

Public Document Pack



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Human Resources Policy and Challenge Group.

Bedford Borough Councillors: C Atkins and J Mingay

Central Bedfordshire Councillors: P Downing

Luton Borough Councillors: R Saleem, T Khan and Y Waheed

A meeting of **Human Resources Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Thursday, 11 January 2018** starting at **10.00 am**.

Nicky Upton
Democratic and Regulatory and Services Supervisor

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Chair	
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below).
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the minutes of the meeting held on 20 September 2017 (Pages 1 - 6)
5.	Human Resources Programme and Performance 2017/18 Quarter 2	ACO	To consider a report (Pages 7 - 20)
6.	Audit and Governance Action Plans Monitoring Report	ACO	To consider a report (Pages 21 - 28)

Item	Subject	Lead	Purpose of Discussion
7.	Equality Duty Report	DivAd	To consider a report (Pages 29 - 64)
8.	Single Equality Scheme Review	DivAd	To consider a report (Pages 65 - 72)
9.	Positive Action Report	HSP	To consider a report (Pages 73 - 86)
10.	Staff Opinion Survey Report	HSP	To consider a report (Pages 87 - 108)
11.	Review of the Human Resources Policy and Challenge Group's Effectiveness	ACO	To consider a report (Pages 109 - 114)
12.	Corporate Risk Register	HOA	To consider a report (Pages 115 - 118)
13.	Annual Appraisal Process	ACO	To consider a report (Pages 119 - 144)
14.	Firefighter Pension - 2017 Regulation Amendments	HHR	To consider a report (Pages 145 - 146)
15.	Review of Work Programme 2017/18	Chair	To consider a report (Pages 147 - 152)
	Next Meeting		10.00 am on 20 March 2018 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

DECLARATIONS OF INTEREST

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 4

MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 20 SEPTEMBER 2017

Present: Councillors Y Waheed (Chair), C Atkins, T Khan, R Saleem, and J Mingay

ACO Z Evans, SOC A Peckham, AC D Cook and Ms D Clarke

16-17/HR/14 Apologies

There were no apologies for absence.

16-17/HR/15 Election of Vice Chair 2017/18

Councillor Saleem proposed, and Councillor Atkins seconded, that Councillor Mingay be elected as Vice-Chair of the Policy and Challenge Group for the remainder of 2017/18.

RESOLVED:

That Councillor Mingay be elected as Vice-Chair of the Policy and Challenge Group for the remainder of 2017/18.

16-17/HR/16 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

16-17/HR/17 Communications

ACO Evans provided an update on the national pay negotiations. The original offer from the employer's side was an initial 2% increase backdated to July 2017 with further discussions around the broadening of the role of a firefighter leading to a potential 3% additional increase.

This offer had been rejected by the membership of the FBU and a revised offer of a 1% increase with a commitment to ongoing discussions had been made by the employer's side. The FBU had not yet responded to the revised offer.

As a result of this, the decision of the FBU Executive Council is that the trials of EMR (co-responding) shall cease pending negotiations for an approved offer.

A full update would be provided to Members at the meeting of the Authority on 20 October 2017.

Councillor Atkins reported that she had only recently begun receiving communications from the Home Office in her role as Chair of the Authority. She would circulate these on to all Members of the Authority for information.

16-17/HR/18 Minutes

In response to requests made at the previous meeting, ACO Evans advised that, in relation to Minute 17-18/HR/007 (Human Resources Performance Monitoring Year End Report and Programmes to date) the number of staff, as well as the percentage relating to performance indicator EQ2 (recruitment of minority ethnic staff across the whole organisation) was now included in the exception report for information.

Further to Minute 17-18/HR/010 (Absence Year End Report), Members had requested comparative data for the number of informal and formal written warnings that had been issued to members of staff. In 2015/16, 43 informal written warnings and 8 formal written warnings had been issued. This was in comparison to 51 informal written warnings and 8 formal written warnings issued in 2016/17.

RESOLVED:

That the Minutes of the meeting held on 29 June 2017 be confirmed and signed as a true record.

16-17/HR/19 Human Resources Performance Monitoring Quarter One and Programmes to date.

ACO Evans submitted the performance for the first quarter of 2017/18 against the Human Resources programme, projects to date and Human Resources performance indicators and associated targets.

The HR & Payroll project was RAG rated as Amber as a result of cost overruns and compatibility issues. There had also been a high level of staff turnover. Stage 1 of the project was expected to be signed off at the end of September or the beginning of October.

ACO Evans highlighted the positive performance against HR1 (the percentage of working time lost due to sickness). She reminded Members that this had been reporting as Red at the end of 2016/17 and that performance continued to be closely monitored.

Following Councillor Downing's suggestion that the Service could look at reimbursing members of staff who wished to arrange a flu vaccination privately, ACO Evans reported that the introduction of an e-voucher system to enable employees not eligible for a free flu vaccination to be reimbursed was being considered. This was on the back of the World Health Organisation predicting a significant impact of winter flu as seen in Australia and recognition that the flu vaccine had been successful against the strain. The situation would continue to be monitored.

Members acknowledged the inclusivity of the current whole-time recruitment campaign. Targeted positive action events had been held to encourage applications from under-represented groups and to improve the diversity of the Service workforce so that it was more representative of the local communities in Bedfordshire.

The Service had worked closely with Bedfordshire Police to learn from the Police's recent recruitment campaign that had been successful in attracting a high number of BAME applicants.

One of the challenges facing the Service in increasing the diversity of its workforce was the lack of whole-time recruitment campaigns between 2009 and 2015. There had also been no

national campaign focusing on the broadened role of the modern firefighter, including the increased focus on prevention and educational activities.

The diversity of the Service's Cadets, particularly in Luton, was recognised, and ways to facilitate the route towards a career in the Service for committed Cadets was being explored.

It was noted that two of the recent whole-time recruits were former Cadets.

SOC A Peckham reported on performance against the equality and training indicators.

EQ1a (percentage of new entrants to the Retained Duty System to be women) had missed its target as there had been one RDS recruits course in July and this had one female on it. Another course was planned for October and four females were being processed through the system. This should result in increased performance in future quarters, subject to the successful completion of the recruitment process.

EQ1b (percentage of new entrants to the whole time operational duty system to be women) had only just missed target by 0.44%. Positive action events were being planned and female firefighters had applied to transfer into the Service from other Services. The successful transfer in of a female applicant would make a significant difference to the performance against this indicator.

EQ2 (recruitment of black and minority ethnic staff across the whole organisation) had missed its target of 14%. Recent support vacancies had generated interest from BAME applicants; however, none of the applicants had successfully progressed through to the interview stage.

The majority of training indicators had met or exceeded their targets, with the exception of T3 (percentage of station based operational staff that have attended Water First Responder course within the last three years), T5 (percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years), T6 (percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years), and T8b (percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDR Pro within last 12 months).

T3 had missed its target by 2%. This related to 14 personnel, 13 of whom had already been nominated on forthcoming courses. The remaining individual had now been identified and would be nominated for a future course.

T5 had missed its target by 7%. This represented three stations and/or watches that required more qualifying personnel. The Service was considering running an additional training course for these personnel.

T6 had missed its target by 3% or 13 personnel. Six had been nominated for future courses and the remaining seven had been identified and would be nominated for future courses.

T8b was 2% off target but was an improvement of 1% from the end of year performance figure and performance was above the five-year average. Publication of new operational documents had increased the learning and assessment requirements. Support was in place for individuals and managers to ensure improvement was maintained.

In response to a question, ACO Evans advised that, at this moment in time, it was not anticipated that performance against the training indicators would be adversely affected by the ongoing national negotiations on pay and conditions.

The Group noted that there was strong performance against all the health and safety indicators which had exceeded their targets for the reporting period.

RESOLVED:

That the progress made on Human Resources Programmes and Performance be acknowledged.

16-17/HR/20 Audit and Governance Action Plans Monitoring Report

ACO Evans introduced the report on progress made to date against current action plans arising from internal and external audit reports.

Extensions to the completion dates for two low priority actions arising from the internal audit of Governance, Transparency and Decision Making from July 2017 to 31 March 2018 were being requested due to capacity issues in the HR Team.

Work to update the website to include all staff in the top three levels of the organisation and to publish a list of responsibilities and details of bonuses and 'benefits in kind' for all employees whose salary exceeded £50,000 would be completed during 2017/18.

All other actions listed in the report were completed or in progress for completion by the agreed completion dates.

RESOLVED:

1. That progress made to date against the action plans be acknowledged.
2. That the requests for extensions to completion dates for actions arising from the audit of Governance, Transparency and Decision Making be approved.

16-17/HR/21 Annual Report of Provision of External Training

SOC A Peckham provided Members with an overview on the external training provision within the Service. He advised that there had been a managed budget reduction of 50% for external training in the last five years from £414,500 in 2010/11 to £219,300 for 2016/17.

Members were assured that the Service continued to fully support the training and development of all staff and delivered on all its training requirements.

The report included information on the training types and providers, as well as outlining the training provided through the Fire Service College. All new whole-time recruits were trained through the Fire Service College. Training for new RDS staff was provided internally.

In response to a question on the increased spend on driver training, the Group was advised that driver licensing requirements had changed. Individuals with drivers licences issued after a certain date required training to enable them to pass an additional driving test to receive entitlement to drive the category of vehicles including those that pulled trailers.

SOC A Peckham emphasised that the Service was committed to continuing professional development. Of a total of 127 applications for external training, learning and development, all

but three were supported and approximately 100 members of staff were currently enrolled in a formal development programme at the present time.

It was requested that a visit to the Fire Service College be arranged for all Members of the Authority. This could take place whilst recruits to the Service were undertaking their foundation training.

RESOLVED:

1. That the report be received.
2. That a visit to the Fire Service College be arranged for Members.

16-17/HR/22 Health and Safety Annual Report

AC D Cook presented the Service's Health and Safety Annual Report for the year 2016/17 to the Group. He drew the Group's attention to the following:

- The Service continued to prioritise the management of health and safety.
- 25 new risk assessments had been added to the library and 92 risk assessments reviewed during the reporting period.
- 25 new Provision and use of Work Equipment (PUWER) assessments had been completed and 238 existing assessments had been reviewed during the reporting period.
- Footage obtained from vehicle mounted CCTV system had been viewed on 59 occasions, 36 of which were to support vehicle collision investigations.
- The number of workplace accidents had significantly reduced from 84 in 2015/16 to 52 in 2016/17.

In response to a question, AC D Cook reported that more vehicle collisions occurred at Luton Fire Station than at any other station as there was a higher vehicle movement rate at the station given its location, the number of rescue appliances based there and the number of emergency calls it responded to.

It was noted that the report provided the Group with a high level of assurance of the Service's management of health and safety issues.

Members commented on how easy the document was to read. Thanks was given to Darren Cook and the Health and Safety Team for producing the document and all the work documented within it.

RESOLVED:

That the Health and Safety Annual Report 2016/17 be acknowledged.

16-17/HR/23 Corporate Risk Register

AC D Cook presented his report on the Corporate Risk Register. There had been no changes and two updates to risks within the Corporate Risk Register relating to Human Resources.

The risk rating for CRR40 (if there is a retirement of a large number of operational officers over a short period of time then we lost significant operational and managerial experience within the service which could ultimately affect our service delivery and wider corporate functionality in the shorter term) had been updated as a new recruitment process had commenced in August 2017. The successful candidates would be eligible for foundation training in 2018.

CRR25 (if operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to:- Incident Command- Use of Breathing Apparatus – Compartment Fire Behaviour – Water related Incidents – High-Rise Incidents – Work at Height- then there is the potential to cause significant injury or even deaths to our staff) had also been updated as 13 new firefighters attended the foundation course at the Fire Service College in June 2017. Performance of all operational firefighters and managers was regularly monitored and reported through the respective indicators measuring performance against safety critical training activities. These had stretch targets for 2017/18. Senior management were offered leadership courses through CFOA and transfers-in also brought previous experience to the Service.

Ms D Clarke, the Head of Human Resources, advised that reports on workforce planning, including three and five year forecasts, were presented to the Service's Corporate Management Team on a regular basis. The Service also made plans for its ongoing assessment and development programme to prepare personnel for further progression within the Service.

RESOLVED:

That the review of the Service's Corporate Risk Register in relation to the Human Resources Policy and Challenge Group be noted and approved.

16-17/HR/24 Work Programme 2017/18

Members received the updated Work Programme for 2017/18. The positive Action Report and the Public Sector Equality Scheme Review originally scheduled for the meeting had been postponed to the Group's next meeting in January 2018.

RESOLVED:

That the Work Programme be agreed, subject to the annual report on the provision of external training and the Public Sector Equality Scheme review being deferred from the June 2018 meeting to the following meeting.

The meeting ended at 11.10 am

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 5**

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER TWO (JULY 2017 TO SEPTEMBER 2017)

For further information on this Report contact: Adrian Turner
Service Performance Analyst
Tel No: 01234 845022

Background Papers:

Previous Human Resources Quarterly Programme and Performance Summary Reports.

Implications (tick✓):

LEGAL	✓	FINANCIAL	✓
HUMAN RESOURCES	✓	EQUALITY IMPACT	✓
ENVIRONMENTAL	✓	POLICY	✓
CORPORATE RISK	Known ✓	OTHER (please specify)	
	New	CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Human Resources Policy and Challenge Group with a report for 2017/18 Quarter Two detailing:

1. Progress and status of the Human Resources Programme and Projects to date.
2. A summary report of performance against Human Resources performance indicators and associated targets for Quarter Two 2017/18 (July 2017 to September 2017).

RECOMMENDATION:

Members acknowledge the progress made on Human Resources Programmes and Performance and consider any issues arising.

1. Programmes and Projects

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
 - The existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
 - Significant capacity issues have affected the ability of the existing projects to remain broadly on track to deliver their outcomes within target timescales and resourcing;
 - Any new projects will be within the medium-term strategic assessment for Human Resources areas; and
 - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Human Resources over the next three years.
- 1.3 Full account of the financial implications of the Human Resources programme for 2017/18 to 2020/21 has been taken within the 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.
- 1.4 No new Human Resources projects have been added in this period.
- 1.5 Other points of note and changes for the year include the following:
 - Phase 2 of the current HR & Payroll system project (to deploy time and expenses, and a recruitment module) has now commenced;
 - The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now be reviewing the Programme quarterly with the next Programme Board review scheduled for 15 February 2018.
- 1.6 Appendix A gives a summary of status to date. Progress on the delivery of the HR and Payroll system is reported to and reviewed by the Corporate Services Policy and Challenge Group and included at Appendix A for information.

2. Project Exceptions

2.1 The status of the HR & Payroll project remains Amber due to the previous project costs over-run (this cannot be ameliorated), and ongoing delays in the delivery of Workbench application interfaces in respect of non-sickness absence reporting and people/positions synchronisation.

2.3 The status of each project is noted using the following key:

Colour Code	Status
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets.

3. Performance

3.1 In line with its Terms of Reference, the Human Resources Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.

3.2 This report presents members with the performance summary outturn for Quarter Two 2017/18 which covers the period July 2017 to September 2017. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2017/18 planning cycle.

3.3 The status of each measure is noted using the following key:

Colour Code	Exception Report	Status
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%

4. Summary and Exception Reports Q2 - 2017/18

4.1 **EQ1a - Percentage of new entrants to the retained duty system to be women**
This performance was reported in Q1 as Red (0%) as there was no training activity. A training course for new On-call firefighters took place Q2. This course of 11 had 1 female firefighter attend. A total of 12 new On-call firefighters have started in Q2. Target has been met (7.69%). A further training course is planned for Q3 which is anticipated to further improve our performance at attracting new On-call female firefighters.

All performance indicators achieved their target, except for:

4.2 EQ1b - Percentage of new entrants to the whole-time operational duty system to be women

This performance was reported in Q1 as Amber (5.56%). This represents 1 female firefighter on a Foundation training course in June 2017. There has not been a further course in Q2. A planned transfer process of experienced firefighters within Q4 (January 2018) is expected to include female firefighters which would improve performance further.

4.3 EQ2 - Recruitment of black and minority ethnic staff across the whole organisation

18 people in total were appointed in Q2 (12 On-call firefighters and 6 non-operational staff) however despite on-going positive action and a clear advertising process, attraction levels for BAME candidates remains lower than expected and this is reflected in a low appointment level, with 1 BAME candidate appointed within the On-call recruitment. Total BAME recruitment for the year is 2 (7.32%). Continued efforts are required to improve attraction levels to all positions.

4.4 T3 - Percentage of station based operational staff that have attended Water First Responder course within the last three years

The Q2 target was missed by 1% and equates to 5 operational personnel who have been specifically targeted for next available Water First Responder course in Quarter 3.

4.5 T5 - Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.

Currently 91% compliant across Service this is as a result of 3 locations being below 60% target, at two of the locations this is due to the recruitment of 3 new personnel in the last period. Training and Development centre is specifically targeting these individuals with the provision of an additional Trauma care initial in Quarter 4 this will provide 12 further trained operational personnel.

4.6 T6 - Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.

For Q2 this is reported at 96%, which is 2% off target and represents 4 personnel who have been specifically targeted for courses scheduled during October 2017.

4.7 **T8b - Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period**

This PI is 3% below target and has fallen by 1% compared to the last quarter. This is partly due to requirements for all personnel (including On-Call (RDS)) to undertake online assessments for a suite of new Tactical Operational Guidance (TOG) documents as they are issued and published electronically on Learnpro. We are approximately 60% complete on the overall number TOGs which On-Call personnel will be required to undertake assessments for. The remaining TOGs will be issued and assessments will be completed over the next quarter and we would expect to see an improvement in this PI figure from the first quarter of next year.

ZOE EVANS
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services	Optimise the use of existing business systems and replace where appropriate.	Amber	<p>The HR & Payroll Project Phase 1 is now drawing to a close. The iTrent system has been successfully implemented: the board has decided not to close the project until some of the key processes have been developed as detailed below. Phase 1 remains on Amber due to cost over-runs, and this cannot be ameliorated, as previously reported.</p> <p>The sickness absence notification process has now gone live for Grey Book staff in addition to Green Book and a timeline is in place to complete the non-sickness absence reporting process and the People/Positions synchronisation process between MIS and iTrent. The developer responsible for this work has had his contract extended by 16 weeks to enable both this work, and knowledge transfer to take place.</p> <p>Remaining work outstanding in Phase 1 includes the following:</p> <ul style="list-style-type: none"> • Finalising the formal process for requesting reports; • Completing the review of access to sensitive data for HR Personnel and creation of security profiles; • Completing the work on HR Data security policy and procedure; • Ongoing development and documentation of Business Objects reports; • Grey Book holiday recording in iTrent;
Project Description	Aims	Performance Status	Comments

HR/Payroll System and Services, cont....	Optimise the use of existing business systems and replace where appropriate.	Amber	<ul style="list-style-type: none"> • Completing the MIS/iTrent synchronisations • Reviewing/finalising workflows • Finalising training materials • Reviewing/updating absence calculations
		Completed	<p>Workbench synchronisations:</p> <p>Sickness Absence Application</p> <p>This project is now complete as the issues surrounding VDI compatibility have been resolved and the Sickness Absence Reporting Workbench app has been live for Green Book since 21/08/2017 and Grey Book since 31/10/2017. This application provides a simple interface for all staff to use to report a colleague sick or book them fit, automatically updates relevant business systems and Workbench provides management notifications. This application replaces both the current Green Book STEP process and the paper based Grey Book process, consolidating and streamlining the sickness reporting process.</p>

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services, cont....	Optimise the use of existing business systems and replace where appropriate.	Red	Non-Sickness Absence Application The status of this project is Red as the expected delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI Team. Work on this development is progressing, and the contract has been extended for the specialist tasked to complete this work. This is currently on track to be completed mid-January 2018. The purpose of this application is to transfer absence data from iTrent to MIS, to ensure rota book accuracy is maintained. This will not require any input from staff and will run automatically in the background. This data is currently being manually entered into MIS and is therefore subject to delay and inaccuracies as well as increasing pressure on resources. This application will increase accuracy and timeliness of availability data.

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services, cont....	Optimise the use of existing business systems and replace where appropriate.	Red	<p>iTrent/MIS Synchronisation</p> <p>The status of this project is Red as the expected delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI Team. The contract has been extended for the specialist tasked to complete this work and is currently on track to be completed mid-March 2018. Work on this development is progressing, and the memory leak and licensing issues have now been resolved.</p> <p>The purpose of this application is to ensure that the accuracy of staff position data is maintained by transferring updates from iTrent to MIS. This includes starters, leavers and changes in position. This will not require any input from staff and will run automatically in the background. This data is currently being manually entered into MIS and is therefore subject to delay and inaccuracies as well as increasing pressure on resources. This application will increase accuracy and timeliness of staff data.</p>

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Human Resources									
EQ1a	Percentage of new entrants to the retained duty system to be women.	Higher is Better	6.6%	3.57%	0.00%	7.69%	6.6%	Green	n/a
EQ1b	Percentage of new entrants to the whole time operational duty system to be women	Higher is Better	6%	14.81%	14.81%	5.56%	6%	Amber	n/a
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	13.86%	13.51%	7.32%	14%	Red	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.31%	4.06%	3.57%	4.3%	Green	17% Better than Target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.65%	1.46%	1.27%	For Info Only		
HR3	The percentage of returned appraisal documents (all staff)	Higher is Better	90%	n/a	n/a	92.8%	90%	Green	3% Better than Target

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development									
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T1	Percentage of station based operational staff that have attended an assessed BA course within the last Three years	Higher is Better	98%	94%	99%	99%	98%	Green	1% better than target
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Higher is Better	98%	98%	100%	100%	98%	Green	2% better than target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	88%	99%	97%	98%	Amber	Missed target by 1%
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years	Higher is Better	98%	97%	98%	99%	98%	Green	1% better than target
T5	Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.	Higher is Better	98%	94%	96%	91%	98%	Amber	Missed target by 7%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 - QUARTER 2

APPENDIX B

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development (cont.)									
T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Higher is Better	98%	64%	96%	96%	98%	Amber	Missed target by 2%
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	100%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	Higher is Better	92%	93%	94%	95%	92%	Green	3% better than target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	Higher is Better	92%	88%	88%	90%	92%	Amber	Missed target by 3%

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development (cont.)

T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Higher is Better	98%	64%	96%	96%	98%	Amber	Missed target by 2%
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	100%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	Higher is Better	92%	93%	94%	95%	92%	Green	3% better than target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	Higher is Better	92%	88%	88%	90%	92%	Amber	Missed target by 3%

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development (Cont.)

T8c	Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.	Higher is Better	92%	85%	89%	93%	92%	Green	1% better than target
T8d	Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.	Higher is Better	92%	94%	93%	93%	92%	Green	1% better than target

Health and Safety

H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	3.78	0.75	0.00	0.00	1.89	Green	Better than target
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	384.8	109.31	45.03	2.32	192.40	Green	Better than target
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.	Lower is Better	781.8	274.39	1006.78	0.00	390.90	Green	Missed target

Notes: The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target.

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 6**

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: AUDIT AND GOVERNANCE ACTION PLANS MONITORING REPORT

For further information on this report contact: Karen Daniels
Service Assurance Manager
Tel No: 01234 845013

Background Papers:

- Action Plans contained in Internal and External Audit Reports
- Action Plan contained in the Annual Governance Statement 2016/17
- Minutes of the Audit Committee dated 5 April 2012

Implications (tick ✓):

LEGAL			FINANCIAL	✓
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	✓
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on progress made to date against current action plans arising from internal and external audit reports.

RECOMMENDATION:

That Members acknowledge progress made to date against the action plans and consider any issues arising.

1. Introduction

1.1 The Members of the Audit and Standards Committee previously endorsed that the Committee should receive monitoring reports at each of its meetings advising of progress against current action plans arising from internal and external audit reports, and the Authority's Annual Governance Statement.

1.2 In their meeting on 5 April 2012, Members of the Audit and Standards Committee agreed that progress on the action plans be reported to each meeting of the appropriate Policy and Challenge Group and action point owners report progress by exception to the Audit and Standards Committee. This is the third such report to the Human Resources Policy and Challenge Group for the year 2017/18.

2. Monitoring Report of Actions Arising From Internal and External Audit Reports

2.1 The monitoring report of progress made to date against agreed actions arising from internal and external audit reports is attached as Appendix A.

2.2 The monitoring report covers, in order, the following:

- Outstanding actions from internal and external audit reports, including those reports received during 2017/18 and those from previous years, which have a proposal to extend the original completion date. There are no requests to extend the original completion date.
- Outstanding actions from internal and external audit reports, including those reports received during 2017/18 and those from previous years, which are on target to meet the original or agreed revised completion date.
- Completed actions which are subject to a subsequent or follow up audit. These will remain on the report until this audit is complete and the action validated.
- Completed actions that are of a Low risk and do not require a follow-up audit. These will be removed from the report once they have been reported as completed to the Policy and Challenge Group.
- Any actions that have been superseded by new actions. (Actions are removed from the report once they have been reported as superseded to the Policy and Challenge Group.)

2.3 There are no requests to extend the original completion date. All High and Medium actions which are completed are subject to a follow-up audit.

3. Monitoring Report of Actions Arising from the Authority's Annual Governance Statement
- 3.1 The monitoring report covers the actions within the 2016/17 Annual Governance Statement (if applicable) which was formally adopted by Members of the Audit and Standards Committee, on behalf of the Authority, at their meeting on 14 June 2017, as part of the 2016/17 Statement of Accounts.
4. Organisational Risk Implications
- 4.1 The actions identified within internal and external audit reports and the Annual Governance Statement represent important improvements to the Authority's current systems and arrangements. As such, they constitute important measures whereby the Authority's overall management of organisational risk can be enhanced.
- 4.2 In addition, ensuring effective external and internal audit arrangements and the publication of an Annual Governance Statement are legal requirements for the Authority and the processes of implementation, monitoring and reporting of improvement actions arising therefore constitute an important element of the Authority's governance arrangements.

**ZOE EVANS
ASSISTANT CHIEF OFFICER
(HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
GOV 5 (16/17)	RSM May 17: Final Report (16/17)	Governance Transparenc y & Decision Making Head of Human Resources	Low	The Authority will update its website to include all staff who are in the top three levels of the organisation regardless of the salaries they may earn.	The action is on the HR workplan but owing to resource and capacity issues in HR has not yet been completed. It will be completed within this years team plan 17/18 e.g. no later than March 2018	Original Jul 17 Agreed extension to Mar 18	In Progress
GOV 6 (16/17)	RSM May 17: Final Report (16/17)	Governance Transparenc y & Decision Making Head of Human Resources	Low	The Authority will publish the following in relation to senior salaries: <ul style="list-style-type: none"> a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000. 	This action was planned to be completed by July 2017 but resource and capacity issues have prevented this. It is still planned to complete during 17/18	Original Jul 17 Agreed Extension to Mar 18	In Progress
RetRec 1.1 (16/17)	RSM Apr 17: Final	Retained Recruitment	Low	The Head of Training and Development will ensure that the data recorded	The Service's 'People Strategy' is presented to Fire Authority members and is	Original Mar 18	In Progress

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
	Report (16/17)	Head of Training and Development		within the 'People Strategy' when reported to the HR Policy and Challenge Group is appropriately captured within the minutes to clearly evidence where this has been reported and discussed. In addition, the Authority will ensure that during 2017/18 the details within the recently published 'National People Strategy' will be incorporated in the Authority's current People Strategy.	recorded as item 3 within the Terms of Reference for the HR Policy and Challenge meetings. A National Fire Chiefs Council (NFCC) workstream is developing a People Strategy that will be incorporated into the Service version.		
RetRec 1.2 (16/17)	RSM Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Low	The Head of Training and Development in conjunction with the Assessment & Selection Co-ordinator will ensure that the Retained Duty System (RDS) Policy and Procedures document is updated to: <ul style="list-style-type: none"> Incorporate the additional retained recruitment procedures and flowcharts, including the 'Re-Employment as 	The Policy V10 17 02 'on-call recruitment policy and procedure' has been reviewed, updated and presented for consultation in June 2017. The policy incorporates all elements raised within the audit process.	Original Sep 17	Completed – No follow up required

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
				<p>RDS' Procedure;</p> <ul style="list-style-type: none"> Record the additional checks on National Insurance, Right to Work in the UK and DVLA details; and Include links to other Policies, Procedures and Guidance Notes where applicable. <p>Once updated the RDS policy and Procedures document will be formally approved and published on the Intranet to be available to all staff to follow.</p>			
RetRec 1.4 (16/17)	RSM Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Medium	The Head of Training and Development will ensure that all required recruitment documents and checks are fully completed and performed prior to a Retained Firefighter starting at the Authority.	It is HR policy not to start anyone without the necessary clearances having taken place. Specific and essential documents are required prior to progression for training. Timescales for RDS recruitment have been extremely tight and there has not been time to process all clearances before the individual is required to start the course. In these cases,	Original Jun 17	Completed – To be confirmed by follow-up audit

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
					<p>their continuous employment is always subject to all clearances being obtained. This is stipulated in the paperwork supplied.</p> <p>Of those applications sampled, all have been reviewed to ensure they meet requirements. The sample included personnel that may have not completed their application process and/or been returning to RDS duties.</p> <p>12.07.17 - confirmation that a check process exists for each application to monitor recruitment documents. Any employment offer prior to full document receipt will be subject to individual case scrutiny, organisational need and provisional pending final outcome assessment.</p>		

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 7**

REPORT AUTHOR: DIVERSITY ADVISER

SUBJECT: PUBLIC SECTOR EQUALITY DUTY REPORT

For further information on this Report contact: Robert Jones
Diversity Adviser
Tel No: 01234 845057

Background Papers: None

Implications (tick ✓):

LEGAL	✓		FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	✓
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Human Resources Policy and Challenge Group with the Public Sector Equality Duty Report (2016/17) for Members' consideration.

RECOMMENDATION:

That the submitted report be approved.

1 Introduction

- 1.1 The Public Sector Equality Duty (PSED) Report for 2016/17 supports the Service in demonstrating action against the requirements of the Public Sector Equality Duty.
- 1.2 The 2016/17 PSED report is set out in a similar format to the 2015/16 PSED report, split into two sections, with section one focusing on the Workforce and section two on the Services we provide.

- 1.3 Public authorities are required to publish information to demonstrate their compliance with the Equality Duty.
- 1.4 The specific duties are not particularly prescriptive about the information that needs to be published, but it must include information relating to the people who share relevant protected characteristics who are:
- The employee of the listed body (for authorities with 150 staff or more)
 - People affected by its policies and practices (for example Service Users)

The information must be published in a manner that is accessible to the public. As per previous years the document will be available on the Service's website

- 1.5 Section 1 of the report, provides an overview of our equality and diversity employment monitoring data as at 31 March 2017. It covers age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. The data relates only to those who are directly employed by Bedfordshire Fire and Rescue Service, it excludes agency staff.
- 1.6 Section 2, focuses on the main types of incidents that we respond to, how the Service is able to measure customer satisfaction against our work and reports on the annual number of complaints and compliments received.
- 1.7 The information contained in this report forms part of the Service's continuing dialogue in demonstrating our compliancy with the Public Sector Equality Duty.

2. Implications

- 2.1 In developing and publishing this report the Service provides firm assurance that we remain committed to furthering the equality and diversity agenda for the foreseeable future.
- 2.2 The Annual PSED Report constitutes part of our on-going dialogue for demonstrating compliance against the Public Sector Equality Duty and may be used as evidence along with the report on the Single Equality Scheme which is published on the Service website.

ROBERT JONES
DIVERSITY ADVISER



Bedfordshire
Fire and Rescue Service



Public Sector Equality Duty

5th Annual Report

2017

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Bedfordshire Fire and Rescue Service

What the Law Says

Bedfordshire Fire and Rescue Service (BFRS), as a public body, is subject to the Public Sector Equality Duty (PSED), which is made up of a general equality duty supported by specific duties as outlined within the Equality Act (2010).

The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

1. eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
2. advance equality of opportunity between people who share a protected characteristic and people who do not share it;
3. foster good relations between people who share a protected characteristic and people who do not share it.

Public authorities covered by the specific duties must publish information to demonstrate their compliance with the general equality duty. All listed bodies had to do this for the first time by 31 January 2012, and then at least annually from the first date of publication.

The specific duties are not particularly prescriptive about the information that needs to be published but it must include information relating to people who share a relevant protected characteristic who are:

- the employees of the listed body (for authorities with 150 staff or more)
- people affected by its policies and practices (for example, service users)

Protected characteristics include: age, gender, race, disability, religion/belief, sexual orientation, marriage/civil partnerships, pregnancy & maternity, gender reassignment.
--

Introduction

This report provides information about our workforce and the services we deliver, and demonstrates our compliance with the requirements of the Equality Act (2010).

It is an annual reflection covering the period 1 April 2016 to 31 March 2017, charting the progress made since our first PSED report was published in January 2012.

The Service's Equality Objectives for 2012 – 2016 have been progressed and in 2016, BFRS consulted on a new set of Equality Objectives for 2016 to 2020; these are captured within our Single Equality Scheme Action Plan.

The report provides information on;

- The Services Equality Objectives; work that we have done to further the aims of the PSED
- Profile of communities across Bedfordshire and how this information helps target work to reduce risks across all communities.
- The workforce, providing an overview from an equalities perspective and seeks to improve the working environment for people who currently work for the Service and for those seeking or aspiring to join us.
- Services that BFRS provide; this is the work which impacts directly on the communities across Bedfordshire and which seeks to ensure equitable outcomes for those who have or may need to access our services.

Copies of previous reports can be found on our website at www.bedsfire.com

Equality Objectives

The Service produced a set of Equality Objectives in 2012, as part of our Single Equality Scheme (SES). These objectives listed 23 areas of work that the Service committed itself to complete over a 4 year period to 2016.

The aim of these Equality Objectives was to:

- Demonstrate how the Service would promote equality and diversity and eliminate harassment & unlawful discrimination in the workplace and across the Service we provide;
- Highlight the actions the Service would take to improve its equality and diversity performance outcomes; and
- Show how the Service intended to meet the legal responsibilities under the Equality Act 2010 and other legislation.

A report which reviewed progress and closed the 2012 SES was produced in 2016 and is available at www.bedsfire.com .

Following closure of the 2012-16 SES the Service consulted on a new set of Equality Objectives for the next 4 years (2016 to 2020) these are to:

1. Achieve excellence against Equality Frameworks
2. Improve public access to equality information
3. Deliver equality and diversity training for all staff
4. Improve equality monitoring across all Service areas
5. Embed equality in commissioning and procurement activity

In line with good governance, the Services Corporate Equality Group (CEG) monitors the equality objectives quarterly.

Strategic Objectives

The Service has three key strategic objectives:

1. To respond effectively, manage risks and reduce the number of emergency incidents that we attend.
2. To ensure high standards of corporate governance and continued service improvement; and
3. To develop our employees and create a safe, fair and caring workplace for our staff

Knowing about the communities across Bedfordshire and having an understanding how issues around diversity and other factors such as social isolation, health, disability and poverty can impact on risk is essential for the Service to achieve these objectives.

To this aim we work closely with partner organisations and groups to address specific safety concerns and to protect communities and business from fire.

Partnership working and having a workforce drawn from the communities who have local knowledge and understanding is fundamental to the Service understanding risks and enables us to better help all sections of our communities to protect themselves, now and in the future.

The People we Serve

According to the Office for National Statistics (ONS) 2016 Mid-Year estimates, the population of Bedfordshire is 644,451

The estimated population in each unitary area is as follows:

- Bedford Borough: 168,751
- Central Bedfordshire: 278,900
- Luton: 216,800

The ONS Population Projections predicts that this total number will increase from 644,451 in 2016 to 721,000 in 2024.

The 2011 census report highlighted that Bedfordshire has a higher proportion of people over the age of 60 and a lower proportion aged 25-49 compared to other counties in East Region and the UK.

Our Practice

- Our workforce monitoring data forms part of the information we collate, monitor and publish to help us ensure equality considerations are embedded within our policies and practices, as well as meet our responsibilities under the Public Sector Equality Duty.
- The Service publishes its equality objectives separately within the SES. The latest SES 2016 – 2020 along with a report from the 2012 – 2016 SES can be found on the Services website at www.bedsfire.com.
- We have a well-established Equality Assessment process where all policies and changes to services are assessed for their potential impact against groups protected by the Equality Act (2010) known as 'Protected Characteristics' outlined below.
- An equality handbook has been produced, available for all staff and employees are supported to complete a range of equality related training which includes Equality and Diversity, Towards Cultural Competence and Unconscious Bias
- We conduct biannual staff surveys of all our employees to develop a clear understanding of both the type of culture we have now and the type of culture we are aiming for.
- BFRS is committed to ensuring the wellbeing of all its employees and provides an in-house Occupational Health and Fitness provision and an Employee Assistance Programme.

- Understanding the value of a healthy work-life balance, Bedfordshire Fire and Rescue Service offer employees the opportunity to request flexible working hours, homeworking, part-time, job-share and compressed/staggered/annualised hours. Non-operational staff (where appropriate) work on a flexitime system between the hours of 8am and 6pm.
- Our commitment to equality and diversity is driven by senior management, demonstrated by our own staff and supported by our Equality Advisor; progress is monitored through the Services Corporate Equality Group (CEG).
- In 2016 the Service was awarded the status of being a Disability Confident organisation in recognition of our approach to disability.
- The Service is affiliated to the Asian Fire Service Association (AFSA), Women in the Fire Service (WFS), Stonewall and the Employers Network for Equality and Inclusion (ENEI).

Executive Summary

As at 31 March 2017, Bedfordshire Fire and Rescue Service (BFRS) employed 551 people. 51 employees left during 2016/17 and there were 54 new appointments.

- Total firefighter strength as of the 31/03/17 at BFRS is 389 FTE.
- During the financial year 2016/17, of the 51 people leaving the Service, 42.1% left as a result of early/normal retirement the majority of leavers were firefighters (34% whole time, 38% RDS and 28% Support).
- As at 31 March 2017, 424 male staff was employed, out of which, 86.3% were firefighters. By comparison, only 18.1% of the 127 female employees were firefighters.
- 5.4% of our wholetime and 7.8% of our RDS 'on-call' firefighters are female. These are above the national average and show an improvement since 2015/16.
- 2.4% of staff described themselves as having a disability which has gradually decreased from previous years from 2.6% during 2015/16 and 3.5% during 2014/15. The number of staff not declaring their disability status has decreased from 12.9% (2015/16) to 4.9% this may be because of the new HR Employee self-service that was introduced.
- Staff not declaring their religion/belief had increased from 11.7% in 2015/16 to 17.2% in 2016/17.
- 7.6% of our workforce declared they are from an ethnic minority group which increased from 6.3% during 2015/16.
- 23.0% of our workforce is aged under 34, compared to 22.0% the previous year; 13.4% are aged over 55 compared to 12.4% the previous year.
- 2.2% of our workforce declared they are lesbian, gay or bisexual, similar to previous years.
- No employee has identified themselves as transgender.

This executive summary demonstrates that the Service has delivered a number of in-year successes and continued improvement, e.g. the proportion of our Service represented by BAME staff shows a year on year increase and the recruitment of female staff into operational roles have increased.

BFRS's profile as at 31 March 2017 is provided in the appendix.

Section 1: WORKFORCE

Total Workforce

Total firefighter strength at BFRS as at 31/3/17 is 389 FTE. This figure is slightly higher than 385 from the previous year.

The Service employed 551 staff in total, a reduction of 30 staff when compared with the previous year figure of 581.

23% of all staff at BFRS are women, very little change from previous years. Female representation at senior levels remains consistent at 30.0%.

Black and Minority Ethnic employees represent 5.4% of Operational, 8.0% Control and 11.7% of support staff, which reflects a slight improvement across all Service areas from the previous year.

Staff declaring a disability account for 2.4% of the workforce, which is a 2% decrease from the previous year. The Service has a higher number of staff with disabilities at senior management is 12.5%, uniformed middle management grades 7.7% and lower support grades 6.7%.

Percentage of female staff

Table 1a illustrates that BFRS, as at 31/3/2017, had more female staff when compared to National FRSs (table 1b), particularly of those working in support, control and RDS.

BFRS	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
%	5.4%	7.8%	6.2%	88%	58.6%	23.05%
	(15)	(11)	(26)	(22)	(82)	(127)
Total	277	140	417	25	140	551

Table 1a; Percentage of female staff at BFRS / Source: ITRENT 21/12/17

	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
England average	5.2%	4.5%	5.0%	75.7%	51.3%	14.6%
Non – Met average	4.9%	4.5%	4.7%	74.5%	51.7%	14%

Table 1b; Percentage of female staff for England & Non Met / Source: Home Office Operational Statistics Data Collection, figures supplied by Fire Authorities.

Percentage of BAME staff

Table 2a compares the numbers of BAME staff for BFRS against (table 2b) which shows the figures for all FRS for England and non-metropolitan areas as at 31/03/2017.

The data for this report captures BFRS workforce profile, as of the 31st March 2017 but were taken from the ITRENT system on the 21/12/17; they reflect the fact that anomalies appeared when the Service was migrating data from the (old) MIS data recording system to the (new) ITRENT system; i.e. the previous data reported that 36.9% of wholetime, 41.9% of RDS and 9.9% of Support staff did not declare their ethnicity; whereas the current data set accurately reflects the true picture (table 2a) Where 96.7% off all staff have declared their ethnic group.

The figures shown in table 2a below shows that BFRS exceeds the national average for all staffing sectors. It should be noted that whilst these comparisons are useful, BFRS is committed to reflecting our local communities rather than aligning alongside other Fire and Rescue Services.

BFRS	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
% declared	6.5% (18)	4.3% (6)	5.7% (24)	8% (2)	11.4% (16)	7.6% (42)
% not declared	4% (11)	5% (7)	4.3% (18)	0.0% (0)	0.0% (0)	3.3% (0)
Total	277	140	417	25	140	551

Table 2a; Percentage of BAME staff at BFRS / Source: ITRENT 21/12/17

	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
England average	4.7%	1.11%	3.47%	2.75%	6.51%	3.96%
Non – Met average	1.99%	1.03%	1.53%	2.04%	2.89%	1.76%

Table 2b; Percentage of BAME staff for England & Non Met / Source: Home Office Operational Statistics Data Collection, figures supplied by Fire Authorities.

Age

The age of the majority of all staff at BFRS is in the 45-54 age brackets, which remains the same as previous years.

Religion

The data recorded for BFRS show that 49.9% of the total workforce have declared a religion/belief, this compares with 56.8% recorded in 2015/16 and 50% in 2014/15.

Workforce Leavers

During 2016/17, 51 employees left Bedfordshire Fire and Rescue Service (compared with 61 in 2015/16). Comparing the data from 2015/16, the majority of staff who left the Service were aged between 45-54 (39.22%), compared with (33.9%) the previous year; there has been a decrease in the numbers of people leaving aged between 16-34 (13.73%) in 2016/17 compared with (25.8%) the previous year, and a slight increase in leavers aged between 55-64 (21.57%) compared with (19.4%) in 2015/16.

There were also a slight increase in female leavers (17.65%) compared with (16.1%) the previous year and a decrease in the numbers of people with a disability (3.92%) compared with (6.5%) in 2015/16. The number of leavers from a Black, Asian or Minority Ethnic background also rose slightly from 4.8% in 2015/16 to 5.88% in 2016/17.

The Service conducts exit interviews to gather the reason(s) people are choosing to leave. This identifies any patterns, ensuring data is provided to enable research to correct any areas that can be improved.

During 2016/17, the largest proportions of leavers were firefighters (white, male) and of the 51 leavers across the Service as a whole, 42.1% of which retired from the Service.

Job Applications, Recruitment and Promotions

Recruitment to BFRS is through fair and open competition based on merit, with individuals assessed for their ability to demonstrate the required competences, knowledge and skills for the role.

BFRS is committed to ensure that all recruitment is free from unfair and unlawful discrimination. Reasonable adjustments for disabled people are made at all stages of the recruitment process, as required.

As part of the changes to the two tick accreditation awarded to employers who demonstrate they are committed to the employment, retention, training and career development of people with a disability. BFRS undertook a disability confident self-assessment which led to being awarded a disability confident organisation in 2016.

In 2016/17 we saw an increase in numbers of people aged 16-24 applying for support posts with BFRS. Out of 217 job applicants, 22 (10.1%) were 16-24, whereas during 2015/16, out of 173 job applicants, 11 (6.4%) were 16-24 and during 2013/14, out of 101 job applicants, 3 (3.0%) were 16-24.

Similarly in 2016/17 there was an increase in the number of female applicants 55.8% compared with 40.5% the previous year. However we have also seen a decline in the number of applicants from a BAME background 14.7% in 2016/17 compared with 20.2% the previous year.

For those applying for operational positions, we saw a 4.5% increase of female job applicants from last year. The number of those declaring as LGBT increased to 6.6%, compared to 4.5% during 2015/16 and the number of applications from BAME groups dropped from 11.2% in 2015/16 to 5.7% in 2016/17. The drop in applications from BAME groups is in part due to the fact that the Service did not run a whole time firefighter process in 2016/17. Early indicators for the whole time recruitment campaign in 2017/18 show an improvement in the numbers of BAME and Female applications, which will be reflected in next year's report.

Staff Starters

During 2016/17, 54 employees joined Bedfordshire Fire and Rescue Service (compared with 45 in 2014/15). Comparing the data of those who joined the Service in 2016/17 to 2015/16, there has been a significant increase in younger people joining the Service; those aged between 16-24 increased to 18.52% compared with 8.9% in 2015/16; an increase of people aged between 35-44 (22.22%) compared with (17.8%) the previous year and a decrease in people aged between 55-64 (9.26%) compared with 15.6% in 2015/16. There were also increases in females and people from BAME communities joining the Service in 2016/17.

Pregnancy and Maternity Leave

As part of Bedfordshire Fire and Rescue Service's commitment to diversity, we support employee's balance between home and work through offering flexible employment policies and provide enhanced pay and leave for adoption, maternity and paternity.

During 2016/17, 3 women were on Maternity Leave, 1 woman returned to work and 2 remained on Maternity Leave; No female staff have left the Service immediately following maternity leave. Comparison against previous years is shown in the table below;

Maternity Leave comparison table:

Year	Women on Maternity Leave	Women on Maternity Leave carried forward to next year	Women returning to work from Maternity Leave
14/15	6	1	5
15/16	4	2	2
16/17	3	1	2

Grievances

During 2016/17 a small number of grievances (7) were raised by employees; 4 related to pay and allowances. Of the 7 cases, 2 were not upheld, 4 partially upheld and 1 upheld in full.

As the number of grievances raised was small, there can be no meaningful statistical analysis or conclusion.

Section 2: Services we provide

The Service uses a number of tools to help us develop our understanding of how and where to direct our services to greatest effect. Some of these tools are complex – allowing us to understand, assess and model risks using a number of factors, including the use of predictive electronic modelling tools and data, using our knowledge of incidents we have attended recently and historically, types of building; their construction and use, the environment and information provided by partners and other agencies e.g. road collision statistics.

We are also able to assess the potential risk associated with new developments, changes in the local economy and demographic change e.g. an increasingly aged population and understand how behaviours and lifestyles can impact on risk within more vulnerable sections of our communities.

Using these tools appropriately supports the professional judgment and experience of our fire officers, firefighters, fire safety and community safety teams enabling us to make well-considered and informed decisions about the delivery of our services.

Main type of Incidents

Type of Incidents	2016/17	2015/16	2014/15
Fires	2,088	2,520	2,593
False Alarms	2,723	2,520	2,593
Special Services	1,685	1,168	1,259
Total number of Incidents	6,533	5,706	5,877

Non-Fire Incidents

For 2016/17 there has been a significant, but expected increase in Effecting entry, which is due to our collaborative work with Ambulance for life saving interventions, which also reduces demands on Police.

Main type of non-fire incident	2016/17	2015/16	2014/15
Road Traffic Collisions	454	403	439
Effecting entry/exit	360	202	213
Flooding	75	133	27
Good Intention False Alarm	636	806	768
Lift Release	100	98	104
Complex Patients	8		

Home Fire Risk Checks

Total number of HFRC's	of which were for the Elderly	of which were completed by partners
4,316	1,436	1,017

Fire Safety Audits

No. of Fire Safety Audits	of which Satisfactory	of which Un-satisfactory
1,244	1,071	173

Enforcement Notices

To improve the safety and compliance of business, the Service launched a range of measures in 2013, which continues to increase awareness of fire safety within local businesses. These measures have led to a significant decrease in the number of enforcement and prohibition notices being served and we are pleased to report that for 2016/17 there were no prosecutions for offences under Article 32. Of those enforcement and prohibition notices served, the number has fallen to the extent that there are insufficient figures to provide meaningful statistical analysis with regard to equality.

No. of enforcement notices served under Article 30	No. of prohibition notices served under Article 31	No. of prosecutions for offences under Article 32	No. of alteration notices served under Article 29	No. of premises satisfactory following enforcement action
2	5	0	1	30

Surveys conducted

Area Surveyed	Surveys Issued	Surveys Returned	Rate of Return 2016/17	Rate of Return 2015/16
After the Incident (Domestic)	537	214	40%	50%
After the Incident (Non-Domestic)	109	55	50%	57%
Home Fire Safety Check Follow Up Surveys	1,194	584	49%	30%
Fire Safety Audits	794	333	42%	75%

After the Incident (Non Domestic)

109 surveys were issued by either post or emailed via a survey link and 55 completed surveys were received back for reporting purposes. No complaints were received through the customer satisfaction surveys.

Home Fire Safety Check Surveys

544 of 555 (98%) respondents said they were either very or fairly satisfied with the HFSC service.

122 respondents said they received a HFSC within less than one week, with 191 saying they waited between 1-2 weeks and 79 respondents waited five weeks or more.

The Service did not capture any equality reporting data for 2016/17 for the HFSC's which will be rectified for the 2017/18 report.

Fire Safety Audit Surveys

A total of 794 Fire Safety Audit surveys were issued throughout the year with a return of 333 completed surveys (42%).

230 of the 254 respondents stated they felt better equipped to deal with risk after the audit process.

190 responders confirmed they had received a written report and stated they were either very or fairly satisfied with the contents. These have been followed up to consider if these are justified.

323 responders said they were either very or fairly satisfied with the audit process. Only one was fairly dissatisfied and one very dissatisfied.

Complaints and Compliments

14 complaints and 61 compliments were received during 2016/17, this compares with 21 complaints and 67 compliments in 2015/16.

Currently the Service does not capture any equality information about the person making a complaint or compliment, so we are not able to report on this. Plans are in place to include a monitoring form for 2017, so we can report on this in future reports.

Customer Satisfaction

During 2016/17 quarterly satisfaction surveys were undertaken to establish the levels of satisfaction in the following service areas:

- Attending an incident at a domestic property;
- Attending an incident at a non-domestic property;
- Conducting a Home Fire Safety Check; and
- Conducting a Fire Safety Audit

During 2016/17 we received a total of 1,186 completed surveys, compared to 767 in 2015/16, and of the 1,138 people who responded to the question "*How satisfied were you with our overall service?*" 1,124 (99.6%) agreed they were very or fairly satisfied with the service they had received.

Community Fire Safety House

Our Community Fire Safety House enables visitors to participate safely in realistic situations illustrating everyday hazards and learn how to prevent them. The house has many visitors throughout the year. Typical range of visitors are Carers, Care Home Staff, Health Visitors, Children Centres, Cubs, Beavers, Brownies, Falcon Cubs, reflecting people of all ages from children aged 6 years to those aged 60 and above. The majority of those visiting the house were female, which highlight the need for the Service to actively target men to the Community Fire Safety House.

Demographic data is not collected from evaluation forms of children under 18 who attended as part of their club, school or scout/cadet group.

Station Open Days

A popular approach that the Service has adopted are the station open day's where local communities come onto each fire station, take part in demonstrations, receive fire safety messages through a variety of interactive sessions such as seeing the effects of putting water on a cooking fire, have a go firefighting sessions for children, road safety messages and practical demonstrations from our firefighters. These station open days continue to be popular with over 100 families turning up to each event. Evaluation forms were piloted to measure of the interest of these events across all communities.

Protected Characteristic	31/03/2017
Age	
0-15	2.6%
16-24	1.3%
25-34	52.4%
35-44	23.7%
45-54	1.3%
55-64	0.0%
65+	1.3%
Not declared	17.4%
Gender	
Male	37.6%
Female	61.1%
Not declared	1.2%
Ethnicity	
Black and Ethnic Minority	18.4%
White	78.7%
Not declared	2.9%

Summary

The data captured within this report is used to inform and support activities to address the duties within the PSED. Evidence of where this data is used includes:

- Positive Action Plan
- Community Safety Plan
- Equality objectives (SES)

To promote recruitment, the Service has identified a number of specific actions within the Positive Action (recruitment) Plan; such as raising the profile of our work and providing under-represented communities with details of recruitment opportunities, entry requirements and details of any planned targeted events, such as firefighter “have-a-go” days. Additionally a dedicated Retained Duty System (on call) Firefighter Working Group was established to consider attraction and retention from within communities to this role.

Actions which considers:

- ensuring robust safety and referral arrangements for particular at risk groups are in place
- reviewing arrangements in regard to the provision of our fire investigation function and
- Reviewing data sharing agreements with partners

Are captured within The Services Community Safety Action Plan

Actions focusing on;

- Measuring performance against equality frameworks
- Public access and recruitment
- Equality and diversity training
- Equality monitoring equality in commissioning and procurement
- Improving standards and develop new partnerships

Are captured within the Service’s Equality Objectives (2016-2020)

The Corporate Equality Group (CEG) is a Member-led forum that provides scrutiny over the continued effectiveness of our equality activities.

National interest and notable practices are shared through our involvement within the NFCC Equality and Diversity & Inclusion Professionals Group. The Service also engages through the East of England Regional Equality, Diversity and Inclusion Group, which brings together Equality and Diversity Advisors from across the Service.

In 2016/17 there has been ongoing work with colleagues from Bedfordshire Police to share learning, specifically around the recruitment of under-represented groups,

which has informed our Positive Action Plan and been used to good effect within the 2017/18 Wholetime Firefighter recruitment process.

The report identifies that:-

- Our recruitment processes continue to improve our organisations diversity and we compare favourably against national averages. It is recognised this is a continuing process and our learning and focus, supported with improvements in local Positive Action and application of national guidance, can only add value towards this improvement.
- The number of staff leavers has fallen and it is reported that a large percentage of these are from retirement. Whilst there is no significant disproportionate loss of female or BAME staff, change presents opportunities to further improve the diversity within the Service, as we look to recruit the best candidates from across our communities.
- Profile data on those receiving Community Safety advice, specifically Home Safety, requires improving which is already being addressed for 2017/18 reports. The level of customer satisfaction remains extremely high for all activities.
- This report will be made available as the Service's Intranet 'SharePoint' so that all staff have access to the information and can be used to inform local level discussions and activities.
- This report will be made available to the public on the Service's website, which from April 2018 will include facilities for translation, read aloud and increasing the size of the information contained.

APPENDIX

Reporting Categories

Our reporting categories are captured on the Service's workforce database (ITRENT) which allows for people to self-classify based on their:-

Age

Staff members are asked to place themselves into one of six age groups:

- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Prefer not to say

Disability

Staff members are asked whether they consider themselves to be disabled under the definitions of the Equality Act 2010:

Section 6(1) of the Equality Act 2010 states that a person has a disability if:

- a) that person has a physical or mental impairment, and
- b) the impairment has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Staff members are asked to select one of the following:

- Yes – Limited a lot
- Yes – Limited a little
- No
- Prefer not to say

Gender

This is currently recorded as male or female.

Gender Reassignment

Staff members were asked whether they defined themselves as Trans.

Ethnicity

White

- English/Welsh/Scottish/Irish/Northern Irish/British
- Gypsy/Irish Traveller

Mixed/Multiple Ethnic Groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other mixed/multiple ethnic background

Asian/Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

Black/African/Caribbean/Black British

- African
- Caribbean
- Any other Black/African/Caribbean background

Other Ethnic Groups

- Arab
- Any other ethnic group
- Any other white background

Religion or Belief

- No religion
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Any other religion
- Prefer not to say

Sexual Orientation

- Heterosexual
- Gay woman/lesbian
- Gay man
- Bisexual
- Other
- Prefer not to say

Workforce Profile

Protected Characteristic	31/03/2017	31/03/2016	31/03/2015
Age			
16-24	2.4%	1.7%	1.4%
25-34	20.7%	20.3%	24.2%
35-44	30.1%	30.4%	30.2%
45-54	33.4%	35.4%	34.1%
55-64	12.9%	11.9%	9.6%
65+	0.5%	0.5%	0.5%
Disabled			
Disabled	2.4%	2.6%	3.5%
Non-disabled	92.7%	84.6%	90.0%
Not declared	4.9%	12.9%	6.4%
Gender			
Male	77.0%	78.4%	78.0%
Female	23.0%	21.6%	22.0%
Gender reassignment			
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and Ethnic Minority	7.1%	6.3%	6.9%
White	89.5%	89.9%	89.0%
Not declared	3.4%	3.8%	4.1%
Religion or belief			
Religion or belief	49.9%	56.8%	50.0%
No Religion or Belief	32.8%	31.6%	30.1%
Not declared	17.2%	11.7%	19.9%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	2.2%	1.9%	1.7%
Heterosexual	82.2%	79.9%	78.4%
Not declared	15.6%	18.2%	19.9%

16/17 n = 551

15/16 n = 581

14/15 n = 592

Workforce Profile by Pay Band

Protected Characteristic	Support: Apprentice - Grade 13	Support: Grade 14 - 18	Uniformed: Fire-fighter, Crew Manager & Watch Manager	Uniformed: Station Manager & Group Manager	Senior Management Tier	31/03/2017 BFRS Profile
Age						
16-24	1.1%	0.0%	3.1%	0.0%	0.0%	2.4%
25-34	14.4%	6.5%	26.0%	0.0%	0.0%	20.7%
35-44	10.0%	15.2%	37.8%	23.1%	0.0%	30.1%
45-54	36.7%	26.1%	30.4%	61.5%	87.5%	33.4%
55-64	34.4%	52.2%	2.6%	15.4%	12.5%	12.9%
65+	3.3%	0.0%	0.0%	0.0%	0.0%	0.5%
Not declared	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disability						
Disabled	6.7%	2.2%	0.8%	7.7%	12.5%	2.4%
Non-disabled	90.0%	95.7%	93.7%	84.6%	87.5%	92.7%
Not declared	3.3%	2.2%	5.5%	7.7%	0.0%	4.9%
Gender						
Male	28.9%	63.0%	89.5%	80.8%	87.5%	77.0%
Female	71.1%	37.0%	10.5%	19.2%	12.5%	23.0%
Not declared	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gender reassignment						
Not declared	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Ethnicity						

Black and ethnic minority	13.3%	8.7%	5.2%	11.5%	0.0%	7.1%
White	86.7%	91.3%	90.3%	80.8%	100.0%	89.5%
Not declared	0.0%	0.0%	4.5%	7.7%	00.0%	3.4%
Religion or belief						
Religion or belief	62.2%	60.9%	43.3%	69.2%	87.5%	49.9%
No Religion or Belief	28.9%	28.3%	36.2%	15.4%	12.5%	32.8%
Not declared	8.9%	10.9%	20.5%	15.4%	0.0%	17.2%
Sexual Orientation						
Gay/Lesbian/Bisexual/Other	3.3%	0.0%	2.4%	0.0%	0.0%	5.7%
Heterosexual	87.8%	91.3%	79.0%	88.5%	100.0%	46.5%
Not declared	8.9%	8.9%	18.6%	11.5%	0.0%	47.8%

NB These figures are by permanent posts

n = 551

Job Applications – Support Staff

Protected Characteristic	31/03/2017 BRFS Support Workforce Profile	31/03/2017	31/03/2016	31/03/2015
Age				
16-24	2.4%	10.1%	6.4%	3.0%
25-34	20.7%	17.1%	16.2%	22.8%
35-44	30.8%	18.0%	16.8%	20.8%
45-54	33.6%	23.0%	24.3%	27.7%
55-64	12.0%	13.4%	17.3%	12.9%
65+	0.5%	1.4%	1.2%	0.0%
Not declared	0.0%	17.1%	17.9%	12.9%
Disability				
Disabled	2.5%	3.7%	6.4%	2.0%
Non-disabled	92.2%	79.3%	68.2%	91.1%
Not declared	5.3%	17.1%	25.4%	6.9%
Gender				
Male	78.0%	32.7%	43.4%	39.6%
Female	22.0%	55.8%	40.5%	55.4%
Not declared	0.0%	11.5%	16.2%	5.0%
Gender reassignment				
Transgender or Transsexual	0.0%	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%	100.0%
Ethnicity				
Black and ethnic minority	4.2%	14.7%	20.2%	27.7%
White	57.5%	67.3%	61.8%	63.4%
Not declared	38.3%	18.0%	17.9%	8.9%
Religion or belief				
Religion or belief	48.6%	46.5%	57.2%	61.4%
No Religion or Belief	33.7%	34.6%	24.3%	27.7%
Not declared	17.6%	18.9%	18.5%	10.9%
Sexual Orientation				
Gay/Lesbian/Bisexual/Other	2.2%	2.3%	5.8%	12.9%
Heterosexual	81.0%	77.9%	77.5%	85.1%
Not declared	16.8%	19.8%	16.8%	2.0%

16/17 n = 217

15/16 n = 173

14/15 n = 101

Item 7.25 Appendix

Job Applications – Uniformed Staff

Protected Characteristic	31/03/2017 BRFS Uniformed Workforce Profile	31/03/2017	31/03/2016	31/03/2015
Age				
16-24	2.4%	14.8%		22.9%
25-34	20.7%	27.9%		47.9%
35-44	30.8%	41.0%		18.8%
45-54	33.6%	11.5%		8.3%
55-64	12.0%	0.8%		0.0%
65+	0.5%	0.0%		0.0%
Not declared	0.0%	4.1%		2.1%
Disability				
Disabled	2.5%	0.8%	1.1%	0%
Non-disabled	92.2%	94.3%	73.9%	97.9%
Not declared	5.3%	4.9%	25.3%	2.1%
Gender				
Male	78.0%	77%	75.3%	75.0%
Female	22.0%	23%	24.7%	25.0%
Not declared	0.0%	0.0%	0.0%	0.0%
Gender reassignment				
Transgender or Transsexual	0.0%	0.0%	0.1%	0.0%
Not declared	100.0%	100.0%	99.9%	100.0%
Ethnicity				
Black and ethnic minority	4.2%	5.7%	11.2%	8.3%
White	57.5%	91.0%	63.3%	89.6%
Not declared	38.3%	3.3%	25.5%	2.1%
Religion or belief				
Religion or belief	48.6%	40.2%	32.0%	33.3%
No Religion or Belief	33.7%	51.6%	40.4%	56.3%
Not declared	17.6%	8.2%	27.6%	10.4%
Sexual Orientation				
Gay/Lesbian/Bisexual/Other	2.2%	6.6%	4.5%	0.0%
Heterosexual	81.0%	82.8%	55.8%	95.8%
Not declared	16.8%	10.7%	28.7%	4.2%

16/17 n = 122

15/16 n = 806

14/15 n = 48

Uniformed Staff are those who are Wholetime, Retained and Control

NB Age has been excluded from 15/16 because of inconsistency in the data.

Item 7.26 Appendix

Staff Starters

Protected Characteristic	31/03/2017	31/03/2016	31/03/2015
Age			
16-24	18.52%	8.9%	12.2%
25-34	39.89%	37.8%	53.7%
35-44	22.22%	17.8%	19.5%
45-54	11.8%	20.0%	14.6%
55-64	9.26%	15.6%	0.0%
65+	0.0%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
Disability			
Disabled	0.0%	0.0%	0.0%
Non-disabled	94.44%	93.9%	92.7%
Not declared	5.56%	6.7%	7.3%
Gender			
Male	77.78%	82.2%	80.5%
Female	22.22%	17.8%	19.5%
Not declared	0.0%	0.0%	0.0%
Gender reassignment			
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	9.26%	6.7%	12.2%
White	83.33%	91.1%	87.8%
Not declared	7.41%	2.2%	0.0%
Religion or belief			
Religion or belief	40.74%	40.0%	43.9%
No Religion or Belief	40.74%	55.6%	41.5%
Not declared	18.52%	4.4%	14.6%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	1.85%	0.0%	2.4%
Heterosexual	79.63%	95.6%	83.0%
Not declared	18.52%	4.4%	14.6%

16/17 n = 54

15/16 n = 45

14/15 n = 41

Staff Leavers

Protected Characteristic	31/03/2017	31/03/2016	31/03/2015
Age			
16-24	%	3.2%	5.3%
25-34	13.73%	22.6%	21.1%
35-44	23.53%	19.4%	17.5%
45-54	39.22%	33.9%	36.8%
55-64	21.57%	19.4%	14.0%
65+	0.0%	1.6%	5.3%
Not declared	1.96%	0.0%	0.0%
Disability			
Disabled	3.92%	6.5%	3.5%
Non-disabled	92.16%	85.5%	91.2%
Not declared	3.92%	8.1%	5.3%
Gender			
Male	82.35%	83.9%	80.7%
Female	17.65%	16.1%	19.3%
Not declared	0.0%	0.0%	0.0%
Gender Reassignment			
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	5.88%	4.8%	12.3%
White	45.10%	87.1%	84.2%
Not declared	49.02%	8.1%	3.5%
Religion or Belief			
Religion or belief	50.96%	53.2%	50.9%
No Religion or Belief	27.45%	25.8%	24.6%
Not declared	21.57%	21.0%	24.6%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	3.92%	1.6%	1.8%
Heterosexual	76.47%	75.8%	78.9%
Not declared	19.61%	22.6%	19.3%
16/17 n = 51	15/16 n = 61	14/15 n = 57	

Promotions - All Staff

Protected Characteristic	31/03/2017	31/03/2016	31/03/2015
Age			
16-24	0.0%	0.0%	0.0%
25-34	25.0%	12.5%	22.2%
35-44	50.0%	68.8%	33.3%
45-54	25.0%	18.8%	33.3%
55-64	0.0%	0.0%	11.1%
65+	0.0%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
Disability			
Disabled	25.0%	6.3%	5.6%
Non-disabled	75.0%	81.3%	94.4%
Not declared	0.0%	12.5%	0.0%
Gender			
Male	100.0%	93.8%	77.8%
Female	0.0%	6.3%	22.2%
Not declared	0.0%	0.0%	0.0%
Gender reassignment			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	25.0%	6.3%	5.6%
White	75.0%	87.5%	94.4%
Not declared	0.0%	6.3%	0.0%
Religion or belief			
Religion or belief	100.0%	43.8%	66.7%
No Religion or Belief	0.0%	43.8%	22.2%
Not declared	0.0%	12.5%	11.1%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	0.0%	0.0%	5.6%
Heterosexual	75.0%	75.0%	83.3%
Not declared	25.0%	25.0%	11.1%

16/17 n = 4 15/16 n = 16 14/15 n = 17

External Training – FRST 35s

Protected Characteristic	31/03/2017	31/03/2016	31/03/2015
Age			
16-24	0.0%	0.3%	0.0%
25-34	23.4%	17.0%	18.9%
35-44	28.4%	32.2%	30.9%
45-54	34.0%	39.4%	38.9%
55-64	14.2%	11.0%	9.6%
65+	0.0%	0.0%	1.4%
Not declared	0.0%	0.0%	0.2%
Disability			
Disabled	9.2%	4.4%	6.6%
Non-disabled	72.3%	94.0%	44.9%
Not declared	18.4%	1.6%	48.6%
Gender			
Male	70.9%	78.5%	72.1%
Female	29.1%	21.5%	27.9%
Not declared	0.0%	0.0%	0.0%
Gender reassignment			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
Ethnicity			
Black and ethnic minority	9.9%	9.8%	7.4%
White	87.9%	89.0%	89.5%
Not declared	2.1%	1.3%	3.1%
Religion or belief			
Religion or belief	54.6%	59.0%	54.1%
No Religion or Belief	33.3%	25.9%	32.0%
Not declared	12.1%	15.1%	13.9%
Sexual Orientation			
Gay/Lesbian/Bisexual/Other	4.3%	3.5%	2.9%
Heterosexual	79.4%	85.2%	82.2%
Not declared	16.3%	11.4%	15.0%

16/17 n = 141

15/16 n = 317

14/15 n = 488

Community Safety Engagement

Protected Characteristic	31/03/2017	31/03/2016
Age		
<18	35.1%	0.0%
18-25	33.1%	9.1%
26-30	3.1%	19.7%
31-40	3.4%	21.2%
41-50	5.9%	15.1%
51-60	6.5%	15.1%
60+	4.2%	13.6%
Not declared	8.7%	6.2%
Gender		
Male	37.0%	15.1%
Female	53.7%	80.3%
Not declared	9.3%	4.6%
Ethnicity		
Black and Ethnic Minority	37.4%	78.8%
White	61.0%	21.2%
Not declared	1.6%	0.0%

Your Views Count

Your views are very important to us and having had an opportunity to read our annual Public Sector Equality Duty Report, we would welcome any comments that you may have to be sent to diversity@bedsfire.com. This would assist in our consultation process and evaluation of the document.

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 8**

REPORT AUTHOR: DIVERSITY ADVISER

SUBJECT: SINGLE EQUALITY SCHEME REPORT

For further information on this Report contact: Robert Jones
Diversity Adviser
Tel No: 01234 845057

Background Papers: Public Sector Equality Duty 2017 – 5th Annual Report

Implications (tick ✓):

LEGAL	✓		FINANCIAL	
HUMAN RESOURCES	✓		EQUALITY IMPACT	✓
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Human Resources Policy and Challenge Group with a progress Report against the objectives set out in the 2016 – 2020 Single Equality Scheme.

RECOMMENDATION:

Members acknowledge the progress made in meeting the Service’s Equality Objectives and consider any issues arising.

1. Introduction

1.1 Public Sector Organisations are required under the Equality Act 2010 to publish and report on a set of Equality Objectives every four years, which show how the organisation intends to meet its Public Sector Equality Duties.

1.2 In compliance with the PSED, BFRS produced a closure report in 2016 on the 2012 – 2016 Single Equality Scheme (SES) and consulted on a new set of equality objectives for 2016 – 2020.

- 1.3 Actions identified within the SES were set against the following objectives over a 4 year period;
- Measure Performance against Equality Frameworks
 - Public Access and Recruitment
 - Equality and Diversity training
 - Equality Monitoring
 - Equality in Commissioning and Procurement
 - Improving Standards and Developing New Partnerships
- 1.4 This report identifies the progress that has been made against the 20 actions listed against these objectives.
- 1.5 BFRS Corporate Equality Group receives regular reports and monitors progress against the SES.

ROBERT JONES
DIVERSITY ADVISOR

SINGLE EQUALITY SCHEME ACTION PLAN 2016 – 2020

No.	Objective	Key actions	Progress	Time	Lead	RAG
1 a	Measure performance against equality framework(s)	Undertake a self-assessment exercise against the Fire and Rescue Service Equality Framework (FRSEF).	Self-assessment report, case studies, narrative report, draft timetable for visit and evidence in support of our assessment has been completed ready for submission to LGA.	Dec 2017	DA	
			Review the self-assessment outcomes and address any issues arising.	Apr 2018	DA	
1 b	Measure performance against equality framework(s)	Invite Assessors to complete an external assessment against the Fire and Rescue Service Equality Framework.	Assessors are scheduled to visit the Service in 2018.	To be arranged	DA	
			Learn lessons from the process to guide future assessments	Dec 2017	DA	
1 c	Measure performance against equality framework(s)	Conduct the Employers Network for Equality and Inclusion Workforce assessment. Because of commitments for the FRSEF, this will now be a self-assessment on actions arising from the peer review.	Develop actions based on any recommendations from the Equality Framework peer review.	2018	DA	
			Monitor and report on progress against the FRSEF actions	May 2019	DA	
2 a	Public access and recruitment	Review the recruitment' positive action plan' to identify ways in which the Service can pro-actively address under-representation issues across the workforce.	A review of the 2016 process has been completed which took into account lessons from previous campaigns and the approach taken by other FRS and Beds Police.	Completed	HSP	

			Review the 2017 whole time recruitment process to learn and develop our Positive Action approach for recruiting in 2018	On going	HSP	
2 b	Public access and recruitment	Investigate the expansion of social media to share BFRS news and information with the widest audience reach.	Facebook pages for all RDS stations have now been created. Social media outreach has been extended to include Twitter, and You Tube platforms, ensure that this work is further developed.	Completed On-going	CEM CEM	
2 c	Public access and recruitment	Develop an accessible website with translation / audio and large print facilities. Where images are reflective of the communities and it is easy to navigate.	The website is currently being developed, the approach has been driven by an Equality Assessment to improve it's accessibility. This is scheduled for completion in March 2018	August 2017 March 2018	CEM CEM	
2 d	Public access and recruitment	Provide equality data on community prevention, enforcement and workforce.	A template to capture the information required has been produced, data will form part of the PSED annual report 2017/18. Review our approach to Safe and well visits ensuring that equality data is being captured and reported on.	Annually Dec 2017	DA DA/HSD	

2 e	Public access and recruitment	Ensure that key Service documents are summarised and available for translation if required.	<p>The new website will include access to Google Translate.</p> <p>The Service has revised the translation and interpretation policy to support this action.</p> <p>Review and report on usage of interpreters and translations across the Service and the accessibility of the website</p>	<p>On-going</p> <p>Completed</p> <p>September 2018</p>	<p>DA</p> <p>PM/CEM</p> <p>CEM</p>	
2f	Public access and recruitment	Review the recruitment application form and guidance notes.	<p>The Green Book (support staff) application and guidance notes have been reviewed. The Service is content that the information requested is clear and without bias.</p> <p>The RDS firefighter application process has been revised, this now forms part of a new online system. In addition new information for applicants and employers is accessible through the Service Website.</p> <p>Wholetime Duty System application has been reviewed in line with the current recruitment process.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>HHR</p> <p>HSDS</p> <p>HSP</p>	
2g	Public access and recruitment	Explore the experiences of staff working across the Service and report on findings.	A focus group was held to discuss the experiences of female staff across the Service.	Completed	HHR	

			<p>The outcomes of these meetings have led to improvement of onsite facilities.</p> <p>IODA, an external organisation has completed a series of meetings with staff as a follow up to the 2017 staff survey.</p> <p>Initiate a series of actions arising from the IODA report and staff survey</p>	<p>Completed</p> <p>2017 - 18</p>	<p>HSP</p> <p>DA / FBU</p>	
3a	Equality and diversity training	<p>Ensure that staff are up-to-date with equality, diversity and inclusion requirements.</p> <p>Develop a training matrix to ensure that equality learning, for all staff, is refreshed every 3 years.</p>	<p>All new starters receive the equality handbook are tested on their knowledge and are required to attend the equality, diversity programme</p> <p>Continue the roll out of 'Towards Cultural Competence' (TOCC) and Unconscious bias training to staff appropriate to their roles.</p> <p>Embed the E&D training matrix into the staff development process.</p>	<p>On-going</p> <p>On-going</p> <p>April 2018</p>	<p>DA</p> <p>DA</p> <p>T&D</p>	
3b	Equality and diversity training	<p>Improve awareness and understanding of LGBT issues; Providing guidance, training and where appropriate policies.</p>	<p>LGBT awareness is being captured through the equality handbook and training provision.</p> <p>Promote the LGBT guidance</p>	<p>On-going</p> <p>On-going</p>	<p>DA</p> <p>DA</p>	

			that is available for all staff on the Service SharePoint. Roll out LGBT initiatives from Stonewall.	2018/19	DA	
3c	Equality and diversity training	Establish a staff equalities network that can support staff with their understanding, training and development.	Work is being progressed to support a LGBT group for 2018.	On-going from 2018	DA	
4a	Equality monitoring	Where we are offering a service to a particular 'At Risk group', we ensure that the Service reaches all communities within that group.	Risk reduction actions against the equality strands have been introduced for Station Plan's Review and monitor progress annually.	Completed On going	HSD HSD	
5 a	Equality in commissioning and procurement	Provide evidence which shows how the procurement process is contributing to equality related priorities.	'Model equality policies' are available through the website to help SME's develop their own policies. Equality requirements are captured within the T&Cs for new suppliers. An equality audit against key suppliers led by the DA is scheduled for March 2018	Completed Completed March 2018	HFT HFT HFT	
5 b	Equality in commissioning and procurement	Provide equality information for potential suppliers.	Equality and diversity guide for potential suppliers has been produced and is available on the Services website.	Completed	HFT	

5 c	Equality in commissioning and procurement	Enhance instructions to tenders clarifying the Services values in promoting equality.	Potential suppliers are required to answer questions to show compliance with equality legislation.	Completed	HFT	
			Work is ongoing with the support of the DA to fully comply with this action.	On-going	HFT	
6 a	Improving standards and develop new partnerships	Undertake a gender pay audit and implement any necessary actions resulting from this.	The iTrent System is now being utilised this will enable pay audits to be generated.	2017 -2018	HHR	
			Ensure that the Service complys with the Gender pay reporting deadline	2018	HHR	
6 b	Improving standards and develop new partnerships	Ensure that all Equality Assessments have achieved a top quality rating.	All EA's have achieved the top ratings of Amber/Green.	Completed	DA	
			Work is on going to ensure that any relevant policies up for review or developed conform to the Equality Assesment process	On-going	DA	
6 c	Improving standards and develop new partnerships	Develop partnership arrangements with disability groups. In particular Learning Disability/Mental Health/Hearing/Sight and Mobility impairments.	Work is ongoing with Access Bedford and Luton Dementia Alliance to increase the Service's response to Dementia and communities who have hearing impairment	On-going	HSD / HSP	

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No 9**

REPORT AUTHOR: DIVERSITY ADVISER

SUBJECT: POSITIVE ACTION REPORT

For further information on this Report contact: Robert Jones
Diversity Adviser
Tel No: 01234 845057

Background Papers: None

Implications (tick ✓):

LEGAL	✓	FINANCIAL	
HUMAN RESOURCES	✓	EQUALITY IMPACT	✓
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)
	New		CORE BRIEF

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To advise Members of the Positive Action work which is being undertaken to address the under-representation of Women and Black, Asian and Minority Ethnic staff at Bedfordshire Fire and Rescue Service.

RECOMMENDATION:

That the submitted Positive Action report be acknowledged.

1. Introduction
- 1.1 Positive Action seeks to address disadvantages and under representation among protected groups. Positive Action refers to a number of methods to counteract and help abolish past stereotyping.
- 1.2 The Positive Action report attached has been produced to monitor progress and identify actions aimed at addressing the under-representation of women and Black, Asian and Minority Ethnic staff across the Service.
- 1.3 The Service has a number of Key Performance Indicators aimed at monitoring progress against equality objectives, these are reported quarterly to the HRPCG and include;
 - EQ1a – Percentage of new entrants to the Retained Duty System to be women.
 - EQ1b – Percentage of new entrants to the whole-time Duty system to be women.
 - EQ2 – Recruitment of minority ethnic staff across the whole organisation.
- 1.4 Positive Action initiatives within this report aims to ensure that these KPI targets are met
- 1.5 The report is in two sections;

Section 1: reports on the progress against previously agreed Positive Actions for 2015-2017.

Section 2: list what actions will be undertaken over the next two years.
- 1.6 The Positive Action plan will be regularly reviewed and updated as new learning arises to keep it valid.

ROBERT JONES
DIVERSITY ADVISER



Bedfordshire
Fire and Rescue Service

**POSITIVE ACTION REPORT
AND
2017-19 ACTION PLAN**

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Foreword

Bedfordshire Fire and Rescue Service (BFRS) have developed a Positive Action Plan, to support its ambition to have a workforce that is representative of the communities it serves.

The Positive Action plan incorporates the shared learning from the Inclusive Fire Service Group (IFSG) – Improvement Strategies, which identifies a number of initiatives around recruitment, these have been captured in the actions identified for 2017-2019.

The Plan takes into account the recruitment rates for all positions and is supported by the following equality performance measures (Table 1).

No	Description	Frequency of reporting	Full year Target
Eq1a	Percentage of new entrants to the Retained Duty System to be women	Quarterly	6.6%
Eq1b	Percentage of new entrants to the whole-time duty system to be women	Quarterly	6%
Eq2	Recruitment of minority ethnic staff across the whole organisation	Quarterly	14%
Eq3	Parity in retention rates between BAME and white employees (all staff)	Annually	14%
Eq4	Parity in retention rates between men and women (operational staff)	Annually	4%

Table 1 – Equality Performance Measures 2017-18

Attraction and Sustainability Strategy

BFRS continues to ensure that that it progresses attraction from all current under-represented groups and ensure that it is seen as a truly inclusive employer of choice.

To increase the representation of women, and both men and women from Black, Asian and other Minority Ethnic (BAME) communities, the Service needs to continually review and identify more ways of attracting potential candidates to join BFRS and become valued members of staff throughout their careers.

Recruitment strategies are supported and informed from effective collaboration with other FRS, local Police and national notable practices through IFSG.

Continued focus must be to attract talented individuals from the whole community. This can be supported by emphasising the unique offer the fire and rescue service presents, and highlighting the diversity of career opportunities through promotion and specialist posts.

Sustainable recruitment strategies need to be imbedded into workforce planning to ensure talented members of the community are encouraged to join the Service when the application process is 'live'. This avoids short-term measures that are less likely to improve diversity in the Fire and Rescue Service.

Background

The National Fire and Rescue operational workforce is reported as predominately White British and male. The Service recognises the need to have a diverse workforce to strengthen its service delivery activities as well as to better represent the communities it serves. The information below summarises the makeup of BFRS workforce and where possible, benchmarks it against the national (England) average, as well as the average of all English non-metropolitan Services.

Aims and Objectives

The aim of the Positive Action work is to increase diversity across the workforce. At this time the focus is toward improving the representation of females from across all communities and to increase the numbers of Black, Asian and Minority Ethnic communities in the operational workforce. Although we have not set rigid targets for each campaign, we are set performance measures by the Fire and Rescue Authority and our intention is to ensure that, by striving for these, the Service better reflects the communities we serve.

The objectives of the strategy will be:

- Implement a range of sustainable and measurable Positive Action initiatives and approaches targeting women throughout Bedfordshire to increase the number of female applicants and to see improved numbers of appointments as measured by our Performance Indicators.
- Implement a range of sustainable and measurable Positive Action initiatives and approaches targeting BAME communities throughout Bedfordshire to increase the number of BAME applicants and to see improved numbers of appointments as measured by our Performance Indicators.

Staff Profile

Percentage of female staff

Table 2 illustrates that BFRS, as at 31/3/2017, had more female staff when compared to National FRSs, particularly of those working in support and control.

	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
BFRS	5.4%	7.9%	6.2%	88%	59.1%	22.9%
England average	5.2%	4.5%	5.0%	75.7%	51.3%	14.6%
Non – Met average	4.9%	4.5%	4.7%	74.5%	51.7%	14%

Table 2 – % of female staff

Percentage of BAME staff

Table 3 shows the proportion of BAME staff for BFRS and for England and non-mets. BFRS exceeds the national average for all staffing sectors. It should be noted that whilst these comparisons are useful, BFRS are committed to reflecting our local communities rather than aligning alongside other Fire and Rescue Services.

	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
BFRS	5.5%	3.5%	6%	7.7%	10.5%	6.3%
England average	4.7%	1.11%	3.47%	2.75%	6.51%	3.96%
Non – Met average	1.99%	1.03%	1.53%	2.04%	2.89%	1.76%

Table 3 – % of BAME staff

Numbers of people across the Borough and percentages of female, male who are White or from a BAME background (From the 2011 Census data)

Area	Population	Male	Female	White	BAME
Central Bedfordshire	274,020	49.5%	50.5%	88.7%	10.3%
Bedford	157,479	51%	49%	71.5%	28.5%
Luton	203,201	50.2%	49.8%	55%	45%

Table 4 – Local population data

Breakdown of BFRS employees (as at 31/03/2017)

Area	Total	Male	Female	White	BAME	Ethnicity Not Declared
Whole time Firefighters	279	94.6%	5.4%	88.5%	6.5%	5%
Retained Firefighters	140	92.1%	7.9%	91.4%	5%	3.6%
Control	25	12%	88%	92%	8%	0%
Support	137	40.9%	59.1%	88.3%	11.7%	0%
Total	550	77.1%	22.9%	89.3%	7.3%	3.4%

Table 5 – Breakdown of BFRS employees

Positive Action Report

BFRS has seen success from previous Positive Action activity. Positive Action initiatives held in 2015 led to 4 people being successfully recruited as Whole time Firefighters from the Positive Action List in the 2016 recruitment campaign.

Summary of all Positive Action work undertaken between: 1st April 2015 to 31st March 2017

The strategy and action plan are based on a framework which covers the process prior to an individual engaging with BFRS with an interest in Firefighting opportunities through to requesting an application form. The following detail records what we said we would do as part of Positive Action toward improving diversity within the Service and what we have done towards achieving those goals.

	What we said we would do	What we did
1.	Deliver a minimum of one Coffee Morning Event per year at stations where there are RDS vacancies, focussed at engaging with women in the community.	<p>A coffee morning toolkit was developed to support this action.</p> <p>In 2016, coffee morning events were held at Toddington, Ampthill, Kempston, Biggleswade, Sandy, Shefford and Woburn Fire Stations.</p> <p>The interest generated through these activities directly led to 4 females progressing through the RDS recruitment stages during this period.</p>

	What we said we would do	What we did
2.	Produce an employer's handbook for use in RDS recruitment which highlights the benefits to employers of releasing staff for RDS and emphasises that BFRS welcomes female and BAME applicants.	<p>The Employers Guide to RDS has been produced that includes local case studies and promotes images reflecting our desire to attract BAME and female candidates.</p> <p>The guide is distributed at RDS recruitment events and is available from the Service's website for viewing and download.</p>

	What we said we would do	What we did
3.	Evaluate the effectiveness of the workshop/focus group for existing female operational staff and review and implement relevant recommendations to improve recruitment, retention and career progression opportunities for females.	A review was undertaken, the detailed outcomes of which were reported to CEG in 2016. A number of recommendations were taken forward and those participating in the focus group continue to be invited to participate in positive action events.

	What we said we would do	What we did
4.	Use a variety of Community Safety activities to promote BFRS and raise the image of BFRS to BAME as an employer of choice.	<p>The Faith Based Football initiative with Luton United Football Club continues to raise Service profile to a large number of young people from BAME communities in Luton.</p> <p>Recruitment and safety leaflets handed out (face to face activity) at Luton Carnival.</p> <p>Two community-based recruitment events held in Bedford and Luton.</p>

	What we said we would do	What we did
5.	<p>Promote BFRS and raise the image of BFRS as an employer of choice encouraging young people into the Service and developing their skills through:</p> <p>The introduction of a pilot scheme for the new National Fire Cadet Scheme. Subject to the pilot, extend the scheme and introduce targets for underrepresented groups.</p>	<p>The Cadet Scheme is a popular program which attracts a diverse range of cadets, currently 57 in total: 35% of Cadets are female 17.5% of Cadets are from BAME communities</p> <p>A policy position has been developed to support recruitment of cadets to firefighter positions. Further opportunities to support recruitment into cadets and beyond to be developed.</p> <p>In 2017, one new wholetime firefighter came from our current cadet programme and another who had benefitted from an earlier cadet scheme.</p>

	What we said we would do	What we did
6.	<p>Through Community Safety utilise a range of community links to publicise the Service, specifically the whole-time recruitment campaign and RDS vacancies, focussing on underrepresented groups of the community.</p> <p>Include: Diverse FM radio (community based radio) and the Community Safety House.</p>	<p>Community Safety Delivery includes the promotion of BFRS recruitment for whole time and on call firefighters. This is intrinsic to participation and delivery whenever it is appropriate, linked to the subject matter and target audience.</p> <p>Use of social media messaging has been expanded and specifically targeted at underrepresented groups.</p> <p>Recruitment messages/literature has been developed aimed at women from across all communities and men and women from BAME communities.</p>

	What we said we would do	What we did
7.	Maintain quarterly contact with females/BAME who have expressed an interest in a career as a Firefighter and provide them with editions of relevant fire service publications, and an initial contact package.	Success with over 100 people on the Positive Action list. Regularly contacted to maintain interest and informed about recruitment opportunities. The positive action list is dynamic and grows as people contact the Diversity Department to register an interest.

	What we said we would do	What we did
8.	Utilise the CRMP process of community engagement to help determine how the CRMP process can contribute to the recruitment of underrepresented groups.	Formally incorporate recruitment messages in the community engagement process linked to CRMP, to promote intelligence led targeting of messages and allow for evaluation of success to further develop appropriate mediums and targeting strategies that are likely to work and build on success.

	What we said we would do	What we did
9.	Monitor recruitment attraction rates and the possibility of advertising in different media in order to reach underrepresented groups.	<p>Learning from Police has focused more attention to social media publicity as well as establishing community based events.</p> <p>For 2015 – 2017 the Service placed a recruitment advert on the Black History month website and magazine.</p> <p>In addition to this, the Service has also produced an advert for the 2017 BAME Career and Educational Guide.</p> <p>The impact of these adverts will take time to assess; the application system for the whole time recruitment asks where people have seen the advert which will assist to assess the impact of targeted media.</p>

	What we said we would do	What we did
10.	Engage with the Women in the Fire Service organisation (WFS) and the Asian Fire Service Association (AFSA) in order to advance recruitment and retention opportunities within the service for females/Asian workers and community groups.	<p>Regular engagement is maintained with both AFSA and WFS.</p> <p>Vacancies for operational posts are routinely circulated to AFSA and WFS.</p> <p>The Service continues to support WFS development events and sent 6 female staff to the WFS National Training & Development weekend.</p>

	What we said we would do	What we did
11.	Deliver Unconscious Bias training across the Service; those involved in recruitment and selection undertakes this training.	We reviewed a number of unconscious bias training packages and chose one which met the Service's needs from Skillboosters. The training delivery is online and is initially targeted at management and staff with recruitment responsibilities.

Action Plan 2017-19

The following actions list areas of work that the Service has committed itself to deliver over the next two years to ensure that the workforce is reflective of the communities we serve.

	Objective / Actions	Expected Outcomes	CMT Lead	Time
1.	Work with Bedfordshire Police and with the wider fire sector through CFOA / NFCC to share good practice around Positive Action work and where appropriate share contacts and other resources.	To continually build on our Positive Action engagement and drive improvement.	HSP	On going
2.	Produce a range of recruitment leaflets, banners, videos which promote women across all communities and men and women from Black, Asian and other Minority Ethnic Communities.	To have a stock of Positive Action recruitment material for use across the Service, recruitment fairs for distribution at community events.	HOA	May 2018
3.	<p>Contribute to the development of the BAME educational and career guide.</p> <p>The aim of the guide is to provide young people from BAME backgrounds with relevant information to becoming leaders of tomorrow and is produced by the Black Solicitors Network.</p> <p>Support other local, regional and national career information sources as these are identified.</p>	<p>BFRS is currently only FRS to contribute to the Emergency Services section of the Career Guide</p> <p>Have sufficient quantities for distribution at career fairs and other recruitment events.</p> <p>Continually seek opportunities to develop other career guidance through networks.</p>	HSP	<p>June 2018</p> <p>On going</p>
4.	The Service will undertake early engagement with specific communities throughout the year and not just when recruitment is on the horizon: i.e. Universities, Further Education establishments, black majority churches, Mosques, community groups and businesses.	Contacts generated and relationships established to support recruitment Service wide.	HSD + HSP	On going

5.	Produce guidance materials and Positive Action tool kit for operational personnel to use at open days, community engagement events, have a go days and RDS recruitment campaigns.	Positive Action tool kit and recruitment literature available at every station.	HSP + HOA	May 2018
6.	Support the development of national toolkit – through Home Office - to support recruitment to all FRSs	Benefit from notable practice, national promotion and media exposure.	HSP + HOA	Mar 2019
7.	Distribute recruitment messages, alongside safety campaigns at key community events: i.e. Luton Carnival, Eid festival and Bedford River festival.	Encourage people from under-representative groups to sign up to the Positive Action list.	HSD	On going
8.	Continue to roll out Unconscious Bias training aimed at management and staff involved in the selection process.	Addressing issues of unconscious bias in recruitment decisions.	HSDS	May 2018
9.	Hold 'have-a go-events' at our Fire Stations targeted at all under-represented groups (for 2017-2019 this is specifically focused toward Women and BAME Communities).	To provide information to under-representative groups about the recruitment process and provide opportunities for a better insight of the physical requirements of being a firefighter.	HSD	Sep 2018
10.	Maintain contact with people who have expressed an interest in a career as a firefighter, maintain the Positive Action list and maintain communication and engagement with those on the list.	Ensure that people are kept up-to-date about any recruitment campaigns, community events and 'Have a go days'.	HSP	On going
11.	BFRS will look at developing recruitment opportunities such as apprenticeships and Fire Cadets and Fire Forward to improve attraction to careers. (This links with recommendations within the IFSG report).	Maximise recruitment opportunities from within existing youth development strategies. Continue to attract to these from diverse groups.	HSD	On going

12.	<p>Develop the Service's social media approach to promote vacancies, support Positive Action initiatives and</p> <p>Positive Action approach, events and activities should be promoted via the Service's website, Images and style of recruitment campaigns should focus on positive images that all communities/ gender can relate to.</p>	<p>Growth of Positive Action list by increasing the reach of our campaigns.</p> <p>New website will assist to promote opportunities.</p> <p>Share recruitment opportunities with Police (e.g. media messaging and event promotions).</p>	CEM	Sep 2018
13.	<p>Develop Positive Action awareness within the Service to ensure the difference between Positive Action and Positive Discrimination is understood.</p>	<p>Have a workforce which understands and supports Positive Action initiatives.</p>	HSDS	May 2018
14.	<p>Deliver an annual program of visible engagement with community, faith groups, school, colleges and career fairs, delivered by operational and support staff.</p>	<p>Raise the profile of the Service amongst diverse and younger communities.</p> <p>Use of community based facilities such as Bury Park Community Centre.</p>	HSP	Sep 2018
15.	<p>Recruit to a recruitment officer who can lead on Positive Action work across all work areas.</p>	<p>A dedicated role to develop strategies as appropriate for appointments to all areas of the Service.</p>	HHR	Sep 2018

Abbreviations

CEM	Communications & Engagement Manager
HSD	Head of Service Delivery
HOA	Head of Organisational Assurance
DA	Diversity Advisor
HSDS	Head of Service Delivery Support
HSP	Head of Special Projects
BAME	Black, Asian and Minority Ethnic
IFSG	Inclusive Fire Service Group

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 10**

REPORT AUTHOR: HEAD OF SPECIAL PROJECTS

SUBJECT: EMPLOYEE OPINION SURVEY 2017

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Background Papers: None

Implications (tick✓):

LEGAL		FINANCIAL	
HUMAN RESOURCES	✓	EQUALITY IMPACT	✓
ENVIRONMENTAL		POLICY	✓
CORPORATE RISK	Known	OTHER (please specify)	
	New		

Any implications affecting this report are noted at the end of the report.

PURPOSE

To inform Members on the main outcomes of the Employee Opinion Survey 2017 and, where relevant, the changes from previous survey responses.

RECOMMENDATION

That Members:

1. Acknowledge the key indicators, additional comments and considerations within this paper; and
2. Support the Action Plan and the wider engagement with staff on the outcomes.

1. BACKGROUND

- 1.1 Every two years Bedfordshire Fire and Rescue Service (BFRS) conducts an all-employee opinion survey. The Staff Survey 2017 was undertaken by Opinion Research Services (ORS), an independent research company, between 8 May and 16 June 2017.
- 1.2 The Service is committed to continued investment in employee surveys to foster fairness, equality, engagement and satisfaction. It is important to note

that a survey cannot provide all answers on an organisation; its value is being a mechanism to stimulate critical thinking, planning and investigation. It provides information which must be triangulated with other factors, such as Health and Safety Climate Survey, staff turnover rates, customer satisfaction, complaints, discipline and grievance cases and wellbeing.

- 1.3 Overcoming prejudice, changing negative attitudes about equality and diversity issues and ensuring fairness can be difficult to progress. To meet this challenge the Service has focused on developing inclusive approaches to employment policies, practices and personal behaviours by managing equality and diversity issues in ways that support the organisation, ensuing actions and initiatives support business goals (for example professional standards training, Equality Handbook and Toward Cultural Competence training).
- 1.4 This and other similar initiatives have supported the Service in meeting not only its legal duties but in engaging employees' understanding in ways that influence personal behaviours and operational activities regarding the delivery of products and services, enabling the Service to more effectively meet the needs of diverse communities and employees.
- 1.5 Further plans are already in place to grow this input with unconscious bias and inclusive leadership training activities.
- 1.6 The initial presentation of the summary report was provided to Corporate Management Team (CMT) on 7 September 2017 prior to the Member led Corporate Equality Group (CEG) on 16 October 2017 and a 4 page executive summary was provided for all staff within Blue Bulletin V50 37/17 on 15 September 2017.
- 1.7 Between 30 October and 3 November 2017 BFRS invited IODA Ltd to undertake some focus groups and semi structured interviews with our staff to further understand the areas of strong performance and consider areas for further improvement, as part of triangulating the evidence to inform any Service level activity in response.

2. Implications

- 2.1 Policy – not at this time; policy review may be an outcome of further research.
- 2.2 Equality – the purpose of the Employee Opinion Survey is to contribute to furthering the progress of equality within the organisation.

**SOC ANDY PECKHAM
HEAD OF SPECIAL PROJECTS**

SUMMARY REPORT INTO EMPLOYEE OPINION SURVEY 2017

Report to: Human Resources Policy and Challenge Group (HRP&CG)

Date: 1 December 2017

Author: SOC Andy Peckham

REFERENCED DOCUMENTS:

- BFRS Opinion Survey 2017 Report of Findings – ORS – August 2017
 - BFRS Opinion Survey 2017 statistical analysis – ORS – July 2017
 - Inclusive Fire Service Cultural and Behavioural Survey – NJC – 2016
 - BFRS Opinion Survey 2015 Report of Findings – ORS – June 2015
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1. INTRODUCTION

- 1.1 The Employee Survey was available for all staff to complete from 8 May to 16 June 2017.
- 1.2 A total of 347 questionnaires were completed online and 23 were returned on paper, giving a total of 370 completed questionnaires; this provides a 62.8% response rate. The highest previous return rate was 42% in 2014/15.
- 1.3 The survey followed the themes and questions of previous years to allow for direct comparisons and contained questions on the following themes:
 - Equality in the Workplace
 - Professional Standards
 - Managing Equality
 - Carers
 - Work-Life Balance
 - Personal Development
 - Organisational Growth
 - Job Satisfaction
- 1.4 The survey considers these 8 themes against 3 areas: staff engagement; satisfaction and equality & diversity. This paper will provide the key findings from ORS and consider in more detail the key outcomes in each of the theme areas listed above.
- 1.5 There are areas of improvement from previous surveys throughout the report and in particular around the areas of Personal Development and Managing Equality. There are a number of areas that have either remained consistent or have declined since the previous survey.

2. BACKGROUND

2.1 BFRS carries out Employee Surveys every two years. Previous surveys were held in 2008/9, 2011/12, 2014/15 and now in 2017.

2.2 To support a high return rate, a number of initiatives were undertaken. These included:

- A road show undertaken by the Diversity Advisor (DA), visiting a number of stations and watches in order to promote the Survey (DA has commented that this proved popular and helped to reassure staff of the confidential nature of the survey);
- Offering fixed payment to On-Call Retained Duty System (RDS) personnel for time given to completing the survey to encourage a higher engagement rate;
- Email reminders throughout the Survey period encouraging engagement; and
- Completion was supported by both an online and paper based survey option.

3. WEIGHTING AND RESPONSE

3.1 Weighting

3.1.1 The survey results have been weighted by ORS, where necessary, to correct for some over-and-under representation in the returned sample. The results presented here and within the report are therefore considered representative of all staff employed by BFRS. Where the report discusses the un-weighted data it refers to 'respondents' and for the weighted data the report refers to 'employees'.

3.2 Response Rates

3.2.1 Overall 62.8% of all staff completed the questionnaire

4. EXECUTIVE SUMMARY

4.1.1 The survey provides responses against 3 areas. A comparison can be achieved against 2014/15 by considering an overall percentage across all 8 themes for each area of engagement; satisfaction; and equality and diversity:

	2014/15	2017	change
Overall engagement levels	77%	71%	-6%
Overall satisfaction levels	60%	55%	-5%
Overall equality and diversity (perceptions)	58%	60%	+2%

4.1.2 The following summary has been provided by ORS who state that the outcomes provide an 'indication of performance'.

4.1.3 The summary is divided into 'areas of high performance' and 'areas for consideration'. The percentages are taken from results provided by ORS.

4.2 Areas of High Performance

4.2.1 The report presents some areas of high performance. The following bullet points are provided by ORS by way of summary:

- 92% of employees said that they feel valued by their team, while 84% said that they felt valued by their line managers (an increase of 5% and 6% respectively over 2014/15).
- 89% said that they can express their views and opinions to colleagues openly and without fear, while 80% felt the same about their line managers (this is an improvement of 3% from 2014/15 and 11% from 2011).
- 80% agreed that their colleagues and 79% their line managers set high personal standards and lead by example (an increase of 10% and 9% respectively from previous).
- 83% of employees agreed that their line managers treat them fairly and with respect.
- 95% of employees reported that if a colleague was being harassed, bullied or discriminated against, they would be likely to support them.
- 84% of employees agreed that it is fair to provide people with disabilities with some appropriate facilities to assist their particular needs (a 4% improvement over previous).
- 81% reported that they have not been unfairly refused training within the last two years.
- 87% stated that they had not been unfairly passed over for promotion within the last two years.
- 89% of employees reported that they have had an appraisal within the last two years (significant improvement from 75% previously).
- 82% of those who have had an appraisal in the last 12 months felt that they had the opportunity to have their say.

4.3 Areas for Consideration

4.3.1 ORS have stated that the report provides statistical evidence of a widening relationship between staff groups categorised as 'colleagues' and 'line managers' to those categorised as 'middle manager' and 'senior manager'.

4.3.2 It should be noted that a line manager receiving a high percentage by their direct reports could similarly be classified as a middle or senior manager by others and given a low percentage.

4.3.3 The following bullet points represent areas that ORS consider would benefit further consideration:

- 48% of employees reported that they were satisfied with their present job with 37% dissatisfied (previously 60% reported being satisfied and 26% dissatisfied).
- 64% did not feel valued by senior management and 55% did not feel valued by middle management (previously this was 51% and 43%).
- 45% of employees said that they are normally treated fairly at work, while 38% disagreed with this statement (previously 20% disagreed).
- 71% disagreed that they can express their views and opinions to senior management openly and without fear and 62% felt the same about middle management (previously 50% and 48% respectively disagreed).
- 68% of employees reported that they are likely to leave in the next 5 years, 32% reported that they are not likely to leave during this period (previously 51% reported they may leave).
- 27% of staff felt that middle management set high professional standards and led by example 54% felt that they did not (previously 40% reported high standards being set).
- 25% felt that senior management set high professional standards and led by example, however 53% felt that they did not (previously 40% reported high standards being set).
- 78% of employees disagreed that managers in BFRS promote a blame free culture, 73% disagreed that staff are encouraged to say what they think, 69% disagreed that poor performance is adequately dealt with, 69% disagree that reasoning is used effectively and 68% disagreed that action is taken on views expressed.
- 25% of employees disagreed that it is fair to provide women and people from Black, Asian and minority ethnic backgrounds with some appropriate facilities to assist their particular needs if required.

- 33% of employees disagreed that they are able to balance their working life with their home life (previously 23% of employees disagreed).
- 37% of employees who stated they might want/need to apply for a work-life balance arrangement thought that it is unlikely that a their request would be considered.
- 32% of employees disagreed that everyone is given equal access to training.
- 45% disagreed that everyone is given equal access to promotion opportunities (which is consistent with 46% from 2014/15).
- Of the employees who reported not having had an appraisal within the last 12 months, 38% of employees reported not having an appraisal planned within the next 6 months.
- 36% of employees disagreed that during watch, station or team meetings they have opportunities to learn about what is happening nationally during watch, station or team meetings.
- 29% of employees reported not having regular watch, station or team meetings.
- 25% of employees disagreed that there has been an improvement in the last 2 years regarding how they previously received information (compared with 20% in 2014/15).

5 OUTCOMES BY THEMES

5.1 Equality in the Workplace

Key indicators

- 5.1.1 Less than half (48%) of staff reported that they are satisfied with their present job. This compares with 60% reporting that they are satisfied in 2014/15. However 88% of staff believe their job is worthwhile (see para 5.8.1). No further questions are provided within the report to qualify satisfaction impacts.
- 5.1.2 Significantly 92% of staff reported that they feel valued as an employee by their team, which represents a 5% improvement on 2014/15 and 84% feel valued by their line manager, which represents an improvement of 6%.
- 5.1.3 However 64% of employees disagreed that they feel valued as an employee by senior management, which represents a decrease of 13% from 2014/15, and 55% disagreed that they feel valued by middle management, which represents a decrease of 12% from 2014/15.
- 5.1.4 45% of employees agreed that they are normally treated fairly at work, a decrease of 12% over 2014/15, while 38% of employees disagreed with this statement.

5.1.5 Of the 38% that disagreed, 27% of those stating they disagreed because of age (previously 17%), 24% because of gender (previously 14%), 20% because of a perceived difference in treatment between lower and higher management, and 7% because of race/ethnicity/nationality (previously 11%).

5.1.6 In 2014/15 those feeling they receive unfair treatment because of a union membership represented 51% which has reduced to 31% (a decrease of 20%) in 2017, however the feeling of unfair treatment based on being an operational member of staff has increased from 44% to 59% (an increase of 15%).

Additional Commentary

5.1.7 89% of staff believe they can express views to colleagues openly and without fear, while just over three quarters of employees agreed that they can express their views and opinions to their line manager (80%) and Supervisory staff (76%) in this way.

5.1.8 This is encouraging and supports effective communication throughout BFRS, particularly within teams.

5.1.9 However, only 16% of employees agreed that they can express their views and opinions to Senior Management openly and 24% agreed that they can express their views to Middle Management in this way. This reflects a change of 16% against 2014/15 (from 32%) for senior managers and 12% (from 36%) for middle managers.

5.1.10 Views provided as to reasons to why views are not openly shared include a fear of retribution, managers not accepting different opinion, criticism or challenge, not being listened to and a feeling of bullying tactics by managers.

5.1.11 Subjective feedback from Senior Managers that have undertaken station, watch and/or departmental meetings recently have presented a contra view to the report findings; that staff are willing to engage opening and frankly on a range of subjects. More detailed analysis will be required to understand the context of the subjective commentary provided.

5.1.12 68% (an increase of 17% over 2014/15 and 20% since 2009) reported that they are likely to leave BFRS in the next 5 years, compared 32% reporting they are not likely to leave during this time period. Those choosing to stay state that they are either satisfied with their job and/or are in the younger age category (16-34 years).

5.1.13 Of those that stated they are likely to leave, the reasons provided were:

- Being dissatisfied with work-life balance (37%, an increase of 14% from 2014/15),
- Dissatisfied with local conditions (36%, an increase of 3%),
- Retirement (33%, a reduction of 3%) and
- Seeking a better paid job (25%, a reduction from 40% in 2014/15.)

- 5.1.14 63% of responders stated that they have worked for BFRS for more than 10 years, with another 16% working for between 5-10 years. It is known that the age profile of BFRS has increased and that nationally, specifically regarding operational personnel, there is an anticipated large number of personnel able to retire in the next 5 years. The NJC Inclusive Fire Service Group reports that 64% of the workforce is over 40 years (circular NJC/6/16 June 2016).
- 5.1.15 This position is complicated by the various pension schemes now operating. For BFRS, approximately 80 members of staff could leave in the next 5 years based on retirement age, which equates to 14% (data provided by HR). The 2006 and 2015 pension scheme for Grey Book personnel has a pensionable age of 60 which may account for some staff to consider other career opportunities.
- 5.1.16 BFRS has already seen a number of operational staff leaving the Service for other employment including moving to rail operators. In this case, a significant salary increase is proving attractive.
- 5.1.17 Overall however turnover rates are very low when compared with labour data; wholetime percentage turnover for 2016/17 was 3.5% compared to 15.2% private sector and 10.5% public sector (source; Xpert HR).
- 5.1.18 Operational vacancies are being managed through external advertising for middle and senior management roles, an effective firefighter transfer process since 2011 and foundation training for wholetime firefighters since 2016 (which attracted more than 600 applications in 2015 and has provided 33 new wholetime firefighters).

Considerations

- 5.1.19 The improvements are noted and further triangulation of information is required to understand the views specifically toward middle and senior managers, which has returned to a level recorded for 2009 following incremental improvement.
- 5.1.20 It should be noted that there remains an ongoing national dispute relating to pensions, ongoing national discussions relating to pay and conditions and local change management to support the reform agenda.

5.2 Professional Standards

Key Indicators

- 5.2.1 72% of employees reported that they have not personally experienced any of the listed forms of discrimination in the last two years, a positive increase from 63% in 2014/15.
- 5.2.2 Of those who reported they have experienced discrimination, 20% reported that they have experienced discrimination because of their age; 13% due to their gender, 5% due to disability, 4% pregnancy/maternity leave and 4% due

to their race/colour/ethnic origin/nationality. The remainder are categorised generically as another form of discrimination.

- 5.2.3 The overall percentages when considering discrimination are reported by ORS as:
- 72% of employees reported no experience of discrimination (improvement from 63% in 2014/15);
 - 5% reported discrimination due to age (a reduction from 7% in 2014/15);
 - 4% due to gender (an increase from 2% in 2014/15);
 - 1% due to race, colour, ethnic origin and nationality (a reduction from 3% in 2014/15);
 - 3% for other responses (includes disability, and maternity/paternity); and
 - 15% due to another form of discrimination (from 13% in 2014/15).
- 5.2.4 80% of employees reported that they have not personally experienced any of the listed forms of harassment in the last two years, a positive increase from 70% in 2014/15.
- 5.2.5 64% of employees reported that they had not personally experienced any of the listed forms of bullying in the last two years.
- 5.2.6 2% reported bullying due to gender, 1% due to age, 2% due to other reasons, including ethnicity and disability. 32% reported it as due to 'another form of bullying' which ORS record as including rite of passage, climate of fear, being a retained firefighter and being operational staff.
- 5.2.7 95% of staff reported that if a colleague was being harassed, bullied or discriminated against, they would be likely to support them.
- 5.2.8 80% of employees agreed that their colleagues set high personal standards and lead by example, an increase of 10% over 2014/15, with a similar 79% reporting their line manager does, an increase of 8% over 2014/15). 73% of employees also agreed that supervisory staff (i.e. Watch Managers, Crew Managers and Supervisors) do this, and increase of 9% on 2014/15.
- 5.2.9 It is reported that only 25% of staff, a reduction from 39% in 2014/15, agree that senior management demonstrate high professional standards and 27%, from 40% in 2014/15, for middle management.

Additional Commentary

- 5.2.10 Of the employees that stated that they had experienced discrimination, bullying or harassment in the last two years 54% said they did not report it, which compares with 49% in 2014/15.
- 5.2.11 Responses as to why it was not reported are:
- a belief that nothing would change (49% in 2017, 33% in 2014/15),
 - a fear of retribution (46% in 2017, 23% in 2014/15) and
 - those involved were managers themselves (19% in 2017, 18% in 2014/15).

- 5.2.12 In 2014/15 38% of responders provided 'other' reasons which are not evidenced, compared to just 18% in 2017.
- 5.2.13 42% stated that they reported it informally for example with a line manager, whilst 5% said they reported it formally as a grievance and 2% as a bullying and harassment complaint.
- 5.2.14 HR and Equality data report no formal complaints of bullying and harassment from April 2016 – March 2017.
- 5.2.15 By comparison, 42% is the same for informal action in 2014/15, a similar (6%) number reporting formally as a grievance and a higher number (7%) as a bullying and harassment complaint.
- 5.2.16 HR and Equality data report one formal complaint of bullying and harassment for April 2015 – March 2016.
- 5.2.17 69% of those that reported any discrimination, bullying or harassment did not feel that the matter was dealt with effectively. This is the same level as in 2014/15. Only 10% of employees agreed that it was dealt with effectively.
- 5.2.18 More than half of employees disagreed with 9 out of the 11 statements regarding managers in BFRS.
- 5.2.19 In particular, employees disagreed that managers in BFRS:
- 78% Promote a blame free culture (an increase of 12% from 2014/15);
 - 73% Encourage staff to say what they think (an increase of 15%);
 - 69% Deal with poor performance (an increase of 8%);
 - 69% Use reasoning rather than fear (an increase of 22%); and
 - 68% Act on views expressed by staff (an increase of 10%).
- 5.2.20 60% of employees agreed that managers in BFRS encourage training and personal development, an increase of 1% over 2014/15.
- 5.2.21 ORS analysis details that those satisfied in their job and employed for 10 years or less will see the management statements positively, whilst those that declared they are dissatisfied tended to report against the management statements negatively.
- 5.2.22 83% of employees state that their line manager treats them fairly and with respect, which is a 1% increase over 2014/15. 76% of employees state that the line manager treats everyone with respect, and increase of 4%.
- 5.2.23 74% of employees reported that their manager uses the discipline process in line with Service Policy.

Considerations

- 5.2.24 The bullying and harassment policy and procedure (V101601) was updated in July 2016 and now includes a Managers' Guide (V101602) to assist with

applying appropriate processes and support to managers. The Managers' Guide is explicit in BFRS position on bullying and harassment:

5.2.25 *"Bullying and harassment is not only unacceptable on moral and legal grounds but may, if unchecked or badly handled, create serious problems ...*

Employees have the right to use this procedure if they feel that they are being bullied or harassed. Irrespective of the outcome of any investigation or action that may be taken, no person should be victimised as a result of making, witnessing or supporting a complaint.

It is in everyone's interests to promote a safe, healthy and fair environment in which people can work."

5.2.26 For benchmarking, The NJC Inclusive Fire Service Cultural and Behavioural Survey (2016) has been considered, as this was responded to by 45 Fire and Rescue Services, which details that bullying and harassment accounts for 15% of all grievance cases between 2010-2015 *'however these are fairly consistent over the time period and there is no evidence that bullying and harassment is on the rise'*. The biggest cause reported for grievance cases are against management decisions (24%).

5.2.27 Consideration should be given to ensuring that all staff are familiar with the updated guidance available through policy and procedure, specifically the managers guides, to support effective application and ensure confidence in the processes.

5.3 Managing Equality

Key Indicators

5.3.1 94% of employees reported that, in their opinion, everyone is responsible for ensuring that equality and diversity policies work effectively within BFRS.

5.3.2 84% of employees agreed that it is fair to provide people with disabilities and 79% for those with dependent children/relatives with some appropriate facilities to assist their particular needs if required. This is an improvement of 4 and 7% respectively over 2014/15.

Additional Commentary

5.3.3 A third of employees reported that the under-representation of women (33%) and/or people from Black, Asian and minority ethnic backgrounds (32%) in BFRS should be addressed. This is a reduction over 2014/15 where it was reported as 40% and 39% respectively.

5.3.4 57% of employees agreed that it is fair to provide people with religious/other beliefs with appropriate facilities to suit their needs, an improvement of 1% and 50% of staff agreed for people from Black, Asian and minority ethnic backgrounds, an improvement of 3%.

- 5.3.5 BFRS continues to promote itself as an inclusive employer and is taking positive action to encourage applications from all under-represented groups to ensure we truly reflect our communities. All sections of our Service are engaged in this activity; an example being recent 'have a go' events for potential wholetime firefighter applicants hosted by operational personnel.
- 5.3.6 83% of staff reported that they were either satisfied or neither satisfied nor dissatisfied with the current provision of Equality and Diversity training and development opportunities.
- 5.3.7 Those with less than 10 years employment and those declaring they are satisfied with their job have responded more positively than those over 10 years and stating they are dissatisfied with their job. 10% of staff wanted access to more training however 10% stated training is not needed.
- 5.3.8 27% of staff report they have attended a course on diversity/cultural awareness in the past 2 years. 17% have attended courses on equal opportunities and disability.

Considerations

- 5.3.9 A range of training is provided to support cultural understanding and equality learning. This includes Toward Cultural Competence which is available to all personnel. It also forms an integral element to supervisory management development programmes.
- 5.3.10 Recently a number of free webinars have been offered through the Diversity team for any member of staff to engage with. More are planned to continually improve understanding, including on-line unconscious bias training being delivered across the Service to managers.
- 5.3.11 Whilst diversity and inclusion training forms a part of current induction and development programmes, a training matrix is being developed by the Diversity Team to support delivery across the whole Service.

5.4 Carers

Key Indicators

- 5.4.1 30% employees look after or provide help or support to family members or others suffering from physical or mental health, disabilities or problems related to old age. This is a reduction from 44% in 2014/15.
- 5.4.2 78% of employees with caring responsibilities reported that their current working pattern allows them to undertake their caring responsibilities. This is a positive increase from 75% in 2014/15.
- 5.4.3 The vast majority of employees (93%) with caring responsibilities reported that they do not intend to apply to the Service to reduce their working hours within the next 12 months. This is comparable with 2014/15 (95%).

Additional Commentary

- 5.4.4 Those employees most likely to report that they have caring responsibilities are female and/or are categorised as 45 years and over. Those less likely are within the age category 16-34 years.
- 5.4.5 The Service has adopted a 24 hour shift pattern for wholetime firefighters which provides for 72 hours off duty between shifts and has arrangements for locally arranged stand-ins for operational cover.
- 5.4.6 It has a range of policies that support carers which include a:
- Flexible working policy (V100514) which is supported by
 - Managers' Guide (V10051401)
 - Career break policy (V100516)
 - Parental leave procedure (V102002) and
 - Special Leave policy (V102006)

Considerations

- 5.4.7 Ensuring that staff continue to have access to a range of policy and procedure that supports caring for family and others.

5.5 Work-Life Balance

Key Indicators

- 5.5.1 51% of employees agreed that they are able to balance their working life with their home life, a further 15% neither agree nor disagree. However 33% disagreed.
- 5.5.2 This compares to 65% of employees that agreed to managing a work-life balance in 2014/15, with a further 12% who neither agree nor disagree. 23% disagreed.

Additional Commentary

- 5.5.3 More than half of employees do not think that they might want to/need to apply for 13 out of the 14 listed forms of work-life balance arrangements presented within the survey, either now or in the future.
- 5.5.4 Of the employees that reported that they might want or need to apply for a work-life balance arrangement now or in the future, the top six options were:
- 44% reported that they might/need to apply for special leave (37% reported in 2014/15)
 - 38% for shift stand in (28% in 2014/15)
 - 38% for time off in lieu (35% in 2014/15)
 - 33% for dependent leave (24% in 2014/15)
 - 31% for career breaks (22% in 2014/15) and
 - 27% for compressed hours (26% in 2014/15)

- 5.5.5 Of the employees who stated they might want/need to apply for a work-life balance arrangement, 43% reported thinking that it is likely that their request would be considered fairly, which compares with 48% in 2014/15. 37% thought that it is unlikely that their request would be considered, with 33% reported it would be considered fairly in 2014/15.
- 5.5.6 Of those that thought their request would be treated fairly, the percentage share is:
- 26% reported as not being seen sympathetically (an increase from 7% in 2014/15)
 - 23% reported support being dependent on staffing (a decrease from 35%)
 - 19% reported a perceived lack of management support (an increase from 8%)
- 5.5.7 Support staff and staff satisfied with their present job are identified as being more likely to agree that they can manage their work-life balance and that an application to review arrangements would be considered fairly.
- 5.5.8 Operational staff are less likely to agree. Operational commitments do present specific challenges however there are numerous examples where adjustments have been considered and applied specific to operational roles, for example shared shifts within Service Control and stand-in arrangements.

Considerations

- 5.5.9 As detailed within 5.4 BFRS provides a range of policy and procedure to support staff to achieving urgent leave requests, appropriate cover arrangements and flexible working.

5.6 Personal Development

Key Indicators

- 5.6.1 The overall results show a positive view toward personal development. All employees were asked whether they agree or disagree with a set of 7 statements about their attitude to work. Significantly:
- 100% of staff accept responsibility for their performance
 - 99% state they learn from their experiences
 - 99% consider constructive criticism
 - 98% consider themselves open minded and
 - 97% state they strive for excellence.
- 5.6.2 89% indicated that they had received an appraisal in the past year. This is a significant improvement from 75% for 2014/15.
- 5.6.3 HR data provided for actual appraisal returns for 2016/17 indicate that the figure for all staff is 100% for operational personnel Watch Manager and below and 94% for Support roles and Station Manager and above.
- 5.6.4 81% of employees reported that they have not been unfairly refused training within the last two years. This compares to 87% reported in 2014/15.

- 5.6.5 52% of employees agreed that everyone is given equal access to training, which compares to 58% for 2014/15. 32% disagreed with this statement, compared with 29% in 2014/15.
- 5.6.6 87% stated that they had not been unfairly passed over for promotion within the last two years. This is an improvement of 2% over 2014/15 and a 5% improvement over 2009.
- 5.6.7 Of the employees who reported feeling that they have been unfairly passed over for promotion within the last two years, 27% reported that this was due belonging to a union, which is a significant reduction from the previous 54% in 2014/15.
- 5.6.8 This change in relation to union membership compares with a similar reduction relating to fairness within 5.1.1. This could be indicative of improvements in the national political landscape between the two survey periods.

Additional Commentary

- 5.6.9 61% of employees reported that if a progression position was available to them they would be interested in applying for it, which is consistent with 2014/15 and 2011/12.
- 5.6.10 Employees who said that they would not be interested in applying for a progression position if it was available to them were asked why this was the case. These are:
- 43% said that they did not want the extra responsibility/work or a promotion, which compares to 44% in 2014/15
 - 28% said that there are no suitable posts available, which compares with 5% for 2014/15
 - 15% stated too late in career, compares to 26% for 2014/15
 - 10% stated general dissatisfaction (no comparison for 2014/15)
 - 8% stated not interested, compares with 17% in 2014/15
 - 20% covers 'other' which accounted for 38% in 2014/15
- 5.6.11 Of those employees that stated they received an appraisal in the last 12 months, 82% stated that the person conducting the appraisal provided the opportunity to have their say, indicating a two way approach.
- 5.6.12 76% of staff stated that the person conducting the appraisal identified training needs with them, a reduction of 10% from 2014/15, with 69% stating advance information was provided, a reduction of 12% from 2014/15.
- 5.6.13 Staff can request access to training through a variety of processes, which include annual appraisal, Continual Professional Development (CPD), promotion and progression. Requests are usually submitted via an FSRT35 written request, which identifies the training/development, provides detail of attendees and organisational benefit, and requires line management

evidenced support before the Training and Development Manager considers approval.

5.6.14 In 2016/17 a total of 127 applications for external training, learning and development were submitted with all but 3 being supported. By comparison, in 2015/16 a total of 158 applications were submitted with all but 4 being supported. These are reviewed by the Training and Development Management team and reported to the Diversity team for further analysis and reporting.

Considerations

5.6.15 Training support is available for new managers to benefit effective appraisal delivery, a policy and procedure exists to support appraisals (V100510) which is supported by a Managers' Guide (V10051001) both were updated in June 2016.

5.6.16 All appraisals are quality assured through the line manager process with comment added prior to transfer to HR, therefore further analysis may be required to understand whether there is a reduction in effectiveness.

5.7 Organisational Growth

Key Indicators

5.7.1 90% of employees reported having heard of BFRS' objectives, 88% its Vision and Virtues. These are lower than 2014/15 but remain significantly above levels in 2009.

5.7.2 75% of employees agreed that if they contacted BFRS as a member of the public they are confident that they would receive a good service, although this is a decrease of 7% since 2014/15.

5.7.3 Public satisfaction rates from BFRS engagement is routinely reported at CMT and FRA meetings as 99% or better.

Additional Commentary

5.7.4 61% agreed that BFRS understands the needs of its communities, a reduction of 4% over 2014/15 but remaining higher than 2011/12.

5.7.5 Of the 48 staff members that provided further detail on community understanding, ORS has recorded:

- 22% said that it was because public consultations are loaded/ask questions to give certain answers compared with 28% from 2014/15
- 13% said they disagreed because managers ignore public opinion compared with 5% in 2014/15 and
- 8% sighted budget priorities, not considered in 2014/15.

5.7.6 74% recorded as 'other' which requires further triangulation.

Item 10.15 Appendix

- 5.7.7 71% of employees reported having regular watch, station or team meetings where there are opportunities to learn about that is happening within the Service. This is positive however is a reduction of 5% from 2014/15.
- 5.7.8 When employees were asked how they currently receive most information about current issues in BFRS, 82% reported that they currently receive most information from the Blue Bulletin, which remains consistent with 2014/15 (85%). This was followed by electronic mail, informal conversations with colleagues and watch/team/other meetings.
- 5.7.9 Only 16% of employees (a significant decrease of 9% over 2014/15) agreed that there has been an improvement in the last 2 years regarding how they previously received information. However a high proportion (59%) neither agreed nor disagreed.
- 5.7.10 ORS report that those who report that they are satisfied with their job are significantly more likely to agree, while those who are not satisfied with their job and who are female are significantly less likely to agree.
- 5.7.11 The report states that 66% staff would prefer more face to face information with their manager, with a similar number also preferring watch/station/team meetings, with Blue Bulletin following electronic mail in preference. This remains consistent with 2014/15.
- 5.7.12 For operational personnel, key safety critical messages and updates have recently been presented through LearnPro, which supports the interest in electronic communications. This also makes receiving information flexible to a diverse workforce.
- 5.7.13 Of interest is that Core Brief was only supported by 6% of staff as a preferred communication model and 26% supporting the use of the Intranet. Whilst face to face with line managers were seen as the most preferred, there was only a 25% preference for management Briefing Sessions. A reason for this may be the focus of such events, where those that have had opportunity to engage them may consider them more beneficial than others.

Considerations

- 5.7.14 Watch/station/team meetings are to be encouraged to ensure that important organisational messages are effectively communicated to all staff. A communication strategy and action plan is in place to improve communications.

5.8 Job Satisfaction

Key Indicators

- 5.8.1 88% of employees said that they believe that their job is worthwhile. This remains high however it is a 5% decrease from 2014/15.

- 5.8.2 When employees were asked what they enjoy most about their job 79% reported that they enjoy helping people, 78% enjoy working in a team and 72% said that they enjoyed serving the community.
- 5.8.3 When employees were asked what they enjoy least about their job, 19% stated threats from colleagues and management, 16% feeling undervalued, 16% stated high workloads.
- 5.8.4 Negative comments from managers had been the least enjoyed element of an employee's job in 2014/15 at 30%, followed by political interference at 18%. Negative comments have fallen to 16% and political interference has fallen to 6% in 2017. High workloads had previously only been reported by 6% of staff in 2014/15.

Additional Commentary

- 5.8.5 Employees were asked what, if anything, would increase employees' satisfaction with their job. 22% was positive feedback and wanting to feel valued / appreciated. 20% suggested having less managers, 16% suggesting a pay increase.
- 5.8.6 Pay remains a low reported outcome when staff consider what they most enjoy about work at 14%, down from 18% in 2014/15
- 5.8.7 Employees were asked what they consider the most important factors in maintaining their commitment at work. These include:
- 43% of employees regarded positive feedback as most important factor, also top at 34% in 2014/15
 - 17% stated teamwork which was reported by 16% in 2014/15
 - 11% stated a happy workplace (which did not register in 2014/15) and
 - 9% stated having a good work-life balance which was reported by 7% in 2014/15

Considerations

- 5.8.8 A national pay review has been ongoing as part of NJC review of conditions and a widening of the firefighter role. The outcomes of this, and a resolution on a national pension dispute, are expected shortly.

6. NEXT STEPS

6.1 Initial Communication

- 6.1.1 There has been an excellent level of engagement in the Employee Survey 2017 with 370 people responding; almost two-thirds of our staff. Therefore, the survey gives a strong insight into the strengths of the Service and the issues it faces moving forward. There is significant information to consider within this report and communicating this to the Service will be important.

6.1.2 A detailed review of the draft report is required to ensure accuracy and provide any feedback to ORS prior to sharing to wider staff groups.

6.1.3 The initial communication plan is defined below:

	Action	Timescale
1	CMT to receive a summary paper of key findings, additional comments and considerations based on the draft ORS report	September 2017
2	Representative Bodies engagement to discuss outcomes	October 2017
3	All Staff executive summary response to be communicated through Blue Bulletin	October 2017
4	Formal FRA engagement through Policy and Challenge meeting	December 2017

6.1.4 It is envisaged that further Service wide communication would follow on from these to inform on the progress.

6.2 Qualitative Research

6.2.1 During 30 October and 2 November 2017 IODA Ltd were invited in to provide a series of focus groups and semi structured interviews with our staff as part of qualitative research and triangulation of the data provided from the Employee Opinion Survey.

6.2.2 The themes of the focus groups and interviews were:

- Gain a deeper understanding of what has been working effectively, including how to maintain and develop those areas:
- Identify areas for improvement; and
- Additional themes that emerge from the qualitative research

6.2.3 A total of 64 staff engaged with two researchers from IODA Ltd during the events, which included middle and supervisory managers, operational and support staff. These events were hosted at a number of venues across the county to ensure that staff were able to engage fully and in confidence.

6.2.4 On conclusion, an initial verbal feedback was provided by IODA Ltd with a report to follow. It is expected that the report will provide some recommendations to complement the action plan developed in response to the Employee Opinion Survey.

7. ACTION PLAN

7.1 Actions achieved from 2014/15

	ACTION	OWNER	EVIDENCE	COMPLETE / REVIEW DATE
1	Carry out a review of FSRT35 applications including reason for refusal	HTD	Complete - Annual review established by TDM reported to HRP&CG and Diversity team	Jun 2016
2	Carry out training needs analysis	HTD	Complete - Equality input embedded into induction and development programmes	Jun 2016
3	Review of professional standards to take account responses	DA	Complete - Induction updated to include professional standards at work. Confirm content in development programmes. E&D training matrix being developed	Mar 2016
4	Review the Equality and Diversity Induction – to incorporate Unconscious Bias (UB) training	DA/HTD	Complete - On-line module to support UB training sourced, for delivery 2017 Embed UB to appropriate development programmes and induction.	Mar 2016
5	Review the recruitment and selection process – to incorporate Unconscious Bias training	DA/HTD	Complete - On-line module to support UB training sourced, for delivery 2017	Mar 2016

7.2 Action for 2017/18

	ACTION	OWNER	EVIDENCE	COMPLETE / REVIEW
1	Review of draft Staff Survey report	DA	Complete - Conducted by HSP	Sep 2017
2	Produce a key findings report for CMT	DA/HSP	Complete - Presented to CMT 7 Sep 2017	Sep 2017
3	Initiate independent focus group work to consider outcomes and present options for change	DA/HSP	Complete – Commissioned and Conducted by Ioda Ltd	Oct 2017
4	Initial staff engagement through representative bodies and employee groups	HSP	Complete - HSP met with FBU 25 Sep 2017 and 25 Oct 2017	Oct 2017
5	Training delivery timescales planned to include unconscious bias and Inclusive Leadership	DA/HSP	Complete - Unconscious Bias learning sent to identified managers progress monitoring through Diversity A review of Inclusive Leadership undertaken for delivery in 2018	Oct 2017
6	Initial report of outcomes to Corporate Equality Group (CEG)	DA/HSP	Complete - Presented to CEG 16 Oct 2017	Oct 2017
7	Report to HR Policy and Challenge meeting	DA/HSP	Meeting now 11 Jan 2018 – paper prepared by HSP	Dec 2017
8	Following triangulation of further information, an extended action plan to be developed for delivery across 2017-2019	DA/HSP	Commencing January 2018	Dec 2017

SOC Andy Peckham
Head of Special Projects

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 11**

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: REVIEW OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP EFFECTIVENESS 2017/18

For further information on this report contact: Nicky Upton
Democratic and Regulatory Services Supervisor
Tel No: 01234 845149

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To review the effectiveness of the Human Resources Policy and Challenge Group during 2017.

RECOMMENDATIONS:

That:

1. Members consider the effectiveness of the Human Resources Policy and Challenge Group (HRPCG); and comment on whether:
 - i. HRPCG have been effective and discharged their responsibility in regard to their terms of reference (HRPCG Terms of Reference are attached as an Appendix);
 - ii. There are any areas of their terms of reference which have not been considered and should be addressed; and

- iii. There is any training and development would assist them with the areas of the work of HRPCG.
 - iv. The recorded Minutes of the meeting will be fed into the facilitated meeting to be held on 18 January 2018 to review the Fire Authority's Effectiveness in 2017/18.
-

1. Introduction

The Fire Authority publishes an Annual Review of its Effectiveness and Record of Member Attendance. This review and a resultant Action Plan are included in the Fire Authority's Annual Governance Statement, which forms part of the Statement of Accounts.

2. 2017/18 Review of the Fire Authority Effectiveness

2.1 On 28 September 2017, the Audit and Standards Committee considered proposals for a review of the Fire Authority's effectiveness in 2017/18 and agreed that the Policy and Challenge Groups and Committees review their effectiveness by considering three overarching questions:

- i. Does the Group/Committee consider they have been effective and discharged their responsibility in regard to the Group's/Committee's terms of reference?
- ii. Considering the Group's/committee's terms of reference are there any areas that have not been considered and should be addressed?
- iii. Does the Group/Committee consider any training and development would assist them with the areas of work of Group/Committee?

2.2 The minutes will be fed into the facilitated meeting to be held on 18 January 2018 following the Budget Workshop to review the Fire Authority's effectiveness in 2017/18.

3. Review of Human Resources Policy and Challenge Group Effectiveness

3.1 Human Resources is one of three Policy and Challenge Groups established by the Fire Authority to focus on the following areas of Bedfordshire Fire and Rescue work:

- Health, Safety and Welfare
- Equality and Diversity
- Training and Staff Development
- Human Resource Planning
- Organisational Development
- Payroll
- Pensions
- Terms of Conditions
- Fitness and Wellbeing

- 3.2 The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.
- 3.3 Members are requested to review the terms of reference attached to confirm that they are content that the responsibilities for the Human and Resources Policy and Challenge Group have been discharged effectively or whether there are any areas which have not been met.

In relation to the Terms of Reference and span of responsibility, Members are asked to consider if there are any training or information items they would like added to the work programme for next year, either to the HRPCG or to the wider Member Development days.

4. **Regularity of Meetings:**

- 4.1 The Human Resources Policy and Challenge Group meets four times a year, meetings for the current year were:

- 21 March 2017
- 29 June 2016
- 20 September 2017
- 11 January 2018

- 4.2 The meeting dates are agreed when the Calendar of Meetings for the following year is presented to the FRA at their December meeting. Attendance against the meetings will be reported to the Audit and Standards Committee on 28 March 2018.

5. **Support:**

- 5.1 The Group is supported by the Principal Officer with responsibility for Human Resources and Organisational Development.
- 5.2 Officers with responsibility of the areas of work overseen by the Human Resources Policy and Challenge Group attend to present reports and respond to Members.

Officers who attended regularly during 2017 were:

- ACO, Director of Human Resources and Organisational Development
- Head of Special Projects
- Head of Operational Support
- Head of Organisational Assurance
- Head of Human Resources
- Diversity Adviser

Other personal also attended to present reports if the leads above were unavailable a Deputy has attended.

6. Review of Work Carried Out:

The Human Resources Policy and Challenge Group reviews their Work Programme each meeting and the following items have been discussed:

- Review of Terms of Reference (first meeting of the year)
- Performance Monitoring and Report on Programmes (each meeting)
- Audit and Governance Action Monitoring Reports (each meeting)
- Corporate Risk Register (each meeting)
- Annual HR Performance Indicators and Targets for the next financial year
- New Internal Audits including a follow up Audit on Training and Development of Operational Personnel
- Absence Year End Presentation
- Review of 2015/16 Corporate Health and Safety Objectives
- Draft 2016/17 Corporate Health and Safety Objectives
- Occupational Accidents Year End 2015/16 Report
- Occupational Health Support
- Annual Provision of External Training
- Equality Duty Report
- Public Sector Equality Scheme Review
- Discretions – Fire Pensions Schemes
- Health and Safety Annual Report
- Review of the Fire Authority's Effectiveness

**ZOE EVANS
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT)**

HUMAN RESOURCES POLICY AND CHALLENGE GROUP TERMS OF REFERENCE

The Human Resources Challenge and Policy Group has been established to ensure that the following areas of Service are functioning efficiently and effectively, challenging areas of under performance as required and approving any associated policy as necessary:

- Health, Safety and Welfare
- Equality and Diversity
- Training and Staff Development
- Human Resource Planning
- Organisational Development
- Payroll
- Pensions
- Terms and Conditions of Service
- Fitness and Wellbeing

Membership

The Group is to consist of those Members appointed by the Fire and Rescue Authority for the ensuing year or as determined by the Fire and Rescue Authority.

One elected Member will be nominated as Chair of the Group by the Fire and Rescue Authority at its annual meeting and another elected Member will be nominated as Vice Chair at the first Group meeting held after the annual meeting. The Group may co-opt onto its membership any person, such as representatives or members of groups, who may provide specialist information or skills in assisting the Group to reach its aims and objectives set out below.

Quorum

Business shall not be transacted at any meeting of the Human Resources Policy and Challenge Group unless at least three Members are present and at least one Member from two constituent authorities.

Support

The Group will be supported by the individual Principal Officer with responsibility for Human Resources and Organisational Development and members of the Strategic Support Team.

Regularity of Meetings

The Group is to meet a minimum of four times a year. Other meetings can be called when deemed necessary by any member of the Group and following agreement with the Group Chair.

Reporting

The Group has no delegated power to take decisions but its minutes are submitted

to the FRA under a covering report from the Group's Chair with any recommendations.

Terms of Reference

1. To consider and report as necessary on performance in respect of the Fire and Rescue Authority's Human Resources and Organisational Development Directorate and be involved in the setting and monitoring of Service targets.
2. To approve the Human Resources and Organisational Development Sections of the Fire and Rescue Authority's Community Risk Management Plan (CRMP) and associated Annual Action plans.
3. To consider and approve the People Strategy, associated strategies and annual action plans.
4. To oversee the development, approval and implementation of the Fire and Rescue Authority's Single Equality Scheme.
5. To consider and approve Equality and Diversity annual reports.
6. To consider the findings of any community consultation or staff audits relating to Human Resources and Organisational Development.
7. To commission and oversee reviews into specified areas of work within the Human Resources and Organisational Development Directorate.
8. To consider any external reports relating to Human Resources and Organisational Development.
9. To monitor the effective identification and management of corporate risks relating to Human Resources functions.
10. To approve the annual corporate health and safety objectives.

Revised Terms of Reference agreed by the CFA on 7 September 2011

Updated for change of Authority name – December 2012

Revised by HR Policy and Challenge Group on 13 June 2013

Quorum included – 2 July 2014

Pensions, Terms and Conditions of Service and Fitness and Wellbeing added and Reporting Statement included – FRA Meeting 21 July 2016

Revised Terms of reference (Item 10 added) – FRA Meeting 19 July 2017

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 12**

REPORT AUTHOR: HEAD OF ORANISATIONAL ASSURANCE

SUBJECT: CORPORATE RISK REGISTER

For further information on this Report contact: Area Commander Darren Cook
Head of Organisational Assurance
Tel No: 01234 845061

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New			

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider the Service's Corporate Risk Register in relation to Human Resources.

RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Human Resources Policy and Challenge Group.

1. Introduction

- 1.1 Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.
- 1.2 An extract of the Corporate Risk Register showing the risks appropriate to the Human Resources Policy and Challenge Group together with explanatory notes regarding the risk ratings applied is appended to this report.

2. Current Revisions

- 2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Human Resources Policy and Challenge Group are attached for your information and approval.
- 2.2 Changes to individual risk ratings in the Corporate Risk Register: None. Individual risk ratings have been reviewed and are unchanged.
- 2.3 Updates to individual risks in the Corporate Risk Register:
- **CRR00040: If there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the service which could ultimately affect our service delivery and wider corporate functionality in the shorter term.** A budget submission has been made for 2018/19 for a permanent recruitment advisor position. The Service continues to be successful at attracting experienced operational staff on transfer which complements our recruitment strategies. The requirements for future whole time fire fighter recruitment and training continues to be informed by CMT analysis of establishment profiling.

**AREA COMMANDER DARREN COOK
HEAD OF ORGANISATIONAL ASSURANCE**

Explanatory tables in regard to the risk impact scores, the risk rating and the risk strategy.

Risk Rating

Risk Rating/Colour	Risk Rating Considerations/Action
Very High	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: <ul style="list-style-type: none"> ? reduce the likelihood of a disruption ? shorten the period of a disruption if it occurs ? limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls <i>should</i> be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
Moderate	These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

Risk Strategy

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc)
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BLFRS
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 13**

REPORT AUTHOR: HEAD OF HUMAN RESOURCES

SUBJECT: ANNUAL APPRAISAL PROCESS

For further information on this Report contact: Denise Clarke
Head of Human Resources
Tel No: 01234 845048

Background Papers: Appraisal Policy and Appraisal Guide for employees and managers– available on request

Implications (tick✓):

LEGAL		FINANCIAL	
HUMAN RESOURCES	✓	EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	✓
CORPORATE RISK	Known	OTHER (please specify)	
	New	CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Human Resources Policy and Challenge Group with a sample of Bedfordshire Fire and Rescue Service employee annual appraisals for the year 2017/18.

RECOMMENDATION:

Members review the appraisals provided and endorse the appraisal process followed.

1. Appraisal process

1.1 Bedfordshire Fire and Rescue Service (The Service) have a performance management system which starts with our vision, supported by three strategic objectives. These objectives form the basis of Service, Departmental and Station plans. Through the appraisal process each employee is set a range of personal objectives so that they are clear about what they need to do to

contribute to the Station/Departmental plan and they are given appropriate support, training and development to achieve them.

- 1.2 Whilst the Service expects line managers to regularly review employees' progress and their performance at work the annual appraisal process provides a formal opportunity for individuals to discuss their performance with their manager, talk about what needs to be achieved in the appraisal period and identify what support is needed.
- 1.3 Formal appraisals do not replace the need for managers to praise good performance or identify development needs as and when they happen. This feedback should occur on a day to day basis. The annual appraisal acts as a summary of performance over the year and should complement the regular on-going feedback given throughout the time period.
- 1.4 The Service has an Appraisal Policy that has been agreed with the Fire Brigades' Union; this describes the appraisal process and is supported by guidance for all employees and managers. All line managers received mandatory appraisal training to coincide with the introduction of the policy and training is provided on an annual basis for those new to managerial roles or those who need or want to refresh their appraisal skills. HR dip sample check appraisals to ensure quality.
- 1.5 All Service employees are required to have an annual appraisal and performance in the timely completion and submission of annual appraisals is an HR key performance indicator. During 2017 the performance was 92.8% against a target of 90%. Service performance is reviewed by the Corporate Management Team and reported to HR Policy and Challenge Group. In line with its Terms of Reference, the Human Resources Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group.

2. Sample of appraisals

- 2.1 Members requested that a sample of appraisals be provided to HR Policy and Challenge for their review and information. In order to facilitate this request the Head of HR approached a sample of employees for their permission to share their appraisals with the forum. The appraisals are provided in an anonymous and redacted format in order to comply with data protection requirements.

3. Implications

- 3.1 The Service has a jointly agreed HR best practice Appraisal Policy in place that is subject to regular review.

**DENISE CLARKE
HEAD OF HUMAN RESOURCES**

BEDFORDSHIRE FIRE AND RESCUE SERVICE

PERFORMANCE APPRAISAL FORM

Employee's name:	██████████
Job title:	██████
Watch/Department:	████
Start date in Service:	██████████
Start date in Role:	██████████
Manager:	██████████
Date of meeting:	5 April 2017
Performance Against Key Accountabilities of the Post	
This section should be used to record discussion of performance in carrying out the key accountabilities of the job as set out in the job description.	
<p>██████████ and I have regular one to ones to discuss objectives, progress and work demands. The current job description captures the key accountabilities of the role. This year has been another significantly busy and demanding year requiring ██████████ to be reactive to national demands from ██████████ as well as outcomes from the ongoing ██████████ work in managing ██████████ requiring ██████████ advice and individual impact assessment. ██████████ has managed this to a stage where all ██████████ are identified, ██████████ cases are dealt with and ██████████ are in the final stages of discussion with ██████████. ██████████ has ensured the team plan is in place aligned to the ██████████ Strategy and carries out one to one's with her reports.</p> <p>This year has required ██████████ to manage the implementation of the new ██████████ system. This has not gone smoothly and ██████████ has had to lead and drive delivery through resourcing and managing the draw on capacity as well as the impact on her teams to ensure the go live date of ██████████ was achieved. It is to hers and the teams credit that this was successfully achieved. This is still a demanding area of work and will continue to draw capacity from the teams throughout 2017\18 whilst full functionality is sought and stage 2 implemented.</p>	
Performance Against Previously Set Work Objectives	
This section should be used to record discussion of performance in achieving work objectives set at the previous appraisal meeting. (List below or attach objectives)	
See attached.	

Performance Against Behaviours Required for Effective Performance

This section should be used to record discussion of performance against the behaviours set out in the Personal Qualities and Attributes framework applicable to the organisational level of the person being appraised. (The PQA's are Personal Style, Interpersonal Skills, Working with Information and Organisational Effectiveness)

Personal Style:

approaches all issues in a balanced and ethical manner. It is clear ensures she manages her team in a fair and transparent way. approach promotes confidence in her abilities from her peer group and her opinion and view is sought by her peers, and by me. Through all the significant demands on and the team this year she has remained resilient to support her team throughout.

Interpersonal Skills

Through a testing year, has led and continues to motivate her team. is an excellent communicator both written and verbally and influences organisational direction through is well aware of the need for individuals to develop themselves and allows for this opportunity and discussion ensuring individuals are aware of the risks of not becoming professionally recognised in

Working with Information

has a desire to ensure the correct action is being taken which has meant investing her time in understanding the complex and detailed areas with This has been necessary through these demanding times. has also had to address detail with budgets and the implementation of the which meant a strict control on spend and backfilling was required.

Organisational Effectiveness

is a heard voice amongst her colleagues in moving the Service forward. would like to focus on utilising to drive improvement across the Service but the capacity to achieve this is unlikely to be available until the draw on current capacity has diminished.

Personal Development and Training

This section should list specific requirements for any training, development or any other suitable activity that will enhance skills, knowledge and behaviour that is relevant to the current or possible future role.

Development/Training	Organiser	Date
<p>Although would like to attend broader national seminars, her current work commitments make this difficult.</p> <p>attends update training, related seminars and learning linked to her duties.</p>		

Career Aspirations

This section should record any areas of the department or Service in which the employee has expressed a specific interest.

██████ wishes to keep her career ██████ specific. ██████ is considering ██████ sometime in the future but is keen to keep the Service informed of any changes to help succession planning. ██████ has no imminent plans.

Agreement of Work Objectives for the next 12 months

This section should record the agreed objectives (SMART) that have been discussed in line with Service aims and objectives that the employee is required to meet over the coming 12 month period. (Attach on separate sheet if preferred)

Objective	Timescale
See attached.	

Other areas of discussion

This section should record any other points discussed at the appraisal meeting.

██████ has had to react to changing demands and the need for capacity within the ██████ team managing the introduction of a new post, backfilling for ██████ increasing capacity for ██████ extending a ██████ and arranging for the ██████ appointment to support the new ██████ in the ██████ for the next ██████. This has occurred whilst delivering against work plans. ██████ is a very capable and able leader whose commitment, abilities and contribution I value.

Employee's signature: ██████

Appraiser's signature: ██████

Date: ██████

Reviewing manager's comments

██████ makes a huge contribution to our organisation and manages an impressive workload. ██████ are currently investigating ways to improve resources to meet the significant demand in key areas of responsibility.

Reviewing manager's signature: ██████

Date: ██████

6-6-17

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's PRF. Once completed please forward to Human Resources department for filing.

Date received in HR

Logged for monitoring purposes

Objectives 16/17

Objective Task/Action	Resources/Tools Required	Timescale	6 Month Review Comment	12 Month review
<p>1.</p> <p>To develop the functional plan and manage the completion of actions throughout the year (this includes a review of the basics)</p>	<p>Strategy</p> <p>Objectives</p> <p>Strategic Assessment</p> <p>Team</p>	<p>Due for April 2017</p>		
<p>2.</p> <p>Review customer service from the team assessing work and process flows to shape a review of the service delivery model. This also involves utilising skills across the team increasing capacity and skill balance and integrating with the</p>	<p>Work flow impact</p> <p>Team</p> <p>Professional knowledge</p> <p>Technology advancements</p>	<p>Development of a temporary structure to support capacity and new whilst recruiting to turnover</p> <p>now employed to support key in IT literacy and making a difference to the team.</p> <p>To continue to monitor with the development of the and team member plans.</p>		<p>Ongoing, complicated by and team members. When new HR system bedded in the team structure will change. This will take another 12 months to assess.</p> <p>Using additional temporary staffing arrangements.</p> <p>aware of the succession planning and business continuity requirements within the team</p> <p>Ongoing</p>
<p>3.</p> <p>To ensure the plan is updated and reviewed and policies delivered are</p>	<p>Team</p> <p>Dedicated resource</p> <p>Capacity within</p>	<p>Yearly plan in place review April 2017</p>		

<p>accurate, timely and fit for purpose.</p> <p>To manage the process of policy review by bringing together</p> <p>██████████</p> <p>██████████ into one</p> <p>██████████ for views to be</p> <p>██████████</p>	<p>team</p> <p>National and regional knowledge</p>			
<p>4.</p> <p>Following procurement of the new ██████████</p> <p>██████████ to follow project management framework to complete its integration with the organisation and set realistic timescales. First loose plan is stage one for ██████████</p>	<p>██████████</p> <p>Team</p> <p>External resource</p> <p>IT</p> <p>National FRS knowledge</p>	<p>Review Oct 2016</p>		<p>Successfully live from Feb 2017</p> <p>Objective continues for 17/18</p>
<p>5.</p> <p>To ensure the sound provision of ██████████ services with the new schemes.</p> <p>This includes finalising ██████████ work with ██████████ and planning the initiation of ██████████</p> <p>██████████</p> <p>██████████</p>	<p>Team</p> <p>External providers</p> <p>National knowledge</p>	<p>One to one discussions</p>		<p>An area of achievement for ██████████ and her management of the team. Ongoing for 2017/18</p>
<p>6.</p> <p>Review capacity in ██████████ to drive ██████████ support to ██████████ and the educational element of ██████████ in general. This will also include providing</p>	<p>██████████ Team</p> <p>Professional knowledge</p>	<p>Review Dec 2016</p>		<p>████████████████████</p> <p>████████████████████</p> <p>████████████████████</p> <p>████████████████████</p> <p>Ongoing for 2017/18</p>

information around [redacted] [redacted] [redacted]				
7. Review organisational gaps in [redacted] planning and [redacted] review forecasting and [redacted] tools.	[redacted] Team Technology CMT Actions from meeting with [redacted] [redacted] [redacted]	Apr 2017		Some progress. Will also feed into [redacted] [redacted] for [redacted] [redacted] ensure needs of organisation in the future are considered. Info on an [redacted] [redacted] evidenced, CMT to be advised of [redacted] needs and points of risk. Ongoing.
8. To support the review and development of Service [redacted] across the organisation led by the [redacted] Group.	Comms grp Existing documentation	Dec 2016		Ongoing 17/18
9. Support the understanding of the utilisation of [redacted] across the organisations in preparedness for [redacted] and [redacted]	[redacted] team. National info	Review Dec 2016		Ongoing 17/18
10 To Support the completion of the [redacted] [redacted] this year.	[redacted] [redacted] National info	Review Dec 2016		Ongoing 17/18

Objectives 17/18

Objective Task/Action	Resources/Tools Required	Timescale	6 Month Review Comment	12 Month review
<p>1.</p> <p>To develop the [redacted] functional plan and manage the completion of actions throughout the year. (this includes a review of the basics, [redacted] [redacted])</p>	<p>[redacted]</p> <p>Objectives</p> <p>Strategic Assessment</p> <p>Team</p>	<p>Completed for April 2017.</p> <p>Due for April 2018</p>		
<p>2.</p> <p>Review customer service from the [redacted] team assessing work and process flows to shape a review of the [redacted] service delivery model. This also involves utilising skills across the team increasing capacity and skill balance and integrating with the [redacted] solution</p>	<p>Work flow impact</p> <p>Team</p> <p>Professional knowledge</p> <p>Technology advancements</p>	<p>Development of a temporary structure to support [redacted] capacity and new [redacted] whilst recruiting to turnover.</p> <p>To continue to monitor with the development of the [redacted] [redacted] over the next 12 months.</p>		
<p>3.</p> <p>To ensure the [redacted] [redacted] plan is updated and reviewed and policies delivered are accurate, timely and fit for purpose.</p> <p>To work towards a cultural change in how [redacted]</p>	<p>Team</p> <p>Dedicated [redacted] resource</p> <p>Capacity within team</p> <p>National and regional knowledge</p>	<p>Yearly plan in place review April 2018</p>		

<p>and improvement is managed.</p> <p>Consulting, negotiating and completing EA's as required.</p>				
<p>4.</p> <p>To ensure the new [redacted] and [redacted] system maximise its functionality.</p> <p>To project manage implementation of [redacted]</p>	<p>[redacted]</p> <p>Team</p> <p>External [redacted]</p> <p>IT</p> <p>National FRS knowledge</p>	<p>Review Oct 2017</p>		
<p>5.</p> <p>To ensure the sound provision of [redacted] services with the [redacted]</p> <p>This includes finalising [redacted] with [redacted] transfer and reacting to any national changes with the [redacted] or in general.</p>	<p>Team</p> <p>External providers</p> <p>National knowledge</p>	<p>One to one discussions to April 2018.</p>		
<p>6.</p> <p>Review capacity in [redacted] to drive [redacted] and the [redacted] element of [redacted] in general. This will also include providing information around [redacted]</p>	<p>[redacted]</p> <p>Professional knowledge</p>	<p>Review Dec 2017</p>		
<p>7.</p> <p>Review</p>				

<p>organisational gaps in [redacted] planning and [redacted] transfer, review forecasting and [redacted] planning tools.</p> <p>To include [redacted] and [redacted] best practice to meet organisational [redacted] needs and [redacted]</p> <p>Utilising [redacted] data to highlight risk and advise CMT</p>	<p>[redacted] Team Technology CMT Actions from meeting with [redacted] and [redacted] 28 April 2015</p>	<p>Apr 2018</p>		
<p>8. To support the review and development of Service [redacted] across the organisation led by the [redacted] Group.</p>	<p>Comms grp Existing documentation</p>	<p>Dec 2017</p>		
<p>9. Support the understanding of the utilisation of [redacted] across the organisations in preparedness for [redacted] targets and [redacted] Consider link to [redacted] plans.</p>	<p>Training and Dev team. National info</p>	<p>Review Dec 2017</p>		
<p>10 To Support the completion of the [redacted] [redacted] this year.</p>	<p>Equality and Diversity Adviser National info</p>	<p>Review Dec 2017</p>		
<p>11. Promote [redacted] and a fair and equal place to work through integration with [redacted] [redacted]</p>	<p>All Teams</p>	<p>April 2018</p>		

				
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BEDFORDSHIRE FIRE AND RESCUE SERVICE

PERFORMANCE APPRAISAL FORM

Employee's name:	██████████
Job title:	██
Watch/Department:	████████████████████
Start date in Service:	██████████
Start date in Role:	██████████
Manager:	████████████████████
Date of meeting:	05 05 17
Performance Against Key Accountabilities of the Post	
<p>This section should be used to record discussion of performance in carrying out the key accountabilities of the job as set out in the job description.</p> <p>██████████ performance against the key accountabilities of his role, both managerial and command has consequently resulted in him achieving a PDR competent status. Since his last appraisal ██████████ has improved his strategic contribution as a member of the ██████████ Team and the ██████████ Team. ██████████ keeps abreast of the national picture and works hard to ensure that the Service reflects the best of the sector. The objectives set for ██████████ as part of the ██████████ strategy are developing well; he maintains a strong focus on risks presented to the community and the Service from ██████████ and ██████████. ██████████ has introduced a new ██████████ policy and a draft ██████████ that incorporates a strong direction for the ██████████.</p> <p>██████████ continues to monitor and oversee the command competences of his team and individuals and regularly reviews their PDR entries. Command competence and assessment continue to be subject to strong focus from ██████████ supporting a robust operational safety ethic within the Service.</p> <p>██████████ continues to drive functional area performance and recognises the need for improvement in some ██████████ areas showing red.</p>	
Performance Against Previously Set Work Objectives	
<p>This section should be used to record discussion of performance in achieving work objectives set at the previous appraisal meeting. (List below or attach objectives)</p> <p>Objectives set as part of the Service Delivery Strategy (██████████ ██████████) have been progressed and continue to be developed. ██████████ now sits on the ██████████ Board and the ██████████ Task and Finish Group.</p> <p>Continuous monitoring and 'outcome evidence' of the objectives relating to command, safety, training, ██████████ and organisational change have progressed well and will continue to feature.</p>	

Performance Against Behaviours Required for Effective Performance

This section should be used to record discussion of performance against the behaviours set out in the Personal Qualities and Attributes framework applicable to the organisational level of the person being appraised. (The PQA's are Personal Style, Interpersonal Skills, Working with Information and Organisational Effectiveness)

██████ PQA's support and compliment his role as a member of the ██████████ Team. Whilst our discussion identified some improvement in ████████ confidence and projection, there is recognition of the need to continue developing his delivery.

██████ is engaged on ██████████ Programme and utilises his learning to enhance the organisation. ████████ has also been appointed as Hearing, and Appeals Manager for a number of Level ████ hearings, within which he has conducted himself competently and professionally.

Personal Development and Training

This section should list specific requirements for any training, development or any other suitable activity that will enhance skills, knowledge and behaviour that is relevant to the current or possible future role.

Development/Training	Organiser	Date
<p>██████ continues to develop in his role and is supported by Principal Officers and his peer group.</p> <p>Command competencies are monitored via live incidents and assessment.</p> <p>Aligning with ████████ ambition to operate at ██████████ level, I have agreed where possible to support his exposure to that role.</p>		<p>Continuous engagement.</p> <p>Regular assessment and monitoring.</p>
Completion of the ELP.	FSC	2018
Completion of the ICL4.	FSC/██████	2017

Career Aspirations

This section should record any areas of the department or Service in which the employee has expressed a specific interest.

Subject to continuous development and high level performance, ████████ aspiration of reaching ██████████ level is a realistic expectation. ████████ has also shown promise in being able to apply his skills overseeing other functional areas.

Agreement of Work Objectives for the next 12 months

This section should record the agreed objectives (SMART) that have been discussed in line with Service aims and objectives that the employee is required to meet over the coming 12 month period. (Attach on separate sheet if preferred)

Objective	Timescale
1. To embed [REDACTED] Strategy objectives.	Strategy defined.
2. To embed the [REDACTED] policy and formally conduct a 6 month review.	September 2017
3. To maintain personal operational command competence. Evidenced by: Training and exercising Attendance at operational incidents Professional discussion Use of LearnPro	Recorded and reviewed using PDRPro.
4. To enhance the safety of Firefighters through the application of safe working practices and a focus on premises risk information and operational debriefs.	Evidenced by continuous monitoring.
5. To monitor the completion of training and development records, and to ensure that necessary corrective action is taken.	Evidenced by continuous monitoring.
6. To meet [REDACTED] related objectives – Evidenced by performance analysis.	Evidenced by outcomes.

Other areas of discussion

This section should record any other points discussed at the appraisal meeting.

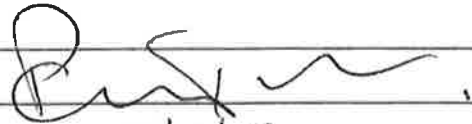
[REDACTED] recognises the need for consistency of performance as an individual and as a [REDACTED] member. [REDACTED] will receive the support of his peers and the PO team in achieving this.

Employee's signature:	[REDACTED]
Appraiser's signature:	[REDACTED]
Date:	9 th May 2017

Reviewing manager's comments

[redacted] has settled well into [redacted] and continues to develop his personal and organizational outcomes

Reviewing manager's signature:



Date:

10/5/17

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's PRF. Once completed please forward to Human Resources department for filing.

Date received in HR

Logged for monitoring purposes

BEDFORDSHIRE FIRE AND RESCUE SERVICE

PERFORMANCE APPRAISAL FORM

Employee's name:	██████████
Job title:	██
Watch/Department:	████████████████████
Start date in Service:	██████████
Start date in Role:	██████████
Manager:	██████████
Date of meeting:	12 th May 2017

Performance Against Key Accountabilities of the Post

This section should be used to record discussion of performance in carrying out the key accountabilities of the job as set out in the job description.

██████████ has been in the current ██████████ role now for ██████████ months so this is the first appraisal that I have carried out with him. Consideration has been given with regard to this relatively short period of time and the fact that he is still developing within the ██████████ role, and at ██████████ Manager level.

██████████ is performing and developing well against all aspects within the ██████████ job description. ██████████ is a very competent ██████████ Commander and I have personally observed his skills during a recent Incident Command assessment.

██████████ is one of our more experienced ██████████ and his logical and practical approach, with a high level of attention to detail, ensures that he continues to carry out this role to a very high standard.

██████████ understands the key accountabilities of his role and he is comfortable working within these areas. When reflecting on ██████████ performance and considering the contents of his previous appraisal, delivered by ██████████ I can see how his skills are transferable to his current role. The coaching, mentoring and developing teams is one of great value in his current role, and he is working hard to further develop his new team.

I am confident that ██████████ will continue to develop in all areas of his work and this will be fully supported, through one-to-one meetings and regular interaction whilst delivering against Service objectives. This has been evident so far in the delivery of policies and work streams linked to strategic projects i.e. ██████████ ██████████

██████████ has assisted to maintain key ██████████ arrangements working with and through colleagues in the team, especially key ██████████ arrangements linked to ██████████ are managed through the ██████████ ██████████ Group, which ██████████ chairs.

██████████ provides regular support to myself in the delivery of Strategy, focused on ██████████ and working with ██████████ to ensure alignment of ██████████ and ██████████ practice.

Performance Against Previously Set Work Objectives

This section should be used to record discussion of performance in achieving work objectives set at the previous appraisal meeting. (List below or attach objectives)

As already mentioned [redacted] objective for the last 12 months were set by [redacted] and for the role of [redacted] Commander. Having reviewed these objectives and subject to additional discussions with taken place, I am content that he has made very good progress with executing them, supporting information is as follows:

Command competence has been maintained at operational incidents for [redacted] and [redacted] and by attending several ICS assessments at TDC. [redacted] also successfully passed the [redacted] ICS course at the FSC.

Station Plan for 2016/17 were produced and managed to point of departure, these were handed over to the incoming [redacted] along with information and history to ensure they could maintain direction of travel and attainment of goals. [redacted] experience from developing and managing station plans is key, as there is an aspiration for a total review on how these plans are developed, owned and quality assured in the very near future.

Station Safety Critical training requirements were met and maintained at [redacted] for the period of the 2016/17 Station Plan referred to.

A very successful open day took place in 2016 linked to CFOA annual calendar and aligned to [redacted] Station Risk profile. An equivalent event took place for [redacted] in [redacted] 2016. Both achieved good Community engagement with key safety messages and education intrinsic to the demonstrations and messages conveyed.

[redacted] was delivered as a pilot at [redacted]. Delivery continues as part of the pilot programme. [redacted] was responsible for facilitating qualifications, administration and training to facilitate the [redacted] requirements for commencement of the trial.

The [redacted] with [redacted] was completed with the final stage being ratification between [redacted] and BFRS Legal departments. The document was completed and I facilitated an official meeting where signatures were applied to invoke it into use.

Since [redacted] has taken up the [redacted] role he has been an intrinsic link to implementing [redacted] and [redacted] across the Service. He has also played a significant role with the revision of [redacted] policy and procedures.

Performance Against Behaviours Required for Effective Performance

This section should be used to record discussion of performance against the behaviours set out in the Personal Qualities and Attributes framework applicable to the organisational level of the person being appraised. (The PQA's are Personal Style, Interpersonal Skills, Working with Information and Organisational Effectiveness)

[redacted] has as a good working relationship with members of his team, and his peers, although it is recognised that some areas of his work will require stronger, or different, management styles to ensure continued effective outcomes for [redacted] delivery amongst his team, his skills from the previous management role will assist with this.

I believe that [redacted] has developed a personal style and he possesses interpersonal skills which support him in his [redacted] role, as well as being effective in the role of [redacted]

I have many examples of [redacted] written and oral communication, document reviews, feedback from how he chairs meetings and how he, direct and indirect, manages members of his team. All of these demonstrate how he is capable of processing key information and applying it to supporting the achievement of departmental projects and work streams.

These examples all support personal and organisational effectiveness.

Personal Development and Training

This section should list specific requirements for any training, development or any other suitable activity that will enhance skills, knowledge and behaviour that is relevant to the current or possible future role.

Development/Training	Organiser	Date
<p>█████ has indicated that he would like to take all opportunities to develop in the current role of ████M. This will be effectively supported by working toward the achievement of the ████C development programme.</p> <p>His aim and focus is to attain a permanent role at ████C and any personal or generic development available to help achieve this will be welcome.</p>		

Career Aspirations

This section should record any areas of the department or Service in which the employee has expressed a specific interest.

█████ has indicated that he thoroughly enjoys his current role of ██████ and he continues to work towards achieving permanent appointment at ████C in this role.

All roles currently linked to a ████C level generally interest him. With long experience managing operational fire stations the role of ██████ Commander would also be of interest.

Agreement of Work Objectives for the next 12 months

This section should record the agreed objectives (SMART) that have been discussed in line with Service aims and objectives that the employee is required to meet over the coming 12 month period. (Attach on separate sheet if preferred)

Objective	Timescale
1) Now ██████ and ██████ have been introduced within the Service the next stage is to continue learning, developing and embedding the process. This will include quality assurance and demonstrating outcomes of this change.	March 2018
2) There is a requirement to strategically demonstrate how a greater emphasis towards reducing those seriously injured or killed on the ██████ of Bedfordshire. Expanding the FRS footprint amongst the delivery of ██████ safety programmes and proactively working closer with our partners to achieve this.	December 2017
3) Continuing to develop the ██████ role and endeavouring to ensure, as far as practicable, the interactions between ██████ ██████ and ██████ contribute to and achieve an integrated concept best supporting Service Vision and Aims, one organisation – one goal.	February 2018
4) Review current arrangements with regard to the ██████ programme and to investigate ways of making it sustainable for the future.	October 2017
5) Continue developing youth engagement initiatives across the county and incorporate Duke of Edenborough work where possible, through the development of a Youth Engagement Strategy.	February 2018
6) Maintain full operational competence and safety critical training via Learn Pro and PDRpro.	Ongoing

Other areas of discussion

This section should record any other points discussed at the appraisal meeting.

During the appraisal we spoke a great deal with regard to the development of the [redacted] team and some of their needs, areas of focus and expectations. It is now down to [redacted] to act on this and to continue progressing with this. We also spoke about how I can support [redacted] as he continues to develop into a more strategic role, the political environment we are currently working within, and the importance of effective communications.

Employee's signature:

[redacted]

Appraiser's signature:

[redacted]

Date:

30th May 2017

Reviewing manager's comments

Reviewing manager's signature:

[redacted]

Date:

31/05/17

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's PRF. Once completed please forward to Human Resources department for filing.

Date received in HR

Logged for monitoring purposes

BEDFORDSHIRE FIRE AND RESCUE SERVICE

PERFORMANCE APPRAISAL FORM

Employee's name:	██████████
Job title:	Station Commander
Watch/Department:	████████████████████
Start date in Service:	██████████
Start date in Role:	██████████
Manager:	██████████
Date of meeting:	24 th March 2017
Performance Against Key Accountabilities of the Post	
This section should be used to record discussion of performance in carrying out the key accountabilities of the job as set out in the job description.	
<p>██████████ took over the role of T/StnC at ██████████ during ██████████ 2016. ██████████ successfully passed the StnC interview process during ██████████ and was substantively promoted to StnC ██████████ in ██████████. ██████████ will remain in post at ██████████ for the foreseeable future.</p> <p>██████████ has a good knowledge on many areas linked to operational Fire Stations and operational response. ██████████ has served at many Fire Stations as a Watch Commander and also served in ██████████ for a period of ██████████ years.</p> <p>██████████ has started well in his new role. ██████████ understands the role of a middle manager and operates in a manner where he listens to staff before making a decisions and taking the responsibility for steering direction.</p> <p>██████████ has reflected on the initial period of his posting. Whilst he has tackled and resolved issues at station level he is aware he still has a lot to learn. ██████████ feels there may be areas of work expected from him that he has not yet encountered. End of year budgets being an example. ██████████ has the confidence to look forward to these challenges and appreciates the support available to him from his peers, line manager as well as support from Green Book roles.</p> <p>██████████ has been let down on occasion by his officers who have failed to record data correctly. The ██████████ trial is an example of this. ██████████ must now begin to understand the areas where his teams may have performance gaps. ██████████ needs to be able to proactively identify these areas and set control measures. This will ensure recording failures are not realised at strategic level, and that they are managed and controlled at a local level.</p> <p>During the appraisal we discussed the importance of regular coaching sessions with more experienced peers. This is one way ██████████ can overcome areas he is not sure about. ██████████ highlighted a recent session looking at budget variances as a good example. In the coming year I will be asking for ██████████ to arrange monthly coaching sessions with a group of his peers.</p> <p>██████████ is clear that whilst he appears approachable to all of those under his command, he focuses on the ██████████ members of staff he directly manages. ██████████ is aware of the importance of a chain of command in order to allow him to operate to complete multiple tasks at station and at service-wide level.</p> <p>██████████ has a good understanding of areas such as training, risk management and workplace assessment.</p> <p>██████████ is pro-active when maintaining his operational competence. ██████████ achieves this through attending incidents as well as participating in training events including an annual ICS Assessment. Stuart</p>	

has recorded effectively within PDRPro and LearnPro. At the time of the appraisal PDRPro indicates a sub role maintenance 15/16 and training maintenance 56/57. [REDACTED] must ensure that he regularly reviews and verifies the work place assessments of personnel at stations he has responsibility for. I have reviewed [REDACTED] assessment decisions and found them to be correct with good feedback delivered to officers. [REDACTED] must ensure his teams are regularly assessing and verifying work place assessments. This is one area at present that both of [REDACTED] stations could improve on.

[REDACTED] is working towards completing his development portfolio. Progress is being made and I would expect this to be completed within the next twelve months. [REDACTED] is now required to start to complete TDA's ready to be signed off.

[REDACTED] interacts well at meetings such as ODT and OCT. [REDACTED] contributes during discussions and is able to offer good rationale to support proposed solutions. It is pleasing to see that [REDACTED] completes action points allocated to him on time and to a good standard.

During the coming year I would like to see [REDACTED] continue to develop his experience in areas relating of his role. [REDACTED] should continue to expose himself to as many new situations as possible, this will include investigation work and budget management. [REDACTED] should look to maintain the good start he has made.

Performance Against Previously Set Work Objectives

This section should be used to record discussion of performance in achieving work objectives set at the previous appraisal meeting. (List below or attach objectives)

[REDACTED] previous objectives were met whilst performing as a Watch Commander. [REDACTED] changed role to a [REDACTED] during [REDACTED] and was subsequently substantively promoted to [REDACTED] during [REDACTED]. [REDACTED] Interim objectives set during this period have been met – examples being - to set up an initial training programme for both [REDACTED] and delivering a Service-wide [REDACTED] exercise.

Performance Against Behaviours Required for Effective Performance

This section should be used to record discussion of performance against the behaviours set out in the Personal Qualities and Attributes framework applicable to the organisational level of the person being appraised. (The PQA's are Personal Style, Interpersonal Skills, Working with Information and Organisational Effectiveness)

Personal Style – Commitment to diversity and integrity, Openness to change, confidence and Resilience.

██████ behaves in a fair and ethical manner which shows respect for individual differences. ██████ works regularly on work streams where he has access to personal sensitive information. ██████ is able to operate at this level whilst maintaining confidentiality. ██████ is aware of his responsibilities in being a Station Commander and proactively supports change initiatives. ██████ is resilient when tackling difficult issues on station. ██████ has the confidence to challenge poor performance and is confident to delegate work when required to do so.

Interpersonal Skills – Working with Others, Effective Communication, Commitment to Development. ██████ works well within the teams he operates with, both at a senior level as well as at station level. ██████ is good at communicating orally to both individuals and groups. ██████ has reflected on his own performance and development needs and also considers the development needs of his team. ██████ has identified areas he considers as gaps and is keen to demonstrate competence in these areas.

Working with Information – Problem Solving and Situational Awareness.

██████ is comfortable working on issues and projects and is able identify solutions. ██████ has worked hard to review theoretical and practical training at ██████. This has involved him liaising with ██████ Officers to put a case forward for him to develop a ██████ programme. ██████ has achieved his goal and has set up a programme for ██████ training with ██████ in the coming year.

Organisational Effectiveness – commitment to Excellence, Planning and Implementing, Political and Organisational Awareness.

██████ is a committed hard working manager who is willing to be flexible to meet the demands of his work. ██████ works hard to ensure that agreed deadlines are met. ██████ has demonstrated to me that he is aware of and sensitive to internal and external political agendas. ██████ draws upon his experience gained whilst working in ██████ and has a good understanding of the regional /national picture.

Personal Training and Development

This section should list specific requirements for any training, development or any other suitable activity that will enhance skills, knowledge and behaviour that is relevant to the current or possible future role.

Development/Training	Organiser	Date
████████████████████ Course	H & S Department	27/3/17
FSC ██████ Course	FSC	TBC
Development Portfolio including ██████ award	████████████████	Ongoing

Career Aspirations

This section should record any areas of the department or Service in which the employee has expressed a specific interest.

██████ is keen to learn the role of Station Commander, covering the wide range of areas involved with the role. ██████ is focused on becoming a competent Station Commander before he considers further promotion. ██████ is about to join the ██████ Team and has expressed an interest in joining the ██████ Team in the future should a position arise.

Agreement of Work Objectives for the next 12 months

This section should record the agreed objectives (SMART) that have been discussed in line with Service aims and objectives that the employee is required to meet over the coming 12 month period. (Attach on separate sheet if preferred)

Objective	Timescale
1. To maintain personal operational command competence.	Ongoing
2. To complete Station Plans for [REDACTED] and [REDACTED] and ensure plan objectives are met.	April 2017 and ongoing
3. To ensure Service requirements for local and central safety critical training of station based operational personnel at [REDACTED] & [REDACTED] Stations are met.	Ongoing
4. To oversee the arranging of the Station Open Days to foster engagement with the local community and showcase our Service.	July 2017 and [REDACTED] tbc
5. To ensure a robust training programme is embedded for joint training at [REDACTED] for BFRS and [REDACTED] crews. This will include practical and theoretical training.	Ongoing with a review date due end of Nov 2017
6. To plan and deliver a Service – wide exercise. TBC.	TBC at OCT
7. To continue to oversee [REDACTED] matters at [REDACTED] and continue to support the Service lead at regional meetings.	End of April 2017
8. To review station training needs for specials at [REDACTED] and [REDACTED] Fire Stations, to include recommendations.	September 2017
9. To work with Retained Project Manager to support the implementation of Retained phased alerters at [REDACTED] Fire Station.	June 2017

Other areas of discussion

This section should record any other points discussed at the appraisal meeting.

No other areas were identified for discussion.

Employee's signature:

PLEASE SIGN HERE

Appraiser's signature:

PLEASE SIGN HERE

Date:

11th April 2017

Reviewing manager's comments

I am pleased to have [REDACTED] as a member of the Operations management team. [REDACTED] has made a good start in his new role as Station Commander in charge of both WDS and RDS stations. I have received positive feedback on how [REDACTED] performs and my personal experience has been that he is a pragmatic and proactive manager who is keen to continuously improve performance and is prepared to take action to ensure that requirements are met.

Reviewing manager's signature:



Date:

11 May 2017

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's PRF. Once completed please forward to Human Resources Section for filing.

Date received in HR

Logged for monitoring purposes

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 14**

REPORT AUTHOR: DENISE CLARKE HEAD OF HUMAN RESOURCES

SUBJECT: FIREFIGHTER PENSION – 2017 REGULATION AMENDMENTS

For further information Denise Clarke
On this report contact: Head of Human Resources
Tel No: 01234-845048

Background Papers:

- The Firemens Pension Scheme 1992
- The New Firefighters Pension Scheme 2006
- The Firefighters Compensation Scheme 2006
- The Firefighters Pension Scheme 2015
- Statutory Instruments 2017/892 & 2017/888

Implications (tick ✓):

LEGAL		FINANCIAL	
HUMAN RESOURCES	X	EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New	CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To advise HR Policy & Challenge of recent changes in fire pension’s legislation and the measures put into place to ensure compliance.

RECOMMENDATION:

That Members endorse the action taken following legislation changes.

Background

The Authority has responsibility for a number of fire pension schemes. The Scheme Manager responsibilities are delegated through the Chief Fire Officer. From time to time the Government makes changes to the regulations governing the schemes. This is usually done by way of amendment orders via the issuing of statutory

instruments. The Home Office laid 2 statutory instruments (SI) before Parliament on 11 Sept 2017 both of which came into force on 6th October 2017. Most of the changes take retrospective effect from 1 April 2015.

New Amendment Orders

The new SIs makes a number of minor technical amendments to the rules. The main changes that will have an impact are as follows:

SI 2017/892

This amendment mainly gives effect to the government decision announced in the March 2015 budget in that widows, widowers and surviving civil partners of firefighters who died or die on duty would, in certain circumstances, no longer lose their survivor benefits if they remarry or form a civil partnership. This will apply when:

- a. the member dies as a result of injuries sustained performing their duties or as a result of injuries sustained during the journey necessary to report for duty or return home after duty; and
- b. the remarriage or civil partnership took place on or after 1 April 2015.

This order primarily makes amendments to the 1992 scheme and compensation scheme.

Action taken - The Health & Safety Team have confirmed that details of all accidents are kept on the service internal 'RIVO' system. Details are held indefinitely. This means that all circumstances regarding an injury are recorded, irrespective of whether an injury pension is awarded. This information can therefore be used in order to later assess eligibility to pension on remarriage or on entering into a new civil partnership.

SI 2017/888

This amendment order primarily deals with the position of transitional members (e.g. moving from the 1992 or 2006 scheme to the 2015 scheme) who are being considered for ill health retirement by an independent qualified medical practitioner (IQMP). Under the new rules such members are to remain in their existing pension scheme until a final decision (including any appeal) is made by the IQMP.

This order primarily makes amendments to the 2015 Firefighters pension scheme.

Action taken – The HR and Payroll team are fully au fait with the legislation. Procedures are in place to ensure that payroll will NOT transition the member into the new scheme if an IQMP assessment is currently taking place.

Conclusion

Procedures are in place to ensure the new legislation is complied with.

DENISE CLARKE
HEAD OF HUMAN RESOURCES

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
11 January 2018
Item No. 15**

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: REVIEW OF WORK PROGRAMME 2017/18

For further information on this report contact: Nicky Upton
Democratic and Regulatory Services Supervisor
Tel No: 01234 845149

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on the work programme for 2017/18 and to provide Members with an opportunity to request additional reports for the Human Resources Policy and Challenge Group meetings.

RECOMMENDATION:

That Members consider the work programme for 2017/18 and note the 'cyclical' Agenda Items for each meeting.

**ZOE EVANS
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**

HUMAN RESOURCES POLICY AND CHALLENGE GROUP: PROGRAMME OF WORK 2017/18

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
11 January 2018	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report (Q2 & Q3) and Programmes to date • Equality Duty Report • Public Sector Equality Scheme Review*² • Corporate Risk Register • Review of the Human Resources Policy and Challenge Group's Effectiveness • Work Programme 2017/18 	* ² Deferred from Sept 2017	Positive Action Report*	*Deferred from Sept 2017

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
20 March 2018	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Approve Annual HR Performance Indicators and Targets for 2017/18 • 2017/18 Corporate Health and Safety Objectives • Corporate Risk Register • Review of Work Programme 2017/18 			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
28 June 2018	<ul style="list-style-type: none"> • Election of Vice Chair • Terms of Reference • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Absence Year End Report • Occupational Accidents Year End Report • Annual Report of Provision of External Training*¹ • Public Sector Equality Scheme Review*¹ • Corporate Risk Register • Work Programme 2018/19 	<p>*¹ Deferred to Sept 2018</p> <p>*¹ Deferred to Sept 2018</p>		

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
20 September 2018	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Health and Safety Annual Report • Annual Report of Provision of External Training*¹ • Public Sector Equality Scheme Review*¹ • Corporate Risk Register • Work Programme 2018/19 	<p>*¹ Deferred from June 2018</p> <p>*¹ Deferred from June 2018</p>	Positive Action Report*	

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