



## BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Human Resources Policy and Challenge Group.

Bedford Borough Councillors: C Atkins and J Mingay

Central Bedfordshire Councillors:

Luton Borough Councillors: D Franks, T Khan, R Saleem 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, 10 January 2019** starting at **10.00 am**.

Nicky Upton  
Democratic and Regulatory and Services Supervisor

### AGENDA

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Chair	

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
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 2018 (Pages 5 - 12)
5.	Human Resources Performance Report Quarter 2 2018/19	ACO	To consider a report (Pages 13 - 22)
6.	Human Resources Quarter 2 Programme and Projects Report 2018-19	ACO	To consider a report (Pages 23 - 26)
7.	Audit and Governance Action Plans Monitoring Report	ACO	To consider a report (Pages 27 - 32)
8.	Public Sector Equality Duty Report	DivAd	To consider a report (Pages 33 - 72)
9.	Corporate Risk Register	HSDA	To consider a report (Pages 73 - 76)
10.	Review of Work Programme 2018/19	Chair	To consider a report (Pages 77 - 82)

Next Meeting

10.00 am on 12 March 2019 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

**Item**

**Subject**

**Lead**

**Purpose of Discussion**

### **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.

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**MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 20 SEPTEMBER 2018**

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

ACO Z Evans, SOC G Jeffery, SOC A Peckham, Ms D Clarke and Mr R Jones

18-19/HR/016 Apologies

16.1 An apology for absence was received from Councillor Franks.

18-19/HR/017 Declarations of Disclosable Pecuniary and Other Interests

17.1 There were no declarations of interests.

18-19/HR/018 Communications

18.1 There were no communications.

18-19/HR/019 Minutes

**RESOLVED:**

That the Minutes of the meeting held on 28 June 2018 be confirmed and signed as a true record.

18-19/HR/020 Human Resources Programme and Performance Report, Quarter 1 2018/19

20.1 ACO Evans submitted the 2018/19 Quarter 1 report on the Human Resources programme, projects to date and performance against Human Resources performance indicators and associated targets.

- 20.2 ACO Evans reported that the timeline for the HR & Payroll Project Phase 2 (Time and Expenses Module) had been planned and the expected completion date was January 2019. The Recruitment of Green Book employees via the web was also now live.
- 20.3 In relation to the performance report, it was noted that EQ2 (recruitment of black and minority ethnic staff across the whole organisation) had missed its target with 3.03% (1 out of 33 appointments) of staff recruited during the reporting period identifying as coming from a black, Asian or minority ethnic (BAME) background.
- 20.4 SOC Peckham advised that the Service was running an extensive positive action campaign in order to encourage applicants from BAME backgrounds.
- 20.5 In response to a comment about the perception of the Fire Service as an unsuitable career to some of the South Asian communities, Mr R Jones, the Service's Diversity Adviser, advised that this was not the case for younger generations. The school visits had generated a lot of interest from Asian young women. It was important that the Service increased its presence and that it was recognised that there was a wide variety of careers available within the Fire and Rescue Service.
- 20.6 Councillor Atkins referred to a visit by a delegation of fire fighters from Bangladesh. It was noted that this would be taking place during the next couple of weeks and would offer opportunities for engagement with the Bangladeshi communities in Bedfordshire. ACO Evans advised that she would obtain and circulate details of this visit to Members of the Committee for information.
- 20.7 A Member commented that a "canteen culture" often put off applicants from certain ethnic minority communities and that improvements had been made in the last couple of decades. The Police had recently run successful recruitment campaigns and it was hoped that the extensive positive action activities that the Service was currently involved with would result in successful BAME applicants to the Service's forthcoming whole-time recruitment campaign.
- 20.8 In relation to the training indicators, SOC Peckham reported that all the stretch training targets had been met with the exception of T7 (percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months), T8b (percentage of Retained Duty System personal attainment in maintaining core, operational safety critical training modules within a rolling 12 month period) and T8c (percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months).
- 20.9 T7 and T8b had missed their targets by 2% and T8c had missed its target by 1%. Meeting the RDS target continued to be a challenge and there was a review ongoing in relation to the learning materials provided to on call fire fighters. It was noted that performance against T7 and T8c had been impacted by a small number of staff.

**RESOLVED:**

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

18-19/HR/021 Audit and Governance Action Plans Monitoring Report

- 21.1 ACO Evans introduced the report on progress made to date against current action plans arising from internal and external audit reports. There were no current requests for extensions to completion dates. All actions arising from internal audits had been completed.
- 21.2 The one action under the remit of this group arising from the Annual Governance Statement was currently in progress.

**RESOLVED:**

That progress made to date against the action plans be acknowledged.

18-19/HR/022 Health and Safety Annual Report

- 22.1 SOC Jeffery introduced the Service's Health and Safety Annual Report for 2017/18. This provided an overview of the work undertaken in relation to the management of health and safety within the Service.
- 22.2 The Service's health and safety policy had been reviewed and updated during the year. The Service had also published 9 general risk assessments and reviewed 79 existing general risk assessments. Two safety bulletins had been published during the year on breathing apparatus general check and compressed air cylinder connection and series 19 fire hydrants.
- 22.3 The report also detailed the health and safety training that had taken place during the year.
- 22.4 Members were referred to the health and safety data in the report and it was noted that the number of days lost due to workplace accidents had substantially decreased from 388 in 2016/17 to 104 in 2017/18, 54 days of which related to the same incident.
- 22.5 There were 38 vehicle collisions during 2017/18 compared to 40 in 2016/17. The majority of these were low speed collisions. 11 incidents involved a Service vehicle being struck by another vehicle.
- 22.6 SOC Jeffery advised that the incidents were reviewed using footage obtained from vehicle mounted CCTV systems on Service vehicles. Any complaints that remained unresolved after Stage 1 were reported to the full Fire and Rescue Authority.
- 22.7 Members commented on how well-written and readable the report was and how well it demonstrated the amount of work undertaken in relation to the management of health and safety in the Service.

- 22.8 The significant efforts made by members of the health and safety team to integrate with the operational and support arms of the Service and to change the culture around health and safety within the Service was recognised.
- 22.9 In response to a comment, SOC Jeffery advised that Service vehicles would always find a way to an incident regardless of the number of cars parked on the sides of the road. However, a local campaign would be introduced in Bedford to educate people how to park and this would include flyer and leaflet drops.
- 22.10 ACO Evans reported that the Service would be undergoing a Royal Society for the Prevention of Accidents (RoSPA) Audit with the hope of obtaining a Level 5 qualification.

**RESOLVED:**

That the Health and Safety Annual Report be acknowledged.

18-19/HR/023 Progress Report on Positive Action

- 23.1 Mr R Jones, the Service Diversity Adviser, presented his report outlining the progress made against the Positive Action Plan. The report also outlined the difference between positive action and positive discrimination and explained the benefits of positive action to the Service and the wider community.
- 23.2 Nine of the actions set out in the action plan had been completed, including sharing best practice with Bedfordshire Police, providing guidance materials for station open days, engagement events and 'have a go' days and on call recruitment campaigns, although it was noted that work on many of these actions remained ongoing.
- 23.3 The Diversity Adviser reported that he attended conferences and regional meetings to discuss best practice in relation to positive action campaigns. The Service engaged with a wide variety of organisations, such as the Asian Fire Service Association, to better understand and address any perceived barriers to those from ethnic minority backgrounds and females applying for positions within the Service.
- 23.4 One of the recognised challenges in recruiting males from certain communities was that the breathing apparatus was not currently compatible with beards as the hair compromised the seal. This would have to be considered further as currently the provider of the equipment would not validate the use of the equipment if the users were not clean-shaven.
- 23.5 In response to a comment on the unconscious bias training provided to managers at the Service, the Diversity Adviser commented that this was currently provided as an online package and that it had been well received. An in-house training programme was being developed.



- 23.6 It was suggested that the unconscious bias training be offered to Members and that this be recommended by the Group to the Fire and Rescue Authority.
- 23.7 The Diversity Adviser reported that there were six actions that remained ongoing, including developing relationships with representatives of a wide range of faith groups, distributing recruitment messages at community events, such as the River Festival and Luton Carnival, holding a series of 'have a go' events at Community Fire Stations and utilising working with young people such as Cadets and Fire Forward.
- 23.8 The 'have a go' events had proven very popular and recent events in Bedford and Luton had been oversubscribed. Although they were not targeted specifically at individuals from minority ethnic backgrounds and females, a number of individuals from these target groups had attended or signed up for future events. The Service would then track if these individuals went on to sign up to the joining page so that they could be sent information about the recruitment process.
- 23.9 The Diversity Adviser reported on the positive action initiatives supporting the 2018/19 whole time recruitment campaign. This included the recruitment of 19 volunteer positive action ambassadors from within current Service staff. 7 of these individuals were recent recruits themselves.
- 23.10 Members were advised that engagement with faith communities was primarily to address perceptions of the Fire Service as a career with the older generation of some ethnic minority communities.
- 23.11 SOC Peckham reported on initiatives to increase engagement in the recruitment process by the Cadets by decreasing the age at which interest in recruitment can be expressed from 18 to 17.
- 23.12 It was recognised that the Service was actively promoting a range of positive action initiatives, particularly in relation to the forthcoming whole time recruitment campaign.

**RESOLVED:**

1. That the presentation be noted.
2. That the Fire and Rescue Authority be recommended to support the roll-out of unconscious bias training to Members of the Authority.

18-19/HR/024 People Strategy 2018-22

- 24.1 ACO Evans introduced the Service's draft People Strategy 2018-2022. The report set out workforce data, which would be updated in accordance with HMICFRS data requirements, service objectives, vision, national values and virtues, employee relations and survey responses, key achievements, performance and focus areas for 2018-2022.

- 24.2 The Strategy had been subject to internal and external consultation that had closed on 27 August 2018. The Strategy had been sent to 14,589 individuals externally and 92 responses had been received. 92% of respondents responded positively to all areas.
- 24.3 It also encompassed the elements contained in the Fire and Rescue National Framework for England 2018 and the Service's Inclusion Strategy.
- 24.4 ACO Evans drew Members' attention to the section on "Your Views" which set out results of employee surveys. The strategy importantly highlighted significant achievements as set out across the focus areas building capability and capacity, developing the organisation, resourcing the service, employer of choice and building a strong behaviours culture.
- 24.5 Members recognised the substantial amount of work that had gone into the production of the report and how easy the Strategy was to read and how much work had taken place over the last 4 years. It was hoped that this would be accessed by members of the public on the Service's website upon its publication.

**RESOLVED:**

That the People Strategy 2018-22 be approved.

18-19/HR/025 Corporate Risk Register

- 25.1 SOC Peckham presented the report on the Corporate Risk Register. The extract of the register relating to Human Resources was displayed to Members. Of the eight risks, six were tolerated and two were being treated.
- 25.2 There had been no changes and no updates to risks within the Corporate Risk Register relating to Human Resources.

**RESOLVED:**

That the development of the Service's Corporate Risk Register in relation to Human Resources be noted and approved.

18-19/HR/026 Work Programme 2018/19

- 26.1 Members received the Work Programme for 2018/19.
- 26.2 Councillor Mingay reported on concerns that had been raised by on call firefighters at Sandy Community Fire Station at the recent station visit. They had expressed dissatisfaction about leave arrangements and commented that these could have an adverse impact on recruitment and retention of on call firefighters.

- 26.3 SOC Jeffery advised Members that one of the strands of the RDS Improvement Programme was the use of the Gartan payroll module to increase the flexibility of leave arrangements to allow for a pro-rata retainer and for on call firefighters to be able to take shorter term periods off as leave rather than full 24 hour periods. This would support a better work life balance. Any changes to the contractual arrangements would be subject to negotiation.
- 26.4 ACO Evans advised that the RDS Improvement Programme project was reported to the Service Delivery Policy and Challenge Group. She assured Members that the concerns were known about and being addressed by the programme of work.
- 26.5 SOC Jeffery reassured Members that these issues would be addressed and that the Service would make more of an effort to ensure that communications were improved and firefighters at retained stations were aware of future improvements.
- 26.6 SOC Peckham advised that he would be visiting the fire station in Sandy in the next 2-3 weeks and he would communicate this to the on call firefighters there.

**RESOLVED:**

That the Work Programme be agreed.

The meeting finished at 11.25am

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**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge Group  
10 January 2019  
Item No. 5**

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

**SUBJECT: PERFORMANCE REPORT QUARTER TWO 2018-19  
(F/Y April 2018 to March 2019)**

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

Background Papers: Previous Human Resources Quarterly Performance Summary Reports

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 provide the Human Resources Policy and Challenge Group with with a report for 2018/19 Quarter Two, detailing:

- 1. A summary report of performance against Human Resources indicators and associated targets for Quarter Two 2018/19 (April 2018 - September 2018).

**RECOMMENDATION:**

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

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**1. Performance**

- 1.1 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.
- 1.2 This report presents Members with the Quarter Two performance summary 2018/19 covering the period April 2018 to September 2018. Performance is shown in Appendix A. The indicators and targets included within the report are those established as part of the Authority’s 2018/19 planning cycle.
- 1.3 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%

**2. Performance Summary and Exception Reports Q2 – 2018/19**

All performance indicators are on target with the exception of:

- 2.1 EQ1a - Percentage of new entrants to the retained duty system to be women.** 3 people were appointed to the Retained Duty System in Q2, all were male. This has impacted on the in-year performance, which had previously been 10%. Our targeted approach to recruiting and the diversity of those who are currently being processed should mean that we are able to improve on the current performance by the year end.
- 2.2 EQ2 - Recruitment of black and minority ethnic staff across the whole organisation** 10 people were appointed across all posts in Q2 (3 On-Call / Retained Duty System and 7 Support staff), all declared their ethnicity as white British. Diversifying the workforce remains a priority for the Service. Posts are widely advertised, we have a dedicated positive action recruitment team and are targeting messages on social media, through face to face contacts at community events and through our website, the number of interests across diverse communities has improved significantly as a result of this work, but we are yet to translate the interests into actual appointments, we expect to be able to show improvements by the end of the year.
- 2.3 HR3 – Appraisals completed by 30 September – PI Target 90%** Following excellent results for the last two years, the appraisal performance is 83.55% against a target of 90%. The performance in 2017 was 92.8%. Appraisals are only recorded as 'complete' for PI purposes once they have been conducted, written up, reviewed by an appropriate second manager and sent to HR for logging onto the iTrent HR system. Unfortunately, it is apparent that a number of appraisals were in fact conducted but were awaiting review from the second line manager and thus missed the cut off date of 30 September 2018. Most of these have now been received in HR increasing the performance at the time of writing this report to 89.05% .
- The other main cause of the reduced performance has been management vacancies. This was especially prevalent in Operations where there were two station commander vacancies for a significant period of time and a change in Borough Commander, North. The vacancies are now filled through temporary appointments. The new Borough Commander is ensuring that the outstanding appraisals in Operations are being addressed with a view to completion by the end of December 2018. An update will be provided to HR Policy & Challenge at the next meeting. The Head of HR will continue to remind managers of the importance of undertaking and reviewing appraisals in a timely manner.
- 2.4 H1 – Number of serious accidents (over 28 days) per 1000 employees.** The quarter 2 actual figure of 3.76 equates to two accident injuries that led to absences over 28 days. One involved an event at the Fire Service College resulting in a BFRS training instructor suffering ill health during a hot fire exercise. The other event occurred to an individual

while weight training when they trapped their left hand little and ring fingers between a barbell and squat rack support while lowering a weight.

- 2.5 H2 - Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).** The quarter 2 actual figure of 260.18 equates to 116 days lost associated with 26 workplace accident injuries. 98 of those days lost were associated with the two events detailed in the H1 exception report above, where 59 days and 39 days were lost respectively.
- 2.6 T7 - Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role.** 2% below target, this equates to 1 FDS officer nominated and withdrawn from a course in May 2018, further courses arranged in June and July 2018, these were not attended due to sickness absence, still absent from work.
- 2.7 T8b - Percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months.** 5% below target. This is due to the large numbers of RDS personnel recruited in the last 6 months requiring full stage 1 training. Standard station training planner having to accommodate this required training, this will need to be monitored on next KPI's.

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



## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments
<b>Human Resources</b>									
EQ1a	Percentage of new entrants to the retained duty system to be women.	Higher is Better	9%	4.88%	6.67%	7.69%	9%	Red	n/a
EQ1b	Percentage of new entrants to the whole time operational duty system to be women	Higher is Better	6%	11.11%	5.56%	6.25%	6%	Green	n/a
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	11.19%	6.82%	2.33%	14%	Red	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.36%	3.57%	4.02%	4.3%	Green	6% Better than target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.58%	1.27%	1.45%	For Info Only		
HR3	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) All staff	Higher is Better	90%	n/a	92.80%	83.55%	90%	Amber	Missed Target by 7%

## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Health and Safety									
H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	3.78	0.19	0.00	3.76	1.89	Red	Missed Target by 99%
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	317.63	56.31	6.97	260.18	158.82	Red	Missed Target by 64%
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.	Lower is Better	781.8	306.23	0.00	382.27	390.90	Green	2% Better than target

## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development									
T1	Percentage of operational BA wearers (Station based) that have attended an assessed BA course within the last two 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%	99%	100%	100%	98%	Green	2% better than target
T3	Percentage of station based operational staff that have attended a Water First Responder or Water Technician course within the last three years	Higher is Better	98%	93%	97%	100%	98%	Green	2% better than target
T4	Percentage of operational BA wearers (station based ) that have attended Compartment Fire Behaviour course within the last two years	Higher is Better	98%	98%	99%	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%	93%	91%	100%	98%	Green	2% better than target

## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	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%	73%	98%	100%	98%	Green	2% better than target
Page 10 T7	Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role.	Higher is Better	98%	100%	100%	96%	98%	Amber	Missed target by 2%
T8a	Percentage of Safety Critical Maintenance training programmes completed by Wholtime Operational Personnel via PDR Pro within the last 12 months.	Higher is Better	92%	94%	95%	93%	92%	Green	1% better than target
T8b	Percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months.	Higher is Better	92%	88%	89%	87%	92%	Amber	Missed target by 5%

## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development (Cont.)									
T8c	Percentage of Safety Critical Maintenance training programmes completed by Control Personnel/WM Control via PDR Pro within the last 12 months.	Higher is Better	92%	87%	94%	92%	92%	Green	Met Target
Page 21 T8d	Percentage of Safety Critical Maintenance training programmes completed by Senior Management roles (SC to SOC) via PDR Pro within the last 12 months.	Higher is Better	92%	93%	93%	95%	92%	Green	3% better than 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. Descriptions of some indicators have been updated to reflect the target setting and actuals, this has no implications on the outturn figures.*

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For Publication

Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge Group  
10 January 2019  
Item No. 6

**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER

**SUBJECT:** HUMAN RESOURCES QUARTER TWO PROGRAMME & PROJECTS REPORT 2018-19  
(April 2018 to March 2019)

For further information on this Report contact: Prue Wullems  
Service Improvement Manager  
Tel: 01234 854018

Background Papers: Previous Human Resources Quarterly Performance Summary Reports

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 provide the Human Resources Policy and Challenge Group with with a report for 2018/19 Quarter Two, detailing progress and status of the Human Resource Programme and Projects to date.

**RECOMMENDATION:**

Members acknowledge the progress made on Human Resource Programme and Projects and consider any issues arising.

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**1. Programmes and Projects 2018/19**

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2018 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 Resource Policy and Challenge Group has confirmed that:
  - No new projects have been added to the Human Resource portfolio in the last period;
  - The existing project and workstreams continue to meet the criteria for inclusion within the strategic improvement programme;
  - The existing project remains broadly on track to deliver its outcomes within target timescales and resourcing;
  - The current project is within the medium-term strategic assessment for Human Resource 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 Resource Programme for 2018/19 to 2021/22 has been taken within the proposed 2018/19 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2018.
- 1.4 There are no other points of note for this period.



1.5 The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now review the Programme quarterly with the next Programme Board review scheduled on 5 November 2018, and the following one on 30 January 2019.

2. **Programme and Projects - Summary and Exception Reports Q2 – 2018/19**  
No exceptions.

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

## HUMAN RESOURCES PROGRAMME REPORT

**Strategic Corporate Services Project not in a Programme**

**Aim:** Implement a new HR/Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service.

Project Description	Performance Status	Comments
HR/Payroll System and Services	<p style="text-align: center;"><b>Stage 2</b> <b>Green</b></p>	<p><b>24 October 2018: HR &amp; Payroll System and Services</b></p> <p>Stage 2 of the HR &amp; Payroll Project is Status Green, and is progressing well.</p> <p><b>Recruitment:</b> The online recruitment module continues to work well with upwards of 40 applicants being progressed through 7 vacant positions, one of which has now been filled. This candidate progressed through to completion using the iTrent recruitment module.</p> <p>A request has been placed with Midland HR to investigate if further enhancements are possible to create an end to end process, including automation of the short listing, and managerial decisions and approvals for offer of post.</p> <p>Whole time and RDS recruitment will remain “as is” pending a review in 2019.</p>

Project Description	Performance Status	Comments
HR/Payroll System and Services, cont....	<p style="text-align: center;"><b>Stage 2</b> <b>Green</b></p>	<p><b>24 October 2018: HR &amp; Payroll System and Services</b></p> <p><b>Time and Expenses:</b>  <u>Time:</u> A detailed analysis has been undertaken of the pros and cons of iTrent against functionality in Gartan, and the Whole-Time (W/T) rota and availability system, and submitted as a Paper. The HR &amp; Payroll Project Board ratified the recommendations:  The new Gartan W/T Rota system will be used for W/T overtime, Gartan (RDS) will be used for Retained Personnel where additional hours are worked, iTrent will be used for Green Book additional hours/overtime. Non-standard Grey Book activities i.e. cadet instructors will also be handled through iTrent. This will now be referred back to the W/T Rota project team for implementation.</p> <p><u>Expenses:</u> iTrent will be used by all personnel to claim expenses and will replace STEP. Work is progressing as expected, and this module is on track for an early January “go live”. Mileage schemes are now completed, security profiles updated for Pilot users, UAT scripts have been written and testing is complete. The majority of technical issues have now been addressed by Midland HR consultants, with the exception of a software fault, for which a workaround has been found, pending further MHR development. Training materials are in development, with a view to completing the drafts by the end of October, ready for the Pilot which starts on 01 November.</p> <p>Volunteers have been identified from various parts and levels of the Service to take part in the Pilot, which will run for one calendar month. Midland HR is providing consultancy support mid-November to address any issues identified during the Pilot. Subject to no issues arising, communications regarding Service wide roll-out will be sent out in December. Once live, the STEP process in current use will be decommissioned.</p>

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For Publication

Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge Group  
10 January 2019  
Item No. 7

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

**SUBJECT:** AUDIT AND GOVERNANCE ACTION PLANS MONITORING REPORT

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

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Background Papers:

- Action Plans contained in Internal and External Audit Reports
  - Action Plan contained in the Annual Governance Statement 2017/18
  - 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.*

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## **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 2018/19.

### 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 2018/19 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 2018/19 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 2017/18 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 6 July 2018, as part of the 2017/18 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 2018 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')
PayR 1.3 (17/18)	<b>RSM</b> Apr 18: Final Report (17/18)	Payroll  Head of Human Resources	Low	Through the HR Project Board, expected benefits will be clarified to ensure that these can be measured once the project is complete.	Benefits realisation paper reviewed and approved (subject to a few minor amendments) by the HR System Project Board 30th August 2018.	Original Sep 18	Completed – Nof follow up audit required
PayR 1.1a (17/18)	<b>RSM</b> Apr 18: Final Report (17/18)	Payroll  Head of Human Resources	Medium	Dates to return completed forms will be communicated within the starter packs delivered to new starters to help meet the payroll deadline.	Completed. 2 dates in the formal offer paperwork; one is a date to provide all their bank details (for payroll purposes), the other is for them to return their signed contract to HR	Original Mar 18	Completed - to be confirmed by follow up audit
PayR 1.2 (17/18)	<b>RSM</b> Apr 18: Final Report (17/18)	Payroll  Head of Human Resources	Medium	The Authority will remind managers to check that VAT elements have been claimed for all receipts before approving expenses.	Completed. The following reminder was published in the Blue Bulletin 22/3/2018:  Following a recent Payroll audit we have been asked to remind managers' to ensure that VAT is correctly accounted for when approving mileage and expense claims. The audit identified that in some instances, although the expense claim included an element of VAT and was	Original Feb 18	Completed - to be confirmed by follow up audit



<p>PayR 1.2 (17/18) Cont...</p>					<p>accompanied by a VAT receipt, the claimant had not entered this correctly and consequently the Service was unable to recover the VAT.</p> <p>It is the approver's responsibility to ensure that VAT is claimed where applicable or not claimed in the absence of valid VAT receipts or for non-vatable expenditure.</p> <p>VAT invoices/receipts should be obtained in respect of all expenses on which VAT has been paid. It is important that VAT is correctly recorded on expense forms and that VAT invoices/receipts accompany claims' to ensure the Service maximises the VAT recovery to which it is entitled. VAT receipts must be originals and not photocopies. If a receipt is lost a declaration of lost receipt form (FIN 12f) must be completed, signed and authorised by the appropriate budget holder.</p>		
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**Monitoring Report of Actions Arising from 2017/18 Annual Governance Statement**

Appendix B

No	Issue	Source	Planned Action	Progress to date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
3	Difficulty in attracting and recruiting to non-operational vacancies.	Assurance Statements (e-developing the entity's capacity including leadership and individuals within it)	To conduct a salary benchmarking exercise	Benchmarking exercise conducted by Korn Ferry (hay). Detailed analyse of results now being undertaken by HR Team.	Target CMT by Dec 2018, implementation of any changes by April 2019.	In Progress

For Publication

Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge Group  
10 January 2019  
Item No. 8

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**REPORT AUTHOR:        DIVERSITY ADVISER**

**SUBJECT:                PUBLIC SECTOR EQUALITY DUTY REPORT**

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

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Background Papers:        None

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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.*

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**PURPOSE:**

To provide the Human Resources Policy and Challenge Group with the Public Sector Equality Duty Report (2017/18) for Members' consideration.

**RECOMMENDATION:**

That the submitted report be approved.

---

1 Introduction

1.1 The Public Sector Equality Duty (PSED) Report for 2017/18 supports the Service in demonstrating action against the requirements of the Public Sector Equality Duty.

1.2 The 2017/18 PSED Report is set out in a similar format to the 2016/17 PSED Report; split into two sections with section 1 focusing on the Workforce and section 2 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 employees 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 with 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 2018. 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 and excludes agency staff.

- 1.6 Section 2 focuses on the main types of incidents 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 ongoing 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's website.

**ROBERT JONES**  
**DIVERSITY ADVISER**

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# Bedfordshire Fire and Rescue Service



# Public Sector Equality Duty 6<sup>th</sup> Annual Report 2018

**Contents**

What the Law Says..... 2

Introduction ..... 3

Equality Objectives ..... 3

Strategic Objectives..... 4

    The People we Serve..... 4

    Our Practice ..... 5

Executive Summary..... 7

Section 1: WORKFORCE ..... 8

Workforce Leavers..... 9

Job Applications, Recruitment and Promotions ..... 10

Staff Starters..... 11

Family Leave ..... 11

Grievances..... 12

Section 2: Services we provide..... 12

Main Types of Incidents..... 12

Home Fire Risk Checks / Safe and Well Visits ..... 13

Fire Safety Audits ..... 13

Customer Satisfaction..... 14

Fire Safety Audit Surveys ..... 15

Home Safety Centre ..... 17

Station Open Days..... 19

Complaints and Compliments..... 20

Summary ..... 20

Your Views Count..... 22

Reporting Categories..... 23

Workforce Profile ..... 26

Workforce Profile by Pay Band..... 27

Job Applications – Support Staff..... 29

Job Applications – Uniformed Staff..... 30

Staff Starters..... 31

Staff Leavers..... 32

Promotions - All Staff..... 33

External Training – FRST 35s ..... 34



# 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.
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Cover photo: Wholetime Firefighters Recruitment Campaign Poster 2018

## 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 2017 to 31 March 2018, charting the progress made since our first PSED report was published in January 2012.

The Service's Equality Objectives for 2016 to 2020 have progressed well and 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;
- The profile of communities across Bedfordshire and how this information helps target our work to reduce risks across all communities and to address areas of under-representation across our workforce;
- 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; and
- The 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.gov.uk](http://www.bedsfire.gov.uk)

The SES supports the Service's People Strategy 2018-2022 which, for the first time, includes our Inclusion Strategy.

## Equality Objectives

The Service reset its Equality Objectives in 2016 after a period of consultation on our Single Equality Scheme (SES). These objectives list 21 areas of work that the Service committed itself to complete over a 4 year period to 2020.

The aim of these Equality Objectives is to:

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

In line with good governance, the Services Corporate Equality Group (CEG) monitors the equality objectives below on a quarterly basis. These measures are:

1. Measuring Performance against Equality Framework(s)
2. Improve Public Access
3. Continue to Provide Equality and Diversity Training
4. Improve Equality Monitoring
5. Embed Equality in Commissioning and Procurement Activity
6. Improving Standards and Develop New Partnerships

### 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, equal 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) 2017 Mid-Year estimates, the population of Bedfordshire is 664,600

The estimated population in each unitary area is as follows:

Area	2016 Mid-Year estimates	2017 Mid-Year estimates
Bedford Borough	168,751	169,912
Central Bedfordshire	278,900	280,030
Luton	216,800	214,658
<b>Total</b>	<b>644,451</b>	<b>664,600</b>

The ONS Population Projections predicts that this total number will increase to 721,000 by 2024.

### Age profile of Central Bedfordshire's population 2011 and 2021

The population profile of Central Bedfordshire will change by 2021, with people aged 65 and over representing 19% of all people, compared to 16% in 2011. This is the result of a higher rate of growth in the number of older people compared to other age groups—35% between 2011 and 2021.


## Growth by age group 2011-2021

	2011	2021 (forecast)	% growth 2011-2021
0-15	49,800	56,700	13.9%
16-64	165,500	176,200	6.5%
65+	40,300	54,400	35.0%
<b>Total</b>	<b>255,600</b>	<b>287,300</b>	<b>12.4%</b>

*(Sources: 2011 from Office for National Statistics, 2011 Mid-Year Estimate; 2021 from Central Bedfordshire Council, POP GROUP population forecasting model 2011).*

## 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 Single Equality Scheme (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.gov.uk](http://www.bedsfire.gov.uk).
- 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’.
- 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 a biennial staff survey of all our employees to develop a clear understanding of both the type of culture we have and use this, when triangulated with other evidence, to inform how we collectively improve our organisation.
- 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 Diversity 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).
- On 17 May 2018 (IDAHOTB Day), the Service launched  a networking group for LGBTQ, Friends and Allies. The group aims to provide advice and guidance to the Service around LGBTQ+ specific issues; advise on best practice; provide support for LGBTQ+ members of staff; Increase the visibility of openly LGBTQ+ employees and assist in fostering an open and inclusive community within the Service.

## Executive Summary

As at 31 March 2018, Bedfordshire Fire and Rescue Service (BFRS) employed 561 people, of which 29 of these held multiple positions within the Service which brings the overall number of posts to 590. 61 employees left during 2017/18 and there were 81 new appointments.

- Total firefighter strength as of the 31/03/18 at BFRS is 417 FTE.
- During the financial year 2017/18, of the 61 people leaving the Service, 40% left as a result of retirement and the majority of leavers were firefighters (35% whole time, 35% RDS, 25% Support and 5% Control).
- As at 31 March 2018, 451 male staff were employed, out of which, 391 (86.7%) were male firefighters. By comparison, 21.6% from the 139 female employees were firefighters.
- 6.0% of our Wholetime and 9.4% of our RDS 'on-call' firefighters are female. These show an improvement since 2016/17 and are above the national average (5.7% Wholetime and 4.8% RDS 'on-call').
- 2.3% of staff described themselves as having a disability which has gradually decreased from previous years from 2.4% during 2016/17 and 2.6% during 2015/16. The number of staff not declaring their disability status has increased from 4.9% (2016/17) to 8.0% this may be because of the new HR Employee self-service system which has been introduced.
- Staff not declaring their religion/belief had increased slightly from 17.2% in 2016/17 to 17.7% in 2017/18.
- 7.5% of our workforce declared they are from an ethnic minority group which is a 1% decrease from the previous year.
- 22.8% of our workforce is aged under 34, compared to 23.0% the previous year; 12.5% are aged over 55 compared to 13.4% the previous year.
- 5.3% of our workforce declared they are lesbian, gay or bi-sexual; this has increased from 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.

BFRS's profile as at 31 March 2018 is provided in the appendix.

## Section 1: WORKFORCE

### Total Workforce

Total firefighter strength at BFRS as at 31/3/18 is 417 FTE. This figure is higher than 389 from the previous year.

The Service employed 561 staff in total, an addition of 10 staff when compared with the previous year figure of 551. 29 of these held multiple roles within the Service which gives a total establishment of 590 posts.

23.3% of all staff at BFRS was women, very little change from previous years. Female representation at senior levels remains consistent at 23.0%.

Black, Asian and Minority Ethnic employees represent 4.1% of Operational, 4.5% Control and 10.2% of support staff, which reflects a reduction in numbers from the previous year.

Staff declaring a disability account for 2.3% of the workforce, which is a 0.1% decrease from the previous year. The Service has a higher number of staff with disabilities at senior management is 25.0%, uniformed middle management grades 7.7% and lower support grades 4.3%.

### Percentage of female staff

Table 1a illustrates that BFRS, as at 31/3/2018, had more female staff when compared to National FRs, non-met average (table 1b), particularly of those working in support, control and RDS. These figures are based on positions held not headcount.

BFRS	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
% of female staff	6.0%	9.4%	7.1%	86.4%	61.2%	23.6%
Numbers of female staff	17	13	30	19	90	139
<b>Total</b>	<b>283</b>	<b>138</b>	<b>421</b>	<b>22</b>	<b>147</b>	<b>590</b>

Table 1: Percentage of female staff at BFRS / Source: Home Office Operational Statistics Data Collection

	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
England average	6.1%	4.9%	5.7%	75.5%	52.8%	15.9%
Non – Met average	5.7%	4.8%	5.3%	74.4%	52.5%	15.2%

Table 2: Percentage of female staff for England & Non Met 2018 / 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 non-metropolitan areas as at 31/03/2018.

The figures shown in tables 2a and 2b below show that BFRS statistics are comparable with the national average for all staffing sectors. These figures are based on positions held not headcount.

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
% of BAME staff	5.2%	1.7%	4.1%	4.5%	10.2%	5.6%
Numbers of BAME staff	14	2	16	1	14	31
<b>Total</b>	<b>283</b>	<b>138</b>	<b>421</b>	<b>22</b>	<b>147</b>	<b>590</b>

Table 3: Percentage of BAME staff at BFRS / Source: Home Office Operational Statistics Data Collection

	WT FF	Ret FF	TOTAL FF	Control	Support	All Staff
England average	5.5%	1.3%	4.1%	3.2%	7.8%	4.7%
Non – Met average	2.4%	1.2%	1.8%	2.2%	3.6%	2.1%

Table 4: Percentage of BAME staff for England & Non Met 2018 / 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 35-44 age brackets; which is a change from 45-54 which had been consistent for the previous two years.

## Religion

The data recorded for BFRS show that 49.9% of the total workforce have declared a religion/belief, this compares with 50.8% recorded in 2016/17 and shows a trend of a decline from previous years.

## Workforce Leavers

During 2017/18, 60 employees left the Service (compared with 51 in 2016/17). Comparing the data from 2016/17, the majority of staff who left the Service were aged between 45-54 (31.7%), compared with (40.8%) the previous year; there was also a decrease of those leaving aged 35-44 (16.7%) from (22.4%) in 2016/17. There has been an increase in the number of people leaving aged 55-64 (28.3%) and 65+ (3.3%) in 2017/18 compared with the previous year which showed 55-64 (22.4%) and 65+ (0%), and an increase in leavers aged 16-24 (3.3%) compared with (0%) in 2016/17.



There was an increase in female leavers (21.7%) compared with (16.3%) the previous year and the number of leavers from a Black, Asian or Minority Ethnic (BAME) background also rose from 2% in 2016/17 to 5% in 2017/18. However, last year showed an exceptionally high number of leavers not declaring their ethnicity (53.1%) which is reflected in the low number of BAME leavers for that year. 2015/16 data show BAME leavers at 4.8%.

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 2017/18, the largest proportions of leavers were firefighters (white, male) and of the 60 leavers across the Service as a whole, 24 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 2017/18 we saw an increase in the number of people aged 25-34 applying for support posts with BFRS. Applicants aged 25-34 accounted for 20.4% of total applications received, compared with 17.1% the previous year and 16.2% in 2015/16. People not declaring their age also increased from 17.1% in 2016/17 to 19.2% in 2017/18.

There has been an increase in the number of female applicants over the last 3 years from 40.5% in 2015/16 to 55.8% in 2016/17 and 60.2% in 2017/18. However, we have seen a decline in the number of applicants from a BAME background of 11.8% compared with 14.7% in 2016/17 and 20.2% the previous year.

389 suitable applications were received for the 2017/18 whole time Firefighter recruitment campaign from which, 13.1% were female this represents an increase of 3.1% from the previous campaign and 18.3% BAME, an increase of 1.7%.

Despite the increase in the diversity of candidates applying, there were only minor improvements to the diversity of applicants at appointment stage. To understand the reasons for this, the Service conducted a comprehensive Equality Assessment

review on the recruitment process, which has led to a number of recommendations being taken forward to the next campaign due in 2018/19.

### Staff Starters

During 2017/18, 81 employees joined Bedfordshire Fire and Rescue Service (compared with 54 in 2016/17). Comparing the data of those who joined the Service in 2017/18 to 2016/17, there has been a decrease in those aged between 16-24 to 16.3% from 18.2%; a decrease of those aged between 25-34 to 37.5% from 40%; an increase of those aged between 35-44 to 22.5% from 21.8%; an increase of those aged between 45-54 to 17.5% from 10.9%; a decrease of those aged between 55-64 to 5% compared to 9.26%. There was also an increase in females joining the Service to 28.8% compared with 21.8% the previous year. The percentage of people from BAME communities joining the Service in 2017/18 fell slightly by 0.3%.

### Family 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 2017/18, 2 women were on Maternity Leave, 1 woman returned to work and 1 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	Staff on Maternity Leave	Staff on Maternity Leave carried forward to next year	Staff returning to work from Maternity Leave
15/16	4	2	2
16/17	3	1	2
17/18	2	1	1

Table 5: Number of staff on Maternity Leave and returning to work from Maternity Leave

#### Paternity Leave comparison table:

Year	Staff on Paternity Leave	Staff on Paternity Leave carried forward to next year	Staff returning to work from Paternity Leave
15/16	Not available	Not available	Not available
16/17	Not available	Not available	Not available
17/18	18	0	18

Table 6: Number of staff on Paternity Leave and returning to work from Paternity Leave

## Grievances

10 grievances were formally submitted by 7 employees during 2017/18; this compares to the 7 grievances raised by 7 employees the previous year. 4 of the grievances in 2017/18 were not upheld, 1 upheld and 5 are under investigation.

BAME staff are disproportionately represented in the 2017/18 figures, however, as the overall numbers are low, it is difficult to provide any trend analysis.

## 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 Types of Incidents

There has been a reduction in the overall number of incidents that we have attended in 2017/18 when compared with the previous year. Although there has been a slight increase in the number of fires that we have attended, the numbers of false alarms has reduced as well as the number of specialist services that we provide.

### Non-Fire Incidents

For 2017/18 there has been an increase in road traffic collisions, good intention false alarms and Bariatric callouts and a significant reduction in flooding incidents, lift releases and Effecting entry, as part of our collaborative work with Ambulance for life saving interventions, which also reduces demands on Police.

Type of Incident	2017/18	2016/17	2015/16
Fires	2,086	2,072	1,993
False Alarms	2,352	2,723	2,520
Special Services	1,587	1,685	1,168
<b>Total number of Incidents</b>	<b>6,025</b>	<b>6,480</b>	<b>5,681</b>

Table 7: Type of Incident

Type of Non-Fire Incident	2017/18	2016/17	2015/16
Road Traffic Collisions	473	454	403
Effecting entry/exit	312	360	202
Flooding	10	75	133
Good Intention False Alarm	709	636	806
Lift Release	60	100	98

Table 8: Non-Fire Incident

### Home Fire Risk Checks / Safe and Well Visits

Year	Total number of HFRC's and Safe and Well Visits	of which were completed by partners
2017/18	3086	768
2016/17	4504	763

Table 9: Number of Visits

### Fire Safety Audits

Year	No. of Fire Safety Audits	of which Satisfactory	of which Unsatisfactory
2017/18	1321	1210	111
2016/17	1244	1071	173

Table 10: Safety Audits Statistics

### Enforcement Notices

The Service has a pro-active approach to increase awareness of fire safety within local businesses. This approach has led to a significant decrease in the number of enforcement and prohibition notices being served and we are pleased to report that for 2017/18 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.

Year	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
2017/18	1	2	0	0	15
2016/17	2	5	0	1	30

Table 11: Enforcement Notices Statistics

## Customer Satisfaction

During 2017/18 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 Safe and Well visit (formerly Home Fire Safety Checks);
- conducting a Fire Safety Audit.

During 2017/18 we received a total of 1,506 completed surveys, compared to 1,186 in 2016/17, and of the 1,337 people who responded to the question “*How satisfied were you with our overall service?*” 1,238 (94.0%) agreed they were very or fairly satisfied with the service they had received.

### Surveys conducted

Area Surveyed	Surveys Issued	Surveys Returned	Rate of Return	Surveys Issued	Surveys Returned	Rate of Return
	2017/18	2017/18	2017/18	2016/17	2016/17	2016/17
After the Incident (Domestic)	665	351	53%	537	214	40%
After the Incident (Non-Domestic)	80	47	59%	109	55	50%
Fire Safety Audits	845	474	56%	794	333	42%
HFSCs / Safe and Well visits	1139	634	56%	1194	584	49%
<b>Total</b>	<b>2,729</b>	<b>1,506</b>	<b>55.2%</b>	<b>2,634</b>	<b>1,186</b>	<b>45%</b>

Table 12: Surveys

#### After the Incident (Domestic):

A total of 351 completed surveys were received back during the year (up from 214 in 2016/17). Of the 351 respondents who said they contacted our Service Control, all said they were either very or fairly satisfied with the initial contact.

#### After the Incident (Non Domestic)

80 surveys were issued by post and 47 completed surveys were received back for reporting purposes, all said they were either very or fairly satisfied with the initial contact.

## Fire Safety Audit Surveys

A total of 845 Fire Safety Audit surveys were issued throughout the year with a return rate of 474 (56%).

- 360 responders confirmed they had received a written report and stated they were either very or fairly satisfied with the contents.
- 395 (83%) said that they were '**Better equipped**' as a result, this compares with (76%) for the previous year.
- 459 (97%) said they were either '**Very or Fairly Satisfied**' with the audit process, same percentage as the previous year.

## HFSC/Safe and Well Visits

2017/18 saw the introduction of Safe and Well Visits in addition to Home Fire Safety Checks. The Safe and Well Visit is targeted at the elderly and captures some or all of the following areas:

- Crime prevention advice
- A Falls Risk Assessment
- Discussion about smoking cessation
- Discussion about alcohol and referral to support services, if required, along with a detailed fire safety inspection.

Type of visit	2016/17	2017/18
HFSC (16/17) / Safe and Well visits (17/18) completed	4504	3084
of which: Elderly (65+)	1107	889
Home Fire Safety Checks (HFSC) carried out by Partners	763	768
of which: Elderly (65+)	360	320

Table 13: Visit numbers by type

Since the introduction of 'Safe and Well visits' the number of Home Fire Safety checks has dropped by 32% compared to the number delivered in 2016/17.

New targets are being set for 2018 to ensure that the Service is delivering appropriate numbers of Safe and Well Visits aligned to target groups across our communities.

It should be noted that the number of visits delivered to those aged 65 plus has increased by 70.6 % despite the 32% drop in the overall number of visits. Over 65's represent one of three target groups for these visits. 41% of households did not have a working smoke alarm prior to their visit.

Surveys are now either completed at the end of the visit or left with the person, or persons, receiving the visit and returned via a reply paid envelope.

Of the 634 people who responded to our Safe and Well survey, 612 said they were either very or fairly satisfied with the service they received.

### **Health Issues**

People who receive Safe and Well Visits are considered vulnerable due to their age and other factors. Not all have health issues, of those that did;

210 had limited mobility; 178 had a hearing impairment or were deaf; 40 had a visual-impairment or were blind; 36 had manual dexterity difficulties; 24 had Alzheimer's/dementia; 14 had Dyslexia, 12 suffered from mental illness; 10 had a cognitive disability and 4 had a speech impairment.

We know that the risk of injury from fire is linked to:-

- Alcohol and drugs
- Mobility
- Learning difficulties

### **Demographic Information from the surveys**

634 surveys were returned; a number of the surveys received back were incomplete with regards to demographic data.

#### Age

74% of surveys returned stated that the respondent was aged 75 and over; 22% were aged 60-74; 3% aged 40-59 and 1% was aged 25-39.

#### Religion/Beliefs

252 people answered this question, from the people who answered the majority 198 (78.6%) stated that they were Christian, 40 (15.9%) replied with none, 2 (0.8%) were Buddhist and 2 (0.8%) Hindu.

#### Ethnicity

160 people declared their ethnicity from which 148 (92.5%) described themselves as White British/Irish, 8 (5%) Other and 4 (2.5%) Asian/British Asian.

#### Gender

Of the 250 respondents who replied to this question, 124 (49.6%) were male and 126 (50.4%) female.

## Sexual Orientation

Of the 264 people who answered this question, 232 (87.8%) identified as Heterosexual; 4 (1.5%) Lesbian/Gay; 4 (1.5%) Bi-sexual and 24 (9%) preferred not to say.

## **Referrals made as a result of the Safe and Well Visits**

<b>Referral Pathway</b>	<b>Number of referrals</b>
Falls Prevention	1
Smoking Cessation	0
Alcohol Services	0
Bedfordshire Police Bobby Van Scheme  The service is available for people over the age of 65, the vulnerable or those that are disabled. The Bobby Team will attend your home and carry out a survey, identifying any areas which may be vulnerable to crime. Where appropriate, our staff will improve your security with locks, door chains and viewers	4
Other agencies (Sensory Team, Garden Works, Older Peoples Team, CAB, Social Services)	4

**Table 14: Reasons for Referrals**

A total of 9 referrals were made to other services as a result of our Safe and well visits, there were no referrals made for smoking cessation and alcohol services during the year. Feedback from the Home Safety Adviser team indicates that the majority of customers don't smoke or drink excessively. However, it is important for the Service to maintain these referral pathways as just a single referral to smoking cessation services or alcohol services can have a significant impact on the overall health and welfare of an individual and significantly reduce their fire risk.

## **Home Safety Centre**

The Home Safety Centre enables visitors to participate safely in realistic situations illustrating everyday hazards and learn how to prevent them.

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 number of visitors who completed an attendance form in 2017/18 was 229 compared with 356 in 2016/17.



- The majority of those visiting the centre were female, which reflects the fact that the majority of carers, care home staff and health visitors are female, but highlights that the Service need to actively target men within these professions.
- The highest number of visitors was from the 25-34 age groups, the age profile of visitors were not captured for previous year.
- Over half the visitors (51.5%) were from a BAME ethnicity this is an improvement from (37.4%) the previous year.

## Age

Number of visitors 2017/18	16	16-24	25-34	35-44	45-54	55-64	65+	Not declared
229	0.4%	14.0%	36.2%	18.3%	11.8%	13.5%	3.9%	1.7%

Table 15: Percentage of visitors age groups

Protected Characteristic	31/03/2018	31/03/2017
Male	31.0%	37.0%
Female	65.1%	53.7%
Not declared	3.9%	9.3%
Black and Ethnic Minority	51.5%	37.4%
White	46.7%	61.0%
Not declared	1.7%	1.6%
Disabled	15.7%	Not captured
Non-disabled	82.5%	Not captured
Not declared	1.7%	Not captured

Table 16: Percentage of visitors characteristics

17/18 n = 229    16/17 n = 356    *Disability was not recorded previous to 2017/18*

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

## Station Open Days

A popular approach that the Service has adopted are the station open days 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.

The station open days continue to be popular, averaging over 100 families at each event. Evaluation forms were piloted in 2017 to measure the interest of these events across all communities.

From the 110 forms received (not all visitors completed an evaluation form) we can identify the majority of visitors are aged between 25 and 44 years old, and from a White British background.

Protected Characteristic	31/03/2018	31/03/2017
<b>Age</b>		
<16	8.2%	2.6%
16-24	4.5%	1.3%
25-34	29.2%	52.4%
35-44	26.3%	23.7%
45-54	10%	1.3%
55-64	9.1%	0.0%
65+	2.7%	1.3%
Not declared	10.0%	17.4%
<b>Gender</b>		
Male	26.3%	37.6%
Female	63.7%	61.1%
Not declared	10%	1.2%
<b>Ethnicity</b>		
Black and Ethnic Minority	17.3%	18.4%
White	71.8%	78.7%
Not declared	10.9%	2.9%

Table 17: Visitors characteristics at Station Open Days

17/18 n = 110 16/17 n = 77

### Complaints and Compliments

8 complaints and 49 compliments were received during 2017/18, this compares with 14 complaints and 61 compliments in 2016/17.

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.

## 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:

- Strategic Assessment
- Positive Action Plan
- People Strategy
- Community Risk Management Plan
- Community Safety Plan
- Equality objectives (SES)
- Inclusive Fire Service Action Plan
- Community Risk Report

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. Two additional roles have been selected to support this area of work over the next year.

Actions which consider:

- 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; and
- 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 2017/18 an Equality Analysis was produced for the Wholetime Recruitment Process to ensure our recruitment is fair and just for all sectors of our community. Several 'Have a Go Days' were held during this year, giving the opportunity for people to try out tasks expected of our firefighters. These days included such experiences as climbing a ladder, carrying hoses and equipment, wearing protective clothing and equipment etc.

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.
- While recognising that surveys from Safe and Well visits are difficult to obtain consideration needs to be given to how the Service can increase the number of returns from across all demographic groups but in particular amongst people from Black, Asian and Minority Ethnic groups.
- Plans are in place to ensure that the demographic data in respect to Fire Safety Audits, Home Fire Safety Checks and Safe and Well visits are collected for each visit.
- After the Incident satisfaction surveys (domestic and non-domestic) will include demographic data for future reports.
- The progress made on reducing the percentages of staff not declaring their demographic data needs to be maintained.
- 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 includes facilities for translation, read aloud and increasing the size of the information contained.

### **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](mailto:diversity@bedsfire.com). This would assist in our consultation process and evaluation of the document.

## APPENDIX

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### **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	31/03/2018	31/03/2017	31/03/2016
<b>Age</b>			
16-24	3.2%	2.4%*	1.7%*
25-34	20.3%	20.7%*	20.3%*
35-44	32.7%	30.1%*	30.5%*
45-54	31.9%	33.4%*	35.5%*
55-64	11.0%	12.9%*	11.9%*
65+	0.8%	0.5%*	0.3%*
<b>Disability</b>			
Disabled	2.5%	2.4%*	2.6%*
Non-disabled	91.1%	93.1%*	84.6%*
Not declared	6.3%	4.5%*	12.9%*
<b>Gender</b>			
Male	76.4%	77.0%*	78.4%*
Female	23.6%	23.0%*	21.6%*
<b>Gender reassignment</b>			
Not declared	100.0%	100.0%*	100.0%*
<b>Ethnicity</b>			
Black and Ethnic Minority	7.3%	7.1%*	6.3%*
White	89.3%	89.5%*	89.9%*
Not declared	3.4%	3.4%*	3.8%*
<b>Religion or belief</b>			
Religion or belief	49.3%	50.8%*	56.8%*
No Religion or Belief	35.1%	32.8%*	31.6%*
Not declared	15.6%	16.3%*	11.7%*
<b>Sexual Orientation</b>			
Gay/Lesbian/Bisexual/Other	3.2%	2.4%*	1.9%*
Heterosexual	81.5%	82.4%*	79.9%*
Not declared	15.3%	15.2%*	18.2%*

17/18 n = 590      16/17 n = 551\*      15/16 n = 581\*

\* Please note these figures count heads not posts; 17/18 now counts posts not heads. Some employees hold multiple contracts.

## 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	31/03/2018 BFRS Profile
<b>Age</b>						
16-24	2.1%	0.0%	4.1%	0.0%	0.0%	3.2%
25-34	14.6%	8.3%	24.6%	0.0%	0.0%	20.3%
35-44	13.5%	16.7%	39.6%	30.4%	12.5%	32.7%
45-54	35.4%	29.2%	29.0%	60.9%	75.0%	31.9%
55-64	30.2%	45.8%	2.7%	8.7%	12.5%	11.0%
65+	4.2%	0.0%	0.0%	0.0%	0.0%	0.8%
Not declared	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Disability</b>						
Disabled	6.3%	2.1%	1.0%	4.3%	37.5%	2.5%
Non-disabled	86.5%	91.7%	93.0%	87.0%	62.5%	91.2%
Not declared	7.3%	6.3%	6.0%	8.7%	0.0%	6.3%
<b>Gender</b>						
Male	29.2%	56.3%	88.6%	91.3%	87.5%	76.4%
Female	70.8%	43.8%	11.4%	8.7%	12.5%	23.6%
Not declared	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Gender reassignment</b>						
Not declared	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Ethnicity</b>						
Black and ethnic minority	12.5%	6.3%	6.0%	13.0%	0.0%	7.3%

White	84.4%	93.8%	89.9%	87.0%	100.0%	89.3%
Not declared	3.1%	0.0%	4.1%	0.0%	0.0%	3.4%
<b>Religion or belief</b>						
Religion or belief	56.3%	58.3%	44.7%	73.9%	75.0%	49.3%
No Religion or Belief	30.2%	33.3%	38.2%	13.0%	12.5%	35.1%
Not declared	13.5%	8.3%	17.1%	13.0%	12.5%	15.6%
<b>Sexual Orientation</b>						
Gay/Lesbian/Bisexual/Other	5.2%	0.0%	3.4%	0.0%	0.0%	3.2%
Heterosexual	82.3%	91.7%	79.5%	87.0%	100.0%	81.5%
Not declared	12.5%	8.3%	17.1%	13.0%	0.0%	15.3%

n = 590

NB These figures are by permanent posts

## Job Applications – Support Staff

Protected Characteristic	31/03/2018 Support Workforce Profile	31/03/2018	31/03/2017	31/03/2016
<b>Age</b>				
16-24	1.4%	8.8%	10.1%	6.4%
25-34	12.3%	20.4%	17.1%	16.2%
35-44	14.4%	17.4%	18.0%	16.8%
45-54	33.6%	22.0%	23.0%	24.3%
55-64	34.9%	11.6%	13.4%	17.3%
65+	3.4%	0.5%	1.4%	1.2%
Not declared	0.0%	19.2%	17.1%	17.9%
<b>Disability</b>				
Disabled	4.8%	3.0%	3.7%	6.4%
Non-disabled	88.4%	78.5%	79.3%	68.2%
Not declared	6.8%	18.5%	17.1%	25.4%
<b>Gender</b>				
Male	39.0%	24.0%	32.7%	43.4%
Female	61.0%	60.2%	55.8%	40.5%
Not declared	0.0%	15.8%	11.5%	16.2%
<b>Gender reassignment</b>				
Transgender or Transsexual	0.0%	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%	100.0%
<b>Ethnicity</b>				
Black and ethnic minority	10.3%	11.8%	14.7%	20.2%
White	87.7%	67.4%	67.3%	61.8%
Not declared	2.1%	20.8%	18.0%	17.9%
<b>Religion or belief</b>				
Religion or belief	57.5%	48.4%	46.5%	57.2%
No Religion or Belief	30.8%	31.0%	34.6%	24.3%
Not declared	11.6%	20.6%	18.9%	18.5%
<b>Sexual Orientation</b>				
Gay/Lesbian/Bisexual/Other	3.4%	2.2%	2.3%	5.8%
Heterosexual	85.6%	76.0%	77.9%	77.5%
Not declared	11.0%	21.9%	19.8%	16.8%

17/18 n = 558

16/17 n = 217

15/16 n = 173

## Job Applications – Uniformed Staff

Protected Characteristic	31/03/2018 Uniformed Workforce Profile	31/03/2018	31/03/2017	31/03/2016
<b>Age</b>				
16-24	3.8%		14.8%	
25-34	23.0%		27.9%	
35-44	38.7%		41.0%	
45-54	31.3%		11.5%	
55-64	3.2%		0.8%	
65+	0.0%		0.0%	
Not declared	0.0%		4.1%	
<b>Disability</b>				
Disabled	1.8%	0.9%	0.8%	1.1%
Non-disabled	92.1%	97.8%	94.3%	73.9%
Not declared	6.1%	1.4%	4.9%	25.3%
<b>Gender</b>				
Male	88.7%	87.0%	77%	75.3%
Female	11.3%	12.5%	23%	24.7%
Not declared	0.0%	0.5%	0.0%	0.0%
<b>Gender reassignment</b>				
Transgender or Transsexual	0.0%	0.0%	0.0%	0.1%
Not declared	100.0%	100.0%	100.0%	99.9%
<b>Ethnicity</b>				
Black and ethnic minority	6.3%	14.7%	5.7%	11.2%
White	89.9%	83.8%	91.0%	63.3%
Not declared	3.8%	1.5%	3.3%	25.5%
<b>Religion or belief</b>				
Religion or belief	46.6%	51.2%	40.2%	32.0%
No Religion or Belief	36.5%	44.0%	51.6%	40.4%
Not declared	16.9%	4.8%	8.2%	27.6%
<b>Sexual Orientation</b>				
Gay/Lesbian/Bisexual/Other	3.4%	8.0%	6.6%	4.5%
Heterosexual	80.0%	85.3%	82.8%	55.8%
Not declared	16.7%	6.7%	10.7%	28.7%

17/18 n = 586

16/17 n = 122

15/16 n = 806

Uniformed Staff are those who are Wholetime including transfers from other FRS, On-Call and Control. *NB Age has been excluded from 15/16 and 17/18 because of inconsistency in the data.*

## Staff Starters

Protected Characteristic	31/03/2018	31/03/2017	31/03/2016
<b>Age</b>			
16-24	17.3%	18.2%	8.9%
25-34	40.7%	40.0%	37.8%
35-44	17.3%	21.8%	17.8%
45-54	17.3%	10.9%	20.0%
55-64	6.2%	9.1%	15.6%
65+	1.2%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
<b>Disability</b>			
Disabled	0.0%	0.0%	0.0%
Non-disabled	85.2%	94.5%	93.9%
Not declared	14.8%	5.5%	6.7%
<b>Gender</b>			
Male	70.4%	78.2%	82.2%
Female	29.6%	21.8%	17.8%
Not declared	0.0%	0.0%	0.0%
<b>Gender reassignment</b>			
Not declared	100.0%	100.0%	100.0%
<b>Ethnicity</b>			
Black and ethnic minority	6.2%	9.1%	6.7%
White	87.7%	83.6%	91.1%
Not declared	6.2%	7.3%	2.2%
<b>Religion or belief</b>			
Religion or belief	50.6%	41.8%	40.0%
No Religion or Belief	17.3%	41.8%	55.6%
Not declared	32.1%	16.4%	4.4%
<b>Sexual Orientation</b>			
Gay/Lesbian/Bisexual/Other	6.2%	3.6%	0.0%
Heterosexual	75.3%	80.0%	95.6%
Not declared	18.5%	16.4%	4.4%

17/18 n = 81

16/17 n = 55

15/16 n = 45

*NB These figures are based on new entrants into BFRS and those taking on a second contract within the financial year.*

## Staff Leavers

Protected Characteristic	31/03/2018	31/03/2017	31/03/2016
<b>Age</b>			
16-24	3.3%	0.0%	3.2%
25-34	16.4%	14.3%	22.6%
35-44	16.4%	22.4%	19.4%
45-54	32.8%	40.8%	33.9%
55-64	27.9%	22.4%	19.4%
65+	3.3%	0.0%	1.6%
<b>Disability</b>			
Disabled	3.3%	0.0%	6.5%
Non-disabled	96.7%	93.9%	85.5%
Not declared	0.0%	6.1%	8.1%
<b>Gender</b>			
Male	78.7%	83.7%	83.9%
Female	21.3%	16.3%	16.1%
<b>Gender Reassignment</b>			
Not declared	100.0%	100.0%	100.0%
<b>Ethnicity</b>			
Black and ethnic minority	4.9%	2.0%	4.8%
White	90.2%	44.9%	87.1%
Not declared	4.9%	53.1%	8.1%
<b>Religion or Belief</b>			
Religion or belief	45.9%	46.9%	53.2%
No Religion or Belief	36.1%	28.6%	25.8%
Not declared	18.0%	24.5%	21.0%
<b>Sexual Orientation</b>			
Gay/Lesbian/Bisexual/Other	3.3%	0.0%	1.6%
Heterosexual	80.3%	77.6%	75.8%
Not declared	16.4%	22.4%	22.6%

17/18 n = 61

16/17 n = 49

15/16 n = 61

*NB These figures are based on anyone who has left BFRS completely; they do not include individuals who left one of multiple contracts.*

## Promotions - All Staff

Protected Characteristic	31/03/2018	31/03/2017	31/03/2016
<b>Age</b>			
16-24	6.7%	0.0%	0.0%
25-34	20.0%	25.0%	12.5%
35-44	33.3%	55.0%	68.8%
45-54	33.3%	20.0%	18.8%
55-64	6.7%	0.0%	0.0%
65+	0.0%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
<b>Disability</b>			
Disabled	6.7%	10.0%	6.3%
Non-disabled	93.3%	85.0%	81.3%
Not declared	0.0%	5.0%	12.5%
<b>Gender</b>			
Male	86.7%	100.0%	93.8%
Female	13.3%	0.0%	6.3%
Not declared	0.0%	0.0%	0.0%
<b>Gender reassignment</b>			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
<b>Ethnicity</b>			
Black and ethnic minority	6.7%	10.0%	6.3%
White	93.3%	80.0%	87.5%
Not declared	0.0%	10.0%	6.3%
<b>Religion or belief</b>			
Religion or belief	33.3%	60.0%	43.8%
No Religion or Belief	33.3%	30.0%	43.8%
Not declared	33.3%	10.0%	12.5%
<b>Sexual Orientation</b>			
Gay/Lesbian/Bisexual/Other	0.0%	5.0%	0.0%
Heterosexual	80.0%	85.0%	75.0%
Not declared	20.0%	15.0%	25.0%

17/18 n = 15    16/17 n = 20    15/16 n = 16



## External Training – FRST 35s

Protected Characteristic	31/03/2018	31/03/2017	31/03/2016
<b>Age</b>			
16-24	0.9%	0.0%	0.3%
25-34	20.2%	23.4%	17.0%
35-44	23.9%	28.4%	32.2%
45-54	28.4%	34.0%	39.4%
55-64	25.7%	14.2%	11.0%
65+	0.9%	0.0%	0.0%
Not declared	0.0%	0.0%	0.0%
<b>Disability</b>			
Disabled	1.8%	9.2%	4.4%
Non-disabled	87.2%	72.3%	94.0%
Not declared	11.0%	18.4%	1.6%
<b>Gender</b>			
Male	57.8%	70.9%	78.5%
Female	42.2%	29.1%	21.5%
Not declared	0.0%	0.0%	0.0%
<b>Gender reassignment</b>			
Transgender or Transsexual	0.0%	0.0%	0.0%
Not declared	100.0%	100.0%	100.0%
<b>Ethnicity</b>			
Black and ethnic minority	13.8%	9.9%	9.8%
White	80.7%	87.9%	89.0%
Not declared	5.5%	2.1%	1.3%
<b>Religion or belief</b>			
Religion or belief	51.4%	54.6%	59.0%
No Religion or Belief	32.1%	33.3%	25.9%
Not declared	16.5%	12.1%	15.1%
<b>Sexual Orientation</b>			
Gay/Lesbian/Bisexual/Other	3.7%	4.3%	3.5%
Heterosexual	87.2%	79.4%	85.2%
Not declared	9.2%	16.3%	11.4%

17/18 n = 109

16/17 n = 141

15/16 n = 317

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For Publication

Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge Group  
10 January 2019  
Item No. 9

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**REPORT AUTHOR: HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**

**SUBJECT: HUMAN RESOURCES RISK REGISTER**

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For further information on this Report contact: Strategic Operational Commander Andy Peckham  
Head of Service Development and Assurance  
Tel No: 01234 845129

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Background Papers: None

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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.*

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**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.

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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 The Corporate Risk Register is maintained using Abriska. Risks appropriate to the Human Resources Policy and Challenge Group together with explanatory notes regarding the risk ratings applied are considered within 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 revisions to risk 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:

Risk CRR00040 has been reviewed and the inherent risk rating revised from a score of 6 to a score of 12, with both vulnerability and impact increasing. The residual risk, when all controls have been achieved, remains low at a score of 4. Section 2.3 provides detail.

### 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 recruitment and selection process has commenced for wholetime firefighters for 2019. An equality review of the 2016/17 process has been undertaken and reported to Members, with improvements made to the 2018/19 process from the learning. The Service has made a temporary secondment of a Station Commander and a temporary appointment of a Support Staff member to deliver the recruitment officer role and to support positive action initiatives. They are supported through a Recruitment Working Group, chaired by Head of Service Development and Assurance. The campaign will look to attract the very best candidates for new firefighter roles from across our many diverse communities.

Consideration has been given to advertising for further experienced firefighters on transfer for 2018/19 to compliment the recruitment process detailed above. Listening to our staff, focusing on our commitment to improve diversity across the Service and be an employer of choice within Bedfordshire, a decision has been taken to not invite transfer of firefighters and junior officers at this time. Providing time to effectively deliver a recruitment campaign, including positive action to improve diversity within applications, will delay the foundation training. Mitigation will include an increase to the new firefighter intake in 2019 and management solutions that consider any identified shortfall that this action may present. Due to this change, the inherent risk rating has been reviewed and increased from its current position of 6 to 12. Once the mitigation has shown to be successful, the risk rating will be reviewed again.

**STRATEGIC OPERATIONAL COMMANDER ANDY PECKHAM  
HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**

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

Risk Rating/Colour	Risk Rating Considerations / Action
<b>Very High</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• reduce the likelihood of a disruption</li> <li>• shorten the period of a disruption if it occurs</li> <li>• limit the impact of a disruption if it occurs</li> </ul> <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
<b>High</b>	<p>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.</p>
<b>Moderate</b>	<p>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.</p>
<b>Low</b>	<p>These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.</p>

Risk Strategy	Description
Treat	<p>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)</p>
Tolerate	<p>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</p>
Transfer	<p>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</p>
Terminate	<p>In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function</p>

For Publication

Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge Group  
10 January 2019  
Item No. 10

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

**SUBJECT:** REVIEW OF WORK PROGRAMME 2018/19

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

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Background Papers: None

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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.*

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**PURPOSE:**

To review and report on the work programme for 2018/19 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 2018/19 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 2018/19

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
10 January 2019	<ul style="list-style-type: none"> <li>• Audit and Governance Action Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Human Resources Performance Monitoring Report 2018/19 – Quarter 2</li> <li>• Human Resources Programmes to date 2018/19 – Quarter 2</li> <li>• Public Sector Equality Duty Report</li> <li>• Corporate Risk Register</li> <li>• <del>Review of the Human Resources Policy and Challenge Group's Effectiveness*</del></li> <li>• Work Programme 2018/19</li> </ul>			<p>* Agreed to defer for 2018/19</p>

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
12 March 2019	<ul style="list-style-type: none"> <li>• Audit and Governance Action Plans Monitoring Report</li> <li>• New Internal Audit Reports Completed to date</li> <li>• Human Resources Performance Monitoring Report 2018/19 – Quarter 3</li> <li>• Human Resources Programmes to date 2018/19 – Quarter 3</li> <li>• Proposed HR and Organisational Development Indicators and Targets for 2019/20</li> <li>• 2018/19 Corporate Health and Safety Objectives to date and Proposed 2018/19 Corporate Health and Safety Objectives</li> <li>• Corporate Risk Register</li> <li>• Review of Work Programme 2018/19</li> </ul>		RoSPA Audit	Added by HRPCG mtg of 29.03.18

## HUMAN RESOURCES POLICY AND CHALLENGE GROUP: PROGRAMME OF WORK 2019/20

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
xx June 2019	<ul style="list-style-type: none"> <li>• Election of Vice Chair</li> <li>• Terms of Reference</li> <li>• Audit and Governance Action Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Human Resources Performance Monitoring Report 2018/19 – Quarter 4</li> <li>• Human Resources Programmes to date 2018/19 – Quarter 4</li> <li>• Absence Year End Report</li> <li>• Occupational Accidents Year End Report</li> <li>• Single Equality Scheme Review</li> <li>• Annual Report of Provision of External Training</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2019/20</li> </ul>			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
XX Sept 2019	<ul style="list-style-type: none"> <li>• Audit and Governance Action Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Human Resources Performance Monitoring Report 2019/20 – Quarter 1</li> <li>• Human Resources Programmes to date 2019/20 – Quarter 1</li> <li>• Positive Action Report</li> <li>• Health and Safety Annual Report</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2019/20</li> </ul>			