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BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Councillor C Atkins
Councillor M Ayub
Councillor P Downing
Councillor J Mingay
Councillor Y Waheed (Chair)

A meeting of **Human Resources Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK41 7NR** on **Wednesday, 21 September 2016** starting at **10.00 am**.

Karen Daniels
Service Assurance Manager

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Chair	
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct.
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 7 June 2016 (Pages 1 - 10)
5.	Human Resources Performance Monitoring 2016/17 Quarter 1 and Programmes to Date	ACO	* To consider a report (Pages 11 - 20)
6.	Audit and Governance Action Plans Monitoring Report	ACO	* To consider a report (Pages 21 - 26)
7.	Health and Safety Annual Report 2015/16	HSSP	* To consider a report (Pages 27 - 48)

Item	Subject	Lead	Purpose of Discussion
8.	Corporate Risk Register	HSSP	*To consider a report (Pages 49 - 52)
9.	Review of Work Programme 2016/17	Chair	*To consider a report (Pages 53 - 56)
	Next Meeting		The next meeting is to be held at 10am on 5 January 2017 at Fire and Rescue Service Headquarters

DECLARATIONS OF INTEREST

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

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

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
21 September 2016
Item No. 4

MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 7 JUNE 2016

Present: Councillors Y Waheed (Chair), C Atkins, M Ayub, P Downing and
J Mingay

ACO Z Evans, SOC T Rogers, GC J Clayton, Ms R Barker and
Mr R Jones

16-17/HR/001 Apologies

There were no apologies.

16-17/HR/002 Election of Vice Chair 2016/17

RESOLVED:

That Councillor Mingay be elected Vice Chair of the Policy and Challenge Group for 2016/17.

16-17/HR/003 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

16-17/HR/004 Communications

There were no communications.

16-17/HR/005 Minutes

RESOLVED:

That the Minutes of the meeting held on 15 March 2016 be confirmed and signed as a true record.

16-17/HR/006 Terms of Reference

Members were requested to review the Policy and Challenge Group's terms of reference.

The Secretary and Monitoring Officer referred to the proposed addition to the Group's terms of reference relating to the reporting mechanism from the Policy and Challenge Groups and the Audit and Standards Committee to the Fire and Rescue Authority arising from an internal audit. This set out that *'the Group has no delegated power to take decisions but its Minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.'*

ACO Evans suggested that pensions, terms and conditions of service and fitness and wellbeing be added to the Group's terms of reference as these had not previously been included.

RESOLVED:

1. That the Terms of Reference for the Human Resources Policy and Challenge Group be updated to include a statement that the Group reported to the Fire and Rescue Authority.
2. That the Fire and Rescue Authority be recommended to include pensions, terms and conditions of service and fitness and wellbeing to the Group's terms of reference.

16-17/HR/007 Human Resources Performance Monitoring Year End Report and Programmes to Date

ACO Evans submitted the 2015/16 year-end report on Human Resources programme, projects to date and performance against Human Resources performance indicators and associated targets. No new Human Resources projects had been added in the period and the improvements to the HR and payroll system was reported to both this Group and the Corporate Services Policy and Challenge Group under the Business Systems Improvement project. The project was progressing well following the approval of additional funding by the FRA at its meeting on 21 October 2015 and no extensions to the project were being sought.

In relation to the year-end performance, an exception report had been submitted in relation to EQ2 (recruitment of minority ethnic staff across the whole organisation) as the indicator was 15% under target. ACO Evans advised that the recruitment process and positive action initiatives would be reviewed during the current year.

Mr R Jones, the Service's Diversity Adviser, confirmed that he would be undertaking this work and reporting back to the Group when this was completed.

Members were asked to feed in any information about any particular contacts/media outlets that should be used to reach the county's black and minority ethnic communities.

ACO Evans highlighted the performance against HR1 (the percentage of working time lost due to sickness), against which the Service had achieved 3.55% against a target of 3.6%, as an indicator of strong organisational health.

GC J Clayton reported on the training and development indicators that had not achieved their targets. He advised that T7 (percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months) had missed target by 6%. This equated to two individuals who had not been assessed within the time period as the result of sickness and unforeseen personal circumstances. He confirmed that these individuals had now been assessed.

In relation to T8b and T8c (Percentage of Safety Critical Maintenance training programme completed by RDS operational (b) and Control (c) personnel via PDRPro within last 12 months), GC J Clayton advised that although the target for RDS personnel was 1.94% under target, performance had improved from the previous year and it was hoped that this upward trend would continue. One Control Watch had been performing under the expected level and this was being addressed through the performance management process.

Performance against H3 (number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full time Equivalent) employees) had been adversely affected by an injury sustained in the second quarter of the year and the individual was still off work with a knee injury. This had equated to an additional 92 days/shifts lost during the fourth quarter.

RESOLVED:

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

16-17/HR/008 New Internal Audit Reports Completed to date

ACO Evans introduced the follow-up audit. It was the internal audit opinion that management had demonstrated reasonable progress in implementing the agreed management actions. Seven of the ten management actions had been fully implemented, with one superseded and replaced with a new management action. The remaining actions were in progress with one due to be completed by the end of the current month.

RESOLVED:

That the internal audit report be received and the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report be endorsed.

16-17/HR/009 Audit and Governance Action Plans Monitoring Report

ACO Evans introduced her report on progress made to date against current action plans arising from internal and external audit reports. No extensions had been requested and all the actions were on schedule for completion by the original deadline date.

RESOLVED:

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

16-17/HR/010 Absence Year End Report

Ms R Barker, Senior HR Adviser, gave a presentation on Employee Absence Year End 2015-16. This included the performance for the year, support in place for managers and employees to reduce the level of sickness absence, and plans for 2016-17 to improve performance still further.

As mentioned earlier in the meeting, the Service's performance was 3.55% against a target of 3.6%. The target was based on the CIPD public sector average.

In the reporting year, the majority of absence had been caused by musculoskeletal injuries, poor mental health and coughs, colds and flu. The cost of absence to the Service, not including agency and acting costs, in 2015/16 was £644,183. This was a reduction from 2011/12 of £119,497.

The Service had a Sickness Absence Management Policy in place as well as a range of support mechanisms for both managers and employees. This included training, access to the Employee Assistance Programme, hot spot and case management meetings and an in-house Occupational Health practitioner. The Policy was designed to be proactive and preventative, with ill-health retirement and dismissals considered as a last resort.

The Employee Assistance Programme was externally provided and was available to Service staff and Members of the Authority on a 24/7/365 basis. This provided practical and emotional support on a wide range of issues. The programme had provided face to face appointments and 19 helpline requests over the period, with 50 members of staff accessing information and support online.

The Programme continued to be promoted internally as it also provided a forum to develop skills and build resilience.

Ms Barker advised that plans for the future included the continuation of mental health awareness training and the introduction of a new HR and payroll system. The Sickness Absence Management Policy was due for review in the current year and the unions would be involved in this process.

She also referred to the Government's pledge to review absence management systems across the public sector to reduce the £4.5 billion national cost of sickness absence.

In response to a question, the Group was advised that the Service no longer provided in-house flu vaccinations as it had not been cost-effective in terms of take-up and impact on the number of working days lost to sickness. However, Members were assured that this situation was being kept under review.

Any issues regarding bullying or harassment in the workplace that were identified through the Occupation Health processes would be referred to HR for case management.

It was noted that an Employee Survey would be undertaken in 2017. One of the recommendations arising from the previous survey was the development of a staff network to provide a forum for members of staff to discuss their concerns.

RESOLVED:

That the presentation be noted.

16-17/HR/011 2015/16 Corporate Health and Safety Objectives Progress Update and Proposed 2016/17 Corporate Health and Safety Objectives

SOC T Rogers introduced his report on progress made on the health and safety objectives set for 2015/16 and the proposed health and safety objectives for 2016/17.

He reported on the campaign to reduce musculoskeletal injuries that had been undertaken in 2015/16 in recognition of the high percentage of sick days resulting from this type of injury.

Work continued to implement the actions arising from the RoSPA audit in January 2014, with all actions due for completion by April 2017.

SOC T Rogers highlighted the proposed health and safety objectives relating to the development of an in-house Accident Investigation Course and the replacement of the Service's Thermal Imaging Cameras. There were also a number of objectives that were continuing from 2015/16.

RESOLVED:

That the progress made in relation to the Health and Safety Objectives set and approved for 2015/16 be acknowledged and the eight proposed Health and Safety Objectives for 2016/17 be endorsed.

16-17/HR/012 Occupational Accidents Year End Report

SOC T Rogers presented a report on Service occupational accidents from 1 April 2015 - 31 March 2016. There had been a total of 84 accidents in the year which was a slight increase from the 73 accidents recorded in 2014/15. The majority of these related to musculoskeletal injuries and slips, trips and falls. There had been 501 days lost to accidents during the year, although it was noted that 313 of these days related to one incident related to the use of the rural water tender.

The Group was assured that all accidents were investigated. 17 of the accidents had occurred during operational activities, 33 during training and 34 during routine activities.

In response to a comment, ACO Evans advised that the accidents were not broken down by age but conceded that the Service had an ageing workforce and that the accident statistics could be broken down by age if Members felt it would be useful to have this information.

GC J Clayton reported that the number of accidents occurring during training activities had increased as the number of training courses had increased significantly and not all of the required training, particularly the safety critical training, took place in a controlled training environment.

In response to a question, SOC T Rogers reported that the Service had responded to 46 fewer operational incidents in 2015/16 than 2014/15.

RESOLVED:

1. That the report be endorsed.
2. That it be acknowledged that the total number of days lost due to workplace accidents had been significantly impacted by one accident which resulted in 313 of the total 501 days lost.

16-17/HR/013 Annual Report on Provision of External Training

GC J Clayton presented the annual report on the provision of external training. The report provided details of the cost and range of training provided as well as the suppliers used. The budget for training and development for 2015/16 had been £212,300 before earmarked reserves were applied. The total spend for the year was £269,012.

The budget for 2016/17 included provision for 18 new recruits to attend the foundation skills course provided by the Fire Services College.

GC J Clayton advised that savings had been made by developing and delivering Fire Investigation and Hazmat training internally. An e-learning module on Basic First Aid training had also been developed and would be provided internally from the current year. The provision of training was also regularly reviewed and cars used for training purposes were now being provided by a different company than in 2013/14 at a reduced cost to the Service.

Councillor Downing suggested that the Fire and Rescue Service approach Bedfordshire Police for use of cars confiscated through the Proceeds of Crime Act which should be able to be provided at no cost.

GC J Clayton drew Members' attention to the list of training courses provided through collaboration with other Fire and Rescue Services. Work to identify further collaborative opportunities with a wide range of partners continued.

The Service had recently received accreditation from Skills for Justice for the provision of 'blue light' driver training and this provided an income generation opportunity.

It was noted that all members of staff, in both operational and support roles, were able to access training through an FSRT35 written request. Of 158 applications submitted in 2015/16, 154 had been supported.

RESOLVED:

That the report be acknowledged.

16-17/HR/014 Draft Public Sector Equality Scheme Review

Mr R Jones, the Service's Diversity Adviser, submitted a report on the progress made against the Single Equality Scheme Action Plan 2012-16 and outlining a new set of objectives/actions for 2016-20 which would be submitted for internal and external consultation.

Out of the 25 objectives set for 2012-16, 23 had been completed and the two outstanding areas of work would be rolled over into the next four year period. These were a peer assessment under the Fire and Rescue Service Equality Framework and further development of the website to exceed the requirements for accessibility contained within the World Wide Web Consortium.

The six objectives for 2016-17 were measuring performance against the equality framework, improve public access, equality and diversity training, improve equality monitoring, embed equality in commissioning and procurement activity and improving standards and develop new partnerships. There were 17 specific actions associated with those objectives.

It was suggested that Mr Jones contact Police Sergeant James Hart who was delivering Hate Crime training for Bedfordshire Police.

As discussed earlier in the meeting in relation to the employee survey, Mr Jones advised that a staff equalities group would be established.

RESOLVED:

That the report be received and the significant progress made over the last four year period and the positive attitude of the Service in addressing equality issues be recognised.

16-17/HR/015 National Joint Council Joint Working Group (Fitness) Firefighter Best Practice Guide 2016

Ms R Barker presented her report on the recently published Firefighter Fitness Best Practice Guide. This was not mandatory but a guide for fire and rescue services to have processes in place to assist firefighters in maintaining the necessary physical fitness levels to undertake their roles until normal pensionable age.

Members were advised that the Service had been identified as one in which notable practice was currently being undertaken in relation to firefighter fitness and that the organisation was in a good position to build on its current practice and make further improvements.

Ms Barker reported that there was ongoing work nationally to develop an occupational fireground assessment which may result in separate assessments to test for operational fitness that could enable firefighters to continue operational work, such as hose running, equipment carrying and casualty evacuation, until normal pensionable age.

Areas for improvement within the Service included female firefighter fitness and recommendations were set out in the report to address this.

RESOLVED:

1. That the recommendations listed in Appendix A of the report be approved.
2. That it be acknowledged that Bedfordshire Fire and Rescue Service was one of the services identified in the guidance as demonstrating notable practice.

16-17/HR/016 Firefighter Recruitment Selection and Training

GC J Clayton provided an update on the wholetime firefighter recruitment process. This was the first recruitment and selection process that the Service had undertaken since 2009. Since that time, vacancies had been filled through the transfer process, with 33 firefighters joining the Service in this way.

In 2016, the Service would be recruiting 26 firefighters as a result of identified operational need and succession planning. New recruits would be enrolled on an 8 week course at the Fire Services College, with transfers completing a 3 week transferee course.

The recruitment process began in 2015 with an online application. Out of 655 initial interest log-ins, 468 applications had been submitted. This was fewer than in previous recruitment campaigns as applicants were required to live within 10 miles of the Bedfordshire borders. In addition, all 136 individuals on the Positive Action list were contacted to invite them to Positive Action events and inform them of the recruitment campaign. 43 individuals on the list showed interest in applying for the posts, 26 of whom were successful at application stage.

Overall, 300 individuals were shortlisted for the four online tests, with 195 passing all 4 tests and progressing to the practical tests. After the practical tests, 142 were progressed to the interview stage. 133 individuals attended interviews with 73 successful.

18 new recruits were selected and 8 firefighters were brought in on transfer. Those successful at interview stage were put on a waiting list for any future recruitment campaigns.

In response to a question, GC J Clayton advised that the practical tests included equipment carry, ladder lifts and use of breathing apparatus (BA).

The Group recognised that the selection process had been developed to ensure that only the highest calibre of candidate were offered the available posts.

ACO Evans explained that new recruits progressed up pay categories from training firefighter, to firefighter in development to competent firefighter and it could take three years to reach the pay band for competent firefighter.

RESOLVED:

That the report be acknowledged.

16-17/HR/017 Corporate Risk Register

SOC T Rogers presented his report on the Corporate Risk Register. He reported that there were no changes to individual risk ratings in the Corporate Risk Register and provided an update to CRR40.

RESOLVED:

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

16-17/HR/017 Work Programme 2016/17

Members received the Work Programme for 2016/17.

In response to a question, ACO Evans advised that there was nothing to report at present in relation to joint working and collaboration and that this was reported to the full Fire and Rescue Authority meetings.

RESOLVED:

1. That the Work programme be agreed.
2. That the effort and time put into producing the reports for this meeting by Officers be acknowledged.

The meeting finished at 12.20pm

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Agenda Item 5

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
21 September 2016
Item No. 5**

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

SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER ONE (APRIL TO JUNE 2016)

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

Background Papers:

Previous Human Resources Quarterly Programme and Performance Summary Reports.

Implications (tick✓):

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

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

PURPOSE:

To provide the Human Resources Policy and Challenge Group with a report for 2016/17 Quarter 1 detailing:

1. Progress and status of the Human Resources Programme and Projects to date.
2. A summary report of performance against Human Resources performance indicators and associated targets for Quarter One 2016/17 (1 April 2015 to 30 June 2016).

RECOMMENDATION:

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

1. Programmes and Projects

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2016 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
 - All existing projects are complete;
 - All new projects will be within the medium-term strategic assessment for Human Resources areas; and
 - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Human Resources over the next three years.
- 1.3 Full account of the financial implications of the Human Resources programme for 2016/17 to 2019/20 has been taken within the proposed 2016/17 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2016.
- 1.4 No new Human Resources projects have been added in this period (progress on the HR and Payroll system is covered under Business Systems Improvement and reported to the Corporate Services Policy and Challenge group). However, for information purposes progress on the delivery of the HR and Payroll system is included in Appendix A.
- 1.5 Other points of note, and changes for the year include the following:
 - The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board reviews the Programme at least twice a year with the next Programme Board review scheduled for 22 September 2016.

- 1.6 Appendix A gives a summary of status to date. No exception reports were submitted during this period, and there are currently no exceptions outstanding. The status of each project is noted using the following key:

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

2. Performance

- 2.1 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.
- 2.2 This report presents members with the performance summary outturn for Quarter One 2016/17 which covers the period 1 April to 30 June 2016. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2016/17 planning cycle.
- 2.3 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%

3. Summary and Exception Reports Q1 - Year End 2016/17

All performance indicators achieved their target, except for:

- 3.1 **EQ1a Percentage of new entrants to the Retained Duty System to be women.** Although there were no RDS female appointments in quarter 1, the percentages of women across the operational sector will be changing as a result of the whole time recruitment process this will be reflected in quarter 2 and 3 figures.
- 3.2 **EQ1b Percentage of Whole time Operational staff to be women.** Quarter 1 figures do not reflect the whole time firefighter recruitment process which has improved the percentage of female staff to operational roles, this will be reflected in quarter 2 and 3 figures.
- 3.3 **EQ2 Recruitment of Black and Minority Ethnic staff across the whole organisation.** Although quarter 1 figures are disappointing they do not reflect the whole time firefighter recruitment process which has improved the percentage of minority ethnic staff to operational roles, this will be reflected in quarter 2 and 3 figures.

A review of the Positive Action initiatives is currently being considered.

- 3.3 T6 – The Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.** This PI has been increased for 2016/17 from 70% to 98% as we have moved to the third year of a planned implementation. It was reported in Q4 of 2015/16 that it was unlikely all remaining training would be achieved by the end of Q1 however significant progress has been made such that target has only been missed by 1%.
- 3.4 T8b - Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRpro within last 12 months.** 2% short of target percentage equates to 5 people who have not completed Safety Critical Maintenance Programmes Training and Development staff continue to work with Operations line managers to improve attainment.
- 3.5 T8c - Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.** 4% below target. This is a 7% improvement on previous audit reflecting Management Support and awareness Training and Development staff continue to work with Operations line managers to improve attainment.
- 3.6 H3 Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.** There were no further workplace injuries to RDS personnel in the new financial year, quarter 1 that resulted in 24 hour cover periods lost. The continued high level is due to a continued sickness resulting from an injury in 2015/16. The injury event occurred at an operational incident and resulted in a knee injury partly attributed to repetitive access onto and out of a Rural Water Tender.

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

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
Business Systems Improvement	Optimise the use of existing business systems and replace where appropriate.	Green	<p>HR & Payroll System: 16 August 2016</p> <p>The project has now moved into Implementation stage, and is progressing rapidly, with substantive parts of the development and migration work completed. To date, 10 training days have been attended by various members of the HR, Payroll and Business Information teams, covering Introductory training into I-Trent, Workflow, Security Profiles, Auditing, People Manager and Employee Self-service, and Building and Maintaining Payroll. These training days are supported by additional consultancy days to consolidate the learning, and for system build. To date 14 Consultancy days have been delivered by Midland HR.</p> <p>The Payroll system build is 70% complete (year to date figures to be added, and additional checking following legislative changes), and the HR system build is now 'live' and has been soft launched to the HR team who are being trained to enter data into I-tTrent whilst still maintaining the current MIS until full transition is completed. The General Ledger interface is being built at time of writing this report, and work is underway in the Business Information team to scope out the system interfaces between MIS and I-Trent with support from Sophtlogic. This work should be completed by end September in time for the first parallel run.</p> <p>The planned 'go live' and cut-over date has been moved from the end of October to the end of November due to the high volume of work required, and the necessity to switch some of the consultancy days to accommodate staff and consultants summer holidays. MHR do not provide 'in-project' support from their Service desk which has proved to be challenging, and this has been escalated through appropriate channels. However, the team try to find workarounds with support from the MHR consultants. Finance approved the purchase of an additional consultancy day for systems integration advice and guidance.</p> <p>The project remains on track.</p>

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 - QUARTER ONE

Measure				2016-17 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Human Resources

EQ1a	Percentage of new entrants to the Retained Duty System to be women	Higher is Better	6%	4.17%	0.00%	0.00%	6%	Red	N/A
EQ1b	Percentage of whole time operational staff to be women	Higher is Better	5%	n/a	n/a	0%	5%	Red	N/A
EQ2	Recruitment of Black and Minority Ethnic staff across the whole organisation	Higher is Better	13%	13%	0.00%	0.00%	13%	Red	N/A
HR1	The percentage of working time lost due to sickness	Lower is Better	3.9%	3.07%	3.10%	3.9%	3.9%	Green	Achieved target
HR1b	The percentage working time lost to sickness excluding long term sickness	For Info Only		n/a	3.07%	3.10%		For Info Only	

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 - QUARTER ONE

Measure				2016-17 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Staff Development

T1	Percentage of station based operational staff that have attended an assessed BA course within the last two years	Higher is Better	98%	91%	84%	98%	98%	Green	Achieved target
T2	Percentage of EFAD qualified firefighters that have attended EFAD Assessment course within the last three years	Higher is Better	98%	96%	98%	100%	98%	Green	Achieved target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	79%	97%	98%	98%	Green	Achieved target
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last two years	Higher is Better	98%	90%	97%	98%	98%	Green	Achieved target
T5	Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.	Higher is Better	98%	94%	98%	98%	98%	Green	Achieved target

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 - QUARTER ONE

Measure				2016-17 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q1	Q1 Actual	Q1 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%	22%	0%	97%	98%	Amber	Missed target by 1%
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	99%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Whole time Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Higher is Better	92%	94%	94%	94%	92%	Green	2% better than target
T8b	Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Higher is Better	92%	88%	89%	90%	92%	Amber	Missed target by 2%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 - QUARTER ONE

Measure				2016-17 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Staff Development (Cont.)

T8c	Percentage of Control personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Higher is Better	92%	82%	87%	88%	92%	Amber	Missed target by 4%
T8d	Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Higher is Better	92%	94%	94%	92%	92%	Green	Achieved target

Health and Safety

H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	5.38	1.09	1.94	0.00	1.35	Green	Achieved target
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	418.73	112.88	149.64	45.03	104.68	Green	57% better than target
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.	Lower is Better	677.90	157.08	159.57	1006.78	169.48	Red	Missed target

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

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Agenda Item 6

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
21 September 2016
Item No. 6

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

SUBJECT: AUDIT AND GOVERNANCE ACTION PLANS MONITORING REPORT

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

Background Papers:

- Action Plans contained in Internal and External Audit Reports
 - Action Plan contained in the Annual Governance Statement 2013/14
 - Minutes of the Audit Committee dated 5 April 2012
-

Implications (tick ✓):

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

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

PURPOSE:

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

RECOMMENDATION:

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

1. Introduction
 - 1.1 The Members of the Audit and Standards Committee previously endorsed that the Committee should receive monitoring reports at each of its meetings advising of progress against current action plans arising from internal and external audit reports, and the Authority's Annual Governance Statement.
 - 1.2 In their meeting on 5 April 2012, Members of the Audit and Standards Committee agreed that progress on the action plans be reported to each meeting of the appropriate Policy and Challenge Group and action point owners report progress by exception to the Audit and Standards Committee. This is the second such report to the Human Resources Policy and Challenge Group for the year 2016/17.
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 2016/17 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 2016/17 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.
3. Monitoring Report of Actions Arising from the Authority's Annual Governance Statement
 - 3.1 The monitoring report covers the actions within the 2014/15 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 25 June 2015, as part of the 2014/15 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 2016 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')
TRDEV 3 15/16	RSM (Follow up) May 16: Final Report (15/16)	Training and Development (Ops) Head of Human Resources	Medium	New The Service will continue to work with PDRPro to develop a report running solution and in the meantime a manual reporting process will be achieved using sampling and presented within the 6-month report to SDMT	CMT have supported the proposal and subsequent funding to enable the development work for a report running solution by PDRPro to commence. A manual solution has been developed as an interim. Amendments have been developed and accepted into the Station Audit Programme to create improved feedback on PDR and learnPro activity, specifically providing guidance on quantitative and qualitative sampling of assessments. This will complement a 3-year sampling plan to run each six months and report through the departmental audit (Oct and Mar each year). Outcomes will be captured in the six-month report to SDMT.	Original Dec-16	In Progress
TRDEV 2 15/16	RSM Nov 15: Final Report (15/16) Follow up May 16: Final Report (15/16)	Training and Development (Ops) Head of Human Resources	High	The Head of Operations, with the aid of the Training and Development Team, will develop a strategy and action plan to engage assessors and increase the quality and volume of assessments undertaken on PDRPro with regards to both competence completion and the achievement of training outcomes. Regular audits will be undertaken to provide assurance that assessments and verifications are taking place to ensure PDRPro clearly demonstrates competence and the achievement of training outcomes.	A strategy has been developed and delivered to support the improvement of quality and volume of assessments within PDRPro. A departmental audit in June 2016 identified an improvement of more than double the quantity across all operational areas. Outcomes will be captured in the six-month report to SDMT. The strategy will include further departmental audits each six months to provide continued assurance, and identify areas for further improvement.	Original Dec-15 (Plan) Mar-16 (compliance) Jun-16 (audit)	Complete subject to follow-up audit.

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2016 from earlier reports)**

APPENDIX A

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Agenda Item 7

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
21 September 2016
Item No. 7**

REPORT AUTHOR: HEAD OF SAFETY AND STRATEGIC PROJECTS

SUBJECT: HEALTH AND SAFETY ANNUAL REPORT 2015/16

For further information on this Report contact: Service Operational Commander Tony Rogers
Head of Safety and Strategic Projects
Tel No: 01234 845163

Background Papers: None

Implications (tick✓):

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

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

PURPOSE:

For Members to consider the Service's Health and Safety Annual report for the year 2015/16.

RECOMMENDATION:

That Members acknowledge the Health and Safety Annual Report for information and comment.

1. Introduction

- 1.1 This Health and Safety Annual Report (covering the period 1 April 2015 to 31 March 2016) provides an overview of the work undertaken by the Health and Safety Support Team (HSST) and the Management of Health and Safety within Bedfordshire Fire and Rescue Service (BFRS). The publication of the Service's Health and Safety Annual Report is a requirement as laid down in the Service's Health and Safety at Work policy.
- 1.2 The role of the HSST is to provide competent assistance to the Fire and Rescue Authority (FRA) in meeting its statutory health and safety obligations and provide professional and independent advice and support to management at all levels and to employees in meeting their health and safety obligations.
- 1.3 As detailed in the body of the report, considerable work has been undertaken in the management of health and safety throughout the Service and particularly in the following areas:
- Health and Safety policies;
 - Adoption of National Operational Guidance and Tactical Operational Guidance and the alignment of risk assessments and training materials;
 - Generic and specific activity, manual handling and fire risk assessments;
 - Provision of safety critical information;
 - Provision of health and safety related training;
 - Active monitoring and audit;
 - Safety event reporting and investigation;
 - Reactive monitoring of accidents, near misses and vehicle collisions;
 - Vehicle mounted CCTV Systems; and,
 - Occupational health and wellbeing.
- 1.4 During the reporting period there have been 84 workplace accidents. This compares well when benchmarked over the previous five year average of 86. In addition following the RoSPA audit and receipt of the Platinum Level 4 Award, a considerable amount of work has been completed by the Team to put in place and embed the recommendations detailed within the audit report. The action plan produced detailing the recommendations are scheduled to be completed by the end of this financial year.
- 1.5 There are always improvements to be made and the emphasis is and will continue to remain a sensible, risk-based balanced approach. It is important that the safety culture within the Service remains a positive one, ensuring that health and safety is built into normal ways of working, and recognising that people are a key resource and that good health and safety management is vital to prevent injuries, ill health and unnecessary losses.

1.6 The Annual Health and Safety Report 2015/16 is attached for Members information and comment.

**SERVICE OPERATIONAL COMMANDER TONY ROGERS
HEAD OF SAFETY AND STRATEGIC PROJECTS**



Bedfordshire Fire and Rescue Service



HEALTH AND SAFETY ANNUAL REPORT 2015 - 2016

1. INTRODUCTION AND BACKGROUND

This Health and Safety Annual Report, incorporating information the Service's Occupational Health Unit (OHU) provides a summary of the work undertaken by the Health and Safety Support Team (HSST) and OHU during the period 1 April 2015 to 31 March 2016 inclusive. The HSST provide competent assistance to the Fire and Rescue Authority in meeting its statutory health and safety obligations as well as professional independent advice and support to management and employees assisting them in meeting their specified responsibilities and obligations. The aim of this report is to provide an overview of the work undertaken in the management of health and safety within Bedfordshire Fire and Rescue Service (BFRS).

The body of this report details the work carried out in the management of health and safety throughout the Service. As in the previous reporting period, the involvement of various key individuals has helped the Service to continually move forward. The Health and Safety Steering Committee (HSSC) acting as the senior management group to oversee and co-ordinate the key health and safety management processes has ensured the maintenance of health and safety direction and focus. The HSSC members and the HSST would like to thank all Service employees for their co-operation in helping to maintain a safe workplace and prevent injury during the wide range of activities undertaken.

During the reporting period the Service has seen an increase in the number of workplace accidents from 73 in the previous year rising to 84 in 2015/16 and has continued a minor upward trend since 2013/14. The amount of days lost as a result of accidents has unfortunately increased compared to the previous four reporting periods. It should be noted however that 63% of those days lost were as a result of one workplace injury.

Work carried out by the HSST has continued to be proactive with a risk-based balanced approach designed to provide safe solutions. It is as important as ever to ensure that the safety culture within the Service remains a positive one. Health and safety must continue to play a significant part of all our workplace activities whether operational, routine or during training. The Service was successful in the completion of a number of key health and safety objectives during 2015 – 2016; this included:

- Further development of health and safety refresher training modules for managers;
- The implementation of a programme of medical health surveillance for operational personnel;
- The alignment of BFRS risk assessments and safe systems of work with new National Tactical Operational Guidance;
- A review and update of BFRS Breathing Apparatus training in line with National Operational Guidance for Breathing Apparatus (OGBA)
- Delivering a programme for the audit of health and safety management systems and the publication of reports on the findings; and,
- Delivering a programme for active monitoring and the publication of reports on the findings.

2. HEALTH AND SAFETY MANAGEMENT SYSTEM

2.1 Commitment to Health and Safety

The Chief Fire Officer and Bedfordshire Fire and Rescue Authority’s aim is to continually improve the management of health and safety at work and health and safety performance which is fundamental to the success of the organisations overall service delivery. People are recognised as a key resource within the organisation and good health and safety management is vital to prevent injuries, ill health and unnecessary losses.

The Chief Fire Officer has appointed the Assistant Chief Officer to be the Principal Officer who has the primary corporate responsibility for Health and Safety, supported by the Corporate Management Team (CMT) who effectively plan, control and direct resources to secure health and safety, including the prioritisation and setting of objectives and programmes and provision of finance and resources. This demonstrates high level commitment to integrate health and safety into business activities and to monitor and measure health and safety management performance against health and safety objectives, plans, performance indicators and targets.

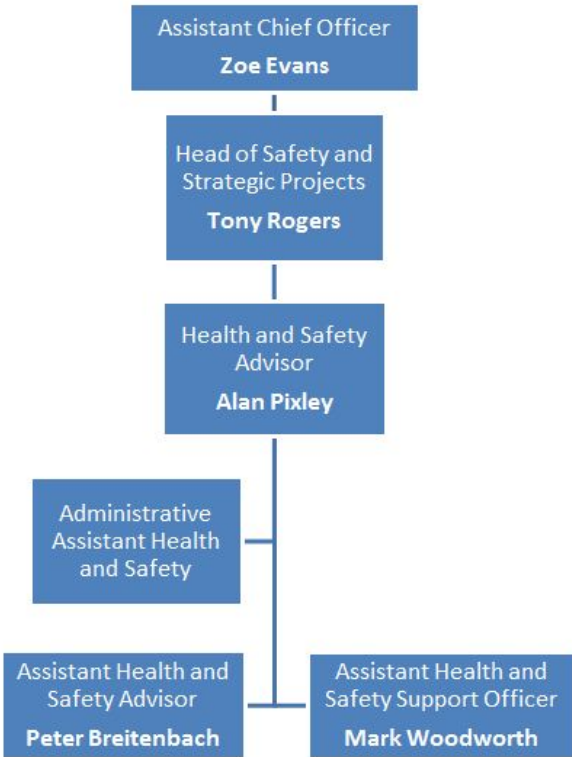
2.2 Health and Safety Support Team

The HSST sits within the Service’s *Safety and Strategic Projects* function, with Service Operational Commander Tony Rogers as the Functional Head. The HSST role fulfils the legal requirement for the Service to obtain competent health and safety assistance and advice. The HSST is led by the Health and Safety Advisor (HSA), Alan Pixley, who holds a NEBOSH Diploma and is a Graduate Member of the Institution of Occupational Safety and Health (IOSH).

The Assistant Health and Safety Advisor post is currently held by Mr Peter Breitenbach who holds a NEBOSH General Certificate qualification.

The Assistant Health and Safety Support Officer (AHSSO) post is currently held by Watch Commander Mark Woodworth. Mark holds the IOSH Managing Safely qualification. The Administrative Assistant Health and Safety post is currently vacant.

HEALTH AND SAFETY SUPPORT TEAM¹



With regards to procurement, the HSST manages a small revenue budget which is used for the purchase of health and safety equipment, calibration of existing equipment and for the provision of driving licence checks via an external provider.

2.3 Health and Safety Policy

The Service's *Health and Safety Policy V13 01/01* was issued in May 2013, and is currently under review. The policy includes a statement of intent and clearly defined responsibilities and arrangements for the management of health, safety and welfare. It is supported by a number of referenced existing subordinate policies providing more specific and detailed information and guidance regarding the topic to which it applies.

During the reporting period several health and safety policies were reviewed and re-issued including:

- *Display Screen Equipment* May 2015
- *Reporting and Investigation of Vehicle Collisions* July 2015
- *Provision of Safety Critical Information* November 2015
- *Managing Health and Safety in Practical Operational Training* February 2016
- *Managing Fire Safety in Service Premises* March 2016

3. RISK CONTROL SYSTEMS

3.1 Risk Assessment

National Operational Guidance / Tactical Operational Guidance

The National Operational Guidance Implementation Group has met on a two monthly basis throughout 2015/16. The group oversees the adoption of Tactical Operational Guidance and the alignment of associated risk assessments and training materials. By adopting this documentation the Service can achieve the maximum inter-operability benefits using agreed common generic terminology as well as following agreed national Fire and Rescue Service guidance and best practice.

In 2015/16 the following risk assessments were reviewed and aligned with National Guidance:

- **OH 002** Acetylene
- **OH 003** Chemical & Hazardous Materials
- **OH 005** Asbestos
- **OH 012** LPG Cylinders
- **OH 017** High Pressure Pipe Lines
- **OH 018** Dealing with Incidents involving Chemical Fatalities
- **OH 012** Highways
- **OF 001** Firefighting - Buildings

- **OF 001A** Firefighting - High Rise
- **OF 001C** Firefighting - Public Entertainment Venues
- **OF 001D** Firefighting - Commercial & Industrial Buildings
- **OF 001F** Firefighting - Shopping Centres
- **OF 001G** Firefighting - Secure Accommodation
- **OF 006** Positive Ventilation or Attack
- **OR 010** Rescue from Vehicles
- **OR 015** Rescue from and Working in Confined Spaces
- **OR 015B** Rescue from Silos
- **OR 015D** Rescue from Collapsed Structures

Specific Activity (General) Risk Assessments

The Service holds and maintains a library of general risk assessments. These cover a broad range of local and Service-wide work activities that present significant risk to the Service. During the reporting period the Service published **10** new general risk assessments and reviewed **90** existing risk assessments. As part of the risk assessment process, recommendations identified for the implementation of further workplace precautions were completed. These follow up actions were allocated to the relevant responsible person via the RIVO Safeguard system where the task is tracked to completion by the HSSC (for Service wide recommendations) or the HSST (for local recommendations).

Specialist Risk Assessments

Manual Handling Assessments

The Service holds and maintains a library of Manual Handling assessments. These cover all identified manual handling operations carried out across the Service. Progress towards the completion and review of manual handling assessments is monitored by the HSSC who assigns the assessment completion or review to the relevant competent assessor with an appropriate deadline. During the reporting period the Service completed **2** new manual handling assessments and **70** existing assessments were reviewed.

Fire Risk Assessments

To comply with the Regulatory Reform (Fire Safety) Order 2005, all Service premises are required to be the subject of fire safety risk assessments. This ensures the implementation of appropriate fire precaution and protection measures and as a result the maintenance a fire emergency plan. Fire risk assessments were reviewed for Ampthill, Bedford, Dunstable, Kempston, Luton, Shefford, Stopsley, and Woburn fire stations, Workshops and Southern Area Office during the reporting period.

Provision and use of Work Equipment (PUWER) Assessments



Before any item of work equipment is requisitioned, a PUWER assessment is completed to ensure that equipment is suitable, safe for use and in conformance with all appropriate design and construction requirements. The PUWER assessment will also consider the arrangements required to ensure that the equipment is maintained and inspected throughout its working life and identify any training needs to ensure it is used by personnel who have received adequate information, instruction and training. During the reporting period the Service completed **12** new PUWER assessments and reviewed **71** existing assessments.

3.2 Information and Training

Safety Critical Information

Information is considered safety critical if it is deemed that serious harm to employees or others could reasonably be foreseen as a result of one or more employees being unaware of the information. Service Policy dictates that this will result in the publication and distribution of a Safety Bulletin. In the reporting period there were 2 Safety critical bulletins published for the following topics:

- *Drager Breathing Apparatus Secondary Air Supply Hose Stowage:* During an annual service on a Drager Breathing Apparatus set the Secondary Air Supply Hose was found to be excessively damaged and worn. Further inspection found that the plastic retaining clip was incorrectly positioned with too much distance between the retaining clip and the metal crimp on the male connector at the end of the hose. This had allowed the hose - which was inadequately secured - to flex and move resulting in excessive wear and damage. BA users were instructed to visually check the Secondary Air Supply Hose and Retaining Clip during every general check to ensure correct stowage. BA active monitoring by Watch Managers was also implemented following the publication of this Safety Bulletin.



- *Electricity Substations:* Crews from BFRS attended an external fire involving an electrical substation and a *defensive mode* was adopted awaiting the arrival of a UK Power Networks representative. Once in attendance the UK Power Networks representative was asked to confirm that the power to the substation was isolated before crews were committed to carry out firefighting operations. The UK Power Networks representative confirmed that the information available to him indicated that the power was isolated. However this could not be totally confirmed until a physical check of the substation was carried out. The fire was extinguished in surrounding bushes ensuring that water was not directed at the substation. On inspection it was confirmed that the substation was still 'live', contrary to the information provided by the UK Power Networks control centre. This event was reported as a 'Near Miss' and work carried out by both BFRS and UK Power Networks to review and update the Electricity Tactical Operational Guidance.

Information not deemed to be safety critical is provided to relevant personnel by the most effective means. An example of this is the issue of Critical Update Messages using the LearnPro system. In the reporting period there were 15 Critical Update messages issued covering the following topics:

- | | |
|---|---------------|
| • <i>Response Support PowerPoint Presentations</i> | May 2015 |
| • <i>Safety Critical Bulletin - Secondary Air Supply Hose Stowage</i> | May 2015 |
| • <i>Working on Carriageways</i> | June 2015 |
| • <i>Welfare of Breathing Apparatus (BA) Wearers</i> | July 2015 |
| • <i>Lorry Drop; Illegal Immigration Event</i> | August 2015 |
| • <i>LearnPro Changes</i> | August 2015 |
| • <i>Rescue from Silos</i> | October 2015 |
| • <i>Breathing Apparatus Competencies</i> | October 2015 |
| • <i>Site Specific Risk Information</i> | November 2015 |
| • <i>Class 700 Trains</i> | December 2015 |
| • <i>JESIP Modules</i> | December 2015 |
| • <i>Safety Critical Bulletin - Electricity Substations</i> | December 2015 |
| • <i>BA Operational Guidance</i> | February 2016 |
| • <i>Tactical Ventilation Phase 2&3 RDS Personnel Only</i> | February 2016 |
| • <i>Identification of Police Commanders PDF</i> | February 2016 |

Accident Investigation Training



The Service maintains an Accident Investigation Team (AIT) comprising of nominated operational managers at the role of Station and Group Commander. Training provides investigators with an understanding of the Service reporting and investigation process and the knowledge and confidence to carry out event investigations and identify immediate and underlying causes of the event. In February 2016 the HSA and AHSA attended a four day accident investigation and evidence gathering course for Regional H&S practitioners. Additionally, 2 new members of the AIT attended the RoSPA accident investigation course at their training facility in Birmingham. To further assist all Line

Managers in the safety event investigation process, a PowerPoint refresher training module for accident investigation is available on the Service Intranet and also as a LearnPro refresher training module.

RIVO Safeguard Training

The RIVO Safeguard system is a web-based health and safety management tool which assists the Service in its effective management and control of specific key health and safety related issues including accident / near miss / vehicle collision reporting and investigation. Access rights to the RIVO Safeguard system is given to Line Managers and is an essential



tool to assist the health and safety management process. Training in the use of the RIVO Safeguard system has been reviewed and updated. During the reporting period the training was provided by the AHSSO and the AHSA to 12 Service control staff, 19 Operational and 5 non-operational Line Managers in the reporting period. In the same period refresher training was provided to 7 Operational Line Managers.

Manual Handling Training

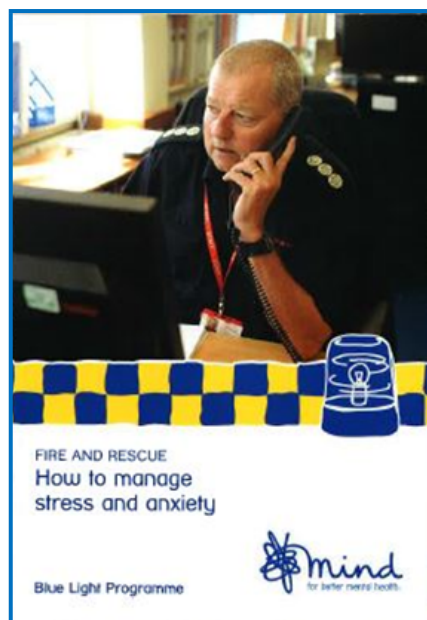


The Service provides all staff with information and training for manual handling to ensure, where possible, that injuries are avoided. It is the responsibility of the Occupational Health Unit (OHU) to deliver initial and refresher manual handling training across the Service. The Service Fitness Advisor delivered 11 manual handling refresher courses in 2015/16 that were attended by 84 BFRS employees.

Stress Awareness Training for Line Managers

In February 2016 the Service Training Centre hosted a number of Managing Mental Health at Work courses organised by the OHU. The courses were delivered by *Mind* as part of the Blue Light Programme and covered:

- Introduction to Mind's Blue Light programme and research;
- Mental health – What affects staff and volunteers at work;
- How to support personnel living with mental health problems;
- How to have conversations about mental health;
- Mind's approach to creating mentally healthy workplaces;
- Managing your own mental wellbeing; and,
- Signposting – Blue Light and Mind resources.



To compliment this training the HSST produced a PowerPoint Manager's Refresher Training module for managing stress in the workplace which is available in the Health and Safety area on the Service Intranet and will be available as a LearnPro module.

3.3 Operational Policies and Procedures

The AHSSO worked in collaboration with Operational Support to review and update the Operational Post Incident Debrief form on RIVO Safeguard. This involved a review of the Question Bank and the addition of a 'not applicable' option to simplify the process. Following feedback the revised form is more user friendly with work on-going in the production of a specific Service Control Post Incident Debrief form on the RIVO Safeguard system.

3.4 Equipment

The procurement of new appliances, support vehicles and other similar safety critical equipment usually involves the formation of an Equipment Working Group. During 2015/16 Health and Safety support and input was provided to the Specialist Rescue Unit Working Group predominantly involving the assessment of stowage of equipment and safe manual handling operations.

Health and Safety support and input was also provided to the Work at Height (WAH) Working Group throughout the year and included assistance in the completion of WAH risk assessment reviews and the procurement of a suitable WAH and rope rescue training mannequin.

4. COMMUNICATION AND CONSULTATION

4.1 Health and Safety Consultation Group

The Health and Safety Consultation Group meet every two months and is chaired by the Head of Safety and Strategic projects. This forum achieves two-way communication and co-operation on initiatives aimed at improving health and safety, agreeing common interests, objectives and approaches. Consultation takes place through health and safety representatives appointed by the representative bodies, and elected health and safety representatives who are not members of a trade union.

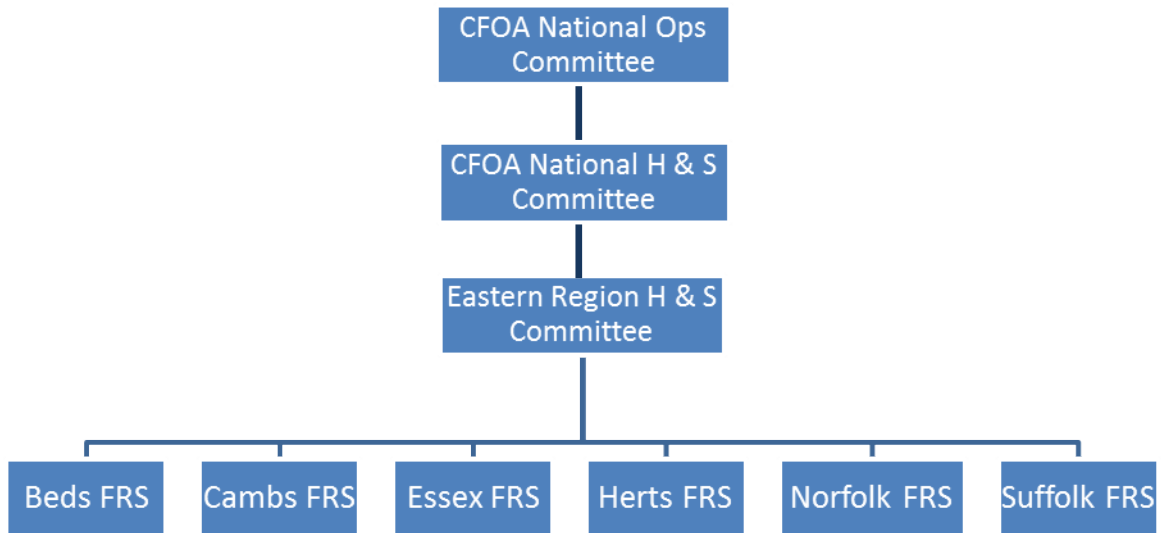
During the meetings a number of standing items are discussed/addressed that include:

- A review of the completion of action points;
- Scrutiny of local and regional safety event statistics;
- Significant safety events;
- Health and safety performance indicators;
- Service policy updates;
- Feedback from the Health and Safety Steering Committee meetings;
- Health and safety corporate objectives update; and,
- Report updates for active monitoring and health and safety management system audits.

During the reporting period representatives also contributed during consultation following the review of Service Orders and systems of work and at various meetings and working groups. This included the Working at Height working groups and the Service Workwear and Clothing Committee meeting.

4.2 Regional Health and Safety Practitioners Group

Members of the HSST represent the Service at the Eastern Region Health and Safety Practitioners Group meetings which are held every quarterly. The Group works within the structure detailed below and also seeks to identify beneficial links and contacts with other relevant groups as appropriate. An example of this is the link established with the Regional Occupational Health Practitioners Group. Administration for the regional group is undertaken by Hertfordshire Fire and Rescue Service.



The main objectives of the Group during 2015/16 were to:

- Carry out meaningful comparison of H&S performance across the region to support identification of areas of good or poor performance with a view to seeking improvement;
- Carry out peer review, where Services require, to support identification of gaps and sharing of good practice;
- Maintain links to other relevant groups, not necessarily limited to CFOA groups where mutually beneficial support may be sought;
- Support consistent regional training and identify potential for rationalisation and standardisation where appropriate; and,
- Support H&S improvements in all services by the sharing of good practice, developments and reports.

5. MONITORING

5.1 Performance Indicators

In line with its Terms of Reference, the Human Resources Policy and Challenge Group monitors health and safety performance against three key performance indicators. Health and safety performance in these three areas are measured against set targets and for the year 2015/16 were as follows:

Description	Target	Actual	Performance	Comments
H1- Number of serious accidents (over 28 days) per 1000 employees	5.84	1.94	Green	67% better than target
H2 - Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees)	438.66	436.01	Green	1% better than target
H3 - Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System Full Time Equivalent employees	760.59	2703.69	Red	Missed target by 255%

For 2014/15 all health and safety performance indicators were significantly inside the year-end target. Unfortunately, in 2015/16 the target for H3 was missed by a considerable margin and was mainly due to one injury event that resulted in a total of 313 days lost to the end of the reporting period.

5.2 Active Monitoring

Active monitoring is a proactive method of measuring safety performance against set standards. Activities of significant risk are subject to one or more active monitoring systems that include audits, inspections (premises and plant/equipment), health surveillance and the monitoring of Firefighter competence through station based and central training and operational training exercises.

The HSST have been responsible for the administration of the formal active monitoring programme carried out by Monitoring Officers at operational incidents and by Watch Managers during routine and training activities. The programme topics are flexible and can be changed / introduced following changes in procedures, safety events etc.

The findings of operational active monitoring during the reporting period were presented to the Operational Debrief Working Group (ODWG) with non-operational active monitoring being presented to the HSSC. The ODWG and HSSC are responsible for reviewing the findings of the active monitoring and determining the need for and form of corrective action, including where necessary immediate corrective actions. The topics scheduled and where formal active monitoring took place during the reporting period were as follows:

Monitoring Officers (Operational)	Watch Commanders (Routine and training)
Command and Control	Pump and ladder training
Operational use of Aerial Platform	Manual Handling
Breathing Apparatus	Breathing Apparatus

As detailed in the health and safety active monitoring programme, some operational activities/incidents occur infrequently but have the potential to cause significant risk. For this reason Service Control will mobilise a Monitoring Officer to every incident type that meets this criteria. During 2015/16, as well as the scheduled topics detailed above, active monitoring was carried out a number of times for the following topics:

- Acetylene cylinders;
- Hazardous materials;
- Flammable liquids;
- Working on or near water; and,
- Working at height.

5.3 Internal Audit

The HSST are custodians of the Service’s Health and Safety Management Audit process. The audit is used as a positive process and recognises good and poor health and safety management performance against set standards. This enables the organisation to learn from experience and make continual improvements. The audits have consistently recognised positive achievements as well as identifying areas for improvement. The Audit of Health and Safety Management programme sets out a range of audit topics, agreed by the Head of Safety and Strategic Projects that span a three year rolling period with HSST having responsibility for managing the audit process. The topics scheduled and formally audited during the reporting period are detailed below:

Audit Topic	Premises/Station/Section Audited
Provision of Safety Critical Information	Not location specific, the audit included the identification and communication of safety critical information and the recording and maintenance of records
Provision and use of Work Equipment	Not location specific, the audit included selected equipment in use on all rescue pumps, Dunstable, Stopsley, Kempston and Workshop

In all cases the HSSC were presented with the audit findings and recommendations with the responsibility to consider what actions, if any, needed to be taken (including by whom and within what timescales) and assign them to the responsible individual/s.

6. ACCIDENTS AND VEHICLE COLLISIONS

As detailed in Chart 1 below, in 2015/16 the number of recorded accidents had slightly increased with the amount of days lost as a result significantly increasing when compared to the previous four reporting periods. Data shows that a significant proportion of the days lost to Service accidents were attributable to only two events in the categories of:

- Musculoskeletal, Operational, 313 days lost; and,
- Slip and fall on Station Premises, Routine, 46 days lost.

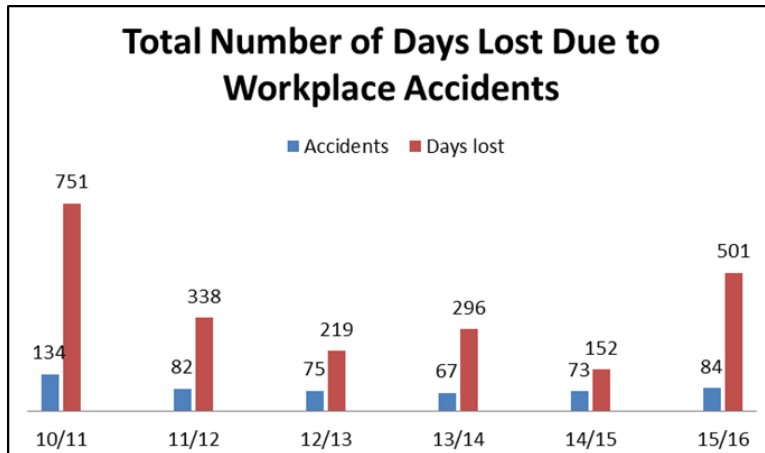


Chart 1.

Musculoskeletal, Manual Handling and Slips/Trips/Falls accounted for 50% of all accidents and 92% of all days lost in 2015/16. In comparison to 2014/15 the number of musculoskeletal injuries reduced by one, manual Handling Injuries increased from 8 to 10 in 2015/16 and Slips, Trips, and Falls increased in the same period from 12 to 15.

As detailed in Chart 2 below, the numbers of accidents in training increased from the previous year and for the third year running the number of accidents in the routine working environment exceeded the number of accidents at operational incidents and in training.

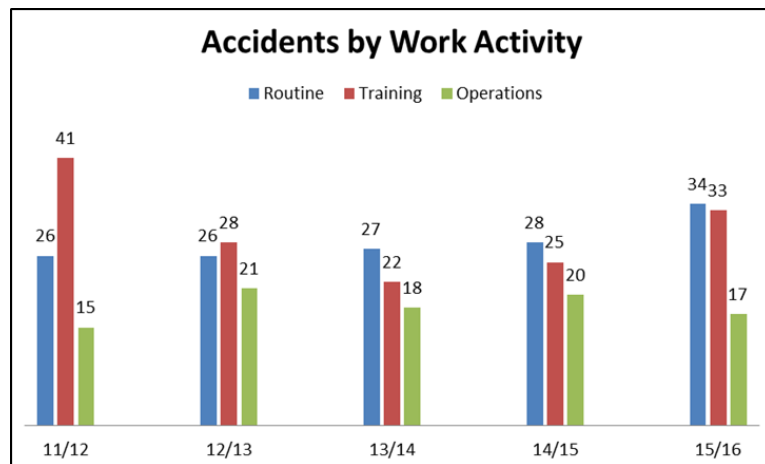


Chart 2.

As detailed in Chart 3, there were a total of 28 vehicle collisions reported in 2015/16 compared to 27 in 2014/15 and 40 in 2013/14. On 21 occasions the vehicle involved in the collision was fitted with CCTV and was viewed to assist the vehicle collision investigator. For vehicle collisions where the Service vehicle had struck a stationary object or other vehicle the speed of the Service vehicle was:

- 1–10mph on 20 occasions;
- 11 - 30 mph on 4 occasions;
- 31 – 50 mph on 1 occasion; and,

- On 3 occasions the Service vehicle was stationary and was struck by another moving vehicle.

For 22 of the vehicle collisions the Service vehicle was travelling forward and for 3 was reversing.

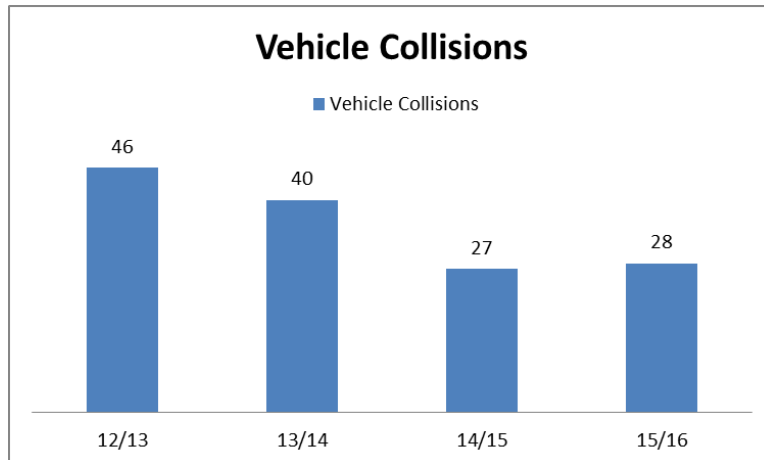


Chart 3.

Chart 4 below lists the Service vehicles involved in collisions base location.

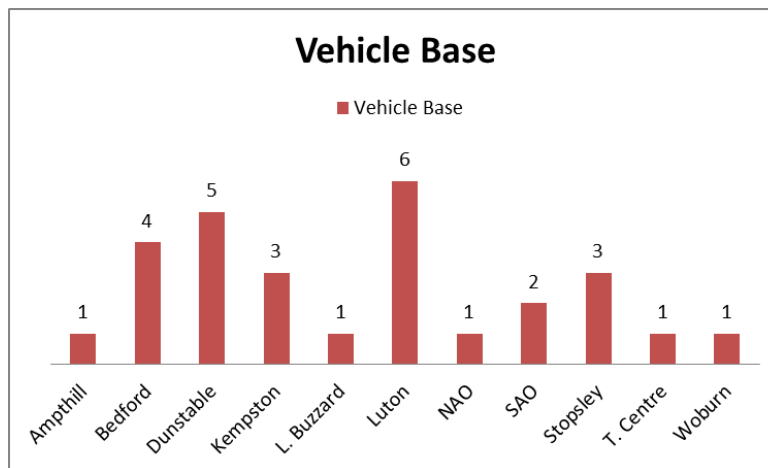


Chart 4.

All vehicle collisions continue to be investigated by a member of the Accident Investigation Team which provides a more informed and consistent approach to vehicle collision investigations and their outcomes.

7. VEHICLE MOUNTED CCTV SYSTEMS

The footage obtained from the appliances fitted with 5 permanently fixed cameras has continued to be invaluable in the support of event investigations, active monitoring and operational debriefs. In the reporting period CCTV hard drives have been impounded and footage viewed on 50 occasions to support the following work.

- 23 vehicle collision investigations;
- 7 complaints by members of the public;
- 6 police investigations;
- 3 near miss investigations;
- 6 reactive monitoring;
- 2 fire fighter injury investigations; and,
- 3 internal complaint investigations.



8. OCCUPATIONAL HEALTH AND WELLBEING

8.1 Occupational Health Unit

The Occupational Health Unit (OHU) based at Service Headquarters is part of the Service's Human Resources function and works closely with the Health and Safety Support Team providing impartial specialist medical advice to both the Service and employees of Bedfordshire Fire and Rescue Service. The OHU is responsible for undertaking statutory health assessments such as for new entrants to the Service and new Recruit Firefighters, medicals in compliance with DVLA requirements and 3 yearly health assessments.

Provision of referral to external agencies such as to the Firefighters Charity, physiotherapy or counselling helps to facilitate a return to fitness. The planning and implementation of formal programmes of rehabilitation or modification of duties, with Occupational Health supervision throughout, helps expedite return to role following sickness absence. The main priority of the OHU is to protect employees by ensuring that the workplace activities undertaken does not, in any way, damage or compromise their health. Occupational health is a specialty role, the purpose of which is to assist the organisation by:

- Supporting BFRS employees;
- Working with BFRS employees on long-term health issues;
- Monitoring the effects of work on health and wellbeing overall; and,
- Ensuring staff are fit and able to carry out the role that they are employed for.

The OHU is headed by a full time qualified Occupational Health Practitioner (OHP) – Deb Fensome, supported by a full time Service Fitness Adviser (SFA) – Ian Hammett, and Occupational Health Support Technician (OHST) Bev Copperwheat. The Service Medical Adviser (SMA) currently attends for 2 clinic sessions per month.

The Service's Employee Assistance Programme (EAP) Workplace Wellness is facilitated by the Occupational Health Unit and continues to offer counselling; emotional support for both domestic and work related issues; Citizens Advice; legal and financial advice the contact details for which can be found on the Intranet or from the OHU.

8.2 Performance Indicators

In line with its terms of reference, the Human Resources Policy and Challenge Group monitor occupational health performance against two key performance indicators. Occupational Health performance in these two areas is measured against the set targets and for the year 2015/16 was as follows:

Description	Target	Actual	Performance	Comments
OH1 - % of personnel in operational roles who have completed an annual fitness test assessment in the last 12 months (excluding career breaks, those on modified duty and long-term sick	97%	98%	Green	1% better than target
OH2 - % of operational personnel achieving a pass category on their annual fitness test	95%	95%	Green	Met target

Every operational employee is required to successfully complete an annual fitness test with the SFA Ian Hammett and these are reflected in the KPIs. In year 2015/16 as previously, both the KPIs were met with the best results to date since the introduction of the annual testing programme.

9. HEALTH AND SAFETY OBJECTIVES

In line with best practice and guidance, the Health and Safety at Work Policy includes a commitment to the setting of annual corporate health and safety objectives. Following analysis in line with policy requirements by the Health and Safety Support Team and Health and Safety Steering Committee the corporate health and safety objectives for 2016/17 have been approved by the Corporate Management Team and the Fire and Rescue Authority Human Resources Policy and Challenge Group. These now reflect the principle work streams for 2016/17 and a live action plan tracking completion of the objectives is available in the Health and Safety Section area on the Service intranet.

The Corporate Health and Safety objectives for 2016/17 are:

1. To develop an in-house Service wide Accident Investigation course for nominated managers and members of the Accident Investigation Team.
2. To continue to review the Service's operational policies and procedures in line with the National Operational Guidance to provide standardisation of emergency response procedures.
3. To further develop the programme of health and safety refresher training for Managers and the publication of additional LearnPro training modules.
4. To complete all actions arising from the RoSPA external audit following an assessment of the Service's health and safety management systems.
5. To carry out a Service wide Health and Safety climate survey, using the Health and Safety Laboratory safety climate tool and act on evidence-based proposals for improving organisational safety culture as a result.
6. To enhance firefighter safety during operational incidents and training by the replacement of the Service's Thermal Imaging Cameras' to include video capture capability.
7. To conduct a review of the safety critical learning materials supported by LearnPro to ensure these align to the requirements of individual operational roles, and are capable of being suitably evidenced within the established PDR Pro recording system.
8. To provide assurance to current internal quality management systems by the auditing of all driver training to ensure they meet or exceed local and national expectations and effectively support the individual and organisational requirements.

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Agenda Item 8

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
21 September 2016
Item No. 8

REPORT AUTHOR: HEAD OF SAFETY AND STRATEGIC PROJECTS

SUBJECT: CORPORATE RISK REGISTER

For further information on this Report contact: Service Operational Commander Tony Rogers
Head of Safety and Strategic Projects
Tel No: 01234 845163

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

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

RECOMMENDATION:

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

1. Introduction

- 1.1 Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.

1.2 An extract of the Corporate Risk Register showing the risks appropriate to the Human Resources Policy and Challenge Group will be available at the meeting. Explanatory notes regarding the risk ratings applied is appended to this report.

2. Current Revisions

2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the **Human Resources Policy and Challenge Group** are attached for your information and approval.

2.2 Changes to individual risk ratings in the Corporate Risk Register: None. All risks that are reported to the Human Resources Policy and Challenge Group have been reviewed and there are no risk updates to report to Members.

2.3 Updates to individual risks in the Corporate Risk Register:

- **CRR25: If operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, then there is the potential to cause significant injury or even deaths to our staff:** Assurance processes are in place against the competence of incident commanders at all levels across the Service and are reviewed regularly. Simulation training is secured for local risks and are developed and delivered locally in support of command qualifications achieved at the Fire Service College or other nationally accredited establishments. Operational Commanders attend multi agency simulations through the Local Resilience Forum at tactical and strategic levels and recorded using the Service's electronic system PDRpro providing an auditable trail of the achievement and maintenance of competence.

3. Business Continuity

3.1 Following on from the last update to Members a programme of testing the Service's Business Continuity Plans is now in place providing assurance for the delivery of service in the event of a partial or Service wide business interruption.

**SERVICE OPERATIONAL COMMANDER TONY ROGERS
HEAD OF SAFETY AND STRATEGIC PROJECTS**

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

Risk Rating

Risk Rating/Colour	Risk Rating Considerations/Action
Very High	<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"> • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
High	<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>
Moderate	<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>
Low	<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

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

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Agenda Item 9

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
7 June 2016
Item No. 9

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

SUBJECT: REVIEW OF WORK PROGRAMME 2016/17

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

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the work programme for 2016/17 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 2016/17 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 2016/17

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 September 2016	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Health and Safety Annual Report • Corporate Risk Register • Work Programme 2016/17 			
5 January 2017	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Corporate Risk Register • Review of the Fire Authority's Effectiveness • Work Programme 2016/17 			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 March 2017	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Approve Annual HR Performance Indicators and Targets for 2017/18 • Equality Duty Report • 2017/18 Corporate Health and Safety Objectives • Corporate Risk Register • Review of Work Programme 2016/17 			

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

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
June 2017	<ul style="list-style-type: none"> • Election of Vice Chair • Terms of Reference • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Absence Year End Report • Occupational Accidents Year End Report • Annual Report of Provision of External Training • Public Sector Equality Scheme Review • Corporate Risk Register • Work Programme 2017/18 			