

# Public Document Pack



## BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

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Councillor C Atkins  
Councillor M Ayub  
Councillor P Downing  
Councillor J Mingay (Vice-Chair)  
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 **Tuesday, 21 March 2017** starting at **10.00 am**.

Union Representatives have been invited to attend the meeting.

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 5 <sup>th</sup> January 2017 (Pages 1 - 8)
5.	Human Resources Performance Monitoring 2016/17 Quarter 3 and Programmes to date	ACO	* To consider a report (Pages 9 - 18)

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
6.	Proposed HR Indicators and Targets for 2017/18	ACO	* To consider a report (Pages 19 - 28)
7.	Audit and Governance Action Plans Monitoring Report	ACO	* To consider a report (Pages 29 - 32)
8.	2016/17 Corporate Health and Safety Objectives Progress and Proposed 2017/18 Corporate Health and Safety Objectives		* To consider a report (Pages 33 - 38)
9.	Corporate Risk Register	HSSP	* To consider a report (Pages 39 - 42)
10.	Review of Work Programme 2016/17	Chair	* To consider a report (Pages 43 - 50)
	Next Meeting		10.00 am on 29 June 2017 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK41 7NR

### **DECLARATIONS OF INTEREST**

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

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

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
21 March 2017  
Item No. 4**

**MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP  
MEETING HELD ON 5 JANUARY 2017**

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

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

16-17/HR/028 Apologies

An apology for absence was received from Councillor Atkins. SOC T Rogers was also unable to attend the meeting.

16-17/HR/029 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

16-17/HR/030 Communications

There were no communications.

16-17/HR/031 Minutes

**RESOLVED:**

That the Minutes of the meeting held on 21 September 2016 be confirmed and signed as a true record.

16-17/HR/032 Human Resources Performance Monitoring 2016/17 Quarter 2 and Programmes to date

ACO Evans submitted the report for the second quarter of 2016/17 on Human Resources programmes, projects to date and performance against Human Resources performance indicators and associated targets.

No new projects had been added during the reporting period and there were no issues to report in relation to the existing projects.

ACO Evans presented the performance report for the quarter. She advised that the figure reported against EQ1a (percentage of new entrants to the Retained Duty System to be women) would be clarified and an email would be sent to Members.

*EQ1b* (percentage of new entrants to the Wholetime Duty System to be women) had exceeded the target of 5%. 14.81% had been achieved against the indicator. Members were advised that four of the nineteen new recruits were female.

Performance against *EQ2* (recruitment of minority ethnic staff across the whole organisation) had also improved from the previous quarter. This indicator had missed its target for the first quarter. 16.22% had been achieved for the second quarter against a target of 13%.

*HR1* (the percentage of working time lost due to sickness) was missing target for the quarter. This was the first time this indicator had not been reported as green for a number of years.

Ms D Clarke, Head of Human Resources, reported that data analysis had identified that there had been a spike in whole time long-term sickness during the quarter. A number of the individuals concerned had returned to work during the third quarter and two had left the employment of the Service. It was anticipated that performance should improve in the next quarter and the situation would continue to be monitored.

ACO Evans highlighted the strong performance against *HR3a* and *HR3b* which measured the percentage of returned appraisal documents to Human Resources within 3 months of the reporting year. This demonstrated the strong commitment of managers to the appraisal process.

SOC A Peckham reported on the training indicators. T1-T4, measuring safety critical training, had all achieved target levels for the quarter.

*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) was just under target. The Service requirement was 60% or more of personnel trained at each Station. Overall the level was 80% but qualified staff were not distributed evenly across the stations and two Retained Duty System stations were not achieving 60%. The target would not be met until all stations met the requirement. Work was ongoing with the relevant Station Commanders to improve performance against this indicator and improvement was expected by the end of the performance year.

*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) was also missing target, although Members were reminded that the target had been increased from 70% to 98% for this performance year. Ten courses were scheduled during the year and it was hoped that performance against the indicator would improve in the third quarter.

*T8(b)* and *T8(c)* which measured the percentage of Safety Critical Maintenance training programme completed by RDS operational personnel (b) and Control personnel (c) via PDRPro within the last 12 months were reporting as amber for the quarter. SOC Peckham expressed confidence that these indicators would meet their targets by the end of the performance year.

Mr A Pixley, the Service's Health and Safety Adviser, reported on H3 (number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent ) employees). This indicator had missed its target as the result of one injury which had occurred in 2015/16 and had resulted in the affected individual having over a year off of work. The individual had only recently returned to work. It was noted that if the cover periods lost attributed to this individual were removed from the performance data, the actual figure would be zero and the target would have been met.

ACO Evans commented that consideration could be given at the target setting meeting so that exceptions such as this one could be highlighted and reported separately to enable Members to maintain an overview of overall performance.

The view was expressed that consideration should also be given to reporting the data in terms of 100 employees, rather than 1000 as was current practice. This would be reviewed for the next round of target setting.

**RESOLVED:**

1. That the progress made on Human Resources Programmes and Performance be acknowledged.
2. That Members be emailed with the confirmed quarter 2 performance figure for EQ1a (percentage of new entrants to the Retained Duty System to be women).

16-17/HR/033 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. The two actions arising from the internal audit of Training and Development had been completed subject to follow up audit.

**RESOLVED:**

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

16-17/HR/034 Safety Climate Survey

Mr A Pixley, the Service's Health and Safety Adviser, gave a presentation on the safety climate survey that was taking place from 3 January to 13 February 2017. The undertaking of such a survey was one of the Service's health and safety objectives for 2016/17.

A safety climate survey was a tool that could be used to identify gaps and weaknesses in the management of health and safety in an organisation. The survey had been developed by the Health and Safety Laboratory (HSL) and consisted of 40 statements related to 8 factors. Respondents were asked to respond on a scale of one to five, with one being strongly disagree and five being strongly agree. There were also a number of demographic questions and three free text questions, including one which asked for suggestions to improve health and safety within the Service.

A number of other fire and rescue services had undertaken the survey and this allowed the Service to benchmark the responses received against other fire and rescue services. There may also be an opportunity to benchmark against other emergency services, although this would have to be investigated further.

The Group was advised that reports could be run following the closure of the survey. There were also plans to conduct a health and safety roadshow to the stations to discuss the results.

In response to questions, the Health and Safety Adviser advised that the Service had purchased a five year licence from the HSL for £1500. The intention was to undertake another survey in two years' time to measure progress.

ACO Evans reported that the response rate for the employee survey was 42% and it was hoped that a similar return rate would be achieved for this survey. The challenges of engaging with RDS staff were recognised and efforts would be made to encourage RDS staff to respond to the survey.

The survey was completed anonymously and the results would be reported to this Group at a future meeting.

**RESOLVED:**

1. That the report be acknowledged.
2. That Members of the Group be sent an electronic version of the survey for information.

16-17/HR/035 Public Sector Equality Duty Report

Mr R Jones, the Service's Diversity Adviser, introduced the fifth Annual Workforce Data Report providing an overview of the Service's equality and diversity employment monitoring data as at 31 March 2016.

Members' attention was drawn to the Executive Summary. As at 31 March 2016, the Service employed 581 people. 61 employees left the Service during the year, 42.1% of these as a result of early/normal retirement. Only 17.8% of the 123 female employees were firefighters. There had been a decrease in the percentage of staff describing themselves as having a disability. The percentage of staff not declaring their religion or belief had decreased from 19.9% in 2014/15 to 11.7% in 2015/16. 6.3% of the workforce declared that they were from a minority ethnic group. This was a similar figure to previous years.

In response to a question on the 14.5% decrease in the number of wholetime firefighters referred to in the report, ACO Evans advised that the reduction in the establishment resulting from changes to the crewing arrangements at Toddington Community Fire Station and the introduction of 24 hour shifts which had been phased over a number of years so that the reduction in posts would be created by natural turnover. The reduction in the number of wholetime firefighters was similar to other fire and rescue services as published in the National Workforce data reviewed by Members at the last FRA meeting.

In relation to the percentage of customer satisfaction surveys that had been returned, SOC G Jeffery explained that there were a number of factors that had resulted in the reduction, including the decrease in the number of incidents attended. Work was ongoing to identify ways to increase the percentage of returned surveys in the context of reduced capacity within the Service. One of the possible solutions was to improve the interactivity of the Service's website to facilitate response via the website.

The Chair commented on the fact that the majority of employees who had been off on maternity leave had been supported to return to work and highlighted the number of Home Fire Safety Checks that had been completed in the homes of vulnerable residents.

A Member suggested that text be added to the introduction of the report to explain the inclusion of service delivery information. ACO Evans added that one of the Equality Act requirements was to provide information on the characteristics of the individuals receiving the service.

**RESOLVED:**

That the report be approved, subject to the inclusion of text explaining the reasons for the reduction in the number of whole time staff and an explanation for the inclusion of the service delivery element of the report.

16-17/HR/036 Equality Handbook

Mr R Jones, the Service's Diversity Adviser, submitted the Service's Equality Handbook. This in-house document had been developed for staff and replaced the previous booklet that had been externally produced and was not service specific. The handbook demonstrated the Service's commitment to equality and diversity as well as setting out expected standards of behaviour and was available online for staff, with hard copies also being available.

It was suggested that the handbook be circulated to all Members of the Fire and Rescue Authority for information at its next meeting on 9 February 2017.

**RESOLVED:**

That the Equality Handbook be acknowledged.

16-17/HR/037 Corporate Risk Register

SOC A Peckham submitted the review of the Corporate Risk Register in relation to Human Resources. There had been no changes to risk ratings. Two risks in the Register had been updated.

*CRR25* (if operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to Incident Command – Use of Breathing Apparatus – Compartment Fire Behaviour – Water Related Incidents – High-Rise incidents – Work at Height then there is the potential to cause significant injury or even deaths to our staff): nineteen new firefighters had been recruited and had recently completed a Skills for Justice accredited foundation course with the Fire Service College. They had now been posted to stations and would continue with their development programmes. Improvements had been made to PDRPro, including the ability for the individuals to monitor their own records and to the audit and review capabilities of the system.

*CRR40* (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): functional heads had met to consider a four year recruitment profile in line with the Service's Medium Term Financial Strategy. Two individuals had recently been appointed to Group Manager/Station Manager posts and there had been an increase in the number of employees applying for technical examinations.

**RESOLVED:**

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

16-17/HR/038 Review of Human Resources Policy and Challenge Group's Effectiveness

The Policy and Challenge Group considered the following overarching questions:

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

Members agreed that the Group had been effective in discharging its responsibility in regard to its terms of reference and that there were no areas within the terms of reference that had not been considered and should be addressed. There were no requests for additional training and development.

The view was expressed that, given the high performance of the Service, the number of meetings of the Policy and Challenge Groups could be reduced to three times a year. It was acknowledged that this would have to be agreed by the full Fire and Rescue Authority.



**RESOLVED:**

1. That the discussion of the Group's effectiveness as set out in this Minute be fed into the facilitated meeting to be held on 17 January 2017 to review the Fire Authority's effectiveness in 2016/17.
2. That consideration be given to reducing the number of meetings of Policy and Challenge Groups and the Audit and Standards Committee given the high level of performance achieved by the Service.

16-17/HR/039 Work Programme 2016/17

Members received the Group's updated Work Programme for 2016/17. It was noted that the targets for 2017/18 would be set at the Group's next meeting.

**RESOLVED:**

That the work programme be received.

The meeting finished at 11.13am.

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# Agenda Item 5

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
21 March 2017  
Item No. 5**

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

**SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER 3 (APRIL TO DECEMBER 2016)**

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

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## **Background Papers:**

Previous Human Resources Quarterly Programme and Performance Summary Reports.

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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 a report for 2016/17 Quarter 3 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 3 2016/17 (1 April 2016 to 31 December 2016).

## RECOMMENDATION:

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

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### 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:
  - Any new projects will be within the medium-term strategic assessment for Human Resources areas; and
  - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Human Resources over the next three years.
- 1.3 Full account of the financial implications of the Human Resources programme for 2017/18 to 2020/21 has been taken within the 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.
- 1.4 No new Human Resources projects have been added in this period.
- 1.5 Other points of note and changes for the year include the following:
  - 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 14 April 2017.

Appendix A gives a summary of status to date. Progress on the delivery of the HR and Payroll system is reported to and reviewed by the Corporate Services Policy and Challenge Group and included at Appendix A for information.

### 2. Project Exceptions

- 2.1 The decision was made to defer the Go Live date for the HR and Payroll Project from January to February 2017; the Payroll part of the system has now gone live as of 16th February, so this exception is now resolved.

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

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

### 3. Performance

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

3.2 This report presents members with the performance summary outturn for Quarter 3 2016/17 which covers the period 1 April to 31 December 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.

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

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

### 4. Summary and Exception Reports Q3 - Year End 2016/17

All performance indicators achieved their target, except for:

4.1 **EQ2- Recruitment of minority ethnic staff across the whole organisation -** Although some improvement should be noted for this year moving the rating from red in Q2 to amber in Q3 the rating is still below target. The Diversity Adviser is working with Black and Minority Ethnic community groups and networks to ensure that vacancies reach a wider target group.

- 4.2 **HR1-The percentage of working time lost due to sickness** – For the second consecutive quarter this indicator is reporting amber having reported as green for several years. Following analysis it is clear that an increase in long term sickness is the cause. Currently there are 12 employees off with illnesses classed as long term, the length of absence ranges from 2 months to 12. Causes of absence vary but include employees with serious illnesses and others having undergone or awaiting surgery. All cases are being monitored; employees have been referred to Occupational Health and are being supported by the Service. Managers have been advised to take relevant management action where appropriate. HR will continue to work with managers to monitor and hopefully improve the situation.
- 4.3 **T3 - Percentage of station based operational staff that have attended Water First Responder course within the last three years** - Target missed by 1%. PDRpro indicates that 18 personnel had not completed the Water First Responder at the end of the Quarter. MIS reports that 8 personnel are nominated to attend a WFRR course and action is being taken with Station Commanders to address remaining 10 personnel. It should be noted that 100% personnel at Bedford Fire Station have maintained Water Technician training, which supports both local and national flood rescue capability.
- 4.4 **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** - This Performance Indicator (PI) considers performance at each Station at meeting the Service requirement of 60% or more of personnel trained to Emergency Care for Fire and Rescue. Overall the level is at 78% (130% of target), however the performance is not evenly distributed; four Retained Duty System (RDS) Stations and one Watch are currently not achieving 60%, however this equates to one firefighter per station in four cases, whereas some stations and watches are achieving 100%. This is in part to watch moves and new appointments to RDS stations.

Training and Development Centre are working with Station Commanders to ensure those Stations that are currently not meeting the policy standard are given priority to course allocation. Suitable places have been made available throughout the year however not all capacity has been utilised.

For Quarter 4 there have been 48 places made available, including 12 for new qualifications. It is anticipated that this will provide training to 41 firefighters of which 19 are RDS. With this action in place expectation is that this PI returns to Amber for Quarter 4 and Green for Quarter 1 of 17/18.

- 4.5 **T8b - Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period** - This figure is 5% short of target, however represents an improvement of 1% over the previous quarter.

Whilst the improvement is small, it should be noted that there is a high level of performance being recorded by Retained Duty System personnel and a small number of specific individuals are impacting the overall result for a range of reasons. The relevant Borough Commanders and Station Commanders are made aware and steps are in place to address this issue, which includes tailored personal development plans. The Workplace Development Manager attends Operational Delivery Team (ODT) meetings on a monthly basis and provides data to Borough Commanders and Station Commanders to support continual improvement.

- 4.6 **T8c - Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months** - This figure is 6% short of target which represents a decrease of 3% since last Quarter. Training & Development Centre continue to work in conjunction with Borough Commander North and Station Commander Control to improve the figures for Service Control. As with T8b above, the figures are adversely affected by a small number of individuals whose personal percentage figures are lower than the average for various reasons including returning from maternity leave, temporary promotion and long term sickness. We have supplied the specific data to the relevant line managers and will continue to provide the offer of support to line managers and any individuals who require it to ensure they are able to closely monitor and improve the situation.
- 4.7 **H3 - Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees** - There have been three workplace injuries to RDS personnel during Quarters 1, 2 and 3 for 2016/17. The injuries reported did not result in any cover periods lost. However, the target has been missed due to an injury sustained at an operational incident during 2015/16 that resulted in long term sickness since the event took place. If the cover periods lost due to this injury were removed from this data the H3 Quarter 3 actual figure would be zero and therefore well within target.

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

## HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
<b>Business Systems Improvement</b>	Optimise the use of existing business systems and replace where appropriate	<b>Amber</b>	<p><b>20 February 2017:</b>            The decision was made at the December project Board to defer the planned Go Live from January to February 2017, due to the amount of work to complete User Acceptance testing (UAT), and the requirement to do this some of the UAT work again following a system upgrade to the latest version of I-Trent in early February (a mandatory upgrade to meet mandatory HMRC Payroll changes taking effect on 06 April).</p> <p>Following completion of a successful Parallel Run, the decision to go live with Payroll in I-Trent as the primary system was taken on Thursday 16th February, and the switchover of the General Ledger link to HMRC has now taken place to enable the February Payroll to be reported from Midland HR.</p> <p>During the intervening period, the Project team has concentrated on preparation for the final Parallel run: finalising working patterns and holiday schemes, ironing out system configuration issues and UAT, finalising the electronic payslip, creating bespoke reports, consolidating HR &amp; Payroll teams' training, preparing training materials for Employee Self Service and People Manager, and delivery of a Service-wide Communications Plan.</p> <p>Work continues on building the data flows to take core data from i-Trent into MIS, and for handling sickness absence. A plan is in place to deliver a working solution in Workbench in the summer. The backstop position is the Business Information Team double-key to maintain MIS in the interim.</p> <p>David Varley, Service Delivery Director from MHR is now attending every Project Board, to ensure that the project continues to run smoothly. There will be a "bedding down" period before commencement of Phase 2 (expected to start in the Autumn), to enable the teams to finalise post go live activities, and to become completely familiar with the core system before enhancement with additional modules.</p>



## SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 - QUARTER 3

Measure				2016/17 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q3	Q3 Actual	Q3Target	Performance against Target	Comments

Human Resources									
EQ1a	Percentage of new entrants to the Retained Duty System to be women	Higher is Better	6%	7%	20%	10%	6%	Green	2 Female retained Ff Recruited
EQ1b	Percentage of new entrants to the Whole-time Duty System to be women.	Higher is Better	5%	n/a	n/a	14.81%	5%	Green	5 Female Ff Recruited to date
EQ2	Recruitment of minority ethnic staff across the whole organisation	Higher is Better	13%	10%	5.56%	12.5%	13%	Amber	Missed target by 4%
HR1	The percentage of working time lost due to sickness	Lower is Better	3.9%	3.6%	3.3%	4.2%	3.9%	Amber	Missed target by 7%
HR1b	% working time lost to sickness excluding long term Sickness	For Info Only		1.9%	1.85%	1.57%	For Info Only		

## SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 QUARTER 3

Measure				2016/17 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2015/16 Q3	Q3 Actual	Q3Target	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%	96%	98%	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%	96%	99%	99%	98%	Green	1% better than target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	85%	99%	97%	98%	Amber	Missed target by 1%
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last two years	Higher is Better	98%	94%	98%	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%	n/a	100%	84%	98%	Red	Missed target by 15%

## SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 QUARTER 3

Measure				2016/17 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q3	Q3 Actual	Q3 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%	n/a	81%	100%	98%	Green	2% better than target
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	100%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	Higher is Better	92%	93%	95%	95%	92%	Green	3% better than target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	Higher is Better	92%	88%	88%	87%	92%	Amber	Missed target by 5%

## SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 QUARTER 3

Measure				2016/17 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
<b>Staff Development (Cont.)</b>									
T8c	Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.	Higher is Better	92%	81%	92%	86%	92%	Amber	Missed target by 6%
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%	93%	92%	Green	1% better than target
<b>Health and Safety</b>									
H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	5.38	2.5	1.94	0.00	4.01	Green	No serious accident 2016-17
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	418.73	366.68	373.55	58.96	314.05	Green	81% 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	524.84	1457.54	3443.15	508.4	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.

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
21 March 2017  
Item No. 6**

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

**SUBJECT: PROPOSED HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT INDICATORS AND TARGETS FOR 2017/18**

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

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Background Papers: None

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Implications (tick ✓):

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

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

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**PURPOSE:**

To advise Members of the proposed suite of Human Resources performance indicators and associated targets for 2017/18 and to seek the Group's endorsement to incorporate these into the Service's performance management framework.

**RECOMMENDATION:**

That Members consider the proposed suite of Human Resources performance indicators and targets for 2017/18 and endorse or require adjustment as appropriate.

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1. Introduction

- a. In line with its Terms of Reference, the Human Resources Policy and Challenge Group is responsible for monitoring the performance of those areas of the Service's work falling within its scope. In order to facilitate this, the Group receives quarterly summary performance reports at each of its meetings.
- b. The Human Resources Policy and Challenge Group is involved in the process of agreeing the suite of indicators and of setting the associated targets and that this should take place, as far as practicable, alongside the annual budget-setting, medium-term financial planning and strategic project planning processes. The Group's Work Programme for the current financial year therefore included this as an item for its meeting in March 2017.
- c. This report advises the Human Resources Policy and Challenge Group of the proposed measures and targets for 2017/18. Members are requested to consider and endorse the proposed targets for 2017/18 as per Appendix A attached.
- d. The targets have been set taking account of Service plans, projects and budgetary allocations for 2017/18. The key considerations relevant to each area are outlined in the additional comments in the table and link the measure to Service objectives.

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

Proposed Human Resources Performance Indicators and Targets for 2017/18

EQUALITY & DIVERSITY						
Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2016/17	BFRS Target 2017/18	Target setting Rationale
EQ1A	Percentage of new entrants to the Retained Duty System to be women	Quarterly	2016/17* - 10% 2015/16 - 16% 2014/15 - 12% 2013/14 - 0% 2012/13 - 0% 2011/12 - 0% 2010/11 - 11% 2009/10 - 14% 2008/09 - 5%	6%	6.6%	Set a target at 2% above average performance rate over the last 5 years (4.6%)
EQ1B	Percentage of new entrants to the whole time operational staff to be women	Quarterly	2016/17* - 14.81%	5%	6%	Set a target at 2% above average performance rate over the last 5 years (5%)
EQ2	Recruitment of Black and Minority Ethnic staff across the whole organisation	Quarterly	2016/17* - 12.5% 2015/16 - 7% 2014/15 - 12% 2013/14 - 15% 2012/13 - 6% 2011/12 -19% 2010-11 - 8% 2009/10 - 8% 2008/09 - 6%	13%	14%	Target set at 2% above the 5 year average (11.8%) performance rate.

\*2016/17 data is as it stands at Quarter 3

**EQUALITY & DIVERSITY**

<b>Ref</b>	<b>Performance Indicator</b>	<b>Frequency of Reporting</b>	<b>BFRS Historical Performance</b>	<b>BFRS Target 2016/17</b>	<b>BFRS Target 2017/18</b>	<b>Target setting Rationale</b>
EQ3	Parity in retention rates between BME and white employees (All Staff)	Annually	2015/16 - 5% 2014/15 - 12% 2013/14 - 10% 2012/13 - 15% 2011/12 - 21% 2010/11 - 12% 2009/10 - 23% 2008/09 - 4%	14%	13.6%	The average retention rate over the past 5 years stands at 12.6%.  Target set at 1% above the 5 year average (12.6%).
EQ4	Parity in retention rates between men and women (Operational Staff)	Annually	2015/16 - 2% 2014/15 - 0% 2013/14 - 3% 2012/13 - 7% 2011/12 - 0% 2010/11 - 7% 2009/10 - 0% 2008/09 - 5%	4%	4%	The retention of women fire fighters over the past 5 years stands at 2.4%. Women representation in fire-fighting roles has remained static for several years at around 4%.  Target remains the same as linked to workforce profile



HUMAN RESOURCES						
Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2016/17	BFRS Target 2017/18	Target setting Rationale
HR1	The percentage of working time lost due to sickness	Quarterly	2015/16 - 3.55% 2014/15 - 3.61% 2013/14 - 3.47%	3.9%	4.3%	<p>The target has been set using the MEAN average public sector absence as reported in the 2016 CIPD annual survey. This is consistent with how targets have been set in all preceding years apart from 16/17 where a lower target was set owing to high performance.</p> <p>From April 2017, the new HR systems will calculate sickness absence in a slightly different manner which is likely to result in an increase absence rate compared to the previous method. In view of this and current year to date performance running at 4.24% (4.61% for Q3) the CIPD method of target setting is recommended.</p>
HR2a	Turnover excluding retirement or dismissals - <b>Excluding Retained</b>	Annually	2015/16 - 4% 2014/15 - 3.70% 2013/14 - 2.79% 2012/13 - 4.39%	6%	5%	<p>Average performance over last 3 years (rounded up) + 1%. This is a 1% decrease on the method used in 16/17 but is consistent with previous years.</p> <p>Turnover was expected to increase given the changes in pensions and retirement age and the commonly held view that firefighting is no longer viewed as a lifetime career. However current performance is 4% so the rate of increased turnover appears to be slowing.</p> <p>Note: Labour turnover results for 2015 (source XpertHR) were: Private sector 15.2%, public sector 10.5%.</p>
HR2b	Turnover excluding retirement or dismissals - <b>Retained only</b>	Annually	2015/16* - 9.93% 2014/15 - 10.7% 2013/14 - 8.39% 2012/13 - 14.47% 2011/12 - 5.4% 2010/11 - 7.55%	10%	10%	<p>Target based on the performance over the last 3 completed years (rounded up). Given RDS turnover can be more volatile an addition 1% has been added each year. However in view of recent performance it is recommended that the 3 year average only is used.</p> <p>Note: Labour turnover results for 2015 (source XpertHR) were: Private sector 15.2%, public sector 10.5%.</p>

\*Note the year end figure for 2015-16 was previously incorrectly reported to members as 11% the correct figure is 9.93%

### HUMAN RESOURCES

Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2016/17	BFRS Target 2017/18	Target setting Rationale
HR3a	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) All staff	Annually (after Sept each year)	Support staff /Stn Mgr and above 2016 - 91% 2015 - 91% 2014 - 72% 2013 - 75% 2012 - 69%  Firefighters/CM/WM 2016 100% 2015 99%	90%	90%	An overall service target of 90% is suggested given the importance of appraisal and the 2015 and 2016 performance results. 100% is not usually possible to achieve given staff and management turnover  As appraisal is now fully embedded into front line operational roles, there is no longer the need for separate targets for different sections of the workforce

### HUMAN RESOURCES (Occupational Health)

Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2016/17	BFRS Target 2017/18	Target setting Rationale
OH1	Percentage of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS).	Annually	2015/16 - 98% 2014/15 - 98% 2013/14 - 97% 2012/13 - 95% 2011/12 - 88% 2010/11 - 95% 2009/10 - 97%	97%	97%	Performance has exceeded target for the past 2 years due to the robust approach to fitness adopted by BFRS. However this year sees the introduction of the Drill Ground Assessment (DGA) as part of our testing regime and this is likely to be more time consuming for BFRS to undertake. Therefore it is recommended that the stretching target of 97% is maintained. Current performance is running at 95%.
OH2	Percentage of operational personnel achieving a pass	Annually	2015/16 - 95% 2014/15 - 95% 2013/14 - 96%	95%	95%	Current performance is running at 97% which would normally mean the target would be set at 96% (based on an average of current performance and the previous 2

category in their annual fitness test.		2012/13 - 94% 2011/12 - 95% 2010/11 - 93% 2009/10 - 92%			years). However owing to the introduction of DGA, the new form of testing may impact on performance whilst staff get used to the new system. Therefore it is recommended that the target of 95% is maintained.
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### ORGANISATIONAL DEVELOPMENT

Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2016/17	BFRS Target 2017/18	Target Setting Rationale
T1	Percentage of Operational BA Wearers that have attended an assessed BA course within the last two years	Quarterly	2015/16 - 98% 2014/15 - 95% 2013/14 - 95% 2012/13 - 94%	98%	98%	<p>T1 – T6 cover safety critical operational training. Organisational expectation is to maintain a frequency based attendance for all ‘in scope’ personnel within these skillsets.</p> <p>Historical reporting shows 98% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2017/18.</p>
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Quarterly	2015/16 - 99% 2014/15 - 99% 2013/14 - 100% 2012/13 - 98%	98%	98%	
T3	Percentage of Station based Operational personnel that have attended a Water First Responder or Water Technician course within the last 3 years	Quarterly	2015/16 - 99% 2014/15 - 90% 2013/14 - 96% 2012/13 - 81%	98%	98%	
T4	Percentage of Operational BA Wearers that have attended Compartment Fire Behaviour course within the last two years	Quarterly	2015/16 - 98% 2014/15 - 98% 2013/14 - 96% 2012/13 - 97%	98%	98%	
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	Quarterly	2015/16 - 99% 2014/15 - 82%	98%	98%	
T6	Percentage of Station based Working at Height trained	Quarterly	2015/16 - 92%	98%	98%	

	personnel that have attended a recertification course within the last 3 years		2014/15 - 41%			
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ORGANISATIONAL DEVELOPMENT						
Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2016/17	BFRS Target 2017/18	Target Setting Rationale
T7	Percentage of FDS Cover Commanders that have attended an Incident Command Assessment within the last 12 months.	Quarterly	2015/16 - 92% 2014/15 - 100% 2013/14 - 97% 2012/13 - 93%	98%	98%	T7 covers command competence. Organisational expectation is to maintain a frequency based attendance for all 'in scope' personnel within these skillsets.  Historical reporting shows 98% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2017/18.
T8a	Percentage of Wholetime Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Quarterly	2015/16 - 95% 2014/15 - 94% 2013/14 - 92% 2012/13 - 87%	92%	92%	T8 (a-d) covers e-learning completion and learning recording for operational roles. Organisational expectation is to maintain current competencies for all 'in scope' personnel.  Historical reporting shows 92% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2017/18.  Evidence of compliance is measured using PDRPro.
T8b	Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Quarterly	2015/16 - 90% 2014/15 - 90% 2013/14 - 87%	92%	92%	
T8c	Percentage of Control personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Quarterly	2015/16 - 81% 2014/15 - 88% 2013/14 - 76%	92%	92%	
T8d	Percentage of senior management roles (SC to AC) personnel	Quarterly	2015/16 - 95% New Measure	92%	92%	

	attainment in maintaining core, operational safety critical training modules within a rolling 12 month period					
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**HEALTH AND SAFETY**

Ref	Performance Indicator	Frequency of Reporting	BFRS 5 year average Performance (2011-16)	BFRS Target 2016/17	BFRS Target 2017/18	Target Setting Rationale
H1	Number of serious accidents (over 28 days) per 1000 employees.	Quarterly	3.98	5.38	3.78	Downward (positive) trend over last 5 years. Target has been set to achieve 5% reduction on 5 year average 2011-16.  *Note - Accident Incident rate to remain per 1000 employees to enable benchmarking against previous reporting periods.
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Quarterly	427.56	418.73	384.80	Downward (positive) trend over last 5 years. Target has been set to achieve 10% reduction on 5 year average 2011-16.
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System employees.	Quarterly	868.67	677.90	781.80	Upward (negative) trend over last 2 years. Target has been set to achieve 10% reduction on 5 year average 2011-16.

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# Agenda Item 7

For Publication

Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
21 March 2017  
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 2015/16
  - 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.

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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 fourth 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. All actions are completed subject to 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 2015/16 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 7 September 2016, as part of the 2015/16 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	<b>RSM</b> (Follow up) May 16: Final Report (15/16)	Training and Development (Ops)  Head of Human Resources	Medium	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.	PDR Pro have commenced development of an agreed improvement to reporting that encompasses assessments and the Service continues to work with PDR Pro to develop the solution.  In the meantime a manual reporting process has been developed and accepted into the Station Audit Programme creating improved feedback on PDR and LearnPro activity, specifically providing guidance on quantitative and qualitative sampling of assessments. This complements a 3-year sampling plan to run each six months and reported through the department audit (Oct and April each year).	<b>Original</b> Dec 16	Completed subject to follow-up audit
TRDEV 2 15/16	<b>RSM</b> 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.	The sample plan for June has been established and agreed through TDMT (22.06.16) and will consider a sample 25% of operational personnel, across all roles, stations and work systems. It will measure the level of assessment against the sub-role requirements as well as evidence of verification activity. Feedback will be provided through standardisation meetings.	<b>Original</b> Dec 15 (Plan) Mar 16 (compliance) Jun 16 (audit)	Completed subject to follow-up audit

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
21 March 2017  
Item No. 8**

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**REPORT AUTHOR: HEALTH AND SAFETY ADVISER**

**SUBJECT: 2016/17 CORPORATE HEALTH AND SAFETY OBJECTIVES PROGRESS UPDATE AND PROPOSED 2017/18 CORPORATE HEALTH AND SAFETY OBJECTIVES**

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For further information on this Report contact: Group Commander Darren Cook  
Head of Projects, Safety and Business Support  
Tel No: 01234 845163

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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 update the Human Resources Policy and Challenge Group on:

- The progress to date in relation to the Annual Corporate Health and Safety Objectives set for 2016/17; and,
- To put forward proposals for the Annual Corporate Health and Safety objectives for 2017/18 in line with the Service's Health and Safety policy requirements.

## **RECOMMENDATION:**

That Members acknowledge the progress made in relation to the Health and Safety objectives set and approved for 2016/17 and endorse the eight proposed Health and Safety Objectives for 2017/18.

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1. Introduction
  - 1.1 The Service's Health and Safety at Work policy includes a commitment to the setting of annual Corporate Health and Safety Objectives. In June 2016 Members endorsed the Health and Safety Objectives for 2016/17 and progress in relation to these are detailed within the first section of this paper.
  - 1.2 For 2017/18 the Service's Corporate Health and Safety Objectives have been selected in line with policy requirements. These Objectives have been approved by the Health and Safety Steering Committee and the Corporate Management Team and are detailed within the second section of this paper for Members to consider and endorse.
2. Progress Update of the Health and Safety Objectives for 2016/17
  - 2.1 **Using the expertise within the Health and Safety Support Team to develop an in-house service wide Accident Investigation course for nominated managers and members of the Accident Investigation Team:** All course material for the delivery of an internal Accident Investigation course has been prepared. As well as the processes involved when conducting event investigations the course will provide an understanding of any legal implications, specific BFRS investigation procedures and how human factors and behaviour can lead to certain actions or omissions. The course will take place on 27 March 2017.
  - 2.2 **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:** The introduction of Tactical Operational Guidance produced by the National Collaborative Partnership into the Service has been a work stream spanning almost two years. In that time the working group have introduced approximately 31 Tactical Operational Guidance documents and 43 Additional Hazard Information Sheets. The objective is on target to be fully completed in August 2017. This is included as a Corporate Health and Safety Objective for 2017/18.
  - 2.3 **To further develop the programme of health and safety refresher training for Managers and the publication of additional LearnPro training modules:** The Health and Safety Support Team continue to produce a range of PowerPoint presentations to assist Line Managers in the management of Health and Safety topics. Further work has been carried out in 2016/17 with presentations now produced for H&S induction training, safety tours by senior managers and the management of stress.

- 2.4 **To complete all actions arising from the RoSPA external audit following an assessment of the Service's health and safety management systems:** The RoSPA audit in January 2014 demonstrated a significant improvement in the Service's management of health and safety and recommended a range of improvements that included a review of the Service main health and safety policy and 11 subordinate policies. All actions are on target for completion by April 2017. The objective will be completed with the issue of V13 0101 (Health and safety policy) pending consultation.
- 2.5 **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:** This has been completed. The climate survey was live during January and February 2017 resulting in 160 responses from employees. A summary report will be available by April 2017.
- 2.6 **To further enhance firefighter safety during operational incidents and training by the replacement of the Service's Thermal Imaging Cameras' to include video capture capability:** This has been completed. The Service has now completed the specification, tendering and procurement of 26 TICs that have been allocated to every front line pump and Training Development Centre.
- 2.7 **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:** This has been completed. All operational roles now have specific sets of modules for the assigned role type.
- 2.8 **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:** This has been completed. The Skills for Justice audit on emergency driver training highlighted several areas of strong performance, and made two recommendations, with a timescale for completion of December 2016. Further, a review of new qualified drivers in November 2016 shows satisfactory audit of their driving using CCTV.

3. Proposed Corporate Health and Safety Objectives 2017/18
- 3.1 **Communicate the findings from the Safety Climate Survey carried out using the Health and Safety Laboratory Safety Climate Tool and act on the evidence-based proposals for improving organisational safety culture.** The Service conducted the Safety Climate Survey using the Health and Safety Laboratory Safety Climate Tool during January and February 2017, to provide an insight into the Service's safety culture. The improvement proposals arising from the safety climate survey now need to be actioned and the findings communicated to stakeholders.
- 3.2 **Incorporate the use of a driver risk assessment into Emergency Fire Appliance driving courses and provide Service Driving Instructors with training on how to interpret and action the results arising from the risk assessments:** The number of vehicle collision reports have increased in 2016/17 mainly due to a number of slow speed manoeuvring collisions. Safety whilst driving at work continues to be a high priority and remains a key focus of the Service. As a member of the Fire and Rescue Risk Group (FARRG) insurance consortium the driver metrics EFAD driver risk assessment is available for use as well as training in its interpretation for Service Driving Instructors.
- 3.3 **Provide accredited Health and Safety Training for personnel with strategic responsibility within the Service to enable the review of policies and strategies and enhance the safety culture within the organisation:** Since the introduction of new sentencing guidelines for health and safety offences the top 20 cases in 2016 had fines totalling £34.58 million, which was higher than the total fine income from 660 prosecutions in 2015/16 (£38.3 million). Since the introduction of the Corporate Manslaughter and Corporate Homicide Act 2007 there have been 16 prosecutions of organisations up to July 2016.
- 3.4 **Introduce local health and safety leading performance indicators to provide immediate insight into whether desired outcomes are being achieved and to assist in sustaining continuous improvement:** The additional use of local "leading" indicators, which are a form of active monitoring focused on certain critical risk control systems to ensure their continued effectiveness, would enhance the measurement of our health and safety performance to ensure that key actions or activities are undertaken as intended.

- 3.5 **Establish regular Accident Investigation Team (AIT) member meetings to improve investigation protocols, identify additional training, common trends and share areas of good practice and provide Accident Investigation Team members with vehicle collision training to further enhance collision investigations and identify the human factors involved and how these impact the decisions and behaviour of drivers:** An internal AIT course is to be delivered 27 March 2017 for new members. The Health and Safety Advisor is also attending a vehicle collision investigators course in May 2017 with a view to cascading to AIT members. Regular ‘standardisation’ meetings would improve investigation outcome consistency and enable the team to learn from each others investigation experiences.
- 3.6 **Make the IOSH ‘No time to lose’ campaign pledge to demonstrate a commitment to introduce policies and practices to manage the risks associated with carcinogens at work:** The Regional Health and Safety Practitioners working group had highlighted the work being carried out by Kent FRS on the topic of firefighter exposure to contaminants and the possible links to cancers.
- 3.7 **To enhance firefighter safety during operational incidents and training by providing, through the Personal Protective Equipment Collaboration working group, replacement fire kit that offers maximum wearer protection and comfort and a fully managed service for its provision and maintenance:** Due to research and development it would be realistic to expect the next generation of firefighting kit to provide enhanced protection and comfort for firefighters.
- 3.8 **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 with a completion deadline of August 2017:** See paragraph 2.2 above.

#### 4. Implications

##### 4.1 Corporate Risk – Known

- 4.2 The Corporate Health and Safety objectives confirm the Service’s commitment to Health and Safety through visible actions and measurable outcomes. In addition they demonstrate how health and safety is effectively integrated, managed and communicated across the Service and foster positive attitudes by setting robust objectives and outcomes for the Service.

- 4.3 The Corporate Health and Safety objectives aim to assist in strengthening accountability to Health and Safety and providing assurance that the Service is efficient, effective and aware of its Health and Safety responsibilities in the delivery of its services to the communities.

**GROUP COMMANDER DARREN COOK  
HEAD OF PROJECTS, SAFETY AND BUSINESS SUPPORT**



# Agenda Item 9

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
21 March 2017  
Item No. 9**

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**REPORT AUTHOR: HEAD OF PROJECTS, SAFETY AND BUSINESS SUPPORT**

**SUBJECT: CORPORATE RISK REGISTER**

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For further information on this Report contact: Group Commander Darren Cook  
Head of Projects, Safety and Business Support  
Tel No: 01234 845163

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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 and Organisational Development.

## **RECOMMENDATION:**

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

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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 An extract of the Corporate Risk Register showing the risks appropriate to the Human Resources Policy and Challenge Group together with explanatory notes regarding the risk ratings applied is appended to this report.
2. Current Revisions
- 2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Human Resources Policy and Challenge Group are attached for your information and approval.
- 2.2 Changes to individual risk ratings in the Corporate Risk Register: All risks that are reported to the Human Resources Policy and Challenge Group have been reviewed and there are no risk rating changes to report to Members.
- 2.3 Updates to individual risks in the Corporate Risk Register:
- **CRR00025: If operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to: - Incident Command - Use of Breathing Apparatus - Compartment Fire Behaviour - Water related incidents - High-Rise incidents - Work at Height Then there is the potential to cause significant injury or even deaths to our staff:** Twelve new wholetime firefighters will be undertaking a Skills for Justice accredited Foundation training course in June 2017 to enable them to attend stations in September 2017. Alongside these new firefighters, the Service will also welcome six firefighters on transfer to Bedfordshire following success at a selection process, who bring with them operational experience. All safety critical training performance is now managed through PDRPro and reports for Q3 and Q4 will be developed using this improved process. Any gaps identified in training can be developed into effective reports for line managers to take appropriate action in a timelier manner. A recent Skills for Justice audit into Driver Training proved successful with only two minor recommendations, both of which have been implemented. This audit underpins the work continually taking place to assure our training provision.

**GROUP COMMANDER DARREN COOK  
HEAD OF PROJECTS, SAFETY AND BUSINESS SUPPORT**

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
<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

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>

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**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
21 March 2017  
Item No. 10**

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

**SUBJECT: REVIEW OF WORK PROGRAMME 2016/17**

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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: 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 2016/17 and to provide Members with an opportunity to request additional reports for the Human Resources Policy and Challenge Group meetings for 2017/18.

## **RECOMMENDATION:**

That Members review the work programme for 2016/17 and note the 'cyclical' Agenda Items for each meeting in 2017/18.

**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
7 June 2016	<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 and Programmes to date</li> <li>• Absence Year End Report</li> <li>• Draft 2016-17 Corporate Health and Safety Objectives</li> <li>• Occupational Accidents Year End Report</li> <li>• Annual Report of Provision of External Training</li> <li>• Public Sector Equality Scheme Review</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2016/17</li> </ul>		<ul style="list-style-type: none"> <li>• Fitness Best Practice Guidance</li> </ul>	Added April 2016

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 September 2016	<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 and Programmes to date</li> <li>• Health and Safety Annual Report</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2016/17</li> </ul>			
5 January 2017	<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 and Programmes to date</li> <li>• Public Sector Equality Duty Report</li> <li>• Corporate Risk Register</li> <li>• Review of the Fire Authority's Effectiveness</li> <li>• Work Programme 2016/17</li> </ul>		<ul style="list-style-type: none"> <li>• Climate Survey</li> <li>• Equality Handbook</li> </ul>	<p>Included Dec 16 by ACO</p> <p>Included Dec 16 by ACO</p>

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 March 2017	<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 and Programmes to date</li> <li>• Approve Annual HR Performance Indicators and Targets for 2017/18</li> <li>• Equality Duty Report</li> <li>• 2017/18 Corporate Health and Safety Objectives</li> <li>• Corporate Risk Register</li> <li>• Review of Work Programme 2016/17</li> </ul>	<ul style="list-style-type: none"> <li>• Included 5 January 2017</li> </ul>		



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

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
29 June 2017	<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 and Programmes to date</li> <li>• Absence Year End Report</li> <li>• Occupational Accidents Year End Report</li> <li>• Annual Report of Provision of External Training*<sup>1</sup></li> <li>• Public Sector Equality Scheme Review*<sup>1</sup></li> <li>• Corporate Risk Register</li> <li>• Work Programme 2017/18</li> </ul>	<p>*<sup>1</sup>Deferred to Sept 2017 – Agreed at HRPCG 21 Sept 2016</p>	Occupational Health Support (Requested at FRA Briefing 7 February 2017 in particular support for Fire Personnel attending distressing incidents)	

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 September 2017	<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 and Programmes to date</li> <li>• Health and Safety Annual Report</li> <li>• Annual Report of Provision of External Training*<sup>2</sup></li> <li>• Public Sector Equality Scheme Review*<sup>2</sup></li> <li>• Corporate Risk Register</li> <li>• Work Programme 2017/18</li> </ul>	* <sup>2</sup> Deferred from June 2017 – Agreed at HRPCG 21 Sept 2016		

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
11 January 2018	<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 and Programmes to date</li> <li>• Equality Duty Report</li> <li>• Corporate Risk Register</li> <li>• Review of the Fire Authority's Effectiveness</li> <li>• Work Programme 2017/18</li> </ul>			

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