



OFFICIAL

Human Resources Activity Report

Human Resources Committee

Date: 21 January 2022

Agenda Item:

Submitted By: Chief Employment Services Officer

6

Purpose	To inform Members of sickness absence to the end of September 2021 and personnel activity to the end of September 2021.
Recommendations	That Members note the content of the report.
Summary	This report informs Members of the Authority's key areas relating to Human Resources for 2018/2021.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Christine Cooper, Corporate HR Manager
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Background papers open to inspection: None

Annexes: None

1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 April 2020 TO 30 September 2021

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
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
Sep 2020	813	8	6	12	16	3	1	35	54	840	894
Dec 2020	808	7	6	12	16	3	1	35	53	835	888
Mar 2021	808	7	6	12	16	3	1	42	53	842	895
Jun 2021	817	8	6	12	16	3	1	49	57	855	912
Sep 2021	813	8	6	12	16	3	1	48	61	846	907

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
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
Sep 2020	45	0	0	2	1	0	0	3	36	15	51
Dec 2020	47	0	0	2	1	0	0	1	36	15	51
Mar 2021	47	0	0	2	1	0	0	1	36	15	51
Jun 2021	44	0	0	2	1	0	0	1	34	14	48
Sep 2021	42	0	0	2	1	0	0	1	31	15	46

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
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
Sep 2020	142	1	0	1	1	0	0	15	9	151	160
Dec 2020	142	1	0	1	1	0	0	16	8	153	161
Mar 2021	144	1	0	2	1	0	0	15	11	152	163
Jun 2021	147	1	0	2	1	0	0	12	11	152	163
Sep 2021	143	2	0	1	1	0	1	13	11	150	161

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
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
Sep 2020	265	4	2	2	19	1	0	16	172	137	309
Dec 2020	265	5	2	2	19	2	0	17	172	140	312
Mar 2021	266	5	2	3	18	2	0	21	172	145	317
Jun 2021	262	5	2	3	18	2	0	21	179	142	312
Sep 2021	269	4	2	2	17	4	0	24	178	144	322

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
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
Sep 2020	1265	13	8	17	37	4	1	69	271	1143	1414
Dec 2020	1262	13	8	17	37	5	1	69	269	1143	1412
Mar 2021	1265	13	8	19	36	5	1	79	272	1154	1426
Jun 2021	1270	14	8	19	36	5	1	83	281	1163	1435
Sep 2021	1267	14	8	17	35	7	2	86	281	1155	1436

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

Wholetime employees – (1 Career Break, 1 Maternity, 3 Secondment)

Control employees – (0 Career Break, 0 Maternity, 0 Secondment)

Retained (On-call) employees – (4 Career Break, 0 Maternity, 0 Secondment)

Fire Staff employees – (0 Career Break, 2 Maternity, 2 Secondment)

2. Sickness Absence

SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE
OCTOBER 2020 - SEPTEMBER 2021 PER MONTH

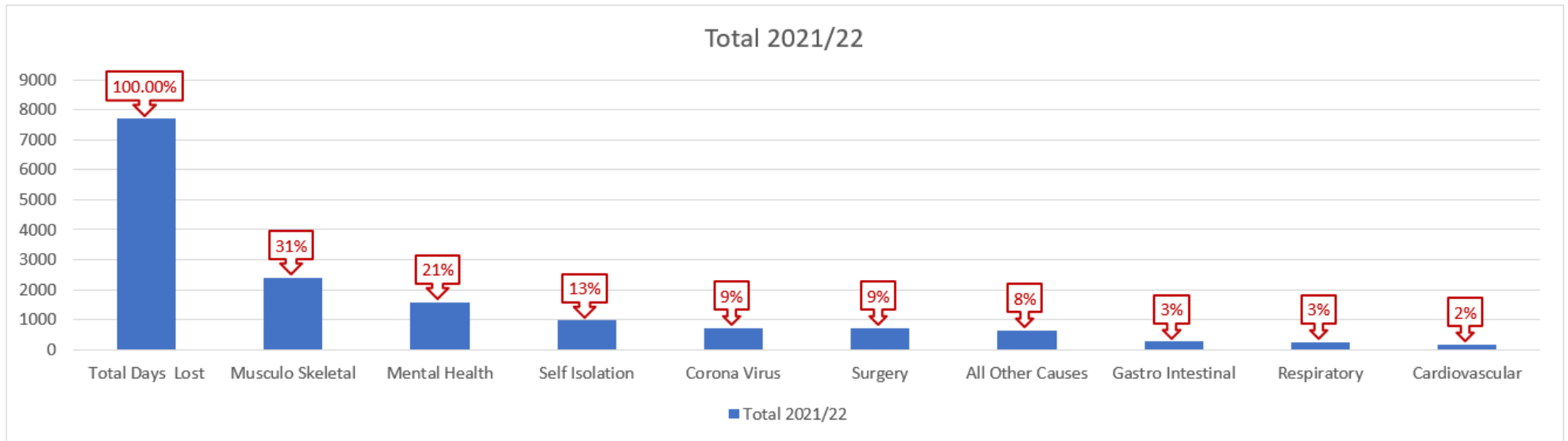
	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Ops Response	1.57	1.73	1.10	1.78	1.53	1.02	0.87	1.12	1.26	2.20	1.53	1.25
Ops Support	1.24	0.82	0.11	0.00	0.35	0.15	0.58	0.69	1.07	0.90	0.51	0.52
Prev & Prot	1.41	0.89	0.65	0.78	0.27	0.56	0.51	0.44	0.10	0.87	1.28	0.97
Legal & Gov	0.96	0.47	0.00	0.00	0.10	0.80	0.85	1.42	1.26	2.05	2.32	3.32
Service Support	0.92	1.16	0.23	1.01	1.16	0.68	0.65	0.34	0.72	1.37	0.66	0.82
Emp Services	1.14	1.74	1.33	0.89	1.03	0.75	0.20	0.49	0.44	1.12	0.96	1.03
Finance	2.17	2.44	2.89	1.29	1.18	1.00	1.59	1.65	0.00	0.18	1.71	0.65
Corporate Comms	0.59	0.68	0.00	1.33	1.05	1.05	0.32	0.00	0.28	0.94	0.06	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	1.45	1.59	0.96	1.51	1.34	0.92	0.79	0.96	1.07	1.91	1.35	1.16
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 (2020)	0.59	0.45	0.54	0.58	0.60	0.57	0.65	0.63	1.15	0.74	0.53	1.03

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

These figures include absence due to Covid19 and Self Isolating per employee.

SICKNESS ABSENCE - MAJOR CAUSES FOR CURRENT YEAR 2021/22 (Financial Years)

	Total Days Lost	Musculo Skeletal	Mental Health	Self Isolation	Corona Virus	Surgery	All Other Causes	Gastro Intestinal	Respiratory	Cardiovascular
Total 2021/22	7703.1	2397.6	1592.0	971.0	720.0	710.0	630.5	267.0	252.0	163.0
Percentage	100.00%	31%	21%	13%	9%	9%	8%	3%	3%	2%



3. ESTABLISHMENT AND STRENGTH APRIL 2016 to 30 SEPTEMBER 2021

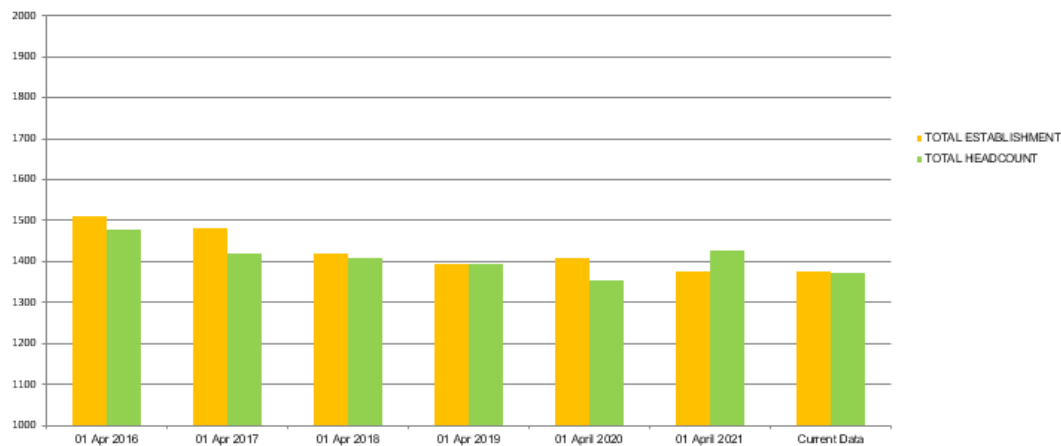
Summary Figures – Establishment and Strength

	TOTAL ESTABLISHMENT	TOTAL HEADCOUNT	WHOLETIME ESTABLISHMENT	WHOLETIME HEADCOUNT	RETAINED ESTABLISHMENT	RETAINED POSITIONS COVERED*	CONTROL ESTABLISHMENT	CONTROL HEADCOUNT	GREEN BOOK ESTABLISHMENT	GREEN BOOK HEADCOUNT
01 Apr 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	1355	930	914	120	87	44	46	314	308
01 April 2021	1375	1426	900	895	120	96	44	51	311	309
Current Data	1376	1371	900	907	120	96	44	46	312	322
Reductions to date	135	108	174	152	0	0	-2	3	-37	-47

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

Graphical Representation of Establishment and Strength

Graphical Representation of Establishment and Strength



Summary Figures - Employee FTE data - Current Date

	Current Headcount	Current Employee FTE
Wholtime	907	892.30
Control	46	42.76
Retained	163	86.93
Fire Staff	322	283.89

4. **HEALTH AND SAFETY PERFORMANCE 1 JULY 2021 – 30 SEPTEMBER 2021**

1

Lost time up to 3 days

Actual performance 2020/21	Target 2020/21
12	24

Lost time over 3 days

Actual performance 2020/21	Target 2020/21
18	22

RIDDOR Major injury/disease

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

2

5. **OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 APRIL 2021 – 30 SEPTEMBER 2021**

OH KPI's

Period 1st April 2021 – 31st March 2022

Ref No.	KPI	Target	Quarter 1 st July 2021 – 30 th September 2021	YTD 1 st April 2021 – 31 st March 2022	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*		1 (Nurse) 2 (AMA)*	1 (Nurse) 4(AMA)	
4	No. of physiotherapy referrals		45	91	
5	No. of counselling referrals		12	27	
6	No. of management referrals		4	8	
7	No. of health screenings		31	31	
8	No. of self-referrals		2	6	
9	No of AMA consultations		191	341	

Please note the health screenings now include the Asbestos medicals.

* AMA DNA's Both appointments filled with other people

Nurse DNA was pre-employment who was positive for covid, cancelled at short notice.

6. DISCIPLINE AND GRIEVANCE CASES – 1 JULY TO 30 SEPTEMBER 2021

Period 1 July - 30 September
2021

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					
Service Delivery	2	1	1	0	83
Legal & Governance	1		1	0	94
Employment Services					
Service Support					

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	1	1		0	19
Legal & Governance					
Employment Services					
Service Support	1		1	0	76

Green < 15 Days
Red > 15 Days

7. RECRUITMENT STATISTICS – 1 JULY TO 30 SEPTEMBER 2021

External Recruitment by Directorate 1 Jul to 30 Sept 2021

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	1	1					1
Service Delivery	3	2	2		1	49.5	
Legal & Governance							
Employment Services	3	3	2			26	1
Corporate Comms	1	1					1
Service Support	7	7			1		6

Target Timescale

Green < 84 Days

Red > 84 Days

Internal Only Recruitment by Directorate 1 Jul to 30 Sept 2021

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	4	3	2	1	1	34.6	
Legal & Governance							
Employment Services							
Corporate Comms	1	1	1			9	
Service Support	3		1	1		32	1

Target Timescale

Green < 30 Days

Red > 30 Days



OFFICIAL

People Strategy

Human Resources Committee

Date: 21 January 2022

Agenda Item:

07

Submitted By: Chief Employment Services Officer

Purpose	To advise members of the updated People Strategy 2021-2024
Recommendations	To note the report
Summary	The current People Strategy has been updated to cover for the next 3 years, 2021-2024. It covers the employee lifecycle and demonstrates how we will value, support and nurture our employees throughout their careers with WYFRS

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Ian Brandwood, Chief Employment Services Officer

Email: Ian.Brandwood@westyorkshire.gov.uk

Background papers open to inspection: None

Annexes: Annex 1 People Strategy

1 Introduction

The previous People Strategy is now out of date and covered the period 2015 to 2020. The new People Strategy covers the period 2021 to 2024.

2 Information

2.1 The new People Strategy outlines how we attract, recruit, support, develop, recognise and retain our staff, enabling them to be at their best throughout their careers with WYFRS. It helps to realise our aims and deliver our organisational purpose, covering the lifecycle of an employee from initial attraction through to retention and beyond employment.

3 Financial Implications

None

4 Legal Implications

The Monitoring 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 People Strategy is at the heart of everything we do in relation to diversity. It is there to ensure we attract the best people who demonstrate our Core Values and that we support and nurture them to be the best employees they can throughout their careers with WYFRS.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
Date EIA Completed	N/A
Date EIA Approved	N/A

7 Health, Safety and Wellbeing Implications

The health, safety and wellbeing of our staff is covered throughout the People Strategy.

8 Environmental Implications

None.

9 Your Fire and Rescue Service Priorities

- Support, develop and enable our people to be at their best.
- We will continue working towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire.
- We will be innovative and work smarter throughout the service.

10 Conclusions

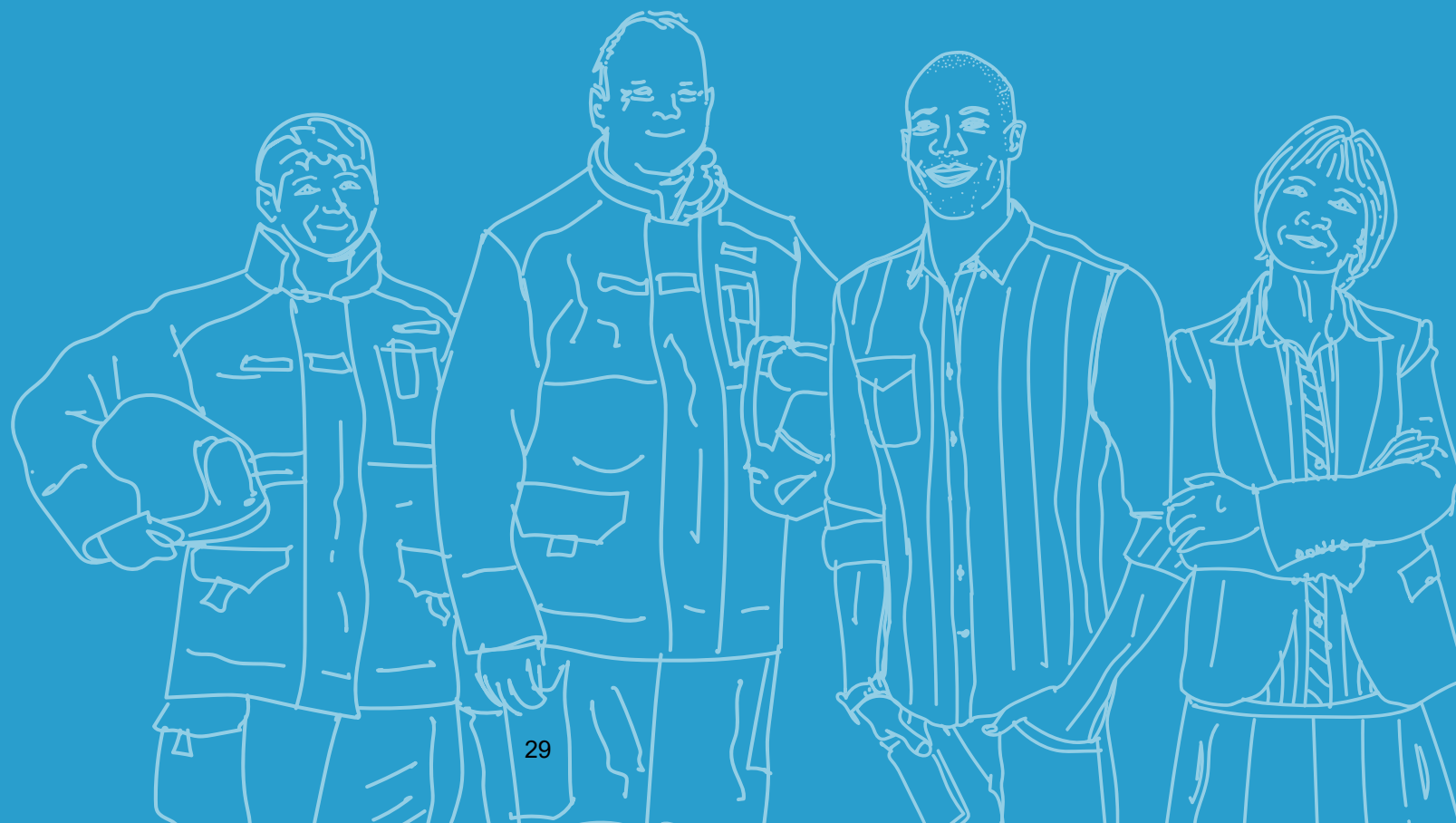
Our staff are at the heart of our organisation and the People Strategy covers all areas of the employee lifecycle, demonstrating how we will value, support and develop our staff throughout their careers and beyond with WYFRS. The Employment Services Directorate will ensure that all elements of the People Strategy are accomplished.



West Yorkshire
Fire & Rescue Service

People Strategy

2021/24





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Introduction

At the heart of our organisation is our people. This People Strategy is designed to ensure West Yorkshire Fire and Rescue Service is at its best today and every day.

There are several significant challenges ahead of us as the organisation evolves to meet the current and upcoming priorities of a strong and effective fire and rescue service. There are changes through the upcoming white paper, climate change, risk profile, finances and demographic changes and we carefully consider how best to respond to the challenges across our communities. We are here to deliver prevention, protection and resilience and our people – their ethics, values, skills, knowledge and behaviours – enable us to do so effectively.

“

We are here to deliver prevention, protection and resilience.”



Our Aim

West Yorkshire Fire and Rescue Authority is here to Make West Yorkshire Safer.

Our ambition



Making West Yorkshire Safer

To improve community safety and wellbeing and reduce the risk to life, property and the environment from fire and other emergencies

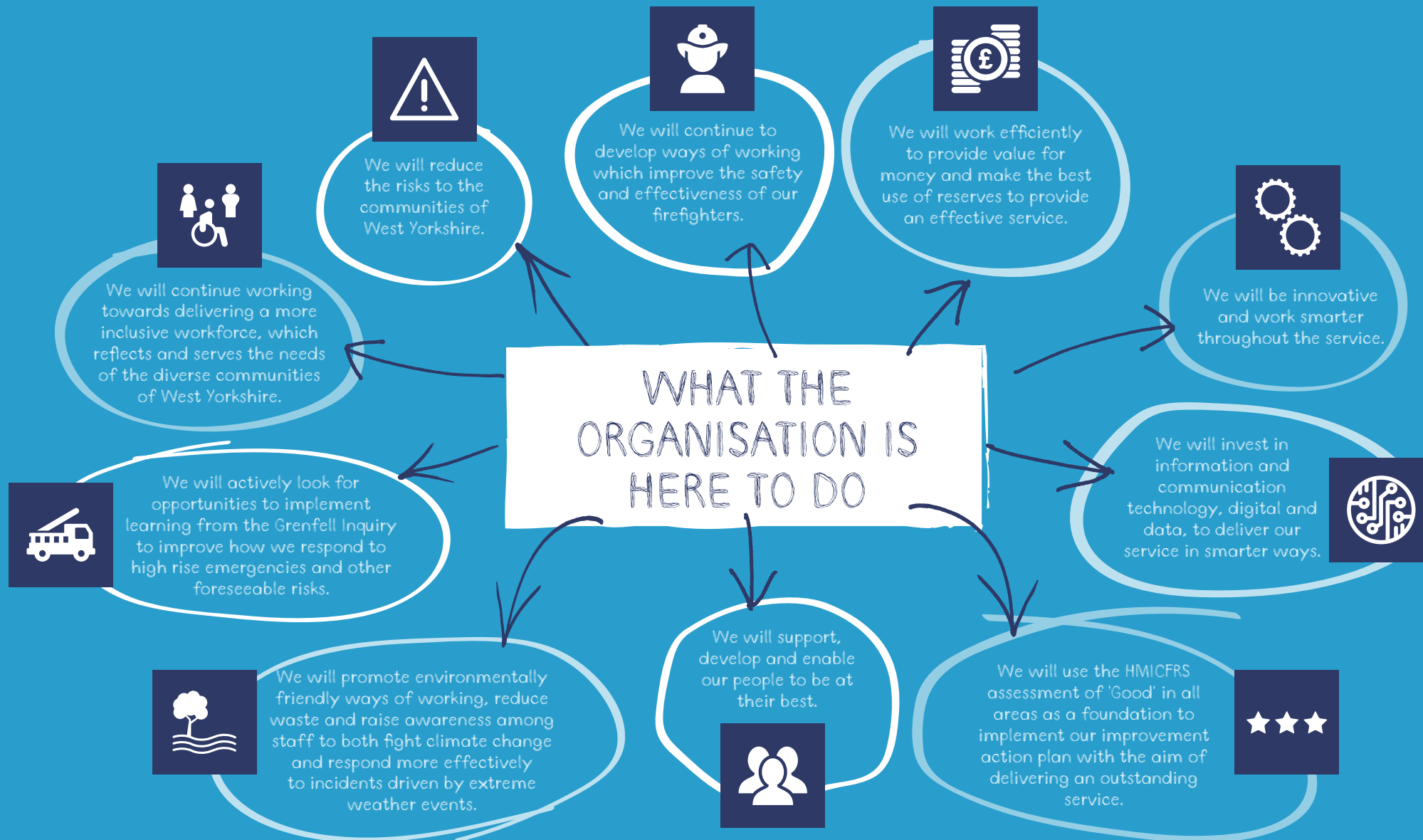


Our People Strategy clearly outlines how we attract, support, develop and enable our people to be at their best throughout their time with us. This strategy helps realise our aims and deliver our organisational purpose.

We are incredibly proud of our people and carefully consider how to enable everyone to be at their best at every opportunity. We do this by outlining what we will do at each stage of the employee 'lifecycle': From attracting people with 'Day One' talent, knowledge and skills to join us; developing, supporting, enabling and deploying our people effectively throughout their careers with us; and, when people leave us, using their wisdom and experience to continue making West Yorkshire Fire and Rescue Service a great place to work.

“
We are incredibly
proud of our people.”

Our Organisational Priorities



Accountability

The implementation of this Strategy will be the responsibility of:

➔ The Chief Executive through the Chief Employment Services Officer.

➔ Assistant Chief Officer, Directors and all Area Managers / Executive Officers.

The Strategy will, additionally, require the support and co-operation of managers and supervisors at all levels within the Service.



Underlying Principles

Our People Strategy provides a strategic framework to support the aims, objectives, priorities and outcomes of the Service by ensuring we continue to have the right people, with the right values, the right skills, doing the right things, in the right place at the right time.

To achieve this, we will:

- Identify, attract, develop and retain high performing people across the Service
- Develop, support and grow leadership potential at all levels.
- Support organisational change initiatives through engaging with our people.
- Keep our staff safe and promote healthy lifestyle choices. Support our people's mental health & wellbeing so they feel valued and able to contribute effectively to the running of the service.
- Enable the development of a high-performance culture in which performance is supported, rewarded, enhanced and managed effectively. Embed ethics, values, behaviours and our positive culture focused on diversity, inclusion, performance, wellbeing and employee engagement. Specifically, our values are:



Communication

We clearly and carefully communicate, in a way everyone understands.



Teamwork

We recognise everyone's strengths and contributions, working effectively as one team.



Integrity

We are trustworthy and ethical in all that we do, always acting with integrity.



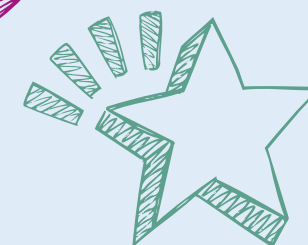
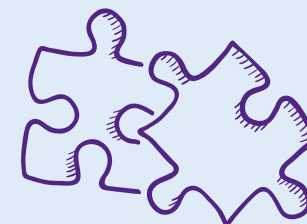
Learning

We learn all the time, we share our experiences and celebrate success.



Responsibility

We are responsible and take ownership of the work we do.



Underlying Principles

- Continue to make West Yorkshire Fire and Rescue Service a great place to work using people metrics to continuously improve.
- Develop flexible ways of working that respond to the requirements of the service and enable our workforce to balance their work and personal lives well.
- Provide excellent HR, Organisational Development, Occupational Health, Safety & Wellbeing and Employee Resourcing services to enable effective service delivery
- Ensure we have the 'right people in the right roles' through effective succession planning and talent management initiatives.
- Deliver positive action initiatives to attract and develop talented people from under-represented groups.



“

We ensure that we have the 'right people in the right roles'.”



Attraction

Our aim, vision, mission and values are recognisable for all to see and easy to understand.

- We strive to be an employer of choice ensuring an attractive total rewards package which includes a commitment to work/life balance, to personal development and health and wellbeing as well as a competitive salary in line with industry standards to attract a high performing, flexible and skilled workforce. We are a Living Wage Foundation Employer, Disability Confident and have recently been awarded bronze in the Inclusive Employers Awards.
- Our Community Engagement and Positive Action Strategies aim to encourage applicants from under-represented groups to better reflect the communities we serve.
- We will provide strategic direction for workforce planning, ensuring we have the right people with the right skills in the right place at the right time to meet future demands. We will anticipate possible future impacts on our staffing profile and what actions are required to ensure we have sufficiently skilled staff to meet the needs of the service and the community.
- We are inclusive and treat people with dignity, respect and integrity making this a clear expectation for everyone before they consider working for us.

We will achieve this by:

- Improving our recruitment process and selection methods to ensure that job vacancies are accessible to all our communities within West Yorkshire.
- Ensuring that we offer a competitive total rewards / pay package.
- Carry out regular monitoring of the workforce plan and undertake frequent establishment planning meetings with key stakeholders.



“
We are inclusive
and treat people
with dignity,
respect and
integrity.”



Recruitment

We will ensure that recruitment is agile and responsive to the needs of the organisation. We will remove barriers by having an inclusive recruitment process that takes account of people's individual needs whilst upholding our high standards.

- To ensure the candidate gets the best experience and the process is fair and transparent, we will review and update our processes and utilise a wide range of selection methods such as assessment centres, psychometrics and behavioural interviewing in line with our core values.
- We will ensure that the recruitment medicals are tailored to specific roles and apply national standards consistently. This will minimise risk to the individual and the Service by only passing candidates who are medically fit to perform each role safely and we will identify any reasonable adjustments required to assist them in their role.



We will achieve this by:

- Constantly reviewing recruitment and selection policies and practices with a particular emphasis on clarity, fairness and equality of opportunity.
- Delivering targeted recruitment campaigns to increase the diversity of our workforce and attract people to specialist/hard to recruit posts.
- Developing organisational structures and job design to support effective and flexible service delivery and enable the Service to take advantage of new opportunities.
- Continuing to refine systems of workforce and succession planning to ensure that the required number and calibre of employees are available in the medium to long term, particularly bearing in mind the requirement to work longer and in the climate of diminishing budgets.



“Diversity and inclusion are central to our core values and bring many benefits to our organisation.”

Onboarding

We will enable everyone who joins us to feel a part of our organisation from the moment they engage with our recruitment process and throughout their careers with us.

- To ensure our new employees feel supported and valued we will improve and enhance our onboarding/induction programme by having early and ongoing engagement with them.
- We have trialled and embedded a new buddy system for Firefighters throughout their probationary period. We will look to extend this to other roles across the organisation.
- At the beginning of employment, standards of behaviour and cultural expectations are set through our Corporate Induction Process. Staff are measured against our core values and behaviours from 'hire to retire'.
- To ensure we understand the skills and qualification of our new starters, we collect new employee data and qualifications which we use to harness talent from day one.

We will achieve this by:

- Reinforcing our culture of trust, respect and empowerment to exceed expectations.
- Working to a common purpose and goals; encouraging leadership, good practice and innovation at all levels within the Service.
- All new employees, and people who move within the service, will receive an effective induction programme, which recognises individual, team, service, and area-wide dimensions of their employment with the Service.



Develop & Support

We enable our people to be at their best at work through ongoing job, personal and professional development activities. When people invest their careers with us, we in turn will invest time, resources and money into everyone to enable them to deliver not only their current job/role, but also considering next career steps and how the organisation can support their journey.

- We will ensure our operational staff have the required competencies and confidence to undertake their next role prior to being promoted. This is embedded at the lower ranks and will be implemented up to and including middle manager roles.
- We have a talent management and succession planning strategy that is transparent and open to all. As part of the annual review process, managers assess the talent of their team using a nine-box grid. We also use our talent management processes and women's mentoring programme to develop people from under-represented groups, supporting them to apply for promotion opportunities. We will ensure coaching and mentoring skills are developed at all levels throughout the service.
- Training and education programmes will be available for all our employees to support, develop and enhance them in role.
- We will keep our staff safe by following our well-established health & safety management system with the identification, assessment and control of risk, the development of a framework of policies along with training being at its heart. We will continue to support staff health & fitness through the provision of our in-house occupational health, fitness & wellbeing services.
- We use our annual review process to measure individual performance and to encourage staff to perform at their best. We measure staff by how they meet their set objectives as well as how they demonstrate the core values.
- We will continue to invest in Leadership programmes to ensure we achieve a culture of outstanding, visionary leadership at all levels.
- We encourage all staff to engage with apprenticeships and continuing professional development. Additionally, we will identify and grow internal talent to enable effective succession planning through our talent management approach.



“
Training and
education
programmes will
be available for all
our employees.”

Develop & Support

We will achieve this by:

- Encouraging the reporting & investigation of all accidents, near misses and violence, so that lessons are learned, and controls put in place to prevent a re-occurrence and to maintain our policy of zero tolerance to violence against staff.
- Employing a systematic approach to the identification, assessment of workplace hazards and taking all reasonable action to remove or reduce risks within the context of the Service's legal and moral responsibilities to employees and service users.
- Providing a pro-active occupational health service committed to identifying and addressing industrial injuries, stress and other causes of sickness absence, as well as promoting healthy living.
- Providing managers with a framework to manage sickness absence which strikes a balance between organisational need and supporting staff.
- Supporting managers to assist employees to return to work through rehabilitation arrangements, and to keep people in work through various measures, including reasonable adjustments and redeployment.
- Systematically analysing all employees' training needs on a regular basis, having regard both to current and future skill requirements, leading to each employee having a regularly reviewed, individual development plan. Individual continuous professional development will be encouraged.
- Anticipating and addressing future skills needs, for example in relation to community consultation, project management, partnership working and diversity.
- Identifying "added value" and costs of all learning, training and development activities.
- Ensuring everyone is trained and competent to do their role and undertake periodical audits to give assurance.



Engage/Recognise

We will continue to move our organisational culture forward through a well led, empowered, flexible and resilient workforce. Our organisation will continue to deliver continuous improvements, underpinned by a “one team” culture which recognises, values and celebrates the contributions of everyone.

- We listen to our people' and assess the level of engagement of our employees through regular surveys, focus groups and workshops, putting in place interventions to continuously improve the level of staff satisfaction and engagement.
 - As an organisation, we recognise that there is a need to work flexibly. We will create and adopt a variety of flexible ways of working including family friendly policies, agile working and a review of working patterns.
 - We will maintain good employee relations by engaging, consulting and negotiating with our recognised trade unions around changes to ways of working, aspiring to work in partnership for the benefit of the organisation and its people.
 - We will use HR analytics to identify trends and levels of engagement, which will help leaders to maximise productivity and enhance the employee experience.
 - We will continue to drive improvement in the way we communicate with staff around key HR issues, obtaining feedback on the Employment Services Directorate to ensure both HR and the workforce achieve a common goal.
- Rewards are considered as a complete package to reflect the different needs of our people. Therefore, alongside an accurate job description with an appropriate salary, the reward package includes a career average pension scheme, a commitment to work life balance, to personal/career development and to health and wellbeing.
 - We are committed to promoting a culture that values the contribution of everyone in the organisation and encourages innovation, challenge and diversity of thought. This is supported by a determination to be recognised as an employer of choice. We will implement and embed our Diversity and Inclusion Strategy to ensure we embrace an inclusive organisation culture. We will challenge inappropriate behaviour and ensure our legal and moral obligations are met. Diversity and Inclusion is embedded in all our key policies, processes and practices which fulfils the Service's duties under Equality Act 2010.



Engage/Recognise

We will achieve this by:

- Pro-actively consulting and negotiating with our employees through trade union representatives at an early stage about proposed work-related changes.
- Seeking employees' views through surveys and focus groups, with a commitment to being open about publishing the results and acting in relation to the findings.
- Maintaining and developing anti-discrimination policies and practices; introducing programmes which promote equality of opportunity, with a particular emphasis on awareness raising and training
- Setting and communicating standards of behaviour, based on treating people with dignity, respect and integrity, supporting the Core Code of Ethics and our core values. We protect our employees from discrimination and inappropriate treatment while carrying out their duties
- Scrutinising new and ongoing projects to ensure an Equality Impact Assessment is in place and that they are fair, equitable and legally compliant.
- Guiding, coaching managers and supervisors to feel empowered to effectively support their team and meet the diverse needs of their staff.
- Introducing policies and practices which actively support the management of change in partnership with our people, trade unions and other organisations.



Retention and Beyond

We have a robust workforce plan that identifies what future workplace changes are anticipated that may impact on the staffing profile such as flight risks and leavers. This will help ascertain what actions are required to ensure we retain or have sufficiently skilled people to meet the needs of the service and the community.

- We collect and analyse data, identifying trends on why staff leave, putting mechanisms in place to reduce avoidable exits.
- We recognise the commitment, good conduct and contributions of staff throughout their employment.
- We recognise the benefits and challenges an ageing workforce can bring and will continue to work with stakeholders to develop an Ageing Workforce Strategy.



We will achieve this by:

- Supporting and preparing staff for retirement by offering pre-retirement and post-retirement courses and events, preparing people for life beyond West Yorkshire Fire & Rescue Service.
- Continuing to administer the available pension schemes and providing appropriate information to staff, whilst responding to and implementing necessary changes to comply with pensions legislation.
- Developing strategies that take account of the increasing normal retirement age.
- Offering all leavers an opportunity to provide detailed feedback on their experience through an exit interview / survey.
- Holding employee recognition events such as long service and good conduct ceremonies and providing plaques and certificates.

“
We have a robust workforce plan that identifies what future workplace changes are anticipated.”



OFFICIAL

Staff Network Update

Human Resources Committee

Date: 21 January 2022

Agenda Item:

08

Submitted By: Diversity and Inclusion Manager

- Purpose** To update Committee members on the progression of the 4 staff networks.
- Recommendations** To note the report.
- Summary** The four staff networks have continued their work within the organisation and have progressed well in the last 6 months. Despite the obstacles imposed by Covid 19 and the lack of face-to-face meetings, members have ensured that network activity has remained high on the Diversity and Inclusion (D&I) agenda.
- The staff networks have influenced change through consultation and awareness raising, they have led on events and campaigns and raised important issues. The senior champions for each network have shown incredible support and advocacy for their networks and have taken on board actions which have elevated and promoted the work being achieved.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn

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Background papers open to inspection: None

Annexes: None

1 Introduction

WYFRS have four staff networks as follows:

Network name	Chairs	Sponsor
FireGIN: Gender Inclusion Network	Julie Jowett and Laura Boocock (deputy chair)	Dave Walton
FireREACH: Race, Ethnicity and Cultural Heritage	Wesley Milnes	John Roberts
FireDAW: Disability and Wellbeing	Cath Rose and Gill Cockburn	Ian Brandwood
LGBT+U: Pride network	Chris Jones and Chris Kovacs	Nick Smith

All staff are welcome to join one or more staff networks, regardless of how they identify. Allies are welcome to join the networks. Staff are added to a mailing list and are invited to all future meetings.

Meetings are held every 6 weeks, currently via Teams. Staff are encouraged to attend as part of their working day and staff who attend outside of work can claim the time back.

2 Information

2.1 FireGIN

A high-profile investigation started a conversation about gender bias in the organisation. In response, the senior leadership team asked for an extraordinary meeting of the gender network for female staff only. An overwhelming number of our female workforce attended the session in person and via Teams. The session gave real insight into the experiences that many women have endured, both ops and support staff. The feedback included accounts of how complaints were mishandled in the past and the CESO has had individual conversations with staff since the discussion. It also became apparent that staff do not have a space to share their experiences, or they don't know who to talk to.

As a result of this session the membership of FireGIN and awareness of the group has increased. At the follow up meeting we discussed how we would take action based on the feedback and we established a Dignity and Respect Steering Committee made up of members from all networks. The aim of this committee is to establish an anonymous reporting tool for all staff and the creation of safe talking spaces or 'Listening Circles'.

Alongside this the network are continuing to work with the Uniform project team to ensure we aren't missing considerations for female or non-binary staff. They continue to support the Menopause Working Group with their agenda and have established a gender pay gap subgroup.

2.2 FireREACH

Initially entitled the BAME network, an agreement was made to rename the group to something more meaningful. FireREACH was agreed which stands for Race, Ethnicity and Cultural Heritage.

The network members have been playing an active role in the positive action (PA) work for the wholtime recruits through volunteering, coaching and delivering awareness sessions.

Following the 2020 recruitment drive the PA officer initiated a roundtable discussion between BAME staff, the CFO and CESO. This was a very open discussion which led to radical changes in the recruitment process.

The network have been supporting the Partnership Team with the Schools provision materials to ensure we are delivering racially appropriate content to primary schools. This highlighted that we need more diverse images in our external training material.

The network are exploring the introduction of a rotating chair and notetaker for the meetings.

2.3 FireDAW

The Disability and Wellbeing network have progressed conversations about logging disability time / appointments in AccessHR and the Bradford Factor. We are contributing ideas on how this can be addressed in the future update of the AccessHR software.

FireDAW members have contributed to the consultation project for the new HQ build. This has led to an additional lift being included, lowered kitchen counters, provisions for assistance dogs, automatic doors, lighting considerations, signage, parking and accessibility.

The network is supporting the work of the Accessible Content Toolkit (ACT) project which is working towards providing a suite of accessible templates that work in line with our Public Sector obligation to provide accessible content.

2.4 LGBT+U

The network planned and delivered an alternative Pride event for all staff which included entertainment from DJ Stephanie Hirst. Held at HQ, the Pride Picnic had stalls, games, popcorn, candy floss, a slip and slide and inflatables. Staff were invited along with their family and friends, and much fun was had by all. The chairs are reviewing the impact of the event which they hope to deliver annually.

The group have recently selected Chris Jones and Chris Kovacs as the new co-chairs of the network.

2.5 Collaboration

All networks contributed to and promoted the events for National Inclusion Week, which is our most successful event to date, particularly in terms of engagement. We have received very positive feedback and have seen staff develop new ways of working as a result of the topics covered.

All network chairs consult and comment on current EIAs and this helps to highlight inequities from all perspectives and has contributed to significant changes in policy and procedure.

All networks have taken data from the staff survey to analyse the disparities experienced by the groups they are working with. This is helping the groups identify the main areas of concern for staff so that actions can be delivered to address it.

Members from each network contributed to the HMICFRS focus group where questions were asked about visibility of the networks, sponsorship and collaboration.

Joy Thomas is leading on our involvement with the national staff network for FRSs'. She initiated the group and is collaborating with chairs from staff networks across the country.

3 Financial Implications

The staff network budgets come via the Diversity and Inclusion Team Events budget.

4 Legal Implications

The Monitoring 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 staff networks are contributing significantly to the successful implementation of actions which benefit underrepresented staff. This supports our obligations under the public sector equality duty.

Staff need time and resource to allow them to join the meetings and events led by the staff networks. This has been identified as a barrier so we will be launching a campaign to promote the networks to staff and managers. This will include promotion of staff receiving allocated time to attend and overtime.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
Date EIA Completed	N/A
Date EIA Approved	N/A

7 Health, Safety and Wellbeing Implications

None identified.

8 Environmental Implications

None identified.

9 Your Fire and Rescue Service Priorities

- Support, develop and enable our people to be at their best.
- We will continue working towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire.
- We will be innovative and work smarter throughout the service.

10 Conclusions

The staff networks are becoming more established and are recognised as a valued consultation stream across the organisation. They are leading on important work which should ultimately result in positive outcomes for staff wellbeing and organisational culture.

The leadership team are encouraging and promoting the work that the networks lead on and take an active role in the activities led by the groups. This endorsement has really motivated the networks as they are seeing that their voice is being heard and positive actions are being delivered.



OFFICIAL

Operational Equipment Team Review

Human Resources Committee

Date: 21 January 2022

Agenda Item:

09

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

Purpose	To provide Members an update with regards to the review of the Operational Equipment Team which seeks approval to implement/appoint an Equipment Management Officer thus changing the unit's overall structure.
Recommendations	That Members: 1) Note findings with regards to team capacity 2) Approve the addition of an Equipment Management Officer post within the Operational Equipment team structure
Summary	The Operational Equipment Team (OET) is tasked with the research, development, and implementation of new operational equipment along with the ongoing replacement/maintenance of assets ensuring that they remain serviceable and fit for purpose. The review recommends several changes to the existing structure, processes, and systems within the department to make it more efficient and effective.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Area Manager (AM) David Teggart
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Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 The responsibilities of the Operational Equipment Team have grown in recent years with the adoption of processes in line with the procurement review and revisions in legislation, a greater number of projects compliant with Project Management structure/documentation, increased levels of stakeholder engagement and assurance, regional collaboration and the continued service and maintenance of a growing number of assets.
- 1.2 As of 2021 WYFRS purchased new MSA structural fire helmets for all operational staff. Each helmet requires an annual service along with a support mechanism for reactive repairs. Part of the implementation process required an evaluation of the service and maintenance contract, this led to a wider look at the Operational Equipment Team and the recommendation for an Equipment Management Officer (EMO).
- 1.3 The Operational Equipment Team's current establishment of 2 Watch Managers and 1 Grade 7 Manager is further bolstered by the reoccurrence of a modified duties member of staff where available. The current modified member of staff has been with the department since September 2018 and is due to retire in 2022. Prior to the current modified duties member, the team had another long term modified duties member of staff. The near permanent use of these members of staff and the work outstanding demonstrates the high level of work required and the growing responsibilities within the department.

2 Information

- 2.1 The introduction of the MSA structural fire helmet brings about the requirement to have a service and maintenance programme tracked through the EMS system, demonstrating WYFRS' commitment to health and safety. This process can be conducted by a third-party organisation or via internal means with training provided from MSA free of charge.
- 2.2 An assessment of service and maintenance options was conducted with the best external supplier being an MSA agent. The MSA agent would service 30 helmets per day taking around 7 weeks to complete at a cost of £6,420 excluding parts. This is a viable option and would be a year-on-year cost subject to inflation and contract re-evaluation.
- 2.3 To manage work requirements the Operational Equipment Team are reliant on the continued support of staff on modified duties. Staff fitting the criteria are becoming less in number with Districts needing a greater level of support. The use of short term modified duties staff leads to continued training requirements and handing over processes, with each change resulting in further delays on the departmental workload delivery. Since September 2018 the Operational Equipment Team have had access to a permanent member of staff on long-term modified duties, annually this position equates to £44,087 with oncosts. This staff member is to retire in 2022, and their workload will need to be absorbed back into the departments current establishment if changes are not made.

- 2.4 The Operational Equipment Team, Stores, Transport, and ICT have undertaken a variety of roles with regards to testing and maintenance in previous years. As the organisation has evolved, people have retired, teams restructured and other areas of work have been implemented, a number of responsibilities have moved to the Operational Equipment Team due to critical need to complete.
- 2.5 Areas identified now in the responsibility of Operational Equipment which are drawing staff away from existing duties:
- Gas detector 6 monthly calibration (previously undertaken by ICT Techs and now OET)
 - Face fit testing – Sundstrom masks (undertaken by OET)
 - Face fit testing – Drager BA mask (undertaken by OET)
 - Helmet sizing (undertaken by Stores)
 - Structural fire kit sizing (undertaken by Stores)
 - EMS reporting, loss report tracking and data inputting (undertaken by Stores/OET)
 - Purchase ordering for non-stock operational items (undertaken by OET)
 - Arranging annual supplier maintenance/testing (Hose, air mat testing etc.) (undertaken by Stores/OET)
 - Helmet service and maintenance (Previously sub-contracted)
 - Movement of equipment/PPE (Undertaken by OET)
 - Gas tight suit recommissioning (Sub-contracted)
- 2.6 Gas tight suit (GTS) testing/recommissioning is an annual requirement currently undertaken via an external contractor. This process requires the blowing up of a GTS checking for damage and that it remains inflated, thus airtight. This testing cost is £11,537 annually.
- 2.7 Many of the newly absorbed responsibilities within the Operational Equipment Team have come about due to changes in legislation, improved health and safety, the recent procurement review and subsequent restructure and introduction of new/additional processes. This range of increased responsibilities is unlikely to change due to the role of the Operational Equipment Team. Many of the responsibilities draw directly on time preventing staff completing core work:
- EMS data inputting – As a result of PAT testing a member of the team is required to input all tested items and report on those yet to complete
 - Loss report review, investigation, and reactive actions such as the purchase and distribution of replacement equipment
 - Gas detector calibration every 6 months – this takes 1 hour per gas detector (18 currently in service)
 - Face fitting of Sundstrom and personal issue BA masks
 - Sizing of structural fire kit for staff/recruits

- Reactionary repairs for equipment such as cylinders which have recently been subject to NFCC action notes
- Audit of laundry data
- Equipment research/proof of concept
- Contract and tender development and ongoing management
- Finance management and supporting documentation
- Equipment manual and risk assessment development/review

2.8 It is unlikely that the workload within the Operational Equipment Team will decrease, as such the establishment should reflect the work requirement. The implementation of the EMO would allow existing staff/teams to concentrate on the main workloads/priorities and remove some of the ambiguities that currently exist.

2.9 Taking into consideration the above information the service has become reliant on the following funding to complete necessary workstreams and to support the Operational Equipment team:

Modified duty staff member	£44,087
MSA helmet service and maintenance	£6,420
Gas tight suit annual check	£11,537
Total	£62,044

2.10 The EMO role and associated responsibilities are similar to that of the NR Capability Assistant based at the Strategic Training Facility on a Grade 2, at the top of the spinal scale this equates to £25,634 inclusive of on costs. By bringing the helmet maintenance and gas tight suit testing in-house, this equates to a £17,957 saving. Knowing the capacity of the individual working full time is greater than that of a modified duty member of staff this is a £44,087 revenue saving per year and provides consistency in staffing and work delivery.

2.11 WYFRS would also be less reliant on external contractors, reducing the need to refresh contracts usually every three years which again takes up capacity. To provide additional resilience over and above the EMO role, existing staff, could also be trained to undertake some of these activities.

2.12 A EMO job description is being developed in conjunction with Human Resources, to finalise the alignment with a grade 2 role.

3 Financial Implications

3.1 The table below details the financial implications with the employment of the Equipment Management Officer. This shows that there is a net cost to the proposal of £15,836, which if approved, will be built into the revenue budget for 2022/23.

	SAVINGS	COSTS	NET
Annual Servicing Costs			
Gas Tight Suits	-£11,537		
Helmets	-£6,420		
Equipment Management Officer (Grade 2)		£25,634	
Equipment		£4,959	
Van		£3,200	
TOTAL	-£17,957	£33,793	£15,836

4 Legal Implications

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

5 Human Resource and Diversity Implications

- 5.1 The revised structure would add additional resources to the team and thus support the additional responsibilities the OET are required to undertake.
- 5.2 The new post would be advertised internally and externally in line with the Authority's recruitment and selection process.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	Yes
Date EIA Completed	20/12/21
Date EIA Approved	tbc

The EIA is available on request from the report author or from diversity.inclusion@westyorksfire.gov.uk

7 Health, Safety and Wellbeing Implications

- 7.1 The new role with the appropriate work responsibilities would improve the departments availability to undertake health and safety compliance duties. The proposal to increase the team size on a permanent basis with responsibility for lower level but time-consuming work will reduce the risk of work-related stress of other team members.

8 Environmental Implications

- 8.1 No identified environmental implications.

9 Your Fire and Rescue Service Priorities

- 9.1 This proposal will help achieve our priorities of:
- We will continue to develop ways of working which improve the safety & effectiveness of our firefighters
 - We 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 continue working towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire

10 Conclusions

- 10.1 A recent review of the Operational Equipment Team has identified an increase in responsibility due to work absorbed from other areas of service following retirement, review, and restructures. The implementation of new structural fire helmets and an evaluation of current contracts has identified a need to absorb further work removing the need for external contractors.
- 10.2 Additional duties will be considered for the role as service and maintenance contracts are reviewed, working towards the role becoming cost neutral.
- 10.3 Through the creation of an additional post within the Operational Equipment Team at minimal additional cost the benefits are:
- Removal of reliance on modified duties staff
 - Best available service for helmet maintenance and reactive repair
 - Removal of external contractor needs relating to GTS
 - Consistency in staff
 - Current core staff able to focus on critical work requirements



OFFICIAL

Appointment of Strategic Development Co-ordinator

Human Resources Committee

Date: 21 January 2022

Agenda Item:

10

Submitted By: Director of Service Support

Purpose	To seek approval for the permanent establishment of a Strategic Development Co-ordinator post
Recommendations	That the Committee approve the addition of a permanent Strategic Development Co-ordinator
Summary	It is recommended that the Strategic Development Co-ordinator post is permanently established to ensure WYFRS are able to meet responsibilities for Fire Standards, HMICFRS and Internal Audit

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nick Smith Director Service Support
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Background papers open to inspection: None

Annexes: Appendix 1 – Job Description

1 Introduction

- 1.1 In February 2021 it was identified that additional resource was required to oversee the Lateral Flow Testing (LFT) responsibilities such as administration of lateral flow testing for WYFRS, supporting meetings, taking minutes, point of contact re: LFT for WYFRS employees questions/queries. Management Board approved this, and these responsibilities were added to one half of the half-time/job share Strategic Administrator role, increasing this to a full-time hours role on a temporary basis for a 12-month period.

Following the continued changes to some ways of working which include, supporting the development of the CRMP, implementation of Fire Standards, HMICFRS admin support and implementation of Reality Testing over the last 12 months, Management Board have now approved the establishment of a permanent role for a Strategic Development Co-ordinator.

2 Information

- 2.1 Since this temporary (Strategic Development Administrator/LFT Co-ordination) role was agreed there have been many changes and the role has evolved further to incorporate several additional necessary workflows that the Service would not have had the resource to cover if this post had not been in place.

The Strategic Development Administrator and LFT Co-ordination roles have been evaluated and it is suggested that the structure within the Service Improvement and Assurance Team (SIAT) should reflect organisational requirements.

Approval is sought for Strategic Development Administrator role be reduced to 18.5 hrs at Grade 3 and a new role be created for a Strategic Development Co-ordinator which would be 37 hrs at Grade 4

- 2.2 The new Strategic Development Co-ordinator role would involve:

- Continuing support and co-ordination of LFT (if required)
- Supporting the CRMP - co-ordinating consultations, providing admin support, agendas, meeting minutes
- HMICFRS - assist with PowerBi, planning, communicating, facilitation of delegate visits, liaise with stakeholders, scrutinising and SLO support
- Self-Assessment - planning, communicating, scrutinising and analysing data
- Internal Audit, management and reporting of action plans

- 2.3 If the post is made permanent further benefits which should be realised include: -

- Further improvements in customer service
- Resource to support the implementation of the Fire Standards
- Resource to support the implementation of Reality Testing
- Ensuring the accuracy of WYFRS/HMICFRS Data Collections
- Continued proactive support of internal audit processes

This request for a permanent establishment post will provide a needed resource within the SIAT and Strategic Development Teams to support with the improvement and assurance workflows within WYFRS

3 Financial Implications

3.1 The Strategic Development Co-Ordinator is a grade 4 permanent contract. There is budget provision for this role which would result in an increase of 12 hours a week.

Financial implications, including on costs, as follows:

- Current role -18.5 hours at grade 3 - £13,318
- Proposed role – 37 hours at grade 4 - £30,871
- Annual increased cost to the Authority – £17,553

4 Legal Implications

4.1 The Monitoring 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 This post will be advertised in line with the Authority’s Recruitment and Selection Policy

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
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7 Health, Safety and Wellbeing Implications

7.1 The appointment of the Strategic Development Co-ordinator will contribute to more efficient ways of working within the Strategic Development/SIAT teams. Consequently, this will allow for more capacity within the team, improving their health and wellbeing.

8 Environmental Implications

None

9 Your Fire and Rescue Service Priorities

- Reduce the risks to the communities of West Yorkshire
- Continue to develop ways of working which improve the safety and effectiveness of firefighters
- We 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 use the HMICFRS assessment of ‘Good’ in all areas as a foundation to implement our improvement action plan with the aim of delivering an outstanding service
- Support, develop and enable our people to be at their best

Recommendations

Due to the introduction of additional workstreams there is a need for this additional role if WYFRS are to meet their demands in line with Fire Standards, HMICFRS and Internal Audit.

It is recommended that the fixed term post of Strategic Development Co-ordinator is made permanent.

WEST YORKSHIRE FIRE & RESCUE SERVICE

JOB DESCRIPTION

POST TITLE: Strategic Development and Service Improvement & Assurance Team Co-ordinator

GRADE: 4

RESPONSIBLE TO: Service Improvement & Assurance Team Manager

RESPONSIBLE FOR: Strategic Development Administrator

PURPOSE OF POST: To research, analyse and report service assurance processes and provide administration support to Strategic Development and other service assurance teams

MAIN DUTIES AND RESPONSIBILITIES

1. Contribute to the development of Service Improvement and Strategic Development team workflows eg: CRMP, Fire Standards, Service Assurance Self-Assessment
2. Facilitate, support and contribute to audit and inspection processes eg: submit relevant documentation and data, delivery of briefings and presentations
3. Assist with the planning, communication and facilitation of delegate visits
4. Communicate with stakeholders by various methods with regard to service assurance processes eg: HMICFRS, Fire Standards, CRMP, SLA's
5. Liaise with internal stakeholders to collect, scrutinise and analyse data and evidence from various sources in preparation for internal assurance or inspection processes, where necessary advise, guide and challenge departments
6. Keep up to date with the national framework, HMICFRS methodology and process and advise management of any relevant changes/updates
7. Identify, highlight and report task delays to Service Improvement and Assurance Team manager proposing potential remedial action for consideration
8. Represent WYFRS and deputise for the SIAT manager at meetings as required
9. Develop and maintain positive working relationships with colleagues at all levels to support their understanding of their obligations in relation to the internal quality assurance and inspection processes
10. Analyse the root cause of problems or issues in relation to organisational improvement and assurance and make appropriate recommendations regarding

2. SERVICE ASSURANCE ADMINISTRATION DUTIES

To supervise and manage the Strategic Development Administrator and provide administration support and guidance for the: -

- Creation of agendas, papers and minutes of meetings, presentations, spreadsheets, and other recording tools
- Maintenance of electronic filing, systems to maintain records and Project Framework documentation
- Co-ordination of workflows in Strategic Development and SIAT
- Management and reporting of action plans taking remedial action to maintain performance against agreed objectives

Ensuring documents are proofread, of a high standard and distributed to stakeholders in an effective, efficient and timely manner.

3. MISCELLANEOUS

- 3.1** To Implement and promote the Authority's:
 - a. Health and Safety policies
 - b. Equality and Diversity policies
 - c. Information Security Management System policies
 - d. Safeguarding policies
 - e. Business continuity policy and contingency arrangements.
- 3.2** To demonstrate and uphold the service values and to promote the organisation in a positive manner.
- 3.3** Ensure functions can be maintained when disruptive events occur through the implementation of arrangements specified in the business continuity strategy/policy.
- 3.4** Responsibility for ensuring any data produced in relation to the post is accurate and current.
- 3.5** Responsible to ensure full compliance with the General Data Protection Regulation and Data Protection Act 2018 and to ensure data security is maintained.
- 3.6** Undertake other appropriate duties as directed by the Service Improvement and Assurance Team Manager/Strategic Development GM

PERSON SPECIFICATION/SHORTLISTING CRITERIA

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.	Significant administrative experience in a quality assurance and improvement background	Essential	Application & Selection Process
2.	Involvement with internal and external quality assurance processes within a large organisation	Essential	Application & Selection Process
3.	Experience of supervising and leading a team/individual to ensure key work objectives are achieved.	Essential	Application & Selection Process
4.	Experience of collating, scrutinising and analysing data	Essential	Application & Selection Process
5.	Experience of reviewing, advising and recommending changes to policy and procedure	Essential	Application & Selection Process
6.	Evidence of maintaining quality assurance systems and working with performance indicators	Essential	Application & Selection Process
7.	Demonstrable knowledge/experience of Project Management and an understanding of project terminology	Desirable	Application & Selection Process
8.	Experience of working in an office environment with Information Technology applications - Microsoft Outlook, Word, Excel, PowerPoint, SharePoint	Essential	Application & Selection Process

	Education and Training	Essential/ Desirable	Where identified
8.	GCSE Maths and English Grade C or above, or equivalent level literacy and numeracy gained through work experience.	Essential	Application & Selection Process

9..	RSA/OCR Stage 2 or equivalent ICT/word processing qualification	Essential	Application & Selection Process
10.	Evidence of continuing professional development	Essential	Application & Selection Process
11.	Level 3 Supervisory and Leadership Apprenticeship or equivalent	Desirable	Application & Selection Process

	Special Knowledge and Skills	Essential/ Desirable	Where identified
12.	Excellent communication skills with the ability to form good working relationships with customers.	Essential	Application & Selection Process
13.	A flexible approach in relation to the needs of the post and working hours as required.	Essential	Application & Selection Process
14.	An understanding of and commitment to providing a high-quality standard of service to all customers both internal and external	Essential	Application & Selection Process
14.	Ability to motivate and encourage teamwork in line with organisational objectives.	Essential	Application & Selection Process
15.	Analytical and problem-solving skills at a high level with an ability to analyse and interpret information and reach sound conclusions	Essential	Application & Selection Process
16.	Experience of working on own initiative, prioritising workloads and meeting conflicting deadlines.	Essential	Application & Selection Process
17.	Ability to pay close attention to detail to ensure data quality is maintained to a high standard of accuracy.	Essential	Application & Selection Process
18.	Demonstrate knowledge of governance structure and maintain confidentiality when dealing with sensitive information	Essential	Application & Selection Process
19.	Demonstrate commitment to and understanding of Equality & Diversity.	Essential	Selection Process
21.	Knowledge of national frameworks and assurance processes relating to the Fire and Rescue Service	Desirable	Application & Selection Process
22.	To hold and maintain a current full valid driving license.	Desirable	Application & Selection Process

Date created 16/12/2021