945
Oct 2019	880	11	9	11	17	3	1	6	54	884	938
Jan 2020	850	8	7	13	16	3	1	33	55	876	931
Apr 2020	837	7	5	13	16	3	1	32	54	860	914
Jul 2020	831	8	6	13	16	3	1	34	55	857	912

Control

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2019	46	0	N/A	0	1	0	0	0	34	13	47
Oct 2019	42	0	0	1	1	0	0	1	33	12	45
Jan 2020	42	0	1	1	1	0	0	1	34	12	46
Apr 2020	42	0	1	1	1	0	0	1	34	12	46
Jul 2020	45	0	0	2	1	0	0	3	36	15	51

Retained (On-Call)

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2019	137	2	N/A	2	1	0	0	1	9	134	143
Oct 2019	127	0	0	0	1	1	0	18	9	138	147
Jan 2020	132	1	0	1	1	0	0	16	8	143	151
Apr 2020	137	1	0	1	1	0	0	15	9	146	155
Jul 2020	137	1	0	1	1	0	0	15	10	145	155

Fire Staff

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2019	275	5	N/A	4	23	2	0	4	166	147	313
Oct 2019	266	5	2	2	21	2	0	10	165	143	308
Jan 2020	264	5	2	2	20	2	0	12	165	142	307
Apr 2020	264	5	2	2	18	2	0	16	170	138	308
Jul 2020	262	5	2	4	17	1	0	16	171	136	307

Brigade Total

	White British or Irish	Any Other White	Any Other Ethnicity	Mixed	Asian or Asian British	Black or Black British	Chinese	Not Known	Female	Male	Total Staff
Jul 2019	1346	17	N/A	25	43	5	1	11	263	1185	1448
Oct 2019	1297	16	11	14	40	6	1	33	261	1157	1418
Jan 2020	1288	14	10	17	38	5	1	62	262	1173	1435
Apr 2020	1280	13	8	17	36	5	1	64	267	1156	1423
Jul 2020	1275	14	8	20	35	4	1	68	272	1153	1425

The above figures include: (CB, Mat & Secondment)

Wholetime employees – (5 Career Break, 0 Maternity, 3 Secondment)

Control employees – (2 Maternity)

Retained (On-call) employees – (5 Career Break, 1 Maternity, 0 Secondment)

Fire Staff employees – (1 Career Break, 4 Maternity, 3 Secondment)

2. Sickness Absence

SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE
 JULY 2019 - JUNE 2020 PER MONTH

	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
Ops Response	0.52	0.39	0.59	0.61	0.66	0.61	0.59	0.62	1.21	1.66	1.57	1.02
Ops Support	0.00	0.00	0.00	**	**	**	0.83	0.64	0.46	0.33	0.00	0.11
Prev & Prot	0.47	0.08	0.13	**	**	**	1.73	0.98	1.53	1.28	0.48	0.38
Legal & Gov	0.23	0.19	0.21	0.32	0.14	0.23	0.38	0.50	0.46	0.48	0.09	0.00
Service Support	0.86	0.69	0.52	0.47	0.41	0.33	0.68	0.74	1.23	1.59	1.19	0.81
Emp Services	1.32	1.14	0.66	0.43	0.38	0.74	0.53	0.54	1.26	1.14	1.22	1.04
Finance	0.80	1.53	0.87	1.13	0.27	0.00	0.00	0.00	0.00	0.24	1.12	1.29
Corporate Comms	0.00	0.00	0.00	0.00	0.14	0.00	1.00	0.00	0.00	0.00	0.00	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	0.59	0.45	0.54	0.58	0.60	0.57	0.65	0.63	1.15	1.52	1.37	0.92
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)	0.50	0.55	0.55	0.62	0.64	0.60	0.72	0.60	0.67	0.57	0.54	0.57

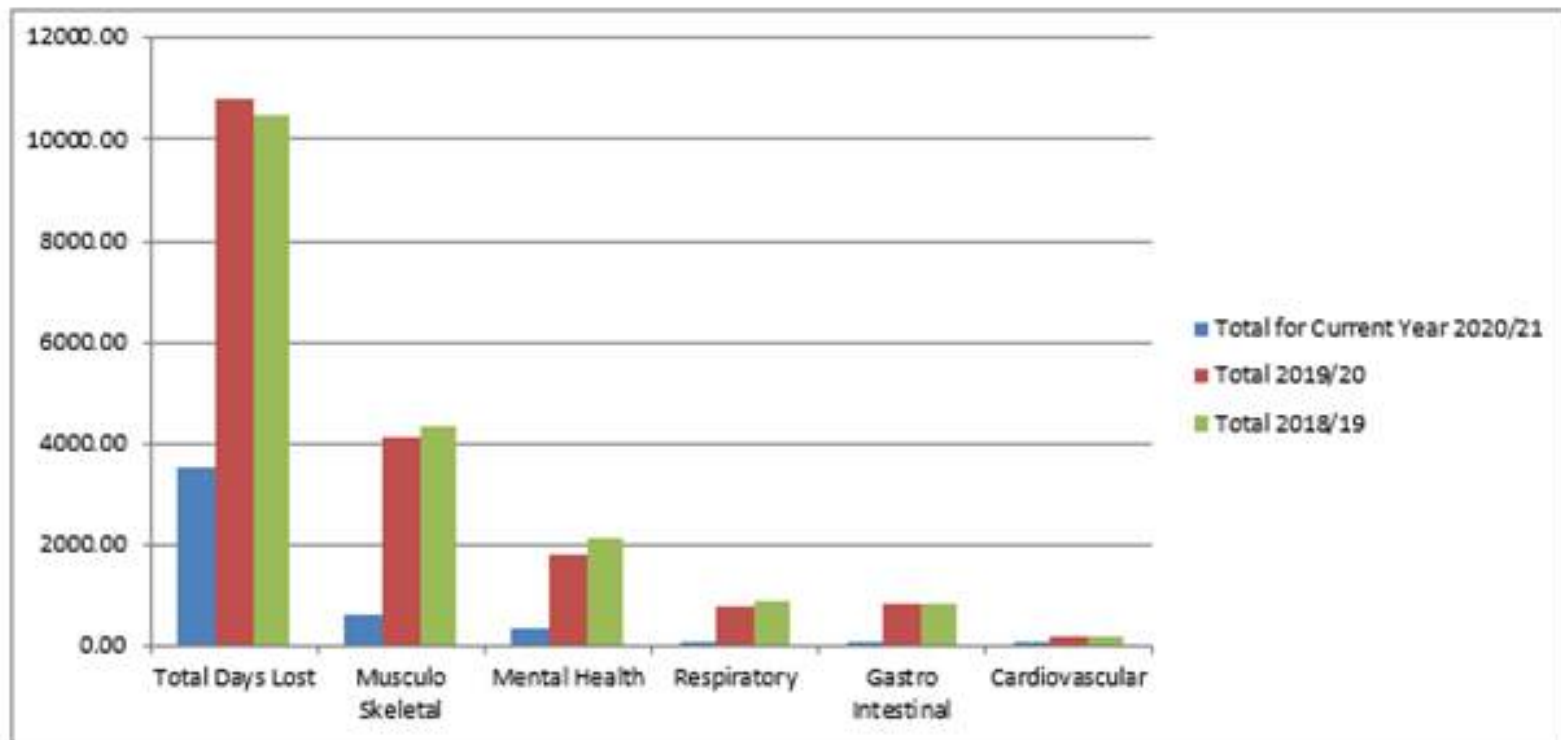
GREEN - BELOW TARGET
 AMBER - WITHIN 10% OF TARGET
 RED - OVER 10% OF TARGET

The figure from March 2020 onwards includes absence due to Covid19 and Self Isolating per

** The figure for this is included with Ops Response due to current reporting options.

SICKNESS ABSENCE - MAJOR CAUSES TO JUNE 2020 (Financial Years)

	Total Days Lost	Musculo Skeletal	Mental Health	Respiratory	Gastro Intestinal	Cardiovascular
Total for Current Year 2020/21	3515.00	592.00	360.00	66.00	75.00	68.00
Total 2019/20	10812.00	4104.00	1806.00	786.50	811.50	210.00
Total 2018/19	10476.50	4318.50	2130.00	885.00	849.50	175.12
Total	24803.50	9014.50	4296.00	1737.50	1736.00	453.12
Percentage	100.00%	36.34%	17.32%	7.01%	7.00%	1.83%



3. ESTABLISHMENT AND STRENGTH APRIL 2015 to 30 June 2020

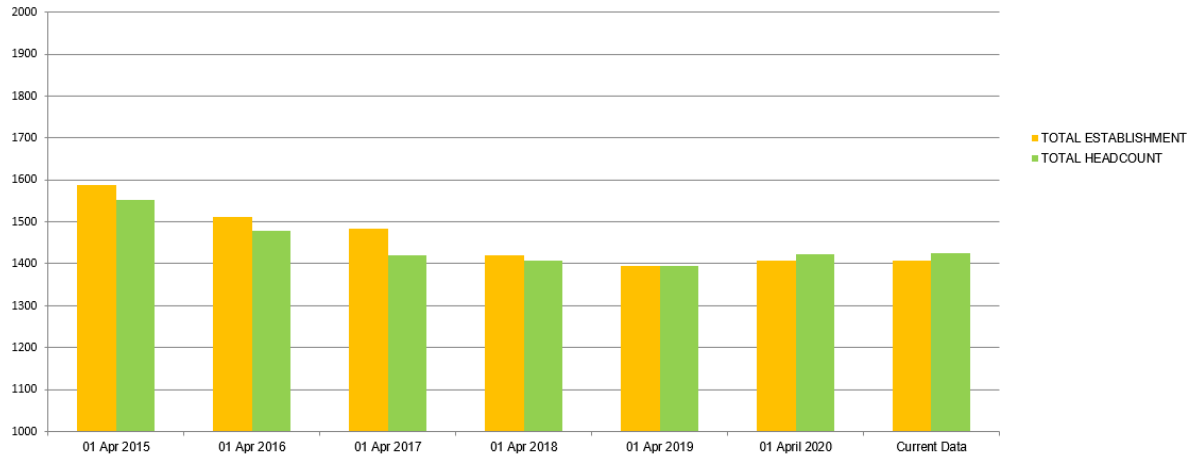
Summary Figures – Establishment and Strength

Stats for Sept 2020 report

	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 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
01 April 2020	1408	1423	930	914	120	87	44	46	314	308
Current Data	1408	1425	931	912	120	96	44	51	313	307
Reductions to date	179	127	222	232	0	0	-2	-10	-41	-36

Graphical Representation of Establishment and Strength

Graphical Representation of Establishment and Strength



Summary Figures - Employee FTE data - Current Date

	Current Headcount	Current Employee FTE
Wholetime	912	896.00
Control	51	49.31
Retained	155	96.00
Fire Staff	307	266.50

4. HEALTH AND SAFETY PERFORMANCE 1 APRIL 2020 – 30 JUNE 2020

Lost time up to 3 days

Actual performance 2020/21	Target 2020/21
1	24

Lost time over 3 days

Actual performance 2020/21	Target 2020/21
3	22

RIDDOR Major injury/disease

Actual performance 2020/21	Target 2020/21
0	No target set

5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 APRIL 2020 – 30 JUNE 2020

OH KPI's

Period 1st APRIL 2020 TO 30th MARCH 2020

Ref No.	KPI	Target	Quarter 1 st APRIL 30 th JUNE 2020	YTD 1 st April 2020 – 31 st March 2021	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*		0 (Nurse) 1 (AMA)	0 (Nurse) 1 (AMA)	
4	No. of physiotherapy referrals		16	16	
5	No. of counselling referrals		17	17	
6	No. of management referrals		5	5	
7	No. of health screenings		0	0	
8	No. of self-referrals		5	5	
9	No of AMA consultations		112	112	

Please note the health screenings now include the Asbestos medicals.

6. DISCIPLINE AND GRIEVANCE CASES – 1 April 2020 – 30 June 2020

Period 1 April 2020 - 30 June 2020

Disciplinary Cases by Directorate

Directorate	Total Received in Period	Total Completed		Current Live Cases	Average time to complete (Days)
		In Target	Out of Target		
FSHQ	2	1	1		48.5
Service Delivery	1	1			17
Legal & Governance					
Employment Services					
Service Support					

Oldest Live Case Commenced
18/12/2019
Green < 60 Days
Red > 60 Days

Grievance Cases by Directorate

Directorate	Total Received in Period	Total Completed		Current Live Cases	Average time to complete (Days)
		In Target	Out of Target		
FSHQ					
Service Delivery	4		4		38.5
Legal & Governance					
Employment Services					
Service Support					

Oldest Live Case Commenced
21/12/2019
Green < 15 Days
Red > 15 Days

Bullying and Harassment Cases by Directorate

Directorate	Total Received in Period	Total Completed		Current Live Cases	Average time to complete (Days)
		In Target	Out of Target		
FSHQ	1		1		83
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 2020 – 30 June 2020

External Recruitment by Directorate 1 April to 30 June 2020

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Live cases	Average time to complete (Days)	Vacancies not appointed to
Finance							
Service Delivery	3	2	2		1	24	1
Legal & Governance							
Employment Services	1	1	1			30	
Corporate Comms	1	1	1			21	
Service Support							

Target Timescale

Green < 84 Days

Red > 84 Days

Internal Only Recruitment by Directorate 1 April to 30 June 2020

Directorate	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Lives cases	Average time to complete (Days)	Vacancies not appointed to
Finance							
Service Delivery	2	2		1	1	54	
Legal & Governance							
Employment Services							
Service Support	1	1		1		31	

Target Timescale

Green <30 Days

Red > 30 Days

Annual Accident Analysis Report 2019/20

Human Resources Committee

Date: 9 October 2020

Agenda Item:

7

Submitted By: Chief Employment Services Officer

Purpose

For noting.

Recommendations

That committee note the progress being made in accident reduction across the Authority.

Summary

Every year, the H&S team undertake an analysis of reported accidents. The purpose of this report is to identify the long term accident trends and also to highlight any patterns in activity and/or cause to assist in identifying any possible actions to reduce similar accidents in the future. This report analyses all accidents which have occurred between April 2019 and March 2020 and has seen the lowest number of reported accidents since records began.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Mark Dixon, Occupational Health and Safety Manager
Mark.Dixon@westyorkshire.gov.uk

Background papers open to inspection: None

Annexes: Appendix 1 – Annual accident analysis report 2019/20
Appendix A – Accident trends 2005/06 to date
Appendix B – Priority topics 2019/20

1 Introduction

- 1.1 Reactive, as well as proactive monitoring of H&S performance is an important element of any H&S management system. This attached report (Appendix 1) reviews all employee accidents and also accidents which occurred to non employees either on our premises or which were caused or affected by our undertakings, for the period April 2019 – March 2020.

2 Information

- 2.1 The total number of accidents reported in the period April 2019 – March 2020 was 100. This includes accidents to non employees such as visitors, contractors and young firefighters. **This is a decrease of 28 (22%) on the previous year and is the lowest reported year since records began, which is really good news.**
- 2.2 Two factors which can affect accident rates are the number of staff we employ and the number of operational incidents we attend. Whilst there was a reduction in both (2% and 1.2% respectively), these reductions do not explain the significant fall in accidents compared to previous years and must be attributable to improved H&S within the workplace.
- 2.3 This year's performance further supports the downward long term trend, as can be seen in Appendix A. In comparison to the peak in 2010/11, this year's performance is a massive 66% reduction.

3 Financial Implications

- 3.1 There are no direct costs associated with this report. The report does however attempt to calculate the cost of accidents and these are detailed in the 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 None arising directly from this report

6 Health and Safety Implications

- 6.1 The reduction in activity and workforce size do not account for the significant reduction in accidents which must therefore be down to improved health & safety management within the workplace. This brings a clear and obvious benefit to our staff and in turn the community of West Yorkshire whom we serve.

7 Environmental Implications

- 7.1 There are no environmental implications associated with this report

8 Your Fire and Rescue Service 2019 -2023 Priorities

- 7.1 This report links to all of the 'Your Fire & Rescue Service 2019 – 2023' priority to continue to keep our firefighters safe.

8 Conclusions

- 8.1 There were a total of 100 accidents in this reporting period, which compared to the previous year, is a decrease of 28 (22%) and is the lowest reported year since records began, which is very encouraging. This continues the long term downward trend. For the 6th consecutive year, the cost of accidents has dropped. This is due mainly to reductions in the litigation cost and days lost to sickness.

Analysis of accident statistics – April 2019 – March 2020

1. Introduction

Reactive, as well as proactive monitoring of H&S performance is an important element of any H&S management system. This document reviews all employee accidents and also accidents which occurred to non employees either on our premises or which were caused or affected by our undertakings, for the period April 2019 – March 2020.

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

2. Analysis of 2019/20 data

The total number of accidents reported in the period April 2019 – March 2020 was 100. This includes accidents to non employees such as visitors, contractors and young firefighters. **This is a decrease of 28 (22%) on the previous year and is the lowest reported year since records began, which is really good news.**

Two factors which can affect accident rates are the number of staff we employ and the number of operational incidents we attend. Whilst there was a reduction in both (2% and 1.2% respectively), these reductions do not explain the significant fall in accidents compared to previous years and must be attributable to improved H&S within the workplace.

Unlike previous years, analysis has found this reduction to be mainly in the more serious lost time accidents (as opposed to minor first aid only), with major accidents and RIDDOR accidents down by 34% and 32% respectively, when compared to 2018/19. Performance in terms of long term trends regarding minor, major and RIDDOR reportable accidents are shown graphically in Appendix A.

This year's performance further supports the downward long term trend, as can be seen in Appendix A. In comparison to the peak in 2010/11, this year's performance is a massive 66% reduction.

a) Accidents to non employees

Only 1 accident (1%) of all reported accidents in 2019/20 occurred to non-employees. This is exceptionally low and in recent years have tended to be around 7-10 /yr. This was a "major" accident involving a contractor having something dropped on his head whilst working on a drill tower. With there being only 1 accident, identifying trends is clearly impossible.

b) Operational V Fire & Rescue staff accidents

Excluding accidents to non-employees, there were 86 (87%) accidents to operational staff and 13 (13%) to F&R staff. The number of accidents to operational staff has reduced by 18 compared to last year and the number of accidents to F&R staff has reduced by 5, however the percentage split between the two staff groups has remained unchanged compared to the previous year.

Operational staff make up 75% of the workforce, yet represent 87% of the accidents. However, when you consider the role compared to F&R staff, this is to be expected, and is not of any concern.

In previous years, analysis of operational staff accidents has found there to be a split of 2/3 whilst training and performing routine duties and 1/3 on the incident ground. Analysis of the 2019/20 stats have found the ratio be more of a 50/50 split. We will need to monitor this to see if this continues or is a one off.

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

c) Costings

The cost of accidents is not an exact science; however, it can be helpful to quantify what accidents are costing the Authority. Whilst the majority of the costs do not come off the “bottom line”, they should be viewed as an indirect cost, or as a missed opportunity to making West Yorkshire safer. The 2018/19 and 2019/20 costs are detailed below:

	Legal costs	Investigation costs	Physio costs	Days lost cost	TOTAL
2018/19	£46,320	£4,928	£2,275	£26,471 (306 days)	£79,994
2019/20	£37,275	£3,589	£1,088	£19,672 (226)	£61, 624

As the table above shows, there has been a reduction of just over £18,000 in costs, which continues the downward trend seen over the last 6 years; the majority of the reduction being due to a fall in civil claims and days lost to sickness.

d) Top 5 Priority Topics

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

Top 5 Priority Topics:

1. Musculoskeletal disorders (14)
2. Struck by/against (9)
3. Slips, trips & falls (6)
- 4= Exposure to (2)
- 4= Contact with (2)

1. Musculoskeletal Disorders (MSD)

With one exception, musculoskeletal disorders have been the no. 1 priority topic for the last six years. There were a total of 25 accidents in this period (14 majors and 11 minors), which is a decrease of 8 (24%) compared to last year. As a cause group, musculoskeletal injuries accounts for the largest percentage of major injuries (56%) i.e. have the potential to cause the most serious accidents, so this reduction is encouraging.

Only 56% of accidents were due to manual handling, i.e. picking up/putting down & pushing/pulling loads; the rest were due to bending, reaching, twisting and cumulative and non-specific pain whilst undertaking an activity. Examples include supporting a casualty's head in an RTC where the casualty carer has to adopt an awkward posture or the driver of an appliance leaning over to use the radio.

When looking at the activity undertaken at the time of injury (operational staff), 26% occurred at operational incidents, 57% whilst training and 17% whilst performing routine duties. This is similar to last year, but a slight shift from the usual 1:3 ratio between operational and training/routine duties accidents. Whilst the numbers are small, we will need to monitor this to see if this pattern continues.

With one exception, there were no trends identified in terms of cause. 5 (20%) occurred whilst PT training. These were however a mix of weight training, playing sport and running. Previous years analysis has identified not warming up correctly as a contributory factor, however this was not a factor in these cases. Whilst there is a risk of injury whilst undertaking PT training, it is the view of the H&S team that the benefits far outweigh the risks and that when considering the amount of time operational staff spend training, the numbers are relatively low and therefore acceptable. These accidents will continue to be monitored.

The rest occurred whilst undertaking quite low risk, routine tasks. Examples would include closing a fire appliance locker, dismounting the appliance and running out/making up hose. Due to the lack of any identified trends, no recommendations are made.

2. Struck by/against

This category includes being struck by flying/falling objects and struck against fixed or stationary objects (banging into things) and traps. There were a total of 26 accidents in the period which is an increase of 3 (13%). The breakdown (as last year) shows a high % of minor accidents (65%) which indicates these accidents are relatively minor in nature.

Analysis has identified no real pattern, with accidents occurring due to such activities as handling equipment, both operational and non-operational, a

mechanic banging their head whilst working under a vehicle and a trainee firefighter hitting himself in the face whilst opening a hydrant, therefore no recommendations are made in relation to this category of accidents.

One thing worthy of note is the lack of accidents caused whilst gaining entry, which has been raised as a concern in previous years and suggests the roll out of the gaining entry training, along with new equipment, is having a positive effect, as there were only 3 accidents, 2 of which were minors.

3. Slips, trips & falls

There were just 17 accidents in total attributed to slip, trips & falls in 2019/20, which is a decrease of 9 (35%) on the previous year. Of the total, 6 (35%) were majors, which is a reduction compared to last year.

82% were slips, trips and falls on the same level. These accidents were spread in small numbers across such causes as rough/uneven ground and tripping over obstructions. Interestingly, there were no accidents due to dismounting the appliance, which have appeared consistently, but in small numbers over previous years.

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

4. Exposure to

This category includes exposure to hazardous substances, heat/fire, explosion, & noise. There were only 13 accidents in total which is a massive decrease of 58% (18) compared to the previous year.

There were two main reasons for this large reduction. The first is due to the decision to suspend water rescue training at Tees Barrage, which in last year's report accounted for 11 (35%) cases of staff becoming ill following attending the training, with alternative venues being found. In 2019/20 there were no reported cases.

The second reason is the reduction in burns from firefighters attending breathing apparatus training at Training Centre, with only 1 reported case, compared to 5 the previous year. This is following the department reviewing its risk assessments and procedures. Exposure to realistic training, such as this, is important to equip crews with the skills to maintain their safety at incidents, but inevitably, will result in a small number of injuries. Given there were around 800 staff trained last year, the number of injuries is extremely small, and the H&S team believe this is an acceptable level of risk when weighed against the benefits the realistic training provides.

The majority (6) of the remaining injuries were minor burns whilst firefighting. Of these, 5 occurred whilst crews were operating leaf blowers during a wildfire incident. These were picked up early and the correct procedure including PPE was re-iterated to crews to prevent similar injuries. There were also 2 needlestick injuries (from used hypodermic needles), which resulted in attendance at hospital and follow up with Occupational health.

No recommendations are made in relation to exposure to injuries.

5. Contact with

This category includes contact with: sharp objects, animals/insect (bites), hot surfaces/heat, airborne particulate and electricity. There were in total 18 accidents for the period, which is an increase of 4 (29%) compared to the previous year. However, this category has the lowest percentage of major accidents with only 2 (11%), suggesting the accidents are relatively minor in nature.

The causes of these accidents are spread across a range in small numbers, many in ones and twos. Examples include a burn to a firefighter's neck from a burning ember, exposure to steam whilst firefighting, a cut finger from a staple and even a bite from a ferrule cat! For the second consecutive year, no cut injuries during RTC's were reported; a trend seen commonly over previous years.

Again, due to the small numbers, analysis has identified no trends and therefore there are no recommendations for this category of accident.

5. Conclusions

There were a total of 100 accidents in this reporting period, which compared to the previous year, is a decrease of 28 (22%) and is the lowest reported year since records began, which is very encouraging. This continues the long term downward trend.

Analysis has found this reduction to be mainly in the more serious lost time accidents (as opposed to minor first aid only), with major accidents and RIDDOR accidents down by 34% and 32% respectively, when compared to 2018/19.

For the 6th consecutive year, the cost of accidents has dropped. This is due mainly to reductions in the litigation cost and days lost to sickness.

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

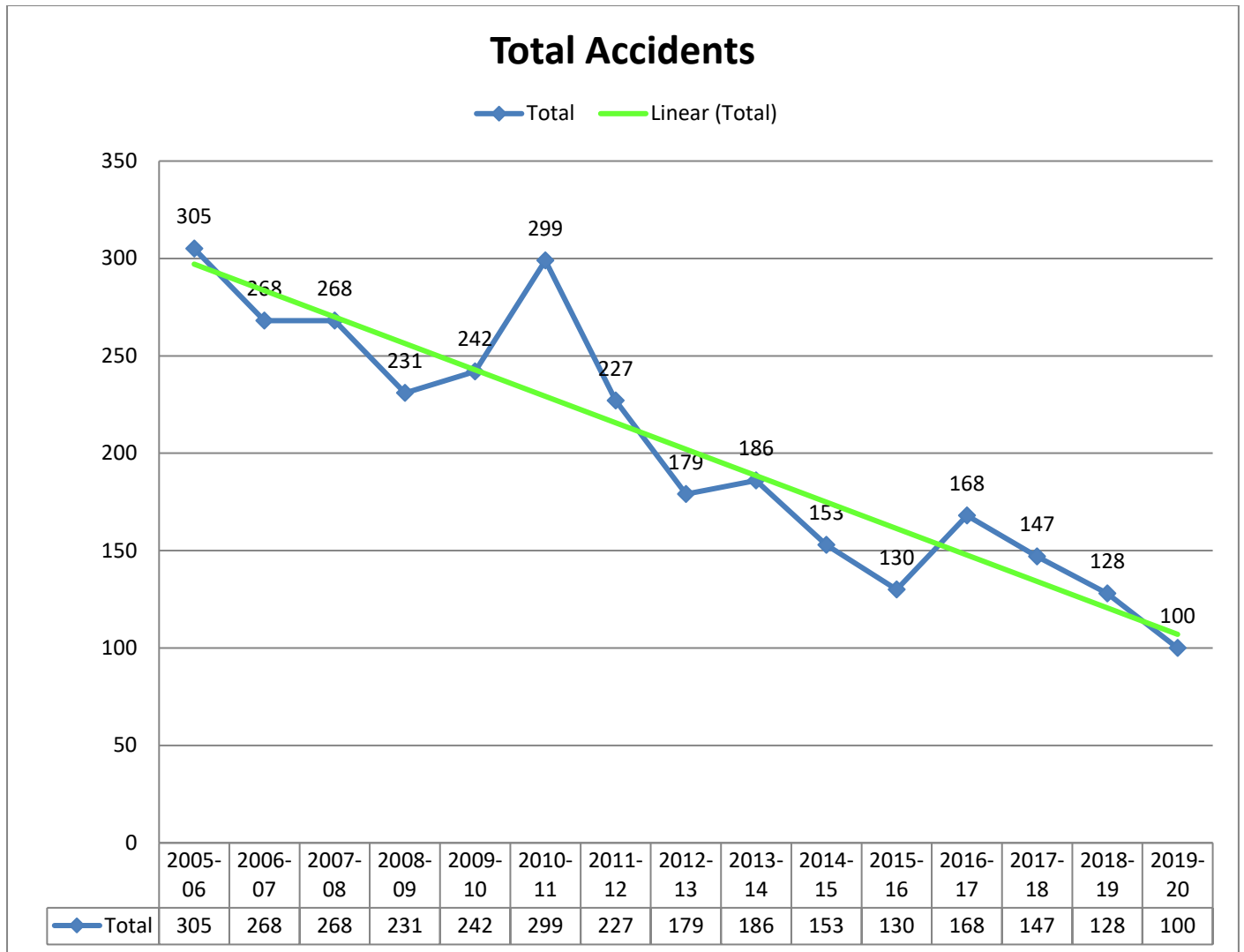
Accidents are only one method by which health & safety performance is measured. The reducing numbers of accidents makes the identification of trends and subsequent recommendations very difficult, however suggests that H&S continues to be well managed within West Yorkshire Fire & Rescue Service.

6. Recommendations

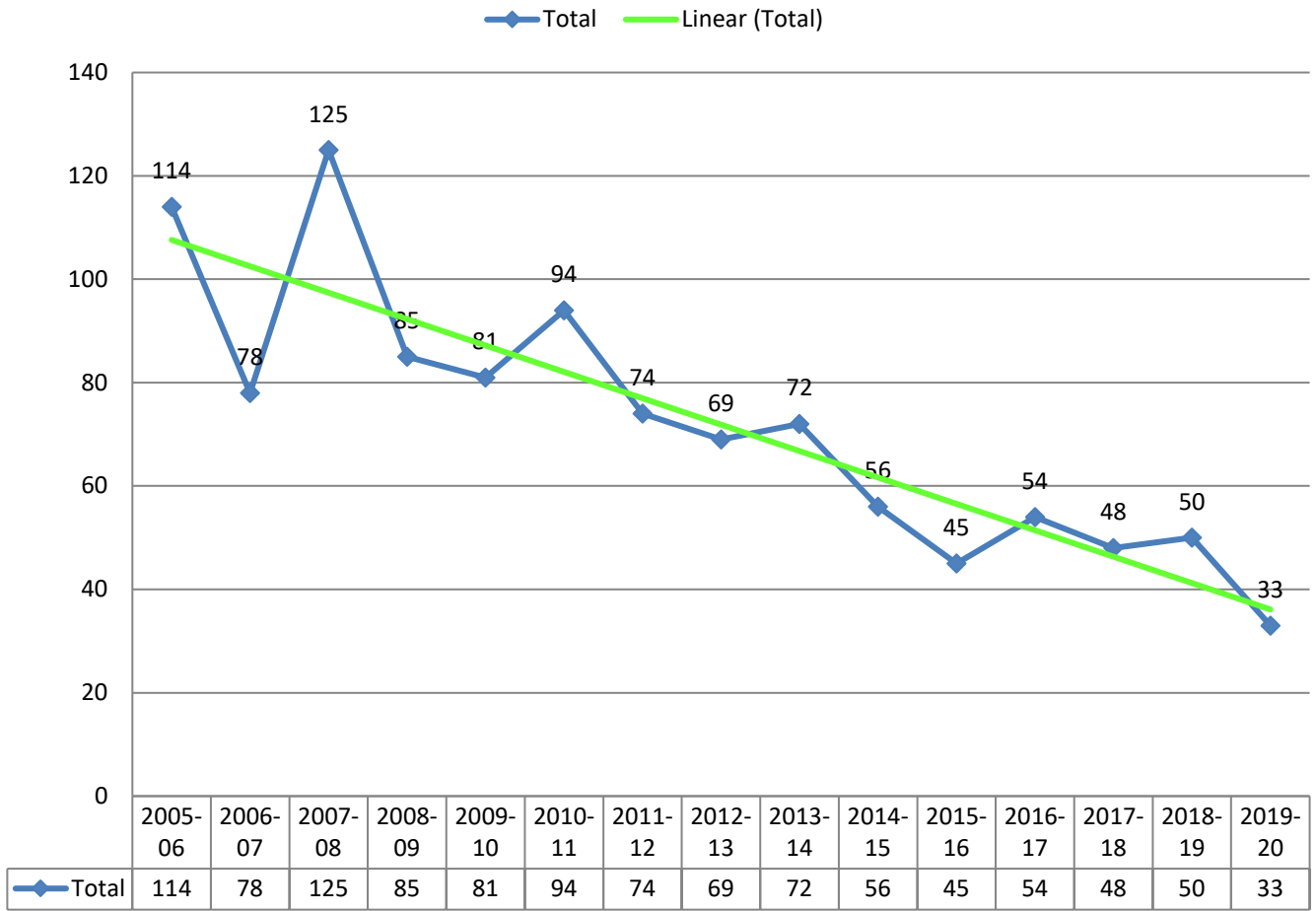
Due to the reducing number of accidents, no significant trends have been identified in terms of causation and therefore no recommendations are made. The H&S team will however continue to monitor accidents.

August 2020

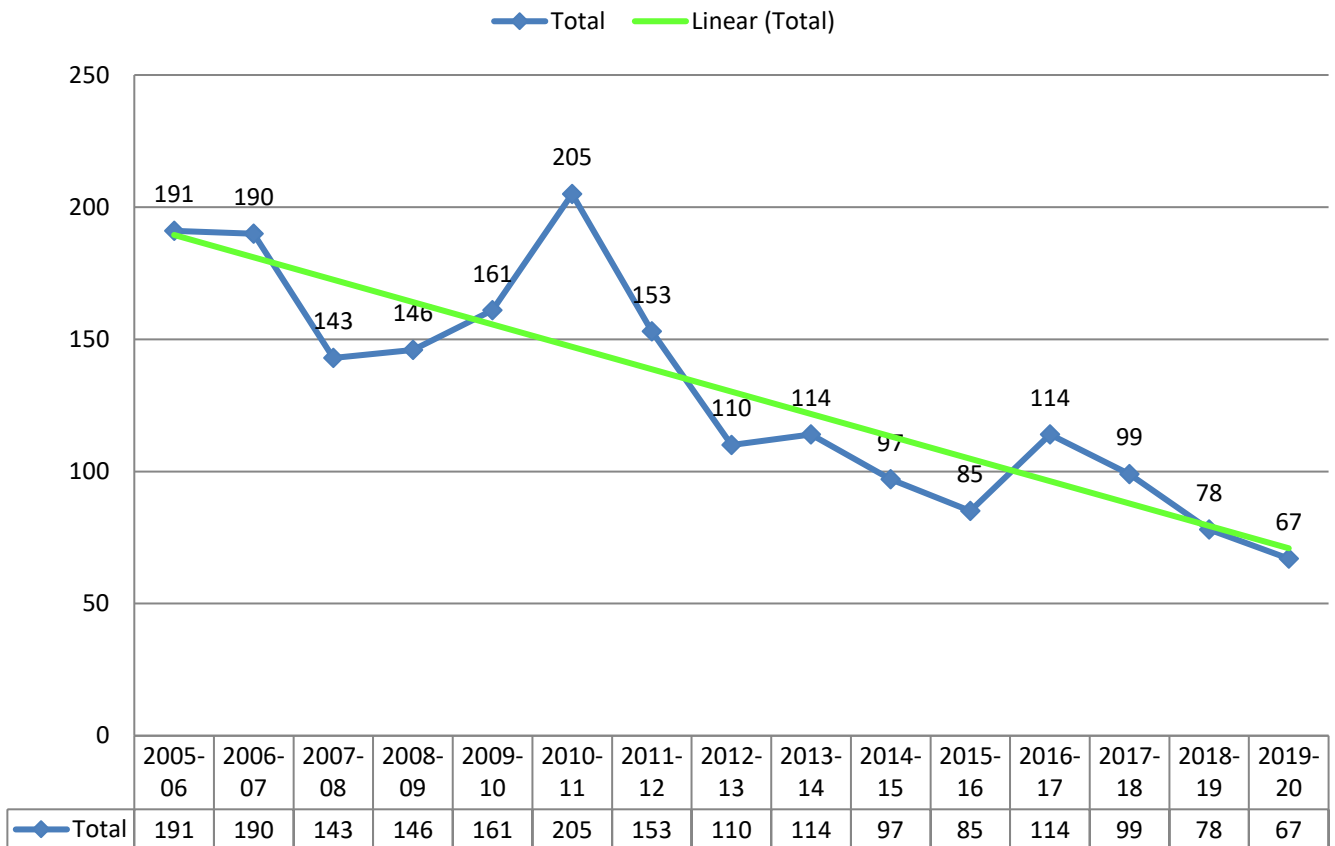
Appendix A 2019-20



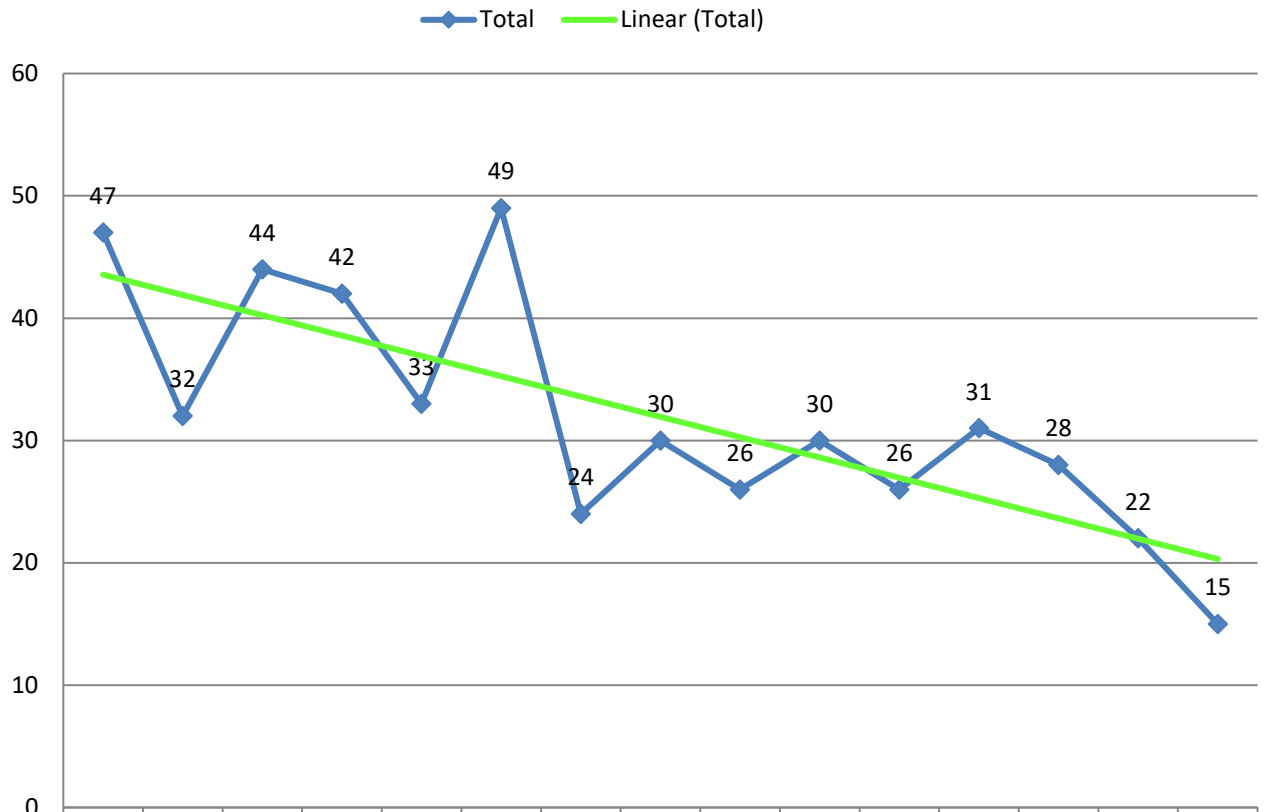
Total Accidents WY Major Only



Total Accidents WY Minor Only



Total Accidents RIDDOR (old over3 day)



	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
◆ Total	47	32	44	42	33	49	24	30	26	30	26	31	28	22	15

Financial Year	Appendix B - Analysis of priority topics in 2019-20 using lost time accidents														
2019-20	Severity			Duty System				OPS Activity				OPS Split			
Cause Group	1 - Minor - First Aid Or Less	All Lost Time	Total	FRS	OPS	Non-Emp	Total	Routine	Training	Incident	Total	WT	RET	TRAINEE	Total
Bending, Twisting Or Reaching	3	5	8	1	7		8	1	5	1	7	7			7
Exertion		3	3		3		3		1	2	3	3			3
Manual Handling	8	6	14	1	13		14	3	7	3	13	10	2	1	13
Musculo/Skeletal Disorder Sum	11	14	25	2	23		25	4	13	6	23	20	2	1	23
% Split	44%	56%		8%	92%	0%		17%	57%	26%		87%	9%	4%	
Airborne Particulate	1		1		1		1			1	1	1			1
Extreme Ambient Temperature	1		1		1		1			1	1		1		1
Heat / Fire	8		8		8		8		3	5	8	6	2		8
Hazardous Substance	1	2	3	1	2		3			2	2	2			2
Exposure To Sum	11	2	13	1	12		13		3	9	12	9	3		12
% Split	85%	15%		8%	92%	0%		0%	25%	75%		75%	25%	0%	
Struck Against	6	5	11	3	8		11	3	5		8	7		1	8
Struck By	11	4	15	1	13	1	15	1	5	7	13	12		1	13
Struck Sum	17	9	26	4	21	1	26	4	10	7	21	19		2	21
% Split	65%	35%		15%	81%	4%		19%	48%	33%		90%	0%	10%	
Slip/fall From Height	1		1		1		1			1	1	1			1
Slip/fall From Stairs/steps	1	1	2		2		2		2		2	2			2
Slip/fall On Same Level	9	5	14	3	11		14	1	2	8	11	10	1		11
Slip Trip Fall Sum	11	6	17	3	14		17	1	4	9	14	13	1		14
% Split	65%	35%		18%	82%	0%		7%	29%	64%		93%	7%	0%	
Animal		1	1		1		1			1	1	1			1
Hot Liquid/vapour/gas	2		2		2		2			2	2	2			2
Hot Solid/surface/object	7		7		7		7			7	7	4	3		7
Object - Sharp	7	1	8	3	5		8	2		3	5	5			5
Contact With Sum	16	2	18	3	15		18	2		13	15	12	3		15
% Split	89%	11%		17%	83%	0%		13%	0%	87%		80%	20%	0%	
Grand Total	66	33	99	13	85	1	99	11	30	44	85	73	9	3	85
% Split	67%	33%		13%	86%	1%		13%	35%	52%		86%	11%	4%	
	Key:	Increased	Decreased	No change											

New Control Project - Delivery Team

Human Resources Committee

Date: 9 October 2020

Agenda Item:

8

Submitted By: Director of Service Delivery

Purpose To request that members approve the creation of a project team that will research and develop a business case for West Yorkshire Fire and Rescue Service future mobilising options.

Recommendations That members note the contents of this report and approve the creation of 5 temporary posts to deliver the New Control Project.

Summary A project management structure capable of delivering a mobilising system for West Yorkshire Fire and Rescue Service beyond 2022 has been proposed. Members are asked to approve the creation of this team to allow delivery of the project to begin.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Scot Donegan, AM Service Report

Background papers open to inspection: None

Annexes: None

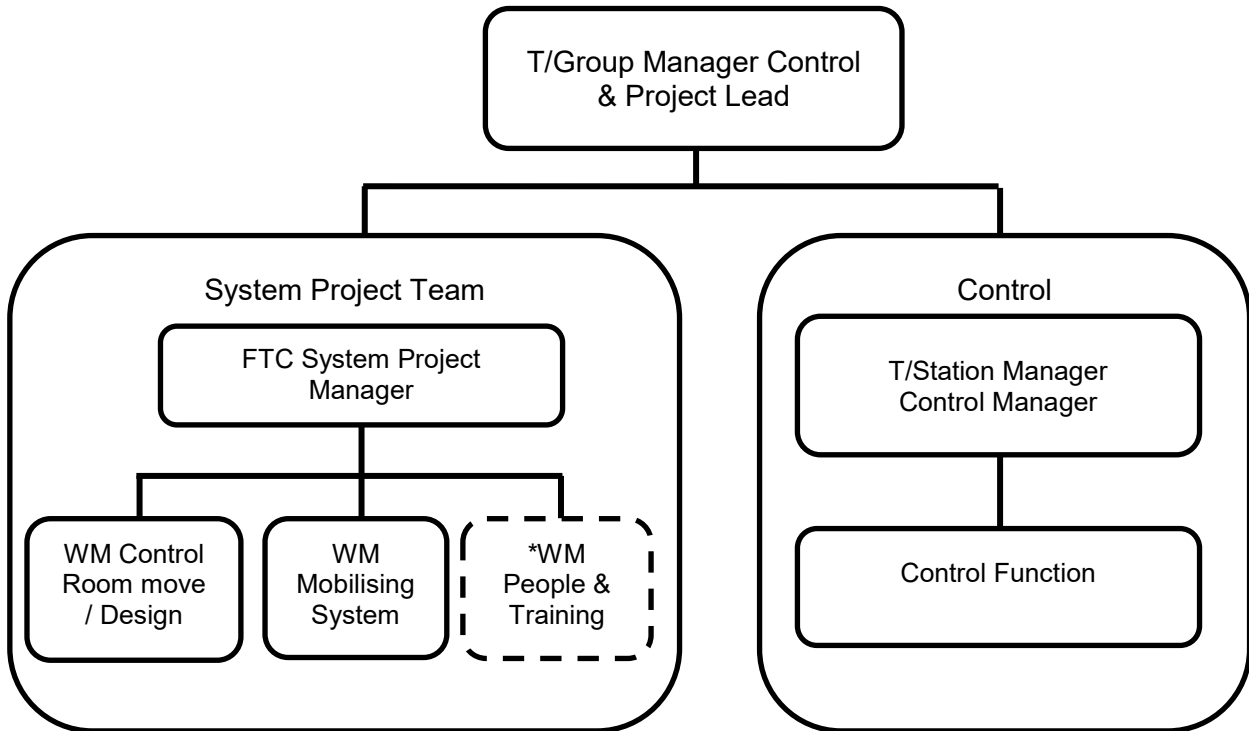
1 Introduction

- 1.1 Since 2014, the West Yorkshire Fire and Rescue Service (WYFRS) Control function has been based at SDC, Stanningley Rd, Leeds.
- 1.2 The mobilising system operated by Control is designed and maintained by Systel, it is in its 6th year of operation. In 2017 the system was considered as being in steady state, at this time a five-year maintenance contract was agreed. This means that in 2022 we will need to have identified how we provide a mobilising system moving forward'
- 1.3 As with all technology, the existing system is becoming dated and difficult to maintain. There have been significant developments in mobilising systems since 2014 which would improve the effectiveness of the services WYFRS delivers.
- 1.4 In February 2020, West Yorkshire Fire and Rescue Authority approved the redevelopment of the Fire Service Headquarters site which included capital funding for the provision of a new control centre.
- 1.5 It is recommended that WYFRS starts the process to build a business case for all future options and establishes a project team to undertake this process including the relocation away from SDC.

2 Information

- 2.1 To successfully deliver this project the project team will have to achieve five key objectives:
- The relocation of the Control Function from the Service Delivery Centre (SDC).
 - The design and procurement of a replacement Mobilising System and associated Integrated Command Control System (ICCS).
 - The identification and implementation of opportunities which improve collaboration and resilience.
 - The integration of the Emergency Service Network (ESN) into the mobilising system.
 - Implement the system and manage staff training, development and lead project communication.

2.2 The structure below will enable the initial research and development of the four key objectives. Additional resources maybe required as the project develops.



*To take up post in year 3

- 2.3 It is recommended that the majority of the posts are filled by existing Control staff who will then be backfilled through temporary promotions and fixed term contracts. As a result, the chosen solution would effectively be designed by its future users. This would support the implementation of learning from the existing Systel mobilising system and contribute to a smoother change management process.
- 2.4 Additionally, development and promotion opportunities are limited for control operators. Staffing the project in this way, should the required skillsets exist, would allow for temporary promotions and upskilling of existing staff members.
- 2.5 The exception to this being the System Project Manager. This post requires an experienced project manager, if this skillset is not present within existing Control staff, wider service and external recruitment would be necessary.
- 2.6 It is recommended that the current Control Station Manager is uplifted to the temporary group manager role to oversee both the Control function and the project team.

Timeline

- 2.7 The duration of this project has yet to be fully agreed. A project team needs to be established immediately to undertake research, start specification design and form relationships with system developers and other emergency services in order to improve understanding of a realistic timeframe.
- 2.8 The project team will also be required to establish links with dependent projects including:
- The Training Centre Redevelopment
 - The Emergency Service Network Project Team
 - The Grenfell Project Team
 - The South Yorkshire Fire and Rescue Control Project
- 2.9 At this time, it is thought that the project team will be required for three years. The project team would have an improved understanding of overall duration by December 2020 which would inform future financial planning.

3 Financial Implications

- 3.1 The costs attributed to this project are based on WYFRS funding this project in isolation.

	2020/21	2021/22	2022/23	2023/24	TOTAL
Temporary Group Manager	£23,959	£57,501	£57,501	£33,543	£172,504
WM Control Room - Design and Relocation	£19,916	£47,800	£47,800	£27,883	£143,399
WM Mobilising System and ICCS	£19,916	£47,800	£47,800	£27,883	£143,399
WM People and Training			£47,800	£27,883	£75,683
Project manager	£20,176	£48,423	£48,423	£28,247	£145,270
TOTAL	£83,968	£201,524	£249,324	£145,439	£680,254

- 3.2 The cost of the team in 2020/21 will be £83,968, rising to a maximum of £249,324 (excluding pay awards) in 2022/23 when it is expected the system will be implemented. The cost of team in the current financial year will be funded by a transfer from contingencies and will then be built into the base budget from April 2021 until the end of the project in November 2023.
- 3.3 These costs may change based on project duration, opportunities for support from shared staff with the ESN Project and through collaboration with South Yorkshire Fire and Rescue Service. These options could lead to a significant reduction in overall cost. This will be fully explored once the team has been established and the Medium Term Financial Plan will be amended accordingly.
- 3.4 There would be slight savings realised in the existing Control employee budget as the majority of temporary promoted staff would be paid at development rate.
- 3.5 A budget of £2m has been allocated in the capital plan, year 2022 – 23, for the implementation of the chosen solution. Additional capital costs may be realised once the project team have completed the mobilising system design and specifications, this will require a detailed capital bid for inclusion in the capital programme.
- 3.6 There will be additional costs incurred due to the provision of ICT equipment and transport for the project team.
- 3.7 The relocation of the Control Function away from Service Delivery Centre (SDC) will enable the sale of SDC and the capital receipt will be used to fund the capital programme.

4 Legal Implications

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 use of control staff to deliver this project will support the change management process and involve future users in the system development. This will support training on the chosen solution and improve its integration into business as usual.
- 5.2 Opportunities for career progression in the Control function are limited due to the high staff retention rates and difficulties for Control staff to work in other areas of the organisation. The use of Control staff to deliver this project will provide opportunities for temporary promotion, skill development and provide exposure to new ways of working.
- 5.3 The project requires the creation of 5 temporary posts detailed in 3.1. Posts with a duration of more than 12 months require HR Committee approval. Depending on who is successful in being appointed, there may be a requirement to offer temporary fixed term contracts to support the backfill.

6 Health, Safety and Wellbeing Implications

- 6.1 It is likely that experienced Control supervisory managers will apply to work in the project team. This would lead to a reduction in the number of experienced operators leading the mobilising function. This will be monitored closely and resilience will be maintained by basing the project team at Service Delivery Centre.
- 6.2 The Systel mobilising system has been problematic since its implementation. A hardware refresh is overdue and this has led to an increased number of faults. Post 2022 it would be difficult to maintain the existing system and continue to provide an effective response. All future options need to be considered.

7 Environmental Implications

- 7.1 The relocation of the Control Function away from SDC allows the closure of the Service Deliver Centre and will reduce the overall property footprint operated by WYFRS.

8 Your Fire and Rescue Service Priorities

- 8.1 The activity that this report and appendices refer to will support the following priorities:
- We will reduce the risks to the communities of West Yorkshire
 - We will continue to develop ways of working which improve the safety & effectiveness of our firefighters
 - Will work efficiently to provide value for money and make the best use of reserves to provide an effective service
 - We will be innovative and work smarter throughout the service
 - We will support, develop and enable our people to be at their best
 - We will actively look for opportunities to implement learning from the Grenfell Inquiry to improve how we respond to high rise emergencies and other foreseeable risks

9 Conclusions

- 9.1 The mobilising system used by any fire and rescue service is fundamental to the response it provides to emergencies. A significant capital sum has been allocated to provide for potential future options.
- 9.2 To deliver the chosen option effectively and responsibly, a project management structure including 5 non-established posts is proposed at a cost of £639,466 over a three-year period.
- 9.3 It is recommended that Members note the content of this report and approve the establishment of the Control Project Delivery Team.

[Protective Markings]

Equality Data Monitoring Report

Human Resources Committee

Date: 9 October 2020

Agenda Item:

9

Submitted By: Chief Employment Services Officer

Purpose	To present the annual Equality Data Monitoring Report.
Recommendations	That HR Committee approve publication of the report.
Summary	Each year WYFRS are required to publish the equality data of their workforce. This report provides a succinct overview of the gender, ethnicity, age, religion, sexual orientation and disability data within the staff profile. It highlights the gaps in data and provides commentary on the figures, including information of the work in progress to improve the diversity of our workforce.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn, Diversity and Inclusion Manager
Gill.cockburn@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Annex one: Equality Data Monitoring Report

1 Introduction

The Equality Data Monitoring report is an annual report detailing the data and statistics for the financial year. The report is published for public viewing on the external website.

2 Information

The Equality Data Monitoring Report uses data from the Access HR system which relies on staff input of equality data. Several campaigns were conducted to encourage staff to update their data, however we are aware that further work is needed.

This report includes data on sexual orientation and religion for the first time, which is in line with good practice.

At 31st March 2020, WYFRS Workforce diversity is as follows:

- 6% female, 5% BAME, 1.5% Disabled, 1% LGBT in Wholetime roles
- 6% female, 2% BAME, 1% Disabled, 0% LGBT in Retained roles
- 71% female, 5% BAME, 5% Disabled, 0% LGBT in Control
- 56% female, 6% BAME, 9% Disabled, 1% LGBT in FRS Support role

3 Financial Implications

None identified. Projects identified within the report are subject to departmental budgets.

4 Legal Implications

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

HR, Comms and the Diversity and Inclusion Team will work together to ensure staff understand why they are required to share their equality data in order to improve the rate of declaration.

6 Health, Safety and Wellbeing Implications

None identified

7 Environmental Implications

None identified

8 Your Fire and Rescue Service Priorities

- To continually work towards delivering a more inclusive fire service which reflects and serves the needs of the diverse communities of WY.
- To support, develop and enable our staff to be at their best.

9 Conclusions

That HR Committee approve publication of the report.



Annual Equality Monitoring Report (2019/20)

Our Diverse County

There are 2.2 million people living in the five metropolitan districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield, within an area of 800 square miles. WYFRS provides fire cover 24 hours a day, every day of the year from its 41 stations and Control Centre.

According to the 2011 Census, 18% of West Yorkshire citizens are BAME (Black, Asian, Minority Ethnic). The majority of this population reside in the Bradford region of West Yorkshire which has an Asian population of 20%.

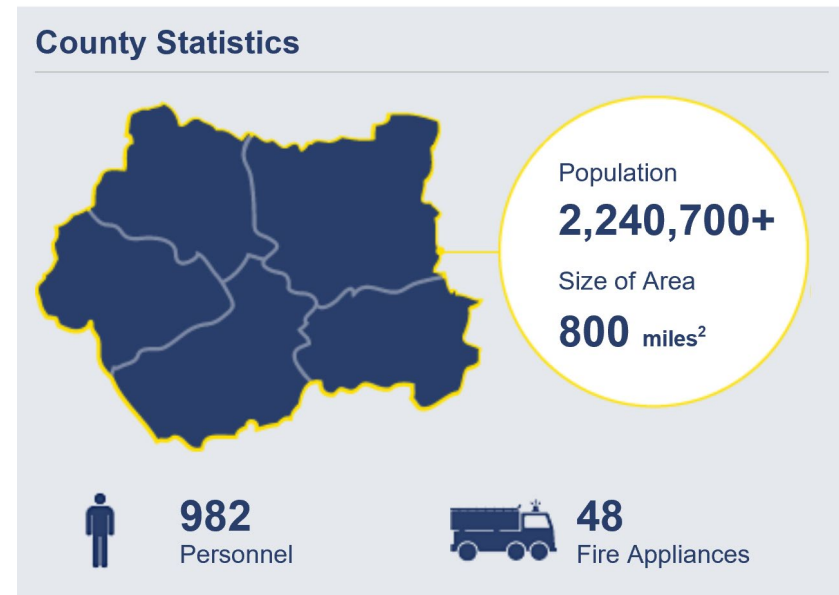
Approximately 18% of the West Yorkshire population are disabled or live with long term illnesses.

The 2011 census indicated that 59.5% of the population of West Yorkshire reported they were Christian. This was followed by those who reported no religion (25.4%). 6.2% of the West Yorkshire population reported that they are Muslim.

1.8% of people in West Yorkshire identify as Lesbian, Gay or Bisexual.

As with most other counties West Yorkshire has gender parity in its population.

WYFRS has a responsibility to serve our communities, but also to reflect the diversity of the population. Understanding the vulnerabilities and related fire risks facing these diverse groups is paramount in meeting these twin obligations.



Why is Diversity and Inclusion important?

Diversity and inclusion are central to our core values and bring many benefits to our organisation. Having a diverse and inclusive workforce improves team performance, communication, innovation and wellbeing. An inclusive workforce creates individuals who feel confident, valued and able to deliver the best service to our communities and each other. A host of research indicates that diversity at all levels of the organisation, and crucially in key decision making roles leads to more innovation, empathy and ultimately increased organisational performance.

We have an organisational, moral and legal responsibility to promote equality and diversity across all of the protected characteristics: race, sex, disability, age, sexual orientation, religion or belief, gender reassignment, marriage and civil partnerships and pregnancy and maternity.

WYFRS promotes equality of opportunity for all by fostering good relations. We work under the Public Sector Equality Duty to eliminate illegal behaviour such as discrimination, harassment and victimisation.

Why do we collect Equality data?

WYFRS aspires to reflect the diversity of the communities it serves. In order to demonstrate that we are working towards this, we collect equality data and analyse it. We produce this annual report to present the most recent equality data of the WYFRS workforce. We use this data to inform and direct our projects and initiatives including positive action, recruitment, retention, progression, reasonable adjustments and Equality Impact Assessments.

Summary

This paper presents the equality data of WYFRS' workforce at March 2020. Reported information includes workforce profiles by age, gender, ethnicity, disability, religion and sexual orientation for Wholetime, Retained, Control and FRS Support Staff.

At 31st March 2020, WYFRS Workforce diversity is as follows:

- 6% female, 5% BAME, 1.5% Disabled, 1% LGBT in Wholetime roles
- 6% female, 2% BAME, 1% Disabled, 0% LGBT in Retained roles
- 71% female, 5% BAME, 5% Disabled, 0% LGBT in Control
- 56% female, 6% BAME, 9% Disabled, 1% LGBT in FRS Support roles

Whilst women and BAME colleagues remain significantly underrepresented in the service, women in management roles has increased. There are four females in Station Manager roles (three within Wholetime and one in Control) with a recent promotion for one of these to a Group Manager position. At strategic decision making levels there is 25% female representation on WYFRS's Management Team. At the most senior level, there is a 17% gender split on WYFRS Management Board. However, BAME individuals remain significantly underrepresented at these levels.

Since the introduction of the HR Access system, the data for religion and sexual orientation is being collected and has been added to the report. The data does not fully represent our workforce demographic as the majority of staff have not entered their data or have chosen not to declare. A campaign was launched called 'This is Me' which targeted this gap, featuring videos of staff sharing their stories. This was moderately successful, particularly amongst support staff, but more work is needed in this area.

Numerous projects were delivered during the 19/20 financial year including the introduction of more robust Equality Impact Assessments, dyslexia screening and assessment for staff, the introduction of Access to Work and the Staff Networks. The Diversity and Inclusion team supported the RDS recruitment campaign and the introduction of a Community Engagement Strategy. We delivered an ambitious training programme covering disability, dyslexia, autism and deaf awareness, Women to Work course, transgender awareness and bespoke dignity and respect training for crews. We

observed many events on the diversity calendar including Black History Month, International Women / Men Day and we had attendance at Pride at 3 districts.

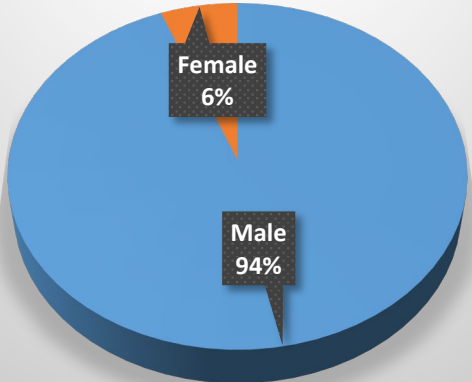
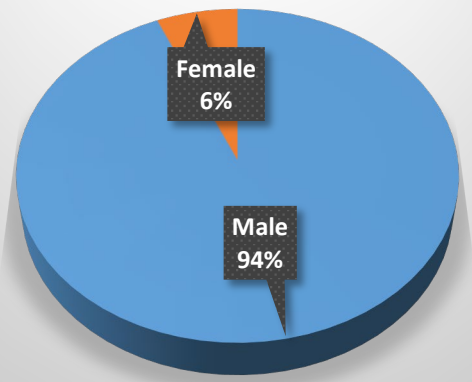
Plans for 2020/21

The team will be appointing a secondment role who will have responsibility for positive action during the wholetime recruitment campaign and will coordinate the community engagement work. We have identified a number of key projects which will be delivered during the next financial year which include; autism awareness and toolkit, completion of the Inclusion Standard, policy review and the creation of in-house e-learning modules for D&I.

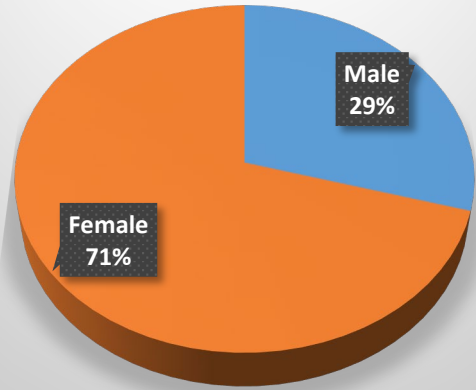
We have identified a training programme which includes an LGBT workshop, BSL Level 1, religion and belief sessions, CMI level 4 in D&I for staff network champions, creating accessible documents and understanding race. We have planned the diversity calendar of events and will run awareness sessions and celebrations over the course of the year, including attendance at all 5 pride events in our county.

Workforce Diversity

Gender

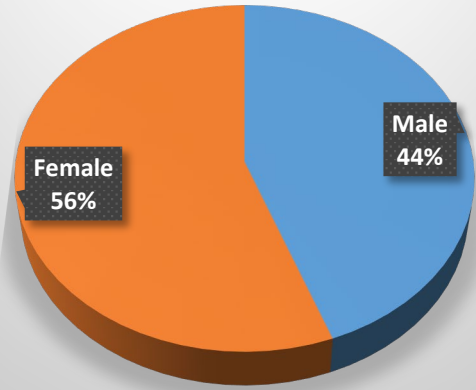
Workforce Profile	Commentary						
<p data-bbox="421 352 651 395">Wholetime</p>  <p>A 3D pie chart showing the gender distribution of wholetime employees. The chart is divided into two segments: a small orange segment representing 6% for females and a large blue segment representing 94% for males. Callout boxes with black backgrounds and white text point to each segment.</p> <table border="1"><thead><tr><th>Gender</th><th>Percentage</th></tr></thead><tbody><tr><td>Female</td><td>6%</td></tr><tr><td>Male</td><td>94%</td></tr></tbody></table>	Gender	Percentage	Female	6%	Male	94%	<p data-bbox="974 331 2123 459">Across our Wholetime operational roles women make up 6% of employees, an increase of 1%, and is comparative with England data showing 5.2% of female operational firefighters.</p> <p data-bbox="974 512 2116 826">WYFRS are opening up Wholetime recruitment from October 2020. We have employed a dedicated role with the D&I team to work on the positive action agenda. Project plans and initiatives are in the planning stages and we will be delivering a targeted campaign which aims to increase female and BAME candidates. It should be noted that this project has been significantly affected the Covid pandemic and plans have had to be reframed and adjusted.</p>
Gender	Percentage						
Female	6%						
Male	94%						
<p data-bbox="443 901 629 944">Retained</p>  <p>A 3D pie chart showing the gender distribution of retained employees. The chart is divided into two segments: a small orange segment representing 6% for females and a large blue segment representing 94% for males. Callout boxes with black backgrounds and white text point to each segment.</p> <table border="1"><thead><tr><th>Gender</th><th>Percentage</th></tr></thead><tbody><tr><td>Female</td><td>6%</td></tr><tr><td>Male</td><td>94%</td></tr></tbody></table>	Gender	Percentage	Female	6%	Male	94%	<p data-bbox="974 880 2116 1050">Female retained firefighters have also increased by 1% and work continues to promote opportunities for retained firefighters in communities where we have vacancies; within this initiative we are encouraging women to consider a career as a retained firefighter.</p>
Gender	Percentage						
Female	6%						
Male	94%						

Control



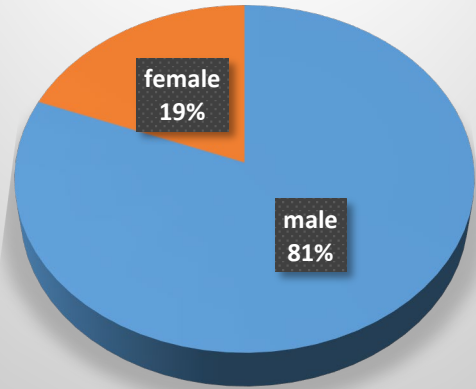
Within Control the gender split changes significantly with 71% of staff being female.

FRS Staff



The most equal gender split is within our support staff where 56% of staff are female.

All Staff

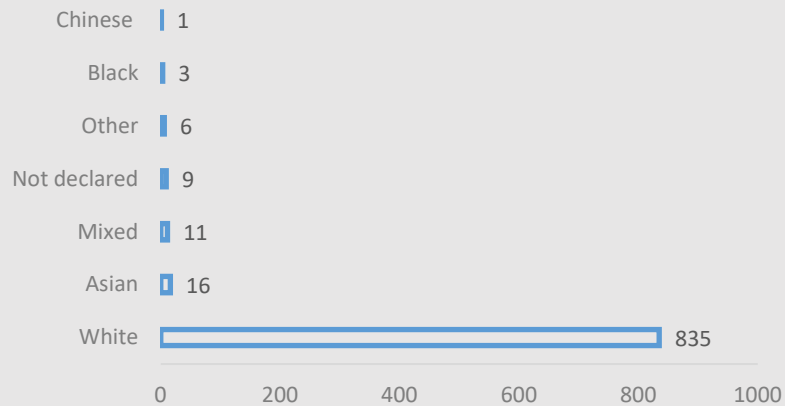


Across our organisation and across all roles, women make up 19% of our workforce, an increase of 1%. We recognise that this needs improvement and projects are in place, such as positive action initiatives and training programmes, to address the imbalance.

Ethnicity

Workforce Profile

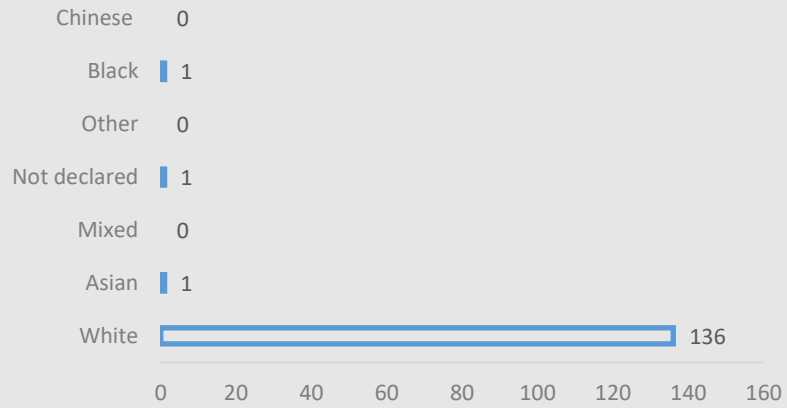
Wholetime



Commentary

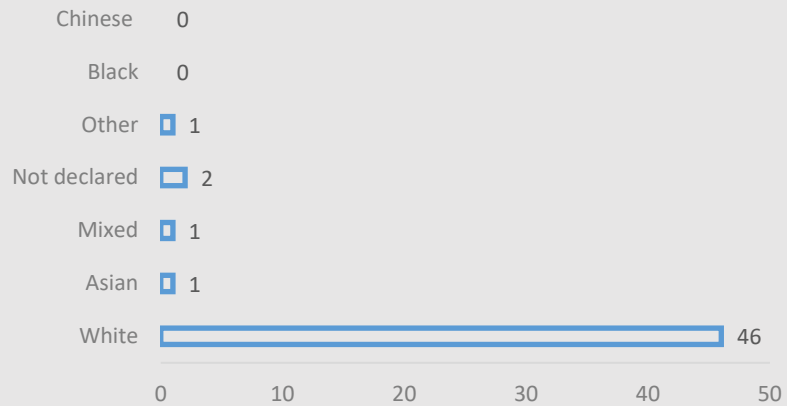
Our wholetime workforce are 95% White. Mixed race and Asian staff are the majority within the BAME category.

Retained



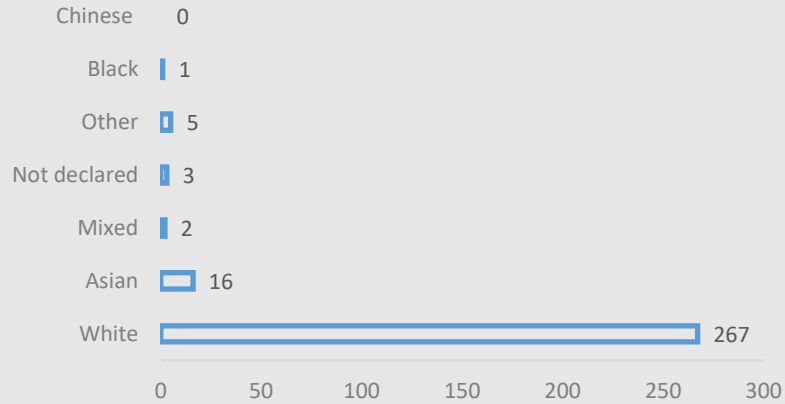
The ethnicity data for Retained staff shows a 98% White demographic. This is due to the location of the retained stations and the population who live within the 5 minute radius.

Control



Control staff have 5% of staff from a BAME background.

Support Staff



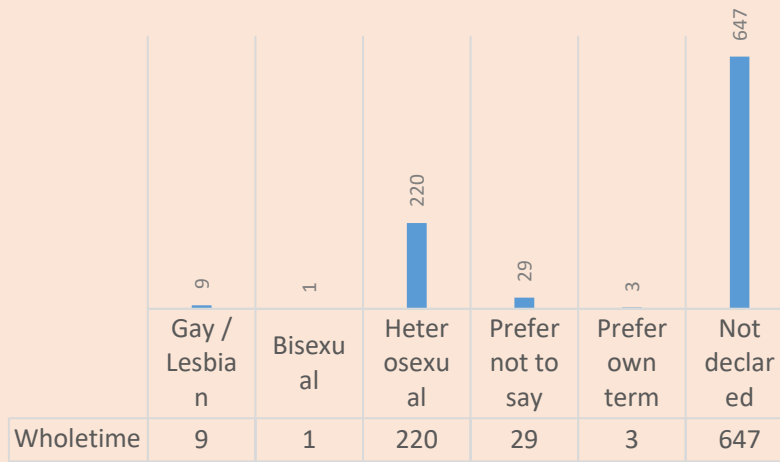
The representation of BAME staff improves within our support function, however it still does not reflect the community with only 6% of staff falling within the BAME categories.

The ethnicity data demonstrates a gap in our workforce diversity, especially considering our diverse community data. WYFRS have responded to this by implementing a BAME Staff Network which will research and highlight the issues we are encountering. It is also a key priority on our Equality Framework Action Plan.

Sexual Orientation

Workforce Profile

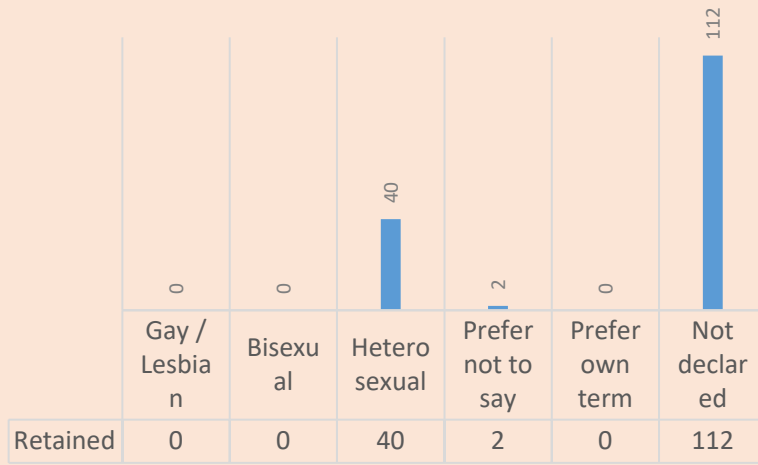
WHOLETIME



Commentary

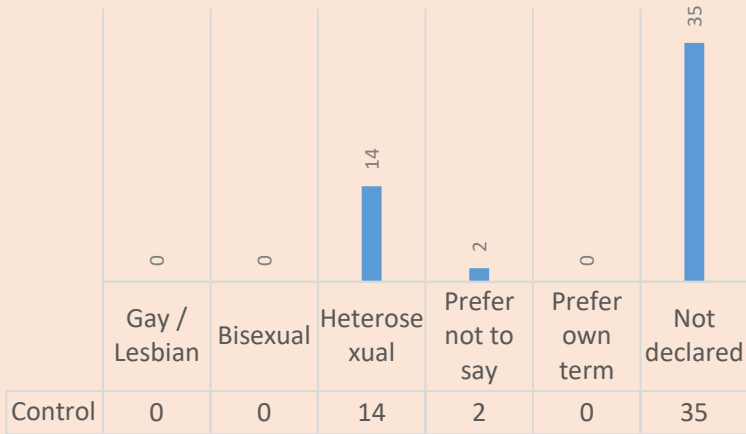
Wholetime staff have the highest declaration of gay / lesbian status with 9 members of staff. However this only amounts to 1% of the wholetime workforce. We intend to establish if staff are choosing not to declare, or if they are unaware of how to do it.

RETAINED

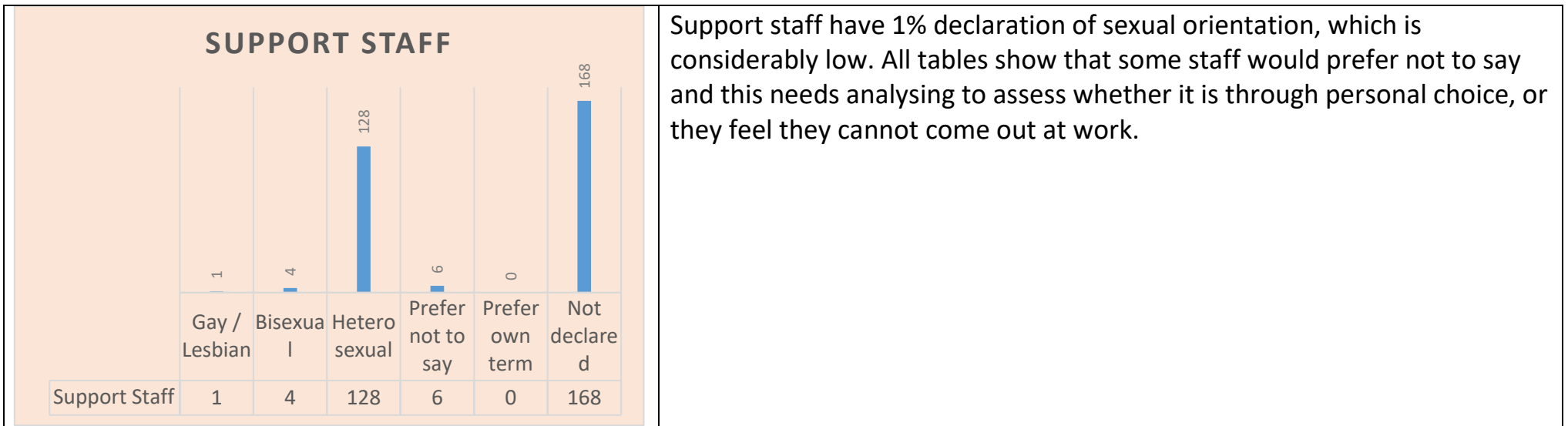


The data suggests that we do not have any LGBT staff within the retained category and the reasons for this are unclear. 112 people have not declared their sexual orientation and this needs further investigation.

CONTROL



Control have a similar result showing 0 staff declaring gay, lesbian or bisexual status.



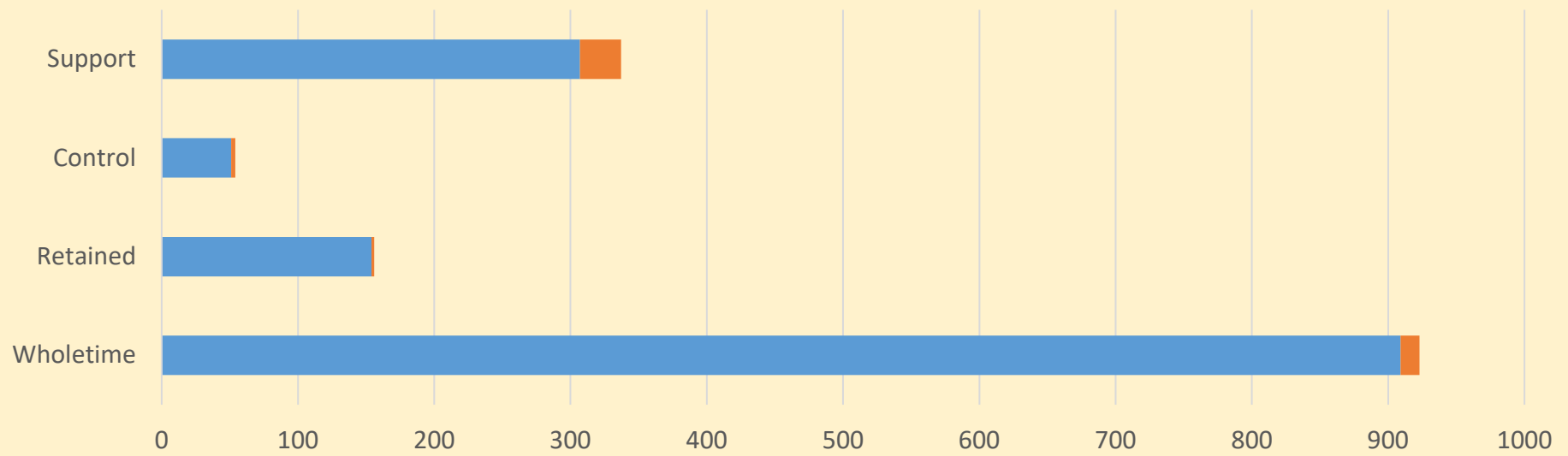
Disability

The declaration of disability has slightly improved since the introduction of dyslexia screening, support and Access to Work. There is still a lack of understanding about what defines a disability and there is a reluctance from some to define themselves as disabled. This was addressed in the equality data campaign we ran where we assured staff they could expect support and reasonable adjustments if they came forward.

Dyslexia is categorised as a disability for the purposes of it being protected by equality law. We have screened and assessed a number of staff over this financial year and we have implemented support, equipment and training to ensure they feel included in the workplace. We have targeted new recruits through screening processes to ensure they receive full support from the point of entry. We have also procured and implemented site licenses for assistive software which has been made available to all staff and workplace champions will be identified and trained to deliver bespoke support.

The table below shows the number of disabled staff (including dyslexia) across all areas of work.

Disability



	Wholetime	Retained	Control	Support
■ Total	909	154	51	307
■ Disabled	14	2	3	30

Age

	Wholetime	Retained	Control	Support Staff	Totals
16-24	8	11	1	8	28
25 – 34	129	45	13	45	232
35-44	397	43	9	75	524
45-54	357	37	13	92	499
55-64	17	18	14	73	122
65-70	0	0	0	11	11
70+	0	0	0	2	2
Totals	908	154	50	306	1418

The majority of our workforce are aged between 35 and 54.

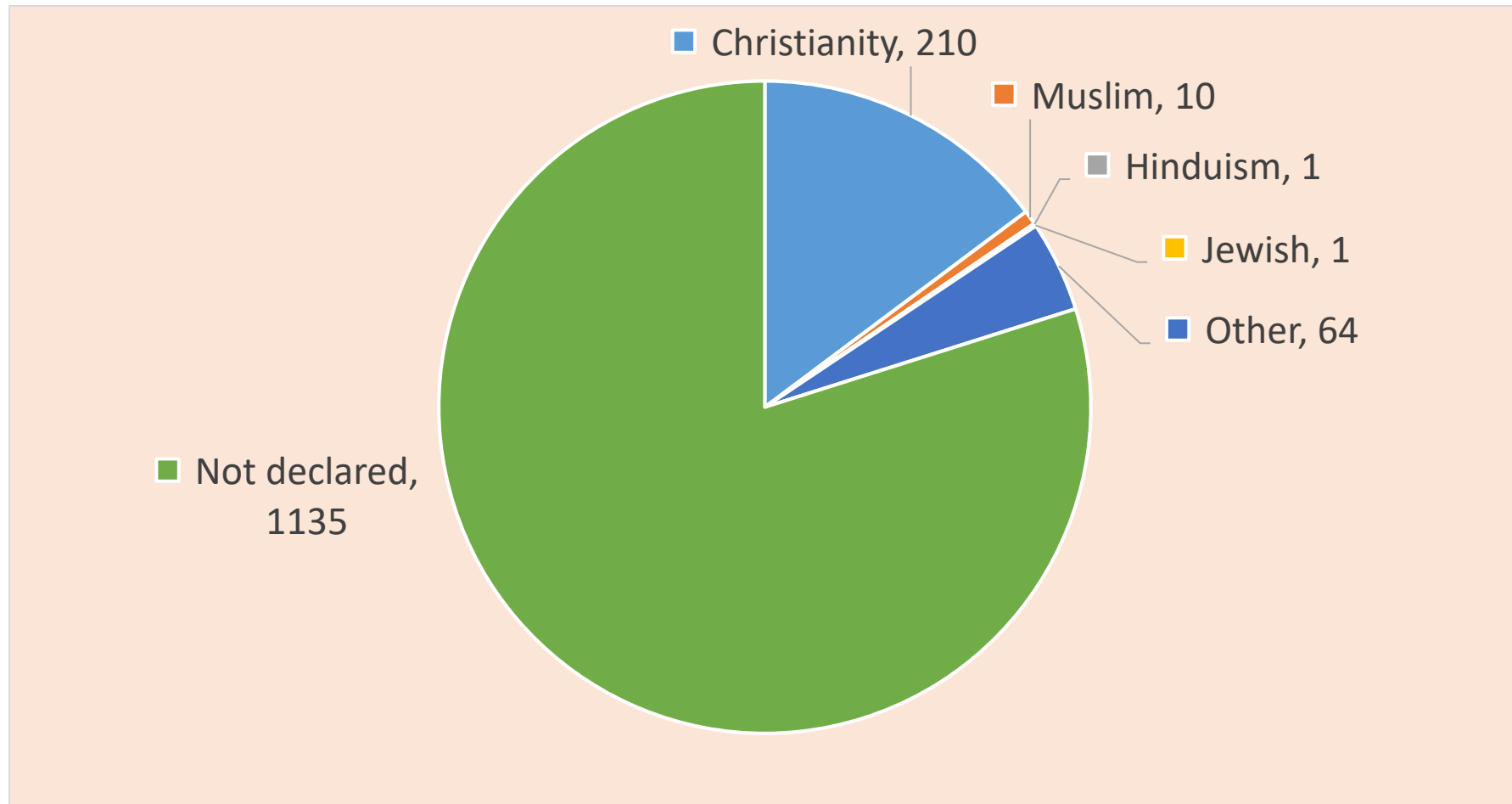
Within wholetime staff the age profile reduces after the age of 55, which is due in part to the low retirement age of firefighters. The numbers of younger wholetime staff has increased due mainly to the most recent recruitment campaigns.

There is a more even spread of age profiles amongst retained staff. Recruitment for retained staff is ongoing and regular which allows for a wider representation of ages.

The figures for support staff represent all ages. We employ apprentices in some roles which supports our aim to improve the number of 16-24 year olds.

Religion

This is the first year that the service can report on religion. Across all staff the highest number declare as Christian at 14%. 0.7% of staff are Muslim. 4% of staff have declared 'other' and this needs further exploration to see if we need to make more categories available to staff. 79% of staff have not declared, either through choice or through lack of awareness on how to update their data.



Grievance and Disciplinary

There has been a notable reduction in the number of grievances and disciplinary actions.

During the 19/20 financial year WYFRS received a total of 20 grievances (15 less than the previous year). Of these, 3 were from female and 3 were from BAME members of staff. This totals 30% of grievances coming from under-represented staff (female and BAME) which is an increase of 8% compared with the previous year.

During the same time period WYFRS conducted a total of 4 disciplinary actions (9 less than the previous year). All 4 were male and 1 was a BAME member of staff. This is positive from a female perspective and 25% of disciplinary action affected BAME staff. This is an improvement from the previous year with a decrease in 13% of disciplinary actions involving BAME staff members.

[Protective Markings]

Equality Framework Action Plan Update incorporating D&I Workflow

Human Resources Committee

Date: 9 October 2020

Agenda Item:

10

Submitted By: Chief Employment Services Officer

Purpose To provide an update on progress made across WYFRS in diversity and inclusion and to provide HR Committee with an update of the Equality Framework Action plan and overview of the ongoing work of the Diversity and Inclusion Team.

Recommendations That the report is noted.

Summary West Yorkshire Fire and Rescue Service's performance in the areas of diversity and inclusion has been assessed in a number of ways. Firstly, through the publication of the HMIFRS "State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2019" which enabled comparison across all Fire and Rescue Services' Inspection reports, through the data from our latest staff survey and through the monitoring of the progress against the three-year Equality Framework Action Plan. This report provides an update of progress made so far and incorporates an update of the projects and initiatives being led by the Diversity and Inclusion Team.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn

Gillian.cockburn@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Annex 1: Equality Framework Action Plan

Annex 2: Diversity and Inclusion Team Update

1 Introduction

- 1.1 This report provides members with an update against the authorities Equality Framework Action Plan, overseen by the Diversity and Inclusion team.
- 1.2 In addition to the specific actions included within the action plan designed to advance equality of opportunity, make the most of our differences and respond to societal and legal changes, the report also highlights external judgements from HMIFRS and data from the 2019 staff survey which demonstrate progress made against the objectives of the action plan.
- 1.3 The Diversity and Inclusion Team coordinate work across the organisation to continuously improve the culture of diversity and inclusion across West Yorkshire Fire and Rescue Service. This is achieved through projects, training programmes, awareness campaigns and other events designed to celebrate diversity and promote inclusion. An update is provided within this report to inform the committee on the work delivered.

2 Diversity & Inclusion - West Yorkshire Fire & Rescue Service Progress

2.1 HMIFRS State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2019

- 2.1.1 The report, published on 15 January 2020 provides a detailed analysis of best practice and areas for development across all Fire and Rescue Services.
- 2.1.2 WYFRS is in the top quartile for the judgements across the people strand. The brigade is one of only six to achieve 'Good' or higher across all judgements within 'people'.
- 2.1.3 16 brigades achieved good for fairness and diversity and none have achieved outstanding, putting WYFRS amongst the top rated fire and rescue services in the country.

2.2 National Centre for Diversity

- 2.2.1 The brigade completed a leadership and diversity survey run by the NCfD and were delighted when our leaders were rated eighth in the country.
- 2.2.2 Following publication of 'National Centre for Diversity Top 100 Index' of employers WYFRS were delighted to be placed within the top 100 employers for the first time, which is further evidence of our drive to become a more diverse organisation.

2.3 2019 Staff Survey

- 2.3.1 The staff survey has shown a further improvement in how our people rate WYFRS as a place to work. One area in particular where a noticeable and continued improved is evidenced is under the broad category of diversity and inclusion.
- 2.3.2 Staff members are asked to tell us whether they believe the service is committed to equality of opportunity for all staff regardless of their protected characteristics. In 2016 63% of people agreed; down to 55% in the 2017 survey.

2.3.3 In 2019 the staff survey results show a significant (50%) improvement for this question up to 82%. A clear indication people within the organisation feel the organisation is more focused on being an inclusive employer. People now feel the brigade is moving positively forward and over four in five employees believe there is equity and fairness for all.

2.4 WYFRS Diversity and Inclusion Initiatives

2.4.1 The Diversity and Inclusion team have progressed projects and initiatives efficiently and effectively and this is reflected in annexes which support this update.

2.4.2 The team is small in number and works across the whole organisation identifying opportunities to collaborate with other teams. This has allowed the organisation to progress a number of key actions and share better understanding of processes in place across the Organisation.

2.4.3 The Action plan update annexe and team projects annexe provide further detail which highlights the work of the team and has helped to deliver the uplift in staff survey results and recent accreditation.

3 Financial Implications

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

4 Legal Implications

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

5 Human Resource and Diversity Implications

5.1 The Equality Framework aims to positively impact on Diversity and Inclusion, promote positive change and work towards meeting our public sector equality duty. Each project which arises from the actions will be subject to Equality Impact Assessment and monitoring from the D&I team.

6 Health, Safety and Wellbeing Implications

6.1 There are no direct Health and Safety implications associated with this report. The promotion of inclusion should positively impact on wellbeing and create positive outcomes for staff.

7 Environmental Implications

7.1 None identified

8 Your Fire and Rescue Service Priorities

8.1 In order to provide a workforce that serves the needs of a diverse community, the workforce need to understand the importance of diversity and what it means for each of us. The Equality Framework contributes to this priority.

9 Conclusions

- 9.1 The external accreditation from the National Centre for Diversity is a key way in which WYFRS are able to evidence continuous improvements in the area of diversity and inclusion.
- 9.2 The January 2020 report of Her Majesty's Inspectorate of Fire and Rescue Services cements the progress made and this report to HR Committee concludes that the work completed and ongoing demonstrates a significant step change in the way WYFRS delivers on diversity.
- 9.3 The Diversity and Inclusion team continues to work positively and proactively across the organisation to meet the requirements of the Action Plan and are continuing to progress well, achieving objectives and facilitating change across West Yorkshire Fire and Rescue Service.

Action	Responsibility	Progress
Workforce diversity		
<ul style="list-style-type: none"> Design a strategy for implementing sustainable Positive Action for recruitment and selection 	Diversity Team, HR, AM Ops	<p>A timeline for the 2021 recruitment campaign has been agreed at Management Team and online registration for applicants will open on 6th July.</p> <p>A secondment role for a Positive Action Officer has been filled. Start date early March 2020.</p> <p>Work has commenced on the Positive Action Strategy in line with above timelines in the short term, with a view to developing a longer term strategy to support recruitment initiatives post 2021.</p>
<ul style="list-style-type: none"> Monitor and drive the WYFRS 'Gender Agenda' through the HeforShe pledges (including the menopause and flexible working) 	HR, relevant managers, Menopause Working Group	<p>3 staff members, Deputy Chief Fire Officer and Councillor Almass attended a strategic HeForShe conference delivered at Humberside FRS. This event launched a Fire and Rescue Service focus around the HeForShe campaign.</p> <p>West Yorkshire Fire & Rescue Authority has signed up to HeForShe. This will formally launch during the week of the 2020 International Women's Day. IWD2020 has a theme of 'each for equal' and the brigade will be raising awareness against bias and delivering a launch event on 5th March to highlight our pledge.</p>
<ul style="list-style-type: none"> Deliver actions in 'BAME staff engagement & support plan' 	Relevant managers	The BAME staff network has been formed and work is underway to develop terms of reference and recruit additional members. The network includes representation from Unison.
<ul style="list-style-type: none"> Continue to actively encourage Representative Bodies to fulfil a positive role in advancing inclusion 	All	<p>Representatives of the two main unions represented at WYFRS are members of staff networks and they take an active role in encouraging members to be a part of the work advancing inclusion.</p> <p>We met with the FBU Lifelong Learning Team to improve team knowledge of courses available to staff on E&D topics in order to promote and encourage sign-up.</p> <p>The FBU were instrumental in planning and delivering an event for International Men Day events.</p>

<ul style="list-style-type: none"> Implement manager PDR Diversity and Inclusion objective to be evidenced against 	Organisational Development Manager	<p>All Managers will be expected to consider diversity and inclusion when setting objectives for their teams. This forms a part of the guidance and support available for managers who are required to deliver appraisals (Personal Development Reviews). The organisational priorities 2020-23 include a specific diversity priority “We will to provide a workforce that serves the needs of a diverse community”; in addition our central ‘people priority’ is focused on ensuring everyone has access to the development, support and leadership required to help us move forward. The people priority is “We will support, develop and enable our people to be at their best”.</p>
<ul style="list-style-type: none"> Increase visibility and participation of under-represented groups in key decision making arenas 	Management Board	<p>Chief officers have been assigned to champion the Staff Networks and will be involved in the promotion and advancement of network initiatives to amend policy and raise awareness. All Network Chairs sit on the Diversity and Inclusion Board and provide regular updates to senior managers and Chair of the HR Committee.</p>
<ul style="list-style-type: none"> Explore accessibility and availability of development and training for all staff, including support staff and those with specific learning differences 	WF dev, D&I team	<p>Significant progress has been made in this area. Information, guidance and advice is available to support colleagues’ with SpLDs (Specific Learning Difficulties) such as dyslexia, dyscalculia and other neurodiverse conditions such as autism and dyspraxia. As a result 250 people have taken an online assessment (available to all staff) and 30 people have gone forward for more detailed assessment. The Quicksan licence will now be renewed in line with financial year, negotiated 3 months of free licence saving the Authority £250.00.</p> <p>More robust reasonable adjustment plans are in place and equipment and software recommended through ‘Access to Work’ is in place where required. To support managers in this process, an Access to Work Guide has been sent to all managers and a training session is currently under development.</p> <p>An interim process to ensure goods and services are procured quickly and efficiently is in place, though this will shortly be reviewed and a clear seamless process will be in place shortly.</p> <p>A budget bid has been submitted for the creation of a bank of loan equipment to ensure colleagues who need additional support can access it at the earliest point.</p>

		<p>Site licences for key software (such as mind mapping and text help) have been approved. This is a more cost effective way of delivering this to those who need it. Site licenses also ensure staff who may have lower level support needs, or, diverse learning styles have access to software which will help us to be even more inclusive going forward. Negotiating a site licence has effectively saved the Authority £8000.</p> <p>D&I are working with the Training Team to identify different ways of delivering training and resources to new recruits to ensure accessibility of learning styles.</p> <p>A project will be launched to review accessibility of documents and apps with the aim to provide a guide for staff on how to use the accessibility features on their equipment. This is in line with the EU directive on accessibility.</p>
Environment and Culture		
<ul style="list-style-type: none"> Embed organisational values through development of a new leadership strategy, behaviour framework and relevant HR process 	Organisational Development Manager	<p>The organisational values have diversity and inclusion at their heart. The work underway to develop an internal communications strategy and embed our values and standards of behaviour is well underway. The impact of organisational behaviours is a much more inclusive recruitment process using a behavioural interviewing approach.</p> <p>The leadership strategy is well under way, with most leaders already having started a programme of learning to support their development as inclusive leaders. The organisational values and behaviours are central to the learning programme.</p> <p>The PDR (Personal Development Review) process includes reference to our organisational values and managers are expected to consider how they, and their team members demonstrate our values and behaviours at work.</p> <p>A set of 'behaviour cards' is currently being developed, which will provide managers with a toolkit to support them to have more robust conversations around values and behaviours.</p>
<ul style="list-style-type: none"> Improve simplicity and relevance of internal literature and promote our staff as "Real Models" 	Corporate Communication	<p>Working closely with our Communications team we ensure that any internal and externally shared visual materials use appropriate language and uses 'real models' to ensure the diversity of our staff is reflected in visuals (e.g. posters, videos and news reports) and in print/copy (e.g. leaflets and web content).</p>

		<p>D&I wrote a Burning Issues takeover which highlighted our key areas of work and events.</p> <p>D&I have been identified as a key stakeholder in the review of the corporate website and we will consult on the changes.</p>
<ul style="list-style-type: none"> Embed 'Equality Analysis' into WYFRS all relevant policy, projects and practice, and monitor outcomes 	<p>Relevant managers, Corporate Driving Diversity Board</p>	<p>25 EIAs were completed in last 10 months and training has been delivered to 75 members of staff. We have started collaboration with Portfolio Management Office (PMO) to improve the process of including the EIA in project workflow. A new interactive electronic form has been developed to aid understanding and self-completion which has received encouraging feedback. D&I continue to work with the Service Improvement Assurance Team embed EIAs into all departments. The Diversity Project Officer will attend an EIA workshop being delivered by NFCC in March 2020 to ensure we align with national best practice.</p>
<ul style="list-style-type: none"> Carry out an annual Gender Pay Gap report with resultant action plan 	<p>Finance, HR IAG Exec, Diversity Team</p>	<p>The latest Gender Pay Gap report has been complete and is put before the HR Committee which meets in March 2020. Following the meeting, the report will be published on our internet site (including a simplified infographic) and the government equality service portal as required.</p>
<ul style="list-style-type: none"> Further develop Inclusion Action Group (staff network): perform regular inclusion-based projects; be more visible in the organisation; and improve Firefighter representation 	<p>Diversity team</p>	<p>There have been a number of initiatives which have been delivered and are ongoing. Please see Annexe 2 for full update.</p>
Diversity Awareness and Education		
<ul style="list-style-type: none"> Continue to ensure interaction and communication from the Authority Chair, Chief Fire Officer, Board and Senior Managers in visibly championing diversity and inclusion 	<p>Fire Authority, Management Board, Comms, Diversity Team</p>	<p>Authority members have been in attendance at D&I events, including Black History Month, HeForShe Conference and winter AFSA conference. CFO, Board and senior managers have attended events and training over the last 12 months. We have planned the events and campaigns for the next 12 months and these have been added to diaries to ensure we have senior representation at all activities. All senior staff have been wearing Rainbow Epauettes and Rainbow shoelaces during LGBT History Month. CFO is sponsoring the Race network, DCFO is championing Gender, ACFO is supporting LGBT+U network and CESO is championing the Disability Group.</p>

<ul style="list-style-type: none"> Develop, organise and oversee an overarching programme of learning on diversity and inclusion for all staff and managers (including e-learning to support face-to-face training e.g. Equality Analysis) 	<p>Organisational Development Manager, Diversity Team</p>	<p>Training has been delivered on:</p> <ul style="list-style-type: none"> 3 Trans Awareness sessions Women’s Development course (WFS) delivered to 20 members of staff NFCC Women’s - pilot mentoring programme (in collaboration with North Yorks, South Yorks and Humberside FRS). 8 Deaf Awareness and Disability Etiquette courses 3 BSL Bitesize sessions 3 Dyslexia awareness sessions 6 Autism awareness sessions <p>Training planned for:</p> <ul style="list-style-type: none"> SpLD awareness and support TextHelp Train the Trainer LGBT+ workshops Autism support Let’s talk about Race sessions BSL Level 1 Religion and Belief workshops Creating accessible documents CMI level 4: Promoting Equality and Diversity
<ul style="list-style-type: none"> Plan and deliver agreed diversity calendar of events and campaigns 	<p>Comms, Diversity Team, IAG</p>	<p>The events and campaigns calendar for 2020/2021 has been designed and approved</p> <p>Highlights include:</p> <ul style="list-style-type: none"> International Women’s Day International Men’s Day International Day of Disabled People LGBT History Month Pride x5 Black History Month National Inclusion Week Dyslexia Awareness Week AFSA committees and events

		<ul style="list-style-type: none"> • World Menopause Day • Interfaith Week
Service Delivery and the PSED* demonstrating 'due regard'		
<ul style="list-style-type: none"> • Deliver local projects that engage with vulnerable groups and address impacts of social/economic inequality and societal changes 	Districts	<p>Work is continuing within all District Teams where engagement with vulnerable groups is making positive change. Highlights from Leeds, Calderdale and Wakefield are featured below.</p> <p>Leeds:</p> <ul style="list-style-type: none"> • Our prevention strategy considers all protected characteristics within Leeds. Each station is responsible for targeting any high-risk groups within their area. For example Wetherby targets Falls and Frailty and social isolation targeting our elderly groups. • Operation night safe is a relatively new multi-agency approach to targeting risk groups in Leeds. This prevention intervention targets the safety of people in the city during the hours of darkness in Leeds, with particular focus on vulnerable women in the city centre. • ADC Risk reduction and WC Prevention sit on the multi-agency group for Community tensions. We contribute to planning and decision making around reducing arson, crime and ASB in areas of deprivation and populated with people from an ethnic minority background / immigrants. This includes targeting organised crime such as soliciting, modern day slavery, cuckooing, human trafficking etc. • Leeds district stations with responsibility for Social isolation within our prevention strategy identify individuals with potential mental health problems and share this with partnership agencies. This provides further intervention to improve individuals with debilitating health. <p>Calderdale:</p> <ul style="list-style-type: none"> • All projects and prevention work is directly linked to the safe & well strategy and stations have their own projects linked to PMI's. Calderdale currently has a district wide project running in response to recent fatalities connected with social & geographical isolation.

		<ul style="list-style-type: none"> • Calderdale’s Road Safety Roadshow, now in its 7th year has grown and developed. The show has a diverse audience from many different ethnic and socio-economic backgrounds and so this has had to be considered when introducing new guest speakers or presenting new visual material. An example of this is the pioneering decision of launching a faith angle to the show, both for Christianity & Muslim viewers. • Park Ward in Halifax is a diverse community where occupants are often transient, some arriving as asylum seekers, with limited fire safety awareness. This area is in constant need of attention with regards prevention activities and we have a variety of partnerships and approaches to address the needs of this community. • 2019 saw the development of a new multi-agency group in NE Halifax looking specifically at anti- social behaviour and arson incidents. The group is supported by MP Holly Lynch who attends all meetings and is pivotal in the implementation of projects to address incidents. This work is also linked to a more national agenda for attacks on emergency services <p>Wakefield:</p> <ul style="list-style-type: none"> • Every watch has a local project to deliver the safer community strategy and engage with the most vulnerable people in the community. • Wakefield wide we are piloting an Age UK Initiative called the Careview Project. The pilot project relates to a collaborative working relationship with Age UK across Wakefield District to find those individuals socially isolated and most at risk within our community. • Another district wide, Age UK initiative is a ‘Time for Tea’ community engagement project across supermarkets • Working with Voluntary sector – NOVA- providing crews with community events and contacts to allow engagement <p>Moving forward the Implementation of CLM will lead to more capacity for WM’s to engage within the community and identify further project work within districts.</p>
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<ul style="list-style-type: none"> Improve how equality monitoring information is used to shape our services, including identifying emerging risk and vulnerabilities 	<p>Districts, Central prevention, Diversity Team</p>	<p>The adoption of Safe and Well visits has meant that information about age and disability is captured from individuals and used as one of the factors to determine whether a visit is appropriate. The identification of disability as part of the safe and well filtering process received positive comment in the recent HMI report.</p> <p>Wakefield district are working with internal and external local partners to monitor risk and vulnerability within the community and the equality impacts. This will help identify hard to reach ethnic or minority groups to ensure that risk reduction activities, safer community strategy and safe and well visits are services delivered.</p>
<ul style="list-style-type: none"> Provide tools/guidance for community knowledge and the planning of prevention initiatives/community engagement 	<p>Comms, Prevention, Diversity Team</p>	<p>Prevention have a secondment role working on producing a Community Engagement Toolkit – this will be continued in the secondment role within the D&I team alongside Positive Action initiatives.</p>
<ul style="list-style-type: none"> Review external messages and resources to ensure fit for purpose for diverse audience in West Yorkshire 	<p>Central Prevention/Protection, Comms</p>	<p>Working closely with our Communications team we ensure that any internal and externally shared visual materials use appropriate language and uses ‘real models’ to ensure the diversity of our staff is reflected in visuals (e.g. posters, videos and news reports) and in print/copy (e.g. leaflets and web content).</p>
<ul style="list-style-type: none"> Improve mechanisms for tracking community engagement, outcomes and satisfaction by protected characteristic 	<p>Corporate Services, Strategic Development, Diversity Team, Protection</p>	<p>We have begun the process of developing a tracking system which will be used to gather data and information to be shared at future Fire authority sub-committees.</p>
<ul style="list-style-type: none"> Regular publication of case studies of community engagement demonstrating the ‘fostering of good relations’ 	<p>Comms, Prevention, Diversity Team</p>	<p>The ‘Spotlight On’ case studies highlight examples of the excellent work that is being delivered across the communities of West Yorkshire. The most recent publication highlights the work completed during the emollient cream project and the Dewsbury Care in the community project. The case studies are reported to Authority Members at the Community Safety Committee.</p>

Diversity and Inclusion Team Projects, Events and Initiatives 2019/20

Workflow	Details	Progress
Positive Action (PA) Strategy	To design and oversee an ongoing PA strategy that can be used throughout the year whether recruitment is happening or not. Will include recruitment, progression and retention of underrepresented staff.	<ul style="list-style-type: none"> • Recruitment of PA Role (1 year secondment) • Training bid submitted for PA training • Timeline for next recruitment drive approved and workflow planned • Established 3 out of 5 district champions (operational) • Collaborative work planned (HR, Comms, Training team, H&S)
Community Engagement (CE) Support	Assist Service Delivery with introduction of CE toolkit, consultations and training.	<ul style="list-style-type: none"> • Training bid submitted for CE training • PA Secondment role to include CE support element • CE Objectives set alongside Prevention Lead
Diversity for Everyone course	Attendance of all staff at D4E Course delivered by IODA	<ul style="list-style-type: none"> • 87% of staff have completed the course • 12 sessions planned for Jan – March 2020 • x2 evening sessions planned for RDS staff
Menopause project	Menopause working group promoting changes to policy and practice. Celebration of World Menopause Day	<ul style="list-style-type: none"> • Video produced for World Menopause Day highlighting changes made at WYFRS and support available • Nick Smith is now chairing group since retirement of Ian Bitcon • Workwear pilots being carried out for comfort wear (t-shirts)
Women in the Fire Service	Collaboration with WFS including training courses and development weekend	<ul style="list-style-type: none"> • Successful completion of Women to Work course for 20 members of staff who all subsequently joined the gender network • Attendance of 5 staff at 2019 development weekend • Increase to 10 paid places at 2020 event • NFCC Mentoring pilot launched
AFSA	Attend conferences. Host events. Support regional activities.	<ul style="list-style-type: none"> • 2 attended Spring conference • 7 attended winter conference and 5 staff shortlisted for awards • Regional rep appointed (Karina Gonzalez) • Hosting exec committee on 20th March • 2 attended AFSA development weekend • 3 attended pastoral / faith conference

		<ul style="list-style-type: none"> • D&I manager presented at AFSA workshop at winter conference • x2 attended positive action workshop in Manchester
NCFD Ranking	Senior managers completed FREDIE survey for National Centre for Diversity	<ul style="list-style-type: none"> • Came 8th out of 20 FRSS' • Came 100 in national NCFD Top 100 Index (only 7 FRSS' listed)
Dyslexia Assessment	Provide screening software and diagnostic testing for staff. Establish reasonable adjustments, assistive software and one to one support for dyslexic staff.	<ul style="list-style-type: none"> • 250 completed Quickscan • 30 staff referred and assessed by Kade consultancy (26 confirmed as dyslexic) • Reasonable adjustments and equipment in place for half of these at present time (still waiting for reports / A2W assessments for remainder)
Dyslexia Inclusion	Review and amend training resources, assessments, teaching styles and practices to ensure specific learning differences are supported.	<ul style="list-style-type: none"> • Agreed to review training resources and provide support to training team • Scheduled dyslexia screening for all new recruits in first week of course • Training bid submitted to provide ongoing dyslexia training for managers
Access to Work (A2W)	Provide guidance for staff on A2W scheme and how to access it. Establish procurement, finance and IT processes for purchase and reclaim of assistive IT and one to one support / training.	<ul style="list-style-type: none"> • Guidance document produced by team and sent to all managers • Team support with new applications, orders and reclaims • Met with finance and procurement to establish process
Equality Data Campaign	Design and deliver Equality data campaign with Corp comms to encourage staff understanding and input of equality data onto Access	<ul style="list-style-type: none"> • 'This is Me' campaign launch including videos of staff talking about protected characteristics and why we share our true selves • Videos launched on Access and FireHub and received positive response (verbal feedback) • Numbers increased slightly but more pushing of campaign required – relaunched on Access
Equality Impact Assessments (EIA)	Ensure all new projects, policy and procedure are assessed on Equality Impact	<ul style="list-style-type: none"> • 25 EIAs completed in last 10 months • Training delivered to 75 members of staff • Collaboration with PMO to improve process of EIA in project workflow • New interactive electronic form • Toolkit to complement EIA's in the community.
Staff Networks	Establish staff networks and reporting structure	<ul style="list-style-type: none"> • 4 individual networks set up for Gender, LGBT+, Disability and Race some of which have names and logos

		<ul style="list-style-type: none"> • Network chairs part of Inclusion Action Group Committee • Senior champions selected, one for each network • Webpage in progress
Training and Development	Provide innovative and thought provoking training programme and make available to all staff. All training providers to have personal experience of the subject matter.	<ul style="list-style-type: none"> • x3 Trans Awareness courses delivered • Women’s Development course provided by WFS delivered to 20 members of staff • x8 Deaf Awareness and Disability Etiquette courses delivered • x3 BSL Bitesize sessions • x3 Dyslexia awareness sessions delivered • x6 Autism awareness sessions delivered • Attendance from SMT on each course • Outstanding feedback received for every course offered • Not delivered: Allies course and Unconscious Bias training
Events	Provide a schedule of events and campaigns to raise awareness and the profile of D&I in WYFRS:	<p>LGBT History Month 2020:</p> <ul style="list-style-type: none"> • Jackie Hagan LGBT Workshop at HQ and Halifax. • Rainbow Laces initiative • Rainbow epaulettes competition • Social media updates • Proud Allies initiative launched <p>International Women’s Day:</p> <ul style="list-style-type: none"> • He for She launch and workshop • Poster campaign <p>International Men’s Day:</p> <ul style="list-style-type: none"> • Site licence for film ‘The Mask We Live in’ and distributed to all stations and watches • Brew with crew initiative to get people talking, biscuits provided to all teams and crews • MensTalk performance at Bradford Station <p>Purple Light Up:</p> <ul style="list-style-type: none"> • Purple WYFRS pin badges distributed to all staff • Staff wore purple and decorated offices

		<ul style="list-style-type: none"> • Canine partners lunch and learn <p>Pride</p> <ul style="list-style-type: none"> • 3 out of 5 Pride events attended (Leeds, Halifax and Wakefield) <p>Black History Month:</p> <ul style="list-style-type: none"> • x2 lunch and learns delivered, one at HQ and one at Huddersfield • Social media updates • noticeboard display and resources <p>‘Let’s Talk’ Interfaith lunch Positive Action Lunch and Learn with West Mids FRS Retirement celebration for Lisa Muscarella Ramadhan lunch and learn</p>
Policy review	Review and rewriting of D&I policies to align with vision and values	<ul style="list-style-type: none"> • Diversity and Inclusion policy updated and published • Dignity and Respect policy and guidance review underway • Reasonable adjustment policy and guidance review underway • LGBT+U and gender network reviewing trans policy • Religion, Belief and Cultural Needs policy needs reviewing
Workwear gender issues	Feedback from female staff led to ongoing review of uniform	<ul style="list-style-type: none"> • Feedback gathered from female staff re workwear issues • Commissioning a feedback session to be facilitated by Ioda • Female staff given allowance to purchase own shorts / gym leggings • Goliath boots to offer fitting service for sizing issues • Trainer procurement being reviewed • T-shirts for menopause being piloted
Dignity and Respect training	To be offered to crews where issues may be occurring between staff	<ul style="list-style-type: none"> • 3 pilot sessions delivered at Keighley with excellent feedback • To be offered more widely as required
Team attendance at conferences and events	To build on and develop team expertise and keep up to date on changes / progress in D&I field	<ul style="list-style-type: none"> • Intersectionality conference: North Yorks FRS • Reconceptualising inclusion at work: Leeds University • Safe Talk training • Leadership talks at HQ • Living with Asperger’s Syndrome: West Yorks Police • He For She Conference: Humberside FRS

		<ul style="list-style-type: none"> • Inclusive Fire Service Workshop: LGA / FBU • BME in the Workplace: London
Team training and development	Team qualifications and learning	D&I manager: <ul style="list-style-type: none"> • undertaking Level 5 CMI Leadership and Management course with level 6 certificate in leading EDI • completed EQi feedback facilitation course • completed level 2 Coaching and Mentoring DPO: <ul style="list-style-type: none"> • awaiting level 3 CMI course • undertaking Unison rep training • completed WFS Women to Work course
HMICFRS	To contribute to the inspection and findings	<ul style="list-style-type: none"> • D&I manager interviewed by inspectors • Achieved 'solidly good' in Ensuring Fairness and Promoting Diversity
Red box project	Provide red boxes to collect donations of sanitary products for school children	<ul style="list-style-type: none"> • Successful implementation and collections at 5 district stations • Project closed due to government funding being agreed
Work experience students	Take part in the Work Experience schedule	<ul style="list-style-type: none"> • Taken part in 2 streams of work experience, providing full day activities for 3 students in total
Business as usual		<ul style="list-style-type: none"> • New starter inductions including encouragement of Quicksan completion (to ensure reasonable adjustments in place as early as possible) • D&I training for new recruits • Advice and guidance for managers and individuals • Completion of D&I implications section for committee papers • Submission of reports to Committees / Management Board

11-Treasury Management Accountant- HR 09.10.20

Human Resources Committee

Date: 9 October 2020

Agenda Item:

11

Submitted By: Chief Finance and Procurement Officer

Purpose To request member approval for the appointment of a Treasury Management Accountant in the finance department

Recommendations That members approve the new post

Summary Currently treasury management, which encompasses the management of the authority's borrowing, investments and banking is provided by Kirklees as part of the Service Level Agreement (SLA). It is recommended that this is brought in house and the saving in the SLA is used to part fund a new treasury management accountant post in the finance team.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: [Click here to enter text.Chief Finance and Procurement Officer](#)
01274 655711
alison.wood@westyorkshire.gov.uk

Background papers open to inspection: None

Annexes: Job Description – Treasury Management Accountant

1 Introduction

- 1.1 Treasury management is currently provided as part of the Service Level Agreement with Kirklees council for which we pay £26,520 per annum. The main purpose of this role is to manage investments, borrowing and the authority's day to day cash flow in accordance with the approved treasury management strategy. The role also is responsible for the calculation of the capital financing budgets and charges and the financial instruments notes for inclusion in the Statement of Accounts.

2 Information

- 2.1 Following meetings with the central finance team at Kirklees it has been determined that the amount of work involved in treasury management is around 1.5 days per week, which equates to a full time equivalent salary of £88,400. This is an average time spent on treasury management duties, as the amount of work is greater during the budget setting period in December and the production of the Statement of Accounts from March to May. On an average day the post holder will spend around one hour specifically on treasury management duties.
- 2.2 The Authority's Senior Finance Manager was in that role prior to him joining WYFRS so there is treasury management expertise already within the department and it is expected little external training will be required. It has been agreed with the Chief Finance Officer at Kirklees that there will be a transition period and the responsibility for treasury management will not be fully transferred until a thorough training and hand over have been provided by the existing accountant at Kirklees.
- 2.3 Currently, the Senior Finance Manager has no deputy and thus spends a large proportion of time managing the finance team which means that he cannot concentrate on providing strategic support to the Chief Finance and Procurement Officer (CFPO). The new improved detailed budget monitoring reporting system has created a need to work much more closely with budget holders resulting in the need for more resource to be spent on the production of the reports. Moreover, the shorter statutory deadline for the closure of accounts to the 31st May creates further resource pressure within the accounts team.

As a result, it is proposed that the new role in addition to fulfilling treasury management duties will take on the management of the provision of budget monitoring and leading on the closure of accounts enabling the Senior Finance Manager to have a more strategic role in budget monitoring and the closure of accounts. The new role will also be the line manager for the four accountants in the team which are currently managed by the Senior Finance Manager.

- 2.4 There are a number of benefits to the authority if the treasury management function is brought in-house:
- Improved reporting on treasury management, the CFPO will have access to information regarding banking and investment transactions on a daily basis if required, rather than the standard monthly reports that are provided as part of the SLA.
 - Although the existing treasury management accountant at Kirklees is providing an adequate service as part of the SLA, if that employee was to leave, the authority has no input in their replacement. If provided in house, there is no reliance on a third party to ensure that the accountant is adequately trained and is competent to fulfil the role.

- There will be improved prudential indicator monitoring which can be directly linked to the capital planning process. Although the SLA includes a requirement to provide information on prudential indicators, this information is at a high level and is not linked directly to the capital plan. As part of the budget setting process, scenarios are developed which shows the impact in the revenue cost of an increase in the capital plan, bringing the treasury management function in house will enable this to be linked to the prudential indicators as well.
- There will be no duplication in the provision of information to Kirklees to enable them to calculate cash flow forecasts. Currently the Senior Finance Manager has to provide financial forecasts on revenue and capital expenditure to Kirklees so cash flow forecasts can be calculated to identify when the authority has monies to invest. Having the treasury management function in house will enable the cash flow forecast to be linked directly to budget monitoring thus providing more meaningful information.
- Due to improved budget monitoring and the shorter period in which the Statement of Accounts have to be statutorily produced, the treasury management post will offer greater resilience in finance team.

The job description, which is attached to this report, has been evaluated using the job evaluation scheme and has been graded at a grade 11. If members approve this appointment, this will be advertised immediately with a view to having someone in post before January 2021.

3 Financial Implications

The cost of the treasury management function as provided in the SLA is £26,520 per annum, the new treasury management accountant, grade 11 will cost £52,269 per annum including on costs, there is thus a shortfall of £25,749. This would require a transfer of resources from the contingency budget. However, the authority will be gaining an additional 3.5 days of technical accountancy support which will provide improved reliance within the finance team.

4 Legal Implications

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

The post has been assessed under the job evaluation scheme and, subject to approval, will be filled under the approved recruitment procedure.

6 Health, Safety and Wellbeing Implications

There are no health, safety and wellbeing implications

7 Environmental Implications

There are no environmental implications associated with this report.

8 Your Fire and Rescue Service Priorities

The appointment will satisfy the following fire and rescue service priorities:

Work smarter throughout the service

Assist in identifying options to make further savings beyond 2020

9 Conclusions

By bringing the treasury management function in house will enable the authority to appoint a full time accountant that will provide increased resilience to the finance team whilst still maintaining the treasury management function.

WEST YORKSHIRE FIRE & RESCUE SERVICE

JOB DESCRIPTION

POST TITLE:	Treasury Management Officer
GRADE:	Grade 11
RESPONSIBLE TO:	Senior Finance Manager
RESPONSIBLE FOR:	Accounts Officers * 4
PURPOSE OF POST:	The main purpose of this post is to manage the authority's cash flow by the management of investments and deposits with financial institutions. This post is also responsible for the management of the provision of accurate, understandable and timely financial information and the preparation of the Authority's financial accounts. This post will act as deputy Senior Finance Manager in their absence

MAIN DUTIES AND RESPONSIBILITIES

Treasury Management

1. Management of day to day cash balances including the arrangement of investments and loans ensuring that all transactions are in accordance with the Treasury Management Strategy
2. Management of borrowing and investments ensuring that the best rates of interest are obtained.
3. Liaison with the Authority's Treasury Management advisors and financial brokers and day to day management of the banking relationship with Barclays Bank.
4. Reconciliation of bank statements and control accounts.
5. Preparation the treasury management outturn and mid-year report for the Chief Finance and Procurement Officer for presentation to Finance and Resources Committee
6. Preparation the treasury management strategy for the Chief Finance and Procurement Officer for presentation to Full Authority for approval.
7. Preparation of the monthly cash flow monitoring report
8. Calculation of capital financing charges budgets and maintenance of systems to enable the accurate monitoring of capital financing charges and the impact on the revenue budget of future capital programs.

Financial Accounting

1. To lead on the production of the Statement of Accounts and the co-ordination of the external audit.
2. Management for the production of key financial statements and supporting notes to the Statement of Accounts, ensuring that statutory deadlines are strictly adhered to.

3. Ensure that changes to CIPFA accounting code of practice are incorporated into the financial statements and that the accounts are presented in accordance with statutory requirements.
4. Assist the Senior Finance Manager in the management and provision of management information in respect of the Authority's reserves.
5. To take responsibility for the quality of the Statement of Accounts working papers and ensure consistency across the team.
6. Lead and co-ordinate the completion of the Whole of Government Accounts for submission to the Ministry of Housing Communities and Local Government within the Statutory deadlines.
7. Working under time pressured conditions to ensure adherence to strict deadlines for the themselves and the team.

Management Accounting

8. Oversee and co-ordinate the provision of budget monitoring information (Capital and Revenue) on a monthly basis ensuring that expenditure is correctly coded and that the information is in an easy to understand format.
9. To lead on the development and maintenance of monitoring reports that enables the Authority to maintain budgetary control in liaison with the Senior Finance Manager.
10. Co-ordinate the preparation of the annual budget and ensure that the deadlines for completion are met by the accounts officers.
11. Provide training to managers on financial procedures and ensure the adherence to these.
12. Co-ordinate the provision of financial information to support the HMICFR inspection programme
13. To be responsible for ensuring that your conduct and behaviour accords with organisation values and Diversity and Inclusion and promote an environment of dignity and respect amongst colleagues.

Management of the Finance Team

1. Oversee the delivery of finance team projects and initiatives.
2. Deputise for the Senior Finance Manager
3. Ensure that all finance related matters are communicated, as appropriate, throughout the organisation
4. To represent the finance department at internal and external meetings and conferences

General duties

14. 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
15. To demonstrate and uphold the service values and to promote the organisation in a positive manner.
 16. Ensure functions can be maintained when disruptive events occur through the implementation of arrangements specified in the business continuity strategy/policy.
 17. Responsibility for ensuring any data produced in relation to the post is accurate and current and Responsibility to ensure full compliance with the General Data Protection Regulation and Data Protection Act 2018 and to ensure data security is maintained.
 18. To carry out any other appropriate duties as assigned by the Chief Finance and Procurement Officer or their deputy. This includes deputising for the Senior Finance Manager by attending meetings, carrying out assignments for Senior Management and Directors and, during periods of absence manage the capital budget and the production of the Statement of Accounts.

PERSON SPECIFICATION

In order to be shortlisted for the post you will need to demonstrate your ability to meet the requirements of the role by giving clear, concise examples of how you meet each of the following person specification criteria on your application form.

You will only be shortlisted from the details in the application form if you meet all Essential criteria, i.e. items you must be able to do from day one to be able to perform the role. If a large number of applications are received, only those who also meet the Desirable criteria will be shortlisted, i.e. criteria you need to undertake the role, but which could be learnt during training.

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

	Experience	Essential/ Desirable	Source
1	Extensive knowledge of financial procedures and systems relevant to a public sector organisation.	Essential	Application \ Selection Process
2	Preparation of detailed financial reports for committees, management board and budget holders	Essential	Application \ Selection Process
3	Ability to understand and explain complex financial information to a range of audiences	Essential	Application \ Selection Process
4	Experience of treasury management in a large organisation.	Essential	Application \ Selection Process
5	Development and improvement of financial systems.	Essential	Application \ Selection Process
6	Extensive experience of the production of the Statement of Accounts for a large organisation	Essential	Application \ Selection Process

	Education and Training	Essential/ Desirable	Source
6	Qualified CCAB accountant or equivalent	Essential	Application
7	Evidence of continuing professional and personal development	Essential	Application

	Special Knowledge and Skills	Essential/ Desirable	Source
8	Extensive knowledge of accounting codes of practice, accounting conventions and accounting standards and experience in their application.	Essential	Selection Process
9	Appreciation of the current issues that are affecting the fire service and local government in general and a good understanding of how these issues affect the provision of financial management within the fire service.	Desirable	Selection Process
10	Excellent communication, presentation and people skills at all levels within the organisation	Essential	Application \ Selection Process
11	Ability to prioritise own work and the work of others.	Essential	Selection Process
13	Ability to deal with conflicting priorities	Essential	Application \ Selection Process
14	Ability to translate complex financial information and explain the results to non-financially trained managers	Essential	Application \ Selection Process
15	Excellent IT skills to enable the preparation of complex financial reports.	Essential	Application \ Selection Process
16	Well developed analytical and problem solving skills	Essential	Application \ Selection Process
17	Ability to develop the financial expertise of service managers.	Essential	Application \ Selection Process
18	An understanding of the democratic processes of policy within local government	Desirable	Selection Process
19	Ability to plan, manage and implement projects	Essential	Selection Process
20	Demonstrate commitment to good data quality within all areas of work	Essential	Selection Process Only
20	Demonstrate an understanding of the importance of equality and diversity to WYFRS as an employer and service provider	Essential	Selection Process Only