

HUMBERSIDE FIRE AND RESCUE SERVICE

JOB DESCRIPTION

(Support Services Role)

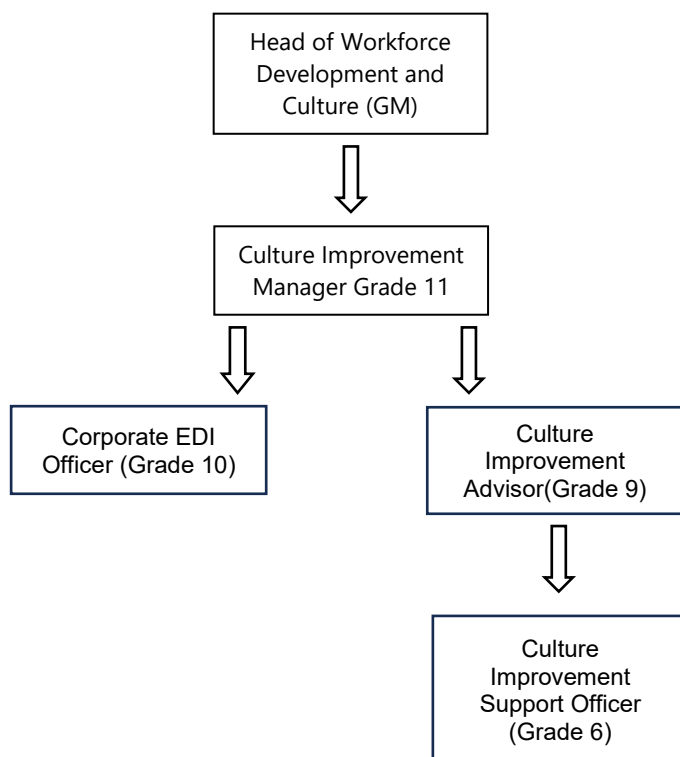
POST TITLE Culture Improvement Manager	POST NO. TBC
SECTION/DIVISION/LOCATION Workforce Development and Culture	POST GRADE Grade 11
OVERALL PURPOSE OF THE JOB The Culture Improvement Officer will play a critical role in shaping, driving and sustaining a positive, inclusive and high-performing organisational culture across Humberside Fire and Rescue Service. The post-holder will provide dedicated leadership to the development, implementation and continual refinement of the Service's Culture Transformation Framework, ensuring cultural expectations are clearly defined, understood and embedded across all levels of the organisation.	
<u>KEY ACTIVITY AREAS/MAIN DUTIES</u> <u>Key Responsibilities</u> 1. Take direct responsibility for all cultural actions within the Service Improvement Plan (SIP), including those arising from national reports and internal initiatives. Translate recommendations into actionable plans, track progress, and report regularly to leadership. 2. Lead the collection and presentation of evidence for cultural enablers, deliverables, and performance outcomes as required by the SIP. Identify and address evidence gaps, ensuring cultural improvements are measurable and visible. 3. Take accountability for defining, monitoring and reporting key performance indicators (KPIs) related to cultural improvement, ensuring progress is measurable, transparent and aligned to the Service Improvement Plan and organisational priorities. 4. Serve as the assigned officer for cultural improvement actions, working closely with Heads of Function and reporting progress against target completion dates. Maintain tracking notes and ensure all cultural actions are completed within agreed timelines. 5. Ensure the organisation's response to His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Standards of Behaviour and other national recommendations is fully embedded in the culture improvement workstream. Lead gap analysis and action planning for cultural recommendations from national inquiries (e.g., Grenfell, Manchester Arena). 6. Provide regular updates to the Corporate Leadership Team (CLT) and Senior Leadership Team (SLT) on progress against cultural improvement actions. Contribute to the SIP's governance structure, ensuring cultural elements are prioritised and resourced appropriately. 7. Work with key stakeholders to ensure cultural improvement actions are inclusive and reflect staff feedback. Champion staff engagement activities and recognition programmes that support a positive organisational culture.	

8. Use lessons learned from organisational learning mechanisms (e.g. Assurance Management System (AMS), project closure reports) and strengthen cultural improvement actions. Ensure that cultural improvement is a continuous process, with regular review and adaptation of strategies based on performance evidence and stakeholder input.
9. Develop and deliver a Culture Transformation Framework with measurable outcomes at 12, 24, and 36 months, embedding behaviours which reflect organisational values and support long-term strategic goals.
10. Act as a catalyst for cultural change, providing dedicated leadership to foster innovation, psychological safety, and inclusive behaviours across all levels of the organisation.
11. Champion equality, diversity, and inclusion (EDI) initiatives, ensuring that cultural improvement activities support a diverse, skilled, and engaged workforce.

NOTES:

1. The post holder may be required to perform other duties that reasonably correspond to the general character of the post and are commensurate with its level of responsibility.
2. The post holder is required to comply with relevant legislation and policies and procedures of Humberside Fire Authority in the performance of his/her duties. Examples include acting in compliance with the provisions of equal opportunities, data protection and health and safety legislation, policies and procedures so far as they relate to the post and the post holder.

POSITION IN ORGANISATION



JOB REQUIREMENTS: Knowledge and Skills

The post-holder will require:

Knowledge

- Strong understanding of organisational culture, values-led leadership and behaviour change, including principles of psychological safety, high-performing teams, and cultural diagnostics.
- Comprehensive knowledge of Equality, Diversity and Inclusion (EDI) legislation, including the Equality Act 2010, Public Sector Equality Duty, and associated technical guidance.
- Awareness of national fire sector cultural challenges, expectations and best practice, including HMICFRS reports, National Fire Chief's Council (NFCC) guidance, national inquiries (e.g., Grenfell, Manchester Arena), and relevant sector research.
- Working knowledge of organisational development approaches, including change management, employee engagement methodologies, and lessons-learned frameworks.
- Understanding of workforce development, inclusion strategies and people-centred improvement, including how recruitment, development, and leadership behaviours shape organisational culture.
- Knowledge of data analysis, insight generation and performance reporting, including use of key performance indicators (KPI's), cultural metrics, EDI monitoring, workforce indicators and organisational improvement dashboards.
- Familiarity with policy development and review processes, ensuring that policies, procedures and guidance are inclusive, legally compliant and culturally aligned.
- Awareness of current social, cultural and political issues, and their impact on inclusion, workforce experiences, and public sector culture.

Skills

- Excellent communication skills, including the ability to prepare clear reports, present to senior leaders, facilitate discussions, and produce guidance or learning materials.
- Strong stakeholder engagement and relationship-building skills, with the ability to influence at all levels, challenge constructively, and support managers through cultural change.
- Analytical and diagnostic skills, including interpreting qualitative and quantitative data, identifying trends, and translating insights into improvement actions.
- Project and programme management capability, including planning, tracking and delivering improvement actions within required timescales.
- Ability to design and deliver training, learning and awareness interventions, tailored to diverse audiences across operational and support roles.
- Problem-solving and critical-thinking skills, including developing innovative solutions, anticipating cultural risks, and supporting evidence-based decisions.
- High levels of emotional intelligence, diplomacy and cultural sensitivity, supporting engagement across different teams, staff networks, and under-represented groups.
- Ability to work autonomously and manage competing demands, maintaining accurate records, monitoring progress and ensuring effective governance.
- Digital and data literacy, including confident use of Microsoft Office, HR/EDI systems, and culture-related dashboards and evidence portals.

- Facilitation and coaching skills, supporting cultural conversations, staff networks, and leadership behaviours that drive positive change.

Qualifications

- Ideally qualified to postgraduate level holding a master's in human resource management or an equivalent field, e.g. Organisational Psychology, Business Management, Sociology or Change Management, or equivalent relevant professional experience.
- Holds professional membership of the Chartered Institute of Personnel and Development (CIPD).

Creativity and Innovation

The post-holder will be expected to demonstrate high levels of creativity and innovation in driving cultural transformation across the Service. This includes the ability to:

- Use qualitative and quantitative cultural data to identify opportunities for improved approaches.
- Anticipate emerging cultural, inclusion and workforce trends in the fire sector and wider public services, translating them into practical solutions.
- Apply creative problem-solving to address complex cultural barriers with evidence-based, context-appropriate interventions.
- Review policies, processes and behaviours with a critical mindset to identify improvement opportunities.
- Challenge assumptions and long-standing practices that hinder inclusivity or positive culture.
- Present clear, innovative alternatives grounded in best practice and organisational values.
- Create accessible tools, resources and communications that make cultural concepts easy to understand.
- Collaborate with teams to develop innovative training, learning materials and awareness campaigns.
- Support new engagement channels, staff networks, feedback mechanisms and recognition approaches that reinforce values and encourage participation.
- Encourage staff at all levels to share ideas in psychologically safe spaces.
- Model curiosity, openness and a willingness to test new approaches.
- Share good practice from NFCC, HMICFRS, regional services and other sectors to inspire innovation aligned with national expectations.
- Apply digital platforms, dashboards and analytics to visualise cultural data and track progress.
- Use technology to support accessible engagement and learning for all staff groups.
- Explore digital solutions that enhance cultural understanding and inform decision-making.
- Ensure ideas are realistic, aligned to strategic objectives and feasible within resources.
- Test, pilot and evaluate initiatives before full rollout.
- Consider risk, change impact and inclusivity to ensure lasting cultural improvements.

Decision Making

- Provides expert advice and guidance to senior leaders, managers and cross-service groups, shaping organisational decision-making at strategic and operational levels on matters relating to culture, workforce experience, EDI and behavioural expectations.
- Contributes to policy development and review, making decisions about the applicability, improvement and inclusiveness of organisational policies and procedures.
- Make decisions on prioritising cultural improvement actions based on risk, organisational impact, and evidence from internal and external sources such as HMICFRS Areas for Improvement, Fire Standards compliance, national inquiries and the Service Improvement Plan (SIP).
- The postholder is accountable for ensuring cultural performance indicators are accurately monitored and reported, and that areas requiring intervention are escalated appropriately.

Boundaries of Decision Making

- The post-holder works within established Service policies, strategic priorities, legal frameworks (e.g., Equality Act 2010) and governance arrangements.
- Decisions with major organisational, financial or reputational impact will be escalated to the Head of Workforce Development and Culture or senior leadership, but the role exercises substantial autonomy in shaping day-to-day cultural and inclusion activities.

Contacts and Relationships

The post-holder will be required to establish, develop and sustain strong working relationships across the organisation and with a wide range of external partners. As a key enabler of cultural transformation, the role depends on effective communication, credibility and collaborative influence at all levels.

Internal Contacts

- **Senior Leadership (CLT/SLT):**
Regularly engages with senior leaders to provide expert advice, updates and evidence-based recommendations relating to culture, behaviours, inclusion, and Service Improvement Plan progress.
- **Managers and Supervisors Across All Functions:**
Works collaboratively with operational and support managers to embed values-led behaviours, implement cultural action plans, and support cultural conversations and improvement activity.
- **Human Resources, Occupational Health, Equality, Diversity and Inclusion and Workforce Development Teams:**
Maintains close working relationships with HR, Recruitment, EDI, Quality Assurance and other Workforce Development colleagues to ensure cultural improvement work is integrated into people processes and organisational priorities.
- **Staff Networks and Employee Groups:**
Provides support, guidance and facilitation to staff networks and representative groups, ensuring their insights, experiences and ideas inform cultural improvement and inclusion strategies.
- **All Employees Across Operational and Support Roles:**
Builds trust and rapport with staff at all levels, fostering open dialogue, encouraging feedback, and promoting a positive, inclusive organisational culture

External Contacts

- **Regional Fire and Rescue Services:**
Engages with neighbouring and regional FRSs to share learning, benchmark approaches, participate in cultural and EDI forums, and identify opportunities for collaborative improvement across the sector.
- **National Fire Chiefs Council (NFCC) and Sector Networks:**
Contributes to and draws from NFCC workstreams, national cultural recommendations, and EDI networks to ensure local practice reflects current sector expectations and emerging best practice.
- **Professional Bodies, External Partners and Community Organisations:**
Builds relationships with specialist organisations (e.g., equality bodies, training providers, membership associations) to enhance cultural improvement capability, support EDI compliance, and inform innovation in service delivery.

Local Government and Inspection Bodies

- **Liaises with local authority partners, HMICFRS and other relevant stakeholders to support the Service's cultural improvement commitments, provide updates, and ensure alignment with sector standards.**

Responsibility for Resources

- Responsible for the proper care and appropriate use of IT equipment, training materials, and resources used for presentations, workshops, staff engagement activities, and cultural interventions.
- May occasionally oversee logistical aspects of meetings, workshops, and multi-stakeholder engagement events.

WORK ENVIRONMENT

Work Demands

The role requires the ability to manage a varied and sometimes complex workload in a fast-paced organisational environment. The post-holder will:

- Balance competing priorities, often working on multiple cultural improvement activities, engagement exercises, reports and projects simultaneously.
- Respond to changing organisational needs, national recommendations, inspection findings (e.g., HMICFRS), and internal workforce developments at short notice.
- Meet tight deadlines associated with governance reporting, cultural action tracking, performance updates and project milestones.
- Adapt to a mix of planned and reactive work, including responding to emerging cultural issues, staff concerns, or new organisational priorities.
- Work flexibly to support events, training, workshops and stakeholder engagements, which may occasionally require adjusted working hours.

Overall, the role demands good organisational skills, resilience, and the ability to work proactively and independently within a dynamic cultural improvement environment.

Physical Demands

- All duties can be performed with normal physical effort.
- The role primarily involves desk-based work, use of computer systems, and attendance at meetings or training sessions.

Occasional movement of light materials (e.g., training resources, presentation equipment) may be required when supporting engagement or development activities

Working Conditions

- The majority of work is undertaken in an office or hybrid working environment, using standard IT and communication equipment.
- The post-holder will be required to travel to Service locations, training venues, district offices and partner organisations for meetings, engagement activities or site visits.
- Occasional attendance at regional or national meetings, networks or conferences may be required.
- Exposure to adverse or challenging conditions is minimal, though the role may involve visiting operational stations where standard safety protocols must be followed.

Work Context

- Work involves minimal risk to personal safety, with risks mitigated through normal organisational policies, lone-working procedures and adherence to health and safety requirements.
- The role will regularly handle sensitive or confidential information, requiring a high level of professionalism, discretion and emotional resilience.

- The post-holder may occasionally be exposed to emotionally sensitive or challenging conversations, particularly when facilitating cultural discussions, responding to staff experiences or reviewing inclusion-related concerns.

The environment is supportive but requires the ability to manage expectations, maintain neutrality and work respectfully with diverse groups of staff and stakeholders

Signature

Designation

Date

CONFIRMED BY:

RECEIVED BY:

PREPARED BY:

POSTHOLDER

Note: The contents of this job description will be subject to regular review and amendment over time to ensure they continue to accurately describe the job requirements.