



OFFICIAL

# Appointment of HR Administration Co-ordinator

## Human Resources Committee

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Date: 8 October 2021

Agenda Item:

6

Submitted By: Chief Employment Services Officer

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<b>Purpose</b>	To seek approval for the permanent establishment of a HR Administration Co-ordinator post
<b>Recommendations</b>	That the Committee approve the addition of a permanent HR Administration Co-ordinator
<b>Summary</b>	It is recommended that the fixed term HR Administration Co-ordinator post is permanently established to ensure an efficient and effective HR administration service to internal and external customers

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Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: None

Annexes: Appendix 1 – Job Description

## **1 Introduction**

- 1.1 In March 2021 Management Board approved the establishment of a 12-month fixed term contract for a HR Administration Co-ordinator. The post was approved following changes to some ways of working and additional workloads of the HR Assistants/HR Business Partners over the past few years. These additional workloads include:
- Supporting HR management with producing accurate HR data (this was previously carried out by the ICT Data Team)
  - The development and monitoring of Key Performance Indicators (KPI's), focussing on better customer service
  - Working with the Smarter Working Manager to consider the streamlining of all HR administration processes
  - Supporting the senior HR team with the self-assessment process
  - Providing data for HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) returns
  - An increase in general HR enquiries from staff around the use of AccessHR
  - Auditing of the AccessHR system
  - The creation of Opex requisitions (procurement)
- 1.2 Additionally, AccessHR has not resulted in the streamlining of some transactional processes which were initially envisaged when it was introduced e.g. production of contracts, setting up new starters.

## **2 Information**

- 2.1 Until the temporary HR Administration Co-ordinator was in post, the five HR Business Partners all managed at least one HR Assistant and allocated work to them on a daily basis. Over time this has resulted in:
- Inequalities in workloads from the HR Business Partners
  - No central point of reference for any incoming work
  - Unclear work priorities
  - No central point of contact for the HR management team to allocate work to
- 2.2 Feedback from the HR Assistants, HR Business Partners and internal customers resulted in a review of how the HR administration service functions and consideration given to where the additional tasks should sit within the HR team. Consequently, the temporary HR Administration Co-ordinator role was introduced to manage all the HR Assistants, delegating, prioritising and co-ordinating their workloads and taking on some of the additional tasks detailed in section 1.1.
- 2.3 In the 6-month period that the new HR Administration Co-ordinator has been in post, the benefits which have already been recognised include:
- Improved customer service

- Work priorities have been made clearer and deadlines met
- Workloads are distributed based on capacity and working hours
- Some streamlining of HR processes
- The production of accurate data for both HR management and managers
- Increased morale amongst the HR Assistants (feedback received is that they are happy with the new way of working)
- Increased capacity of the HR Business Partners with not having to closely manage the HR Assistants
- Ensuring all contractual requirements are completed within the timescales required through employment legislation

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

- Further improvements in customer service through the introduction of customer satisfaction surveys and the close monitoring of KPIs
- The introduction of a new Service Level Agreement (SLA) so customers are clear about response times to HR queries
- Further streamlining of all HR processes (of which there are approximately 90)
- Further efficiencies around the reporting of HR data to managers
- Ensuring the accuracy of all HR data

### 3 Financial Implications

3.1 The current HR Administration Co-ordinator is a grade 5 fixed term contract due to end on 1 May 2022. There is budget provision in the 2021/22 revenue budget which was funded from the use of contingencies, this was reported to Finance and Resources Committee on 16 July. The cost for 2022/23 onwards totalling £34,211 will be built permanently into the support staff budget.

### 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 The current post holder has accepted another position internally, so if approved, the 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? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	No
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## **7 Health, Safety and Wellbeing Implications**

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

## **8 Environmental Implications**

- 8.1 None

## **9 Your Fire and Rescue Service Priorities**

- 9.1 We will be innovative and work smarter throughout the service
- Provide a safe, skilled workforce that serves the needs of a diverse community
- We will reduce the risks to the communities of West Yorkshire
- We will support, develop and enable our people to be at their best

## **10 Conclusions**

- 10.1 There have been some short-term improvements and benefits realised by this additional post but if established permanently, it will result in more streamlined HR processes, improved customer service and the production of more accurate HR data.

**JOB DESCRIPTION**

<b>POST TITLE:</b>	HR Administration Co-ordinator
<b>GRADE:</b>	Grade 5
<b>RESPONSIBLE TO:</b>	Assistant HR Manager
<b>RESPONSIBLE FOR:</b>	HR Assistants (6)
<b>PURPOSE OF POST:</b>	Lead a team of HR Assistants to provide a high quality HR administrative service

**MAIN DUTIES AND RESPONSIBILITIES**

SENIOR HR ADMINISTRATION DUTIES

- 1 Prioritise and delegate all incoming work from various sources, including the Senior HR team, to the HR Assistants appropriately.
- 2 Ensure all work deadlines and Key Performance Indicators (KPIs) are met
- 3 Support the HR Assistants with more complex HR queries and provide training where required.
- 4 Monitor the performance of the transactional HR service and team members and ensure the development and training of all team members.
- 5 Work with the Smarter Working team to review, improve and streamline all HR processes.
- 6 Assist the Assistant HR Manager to review all HR KPIs, ensuring progress against them is monitored.
- 7 Review the HR Service Level Agreement (SLA), ensuring an excellent customer service experience to all customers – internal and external.
- 8 Review the mechanisms for feedback on the service and amend processes as a result of any negative feedback.
- 9 Prepare a suite of HR data and analyse trends for the Corporate HR Manager
- 10 Participate in the recruitment/selection process as required.

**2. HR ADMINISTRATION DUTIES**

**2.1** Process all transactional HR administration tasks, including:

- Offer letters and contracts of employment
- Recruitment administration, terminations and changes to contract
- Customer satisfaction surveys
- Pre-employment checks including Disclosure and Barring Service Checks
- Induction for new starters

- Maintain Access HR records
- Process career breaks, and family leave as required
- Deal with enquiries from internal and external customers.

#### **4 MISCELLANEOUS**

- 4.1** 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.
- 4.2** To demonstrate and uphold the service values and to promote the organisation in a positive manner.
- 4.3** Ensure functions can be maintained when disruptive events occur through the implementation of arrangements specified in the business continuity strategy/policy.
- 4.4** Responsibility for ensuring any data produced in relation to the post is accurate and current.
- 4.5** Responsible to ensure full compliance with the General Data Protection Regulation and Data Protection Act 2018 and to ensure data security is maintained.
- 4.6** Undertake other appropriate duties as directed by the Human Resources Business Partners.

## PERSON SPECIFICATION/SHORTLISTING CRITERIA

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

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

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

	<b>Experience</b>	<b>Essential/Desirable</b>	<b>Where identified</b>
1	Significant administration experience in a Human Resources environment.	Essential	Application & Selection Process
2	Previous recruitment administration experience.	Essential	Application & Selection Process
3	Proficient in the use of Microsoft Office applications including Word and Excel.	Essential	Application & Selection Process
4	Experience in the use of HR systems.	Desirable	Application & Selection Process
5	Experience of supervising and leading a team and ensuring performance objectives are achieved.	Essential	Application & Selection Process
6	Experience of developing and monitoring Key Performance Indicators.	Essential	Application & Selection Process

	<b>Education and Training</b>	<b>Essential/Desirable</b>	<b>Where identified</b>
7	GCSE Maths and English Grade C or above, or equivalent level literacy and numeracy gained through work experience.	Essential	Application & Selection Process
8	CIPD level 3 Foundation Certificate in Human Resources or equivalent qualification	Essential	Application & Selection Process
9	Evidence of continuing professional development.	Essential	Application & Selection Process
10	CIPD level 5 / or equivalent.	Desirable	Application & Selection Process

	<b>Special Knowledge and Skills</b>	<b>Essential/Desirable</b>	<b>Where identified</b>
11	Excellent communication skills with the ability to form good working relationships with customers.	Essential	Application & Selection Process
12	A flexible approach in relation to the needs of the post and working hours as required.	Essential	Application & Selection Process
13	Excellent customer service skills.	Essential	Application & Selection Process
14	Ability to motivate and encourage team work in line with organisational objectives.	Essential	Application & Selection Process

15	Ability to manipulate and analyse HR data.	Essential	Application & Selectin 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	Ability to maintain confidentiality.	Essential	Application & Selection Process
19	Demonstrate commitment to and understanding of Equality & Diversity.	Essential	Selection Process

February 2021



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# Local Pension Board - proposed amendment to Terms of Reference

## Human Resources Committee

Date: 8 October 2021

Agenda Item:

7

Submitted By: Monitoring Officer

<b>Purpose</b>	To consider a proposed change to the Terms of Reference for the Local Pension Board
<b>Recommendations</b>	That the Local Pension Board Terms of Reference be amended to allow for different terms of office with a view to supporting business continuity.
<b>Summary</b>	The Local Pension Board has made recommendations to amend its Terms of Reference in respect of the term of office served by members. Any such changes should to be submitted to the Full Authority for formal approval.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nicky Houseman, Committee Services Manager  
E: [nicky.houseman@westyorksfire.gov.uk](mailto:nicky.houseman@westyorksfire.gov.uk)  
Tel: 01275 655740

Background papers open to inspection: None

Annexes: Local Pension Board Terms of Reference

## 1 Introduction

- 1.1 At its meeting held on 22 July, the Local Pension Board recommended that a change be made to the Terms of Reference in respect of the terms of office served by members of the Board.
- 1.2 In accordance with the Authority's Constitution, any such changes require consideration by this Committee for formal recommendation to the Full Authority as appropriate (Constitution: Article 8, para 8.2 (vii)).

## 2 Information

- 2.1 Members of the Local Pension Board have for some time been concerned with the business continuity aspect of the Board. The current Terms of Reference allow for members' terms of office to be in accordance with the Authority's committee cycle ie. one year term. This was drafted to allow for a change in the Authority's membership in June each year.
- 2.2 The concern around business continuity was revisited on 22 July by the Board. This was particularly relevant given that a requirement of membership of the Board was to undertake a lot of formal and informal learning relating to pension scheme specifics. The potential to lose this knowledge with an annual turnover of members could have a detrimental effect on the Board in fulfilling its statutory requirements.
- 2.3 Members debated how this challenge might be overcome and proposed that the resolution would be for the term between appointments to the Board to be extended to two years for all Members unless they resigned or were withdrawn from membership for any other reason during the course of that two-year term.
- 2.4 Members of this Committee are requested to consider a change in the Board's Terms of Reference (current version attached) to reflect the proposals in para 2.3. as follows;

### Term of office

Each term of office for any member should be two years but may be terminated prior to the end of the term due to:

- a Scheme Member representative no longer being a member of any Firefighters' pension scheme (active, deferred or retired) or being a member of the body on which their appointment relied, or
- a Scheme Manager representative no longer holding the office or employment on which their appointment relied or no longer being a Member of the Fire Authority or no longer being appointed to the Board by the Fire Authority, or
- the representative no longer being able to demonstrate their capacity to attend and prepare for meetings or to participate in required training

Board Members may be re-appointed for more than one term of office following an approved appointment / nomination process.

- 2.5 Any recommendation to amend the Terms of Reference from this Committee will be submitted to the Full Authority for formal approval.

### **3 Financial Implications**

3.1 There are no financial implications arising directly from this report.

### **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 There are no human resource or diversity implications arising directly from this report.

### **6 Equality Impact Assessment**

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	No
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### **7 Health, Safety and Wellbeing Implications**

7.1 There are no health, safety and wellbeing implications arising directly from this report.

### **8 Environmental Implications**

8.1 None

### **9 Your Fire and Rescue Priorities**

- 9.1 This report supports the following priorities 2022 – 25;
- Be innovative and work smarter throughout the service
  - Work effectively to provide value for money

# **West Yorkshire Fire and Rescue Authority**

## **Local Pension Board**

### **Terms of Reference**

#### **Function and Responsibilities**

The function of the Local Pension Board is to assist the Scheme Manager (West Yorkshire Fire and Rescue Authority) in administering the various firefighter pension schemes. This will be achieved by providing governance and by scrutiny of policies, pension documentation, decisions and outcomes.

The Local Pension Board will also assist the Scheme Manager to:

- secure compliance with the Regulations, any other legislation relating to the governance and administration of the Schemes, and requirements imposed by the Pensions Regulator in relation to the Schemes and;
- ensure the effective and efficient governance and administration of the Schemes

#### **Duties of the Board**

The Board should at all times act in a reasonable manner in the conduct of its purpose. In support of these duties Board members:

- should act always in the interests of the Scheme and not seek to promote the interests of any stakeholder group above another
- should be subject to and abide by the Local Pension Board approved code of conduct

#### **Frequency of meetings**

The WYFRA Local Pension Board will meet six monthly (July and January in each municipal year), to review / report on previous actions and determine work streams and priorities for the future.

The Chair of the Board, with the consent of the Board membership, may call additional meetings. Urgent business of the Board between meetings may, in exceptional circumstances, be conducted via communications between members of the Board including telephone conferencing and e-mails.

## **Local Pension Board membership**

To comply with the regulations the Board must have a minimum of four members (two Scheme Member representatives and two Scheme Manager representatives). A Local Pension Board membership of four is the most straight forward and cost effective way of providing the Local Pension Board and complying with the Regulations.

Membership of the West Yorkshire Fire and Rescue Authority Local Pension Board will be:

3 X Scheme Member representatives (including 1 x FBU representative)

3 X Scheme Manager representatives (2 x elected Members, 1 x Officer representative)

Non-voting Officer Advisor(s) as appropriate

Scheme Manager (elected Member) representation on the Board will be determined by the Fire Authority at its Annual Meeting (or as otherwise required). The Officer representative will be nominated by the Authority's Management Board.

The Officer Advisor will be a specific officer who is to assist the Board in gathering/analysing information and writing reports. The Board will also be able to request assistance from any officer who has specific knowledge of a subject matter they are investigating.

### ***Scheme Member representatives***

Scheme Member representatives shall be appointed to the Board on an annual basis (or as otherwise required) by the Executive Committee of the West Yorkshire Fire and Rescue Authority following a formal application process.

2 x Scheme Member representatives will be active, deferred or retired members of one of the firefighter pension schemes administered by WYFRA.

1 x Scheme Member representative will be nominated by the Fire Brigades' Union.

Scheme Member representatives should be able to demonstrate

- their capacity to represent pension scheme members
- capacity to attend and complete the necessary preparation for meetings, and
- capacity to participate in training as required

### ***Scheme Manager representatives***

2 x elected Member Scheme Manager representatives shall be appointed on an annual basis to the Board at the Annual Meeting of the Authority (or as otherwise required)

1 x Officer Scheme Manager representative shall be appointed/confirmed on an annual basis by the Authority's Management Board.

Scheme Manager representatives with delegated responsibility for discharging the Scheme Manager function of WYFRA may not serve as Scheme Manager representatives on the Board.

Scheme Manager representatives should be able to demonstrate

- their capacity to represent the Scheme Manager
- capacity to attend and complete the necessary preparation for meetings, and
- capacity to participate in training as required

### **Appointment of Chair and Vice chair**

Local Pension Board Members will act as the Chair and Vice- chair on an annual, rotational basis ie. when a Scheme Manager representative is appointed Chair of the Board, the position of Vice chair will be filled by a Scheme Member representative and vice versa on an annual basis.

### **Notification of appointments**

On appointment to the Board, WYFRA shall publish the name of the appointees, the process followed in the appointment together with the way in which the appointments support the effective delivery of the purpose of the Board.

### **Objectives**

WYFRA Local Pension Board should consider the following:

- Are pension statements timely and accurate?
- How long does it take between retirement and receipt of pension?
- The number of errors made by the pension administrator.
- Are relevant policies in place and of a sufficient standard?
- Are pension estimates accurate and timely?
- Is the West Yorkshire Pension Fund (WYPF) website accurate and user friendly?
- Ensure that annual CARE scheme calculations are being carried out.
- Scrutinise data quality.

- Ensuring pension rules and regulations are being complied with, when officers are making decisions on pension matters.
- If complaints/appeals are being dealt with correctly and the correct procedures being followed.
- Review internal audit reports

This list is not exhaustive. The Local Pension Board will have the power to investigate anything it wishes in relation to the firefighters' pension schemes within WYFRS.

### **Conduct and Conflict of interest**

Members of the Board are responsible for ensuring that their board membership does not result in any conflict of interest with any other posts they hold.

All members of the Board must declare to WYFRA on appointment and at any such time as their circumstances change any potential conflict of interest arising as a result of their position on the Board. On appointment to the Board and following any subsequent declaration of potential conflict WYFRA shall ensure that any potential conflict is effectively managed in line with both the internal procedures of WYFRA and the requirements of the Pensions Regulator's codes of practice on conflict of interest for Board members.

Members of the Board must not use their membership for personal gain.

Gifts and hospitality should only be accepted with the permission of the Authority - any gifts accepted should be reported on in the Local Pension Board's annual report.

Members of the WYFRA Local Pension Board should maintain confidentiality when discharging their duties.

The WYFRA Local Pension Board has the right to use WYFRA facilities and resources in the course of discharging its duties.

### **Knowledge and understanding (including Training)**

Knowledge and understanding must be considered in light of the role of the Board to assist WYFRA as detailed above. The Board should establish and maintain a policy and framework to address the knowledge and understanding requirements that apply to Board members. That policy and framework shall set out the degree of knowledge and understanding required as well as how knowledge and understanding is acquired, reviewed and updated.

Board members shall attend and participate in training arranged in order to meet and maintain the requirements set out in the Board's knowledge and understanding

policy and framework. Board members shall participate in such personal training needs analysis or other processes that are put in place in order to ensure that they maintain the required level of knowledge and understanding to carry out their role on the Board.

### **Term of office**

Term of Office should be in accordance with the committee cycle in WYFRA

Board membership may be terminated prior to the end of the term of office due to:

- A Scheme Member representative no longer holding the office or employment or being a member of the body on which their appointment relied
- A Scheme Manager representative no longer holding the office or employment or being a Member on which their appointment relied
- The representative no longer being able to demonstrate their capacity to attend and prepare for meetings or to participate in required training

Board Members may be re-appointed for more than one term of office following an approved appointment / nomination process.

### **Reporting**

The West Yorkshire Local Pension Board will produce an Annual Report which will highlight areas of concern and identify good practice.

The report will also contain information on the number of retirements (natural and ill health), new starters, membership and opt-out numbers.

The Board will report to the Human Resources Committee.

### **Resourcing and funding**

Members of the WYFRA Local Pension Board will be entitled to claim any reasonable out of pocket expense incurred through discharging their Local Pension Board responsibilities.

The Board will not have a dedicated budget. Requests for finance to purchase technical assistance, Board member training and anything else the Board may require to effectively discharge its duties will be made through the WYFRA Finance and Resources Committee.

## **Quorum**

A meeting is only quorate when three Board members are present (including either the Chair or Vice chair).

## **Voting**

The Chair shall determine when consensus has been reached. There will be no casting vote.

Where consensus is not achieved this should be recorded by the Chair.

## **Relationship with West Yorkshire Fire and Rescue Authority**

In support of its core functions the Board may make a request for information to WYFRA with regard to any aspect of the Scheme Manager function. Any such a request should be reasonably complied with in both scope and timing.

In support of its core functions the Board may make recommendations to WYFRA which should be considered and a response made to the Board on the outcome within a reasonable period of time.

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# Human Resources Activity Report

## Human Resources Committee

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Date: 8 October 2021

Agenda Item: **8**

Submitted By: Chief Employment Services Officer

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**Purpose** To inform Members of sickness absence to the end of June 2021 and personnel activity to the end of June 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.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Christine Cooper, Corporate HR Manager  
[Christine.Cooper@westyorksfire.gov.uk](mailto:Christine.Cooper@westyorksfire.gov.uk)

Background papers open to inspection: None

Annexes: None

**1. STAFF PROFILE (EMPLOYEE HEADCOUNT) - 1 April 2020 TO 31 June 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
<b>Apr 2020</b>	837	7	5	13	16	3	1	32	54	860	914
<b>Jul 2020</b>	831	8	6	13	16	3	1	34	55	857	912
<b>Sep 2020</b>	813	8	6	12	16	3	1	35	54	840	894
<b>Dec 2020</b>	808	7	6	12	16	3	1	35	53	835	888
<b>Mar 2021</b>	808	7	6	12	16	3	1	42	53	842	895
<b>Jun 2021</b>	817	8	6	12	16	3	1	49	57	855	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
<b>Apr 2020</b>	42	0	1	1	1	0	0	1	34	12	46
<b>Jul 2020</b>	45	0	0	2	1	0	0	3	36	15	51
<b>Sep 2020</b>	45	0	0	2	1	0	0	3	36	15	51
<b>Dec 2020</b>	47	0	0	2	1	0	0	1	36	15	51
<b>Mar 2021</b>	47	0	0	2	1	0	0	1	36	15	51
<b>Jun 2021</b>	44	0	0	2	1	0	0	1	34	14	48

### 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
<b>Apr 2020</b>	137	1	0	1	1	0	0	15	9	146	155
<b>Jul 2020</b>	137	1	0	1	1	0	0	15	10	145	155
<b>Sep 2020</b>	142	1	0	1	1	0	0	15	9	151	160
<b>Dec 2020</b>	142	1	0	1	1	0	0	16	8	153	161
<b>Mar 2021</b>	144	1	0	2	1	0	0	15	11	152	163
<b>Jun 2021</b>	147	1	0	2	1	0	0	12	11	152	163

### 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
<b>Apr 2020</b>	264	5	2	2	18	2	0	16	170	138	308
<b>Jul 2020</b>	262	5	2	4	17	1	0	16	171	136	307
<b>Sep 2020</b>	265	4	2	2	19	1	0	16	172	137	309
<b>Dec 2020</b>	265	5	2	2	19	2	0	17	172	140	312
<b>Mar 2021</b>	266	5	2	3	18	2	0	21	172	145	317
<b>Jun 2021</b>	262	5	2	3	18	2	0	21	179	142	312

### 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
<b>Apr 2020</b>	1280	13	8	17	36	5	1	64	267	1156	1423
<b>Jul 2020</b>	1275	14	8	20	35	4	1	68	272	1153	1425
<b>Sep 2020</b>	1265	13	8	17	37	4	1	69	271	1143	1414
<b>Dec 2020</b>	1262	13	8	17	37	5	1	69	269	1143	1412
<b>Mar 2021</b>	1265	13	8	19	36	5	1	79	272	1154	1426
<b>Jun 2021</b>	1270	14	8	19	36	5	1	83	281	1163	1435

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

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

**Control employees** – (2 Maternity)

**Retained (On-call) employees** – (2 Career Break)

**Fire Staff employees** – (1 Career Break, 3 Maternity, 2 Secondment)

## 2. Sickness Absence

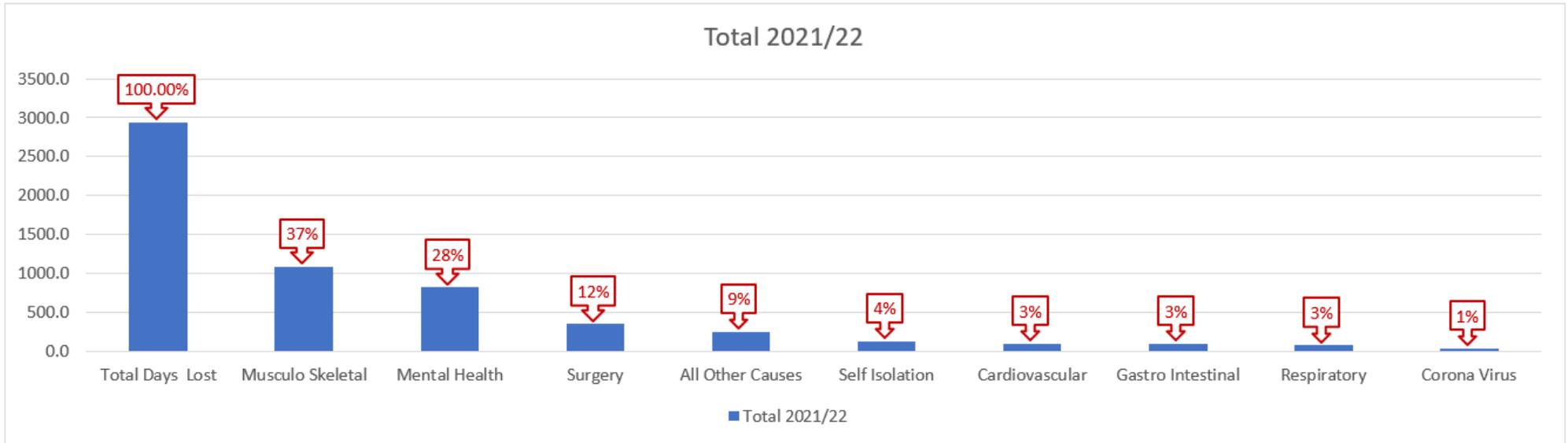
SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE  
JULY 2020 - JUNE 2021 PER MONTH

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
Ops Response	0.79	0.54	1.08	1.57	1.73	1.10	1.78	1.53	1.02	0.87	1.12	1.25
Ops Support	0.56	0.80	1.55	1.24	0.82	0.11	0.00	0.35	0.15	0.58	0.69	1.30
Prev & Prot	0.16	0.41	0.79	1.41	0.89	0.65	0.78	0.27	0.56	0.51	0.44	0.10
Legal & Gov	0.09	1.43	1.61	0.96	0.62	0.00	0.00	0.09	0.73	0.77	1.29	1.14
Service Support	0.51	0.35	0.59	0.92	1.16	0.23	1.01	1.16	0.68	0.65	0.34	0.56
Emp Services	1.24	0.45	0.86	1.14	1.74	1.33	0.89	1.03	0.75	0.20	0.49	0.47
Finance	1.28	1.11	1.44	2.17	2.44	2.89	1.29	1.18	1.00	1.59	1.65	0.00
Corporate Comms	0.00	0.00	0.71	0.59	0.53	0.00	1.50	1.18	1.18	0.35	0.00	0.31
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	0.74	0.53	1.03	1.45	1.59	0.96	1.51	1.34	0.92	0.79	0.96	1.05
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	1.52	1.10	1.05

**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.

	Total Days Lost	Musculo Skeletal	Mental Health	Surgery	All Other Causes	Self Isolation	Cardiovascular	Gastro Intestinal	Respiratory	Corona Virus
<b>Total 2021/22</b>	2942.1	1088.6	820.0	349.0	255.5	130.0	96.0	93.0	76.0	34.0
Percentage	100.00%	37%	28%	12%	9%	4%	3%	3%	3%	1%



### 3. ESTABLISHMENT AND STRENGTH APRIL 2016 to 30 JUNE 2021

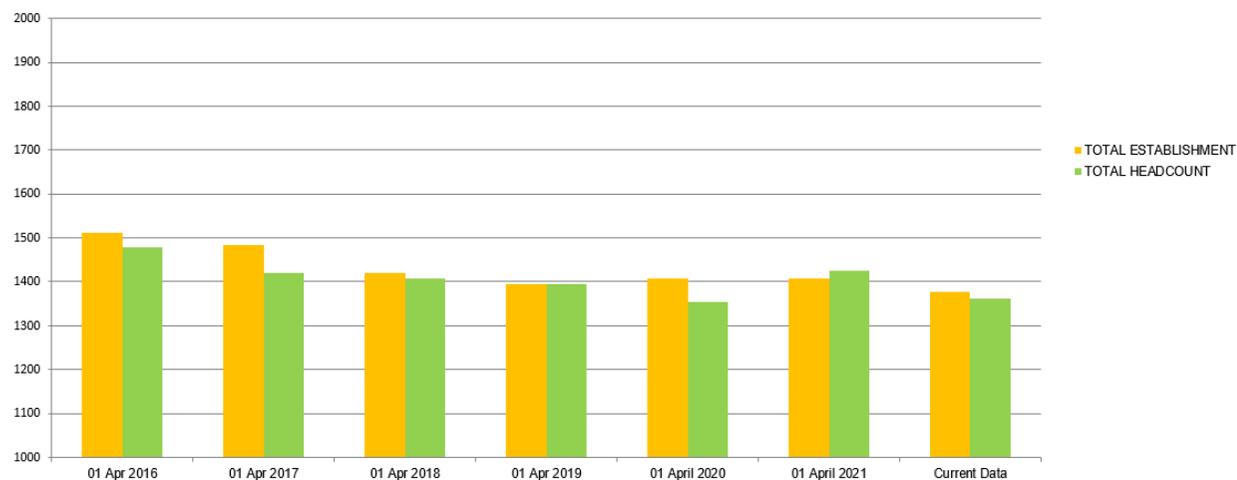
#### Summary Figures – Establishment and Strength

	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	1408	1426	900	895	120	96	44	51	311	309
Current Data	1378	1362	910	912	120	90	44	48	304	312
Reductions to date	133	117	164	147	0	6	-2	1	-29	-37

\* 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
<b>Wholtime</b>	912	896.30
<b>Control</b>	48	45.45
<b>Retained</b>	163	93.00
<b>Fire Staff</b>	312	278.15

#### 4. HEALTH AND SAFETY PERFORMANCE 1 APRIL 2021 – 30 JUNE 2021

Lost time up to 3 days

Actual performance 2020/21	Target 2020/21
7	24

Lost time over 3 days

Actual performance 2020/21	Target 2020/21
11	22

RIDDOR Major injury/disease

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

#### 5. OCCUPATIONAL HEALTH KEY PERFORMANCE INDICATORS 1 APRIL 2021 – 30 JUNE 2021

OH KPI's

Period 1<sup>st</sup> April 2021 – 31<sup>st</sup> March 2022

Ref No.	KPI	Target	Quarter 1 <sup>st</sup> April 2021 – 30 <sup>th</sup> June 2021	YTD 1 <sup>st</sup> April 2021 – 31 <sup>st</sup> March 2022	Target achieved for present quarter
1	Management referral to appointment date ( <u>3</u> 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) 2 (AMA)*	0 (Nurse) 2(AMA)	
4	No. of physiotherapy referrals		46	46	
5	No. of counselling referrals		15	15	
6	No. of management referrals		4	4	
7	No. of health screenings		0	0	
8	No. of self-referrals		4	4	
9	No of AMA consultations		150	150	

Please note the health screenings now include the Asbestos medicals.

\* AMA DNA's Both appointments filled with other people

## 6. DISCIPLINE AND GRIEVANCE CASES – 1 APRIL TO 30 JUNE 2021

Period 1 Apr 2021 - 30 Jun 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	6	2	1	3	29
Legal & Governance					
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			28
Legal & Governance					
Employment Services					
Service Support					

Green < 15 Days
Red > 15 Days

## 7. RECRUITMENT STATISTICS – 1 APRIL TO 30 JUNE 2021

### External Recruitment by Directorate 1 April to 30 June 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			30	
Service Delivery	3	2	2			44.5	1
Legal & Governance							
Employment Services							
Corporate Comms							
Service Support	9	9	4			29.25	5

### Internal Only Recruitment by Directorate 1 April to 30 June 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	4					4
Legal & Governance							
Employment Services							
Service Support	4	4	3	1		23.75	



OFFICIAL

# Equality Framework Action Plan Update

## Human Resources Committee

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Date: 8 October 2021

Agenda Item:

9

Submitted By: Chief Employment Services Officer

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**Purpose** To provide Members with an update against the authorities Equality Framework Action Plan, overseen by the Diversity and Inclusion team.

**Recommendations** To note the report

**Summary** West Yorkshire Fire and Rescue Service's diversity and inclusion work continues apace. The organisation has carried out significant and sustained investment in education, training, challenge, support, enabling and positive action initiatives throughout the year. Despite inevitable disruption to plans made before the Covid-19 pandemic we are proud of our progress, though we know there is much more to do.

This report provides members of the Fire Authority with an update on progress against actions outlined within our Equality Framework Action Plan, the current iteration of which will conclude at the end of this year. A new Framework Action Plan is under development and will be shared with members for comment and scrutiny in due course.

This report provides an update of progress made and incorporates an update of the projects and initiatives led by the Diversity and Inclusion Team.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn / Ian Stone

Background papers open to inspection: None

Annexes: Equality Framework Action Plan 2018 – 2021, Summer 2021 Update

# **1 Introduction**

- 1.1 This report provides members with an update against the authority's Equality Framework Action Plan, overseen by the Diversity and Inclusion team and which is designed to advance equality of opportunity, make the most of our differences and respond to societal and legal changes.
- 1.2 The Diversity and Inclusion Team coordinates work across West Yorkshire Fire and Rescue Service to continuously improve our culture of diversity and inclusion. This is achieved through specific 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 – Key Areas of Progress**

### **2.1 Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services**

- 2.1.1 The Brigade will be welcoming HMICFRS Inspectors soon and are looking forward to sharing with them our further work to embed and build upon our previous good assessment across all areas, including people. We are identified as one of the top performing organisations in the country, and one of a very small number to achieve 'Good' or higher across all judgement criteria, including 'Fairness and Diversity'.
- 2.1.2 In 2020, as a result of the pandemic, face to face inspections were halted and instead a specific inspection around the response to Covid-19 was held. The 2021 HMICFRS Inspection will return to the three themes of effectiveness, efficiency, and people. Round 2 inspections will include a greater focus on race and diversity, and how services are overcoming inequalities. The action plan underlines our continued emphasis on diversity and inclusion, including race and overcoming inequalities.

### **2.2 Staff Survey & Employee Voice**

- 2.2.1 Due to the Covid-19 pandemic, the decision was made to push the planned staff survey back until Spring 2022. The developmental areas within the 2019 staff survey and resulting actions continue to be delivered, including the work to establish a greater employee voice through a series of staff networks covering protected characteristics. Successes of the Staff Network include all networks being consulted on policies and contributing their voices to the Equality Impact Assessments being carried out; developing and delivering a 'Pride Picnic', (led by our LGBT+ network), Involvement in uniform/PPE selection (Gender Network), and reviewing challenging and improving firefighter recruitment process (BAME Network).
- 2.2.2 To support our drive to recruit more people from black Asian and minority ethnic groups, members of the FireREACH (Race, Ethnicity and Cultural Heritage) network met with the Chief Fire Officer and other board members to share feedback on the recruitment process for trainee firefighters and put forward ideas and actions to help improve the programme. As a direct result of input from our BAME colleagues work is underway to make a series of changes to our recruitment process, including positive action initiatives and how we select and develop potential recruits. An update on the recruitment process, including actioned changes proposed by colleagues will be shared with this committee in due course. This is just one example of how survey outcomes led directly to actions which make a positive difference.

- 2.2.3 Work is starting shortly through FireGIN (Gender Inclusion Network) to carry out surveys and focus groups to identify whether any career barriers exist for women and people with care commitments wishing to step into senior operational roles.
- 2.2.4 The survey also highlighted that many respondents felt the diversity training resources in place were not always the most effective, and a reliance on eLearning wasn't the best way for our people to learn. This finding from our survey began a drive to upgrade, update and improve the learning resources available to staff. One of the most recent releases includes a Racism Toolkit to help people understand how to recognise racism in the workplace and actions to address it.
- 2.2.5 Employee voice is actively heard through a number of mechanisms; the staff networks are actively consulted with as outlined in the previous points and the wider employee community is engaged through a number of subject specific focus groups (such as the Change Support Network, Annual Review Focus Groups, Consultations on standards for use of media, emails and MTeams - Netiquette, and National Inclusion Week working group). Employees are also encouraged to be heard through 'Lets Talk' events (where any employee can submit a question and contribute to the conversation).
- 2.2.6 There are a number of successes from hearing our employees which are directly attributed to their input and involvement. Outlined here are a small number of the specific outcomes / successes attributed to 'employee voice'
  - 2.2.6.1 **Replacement for the annual appraisal** – A focus group was established to identify what employees wanted to see from the system. Staff were also included to name the scheme – and 'Annual Review' was selected from staff suggestions.
  - 2.2.6.2 **Smarter Working** – colleagues highlighted within the staff survey their frustration at some of the bureaucratic process in place; as a direct result of staff engagement systems and processes have been reviewed, updated and in some cases replaced. Some examples include i) **paper based '314'** (a form for ordering goods) has been replaced with an online ordering system; ii) **competency dashboard** (a system for recording and maintaining operational employee training and competence) has been developed and deployed to replace a much more laborious process; and, iii) **property repairs**, where a much simplified and easy to navigate system has been put in place with the input and involvement of staff from across the organisation.

## 2.3 Inclusive Employer Accreditation - Bronze

- 2.3.1 To support and embed our drive to be an inclusive employer, WYFRS sought accreditation through 'Inclusive Employers', achieving a Bronze level accreditation. It is unusual for an organisation to achieve a bronze accreditation on first application and we are one of only two recognised Fire and Rescue Services in the country.

## 2.4 WYFRS Diversity and Inclusion Initiatives

- 2.4.1 The Diversity and Inclusion team have progressed a series of projects and initiatives which support the action plan, which is attached as Annexe 1. There are several key highlights to bring to members attention:
  - 2.4.1.1 **Equality Impact Assessments.** The significant work undertaken to mainstream the EIA process has been successful, resulting in over 100 fully completed EIAs for projects and initiatives in place across the organisation. WYFRS has worked with colleagues from other FRS through the NFCC (National Fire Chiefs Council) to share best practice and support the work nationally.

- 2.4.1.2 **Positive Action.** The investment in a temporary role to support both community engagement initiatives and positive action work has helped to put in place a series of events and opportunities to reach out to people from underrepresented groups and conduct research and deliver interventions to enable more diversity in the applicants for trainee firefighting roles.
- 2.4.1.3 **Document Accessibility.** In line with legislative requirements and best practice, a piece of work is well underway to ensure all our documents, templates and publications are compatible with screen reader software and are accessible for all.
- 2.4.1.4 **Reasonable Adjustments.** The organisation provides a robust programme of support and enablement for people with neurodiverse conditions, such as dyslexia through the provision of site licenses in 'Quick Scan' screening programme which will help identify an indication of a neurodiverse condition so, where appropriate a fuller assessment can be put in place. Site licenses are also in place for mind mapping software and for screen reading software to help everyone who finds these methods useful. Where colleagues may require adjustments to the workplace and/or specific equipment or software to enable reasonable adjustments to be in place, Access to Work funds are secured to deliver adjustments.
- 2.4.2 The Action plan update annex 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 Projects under the action plan are funded through specific budget requests.

### **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 The Equality Framework and associated action plans support the organisations drive to have a workforce more reflective of the communities of West Yorkshire. The actions within promote positive change and raise awareness of diversity and inclusion and work towards meeting our public sector equality duty.

### **6 Equality Impact Assessment**

- 6.1 Each project within the action plan is subject to an Equality Impact Assessment and ongoing monitoring through the D&I team. EIAs are available on request from [diversity.inclusion@westyorksfire.gov.uk](mailto:diversity.inclusion@westyorksfire.gov.uk)

### **7 Health, Safety and Wellbeing Implications**

- 7.1 There are no direct Health and Safety implications associated with this report.

The promotion of inclusion positively impacts on wellbeing and creates positive outcomes for staff.

### **8 Environmental Implications**

8.1 None

## 9 Your Fire and Rescue Service Priorities

- 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
- 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 support, develop, and enable our people to be at their best

## 10 Conclusions

- 10.1 Our Inclusive Employer Bronze accreditation helps reassure WYFRS that our action plan and diversity and inclusion strategy is effective and forward thinking, demonstrating the achievements and actions underway working towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire.
- 10.2 The Diversity and Inclusion team continues to work positively and proactively across the organisation to deliver the Action Plan. The team continues to progress well, achieving objectives throughout the pandemic, facilitating positive change across West Yorkshire Fire and Rescue Service.
- 10.3 We look forward to welcoming Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services shortly and showcasing the diversity and inclusion work the team supported, enabled, delivered, and continue to deliver. This includes the work of our staff networks, our open approach to employee communication and delivery against action plans which demonstrate that not only are we listening, but also taking on board views and suggestions which help make sure WYFRS is a great place to work where everyone feels valued and included

Action	Responsibility	Progress
<b>Workforce diversity</b>		
<ul style="list-style-type: none"> <li>Design a strategy for implementing sustainable Positive Action for recruitment and selection</li> </ul>	Diversity Team, HR, AM Ops	<p><b>This action has been achieved.</b></p> <p>The 2021 recruitment campaign has been delivered with success. The actions outlined in the previous update have been broadly successful in supporting our drive to encourage more people from underrepresented groups to come forward for our trainee firefighter positions.</p> <p>The Community Engagement &amp; Positive Action Officer is now in place and the role has been extended further to support and embed the work already delivered. This has already had some significant successes, but there is much more to do.</p> <p><b>Women:</b> The number of women to successfully attain the role of trainee firefighter is up significantly on previous years.</p> <p>The most recent group to pass out included seven women, which is more than the previous campaigns put together. This is a significant step forward.</p> <p><b>People from Minority Ethnic Communities:</b> There has been little progress however with the recruitment of trainee firefighters from a minority ethnic background.</p> <p>In terms of the most recent recruitment campaign, a number of actions were delivered. Alongside the action is a summary of the outcome(s).</p> <p>Removal of driving licence requirement at application. Government stats suggest that people who are female, minority ethnic and/or aged under 29 are less likely to hold a full driving license. <b>274</b> people</p>

		<p>applied this year who did not hold a driving license (but passed all other eligibility requirements). This included; <b>54 females; 49 minority ethnic people; and 223 people aged under 29</b>. 20% of all minority ethnic female candidates did not hold a driving license.</p> <ul style="list-style-type: none"> <li>• Use of Thinkology to support advertised marketing on Facebook and Instagram. <i>This approach has been refined and adopted for parts of the 2022 recruitment campaign following its success in attracting female and minority ethnic candidates.</i></li> <li>• Updated website and brochure: <i>The website has been updated again and an option included for people to register their interest linked to the 'Yorkshire Firefighters' TV programme. The brochure will be removed from the website to remove unnecessary reproduction of information which is already available on the recruitment website.</i></li> <li>• Situational Judgement testing removed due to bias against BAME candidates: <i>Due to the removal of the barrier created by the SJT, more BAME candidates progressed further in the recruitment process in 2020/21. In 2018, only 8% of candidates at the online tests (stage after SJT) were BAME. In 2020, this increased to 15%.</i></li> <li>• Awareness sessions aimed at female and BAME will be delivered in October. <i>A scaled back programme was delivered in line with Covid-19 secure protocols. An increase in online support was also put in place throughout.</i></li> <li>• 8 week fitness programme will be offered to females before the point of entry tests. <i>Work continued with female candidates with appropriate social distancing and Covid-19 secure protocols. Unfortunately this concluded after 4 weeks due to local lockdowns. Online Q&amp;A sessions with the Brigade Fitness Advisor were held instead which received positive feedback.</i></li> <li>• Interview skills session will be offered to candidates with little or no experience of interviews. <i>This was delivered and the calibre of candidates was exceptional. This can be partly attributed to</i></li> </ul>
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		<p><i>the pre-work carried out to ensure candidates were supported. Unfortunately the success of the sessions was not reflected in the appointment of BAME candidates.</i></p> <ul style="list-style-type: none"> <li>• <i>Online videos and content supporting applicant with different elements of the process (fitness, interview etc.). This has proven very popular with potential candidates and will be carried forward into the next cycle of recruitment. The feedback for support content was most mixed amongst candidates who failed the process. Of those who reached the Assessment Centre, 66% said the quality of the resources was 'excellent'.</i></li> <li>• <i>Altered interview process using behavioural interviewing. The use of behavioural interviewing helped put candidates at ease and the 'carousel' style of interview enabled candidates to see a wider representation of the organisation, including people from underrepresented groups. A greater diversity of interviewers aimed to help reduce the impacts of unconscious bias.</i></li> <li>• <i>Increased promotion of the prevention and community support element of the role. The targeted advertising (via Thinkology) focused on different aspects of the roles and this led to an uptick in female candidates. Female candidates accounted for 14% of all applications in 2018, in 2020 they made up 20% of applications.</i></li> <li>• <i>A buddy system will be introduced for candidates when conditional offers are made. The buddy system has been put in place and is proving highly successful. Matching people with similar backgrounds and experiences is helpful in helping people to feel part of the organisation quicker. <b>68%</b> of new trainee firefighters have a buddy in place.</i></li> <li>• <i>The original plan to roll out District Positive Action Champions who will receive training and a 1% Skills payment has not progressed, in part due to the lack of district capacity to be</i></li> </ul>
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		<p><i>involved in recruitment during the pandemic. This will be reconsidered as part of the next action plan.</i></p> <ul style="list-style-type: none"> <li>• Re-engagement with work experience and Prince's Trust attendees. <i>This was not progressed due to the pandemic.</i></li> <li>• Staff network involvement and consultation. <i>Significant involvement of members of our staff networks and other colleagues across the organisation was delivered as part of the interview process and testing. Working with members of the staff networks has also helped us to refine the recruitment process ready for 2022.</i></li> </ul> <p><b>A further series of actions linked to recruitment will be set for 2022 onwards. Including the removal of the BSQs and improving the process from awareness session into recruitment.</b></p>
<ul style="list-style-type: none"> <li>• Monitor and drive the WYFRS 'Gender Agenda' through the HeforShe pledges (including the menopause and flexible working)</li> </ul>	<p>HR, relevant managers, Menopause Working Group</p>	<p><b>This action has been partially achieved</b></p> <p>WYFRS joined forces with SYFRS to develop and deliver a significant online event for International Women's Day in 2020. This collaborative approach worked well and is something we are looking to repeat in future.</p> <p>We continue to be corporate members of Women in the Fire Service (WFS) which provides training opportunities and consultation on gender issues.</p> <p><b>Update: Some further progress has been made, though not specifically under the 'HeforShe' banner. This item will be included in the forward action plan</b></p>
<ul style="list-style-type: none"> <li>• Deliver actions in 'BAME staff engagement &amp; support plan'</li> </ul>	<p>Relevant managers</p>	<p><b>This action has been delivered</b></p> <p>The BAME staff network has been renamed fireREACH, which stands for race, ethnicity and cultural heritage.. Further work is underway to encourage allyship and to expand attendance at the network.</p>

		<p>A recent event delivered by the Chief Fire Officer enabled members of the group to make suggestions and a significant contribution to a new and refreshed long term approach to recruitment of Minority Ethnic firefighters.</p> <p>We continue to deliver awareness raising events throughout the year, including Black History Month and National Inclusion Week, where a specific focus has been applied to racial diversity.</p> <p><b>Further actions will be included in the forward plan.</b></p>
<ul style="list-style-type: none"> <li>Continue to actively encourage Representative Bodies to fulfil a positive role in advancing inclusion</li> </ul>	All	The representative bodies are supportive and encouraging of the work underway to advance inclusion. We regularly consult and actively involve them in the work around positive action.
<ul style="list-style-type: none"> <li>Implement manager PDR Diversity and Inclusion objective to be evidenced against</li> </ul>	Organisational Development Manager	<p><b>This action has been partially delivered.</b></p> <p>The former PDR (Personal Development Review) process has been radically updated and have significantly evolved since the last update. The new process – Annual Review – is fully integrated within the wider Human Resources system and is heavily focused around our organisational values and priorities.</p> <p>The current ‘Your Fire and Rescue Service people priority is “We will support, develop and enable our people to be at their best”. In addition a specific diversity and inclusion priority has been added, which is “We will continue working towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire”</p>

		<p>Everyone who works for WYFRS supports our Guiding Principles and Priorities as set out in 'Your Fire and Rescue Service' document.</p> <p><b>Further actions will be included in the forward plan.</b></p>
<ul style="list-style-type: none"> <li>Increase visibility and participation of under-represented groups in key decision making arenas</li> </ul>	Management Board	<p><b>This action has been delivered</b></p> <p>Significant work has been delivered to ensure people from underrepresented groups are included and consulted in key decision.</p> <p>Management Board join each of the staff network groups to enable questions to be asked and issues raised with the top team, thus short-circuiting the hierarchy.</p> <p>In addition to the staff networks themselves, the organisation has a Diversity and Inclusion Board, which is made up of senior officers and a representative from the HR Committee of the Fire Authority. The staff network leads are now members of the Board and update at each meeting.</p> <p>A recent success involved the fireREACH group meeting with members of management board to put forward suggestions and raise challenge about the progress made around positive action for people from a BAME background. This resulted in a radical rethink of the forward firefighter recruitment plan.</p> <p><b>Further actions will be included in the forward plan.</b></p>
<ul style="list-style-type: none"> <li>Explore accessibility and availability of development and training for all staff, including support staff and those with specific learning differences</li> </ul>	WF dev, D&I team	<p><b>This action has been delivered</b></p> <p>Much progress has been achieved in this area.</p> <p>Reasonable adjustments (for examinations and training) are now fully embedded.</p>

		<p>All staff have an opportunity to use mind mapping software and TextHelp which supports people who have neurodiverse conditions, and those who do not.</p> <p>We have opened up access to the 'Quick Scan' diagnostic for neurodiverse conditions such as dyslexia and this is leading to awareness, support and interventions being much more mainstream.</p> <p>Significant work has been delivered around the use of government funding for Access to Work, and the time lag from assessment to receiving equipment is now reducing.</p> <p>WYFRS excellent work in this area is also being featured in an upcoming edition of 'Fire Magazine'. We also delivered a presentation on an AFSA national forum as an exemplar of good practice. Our Reasonable Adjustment Policy and Guidance has been shared nationally and is being used in neighbouring FRSs'.</p> <p>A bank of loan equipment is now in place and is already supporting colleagues who need additional support in advance of their Access to Work equipment order, enabling people at the earliest point.</p> <p>The accessibility (of documents) project is now underway which will lead to internal and external documents being compatible with 'screen reader' software and compliant with the directive on accessibility.</p> <p><b>Further actions will be included in the forward plan.</b></p>
<p><b>Environment and Culture</b></p>		
<ul style="list-style-type: none"> <li>• Embed organisational values through development of a new leadership strategy,</li> </ul>	<p>Organisational Development Manager</p>	<p><b>This action has been partially delivered</b></p>

<p>behaviour framework and relevant HR process</p>		<p>The organisational values have been mapped against the newly published Core Code of (Fire) Ethics. Work continues to further embed the core code alongside our own values and behaviours.</p> <p>New posters will be launched shortly and these will be displayed in prominent locations throughout the organisation and its sites. Further work will continue around our values and behaviours to ensure they continue to be at the front of our people systems including Annual Review, Recruitment and Promotion processes.</p> <p>The leadership strategy is well under way, with a recent series of board level masterclasses delivered which aim to set a clear leadership narrative and approach for all. This will be supported with further learning to embed inclusive leadership.</p> <p>The new Annual Review puts values and behaviours ‘front and centre’ asking managers and employees to capture actions taken to deliver against the values and the core tasks / job requirements too.</p> <p>Work on the planned ‘behaviour cards’ has not progressed, but with the new values branding this will move apace throughout 2021/22 and will provide leaders with support materials to use when addressing values or behaviours with their teams. Within the upcoming programme will be further support for managers in delivering difficult conversations and praise effectively.</p> <p><b>Further actions will be included in the forward plan.</b></p>
<ul style="list-style-type: none"> <li>Improve simplicity and relevance of internal literature and promote our staff as “Real Models”</li> </ul>	<p>Corporate Communication</p>	<p><b>This action has been partially delivered</b></p> <p>Significant work has been delivered around using ‘real models’ in our promotional materials. The review of the external website is now complete and a ‘beta version’ is available for comment.</p>

		<p>The embedding of the staff networks and encouragement of people from underrepresented groups to be our role models continues. Further work is required with</p> <p>D&amp;I continues to be a key stakeholder in the review of the corporate website and accessibility project and we will continue to consult the staff networks on proposed changes.</p> <p><b>Further actions will be included in the forward plan.</b></p>
<ul style="list-style-type: none"> <li>Embed 'Equality Analysis' into WYFRS all relevant policy, projects and practice, and monitor outcomes</li> </ul>	<p>Relevant managers, Corporate Driving Diversity Board</p>	<p><b>This action has been delivered.</b></p> <p>Equality Impact Assessments are now mainstream, including a reference within Fire Authority Reports to ensure an EIA is conducted where appropriate. Further work has been successfully delivered to enable people to conduct a simplified screening process to determine whether a full EIA is a requirement. There are now over 100 EIAs completed with more in development.</p> <p>The coordination across the Diversity &amp; Inclusion team, SIAT (Service Improvement and Assurance Team) and Project Management Office ensures that any project or business improvement workstream incorporates an EIA screening and full impact assessment where required.</p> <p>The D&amp;I team are sharing our best practice with the National Fire Chiefs Council workstream and we are working closely with the national EIA group too.</p>

		<b>Further actions will be included in the forward plan. Our aim is to continue developing EIAs and implementing actions which address any impacts identified.</b>
<ul style="list-style-type: none"> <li>Carry out an annual Gender Pay Gap report with resultant action plan</li> </ul>	Finance, HR IAG Exec, Diversity Team	<p><b>This action has been completed.</b></p> <p>The 2020 Gender Pay Gap report has been completed and published following approval to do so by the Fire Authority HR Committee.</p> <p>The data has been published on the government portal in advance of the deadline and the data is moving in the right direction, tracking almost 5% points below the national average gap.</p> <p><b>This action is now business as usual, with regular update reports shared with HR Committee in line with the government publications schedule.</b></p>
<ul style="list-style-type: none"> <li>Further develop Inclusion Action Group (staff network): perform regular inclusion-based projects; be more visible in the organisation; and improve Firefighter representation</li> </ul>	Diversity team	<p>The Diversity and Inclusion Team continues to support the organisation to move forward through education, awareness, challenge, support and enabling activities including within this action plan.</p> <p>A new action plan will be developed and shared at an upcoming HR Committee meeting. The new action plan will be aligned with the emerging WYFRS People Strategy and our Community Risk Management Plan.</p>
<b>Diversity Awareness and Education</b>		
<ul style="list-style-type: none"> <li>Continue to ensure interaction and communication from the Authority Chair, Chief Fire Officer, Board and Senior Managers in visibly championing diversity and inclusion</li> </ul>	Fire Authority, Management Board, Comms, Diversity Team	<p><b>This item has been delivered</b></p> <p>Authority members remain involved and committed to raising their awareness of diversity and inclusion issues. In addition authority members are sharing their considerable experience and community contacts to support continuous improvement in diversity and inclusion across West Yorkshire.</p>

		<p>A representative from the Fire Authority HR Committee sits on the Diversity and Inclusion Board.</p> <p>Fire Authority Members are encouraged to attend diversity events, which include (but are not limited to) Black History Month, AFSA (Asian Fire Service Association) conference and events, Women in the Fire Service (WFS) initiatives, International Womens Day events and National Inclusion Week events.</p> <p>The CFO, Board and senior managers led events to highlight 'Black Lives Matter' and to open up dialogue across the organisation with all staff in an inclusive, challenging and open way. This was also a catalyst for a series of courses and events focusing on building race confidence.</p> <p>All senior staff engaged with LGBT History Month and Pride events, including the wearing of Rainbow Epaulettes, supporting a 'Pride Picnic' celebration event for staff and actively supporting National Inclusion Week.</p> <p>Attendance at staff networks is also an important way senior colleagues champion and address issues faced by people from underrepresented groups. Senior colleagues are attached to the existing staff networks as follows:</p> <ul style="list-style-type: none"> <li>• CFO - Race network (fireREACH)</li> <li>• DCFO - Gender (FireGIN – Gender Inclusion Network)</li> <li>• ACFO – LGBT+U network</li> <li>• CESO - Disability network (FireDAW – Disability and wellbeing Group).</li> </ul> <p><b>Further actions will be included in the forward plan.</b></p>
<ul style="list-style-type: none"> <li>• Develop, organise and oversee an overarching</li> </ul>	<p>Organisational Development</p>	<p><b>This item has been partially delivered (Delays due to Covid-19)</b></p>

<p>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>	<p>Manager, Diversity Team</p>	<p>A significant programme of training has still been delivered despite Covid-19, lockdowns, social distancing and operational resilience.</p> <p>Most sessions shifted from the original plan to deliver face to face into online sessions, though some have been postponed.</p> <ul style="list-style-type: none"> <li>• Further NFCC Women's mentoring events (in collaboration with North Yorks, South Yorks and Humberside FRS).</li> <li>• 6 Autism awareness sessions</li> <li>• Let's talk about Race sessions</li> <li>• Building Race Confidence sessions</li> <li>• NIW workshops and talks</li> <li>• IWD workshops and talks</li> <li>• Access to Skillsboosters online training modules</li> <li>• TSV training (New Firefighter Buddy Scheme)</li> <li>• SpLD awareness and support</li> <li>• TextHelp Train the Trainer</li> <li>• Religion &amp; Belief Panel Discussion (National Inclusion Week)</li> </ul> <p>Additional training planned for:</p> <ul style="list-style-type: none"> <li>• LGBT+ workshops</li> <li>• Autism support</li> <li>• British Sign Language Level 1</li> <li>• Creating accessible documents</li> <li>• CMI level 4: Promoting Equality and Diversity</li> <li>• Positive Action &amp; Community Engagement sessions and toolkit</li> </ul>
<ul style="list-style-type: none"> <li>• Plan and deliver agreed diversity calendar of events and campaigns</li> </ul>	<p>Comms, Diversity Team, IAG</p>	<p><b>This item has been partially delivered (Delays due to Covid-19)</b></p>

		<p>The events and campaigns calendar for 2020/2021 has to change as a result of the pandemic. That said, an innovative, if scaled back programme has been delivered, including:</p> <ul style="list-style-type: none"> <li>• International Women's Day (In partnership with SYFRS)</li> <li>• International Men's Day</li> <li>• International Day of Disabled People</li> <li>• LGBT History Month</li> <li>• Black History Month</li> <li>• National Inclusion Week</li> <li>• Dyslexia Awareness Week</li> <li>• AFSA committees and events</li> <li>• World Menopause Day</li> <li>• Interfaith Week</li> </ul> <p><b>Further actions will be included in the forward plan including rescheduled events.</b></p>
<p><b>Service Delivery and the PSED* demonstrating 'due regard'</b></p>		
<ul style="list-style-type: none"> <li>• Deliver local projects that engage with vulnerable groups and address impacts of social/economic inequality and societal changes</li> </ul>	<p>Districts</p>	<p>Work has significantly slowed down within all District Teams due to the pandemic and the requirement to maintain operational resilience throughout. Highlights from Leeds, Bradford and Kirklees are featured below.</p> <p>Leeds:</p> <ul style="list-style-type: none"> <li>• Risk Reduction ADC and Prevention DPM work cohesively as one department and within this the WC initiatives around risk have collaborative working, with one initiative being focused on Community Engagement and cohesion. (CLM model in place in Leeds district)</li> <li>• Watches have also been given specific overarching responsibility for risk (and prevention) areas eg.. white watch is water and road safety lead, red arson and asb</li> <li>• ADPM sits on the community meetings for wards across Leeds as fire service liaison to offer cohesive operational risk and prevention</li> </ul>

		<p>work with partners, leading to community engagement with groups. This is leading to partnership working with Youth Engagement groups across Leeds who work on the street with youth not engaged with school systems, WC's speaking at Facebook live community events and re-established working with the local faith groups in partnership with police.</p> <p>Kirklees:</p> <ul style="list-style-type: none"> <li>• Huddersfield Station continued hosting the International Women's Association Kirklees' (IWAK) weekly meetings in its community room. The group comprises of elderly women from a range of ethnic backgrounds with varying support needs and provides an opportunity to share safety messages appropriate to their needs. At the end of March 2020 this was put on hold but is due to recommence as access to stations/risk assessments are updated.</li> <li>• Kirklees personnel played a key partnership role in the local Covid-19 Hub which was set up and coordinated by colleagues in the Council in terms of processing and distributing essential PPE to care homes across the region and District at the start of the pandemic and delivering food parcels to those most in need. In addition they supported the delivery of priority prescriptions.</li> <li>• Safe and Well delivery and advice adapted throughout the pandemic to ensure the most vulnerable and those at highest risk of fire in the community received fire safety support.</li> <li>• Whilst adapting to a 'new normal' WYFRS developed an agreement in support of the Kirklees Modern Slavery &amp; Human Trafficking Partnership's local response. By giving access to both Dewsbury and Huddersfield Fire Stations' community rooms, as alternative safe locations to bring victims, allowed the partnership freedom to carry out "operations" outside of normal office hours. It also provided a less daunting environment for victims to be held</li> </ul>
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		<p>and debriefed by specialist staff or to stay until taken back home or further safe accommodation had been sought.</p> <ul style="list-style-type: none"> <li>The Youth Interventions Team have been providing a range of targeted activities to some of the most vulnerable young people in Kirklees throughout this period, by adapting delivery and introducing digital options. Primarily The Prince's Trust Team 5 (8 x weeks digital) June to August 2020 and Team 6 (12 weeks blended delivery) September to December 2020 working with 16-14 year olds that are not in education, employment or training, building confidence and developing new skills. We were delighted that by Team 8 May to July 2021, they were able to complete face-to-face delivery at Dewsbury station.</li> </ul> <p>Bradford:</p> <ul style="list-style-type: none"> <li><i>Bradford District continue to use the Safe &amp; Well structure first and foremost to protect those who are most vulnerable.</i></li> <li><i>Implementation of the PMI system allows crews to identify areas of concern within the district and to monitor incidents to identify trends in allocated wards. Liaising with the local ward officer, building relationships to highlight concerns and remove 'hot spots' encourages the community to see partnership work to remove ASB.</i></li> <li><i>Prevention are represented on the All Age Prevention and Early Help Board, working with the One front door project. This project allows staff to identify vulnerable families before a crisis occurs to provide partnership assistance early reassuring families in need of their importance within the community.</i></li> <li><i>Prevention are represented on the ROMA project, although the funding for this project has now ceased. Prevention continue to offer services via the and have a place on the</i></li> </ul>
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		<p><i>strategic mailing list for the ROMA and travelling community, offering community engagement and support to the vulnerable.</i></p> <ul style="list-style-type: none"> <li>• <i>Bradford District have engaged with some of the isolated residents of Bradford district who live in caravans, out building on farmland. Smoke detectors were installed and this is a project we hope to develop more intensely over the coming months.</i></li> <li>• <i>Risk Reduction ADC is represented on the Bradford Partnership Exploitation group. Allowing us to educate crews on the vulnerability of those who are subjected to crime against their will, such as modern Day slavery, human trafficking, cuckooing.</i></li> <li>• <i>Youth intervention work taking place in Bradford to young people who are showing signs of vulnerability in their curriculum learning and allowing for new ventures to stimulate and educate some schools and pupil referral units.</i></li> </ul> <p>Moving forward the move back to 'new normal' will provide additional opportunities for Districts to support and deliver diversity and inclusion work within their respective communities. The upcoming community engagement strategy will also make reference to the diversity and inclusion work required to better engage within the community and identify further project work within districts.</p>
<ul style="list-style-type: none"> <li>• Improve how equality monitoring information is used to shape our services, including identifying</li> </ul>	<p>Districts, Central prevention, Diversity Team</p>	<p>The Covid-19 pandemic has led to a different approach being taken to the delivery of Safe and Well. Further work to building on the safe and well filtering process which received positive comment in the recent HMI report is underway.</p>

<p>emerging risk and vulnerabilities</p>		<p>Successful work with internal and external partners to monitor risk and vulnerability within the community and the equality impacts continues. The key priority is to continue work to help identify hard to reach ethnic or minority groups to ensure that risk reduction activities, safer community strategy and community engagement are embedded and delivered.</p> <p>As Covid-19 restrictions ease the team are moving towards a hybrid model which will continue some online engagement whilst reintroducing physical face to face activities.</p>
<ul style="list-style-type: none"> <li>• Provide tools/guidance for community knowledge and the planning of prevention initiatives/community engagement</li> </ul>	<p>Comms, Prevention, Diversity Team</p>	<p>Work on the community engagement strategy is being led by AM Donegan, and is being supported by the Projects and Volunteering Coordinator (Jack Bennett) and GM Bush.</p> <p>The CEDG group continue to work on building community engagement into every public facing team to ensure every contact counts. Input from the D&amp;I team into the strategy is through the CEDG group and EIAs, plus ongoing and also working closely with Jack Bennett during the consultation for the strategy. The goal is for the community engagement strategy to work closely with the toolkit made for crews to support positive action work.</p>
<ul style="list-style-type: none"> <li>• Review external messages and resources to ensure fit for purpose for diverse audience in West Yorkshire</li> </ul>	<p>Central Prevention/Protection, Comms</p>	<p>New content was created for the recruitment website which features more colleagues from underrepresented groups. Further guidelines for this will be outlined by community engagement strategy and opportunities. Targeted advertising used for recruitment features broad range of people from underrepresented groups. The Yorkshire Firefighters programme also showed diverse range of people who work for WYFRS, which was a positive message to our local community.</p> <p>Work on ensuring WYFRS public facing sites are accessible, including documents and files.</p>

<ul style="list-style-type: none"> <li>• Improve mechanisms for tracking community engagement, outcomes and satisfaction by protected characteristic</li> </ul>	<p>Corporate Services, Strategic Development, Diversity Team, Protection</p>	<p>This work will form part of the community engagement strategy and project. The success of engaging with underrepresented groups in preparation for the recruitment process is seen by the increase in the proportion of applications from people from UGs.</p> <p>The CEDG group will be working together to create a number of community engagement opportunities, including groups which can be engaged with for consultation opportunities and to measure the success of our engagement in the community. This will also be supported by the creation of a survey which will measure the success of our current engagement, and then again for future improvements.</p>
<ul style="list-style-type: none"> <li>• Regular publication of case studies of community engagement demonstrating the 'fostering of good relations'</li> </ul>	<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>



# Annual Accident Analysis Report 2020/21

## Human Resources Committee

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Date: 8 October 2021

Agenda Item:

**10**Submitted By: Chief Employment Services Officer

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<b>Purpose</b>	To update committee on the Authority's accident performance for the year 2020/21
<b>Recommendations</b>	That Members note the progress being made in accident reduction across the Authority.
<b>Summary</b>	<p>Every year, the Health &amp; Safety (H&amp;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.</p> <p>This report analyses all accidents which have occurred between April 2020 and March 2021.</p>

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Mark Dixon, Occupational Health and Safety Manager  
[Mark.Dixon@westyorksfire.gov.uk](mailto:Mark.Dixon@westyorksfire.gov.uk)

Background papers open to inspection: None

Annexes: Annex 1 – Annual accident analysis report 2019/20  
Appendix A – Accident trends 2005/06 to date  
Appendix B – Priority topics 2020/21

## 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 (Annex 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 2020 – March 2021.

## 2 Information

- 2.1 This has not been a normal year in terms of accidents; indeed, in terms of anything! The Covid 19 pandemic has had a massive impact on what services we have delivered and how we have delivered them, and this has had a significant impact on the reported accidents for the year.
- 2.2 The total number of accidents reported in the period April 2020 – March 2021 was 121. This includes accidents to non-employees such as visitors, contractors and young firefighters. **This is an increase of 20 (20%) in comparison with last year, however, this is not a fair comparison.**
- 2.3 In 2020/21 there were 39 RIDDOR reportable diseases reported due to Covid (Health and Safety Executive's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) which are included in the total. Whilst these should not be permanently removed from the statistics, removing them to allow a direct comparison to last year, shows there would have been **82 accidents, which is a 19% reduction compared to the previous year.**
- 2.4 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, even including the additional Covid reports, is a massive 60% reduction.
- 2.5 Appendix B shows the breakdown of the top 5 priority topics.

## 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 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 None arising directly from this report

## 6 Equality Impact Assessment

6.1

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	No
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## 7 Health, Safety & Wellbeing Implications

7.1 Contained within the main report.

## 8 Environmental Implications

8.1 There are no environmental implications.

## 9 Your Fire and Rescue Service Priorities

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

## 10 Conclusions

10.1 The number of Covid RIDDOR reportable diseases has made a direct comparison to previous year's performance difficult. If removed, then we have seen a 19% reduction compared to last year, which would be the lowest ever recorded. However, including them shows a 20% increase.

10.2 For the 7<sup>th</sup> consecutive year, the cost of accidents has dropped. This is due mainly to reductions in the litigation cost and would have been bigger if it were not for the increased lost time costs due to Covid.

10.3 Whilst in a different order, the "top 5" priority topics remain consistent with previous years. These accident causes are well known to WYFRS.

# Annual Accident Analysis Report

April 2020 – March 2021

## 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 2020 – March 2021.

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 2020/21 data

This has not been a normal year in terms of accidents; indeed, in terms of anything! The covid 19 pandemic has had a massive impact on what services we have delivered and how we have delivered them, and this has had a significant impact on the reported accidents for the year.

The total number of accidents reported in the period April 2020 – March 2021 was 121. This includes accidents to non employees such as visitors, contractors and young firefighters. **This is an increase of 20 (20%) in comparison with last year, however this is not a fair comparison.** In 2020/21 there were 39 RIDDOR reportable diseases reported due to covid, which are included in the total. Whilst these should not be permanently removed from the statistics, removing them to allow a direct comparison to last year, shows there would have been **82 accidents, which is a 19% reduction compared to the previous year.**

Two factors which can affect accident rates are the number of staff we employ and the number of operational incidents we attend. There was a slight reduction in staffing (0.9%), and a slight increase in the number of incidents we attended (0.4%). Both these changes are very unlikely to have had any affect on the accident statistics.

When looking at the severity of accidents, there has been an increase of 115% in major accidents and 313% in RIDDORs, however this is due to the covid cases. When factoring out the covid cases, the major accidents were consistent with the previous year, whilst there was an increase of 7 (46%) in RIDDOR's, however last year was an unusually low year and this year's performance is more in keeping with previous years.

Minor accidents have seen a 19% reduction.

This year's performance further supports the long term downward trend, as can be seen in Appendix A. In comparison to the peak in 2010/11, this year's performance still shows a massive 60% reduction.

#### **a) Accidents to non employees**

Only 2 accident (1.6%) of all reported accidents in 2020/21 occurred to non-employees. This is exceptionally low and in recent years have tended to be around 7-10 /yr. These were both "major" accidents involving contract cleaners; one falling down the stairs and the other slipping on approaching a station entrance. This low number is to be expected given the restrictions imposed on working within the community and the community/contractors visiting our premises.

#### **b) Operational V Fire & Rescue staff accidents**

Excluding accidents to non-employees, there were 105 (88%) accidents to operational staff and 14 (12%) to F&R staff. The number of accidents to operational staff has increased by 19 compared to last year and the number of accidents to F&R staff has increased by 1, however the percentage split between the two staff groups has remained unchanged compared to the previous year. Given there were 39 additional covid cases this year (all operational staff), the fact that operational staff have only seen an increase of 19, suggests reductions in accidents in other categories which have offset this increase.

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, although last year saw a split nearer 50/50. In 2020/21 there has been a further swing towards accidents on the incident ground; now seeing a 60/40 split. This is more than likely explained by the fact that due to covid, training and routine work have largely not been taking place. We will need to monitor this to see if it continues.

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 2019/20 and 2020/21 costs are detailed overleaf:

	Legal costs	Investigation costs	Physio costs	Days lost cost	TOTAL
2019/20	£79,476	£3,589	£1,088	£19,672 (226)	£103, 825
2020/21	£30,515	£5,350	£1, 022	£58,279 (700 days)	£95, 166

Whilst there has been a reduction in legal costs, this has been offset against an increase in lost time costs, resulting in an overall small reduction of £8,659. It should be noted that just under £31,000 of the lost time costs were due to covid. The long term trend for costs is still downward.

#### 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 been analysed to identify cause and any contributing factors.

##### Top 5 Priority Topics:

1. Exposure to (41)
2. Musculoskeletal disorders (12)
3. = Struck by/against (8)
3. = Slips, trips & falls (8)
4. Contact with (1)

##### 1. Exposure to

This category includes exposure to hazardous substances, heat/fire, explosion, & noise. There were 46 reported incidents in total this year compared to just 13 in 2019/20: an increase of 253%. This increase however was due to the 39 covid cases.

Putting to one side the covid cases, there were only 7 exposure accidents which is low in comparison to previous years (13 in 2019/20 and 31 in 2018/19). In previous years, the majority of accidents were due to burns in the MPTC whilst undertaking BA training and sickness due to water rescue training. In this period there was only 1 burn and no water rescue training sickness cases, which is due to the continued hard work of the Training Centre in implementing safe systems of work in the MPTC and finding alternative water rescue training venues.

The remaining accidents are spread in very low numbers resulting from exposure to noise, chemicals and others. Therefore, no recommendations are made in relation to exposure to injuries.

## 2. Musculoskeletal Disorders

With one exception, musculoskeletal disorders have been the no. 1 priority topic for the last seven years and would have been again this year if not for the covid cases mentioned above. There was a total of 18 accidents in this period (12 majors and 6 minors), which is a decrease of 7 (28%) compared to last year. As a cause group, musculoskeletal injuries consistently account for the largest percentage of major injuries, which when excluding the covid cases is the case again this year (67%) i.e., have the potential to cause the most serious injuries, so this continued reduction is encouraging.

Only 39% 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 shoulder pain whilst throwing a line during water rescue training, back pain whilst bending down to pick up an item of equipment off the floor or knee pain whilst walking up stairs.

With one exception, there were no trends identified in terms of cause. However, 6 (33%) occurred whilst fitness training. These were however a mix of weight training, circuits, 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 fitness 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 include opening a fire appliance locker, picking up a training dummy and running out/making up hose. Due to the lack of any identified trends, it is difficult to make any specific recommendations, however what is common in all musculoskeletal injuries is the need to adopt correct lifting/body positioning techniques and so it is recommended that a review of manual handling training be undertaken to ensure it is still fit for purpose, including refresher training.

## 3. 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 was a total of 25 accidents in the period which is just 1 less than the previous year. The breakdown (as last year) shows a high % of minor accidents (68%) which indicates these accidents are relatively minor in nature.

With one exception, 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 firefighter being hit in the eye/face with a jet of water.

There were however 3 (12%) accidents involving a firefighter trapping their fingers between the hydrant key & bar. Investigations found these to be due to not wearing their gloves and this general message had been reinforced via a H&S round up article.

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 1 such accident reported.

#### 4. Slips, trips & falls

There were 19 accidents in total attributed to slip, trips & falls in 2020/21, which is an increase of 2 (12%) on the previous year. Of the total, 8 (42%) were majors, which is a slight increase compared to last year.

74% were slips, trips and falls on the same level. These accidents were spread in small numbers across such causes as slipping on ice/spillages, uneven ground and playing team sports. There was just 1 accident due to dismounting the appliance, which continue to be reported in small numbers each year.

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

#### 5. Contact with

This category includes contact with sharp objects, animals/insect (bites), hot surfaces/heat, airborne particulate and electricity. There were in total 10 accidents for the period, which is a decrease of 8 (44%) compared to the previous year. However, this category has the lowest percentage of major accidents with only 1 (10%), 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: cuts from kitchen knives, sharp edge on a door cutting a finger and being bitten by a dog. For the third 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

This has not been a typical year in terms of accidents. There was a total of 121 accidents in this reporting period, which compared to the previous year, is an increase of 20 (20%). However, if we remove the 39 covid reportable diseases to allow a more appropriate comparison with the previous year, we saw just 82 accidents, a reduction of 19% on the previous year. This would have been our lowest ever year, due to the restrictions imposed on training and routine duties due to covid. The long term trend is still down.

For the 7<sup>th</sup> consecutive year, the cost of accidents has dropped. This is due mainly to reductions in the litigation cost and would have been bigger if it weren't for the increased lost time costs due to covid.

Whilst in a different order, 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 small number 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.

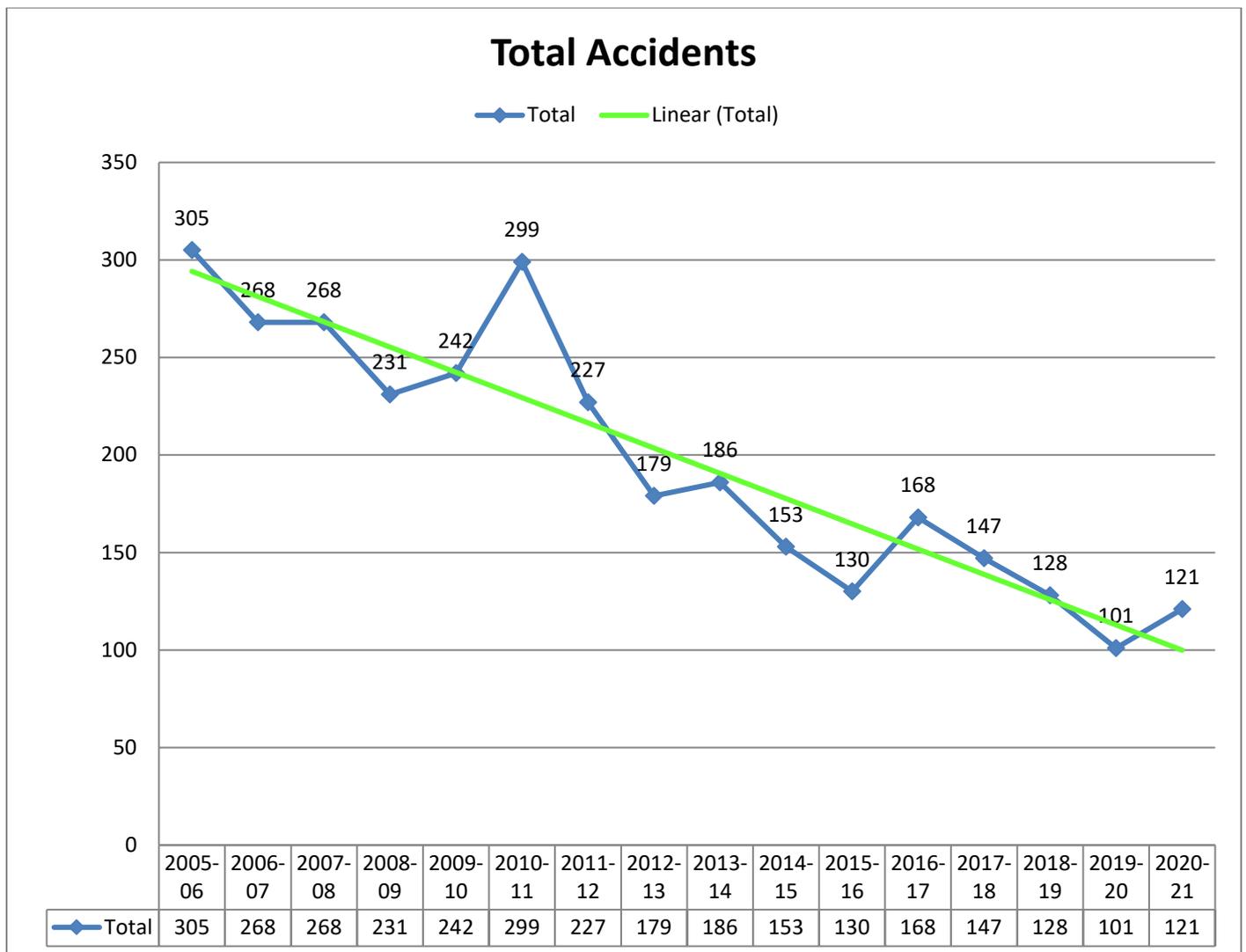
## 6. Recommendations

Due to the small number of accidents, no significant trends have been identified in terms of causation. However, the following general recommendation is made:

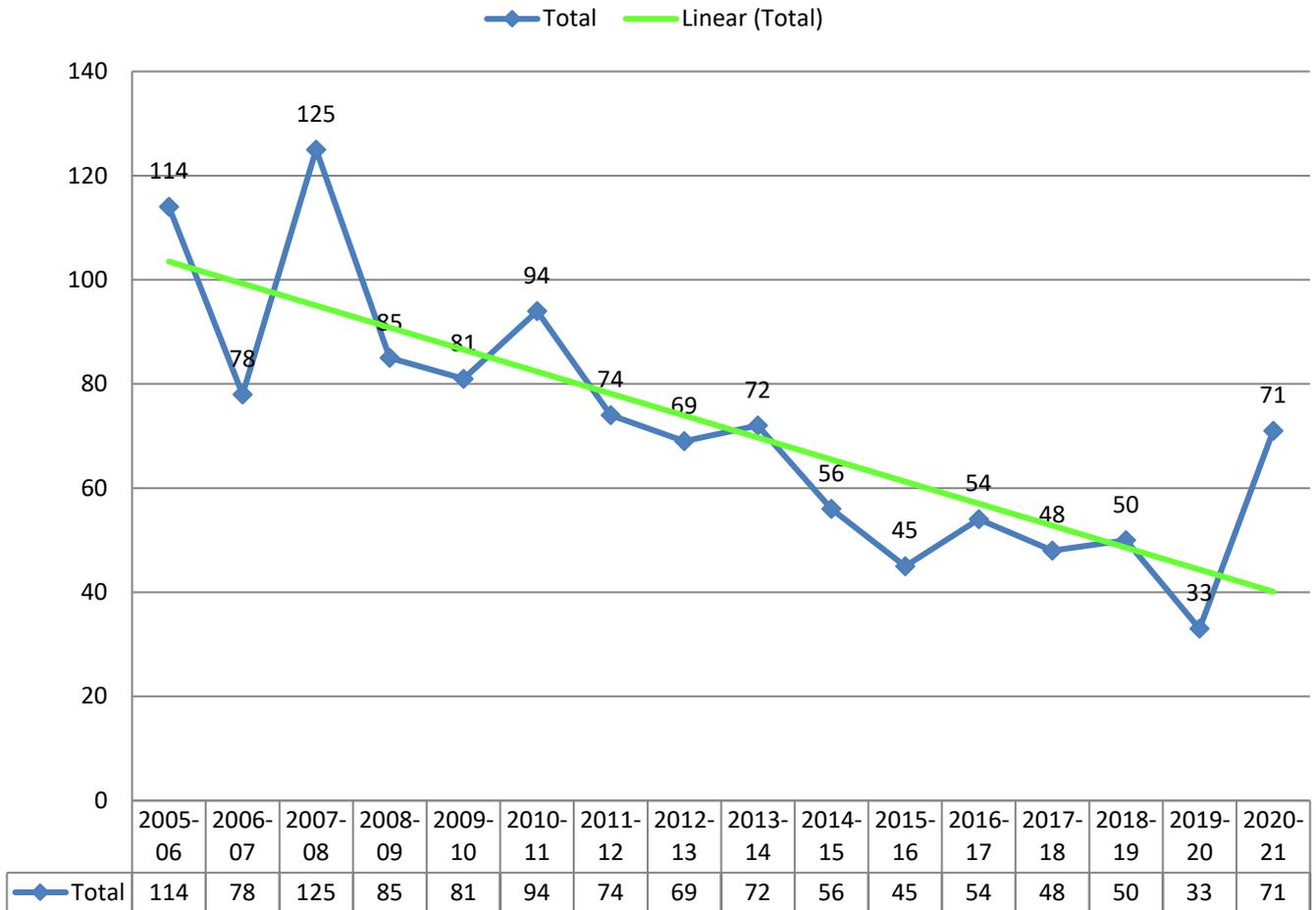
1. Review manual handling training to ensure it is still fit for purpose, including refresher training.

July 2021

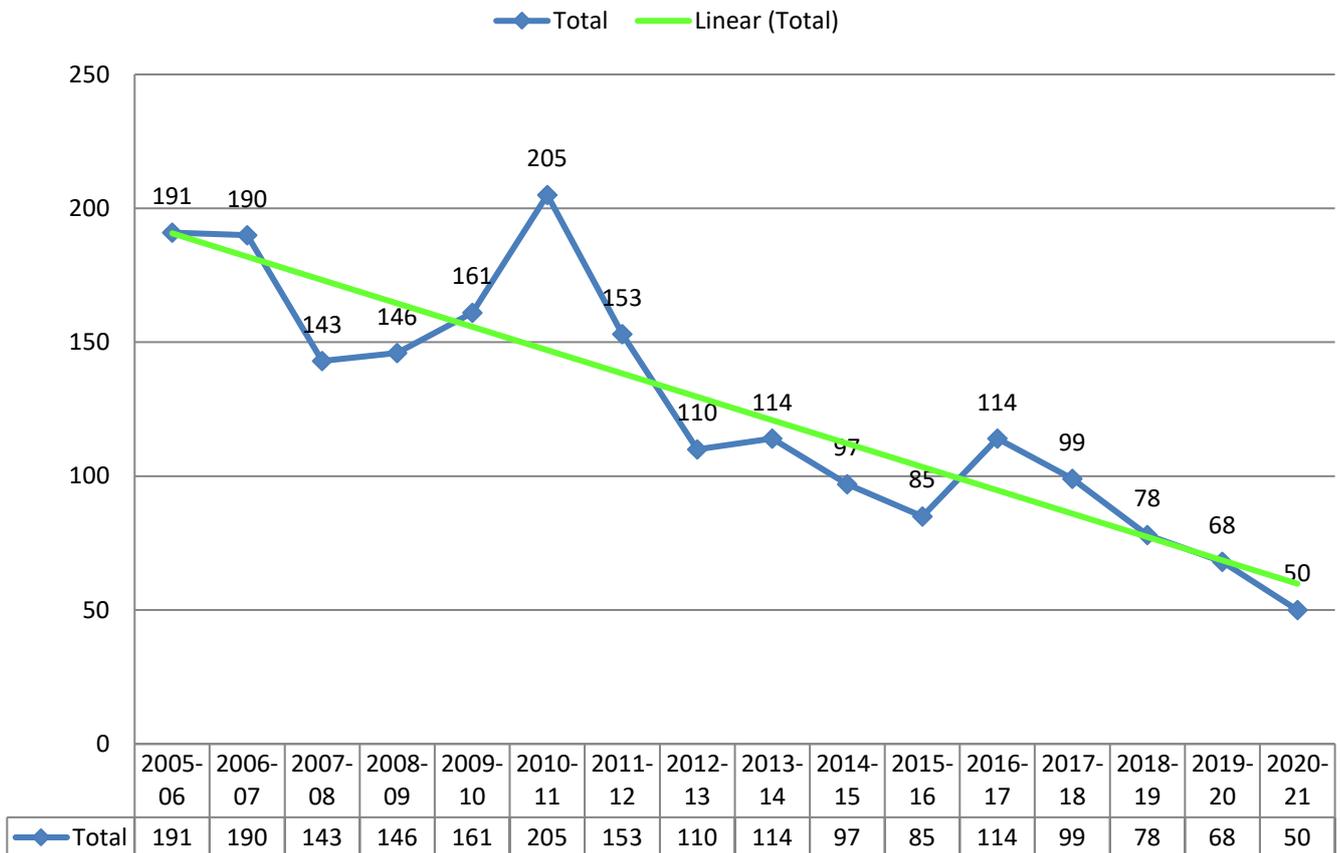
# Appendix A 2020-21



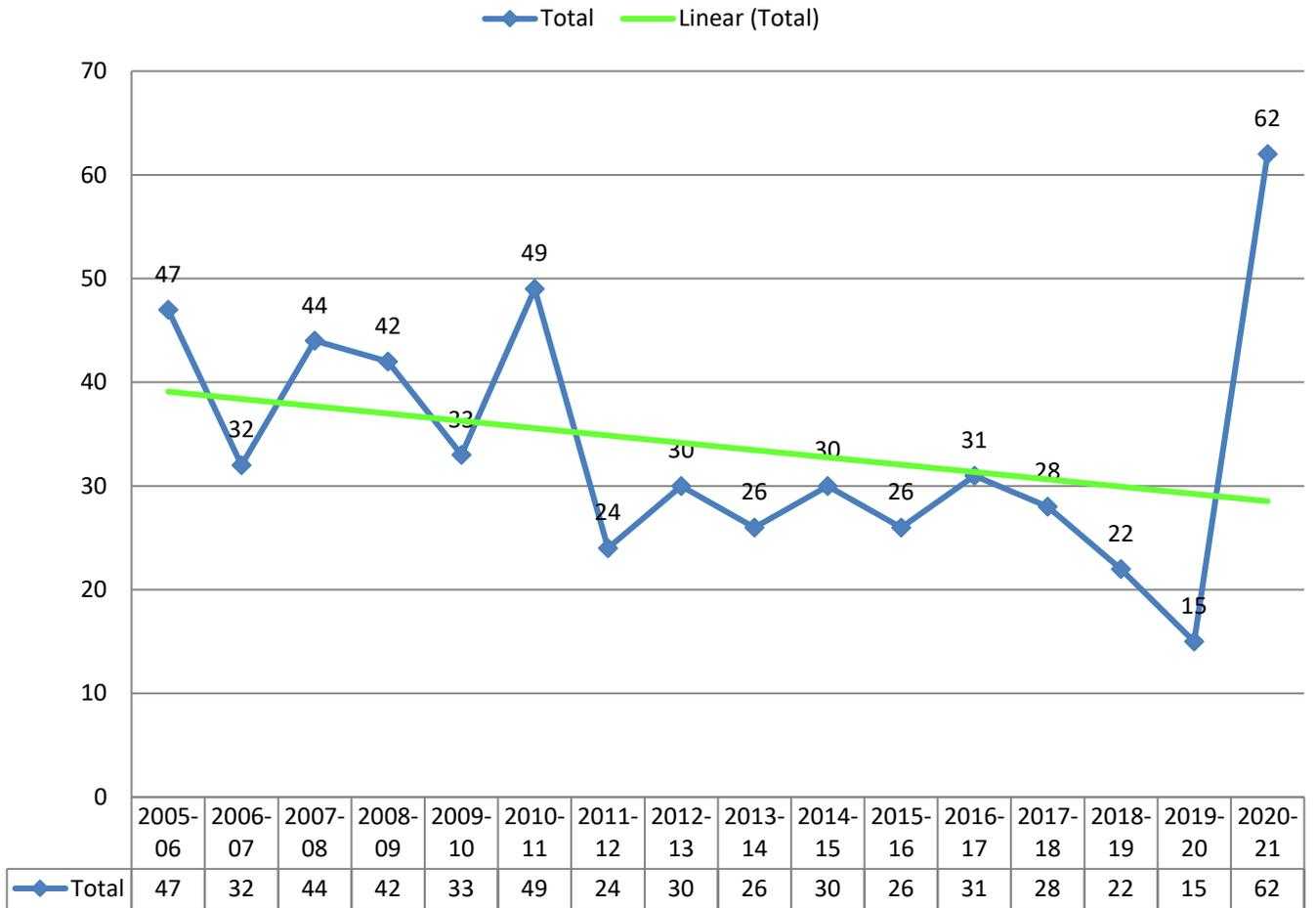
## Total Accidents WY Major Only



## Total Accidents WY Minor Only



## Total Accidents RIDDOR (old over3 day)



Financial Year	Appendix B - Analysis of priority topics in 2020-21 using lost time accidents														
2020-21	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	1	4	5	1	4		5	1	3		4	4			4
Exertion	2	4	6		6		6		4	2	6	6			6
Manual Handling	3	4	7	1	6		7		4	2	6	5		1	6
<b>Musculo/Skeletal Disorder Sum</b>	<b>6</b>	<b>12</b>	<b>18</b>	<b>2</b>	<b>16</b>		<b>18</b>	<b>1</b>	<b>11</b>	<b>4</b>	<b>16</b>	<b>15</b>		<b>1</b>	<b>16</b>
% Split	33%	67%		11%	89%	0%		6%	69%	25%		94%	0%	6%	
Hazardous Substance	2	39	41	1	40		41	3	1	36	40	40			40
Heat / Fire	1	1	2		2		2		1	1	2	1	1		2
Noise	1	1	2		2		2			2	2	2			2
Vibration	1		1		1		1			1	1	1			2
<b>Exposure To Sum</b>	<b>5</b>	<b>41</b>	<b>46</b>	<b>1</b>	<b>45</b>		<b>46</b>	<b>3</b>	<b>2</b>	<b>40</b>	<b>45</b>	<b>44</b>	<b>1</b>		<b>45</b>
% Split	11%	89%		2%	98%	0%		7%	4%	89%		98%	2%	0%	
Struck Against	9	4	13	4	9		13	3	3	3	9	8	1		9
Struck By	8	4	12	3	9		12	4	1	4	9	9			9
<b>Struck Sum</b>	<b>17</b>	<b>8</b>	<b>25</b>	<b>7</b>	<b>18</b>		<b>25</b>	<b>7</b>	<b>4</b>	<b>7</b>	<b>18</b>	<b>17</b>	<b>1</b>		<b>18</b>
% Split	68%	32%		28%	72%	0%		39%	22%	39%		94%	6%	0%	
Slip/fall From Height	1	1	2		2		2			2	2	1	1		2
Slip/fall From Stairs/steps	2	1	3	1	1	1	3	1			1	1			1
Slip/fall On Same Level	8	6	14	2	11	1	14	1	4	6	11	11			11
<b>Slip Trip Fall Sum</b>	<b>11</b>	<b>8</b>	<b>19</b>	<b>3</b>	<b>14</b>	<b>2</b>	<b>19</b>	<b>2</b>	<b>4</b>	<b>8</b>	<b>14</b>	<b>13</b>	<b>1</b>		<b>14</b>
% Split	58%	42%		16%	74%	11%		14%	29%	57%		93%	7%	0%	
Animal	1		1		1		1			1	1		1		1
Insect (Bite/stings)	1		1		1		1	1			1	1			2
Object - Sharp	7	1	8		8		8	4	2	2	8	7			5
<b>Contact With Sum</b>	<b>9</b>	<b>1</b>	<b>10</b>		<b>10</b>		<b>10</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>10</b>	<b>8</b>	<b>2</b>		<b>10</b>
% Split	90%	10%		0%	100%	0%		50%	20%	30%		80%	20%	0%	
<b>Grand Total</b>	<b>48</b>	<b>70</b>	<b>118</b>	<b>13</b>	<b>103</b>	<b>2</b>	<b>118</b>	<b>18</b>	<b>23</b>	<b>62</b>	<b>103</b>	<b>97</b>	<b>5</b>	<b>1</b>	<b>103</b>
% Split	41%	59%		11%	87%	2%		17%	22%	60%		94%	5%	1%	
Key:	Increased			Decreased											

**MINUTES OF THE MEETING OF THE YORKSHIRE & HUMBER EMPLOYERS' ASSOCIATION  
HELD VIRTUALLY ON THURSDAY 8 July 2012  
(Annual Meeting)**

**Present:**

**County Council**

Cllr Cliff Lunn                      North Yorkshire County Council

**Metropolitan Districts**

Cllr Jane Nightingale	Doncaster MBC
Cllr Alan Gardiner	Barnsley MBC
Cllr Silvia Dacre	Calderdale MBC
Cllr Michelle Collins	Wakefield MDC
Cllr Cate McDonald	Sheffield CC

**Fire Authorities**

Cllr Tony Damms	South Yorkshire Fire & Rescue Authority
Cllr Fozia Shaheen	West Yorkshire Fire & Rescue Authority

**In Attendance**

Jill Clayton	Wakefield MDC
Michael Potter	Barnsley MBC
Christine Cooper	West Yorkshire Fire
Ian Brandwood	West Yorkshire Fire
Elaine Blades	Scarborough BC
Mark Bennett	Sheffield CC
Emma Wyatt	Leeds CC
Gemma Taskas	Leeds CC
Debbie Haines	North Lincs
Kay Atherton	Harrogate BC
Justine Brooksbank	North Yorkshire CC
Jackie Addison	Calderdale MBC
Rebecca King	ERYC
Haroon Rashid	North Yorkshire CC
Kay Crabtree	City of York
Jacquie Hodgson	Craven DC
Sarah Robertson	Craven DC
Deborah Lucas	Kirklees Council
Jacqui Blesic	Hull CC
Jenny Sharp	West Yorkshire Combined Authority
Sue Kelsey	North Yorkshire Fire and Rescue
Julie Brookes	YHEA

**Employers Secretary**

Steve Walmsley (YHEA),

## **1. Introductions and Apologies**

Apologies for absence were received on behalf of  
Councillor Briggs – Humber Fire, Jill Parker - Doncaster MBC

## **2. Appointment of Chair for 2021/22**

Cllr Jane Nightingale, Doncaster MBC was appointed as Chair for the 21/22 year.

## **3. Appointment of Vice-Chair for 2021/22**

Nominations will be sought after the meeting.

## **4. Appointment of Employers' Secretary**

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

## **5. Members of the Employers Association 2021/22**

Details circulated in advance of meeting

## **6. Employers Association Constitution**

No changes to the constitution were proposed

## **7. Regional Joint Council Arrangements for 2021/22**

The Regional Joint Council has not met for some time, but Joint Secretarial arrangements are still in operation. The Trade Unions requested that formal RJC meeting arrangements were put in place again. A draft revised constitution was issued but it is still with the Trade Unions. An informal meeting took place earlier in the year, at the request of the TU's and went well. The Employers Side position remains that a revised constitution is needed before meetings of the RJC can be convened, if there is no response from the TU's the situation will remain the same.

## **8. Meeting Arrangements for 21/22**

Dates will be arranged with the Chair and circulated to members. Meetings will continue to be held virtually using Microsoft Teams.

## **9. Final Accounts for 2020/2021 and Submission of Annual Return**

Audit is underway and should be complete by the end of August and annual return submitted on time. Final sign off of the accounts will be delegated to the Chair and the Employers Secretary

## **10. Appointment of Auditors for 2021/22**

Garbutt and Elliott will be appointed as auditors for 2021/22. This will be reviewed again for 2022/23.

#### **11. Notes of the last meeting**

Notes were agreed.

#### **12. Matters Arising**

Exit pay arrangement changes were withdrawn by Government. It is understood that Ministers are intent on seeing this through. HMCLG are currently gathering exit pay arrangements within the past three years. It is expected that further regulations will be issued later this year.

#### **13. Update on Pay Negotiations**

Employers made a 1.5% offer to the Trade Unions which was rejected. Trade Unions are looking for government to provide finances to support a higher offer.

NHS pay review report is still with Ministers.

Fire Officers have been offered 1.50% and FBU position, effectively, is that it is the best that can be achieved by negotiations.

All other pay groups are waiting for LGS pay to be agreed.

#### **14. Certification Officer Levy Consultation**

Government is running consultation on the Certification office being funded on a levy basis will be implemented.

YHEA is working jointly with other regional employers to provide a response. Worst case scenario for YHEA would be a payment of 5k. Best case is any employer with income less than 140k would be exempt. West Midlands Employers is coordinating a response and individual responses will also be issued to inform the consultation. Steve will update as necessary

#### **15. GDPR**

Nothing reported

#### **16. Any Other Urgent Business**

Nothing reported.

#### **17. Close of Meeting**