

# Public Document Pack



## BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

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Members of Human Resources Policy and Challenge Group.

Bedford Borough Councillors: C Atkins and J Mingay

Central Bedfordshire Councillors: P Downing

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

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 **Thursday, 29 June 2017** 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.	Election of Vice Chair 2017/18	Chair	
3.	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.
4.	Communications	Chair	
5.	Minutes	Chair	* To confirm the Minutes of the meeting held on 21 March 2017 (Pages 1 - 6)
6.	Terms of Reference	Chair	* To consider Terms of Reference (Pages 7 - 10)

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
7.	Human Resources Performance Monitoring Year End Report 2017/18 and Programmes to date	ACO	* To consider a report (Pages 11 - 22)
8.	New Internal Audit Reports Completed to date	ACO	* To consider a report (Pages 23 - 40)
9.	Audit and Governance Action Plans Monitoring Report	ACO	* To consider a report (Pages 41 - 52)
10.	Absence Year End Report (To include Occupational Health Support)	HHR	* To receive a presentation
11.	Occupational Accidents Year End Report	HPSBS	* To consider a report (Pages 53 - 62)
12.	Corporate Risk Register	HPSBS	* To consider a report (Pages 63 - 66)
13.	Review of Work Programme 2017/18	Chair	* To consider a report (Pages 67 - 72)
	Next Meeting		10.00 am on 20 September 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  
29 June 2017  
Item No. 5**

## **MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 21 MARCH 2017**

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

ACO Z Evans, SOC G Jeffery, GC J Clayton, GC D Cook, Ms D Clarke and Mr R Jones

### 16-17/HR/040 Apologies

Apologies for absence were received from Councillors Ayub and Downing.

### 16-17/HR/041 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

### 16-17/HR/042 Communications

The Chair advised that it was Jackie Green's last meeting of this Policy and Challenge Group before her retirement.

Members expressed their thanks for her help and support and wished her a happy retirement.

### 16-17/HR/043 Minutes

#### **RESOLVED:**

That the Minutes of the meeting held on 5 January 2017 be confirmed and signed as a true record.

### 16-17/HR/044 Human Resources Performance Monitoring 2016/17 Quarter 3 and Programmes to date

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

ACO Evans reported that the new HR and payroll system had gone live in February 2017. The transition to the new system had been supported by the Payroll team, Human Resources team and project team, largely within the team's existing capacity, and that many members of staff had worked additional hours to ensure that the work was completed within tight timescales.

The new payroll system had introduced a number of improvements to the user experience and will continue to do so with the development of the self service system.

Members recognised that a smooth transition to a new system required a great deal of work and requested that their acknowledgment of the hard work undertaken be recorded.

The Group considered the performance report for the quarter and the exception reports that had been provided.

Mr R Jones, the Service's Diversity Adviser, reported that EQ2 (recruitment of minority ethnic staff across the whole organisation) had missed its target by 4%. This was an improvement from the previous quarter and work was continuing to raise awareness of vacancies within the Service amongst local community groups. A visit was planned later in the week to a mosque in Bury Park, Luton. The Service were also working with the Police with joint access to Bury Park Community Centre. Consideration would also be given to advertising in publications such as the Daily Jang to reach a range of community groups in the County.

The progress made in recruiting women to the Service, including positive action events at fire stations such as the one recently held at Toddington, was discussed. It was suggested that the Group receive an update on the Service's Positive Action Plan.

Ms D Clarke, Head of Human Resources, advised that performance against HR1 (percentage of working time lost due to sickness) was reporting as amber for the second consecutive quarter. Analysis had identified that there had been an increase in long-term sickness, with 12 employees currently off on long-term sickness. The Service supported all individuals off on long-term sick leave with a view to help them return to work as quickly as possible. The situation would continue to be monitored.

It was noted that the sickness rate excluding long-term sickness had been provided for information.

In response to a question, Ms Clarke advised that the annual indepth analysis of absence would be submitted to the next meeting of the Group.

GC Clayton reported on the training indicators that were rated amber or red.

T3 (percentage of station based operational staff that have attended Water First Responder courses within the last three years) had missed its target by 1%. PDRPro had identified that 18 personnel had not completed the course at the end of quarter 3, 8 of whom were now nominated to attend refresher courses. Work was ongoing with Station Commanders to ensure that the remaining personnel were booked onto courses. 100% of the personnel at Bedford Fire Station maintained their water technician training as that station supported both local and national flood rescue capability.

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) measured the performance against the requirement for every station and Watch to meet the requirement of 60% or more of personnel trained. The indicator was currently missing its target by 15% as four Retained stations and one Watch were not achieving this requirement. This equated to one firefighter per station and was the result of Watch moves and Retained Duty System appointments.

The Training and Development Centre worked closely with Station Commanders to identify and nominate individuals requiring the training. 48 places were being made available during Quarter 4 and it was anticipated that performance would improve to amber for the final quarter.

T8b (percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period) and T8c (percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months) had missed their targets by 5% and 6% respectively. It was recognised that both indicators were being impacted by a small number of individuals whose personal percentage figures were lower than average. Senior and line managers were provided with information to enable them to identify individuals for monitoring and support to improve performance against this indicator.

GC Cook reported that H3 (number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (full time equivalent) employees) was reporting as red due to an injury to an individual sustained at an operational incident in 2015/16. If the cover periods lost due to this injury were removed there would have been no cover periods lost and the indicator would have met its target.

The Group was advised that the individual concerned had now returned to work.

**RESOLVED:**

1. That the progress made on Human Resources Programmes and Performance be acknowledged.
2. That the additional work and effort by the Human Resources Team in ensuring a smooth transition to the new HR and payroll system be acknowledged.

16-17/HR/045 Proposed HR Indicators and Targets for 2017/18

ACO Evans introduced the proposed suite of Human Resources performance indicators and associated targets for 2017/18 for incorporation into the Service's performance management framework.

Mr R Jones, the Service's Diversity Adviser, reported that it was proposed that the targets for EQ1a (percentage of new entrants to the Retained Duty System to be women), EQ1b (percentage of new entrants to the wholetime operational staff to be women) and EQ2 (recruitment of black and minority ethnic staff across the whole organisation) be set at 2% above the average five-year performance rate, with the target for EQ3 (parity in retention rates between BME and white employees (all staff)) set at 1% above the five year average. No change was proposed to the target relating to EQ4 (parity in retention rates between men and women (operational staff)).

Ms D Clarke, Head of Human Resources, advised that the target for HR1 (the percentage of working time lost due to sickness) was being set using the mean average public sector absence as reported in the 2016 Chartered Institute of Personnel and Development annual survey, 4.3%. She added that the new HR systems would calculate sickness absence more accurately and this may impact on the percentage reported.

In relation to the indicators measuring turnover, HR2a (turnover excluding retirement or dismissals- excluding retained) was being set using the average performance over the last three years plus 1%. This had led to a decrease in the target from 6% to 5%. The target for HR2b (turnover excluding retirement or dismissals –retained only) remained unchanged at 10%.

It was suggested that the target for HR3a (percentage of returned appraisal documents to HR within 3 months of reporting year- all staff) remained at 90%, although the target was now amalgamated so there were no separate targets for different sections of the workforce.

It was proposed that the targets for the occupational health and organisational development (training) remained unchanged as it was acknowledged that there were already quite stretching.

GC Cook advised that the target for H1 (number of serious accidents (over 28 days) per 1000 employees) had been set to achieve a 5% reduction on the five year average and it was proposed that this would be set at 3.78. A 10% reduction on the five year average for H2 (number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees) was also being proposed.

The target for H3 (number of 24 hour cover periods lost to accidents per 1000 Retained Duty System employees) had been set to achieve a 10% reduction on the five-year average as there had been an upward trend over the last two years. The proposed target for 2017/18 was 781.80.

**RESOLVED:**

That the proposed suite of Human Resources performance indicators and targets for 2017/18 be endorsed.

## 16-17/HR/046 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 listed had been completed subject to follow up audit.

### **RESOLVED:**

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

## 16-17/HR/047 2016/17 Corporate Health and Safety Objectives Progress and Proposed 2017/18 Corporate Health and Safety Objectives

GC Cook introduced an update on the progress to date on the 2016/17 Annual Corporate Health and Safety Objectives and proposals for the 2017/18 Annual Corporate Health and Safety Objectives.

The report included detailed progress reports on all eight objectives. Some of the objectives were being carried forward into the next year. Achievements during the year included the procurement of new thermal imaging cameras, the further development of PDRPro and the completion of a Service wide Health and Safety climate survey.

An objective to incorporate the use of a driver risk assessment into Emergency Fire Appliance driving courses had been included as it was noted that there had been an increase in the number of vehicle collision reports in 2016/17 as the result of slow speed manoeuvring collisions. Work was ongoing to identify the reasons for this increase and to implement actions to reduce the frequency of this type of collision.

In response to a question, GC Cook reported that 'No Time to Lose' was a national initiative to manage the risks associated with exposure to potential carcinogens in the workplace.

### **RESOLVED:**

That the progress made in relation to the Health and Safety objectives set and approved for 2016/17 be acknowledged and the eight proposed Health and Safety Objectives for 2017/18 be endorsed.

## 16-17/HR/048 Corporate Risk Register

GC Cook presented the update on the review of the Service's Corporate Risk Register in relation to Human Resources. There had been no changes to individual risk ratings. There was one update as follows:

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 related 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: 12 new wholetime firefighters would be undertaking a Foundation training course in June and were expected to attend stations in September 2017. Six transfers in had also been recruited, who brought with them previous operational experience. All safety critical training performance was managed through PDRPro and reports for Quarter 3 and Quarter 4 would be developed through this process.

**RESOLVED:**

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

16-17/HR/049 Review of Work Programme 2016/17

The Group received its work programme for 2016/17. It was suggested that a report on the Positive Action Plan be added to the work programme for the Group's meeting in September 2017.

In response to a question, ACO Evans advised that any significant changes or updates relating to the collaboration of blue light services would be reported to the full Fire and Rescue Authority.

Concern was expressed about the number of Members nominated to this Policy and Challenge Group. It was suggested that the minimum membership of any Group or Committee of the Authority should be 6 Members and that this should be considered prior to the Authority's Annual General Meeting in May 2017.

**RESOLVED:**

That the work programme be received, with the addition of the Positive Action Plan to be submitted to the Group's meeting in September 2017.

The meeting finished at 11.13am.



**For Publication**

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

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**REPORT AUTHOR: SECRETARY/MONITORING OFFICER**

**SUBJECT: TERMS OF REFERENCE**

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For further information on this Report contact: Mrs 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 the Terms of Reference for the Human Resources Policy and Challenge Group.

**RECOMMENDATION:**

That Members consider the Terms of Reference for the Human Resources Policy and Challenge Group and recommend any changes for 2017/18 to the Fire Authority.

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1. Introduction

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

- Health, Safety and Welfare
- Equality and Diversity
- Training and Staff Development
- Human Resource Planning
- Organisational Development
- Payroll

2. Terms of Reference

2.1 The Terms of Reference for the Policy and Challenge Group were last revised in July 2016 and are appended to this report.

2.2 Members are asked to consider the current Terms of Reference and recommend any changes required for 2017/18 to the Fire and Rescue Authority

**J ATKINSON  
SECRETARY/MONITORING OFFICER**

## **HUMAN RESOURCES POLICY AND CHALLENGE GROUP**

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

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

### **Membership**

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

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

### **Quorum**

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

### **Support**

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

### **Regularity of Meetings**

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

## **Reporting**

The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.

## **Terms of Reference**

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

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

*Updated for change of Authority name – December 2012*

*Revised by HR Policy and Challenge Group on 13 June 2013*

*Quorum included – 2 July 2014*

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

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
29 June 2017  
Item No. 7**

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

**SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER 4 (APRIL TO MARCH 2017)**

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

**Background Papers:**

Previous Human Resources Quarterly Programme and Performance Summary Reports.

Implications (tick✓):

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

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

**PURPOSE:**

To provide the Human Resources Policy and Challenge Group with a report for 2016/17 Quarter 4 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 4 2016/17 (1 April 2016 to 31 March 2017).

## 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 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
  - The existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
  - The existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing;
  - Any new projects will be within the medium-term strategic assessment for Human Resources areas; and
  - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Human Resources over the next three years.
- 1.3 Full account of the financial implications of the Human Resources programme for 2017/18 to 2020/21 has been taken within the 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.
- 1.4 No new Human Resources projects have been added in this period.
- 1.5 Other points of note and changes for the year include the following:
  - The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now be reviewing the Programme quarterly with the next Programme Board review scheduled for 23 May 2017.
- 1.6 Appendix A gives a summary of status to date. Progress on the delivery of the HR and Payroll system is reported to and reviewed by the Corporate Services Policy and Challenge Group and included at Appendix A for information.

## 2. Project Exceptions

- 2.1 The HR & Payroll System Project successfully went live in February 2017. However, work on systems integration between I-Trent and MIS is ongoing; Workbench has been released and is currently with HR for testing, and there are also sickness/absence configuration issues to be resolved. Final budget status at year end is pending completion of an analysis. The project is currently remaining in Amber status until these issues are resolved.
- 2.3 The status of each project is noted using the following key:

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

## 3. Performance

- 3.1 In line with its Terms of Reference, the Human Resources Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.
- 3.2 This report presents members with the performance summary outturn for Quarter 4 2016/17 which covers the period 1 April to 31 March 2017. 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 Q4 - Year End 2016/17

All performance indicators achieved their target, except for:

- 4.1 **EQ2 - Recruitment of minority ethnic staff across the whole organisation**  
The Service continues to adopt a wide variety of recruitment initiatives whilst maximising opportunities to attract a diverse range of applicants for every vacancy that occurs. The Diversity Adviser continues to work with Black and Minority Ethnic community groups and networks to ensure that vacancies reach a wider target group. The Service is committed to monitor and drive progress through its Positive Action Plan.

- 4.2 HR1 - The percentage of working time lost due to sickness** – This is the first quarter that this indicator has reported red, having reported amber for the two previous quarters; prior to this it had reported green for several years. The Q4 analysis shows that long-term absence continued to be the main challenge. 28 employees incurred an absence of 21 or more days in the period, the largest causes of absence were 7 reporting mental health issues e.g. stress/anxiety/depression and 15 musculoskeletal absences these included shoulder injuries requiring surgery and back surgery with lengthy post-operative recovery periods. Long-term absence is one of the hardest types of absence to manage however all employees were referred to occupational health and encouraged to access the employee assistance programme, firefighters charity and physiotherapy where appropriate. In addition to the supportive elements of the Service Sickness and Attendance Management procedure managers are required to review all employees who have met and or exceeded the frequent short-term trigger level of 3.9% of available working time. During 2016-17 a total of 51 employees were given an informal warning for failing to achieve an acceptable level of attendance, a further 8 employees were given a formal warning for their attendance. Of the long-term absence cases 6 remain on sick leave at present and HR will continue to work with managers to monitor and hopefully improve the situation in the new performance year.
- 4.3 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 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 performance is above target however the performance is not evenly distributed; two RDS Stations and two whole-time Watches are currently not achieving 60%, however some Stations and Watches are achieving as much as 100%. Additional targeted training within the Q4 period has improved levels by 7%; from 84% to 91%, however 11 places remained unfilled in recent courses which, if utilised effectively, may have seen greater improvement. Further targeted training will be progressed with Station and Borough Commanders in 2017-18 toward achieving the minimum standards at all Stations.
- 4.4 T8b - Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period**  
This remains 3% short of target, however represents a further improvement of 2% on Q3, which in turn saw an improvement of 1% over Q2. 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, with reporting undertaken at Operational Delivery Team meetings by Workplace Development Manager. This remains a stretch target however the continued improvement would see the minimum performance reached in 2017/18.
- 4.5 H3 - Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.** There have been five workplace injuries to RDS personnel during Quarters 1, 2, 3 and 4 for 2016/17. The injuries reported only resulted in 17 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 4 actual figure would have been significantly within target.



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

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
<p><b>Business Systems Improvement</b></p> <p><b>HR/Payroll System and Services</b></p>	<p>Implement a new HR/Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service. The HR/Payroll system will integrate with the MIS Personnel module to ensure the MIS components continue to function correctly.</p>	<p><b>Amber</b></p>	<p><b>02 May 2017:</b> Following a successful Payroll run in February with I-Trent as the primary system, the project has now been handed over from the supplier Midland HR to BFRS business as usual. However, there is still too much work to complete to consider Phase 1 of the project as closed.</p> <p>All reports for Finance have been in place since payroll went live. Some pension reports are still being worked on, plus configuration to enable LGPS 3rd Party returns. In the HR section there is work still to do to set up the tracking of temporary and substantive posts, also in developing and finalising a number a range of different reports, and a range of other tasks. Work on building reports continues.</p> <p>Work on systems integration between I-Trent and MIS is ongoing; Workbench has been released and is currently with HR for testing. Iterative development has been hampered by sickness absence of the developer, but ongoing work on this has been picked up in-house. The synchronisation process was delivered for testing on 08 May.</p> <p>Employee Self Service (ESS) was successfully launched for all staff to update their details and access their payslips, and will shortly be enhanced to enable holiday and special leave booking for Green book staff. Training guides for People Manager (PM) have been developed, and PM was launched on 10 May, enabling Managers to authorise holiday requests.</p> <p>Processes are now in place for managing I-Trent releases, and for hosted system maintenance downtime. Final budget status at year end is pending completion of an analysis of open purchase orders for the project to determine the correct level of committed spend.</p>

Project Description	Aim	Performance Status	Comments
<p><b>Business Systems Improvement</b></p> <p><b>HR/Payroll System and Services</b></p>	<p>Sickness absence process automation for Grey Book staff through synchronisation between MIS, Workbench and the HR/Payroll system</p>		<p><b>Absence Notification Application: 02 May 2017:</b> The absence notification app is built and with HR for user acceptance testing, currently estimated at 40 hours. This follows its development phase and previous reviews by HR to review functionality.</p> <p>The user acceptance testing phase may identify further modifications that may be required to the workbench app and/or the synchronisation that has been developed between workbench, the new HR/Payroll system and the existing management information system that provides the information source for the Service whole time rotas and availability. Once UAT has been undertaken and prior to launch the absence notification app requires documentation in the form of training materials for line managers and control.</p> <p>Given other aspects of the HR and payroll system implementation a precise deployment date for the app has not yet been agreed.</p>

SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 - QUARTER 4

APPENDIX B

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

**Human Resources**

EQ1a	Percentage of new entrants to the Retained Duty System to be women	Higher is Better	6%	6.10%	15.79%	14.29%	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%	11.34%	6.82%	11.86%	13%	Amber	Missed target by 4%
EQ3	Parity in retention rates between ME and white employees (All Staff)	Lower is Better	14%	10.04%	4.84%	5.17%	14%	Green	n/a
EQ4	Parity in retention rates between men and women (Operational Staff)	Lower is Better	4%	2.65%	2.17%	2.44%	4%	Green	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	3.9%	3.76%	3.55%	4.39%	3.9%	Red	Missed target by 13%
HR1b	% working time lost to sickness excluding long term Sickness	For Info Only		1.88%	1.91%	1.66%	For Info Only		
HR2a	Turnover excluding retirement or dismissals - Excluding Retained	Lower is Better	6%	6.13%	4.28%	3.59%	6%	Green	40% Better than target
HR2b	Turnover excluding retirement or dismissals -Retained only	Lower is Better	10%	9.13%	9.93%	9.36%	10%	Green	6% Better than target

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Human Resources (Cont.)									
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HR 3a	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) Support staff & Station Managers and above	Higher is Better	90%	n/a	91%	91%	90%	Green	1% Better than target
HR 3b	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) Fire-fighters/Crew & Watch Managers	Higher is Better	90%	n/a	99%	100%	90%	Green	11% Better than target

Occupational Health									
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OH1	% 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)	Higher is Better	97%	95%	98%	98%	97%	Green	1% Better than target
OH2	% of operational personnel achieving a pass category in their annual fitness test	Higher is Better	95%	95%	97%	97%	95%	Green	2% Better than target

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Staff Development									
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T1	Percentage of station based operational staff that have attended an assessed BA course within the last Three years	Higher is Better	98%	96%	98%	98%	98%	Green	Met Target
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Higher is Better	98%	98%	99%	98%	98%	Green	Met Target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	87%	99%	98%	98%	Green	Met Target
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years	Higher is Better	98%	97%	98%	98%	98%	Green	Met 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%	90%	99%	91%	98%	Amber	Missed target by 7%

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 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%	67%	92%	98%	98%	Green	Met target
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	96%	92%	100%	98%	Green	Met 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%	95%	95%	95%	92%	Green	Met target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	Higher is Better	92%	90%	90%	89%	92%	Amber	Missed target by 3%

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Staff Development (Cont.)									
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T8c	Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.	Higher is Better	92%	85%	81%	93%	92%	Green	1% Better than target
T8d	Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.	Higher is Better	92%	95%	95%	92%	92%	Green	Met target

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Health and Safety									
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H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	5.38	3.97	1.94	0.00	5.38	Green	Better than target
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	418.73	415.15	436.01	131.57	418.73	Green	Better than target
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.	Lower is Better	677.90	1020.73	2703.69	4091.61	677.90	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  
29 June 2017  
Item No. 8**

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

**SUBJECT: NEW INTERNAL AUDIT REPORTS**

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

Background Papers: RSM Strategy for Internal Audit  
Bedfordshire Fire Authority 2017/18 to 2019/20

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 present the report on internal audits completed since the last meeting of the Human Resources Policy and Challenge Group.

**RECOMMENDATION:**

That Members receive the attached internal audit report and endorse the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report.

1. Background

1.1 Internal audits are completed in accordance with the Internal Audit Annual Plan agreed by the Audit and Standards Committee.

1.2 Each internal audit report details:

- the specific audit conducted,
- the scope of the audit,
- an assessment of the controls in place to manage the relevant objectives and risks,
- the auditors recommendations and priority of these, and
- an action plan which has been agreed with the appropriate Functional Head and approved by the relevant Principal Officer for incorporation into the Audit and Governance Actions Monitoring report.

1.3 All internal audit reports are presented to the appropriate Policy and Challenge Group for endorsement of the actions arising.

## 2. Internal Audit Reports

2.1 The Appendix to this report presents the internal audit reports on:

- Retained Recruitment (completed on 9 March 2017; report finalised on 28 April 2017) (Appendix A). Conclusion: Reasonable Assurance

2.2 The actions arising from the above audits will be incorporated as 'new' actions within the Audit and Governance Actions Monitoring Report in September 2017 for on-going monitoring by the Policy and Challenge Group.

2.3 Any slippage or other exceptions arising will also be reported to and monitored by the Audit and Standards Committee.

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



# BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

## Retained Recruitment

FINAL

Internal Audit Report: 8.16/17

28 April 2017

This report is solely for the use of the persons to whom it is addressed.  
To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.



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<b>Debrief held</b>	9 March 2017	<b>Internal Audit team</b>	Dan Harris, Head of Internal Audit Suzanne Lane, Senior Manager Iain Daire, Assistant Manager
<b>Draft report issued</b>	22 March 2017		
<b>Responses received</b>	27 April 2017		
<b>Final report issued</b>	28 April 2017	<b>Client sponsor</b>	Andy Peckham, Service Operational Commander – Head of Training and Development
		<b>Distribution</b>	Andy Peckham, Service Operational Commander – Head of Training and Development Fiona Beck, Assessment & Selection Co- ordinator

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at <http://www.icaew.com/en/members/regulations-standards-and-guidance>.

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We have no responsibility to update this report for events and circumstances occurring after the date of this report.

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# 1 EXECUTIVE SUMMARY

## 1.1 Background

An audit on Retained Recruitment has been undertaken at the Bedfordshire Fire and Rescue Authority as part of the approved 2016/17 Internal Audit Plan.

Retained firefighters are a vital part of today's fire and rescue service as they provide efficient, cost effective and reliable fire and rescue cover to Fire Authority's around the UK. Retained crews are called upon to attend the full range of incidents including fires, floods, road traffic collisions, chemical spills and more, and work alongside their Whole-time colleagues at many incidents. Bedfordshire Fire and Rescue Authority, as with the majority of other Fire and Rescue Authorities, are struggling to recruit and retain these type of Firefighters as unfortunately, the majority of the general public are not aware that Retained Firefighters exist, or that their local fire station is a retained station and needs them to give their time to provide this service to the local community.

The aim of this audit review was to focus solely on the recruitment and retention of Retained Duty System (RDS) Fire-Fighters and not the recruitment process across the Authority for all employment posts. The Retained recruitment process responsibilities are mainly assigned to the Training and Development Department but other responsibilities are assigned also to the Human Resources, Diversity and Occupational Health Departments as well.

The audit testing was over the 2016/17 financial year and was to ensure that recruitment processes and criteria for recruiting Retained Firefighters has been adequately documented and these processes followed appropriately from start to finish by the relevant Departments and Officers involved. This included ensuring that for all Retained Firefighters recruited, all documentation had been fully completed and signed off, all written, practical, physical tests had been undertaken and passed, fitness and medical checks carried out and a Training and Development Plan put in place for them to continually learn and improve. In addition, the audit also reviewed whether the Authority had identified sufficient ways to recruit new Retained Firefighters but also identify any key trends in the reasons for them leaving the Authority from which the Authority can possibly improve the work life it provides to them.

As at the end of February 2017, there were 142 retained fire-fighters working out of the Bedfordshire Stations; of which 101 were Retained Duty System (RDS) retained and 41 Whole-time retained, and a further eight Firefighters were providing retained services to Bedfordshire Stations with Whole-time roles in other Services. During 2016/17 there were 18 Retained Firefighters recruited and 22 who left the Authority.

## 1.2 Conclusion

Our review of the Retained Recruitment processes within the Authority has identified that although they are generally robust controls in place there are a number of minor improvements which can be made to further strengthen these which have been recorded in the Action Plan in Section 2 of this report. The key issue identified was in relation the recruitment documents where a number could either not be located or had not been appropriately signed off prior to the Retained Firefighter starting at the Authority.

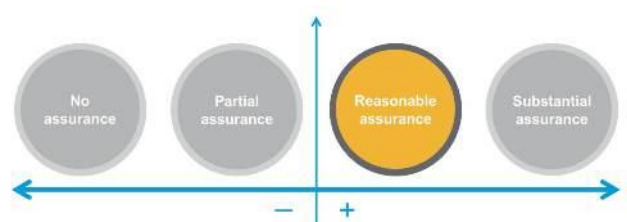
The Authority is looking to roll out an online recruitment process in the near future which will reduce the amount of paperwork produced and held by the Authority but also ensure that all recruitment documents are completed and signed off and improve the efficiency of the process for the applicant.

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### Internal Audit Opinion: Collaborative Arrangements

Taking account of the issues identified, the Authority can take reasonable assurance that the controls in place to manage this risk are suitably designed and consistently applied.

However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified risk.



### 1.3 Key findings

A summary of the key findings from this review are as follows:

- A 'People Strategy' is in place which outlines the Service's Vision, Strategic Objectives, Core Values and Virtues.
- A 'Retained Duty System' (RDS) Recruitment Policy and Procedures document along with various additional recruitment procedural documents are in place which set out the Service's recruitment process arrangements to be followed in respect to new Retained Firefighters.
- The Authority have various documents in place which define the criteria for recruiting Retained Firefighters within the Service and which are adhered to as part of the process.
- The Retained Recruitment processes as recorded in the RDS Policy and Procedures document and other additional recruitment procedural documents are being followed when recruiting Retained Firefighters at the Fire Stations.
- Retained Firefighters recruited are required to pass written, practical and physical tests prior to being offered a contract to ensure they are physically and mentally up to the standard required to undertake the Retained job role.
- Once recruited, Retained Firefighters are all set up with a Training and Development Plan for them to undertake and complete over a three year period and this is monitored on the MIS System and PDR Pro System.
- Retained Firefighters are requested to complete an Exit Interview Questionnaire when they leave but as this is optional not all leavers complete one. These provide the Authority with the reasons why they are leaving from which the Authority can identify ways to improve aspects such as the work life balance of its staff.
- Management of Fire Stations have identified a number of various ways to advertise and make the public aware they are recruiting for Retained Firefighters i.e. Local Newspapers / Radio, visiting Schools / Colleges, Coffee mornings, etc., and are always trying to identify new ways to do this.
- Key Performance Indicators relating to recruitment (including Retained Recruitment) have been identified and are reported on a quarterly to the Authority Board through the HR Policy and Challenge Group.
- The Authority are currently undertaking a project to review the whole of the Retained recruitment process to gain assurance that its processes are as effective and efficient as they can be and to identify any possible improvements to the process which can be made.

We have identified the following weakness for which we have agreed a Medium priority action with management:

- A number of documents through testing of 18 (100% sample) Retained Firefighters recruited during 2016/17 were either unable to be located or appropriately signed off as part of the recruitment process.

In addition, we have agreed five Low priority actions, further details can be found in sections two and three of our report.

### 1.4 Additional information to support our conclusion

Area	Control Design	Compliance with controls	Agreed management actions		
			High	Medium	Low
The Authority has appropriate processes and controls in place to ensure that an adequate number of retained officers are employed throughout the Authority.	0	0	0	1	5
<b>Total</b>			<b>0</b>	<b>1</b>	<b>5</b>

## 2 ACTION PLAN

### Categorisation of internal audit findings

Priority	Definition
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

The table below sets out the actions agreed by management to address the findings:

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
<b>The Authority has appropriate processes and controls in place to ensure that an adequate number of retained officers are employed throughout the Authority.</b>					
1.1	The Authority's 'People Strategy 2014-2018' was approved in July 2014 but no evidence could be located that the Strategy has been reviewed and the data updates reported to the HR Policy and Challenge Group since its approval. .	Low	<p>The Head of Training and Development will ensure that the data recorded within the 'People Strategy' when reported to the HR Policy and Challenge Group is appropriately captured within the minutes to clearly evidence where this has been reported and discussed.</p> <p>In addition, the Authority will ensure that during 2017/18 the details within the recently published 'National People Strategy' will be incorporated in the Authority's current People Strategy.</p>	Mar 2018	Head of Training and Development

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
1.2	<p>The Retained Duty System (RDS) Policy and Procedures document is still in 'draft' format although being used by the Authority.</p> <p>A number of additional procedural documents, forms and guidance notes were identified that needed to be incorporated into the RDS Policy and Procedures document before it is finalised and formally approved.</p>	Low	<p>The Head of Training and Development in conjunction with the Assessment &amp; Selection Co-ordinator will ensure that the Retained Duty System (RDS) Policy and Procedures document is updated to:</p> <ul style="list-style-type: none"> <li>• Incorporate the additional retained recruitment procedures and flowcharts, including the 'Re-Employment as RDS' Procedure;</li> <li>• Record the additional checks on National Insurance, Right to Work in the UK and DVLA details; and</li> <li>• Include links to other Policies, Procedures and Guidance Notes where applicable.</li> </ul> <p>Once updated the RDS policy and Procedures document will be formally approved and published on the Intranet to be available to all staff to follow.</p>	Sep 2017	Head of Training and Development
1.3	<p>The Job Description and Personnel Specification documents for a Retained Firefighter applicant currently request the applicant to sign them both to confirm they have received them.</p> <p>However, this is no longer a requirement as the Authority now accepts the applicant signing their contract as evidence they are fully aware of their key accountabilities.</p>	Low	<p>The Head of Training and Development will ensure that the requirement for a Retained Firefighter applicant to sign off the Job Description and Personnel Specification documents is removed to stop any confusion to whether they need to be signed or not.</p>	Sep 2017	Head of Training and Development



Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
1.4	Through testing of 18 (100% sample) Retained Firefighters recruited during 2016/17 we noted there were a number of documents either unable to be located or appropriately signed off as part of the recruitment process.	Medium	The Head of Training and Development will ensure that all required recruitment documents and checks are fully completed and performed prior to a Retained Firefighter starting at the Authority.	Jun 2017	Head of Training and Development
1.5	It was identified that there is some confusion to where Retained Firefighters recruitment documents should be held as some were held as hard copies within the Training & Development Centre, some electronically by Human Resources, some by the Diversity Team and some by the Service's Occupational Health. Documents were noted to have been duplicated as well across the areas recorded above.	Low	The Head of Training and Development will ensure that clarification on what recruitment documents are to be held by who and for how long is clearly documented. A review will be undertaken to ensure, where possible, all recruitment documents are held centrally in one location.	Sep 2017	Head of Training and Development

Ref	Findings summary	Priority	Actions for management	Implementation date	Responsible owner
1.6	<p>The percentage of Exit Interview Questionnaires completed by Retained Firefighters was being reported as quite low (averaging 52% since 2013/14). However, inaccuracies were noted in the calculations as currently it does not take into account where Retained Firefighters leave to become Whole-time Firefighters, therefore not actually leaving the Authority, or where a Retained Firefighter requests a one-to-one meeting with the Chief Fire Officer instead of completing an Exit Interview Questionnaire.</p>	Low	<p>The Head of Training and Development will review the Exit Interview Questionnaire process to identify ways in which the percentage of completed and returned questionnaires can be increased.</p> <p>This will provide additional information as to why Retained Firefighters are leaving and allow ways in which to improve work life balance to be reviewed and necessary changes implemented.</p> <p>In addition, the way in which the performance indicator for RDS Leavers against the number of Exit Interview Questionnaires returned is calculated and reported will be reviewed and updated.</p> <p>This is to record if an RDS Leaver has become a Whole-time Firefighter or has had a one-to-one meeting with the Chief Fire Officer as these will have an influence on the overall percentage calculated.</p>	Sep 2017	Head of Training and Development

### 3 DETAILED FINDINGS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
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**The Authority has appropriate processes and controls in place to ensure that an adequate number of retained officers are employed throughout the Authority.**

1.1	<p>The Authority has a 'People Strategy' in place which outlines the Service's:</p> <ul style="list-style-type: none"> <li>• Vision,</li> <li>• Strategic Objectives;</li> <li>• Core Values; and</li> <li>• Virtues.</li> </ul> <p>The Strategy provides staff with information on the Authority's workforce, resourcing the service, developing the organisation and Corporate Planning Framework for them to understand and follow.</p>	Yes	No	<p>We confirmed by the Head of Training and Development and by the Assessment &amp; Selection Co-ordinator that the Authority do not have a 'Recruitment Strategy' in place but do have a 'People Strategy 2014-2018' in place along with the following additional documents which are linked to it:</p> <p>We also confirmed by the Head of Training and Development that the People Strategy document was approved in July 2014 by the HR Policy &amp; Challenge Group and is available to all staff on the Intranet.</p> <p>However, it was noted from a review of the HR Policy and Challenge Group meeting minutes since July 2014 that it could not be located where the Strategy had been reviewed and updated since it was approved. The Head of Training and Development stated that data within the Strategy is updated separately and reported accordingly although this has not been captured appropriately.</p> <p>In addition, it was also established that a 'National People Strategy' had been recently published which the Authority will review and incorporate into their current Strategy during 2017/18.</p>	Low	<p>The Head of Training and Development will ensure that the data recorded within the 'People Strategy' when reported to the HR Policy and Challenge Group is appropriately captured within the minutes to clearly evidence where this has been reported and discussed. In addition, the Authority will ensure that during 2017/18 the details within the recently published 'National People Strategy' will be incorporated in the Authority's current People Strategy.</p>
1.2	<p>A 'Retained Duty System' (RDS) Recruitment Policy and Procedures document is in place and sets out the Service's policy</p>	Yes	No	<p>The RDS Recruitment Policy and Procedures document was confirmed by the Assessment &amp; Selection Co-ordinator that although it is being used, it is still in draft format and has therefore not been</p>	Low	<p>The Head of Training and Development in conjunction with the Assessment &amp; Selection Co-ordinator will ensure that the Retained Duty System (RDS) Policy</p>

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
	<p>and selection process arrangements to be followed in respect to new RDS employees.</p> <p>The RDS Recruitment Policy and Procedure is currently not available to staff on the Intranet and although in use, is currently in 'draft' format</p>			<p>published on the staff intranet for staff to view. A review of the Policy confirmed this as there were parts of the Policy which were blank within it. We also confirmed by the Assessment &amp; Selection Co-ordinator that the 'Re-Employment as RDS' Procedure was to be incorporated into the Policy along with a recent report agreed by the Service Head of Operations, the Head of Human Resources and the Head of Training and Development, which outlines additional recruitment procedures to follow and flowcharts of these procedures.</p> <p>In addition to the above future additions to be made to the RDS Recruitment Policy and Procedures, it was also noted and confirmed with the Assessment &amp; Selection Co-ordinator that the Policy also needs to include the following information:</p> <ul style="list-style-type: none"> <li>• National Insurance details will be checked;</li> <li>• Right to Work details will be checked;</li> <li>• Driver &amp; Vehicle Licensing Agency (DVLA) details will be checked;</li> <li>• Links to where to locate additional guidance notes and information i.e. Accepted documents to 'Prove Right to Work in the UK' and documents required for a Disclosure Barring Service (DBS) check to be carried out.</li> </ul>		<p>and Procedures document is updated to:</p> <ul style="list-style-type: none"> <li>• Incorporate the additional retained recruitment procedures and flowcharts, including the 'Re-Employment as RDS' Procedure;</li> <li>• Record the additional checks on National Insurance, Right to Work in the UK and DVLA details; and</li> <li>• Include links to other Policies, Procedures and Guidance Notes where applicable.</li> </ul> <p>Once updated the RDS policy and Procedures document will be formally approved and published on the Intranet to be available to all staff to follow.</p>
1.3	<p>The Authority have the following documents in place which define the criteria for recruiting retained officers within the Service and which are adhered to as part of the process:</p> <ul style="list-style-type: none"> <li>• Retained Duty System (RDS) Firefighter Job Description;</li> </ul>	Yes	No	<p>As part of the testing undertaken in 1.4 we identified that although a copy of the Retained Firefighters Job Description is held on the HR Personal Record File (PDF) system and signed off by Authority Officers, where applicable, the applicant had not signed any of them and the Personnel Specification is not held on the system. It was confirmed by the Assessment &amp; Selection Co-ordinator that although there are boxes on both the Job Description and Personnel</p>	Low	<p>The Head of Training and Development will ensure that the requirement for a Retained Firefighter applicant to sign off the Job Description and Personnel Specification documents is removed to stop any confusion to whether they need to be signed or not.</p>

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
	<ul style="list-style-type: none"> <li>• RDS Personnel Specification;</li> <li>• PERS68 / HR17012 Initial Assessment; and</li> <li>• PERS308 / HR17523 Retained Duty Cover Submission.</li> </ul>			<p>Specification forms for applicants to sign, the Authority no longer requests they do as they accept the sign off of the contract by the applicant instead.</p> <p>Testing of the documents and the findings are recorded in 1.4.</p>		
1.4	The Authority follow the processes recorded in the RDS Policy and Procedures document, the Whole-time RDS Policy and the Re-Employment as RDS Procedure when recruiting retained firefighters at the Authority Fire Stations.	Yes	No	<p>A list of Retained Firefighters for 2016/17 was provided from which it was identified that there had been 18 Retained Firefighters recruited of which it was identified:</p> <ul style="list-style-type: none"> <li>• Nine were new Retained Firefighters;</li> <li>• Six were Ex-Retained Firefighters; and</li> <li>• Three were Whole-time Retained Firefighters.</li> </ul> <p>A review of all 18 (100% sample) was undertaken to ensure, where applicable, the processes as per the relevant policy and procedure documents and the correct forms fully completed and appropriately signed off. The following issues were identified from the review:</p> <ul style="list-style-type: none"> <li>• For one applicant the FSO50a forms could not be located;</li> <li>• For three applicants only one character reference had been received;</li> <li>• For one applicant no character or employer references were received, no ED05a form was completed and they had not signed their Offer of Employment Letter (it was confirmed that this individual left after only three days working and therefore these documents were not chased);</li> <li>• For an additional four applicants the Offer of Employment Letter had either not been signed by them or not signed by both them and an Authority</li> </ul>	Medium	The Head of Training and Development will ensure that all required recruitment documents and checks are fully completed and performed prior to a Retained Firefighter starting at the Authority.
					Low	The Head of Training and Development will ensure that clarification on what recruitment documents are to be held by who and for how long is clearly documented. A review will be undertaken to ensure, where possible, all recruitment documents are held centrally in one location.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
				<p>representative; and</p> <ul style="list-style-type: none"> <li>For one individual there was no evidence that a DVLA check had been undertaken.</li> </ul> <p>In addition, through the testing it was noted that recruitment documents are held in various locations and some recruitment documents duplicated across the areas:</p> <ul style="list-style-type: none"> <li>As hard copies within the Training Centre;</li> <li>Electronically on the HR Personal Record File (PRF) system;</li> <li>As hard copy within the Diversity Department; and</li> <li>Electronically by Occupational Health.</li> </ul> <p>The issue with this is that there is no clear clarification on what documents should be held where and how long they should be retained for which could result in missing information or information held longer than required.</p>		
1.5	When a Retained Firefighter leaves the Authority they are requested to complete an Exit Interview Questionnaire to provide the reasons for leaving from which the Authority can identify ways to improve the work life balance of its staff.	Yes	No	<p>A document summarising data on Retained Firefighters who have left the Authority between 2013/14 and 2015/16 was provided and the current numbers for 2016/17 obtained from the Diversity Department. It was noted that the percentage who had completed and returned an Exit Interview Questionnaire over the last four years so far has been only 52%. This is quite a low percentage and the Authority should look at ways in which this can be increased.</p> <p>We however identified, when queried with the Diversity Department that if any Retained Firefighters leave to become Whole-time Firefighters, these are recorded as an RDS Leaver although you would not expect them to complete an Exit Interview</p>	Low	<p>The Head of Training and Development will review the Exit Interview Questionnaire process to identify ways in which the percentage of completed and returned questionnaires can be increased. This will provide the Authority with additional information as to why Retained Firefighters are leaving and allow ways in which to improve work life balance to be reviewed and necessary changes implemented.</p> <p>In addition, the way in which the performance indicator for RDS Leavers against the number of Exit Interview Questionnaires returned is calculated and reported will be reviewed and</p>

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Actions for management
				<p>Questionnaire as they have not officially left the Authority.</p> <p>In addition, we also confirmed that if a Retained Firefighter requests a one-to-one meeting with the Chief Fire Officer instead of completing an Exit Interview Questionnaire this is also not recorded. Therefore, the percentage of Exit Interview Questionnaires being completed is inaccurately stated on the summarised report.</p> <p>Furthermore, it was also noted that for 2014/15 the percentage on the report was calculated incorrectly and should be 77% instead of 74%.</p>		<p>updated. This is to record if an RDS Leaver has become a Whole-time Firefighter or has had a one-to-one meeting with the Chief Fire Officer as these will have an influence on the overall percentage calculated.</p>

# APPENDIX A: SCOPE

## Scope of the review

The internal audit assignment has been scoped to provide assurance on how Bedfordshire Fire and Rescue Authority manage the following risk:

Objective of the area under review	Risks relevant to the scope of the review	Risk source
The Authority has appropriate processes and controls in place to ensure that an adequate number of retained officers are employed throughout the Authority.	If we cannot recruit or retain adequate numbers of part time fire fighters, particularly in relation to day cover, then we will not be able to fully crew our fire appliances and thus have a detrimental impact on our service delivery due to the unavailability of our fire appliances.	Risk Register

## Areas for consideration:

A review of the processes in place to recruit for Retained Officers including a review of the efficiency of methods used and the recruitment checks undertaken:

### The following areas will be considered as part of the review:

- A recruitment strategy is in place detailing the process for identifying and recruiting retained officers, this includes ensuring there is diversity within the retained officers;
- Policies and procedures are in place detailing the recruitment process for retained officers;
- The criteria for recruiting retained officers is clearly defined and adhered with as part of the recruitment process;
- Pre-employment health checks / tests are completed prior to an offer being made;
- A training plan is in place to ensure that new recruits receive all required training to allow them to carry out their role as soon as possible after commencing employment; and
- A process to assess why reasons why retained officers leave the Authority is in place to identify trends.

### The following limitations apply to the scope of our work:

- The scope of the review was limited to those areas examined and reported upon in the areas for consideration in the context of the objective set out in this review.
- The scope of the review was to consider recruitment and retention of retained fire fighters and therefore has not provided assurance for this process across the organisation for all employment posts.
- It should not, therefore, be considered as a comprehensive review of all aspects of non-compliance that may exist now or in the future.
- Our work does not provide absolute assurance that material errors, loss or fraud do not exist.
- All testing has been undertaken on a sample basis.
- No assurance has been given as to whether appropriate staff have been recruited, and the emphasis of this review has been based on compliance with approved processes.



## FOR FURTHER INFORMATION CONTACT

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**For Publication**

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

**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 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.*

**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 first such report to the Human Resources Policy and Challenge Group for the year 2017/18.

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

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

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

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

2.3 There are no requests to extend the original completion date. All 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 2017 from earlier reports)**

**APPENDIX A**

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
TRDEV 3 15/16	<b>RSM</b> (Follow up) May 16: Final Report (15/16)  Follow up May 17: Final Report (16/17)	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 - Confirmed by follow-up audit
TRDEV 2 15/16	<b>RSM</b> Nov 15: Final Report (15/16)  Follow up May 16: Final Report (15/16)  Follow up May 17: Final Report (16/17)	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 - Confirmed by follow-up audit

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
29 June 2017  
Item No. 11**

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

**SUBJECT: OCCUPATIONAL ACCIDENTS YEAR END REPORT 2016/17**

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

Background Papers: None

Implications (tick ✓):

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

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

**PURPOSE:**

To provide Members with an update with regards to Service occupational accidents for the year ending period 1 April 2016 to 31 March 2017 inclusive.

**RECOMMENDATION:**

That Members consider and endorse the report.

1. Introduction

1.1 This paper provides Members with a summary of all Service occupational accidents for the period 1 April 2016 to 31 March 2017 inclusive, and recorded on RIVO Safeguard; the Service's accident recording software system<sup>1</sup>.

<sup>1</sup> A detailed breakdown of all Service occupational accidents for the period 1 April 2015 to 31 March 2016 and previous six reporting periods is provided in Appendix 1.

- 1.2 This paper provides a summary of the findings, including the identification of trends and a comparison with data from previous reporting periods following detailed analysis.
- 1.3 The information is broken down into a number of headings, each of these detailing Service Occupational Accidents and the performance of the Service in relation to previous reporting periods. The headings are detailed as follows:
- Total Number of accidents;
  - Total Number of days lost due to workplace accidents;
  - Total Accidents by type (main causation factors);
  - Accident Numbers by employee group; and,
  - Accidents by work activity.

2. Total Number of Accidents

2.1 In summary the total number of accidents reported for the following periods were:

- 2016/17 - 52
- 2015/16 - 84
- 2014/15 – 73

2.2 It is very pleasing to note that there has been a significant decrease in accident numbers compared to 2015/16, ending the upward trend in the number of accidents in the reporting periods since 2013/14. This is detailed in Chart 1 below. The total accident average for the previous 3 year reporting period was 75.

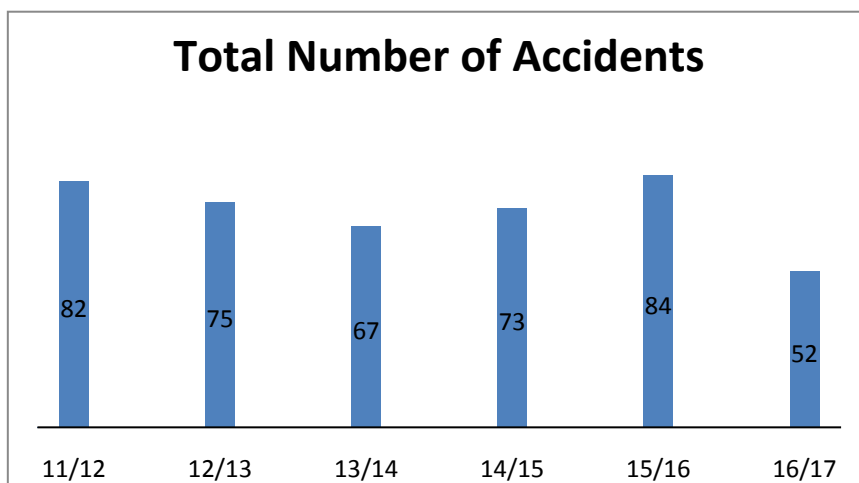


Chart 1: Total Number of Accidents



3. Total Number of Days Lost Due to Workplace Accidents

3.1 In summary the total number of days lost to workplace accidents reported for the following periods were:

- 2016/17 – 388 Days (52 Accidents)
- 2015/16 – 501 Days (84 Accidents)
- 2014/15 - 152 Days (73 Accidents)

3.2 As detailed previously, the number of accidents in 2016/17 has seen a significant decrease when compared to the previous year. The number of days lost to the Service due to workplace accidents in the same period has also decreased from 501 to 388. It should be noted that 316 of the 388 days lost to workplace accidents were the result of one accident that occurred in the previous reporting period 2015/16. The remaining 72 days lost were the accumulated result of 12 workplace accidents. Further detail is provided in Chart 2 below. The total days lost average for the previous 3 year reporting periods was 316.

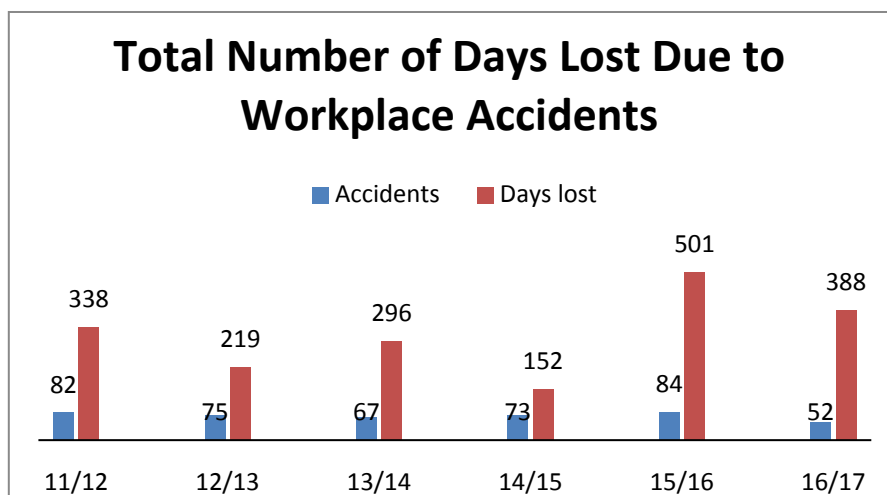


Chart 2: Total Number of Days Lost due to Workplace Accidents

4. Total Accidents by Type (Main Causation Factors)

4.1 In summary the Accident types and total number of days lost to workplace accidents reported in 2016/17 were:

Accident Type	Number of Injuries	Days Lost
Contact with an electrical discharge	1	0
Contact with moving machinery	1	4
Cut	4	0
Harmful substance exposure	1	1
Fire/heat	1	0
Fall from height	2	17
Hit by moving object	6	8
Hit stationary object	1	0
Manual handling	21	24
Musculoskeletal	6	319
Slip, trip, fall	3	15
Other	5	0
<b>Total</b>	<b>52</b>	<b>388</b>

4.2 Following analysis of the summary data for 2016/17 the breakdown is detailed below:

- There were 21 injury accidents associated with manual handling operations;
- These manual handling injuries accounted for 40% of all accidents but only 6% (24) of days lost;
- The number of musculoskeletal injuries was significantly reduced from 17 to 6 compared to 2015/16. Musculoskeletal injuries accounted for 82% (319) of total days lost in 2016/17. As detailed previously, 316 of the 319 days lost attributed to musculoskeletal injuries were the result of one accident that occurred in the previous reporting period 2015/16;
- There was an increase in the number of Manual Handling Injuries from 10 in 2015/16 to 21 in 2016/17;
- There was a significant decrease in the number of Slips, Trips and Falls from 15 in 2015/16 to 3 in 2016/17. These slip/trip/fall injuries accounted for 4% (15) of total days lost in 2016/17; and,
- Musculoskeletal, Manual Handling and Slips/Trips/Falls accounted for 58% of all accidents and 92% of all days lost in 2016/17.

4.3 The relative proportions for each accident type in 2016/17 by number of accidents, and days lost are detailed in Chart 3 (Accidents by Type) and Chart 4 (Days lost by Accident Type) below.

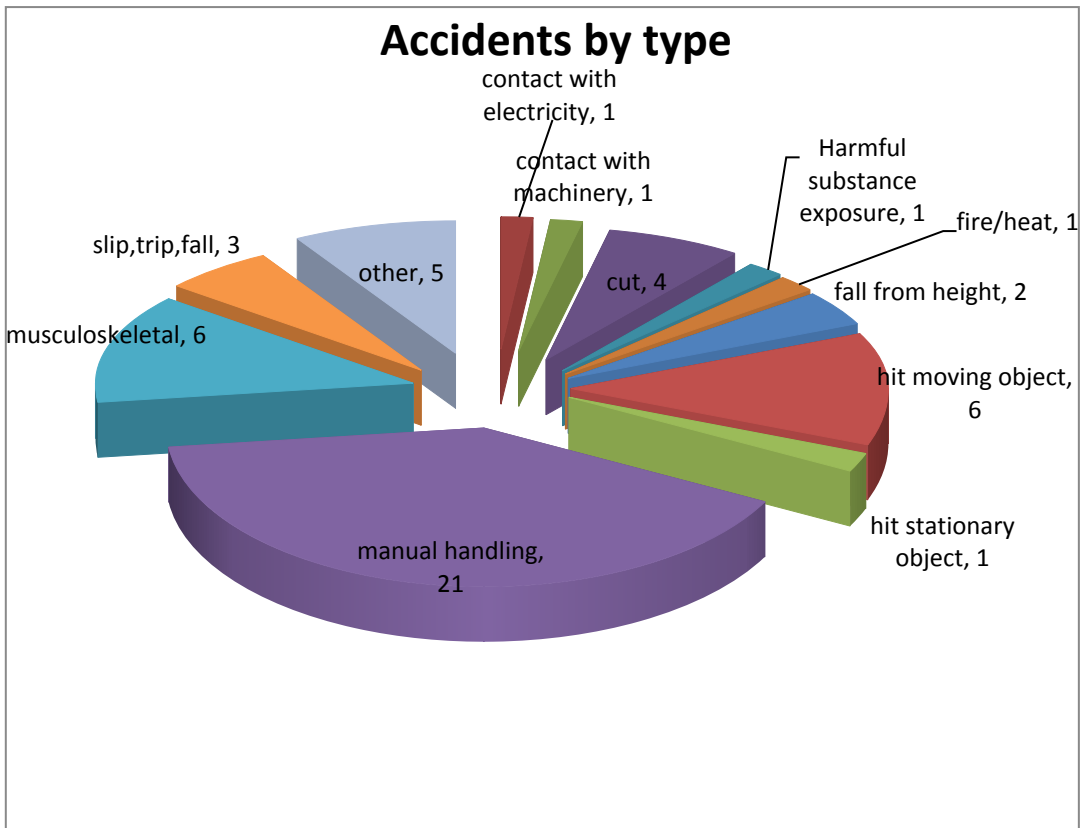


Chart 3: Accidents by Type

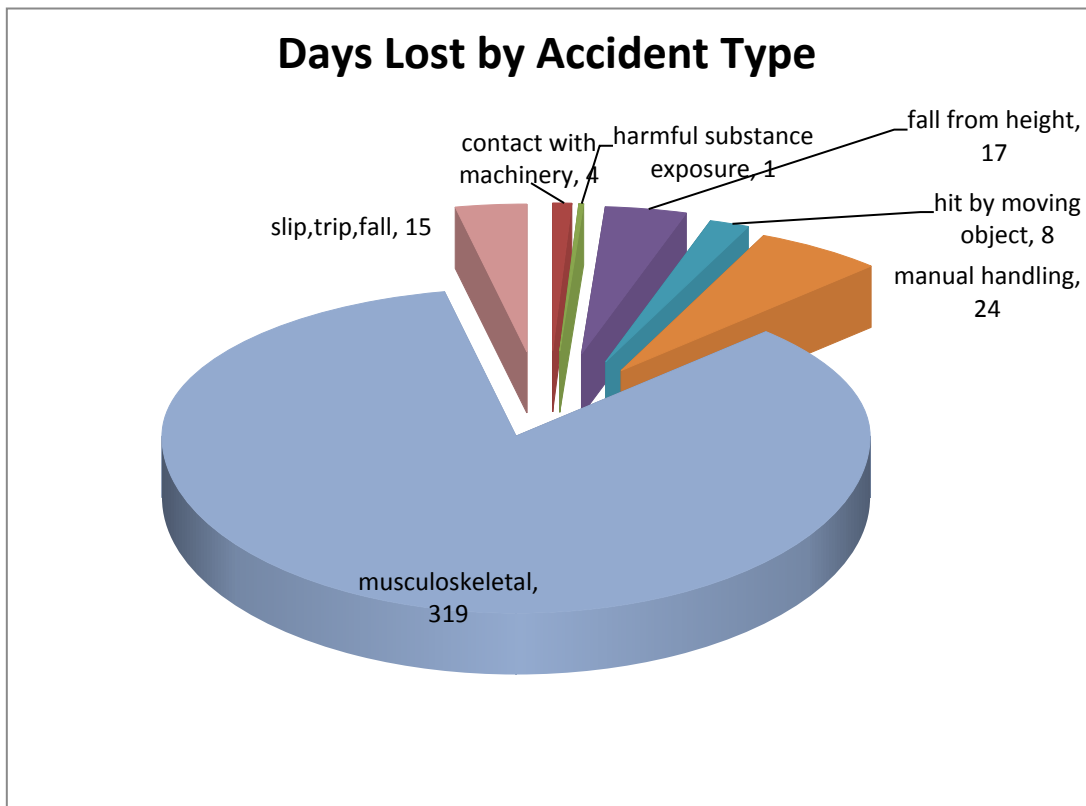


Chart 4: Days Lots by Accident Type

## 5. Accident Numbers by Employee Group

5.1 The data for Employee Groups, where accidents are reported as either: Wholetime, Retained, or Support Staff is shown in chart 5. For the period of 2016/17 there were:

- 41 (78.8%) accidents reported by Wholetime employees;
- 5 (9.6%) by Retained employees;
- 3 (5.8%) by Support Staff; and,
- 3 (5.8%) by Non employees.

5.2 Accident numbers reported by all employee groups have reduced in 2016/17 when compared to 2015/16 as follows:

- Wholetime employees reduced from 65 to 41;
- Retained employees reduced from 9 to 5; and
- Support Staff reduced from 8 to 3.

5.3 During 2016/17 the days lost due to injury for each Employee Group is broken down as follows:

- Wholetime employees accounted for 12.6% of days lost; reduced from 37% in 2015/16;
- Retained employees accounted for 86% of days lost; an increase from 63% in 2015/16; and,
- Support Staff had recorded 6 days lost which accounted for 1.6% of total days lost. In the previous reporting period Support Staff had accounted for 0.6% days lost.

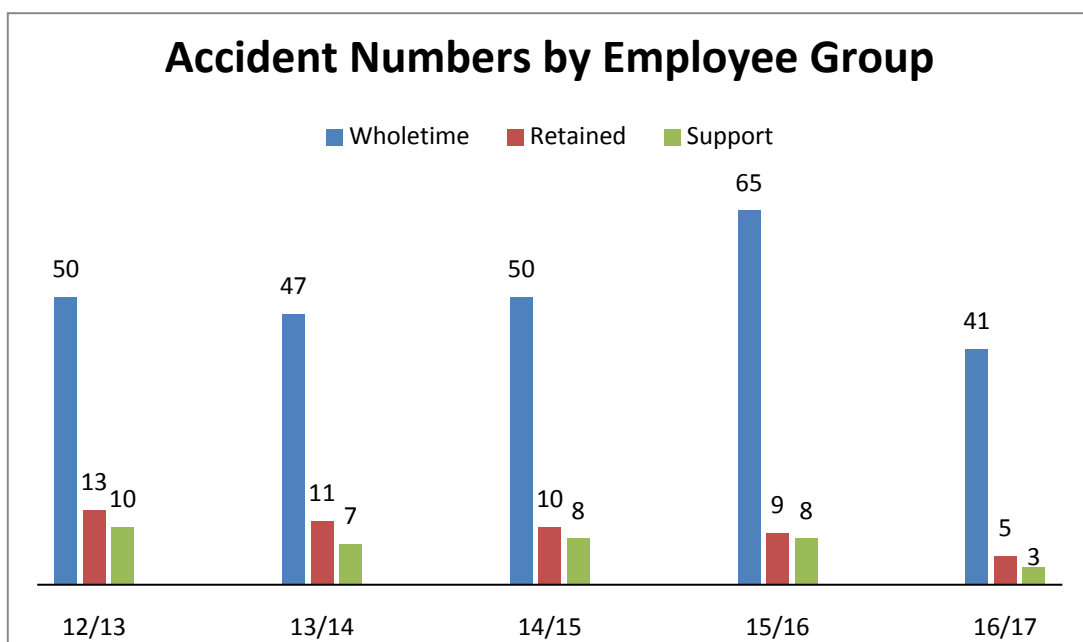


Chart 5: Accident Numbers by Employee Group

## 6. Accidents by Work Activity

6.1 Accidents during a work activity are all, including those to non-employees, reported as Routine, Training, or Operational as shown in Chart 6. For the period of 2016/17 there were:

- 12 (23%) accidents during routine activities;
- 25 (48%) accidents during training; and,
- 15 (29%) accidents during operational activities.

6.2 The time lost data resulting from workplace accidents by work activity are detailed below:

- Routine activities accounted for 1.5% of time lost. This has reduced from 18% in 2015/16;
- Training activities accounted for 16% of time lost, the same amount as in 2015/16. It should be noted that in 2016/17, most workplace accidents occurred during training activities; and
- Accidents during operational activities accounted for 82% of lost time, the bulk of which were attributed to an injury that occurred in the previous reporting period.

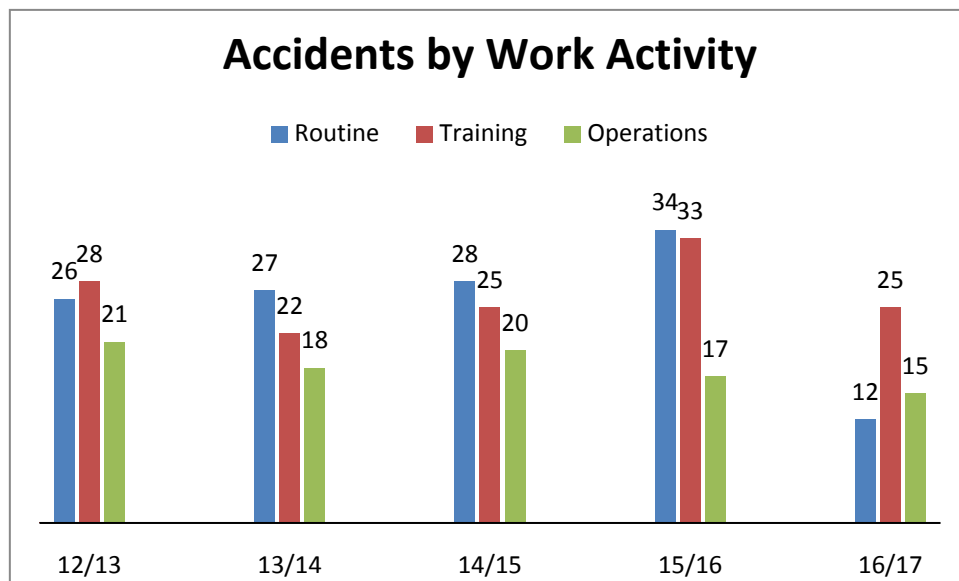


Chart 6: Accident Numbers by Work Activity

## 7. Conclusions

7.1 For 2016/17 the number of recorded accidents has significantly reduced with the amount of days lost also less when compared to the previous reporting period. In summary, the total of 52 accidents recorded in 2016/17 is 32% lower than the five year average for 2012 – 2017 which is 76.

- 7.2 The Health and Safety Support Team continue to closely scrutinise completed safety event investigations and any resulting recommendations/follow up actions. These actions are tracked to completion through the Health and Safety Steering Committee. It must be noted that any increase in days lost does not necessarily indicate an increase in the severity of the accident consequences.

Data shows that a significant proportion of the days lost to Service accidents were attributable to one event that occurred during 2015/16. This was a musculoskeletal injury that resulted in 316 days lost which accounted for 81% of total days lost in the reporting period.

- 7.3 The number of accidents caused by slips/trips/falls was significantly lower than previous years. The total of 3 slip/trip/fall injuries recorded in 2016/17 is 77% lower than the previous five year average for 2011 – 2016 which is 13.
- 7.4 Unfortunately, the number of injuries caused by manual handling operations has seen a significant increase. The 21 manual handling injuries recorded in 2016/17 is 91% higher than the previous five year average for 2011 – 2016 which is 11. Manual handling operations will continue to be monitored formally as part of the Service's active monitoring programme. The Service will continue to provide initial and refresher training for manual handling including a safety critical LearnPro module for operational personnel.
- 7.5 The number of accidents classified as musculoskeletal reduced significantly but accounted for 82% of the days lost. This high figure is almost solely attributed to the event detailed in Paragraph 7.2 above.
- 7.6 The numbers of accidents occurring in a controlled training environment has for the first time since 2012/13 increased in number and proportion, where in previous reporting periods more accidents occurred in the routine environment. That said the 25 training injuries recorded in 2016/17 is 24% lower than the 33 reported in 2015/16.

## 8. Implications

- 8.1 Corporate Risk – Known.
- 8.2 The Occupational Accidents Year End Report provides the Service with an overview of past performance for the preceding year and for previous reporting periods. This data enables the Service to identify trends in workplace accidents to identify further workplace precautions in order to prevent or reduce the likelihood and potential of reoccurrence.

- 8.3 Whilst the data presented within this report is reactive in nature and represents a year end summary, all workplace accidents are investigated at the time and influence prevention action immediately, where required, to raise awareness and reduce the likelihood for reoccurrence.

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

OCCUPATIONAL ACCIDENT DATA SHEET

MENU	Accident Summary			2010-2011			2011-2012			2012-2013			2013-2014			2014-2015			2015-2016			2016-2017			
	Show %	Hide %		Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	
Number of Accidents				134			82			75			67			73			84			52			
Calendar days lost sick				751			338			219			296			152			501			388			
Duty days lost sick				321			121			73			76			79			391			354			
No time lost Accidents				79	n/a	n/a	52	n/a	n/a	57	n/a	n/a	46	n/a	n/a	59	n/a	n/a	56	n/a	n/a	41	n/a	n/a	
28 days or more Accidents				7	360	106	4	178		2	77		2	103		2	62	31	2	675	313	2			316
Under 28 day Accidents				48	391	215	26	160	121	16	142	73	19	193	76	12	90	48	26	142	78	11	99	38	
RIDDOR reportable				39	683	296	16	290	101	5	138	30	8	171	37	4	104	49	8	453	365	4	370	344	
Investigations (not complete to date) of which are over 60 days																									
1-3 (Line Manager)				73	220	90	51	59	34	54	50	8	54	101	13	54	35	16	55	361	335	37	322	318	
4-7 (Station Manager)				49	524	228	29	279	87	21	169	65	11	174	63	18	117	63	28	139	55	14	66	36	
8-12 (Accident Investigator)				12	7	3	2						2	21		1			1	1	1	1			
Breathing apparatus set malfunction or wearer distress				10			2						1			2									
Contact with electricity or an electrical discharge				1																		1			
Contact with moving machinery																						1	4	2	
Cut on / by sharp object				7			7	14	7	5			7	11	2	6	21	5	1						
Drowned or asphyxiated																									
Exposed to an explosion				2																					
Exposed to fire or heat				8	13	6	7	5	3	6	18	4	3			4	3	1	4			1			
Exposed to, or in contact with, a harmful substance				9	20	8	2	2		4						8	2	1	8	6	2	1	1	1	
Fell from a height				7	62	31	1			3	22	6	2	23		1			2	1	1	2	17	17	
Hit by a moving vehicle																									
Hit by a moving, flying or falling object				8	3	2	5	41	22	7			6	13	3	4	17	17	8	17	5	6	8	4	
Hit something fixed or stationary				7	21	1	1	6	2	3			7			4			4	3	3	1			
Injured by an animal							1			1			1			1			4	1	1				
Injured while handling, lifting or carrying				17	88	40	16	21	6	14	24	7	7	29	7	8	6	6	10	14	5	21	24	9	
Musculoskeletal				35	245	109	18	170	61	12	61	18	21	155	32	18	69	41	17	341	326	6	319	317	
Other kind of accident				8	6	4	3			8	14	9	2	53	30	2			6	4	2	5			
Physically assaulted by a person																1									
RTC - Cycle																									
RTC - motorcycle																									
RTC - vehicle							2									2			5	7	7				
Slipped, tripped or fell on the same level				15	293	120	17	79	20	12	80	29	9	12	2	12	34	8	15	107	39	3	15	4	
Trapped by something collapsing													1												
Violent behaviour																									
Wholetime Uniformed				90	542	289	60	207	114	50	153	65	47	236	76	50	96	27	65	185	75	41	49	17	
Retained Uniformed				32	158		16	120		13	42		11	60		10	56	52	9	313	313	5	333	333	
Support Staff				9	51	32	5	11	7	10	24	8	7			8			8	3	3	3	6	4	
Non employees				3			1			2			2			5			2			3			
Wholetime Operational				15	81	43	9	13	8	14	45	12	14	101	26	18	58	15	13	18	6	14	3	3	
Wholetime Routine				19	141	75	21	52	27	12	28	17	16	30	7	13	5	2	25	88	39	7			
Wholetime Training				56	320	171	30	142	79	24	80	36	17	105	43	19	33	10	27	79	30	20	46	14	
Retained Operational				7	26		6	47		7	35		4	23		2	31	31	3	313	313	1	316	316	
Retained Routine				1						3	7		2	12		2	15	15				1			
Retained Training				24	132		10	73		3			5	25		6	10	6	6			3	17	17	
Support Staff Routine				8	51	32	5	11	7	10	24	8	7			8			8	3	3	3	6	4	
Support Staff Training				1																					
Non employees Routine				1						1			2			5			2			1			
Non employees Training				2			1			1												2			
Operational (sum of)				22	107	43	15	60	8	21	80	12	18	124	26	20	89	46	16	331	319	15	319	319	
Routine (sum of)				29	192	107	26	63	34	26	59	25	27	42	7	28	20	17	35	91	42	12	6	4	
Training (sum of)				83	452	171	41	215	79	28	80	36	22	130	43	25	43	16	33	79	30	25	63	31	



**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
29 June 2017  
Item No. 12**

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

**SUBJECT: CORPORATE RISK REGISTER**

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

Background Papers: None

Implications (tick ✓):

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

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

**PURPOSE:**

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

**RECOMMENDATION:**

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

1. Introduction

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

## 2. Current Revisions

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

2.2 Changes to individual risk ratings in the Corporate Risk Register:

- **CRR00032: If there is a serious vehicle collision involving a vehicle being driven by Service personnel for work purposes then there is the potential for serious injury or even death to our staff members, a negative reputational impact and the potential for legal action:** Following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has reduced from 3 to 2 with the Inherent Impact remaining the same resulting in the overall Inherent rating from 12 to 8. This risk is being managed by the head of department.

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:** Skills certification reporting is now in place through PDRPro for operational training courses that require formal requalification. This detail informs the firefighter and line management of the current status, which in turn improves planning course attendance and maintaining evidence of current competence. In April 2017 a peer review of our Safe Work at Height operational policy and procedures took place against a CFOA national toolkit. Bedfordshire is the first FRS to undertake this review process. Initial feedback is extremely positive which provides organisational assurance of our processes and a written report and subsequent action plan will follow.

**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>	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: <ul style="list-style-type: none"> <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> These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
<b>High</b>	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.
<b>Moderate</b>	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.
<b>Low</b>	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

#### Risk Strategy

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

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**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge  
Group  
29 June 2017  
Item No. 13**

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

**SUBJECT: REVIEW OF WORK PROGRAMME 2017/18**

For further information on this report contact: Karen Daniels  
Service Assurance Manager  
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Background Papers: None

Implications (tick ✓):

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

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

**PURPOSE:**

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

**RECOMMENDATION:**

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

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

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

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
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)	To be covered within the Absence Year End Report

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	Positive Action Report	Requested at HRPCG 21 March 2017

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>			



Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
20 March 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>• Approve Annual HR Performance Indicators and Targets for 2017/18</li> <li>• 2017/18 Corporate Health and Safety Objectives</li> <li>• Corporate Risk Register</li> <li>• Review of Work Programme 2017/18</li> </ul>			

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