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BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Human Resources Policy and Challenge Group.

Bedford Borough Councillors: C Atkins and J Mingay

Central Bedfordshire Councillors: P Downing

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

A meeting of **Human Resources Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Wednesday, 20 September 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 29 June 2017 (Pages 1 - 8)
6.	Human Resources Performance Monitoring Quarter One and Programmes to date.	ACO	*To consider a report (Pages 9 - 18)

Item	Subject	Lead	Purpose of Discussion
7.	Audit and Governance Action Plans Monitoring Report	ACO	*To consider a report (Pages 19 - 26)
8.	Annual Report of Provision of External Training	HSDS	*To consider a report (Pages 27 - 34)
9.	Health and Safety Annual Report	HOA	*To consider a report (Pages 35 - 58)
10.	Corporate Risk Register	HOA	*To consider a report (Pages 59 - 62)
11.	Work Programme 2017/18	Chair	*To consider a report (Pages 63 - 68)
Next Meeting			10.00 am on 11 January 2018 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

DECLARATIONS OF INTEREST

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

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

For Publication

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

MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 29 JUNE 2017

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

ACO Z Evans, SOC A Peckham, GC D Cook, Ms R Barker and Mr R Jones

17-18/HR/001 Apologies

An apology for absence was received from Councillor T Khan and Councillor R Saleem.

SOC G Jeffery and Ms D Clarke were not able to attend the meeting due to other commitments. Ms R Barker attending on Ms D Clarke's behalf.

17-18/HR/002 Election of Vice Chair 2017/18

Members requested that the election of Vice Chair for 2017/18 be postponed as two of the members of the Policy and Challenge Group were not present at the meeting.

Following a comment about the number of Members appointed to the Policy and Challenge Groups and the Audit and Standards Committee, the Chair of the Authority advised that she would consider this matter prior to the next meeting of the full Authority.

RESOLVED:

1. That the election of Vice-Chair for 2017/18 be postponed to the next meeting of the Policy and Challenge Group.
2. That Councillor Downing be elected Vice Chair of the Policy and Challenge Group for the period until a permanent Vice Chair is elected at the next meeting of the Policy and Challenge Group.

17-18/HR/003 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

16-17/HR/004 Communications

Councillor P Downing reported on the meeting of the National Joint Council that he had recently attended with the Chief Fire Officer. This was one of three regional meetings taking place throughout the country, which would inform the decisions around the 2017 pay award.

The expanding role of firefighters had been discussed, with the following five areas being highlighted: environmental challenges; youth and social engagement; inspection and enforcement; multi-agency emergency response and emergency medical response.

17-18/HR/005 Minutes

RESOLVED:

That the Minutes of the meeting held on 21 March 2017 be confirmed and signed as a true record.

17-18/HR/006 Terms of Reference

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

The Chair suggested that an additional point be added to the Terms of Reference "to approve the annual corporate health and safety objectives" which the Policy and Challenge Group did on an annual basis.

It was noted that, following the discussions earlier in the meeting, the Authority should review the membership of the Policy and Challenge Groups and the Audit and Standards Committee to ensure that a sufficient number of Members was appointed to each Group/Committee.

RESOLVED:

1. That the Fire and Rescue Authority be recommended to include "to approve the annual corporate health and safety objectives" to the Human Resources Policy and Challenge Group's terms of reference.
2. That the Fire and Rescue Authority be recommended to review the membership of the Policy and Challenge Groups and the Audit and Standards Committee to ensure that a sufficient number of Members is appointed to each Group/Committee.

17-18/HR/007 Human Resources Performance Monitoring Year End Report and Programmes to date

ACO Evans submitted the 2016/17 year-end report on the Human Resources programme, projects to date and performance against Human Resources performance indicators and associated targets.

The HR and Payroll System Project went live in February 2017. Integration between the old system and the new system was still ongoing and the final

budget status was pending completion of analysis. As such, the project was rated amber awaiting completion of this work.

ACO Evans introduced the end of year performance report. All of the equality indicators had met target, with the exception of EQ2 (recruitment of minority ethnic staff across the whole organisation), which had missed its target by 4%.

Members asked for the number of staff, as well as the percentage, to be included in the next performance report for that indicator.

Mr R Jones, the Service's Diversity Adviser, advised that, although the target had not been met, there was a significant amount of work around positive action being undertaken. He referred to a recent meeting with mosques in Luton that had been very successful and had resulted in a number of positive connections being made with the local community.

He added that the Service was working closely with the Police to learn lessons from their recent successful recruitment of Police officers from ethnic minority backgrounds and a new positive action plan, which would be submitted to Members upon its completion, was currently being developed. A positive action group focused on the forthcoming wholetime recruitment campaign had been constituted.

In relation to a comment on promoting careers in the fire service to young people in schools, the Diversity Adviser reported that information was being included in an educational career guide called Futures that particularly targeted young people from Asian and ethnic minority backgrounds and would be circulated during the first week of July.

Opportunities to develop literature to distribute during prevention visits and visits to Key Stage 2 pupils were also being explored.

ACO Evans added that the Home Office was currently considering supporting a project similar to "Ordinary People, Extraordinary Careers" that encouraged women and people from ethnic minority backgrounds to consider careers, such in the fire service.

Members commented on the diversity of the Service's Fire Cadets and that these young people should be encouraged to consider a career in the fire service.

In relation to HR1 (the percentage of working time lost due to sickness), this indicator had missed its target by 13% as the year-end target was 4.39% against a target of 3.9%. Long-term absence had been identified as the main challenge, with 28 employees having an absence of 21 or more days, mainly as a result of musculoskeletal or mental health issues. During the period, 51 employees had been given an informal warning for their attendance levels, with 8 given a formal warning. The sickness absence rate continued to be monitored and it was hoped that the performance against this target would

improve in the next reporting year. The presentation later on the agenda will provide more detail on the position.

In response to a question, Ms R Barker, Senior HR Adviser, reported that the Service employed circa 630 individuals and explained that the process set out in the absence management policy was that an informal warning and a monitoring period was followed by two formal warnings before a final disciplinary meeting was held.

A Member requested the number of employees who had been given an informal written warning for attendance levels in 2015/16 for comparative purposes.

ACO Evans reminded Members that, as part of the target-setting process for 2017/18, the target for HR1 had been increased to 4.3% in line with the Chartered Institute of Professional Development (CIPD) average.

ACO Evans drew Members' attention to the excellent performance against HR3a (percentage of returned appraisal documents to HR within 3 months of reporting year (end September) Support staff & Station Managers and above) and HR3b (percentage of returned appraisal documents to HR within 3 months of reporting year (end September) firefighters/ Crew & Watch Managers), which had achieved 91% and 100% in Quarter 4 respectively.

SOC A Peckham reported on the training indicators. All had met target with the exception of 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) and T8b (percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months).

T5 had been red in Quarter 3 of 2016/17 and had improved by 7% to reach amber levels for year end. The target was for 60% of staff at each station and in each Watch to have the relevant training and performance was subject to fluctuations caused by one or two individuals. Two RDS stations and two Watches were currently not achieving 60%. Further training would continue to be targeted to pursue improvement against this indicator.

Performance against T8b was in line with the five-year average of 90% and 92% was a very stretching target. There was a small number of RDS staff affecting the performance against this target and these individuals would be identified and supported.

Overall, in comparison to the five-year average, significant improvements in performance had been made, including increases of 17% on T3 (percentage of station based operational staff that have attended Water First Responder course within the last three years) and T8c (percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months). PDRPro was recognised as a major improvement to the management control of training records.

In response to a question about the compartment fire behaviour course, SOC A Peckham explained that this consisted of a series of training activities based at London Luton Airport that provided a fire experience in a controlled environment. This allowed firefighters to experience how fires developed and could be controlled, and also how human behaviour could influence fire. This experience allowed firefighters to react appropriately when they attended operational incidents.

The view was expressed that members of the public would find it reassuring that this type of training was regularly undertaken, given the recent incident at Grenfell Tower.

SOC A Peckham reassured the Policy and Challenge Group that after any serious incident the Service sought to learn practical and technical lessons from the investigation reports.

GC D Cook reported on the health and safety indicators. H1 (number of serious accidents per 1000 employees) and H2 (number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees)) had exceeded their targets, whilst H3 (number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent employees) had missed target due to one case of long-term sickness. The individual concerned had now returned to work and with the periods lost from the incident removed, the indicator would have achieved its target.

As a result of this, ACO Evans advised that the Policy and Challenge Group had agreed that the indicator should report on actual time lost and not the 24 hour equivalent, which would provide more accurate information.

RESOLVED:

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

17-18/HR/008 New Internal Audit Reports Completed to date

ACO Evans introduced the audit of Retained Recruitment. This had received an audit opinion of reasonable assurance with one medium and five low priority actions identified. The medium priority action had already been completed and all the low priority actions were either completed or in progress.

In response to a comment, ACO Evans confirmed that the Service, in collaboration with Cambridgeshire, had adopted an electronic application procedure that would allow applicants to make and monitor their applications online.

RESOLVED:

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

17-18/HR/009 Audit and Governance Action Plans Monitoring Report

ACO Evans introduced the report on progress made to date against current action plans arising from internal and external audit reports. No extensions had been requested and both actions in the current monitoring report had been completed and confirmed by follow-up audit.

The actions arising from the audit of Retained Recruitment would be included in the report to the next meeting.

RESOLVED:

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

17-18/HR/010 Absence Year End Report

Ms R Barker, Senior HR Adviser, gave a presentation on Employee Absence Year End 2016/17. Against the target of 3.9% of working time lost to sickness, the Service absence rate had been 4.42% at year-end. This was below the CIPD average for public sector.

The main causes of absence for the year were gastrointestinal (21.8%), coughs, colds and flu (19.2%) and musculoskeletal (17.2%). These were the same three groups as the previous year, just in a different order. The top three reasons given for working days lost were musculoskeletal (42.3%), injury/fractures (14%) and mental health (8.9%). There had been a marked decrease in the percentage of working days lost due to mental health from 14% in 2015/16 to 8.9% in 2016/17. This was against the national trend of an increase in working days lost due to mental health.

This could be attributed to a greater awareness of mental health throughout the Service, with a mental health awareness roadshow and training based on MIND guidance run during the year. This had resulted in more employees accessing information through the Employee Assistance Programme.

The Service provided a high level of support to its employees. It employed an in-house Occupational Health Practitioner, a full-time Fitness Adviser and access to a contracted Medical advisor. Employees also had access to a wide range of services in addition to the Employee Assistance Programme.

The Fitness Adviser also provided nutrition advice and information.

The Senior HR Adviser also reported on the critical incident support provided by the Service. The provision of this support had recently been reviewed in light of the additional responsibilities undertaken by firefighters, such as co-responding.

The Service had adopted a Trauma Risk Management (TRiM) process and the Occupational Health Practitioner had received additional training to take on the role of TRiM Co-ordinator. There were 10 employees throughout the Service that were trained as TRiM practitioners and were able to carry out TRiM assessments. The assessments were undertaken between 3-14 days following the incident and would enable the relevant signposting to occur and follow-up support to be provided. Individuals could self-refer to TRiM or be referred by others.

Ms R Barker reported that actions planned for 2016/17 to reduce employee absence included ongoing mental health awareness promotion, continuing support of the workforce and ongoing training and HR support. The Sickness and Attendance Management Procedure would be reviewed and a Service-wide stress survey would be undertaken during the year. This would enable the Service to compare current stress levels to those recorded in previous years.

The view was expressed that, given the percentage of days lost as a result of coughs, colds and flu, the Service could consider reimbursing employees for costs incurred for those who wished to obtain flu jabs privately.

RESOLVED:

That the presentation be noted.

17-18/HR/011 Occupational Accidents Year End Report

GC D Cook presented a report on Service occupational accidents from 1 April 2016- 31 March 2017. There had been a total of 52 accidents in the year, which was a significant reduction from the 84 accidents that were recorded in 2015/16. It was also 32% below the five year average.

The number of days lost to workplace accidents reported during 2016/17 had also reduced to 388 from 501 days in 2015/16. Retained employees had accounted for 86% of the days lost and 316 of the days were attributed to the one accident referred to earlier in the meeting.

There had been an increase in manual handling injuries from 10 in 2015/16 to 21 in 2016/17. Some of this increase was attributable to "Method of Entry" training that had been conducted during the year.

GC D Cook reported that the Health and Safety Support Team closely scrutinised completed safety event investigations and the Health and Safety Steering Committee tracked any recommendations or actions arising to ensure their completion.

RESOLVED:

That the report be endorsed.

17-18/HR/012 Corporate Risk Register

GC D Cook presented his report on the Corporate Risk Register. There had been one change and one update to risks within the Corporate Risk Register relating to Human Resources.

The risk rating for CRR32 (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) had been reduced as the inherent likelihood had reduced from 3 to 2 as a result of the control measures and training that had been put in place.

CRR25 (if operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to:- Incident Command- Use of Breathing Apparatus – Compartment Fire Behaviour – Water related Incidents – High-Rise Incidents – Work at Height- then there is the potential to cause significant injury or even deaths to our staff) had been updated as skills certification reporting was now in place through PDRPro for operational training courses. In April 2017, the Service had been subject to a peer review of the Safe Work at Height operational policy and procedures against the CFOA national toolkit. Initial feedback had been positive and the Service was awaiting the final peer review report. A number of areas of notable practice had been identified that would be cascaded to other Fire and Rescue Services.

RESOLVED:

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

16-17/HR/013 Work Programme 2017/18

Members received the Work Programme for 2017/18.

It was noted that a report on positive action would be submitted to the Policy and Challenge Group's next meeting, as requested by Members. The Annual Report on the Provision of External Training and the Public Sector Equality Scheme Review would also be considered at that meeting.

An election for the Vice Chair for 2017/18 would also be held at that meeting.

RESOLVED:

That the Work programme be agreed.

The meeting finished at 11.40am

For Publication

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

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

SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER ONE (APRIL 2017 TO JUNE 2017)

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

Background Papers:

Previous Human Resources Quarterly Programme and Performance Summary Reports.

Implications (tick✓):

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

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

PURPOSE:

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

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

RECOMMENDATION:

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

1. Programmes and Projects

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
 - The existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
 - 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 19 October 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 status of the HR & Payroll project remains Amber due to the previous project costs over-run (this cannot be ameliorated), and some browser mode

compatibility issues affecting the new Workbench sickness absence application (which is under investigation).

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 One 2017/18 which covers the period April 2017 to June 2017. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2017/18 planning cycle.

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

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

4. Summary and Exception Reports Q4 - Year End 2016/17

All performance indicators achieved their target, except for:

4.1 EQ1a Percentage of new entrants to the retained duty system to be women.
The only RDS recruits course was in July (Q2) which had 1 female on it. There is another RDS recruit's course planned for October (Q3) and so far there are 4 females being processed through the system.
A number of Positive action events for RDS staff are to be delivered this year.

4.2 EQ1b Percentage of new entrants to the whole time operational duty system to be women
The whole time intake were transfers and from the holding list which only included one female. Positive action events have been programmed to help increase the intake.

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

During this quarter there were six support vacancies. 5 BAME people applied for one of those jobs but none of them made it to the interview stage.

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

For Q1 this is reported at 96%, which is 2% from target and represents 14 personnel. Of these 13 are nominated for forthcoming courses and the remaining individual has been acknowledged through Operational Delivery Team (ODT) reporting.

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

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 level at Q1 is at 91%, which is 7% from target. This is the same level of performance reported for year end 2016/17 and represents 3 stations and/or watches that require just one or more qualified personnel. An additional initial course is programmed for October 2017 to assist with achieving target at every station/watch.

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

For Q1 this is reported at 95%, which is 3% off target and represents 13 personnel. Of these 6 have been nominated for future courses and the remaining 7 have been acknowledged through ODT reporting. Course places have been available (in June 2017) for nomination to maintain this PI, and further course places are available for forthcoming courses.

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

For Q1 this is reported at 90%, which is a further 1% improvement on the 2016/17 year end figure, is now 2% off target and aligns with the 5 year average. Whilst the improvement is small, it should be noted that there is a high level of performance being recorded by On Call (Retained Duty System) personnel. Recent publication of new operational documents has added additional learning and assessment requirements. The relevant Borough Commanders and Station Commanders are provided with frequent updates through ODT and have access to reporting tools within PDRPro. Continual support is in place for individuals and managers to ensure improvement is maintained.

ZOE EVANS

ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
<p>Business Systems Improvement</p> <p>HR/Payroll System and Services</p>	<p>Implement a new HR/Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service.</p> <p>The HR/Payroll system will integrate with the MIS Personnel module to ensure the MIS components continue to function correctly.</p>	<p>Amber</p>	<p>22 August 2017: HR & Payroll System</p> <p>The status of the project remains Amber due to the previous project costs over-run. This cannot be ameliorated.</p> <p>Stage 1 of the HR and Payroll Project is coming closer to completion; the workbench sickness app has been launched but is currently experiencing some technical issues. These are being worked on. Though there are still a good number of post implementation mop-up tasks to complete, only 6 are high priority. Developer testing for the synchronisation process is underway, which when completed in September will allow Grey Book holidays to be launched in iTrent. Synchronisation for Maternity/Paternity/Adoption and other special leave will follow. Entitlements are being monitored and checked to ensure the system is functioning as expected, and any anomalies corrected.</p> <p>Staff losses are a cause for concern, as the Payroll Manager moves from her full time post to a part-time Payroll Project Management role in early September, the Systems Integration & Reporting person leaves the Service on 25 August, and the HR Adviser leaves the Service on 21 September. Recruitment is underway to replace the latter two posts, and both these members of staff are busy documenting the workflow, batch and reporting processes that they have developed, to ensure business continuity.</p>

Project Description	Aim	Performance Status	Comments
<p>Business Systems Improvement</p> <p>HR/Payroll System and Services</p>	<p>Sickness absence process automation for Grey Book staff through synchronisation between MIS, Workbench and the HR/Payroll system</p>	<p>Amber</p>	<p>22 August 2017: HR & Payroll System, cont....</p> <p>The Payroll team have also been documenting the iTrent procedures since the July pay run and now feel much more confident in processing payrolls. There is also a requirement to complete documentation for Workbench, particularly any dependencies in the software on the MIS database (so that these can be amended for the replacement rota system); this will be addressed shortly.</p> <p>The retirement planning report for FPS members is being combined with the workforce planning chart, and this will shortly be handed over for use in business as usual.</p> <p>It is still expected that Stage 1 of the project can be formally signed off as complete at the end of September / early October.</p>

Measure				2017/18 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Human Resources

EQ1a	Percentage of new entrants to the retained duty system to be women.	Higher is Better	6.6%	4.55%	0.00%	0.00%	6.6%	Red	Missed target
EQ1b	Percentage of new entrants to the whole time operational duty system to be women	Higher is Better	6%	0.00%	0.00%	5.56%	6%	Amber	Missed target
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	10.87%	0.00%	8.00%	14%	Red	Missed target
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.28%	3.94%	3.59%	4.3%	Green	17% better than target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.54%	1.33%	1.19%	For Info Only		

Health and Safety

H1	Number of serious accidents (over 28 days) per 1000 employees	Lower is Better	3.78	0.75	0.00	0.00	0.95	Green	Better than target
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees)	Lower is Better	384.8	109.31	45.03	2.32	96.2	Green	Better than target
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees	Lower is Better	781.8	274.39	1006.78	0.00	195.45	Green	Better than target

Measure				2017/18 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Staff Development

T1	Percentage of station based operational staff that have attended an assessed BA course within the last Three years	Higher is Better	98%	93%	98%	99%	98%	Green	1% better than target
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Higher is Better	98%	98%	100%	99%	98%	Green	1% better than target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	88%	98%	96%	98%	Amber	Missed target by 2%
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%	95%	98%	91%	98%	Amber	Missed target by 7%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 - QUARTER 1

APPENDIX B

Measure				2017/18 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Staff Development (cont.)									
T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Higher is Better	98%	60%	97%	95%	98%	Amber	Missed target by 3%
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	99%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	Higher is Better	92%	94%	94%	95%	92%	Green	3% better than target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	Higher is Better	92%	88%	90%	90%	92%	Amber	Missed target by 2%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 - QUARTER 1

APPENDIX B

Measure				2017/18 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Staff Development (Cont.)									
T8c	Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.	Higher is Better	92%	84%	88%	92%	92%	Green	Met 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%	93%	92%	92%	92%	Green	Met target

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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
20 September 2017
Item No. 7**

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 second 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 two requests to extend the original completion date. All High and Medium actions which are completed are subject to a follow-up audit.

3. Monitoring Report of Actions Arising from the Authority's Annual Governance Statement
- 3.1 The monitoring report covers the actions within the 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')
GOV 5 (16/17)	RSM May 17: Final Report (16/17)	Governance Transparency & Decision Making Head of Human Resources	Low	New The Authority will update its website to include all staff who are in the top three levels of the organisation regardless of the salaries they may earn.	The action is on the HR workplan but owing to resource and capacity issues in HR has not yet been completed. It will be completed within this years team plan 17/18 e.g. no later than March 2018 Request to extend the completion date to 31 March 2018	Original Jul 17	In Progress
GOV 6 (16/17)	RSM May 17: Final Report (16/17)	Governance Transparency & Decision Making Head of Human Resources	Low	New The Authority will publish the following in relation to senior salaries: <ul style="list-style-type: none"> a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000. 	This action was planned to be completed by July 2017 but resource and capacity issues have prevented this. It is still planned to complete during 17/18 Request to extend the completion date to 31 March 2018	Original Jul 17	In Progress
RetRec 1.1 (16/17)	RSM Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Low	New 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.	The Service's 'People Strategy' is presented to Fire Authority members and is recorded as item 3 within the Terms of Reference for the HR Policy and Challenge meetings. A National Fire Chiefs Council (NFCC) workstream is developing a People Strategy that will be incorporated into the Service version.	Original Mar 18	In Progress

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

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
RetRec 1.2 (16/17)	RSM Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Low	<p>New The Head of Training and Development in conjunction with the Assessment & Selection Co-ordinator will ensure that the Retained Duty System (RDS) Policy and Procedures document is updated to:</p> <ul style="list-style-type: none"> • Incorporate the additional retained recruitment procedures and flowcharts, including the 'Re-Employment as RDS' Procedure; • Record the additional checks on National Insurance, Right to Work in the UK and DVLA details; and • Include links to other Policies, Procedures and Guidance Notes where applicable. <p>Once updated the RDS policy and Procedures document will be formally approved and published on the Intranet to be available to all staff to follow.</p>	The Policy V10 17 02 'on-call recruitment policy and procedure' has been reviewed, updated and presented for consultation in June 2017. The policy incorporates all elements raised within the audit process.	Original Sep 17	In Progress
RetRec 1.3 (16/17)	RSM Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Low	<p>New 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>	This process has now been review and revised by HRSM and ASC. HOps has signed off the JD & Person Specification as functional lead. Action is now completed.	Original Sep 17	Completed – No follow up audit required

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

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
RetRec 1.4 (16/17)	RSM Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Medium	New The Head of Training and Development will ensure that all required recruitment documents and checks are fully completed and performed prior to a Retained Firefighter starting at the Authority.	It is HR policy not to start anyone without the necessary clearances having taken place. Specific and essential documents are required prior to progression for training. Timescales for RDS recruitment have been extremely tight and there has not been time to process all clearances before the individual is required to start the course. In these cases, their continuous employment is always subject to all clearances being obtained. This is stipulated in the paperwork supplied. Of those applications sampled, all have been reviewed to ensure they meet requirements. The sample included personnel that may have not completed their application process and/or been returning to RDS duties. 12.07.17 - confirmation that a check process exists for each application to monitor recruitment documents. Any employment offer prior to full document receipt will be subject to individual case scrutiny, organisational need and provisional pending final outcome assessment.	Original Jun 17	Completed – To be confirmed by follow-up audit

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

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')
RetRec 1.5 (16/17)	RSM Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Low	New 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.	The requirements for retention of documents has been reviewed and incorporated into revised Policy. Key employment documents will be held by HR for PRF inclusion (unchanged position). Recruitment Team will hold selection and recruitment result details for 12 months, subject to probation period completion.	Original Sep 17	Completed – No follow up audit required
RetRec 1.6 (16/17)	RSM Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Low	New 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. Exit Interview Questionnaires returned is calculated and reported will be reviewed and 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	A review of documentation has taken place involving HR and Training and Development with agreement reached on what will be held, for how long and by whom. HR retain a check list of application detail, with detail maintained electronically on Personal Record Files. This action has been completed.	Original Sep 17	Completed – No follow up audit required

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For Publication

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

REPORT AUTHOR: HEAD OF TRAINING AND DEVELOPMENT

SUBJECT: ANNUAL REPORT ON PROVISION OF EXTERNAL TRAINING

For further information on this Report contact: Strategic Operational Commander Chris Ball
Head of Service Delivery Support
Tel No: 01234 845089

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 overview on the external training provision within the Service.

RECOMMENDATION

That Members' consider the report and raise any specific questions that may arise.

1. Summary

- 1.1 This Service is committed to the development and appropriate training of its entire staff. In order to support this, a range of externally provided courses and seminars are requested, identified and procured each year. The requirement for training is supported by a Training and Development Forum and access to training is monitored. External training has seen a managed budget reduction of 50% in five years; however this report demonstrates how

effective collaboration and robust procurement practices have ensured that this Service continues to have highly skilled, professionally competent staff.

2 Introduction

- 2.1 Each year Head of Training and Development (HTD) produces a report to the HR Policy and Challenge Group detailing the provision of externally sourced training and the breakdown of associated costs; this report details the training costs for 2016/17. The report provides an overview of the training arrangements in terms of cost, the range of courses and suppliers as well as a comparison with the previous training years.

3 Use of External Training Providers

- 3.1 The Training and Development Manager (TDM) is responsible for sourcing appropriate external training to meet the organisational requirements. To ensure that this is achieved effectively, the Service has a Training and Development Forum that meets periodically to review training needs. It includes standing members from all functional areas of the Service.
- 3.2 The Service utilises external training providers for a wide range of training and development requirements. The extent of training and proportionate spend upon particular areas varies significantly from year to year and is dependent upon training needs within that year (e.g. number of staff recruited/promoted into new roles, new operational requirements, changes to legislation and guidance etc.).
- 3.3 Scrutiny is continually applied by TDM and reported through functional meetings and budget monitoring processes. The following information relates to training during the year 2016/17 and is provided for illustrative purposes. The cost shown includes both fees to the training provider and accommodation costs associated with the training. Where possible such training is undertaken at Service venues in order to minimise costs.

4. Budget

- 4.1 Significant reductions to external training budgets have been applied over a number of years. The budget for 2016/17 was £219,300 (before earmark reserves of £30,000 were applied). This compares with 2010/11 of £414,500, demonstrating a managed five year reduction of almost 50%.
- 4.2 Despite these challenging reductions to budget, this Service continues to fully support the training and development of all staff, and recognises the value of having highly skilled, professionally competent personnel within all areas of the Service. A review of training provision was undertaken in 2015 that recognised this and provided support to managers in identifying training and development requirements.

5. Spend by Training Category

- 5.1 Fluctuations in costs do occur due to the reasons mentioned in para 3.2. Also to be considered is the fluctuation in retirements, leavers for various reasons and the subsequent spike in promotions due to these issues. This then creates an increase in newly promoted personnel on development programmes which in turn requires an increase in various development training.
- 5.2 2016/17 included additional budget to support the development of non-operational staff. An example is shown within 'Post specific learning' in the table below, which includes two courses supporting the delivery of training, two e-tendering and contract management courses and one level 3 education and training course. This also includes support toward developing our operational Rescue From Height capability at Dunstable Fire Station which is now available.

	2014/15	2015/16	2016/17
Training Type	£	£	£
Leadership & Management	34,522	27,588	32,999
Post specific development	28,528	49,520	35,984
Incident Command	14,505	29,392	54,054
Driver Training	4,234	3,263	4,090
Specialist Operational Trainer	55,221	64,715	30,556
Trauma Care/First Aid	23,330	30,005	23,330
Specialist Operational	2,925	14,855	40,323
Legislative Fire Safety	21,990	13,265	11,620
CPD Seminars/Conferences	7,877	4,826	3,024
RTC vehicle provision	22,025	10,818	9,820
Community Safety	6,519	5,311	2,760
Diversity	6,342	6,253	6,000
User Groups/Meetings/Memberships	2,410	6,324	1,320
Miscellaneous	2,606	2,877	2,555
Total	233,034	269,012	218,114

6. Spend by Training Provider

- 6.1 Over fifty different external training providers are regularly used. A number of providers were used extensively (such as Fire Service College) and details are provided below of the highest individual spends. The costs include associated accommodation charges (which can be significant) where these have had to be included in order to support candidate attendance.

6.2 Savings have been made by reviewing how and where courses are delivered. Whilst some of the training requirements are complex and require specific specialist providers, others may be achievable through the development of local delivery methods, alternative suppliers and collaborative opportunities.

		2014/15	2015/16	2016/17
Training Provider	Training Type	£	£	£
Fire Service College	Various - See Table below	63,097	83,077	97,864
LIVES	Trauma Care/First Aid	23,330	29,845	23,330
London Luton Airport	Specialist Operational	20,400	27,600	16,881
Bedford College	IT, Pre retirement & various other specific courses	26,352	26,442	15,901
The Outreach Organisation	Specialist Operational Trainer	19,805	15,320	19,247
Experience the Country	4x4 driver training	5,250	9,375	7,125
J & K Recovery	RTC vehicle provision	240	0	0
Cotton End Car Salvage	RTC vehicle provision	9,600	10,800	9,820
MK Driver training	Driver Training	2,970	1,958	11,725
CFOA	Conferences	1,613	3,605	2,500
CFOA	Executive Leadership	0	10,000	10,000
Millbrook Proving Facility	Driver Training	1,666	3,904	3,565
Essex FRS	Fire Investigation	0	2,966	0
Lee Valley	Water Rescue	2,500	920	6,325
Tactical Hazmat Ltd	Specialist Operational	4,245	0	1,250
Talent Ridge	Leadership & Management	9,993	3,787	3,000
Govnet	CPD Seminars/Conferences	3,522	985	1,168
Heightec Group	Specialist Operational Trainer	6,028	4,863	1,925
St. John Ambulance	Trauma Care/First Aid	3,233	160	0
Grand Total		203,844	235,607	231,626

6.3 The table above shows all significant providers of training for clarity and comparison. Some of these providers support the delivery of operational training which is managed outside of the external training budget. These include LIVES trauma care training, London Luton Airport, Experience the Country, MK Driver training, J&K, Cotton End cars and Millbrook Proving Facility.

7. The Fire Service College

- 7.1 In 2016/17 this Service undertook a wholetime firefighter selection and recruitment process. Nineteen trainees undertook a foundation course at the Fire Service College. This was the first new intake for six years; since running a foundation course in partnership with Hertfordshire FRS in 2010.
- 7.2 Recruit foundation training is not managed within the external training budget – it has its own cost code to report against - and is shown here for clarity.
- 7.3 Increased costs can be seen against Incident Command due to increased requirement for new commanders to undertake residential Incident Command Courses (as detailed in point 3.2). Whilst requirement for Operational Trainer courses were less within 2016/17, it is anticipated this will increase again in 2017/18 due to staff changes within Training and Development Centre.

	2014/15	2015/16	2016/17
Training Type	£	£	£
Specialist Operational	0	10,065	13,325
Legislative Fire Safety	19,863	11,340	10,420
Incident Command	14,505	32,796	54,054
Specialist Operational Trainer	28,729	28,755	19,600
Community Safety	0	0	0
CPD Seminar/Conference/ Misc	0	121	465
Total	63,097	83,077	97,864
Recruit Foundation Training	0	0	141,750
Grand Total	63,097	83,077	239,614

8. Selection of Training Providers

- 8.1 The Service looks to achieve best value in the procurement of external training provision and will always seek to ensure that the most cost effective and efficient solution is achieved and that a range of providers are considered when buying in training whilst ensuring that the level of training meets the individual and organisational need. This includes consideration of all additional costs associated with training such as accommodation, travel and expenses payments.
- 8.2 Where available, the Service will use framework agreements to ensure compliance with procurement regulatory requirements. Some training and development opportunities are only available from singular or limited suppliers and where this occurs appropriate action is taken to mitigate any risk.
- 8.3 Whilst consideration is always given to ensuring the most suitable training provider is identified for our range of prevention, protection and operational

response requirements, and in particular Incident Command, the specialist nature of some of these activities relies on our use of the Fire Service College as a significant sector-specific provider.

- 8.4 In other more practical specialist operational roles, opportunities for achieving economies of scale and efficiencies through collaboration with other Fire and Rescue Services (FRSs) in the region are routinely explored and over past years a greater emphasis has been made in utilising their skills and training resources. Examples include:

Animal Rescue Levels 1 & 2	Oxfordshire/Northamptonshire
Animal Rescue Level 3	Hampshire
LGV Driver Training	Hertfordshire
BTEC Management Training	East Sussex/Oxfordshire
Lee Valley White Water Centre	Suffolk/Oxford/Cambridge/Essex
Bariatric Rescue Training	Lincolnshire
Wildfire Training	Norfolk

- 8.5 The Service has revised the development programmes for all operational managers, and enhanced support to non-operational managers, by introducing courses which provide recognised qualifications including:

- Leadership and Management BTEC Level 3-7
- Executive Leadership Programmes

- 8.6 Work is ongoing to identify collaborative opportunities with other FRSs and organisations, such as Police, Ambulance and London Luton Airport.

- 8.7 We continue to work closely with Hertfordshire FRS, where this Service provides driver training for their middle and senior operational commanders whilst they in return provide LGV courses for our firefighters. This is detailed within a Memorandum of Understanding. We also ran an 'Aspire' leadership programme in partnership with Cambridgeshire FRS, where collaboration provided effective and cost-effective development for a cross-section of managers.

- 8.8 In 2017/18 we will be exploring opportunities to support our staff using the new national apprenticeship levy, and we are working with other FRSs nationally to develop new standards to support this, such as operational firefighter apprenticeships.

9. Comparison of Training Costs

- 9.1 The provision of external training courses by training category shows differences in Incident Command and Specialist Operational Courses. This is a result of retirements, leavers and promotions.

- 9.2 The development programme for operational personnel spans several years and creates fluctuations in respect of course availability between

management and operational training which is reflected in some of the variations in expenditure.

- 9.3 Where a particular need has been identified then specific funding has been requested; the provision of appraisal training across the Service being an example. Fluctuations on Whole-time firefighter training costs are based around annual need. For example since 2010/11 this Service has not required a Whole-time firefighters foundation course, however a course of nineteen took place in 2016/17 which had significant costs attached. The Service continues to benefit from transfer of experienced firefighters from across the country which provides a blended and cost-effective recruitment.

10. Access to Training and Development

- 10.1 Personnel can request access to training through a variety of processes, which include annual appraisal, Continual Professional Development (CPD), promotion and progression. Requests are usually submitted via an FSRT35 written request, which identifies the training/development, provides detail of attendees and organisational benefit, and requires line management evidenced support before the Training and Development Manager considers approval.
- 10.2 In 2016/17 a total of 127 applications for external training, learning and development were submitted with all but 3 being supported. These have been reviewed by the Training and Development Management team and reported to the Diversity team for analysis to demonstrate support towards the Public Sector Equality Duty.

STRATEGIC OPERATIONAL COMMANDER CHRIS BALL HEAD OF SERVICE DELIVERY SUPPORT

Implications

Policy

All training is sourced and allocated in line with current Service policy.

Equality

All training is subject to a yearly equality analysis to ensure fair allocation of training.

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For Publication

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

REPORT AUTHOR: HEAD OF ORGANISATIONAL ASSURANCE

SUBJECT: HEALTH AND SAFETY ANNUAL REPORT 2016/17

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

Background Papers:

N/A

Implications (tick✓):

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

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

PURPOSE:

For Members to consider the Service’s Health and Safety Annual report for the year 2016/17.

RECOMMENDATION:

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

1. Introduction

- 1.1 This Health and Safety Annual Report (covering the period 1 April 2016 to 31 March 2017) provides an overview of the work undertaken by the Health and Safety Support Team (HSST) and the Management of Health and Safety within Bedfordshire Fire and Rescue Service (BFRS). The publication of the Health and Safety Annual Report is a requirement as laid down in the Service's Health and Safety at Work policy.
- 1.2 The role of the HSST is to provide competent assistance to the Fire and Rescue Authority (FRA) in meeting its statutory health and safety obligations and provide professional and independent advisory support to management at all levels and to employees in meeting their obligations.
- 1.3 As detailed in the body of the report, considerable work has been undertaken in the management of health and safety throughout the Service and particularly in the following areas:
- Health and safety and operational policies;
 - National Operational Guidance and specific activity and specialist risk assessments;
 - Provision of safety critical information;
 - Provision of health and safety related training;
 - Equipment;
 - Health and safety consultation;
 - Health and safety performance indicators;
 - Active monitoring and safety management systems audit;
 - Reactive monitoring and accident, near miss and vehicle collision investigation;
 - Management of vehicle mounted CCTV Systems; and,
 - Occupational health provision.
- 1.4 It is pleasing to report that in 2016 - 2017 the Service has seen a reduction in the number of workplace injuries and a reduction in the amount of time lost as a result of workplace injuries.
- 1.5 There is still improvement to be made and the emphasis is and will continue to remain a sensible, risk-based balanced approach. It is important that the safety culture within BFRS remains a positive one, ensuring that health and safety is built into our normal way of working, and recognising that people are our key resource and that good health and safety management is vital to prevent injuries, ill health and unnecessary losses.
- 1.6 The Annual Health and Safety Report 2016/17 is attached for Members information and comment.

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



Bedfordshire Fire and Rescue Service



QSA Award Level 4



Health and Safety Annual Report 2016 - 2017

1. INTRODUCTION AND BACKGROUND

This Health and Safety Annual Report, provides a summary of the work undertaken by the Health and Safety Support Team (HSST) and Occupational Health Unit (OHU) during the period 1st April 2016 to 31st March 2017 inclusive. The HSST provide competent assistance to the Fire and Rescue Authority in meeting its statutory health and safety obligations as well as professional independent advice and support to management and employees assisting them in meeting their specified responsibilities and obligations. The aim of this report is to provide an overview of the work undertaken in the management of health and safety within Bedfordshire Fire and Rescue Service (BFRS).

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

During the reporting period the Service has seen a decrease in the number of workplace accidents from **84** in 2015/16 to **52** in 2016/17 and this has halted a minor upward trend in accident numbers since 2013/14. The amount of days lost as a result of accidents has also seen a decrease compared to 2015/16. It should be noted however that 82% of days lost in 2016/17 were as a result of one workplace injury in 2015/16 that had resulted in long term sickness.

Work carried out by the HSST has continued to be proactive with a risk-based balanced approach designed to provide safe solutions. It is as important as ever to ensure that the safety culture within the Service remains a positive one. Health and safety must continue to play a significant part of all our workplace activities whether operational, routine or during training. The Service was successful in the completion of a number of key health and safety objectives during 2016/17; this included:

- The development and delivery of an in-house Service wide Accident Investigation course for nominated managers and members of the Accident Investigation Team;
- The alignment of BFRS risk assessments and safe systems of work with new National Tactical Operational Guidance;
- Further development of the programme of health and safety refresher training for Managers and the publication of additional LearnPro training modules;
- Conducting a Service wide Health and Safety climate survey, using the Health and Safety Laboratory safety climate tool to improve organisational safety culture;

- Further improvement of firefighter safety during operational incidents and training by the replacement of the Service's Thermal Imaging Cameras' to include video capture capability;
- A review of the safety critical learning materials supported by LearnPro to ensure these align to the requirements of individual operational roles, and are capable of being suitably evidenced within the established PDR Pro recording system;
- Providing assurance to current internal quality management systems by the auditing of all driver training to ensure they meet or exceed local and national expectations and effectively support the individual and organisational requirements;
- Delivering a programme for the audit of health and safety management systems and the publication of reports on the findings; and,
- Delivering a programme for active monitoring and the publication of reports on the findings.

2. HEALTH AND SAFETY MANAGEMENT SYSTEM

2.1 Commitment to Health and Safety

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

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

2.2 Health and Safety Support Team

For the majority of 2016/17 the HSST sat within the Service's *Safety and Strategic Projects* function, with Service Operational Commander Tony Rogers as the Functional Head. Towards the end of 2016/17 the HSST came under the Service's Projects, Safety and Business Support function with Group Manager Darren Cook as the Functional Head. The HSST role fulfils the legal requirement for the Service to obtain competent health and safety assistance and advice. The HSST is led by the Health and Safety Advisor (HSA), Alan Pixley, who holds a NEBOSH Diploma and is a Graduate Member of the Institution of Occupational Safety and Health (IOSH).

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

The Assistant Health and Safety Support Officer (AHSSO) post is currently held by Watch Commander Mark Woodworth. Mark holds the IOSH Managing Safely qualification. The Administrative Assistant Health and Safety post remained vacant during 2016/17.

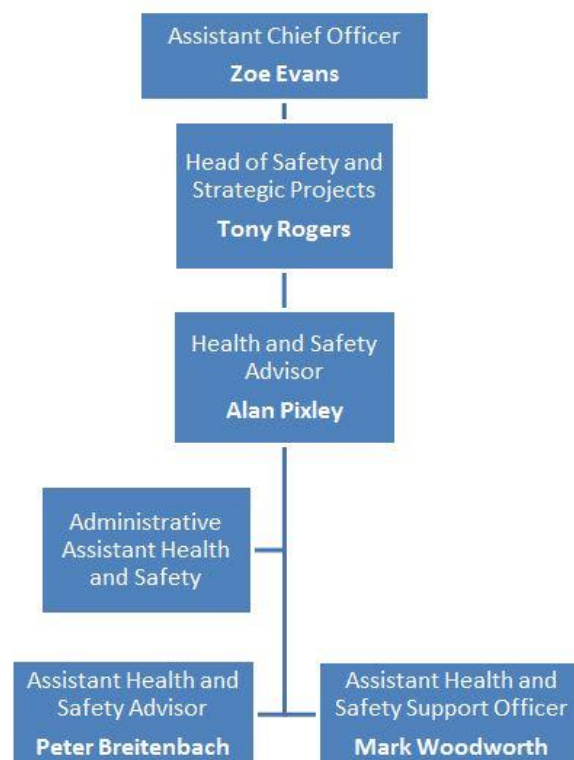
With regards to procurement, the HSST manages a small revenue budget which is used for the purchase of health and safety equipment, calibration of existing equipment and for the provision of driving licence checks via an external provider.

2.3 Health and Safety Policy

Health and Safety related policies are available within volume 13 of the promulgation volume index in the library on the Service intranet. The main *Health and Safety Policy V13 01/01* was issued in May 2013, and is currently under review. The policy includes a statement of intent and clearly defined responsibilities and arrangements for the management of health, safety and welfare. It is supported by a number of referenced existing subordinate policies providing more specific and detailed information and guidance regarding the topic to which it applies.

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

HEALTH AND SAFETY SUPPORT TEAM



- *Work at Height and Rope Rescue* June 2016
- *Audit of Health and Safety Management Systems* July 2016
- *Health and Safety Induction Training* November 2016
- *Lone Working* November 2016
- *New and Expectant Mothers* November 2016
- *Personal Protective Equipment* November 2016
- *Workplace Health Safety and Welfare* November 2016
- *Manual Handling Operations* December 2016
- *Risk Assessment* January 2017
- *Reporting and Investigation of Vehicle Collisions* February 2017
- *First Aid* February 2017
- *Driving at Work* February 2017

3. RISK CONTROL SYSTEMS

3.1 Risk Assessment

National Operational Guidance / Tactical Operational Guidance

The National Operational Guidance Implementation Group has continued to meet on a two monthly basis throughout 2016/17. The group oversees the adoption of Tactical Operational Guidance and the alignment of associated risk assessments and training materials. By adopting this documentation the Service can achieve the maximum inter-operability benefits using agreed common generic terminology as well as following agreed national Fire and Rescue Service guidance and best practice.

In 2016/17 the following risk assessments were reviewed and aligned with National Guidance:

- **OR 001** Rescue from ice and unstable ground
- **OR 008** Rescues form flooding and water related incidents
- **OR 009** Rescue of animals
- **OR 012** Rescue – Bariatric patients
- **OF 005** Firefighting farms
- **OH 015** Incidents involving manufacture of illegal substances
- **OT 002** Rail related incidents
- **OT 003** Air related incidents
- **OH 001** Electricity
- **OF 001** Building fires
- **OF 001A** Firefighting – High rise buildings
- **OF 001B** Firefighting - Chimneys
- **OF 001C** Firefighting – Public entertainment venues
- **OF 001D** Firefighting – Commercial and industrial buildings
- **OF 001E** Firefighting - Thatch fires
- **OF 001F** Firefighting – Shopping complexes
- **OF 001G** Firefighting – Secure accommodation

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- **OF 004** Firefighting - Rural areas
- **OF 005** Firefighting - Farms
- **OF 007** Firefighting – Refuse
- **OF 011** Firefighting - Vehicles
- **OF 013** Operation on or near water
- **OH 002** Acetylene
- **OH 004** Biohazards
- **OH 006** Civil disturbances
- **OH 011** Trauma care
- **OH 012** LPG cylinders
- **OH 017** High pressure pipelines
- **OT 005** Working with helicopters

Specific Activity (General) Risk Assessments

The Service holds and maintains a library of general risk assessments. These cover a broad range of local and Service-wide work activities that present significant risk to the Service. During the reporting period the Service published **25** new general risk assessments and reviewed **92** existing general risk assessments. As part of the risk assessment process, recommendations identified for the implementation of further workplace precautions were completed. These follow up actions were allocated to the relevant responsible person via the RIVO Safeguard system where the task is tracked to completion by the HSSC (for Service wide recommendations) or the HSST (for local recommendations).

Specialist Risk Assessments

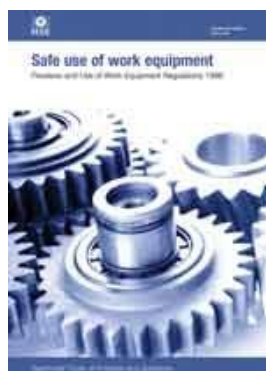
Manual Handling Assessments

The Service holds and maintains a library of Manual Handling assessments. These cover all identified foreseeable manual handling operations carried out across the Service. Progress towards the completion and review of manual handling assessments is monitored by the HSSC who assigns the assessment completion or review to the relevant competent assessor with an appropriate deadline. During the reporting period the Service completed **2** new manual handling assessments and **17** existing assessments were reviewed.

Fire Risk Assessments

To comply with the Regulatory Reform (Fire Safety) Order 2005, all Service premises are required to be the subject of fire safety risk assessments. This ensures the implementation of appropriate fire precaution and protection measures and as a result the maintenance OF a fire emergency plan. Fire risk assessments were reviewed for Biggleswade, Leighton Buzzard, Potton, Sandy and Toddington fire stations during the reporting period. Follow up actions are allocated via RIVO Safeguard and tracked to completion overseen by the HSSC.

Provision and use of Work Equipment (PUWER) Assessments



Before any item of work equipment is requisitioned, a PUWER assessment is completed to ensure that equipment is suitable, safe for use and in conformance with all appropriate design and construction requirements. The PUWER assessment will also consider the arrangements required to ensure that the equipment is maintained and inspected throughout its working life and identify any training needs to ensure it is used by personnel who have received adequate information, instruction and training. During the reporting period the Service completed **25** new PUWER assessments and reviewed **238** existing assessments.

Traffic Risk Assessments

Managers responsible for individual Service premises or sites are responsible for completing a Site Traffic Risk Assessment and reviewing it every two years. In 2016/17 site traffic risk assessment reviews were carried out for Ampthill, Dunstable, Harrold, Leighton Buzzard, Luton, Toddington and Woburn fire stations and for Training Centre. These assessments were allocated by the HSST and completed by the manager of the site or premises via the RIVO system.

Display Screen Equipment (DSE) Assessments

All designated users of DSE are identified and their workstations and related work activities are assessed. In 2016/17, **35** DSE self-assessments were carried out. Some of these self-assessments identified issues that required follow up by one of the Services trained DSE assessors. On a number of occasions remedial actions were completed including the provision of training, additional or alternative equipment and the adjustment of the DSE workstation.

3.2 Information and Training

Safety Critical Information

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

1. *Breathing Apparatus Cylinder Connection 'O' Ring:* During March/April 2016 there had been several reported BA defects where sets had failed the 'High Pressure Test' during routine tests or cylinder changes. During follow up technical examinations the 'O' ring seals located on the BA set male cylinder connections were found to be contaminated with debris and/or in a damaged condition. This had caused air loss due to an inadequate seal by the 'O' ring. BA users were instructed to confirm that the 'O' ring was in good condition and free from debris prior to the connection of a new cylinder. The precautions detailed in this safety bulletin were then made available in the BA Log Book "Instructions for use" following the publication of this Safety Bulletin.



2. *High Rise Fires:* BFRS attended a high rise incident where appropriate control measures had not been implemented in accordance with Tactical Operational Guidance (TOG) for 'Fire Residential Buildings High Rise'. This resulted in crews being deployed without water supplies being established and tested; and essential equipment not being utilised e.g. Thermal Imaging Camera. The Safety Bulletin detailed the requirement to implement the TOG for 'Fire Residential Buildings High Rise' and listed a number of controls to be adopted in conjunction with those detailed in the High Rise and BA Command and Control LearnPro modules. A series of High Rise exercises were and continue to be carried out to confirm and practice these procedures following publication of the Safety Bulletin.



Information not deemed to be safety critical is provided to relevant personnel by the most effective means. An example of this is the issue of Critical Update Messages using the LearnPro system. In the reporting period there were **17** Critical Update messages issued covering a number of topics.

Accident Investigation Training



The Service maintains an Accident Investigation Team (AIT) comprising of nominated operational managers at the role of Station and Group Commander. Training provides investigators with an understanding of the Service reporting and investigation process and the knowledge and confidence to carry out event investigations and identify immediate and underlying causes of the event. In March 2017 the Health and Safety Support Team delivered an in-house Accident Investigation course for nominated managers and members of the AIT. This resulted in **7** additional personnel available to the AIT.

RIVO Safeguard Training

The RIVO Safeguard system is a web-based health and safety management tool which assists the Service in its effective management and control of specific key health and safety related issues including accident / near miss / vehicle collision reporting and investigation. Access rights to the RIVO Safeguard system is given to Line Managers and is an essential tool to assist the health and safety management process. Training in the use of the RIVO Safeguard system has been reviewed and updated. During the reporting period the training was provided by the AHSSO to **1** member of Service control, **8** Operational and **4** non-operational Line Managers in the reporting period. In the same period refresher training was provided to **4** Operational Line Managers.



Manual Handling Training



The Service provides all staff with information and training for manual handling to ensure, where possible, that injuries are avoided. It is the responsibility of the Occupational Health Unit (OHU) to deliver initial and refresher manual handling training across the Service. The Service Fitness Advisor delivered an initial manual handling course to new BFRS employees in February 2017, **8** personnel attended.

IOSH Managing Safely Training

To ensure that Line Managers are able to meet their legal obligations and make a contribution in the management of health and safety, the IOSH Managing Safely course is provided to operational Crew Commanders and Line Manager Green Book equivalents. For newly promoted personnel and for Line Managers without the qualification an IOSH Managing Safely course was delivered by an external Company in October 2016 with **6** attendees.



Non – Operational Fire Safety Training

To support the Service's fire safety strategy and emergency plan, fire safety training was provided to **8** non-operational employees in March 2017. The training included the role that employees will be expected to carry out if a fire or emergency occurs. Refresher training for **22** employees was also provided in March 2017.

Basic Life Support Training

Between September and November 2016, **13** Basic Life Support courses were delivered at the Service Training Centre and attended by **108** personnel. The course was designed for non-operational and Green Book staff that had not completed a First Aider course. The theory and practical sessions covered basic life support skills including use of an Automatic External Defibrillator.

Auditing and Reviewing Safety Management Systems Training

In November 2016 The AHSA and AHSSO attended an Auditing and Reviewing Safety Management Systems course run by RoSPA. The skills attained on the course will enable the HSST to undertake comprehensive internal health and safety audits to support the Service Audit of Health and Safety Management programme.

3.3 Operational Policies and Procedures

Operational related policies are available within volume 19 of the promulgation volume index in the library on the Service intranet. Operational policies clearly define the responsibilities and arrangements to ensure operational effectiveness and safety. Operational policies are supported by a suite of Tactical Operational Guidance, Standard Incident and Standard operational procedure documents providing more specific and detailed procedural information and guidance regarding the topic to which it applies.

During the reporting period several Operational policies were introduced or reviewed and re-issued including;

- *Emergency Evacuation Procedures at Incidents* October 2016
- *Multi-Agency Working at Operational Incidents* October 2016
- *Premises Information Boxes* October 2016
- *Medical Emergency Co-Responding Pilot* June 2016
- *Assisting Ambulance Service to Gain Entry to Premises Pilot Scheme* June 2016
- *Provision of Fire Hydrants* January 2017
- *Private Hydrants* January 2017

3.4 Equipment

The procurement of new appliances, support vehicles and other similar safety critical equipment usually involves the formation of an Equipment Working Group. During 2016/17 Health and Safety support and input was provided to the Specialist Rescue Unit Working Group predominantly involving the assessment of stowage of equipment and safe manual handling operations.

The HSST is responsible for overseeing the process of vehicle mounted CCTV impoundment and viewing in accordance with Service Order V06 05 01 – CCTV Systems. The HSST have also worked closely during 2016/17 with the Technical and Engineering Manager and Workshops to assist in the setting up of CCTV systems on new vehicles.

Health and Safety support and input was also provided to the Work at Height (WAH) Working Group throughout the year.

4. COMMUNICATION AND CONSULTATION

4.1 Health and Safety Consultation Group

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

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

- A review of the completion of action points;
- Scrutiny of local and regional safety event statistics;
- Significant safety events;
- Health and safety performance indicators;
- Service policy updates;
- Feedback from the Health and Safety Steering Committee meetings;
- Health and safety corporate objectives update; and,

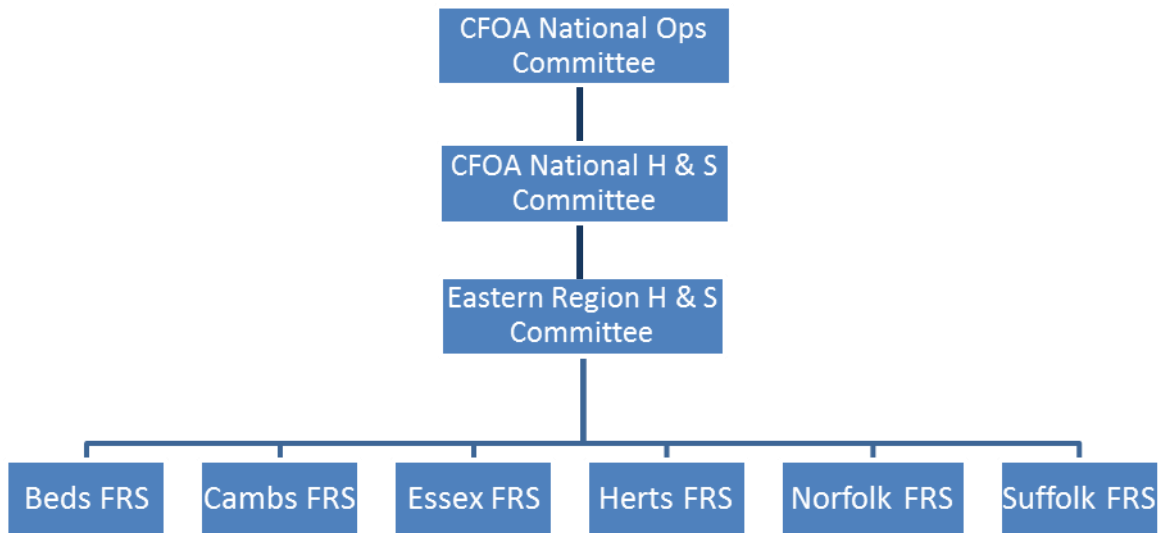
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- Report updates for active monitoring and health and safety management system audits.

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

4.2 Regional Health and Safety Practitioners Group

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



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

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

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5. MONITORING

5.1 Performance Indicators

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

Description	Target	Actual	Performance	Comments
H1- Number of serious accidents (over 28 days) per 1000 employees	5.38	0.00	Green	Better than target
H2 - Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees)	418.73	131.57	Green	Better than target
H3 - Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System Full Time Equivalent employees	677.90	4091.61	Red	Missed target

In 2016/17 the actual performance for H1 and H2 were significantly inside the targets. Unfortunately, H3 was missed by a considerable margin. There were five workplace injuries to RDS personnel during Quarters 1, 2, 3 and 4 during 2016/17. The injuries reported within that period only resulted in 17 cover periods lost. However, the target was 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 (313 days) were removed from this data the H3 Quarter 4 actual figure would have been significantly within target.

5.2 Active Monitoring

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

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

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

Monitoring Officers (Operational)	Watch Commanders (Routine and training)
Breathing Apparatus	Breathing Apparatus
Building Fires	Personal Protective Equipment
Road Traffic Collision	Manual Handling
Animal Rescue	Physical training

As detailed in the health and safety active monitoring programme, some operational activities / incidents occur infrequently but have the potential to cause significant risk. For this reason Service Control will mobilise a Monitoring Officer to every incident type that meets this criteria. During 2016/17, as well as the scheduled topics detailed above, active monitoring was carried out a number of times for the following topics:

- Hazardous materials;
- Flammable liquids;
- Working on or near water;
- Working on ice or unstable ground;
- Railway incident;
- High rise (known fires);
- BA Stage II; and,
- Working at height.

5.3 Internal Audit

Health and Safety Management Systems

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

Audit Topic	Premises / Station / Section Audited
Health and Safety Induction Training	A random sample of 8 new starters (Green Book) was selected. Records were checked to confirm that important health and safety information detailed on the Health and Safety Induction Checklist form FSHS 35 had been communicated

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

6 monthly premises inspections

All Service premises are periodically inspected to confirm that the standards of the workplaces and facilities provided are being maintained. The inspection is carried out every six months or following significant change or modifications. The inspections are recorded on the Premises Health, Safety and Welfare Assessment form sent to premises responsible persons by the HSST via the RIVO Safeguard system. In 2016/17 there were **30** premises inspections carried out. These generated a number of follow up actions that were allocated to relevant personnel through RIVO Safeguard. All actions are tracked to completion, overseen by the HSSC.

6. ACCIDENTS AND VEHICLE COLLISIONS

Workplace Accidents

As detailed in Chart 1 below, in 2016/17 the number of recorded accidents had reduced from **84** in 2015/16 to **52**. The number of days lost to the Service due to workplace accidents in the same period also decreased from **501** to **388**. Data shows 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.

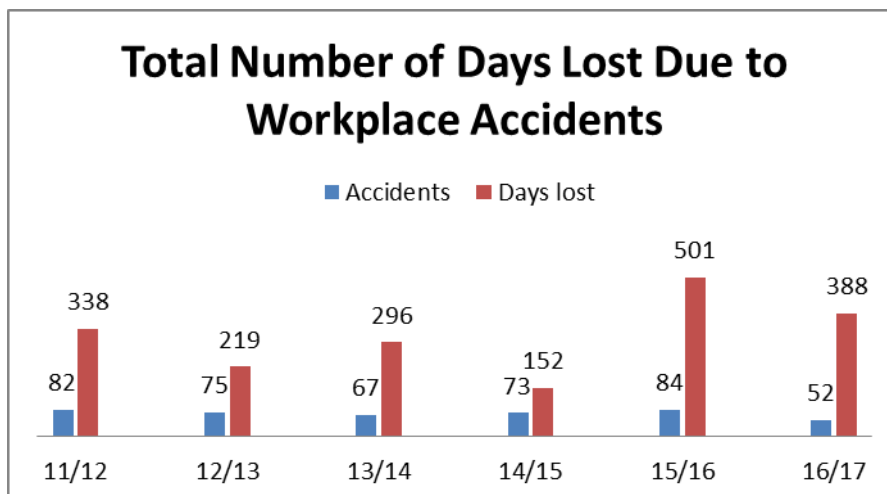


Chart 1.

Musculoskeletal, Manual Handling and Slips/Trips/Falls accounted for 58% of all accidents and 92% of all days lost in 2016/17. In comparison to 2015/16 the number of musculoskeletal injuries reduced from **17** to **6**, manual Handling Injuries increased from **10** to **21** in 2016/17 and Slips, Trips, and Falls decreased in the same period from **15** to **3**.

As detailed in Chart 2 below, although falling from **33** in 2015/16 to **25** the numbers of accidents in training during 2016/17 exceeded the number of accidents during routine activities and at operational incidents.

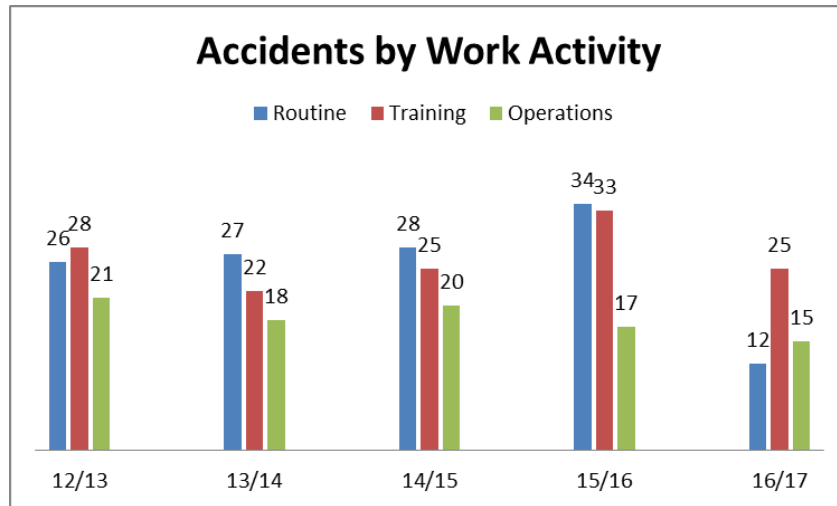


Chart 2.

Vehicle Collisions

In total there were **40** vehicle collisions during 2016/17 compared to **28** in 2015/16. On **7** occasions collisions had taken place during low speed manoeuvring when a vehicle guide had been in place. Collision numbers over the last four year period are detailed in chart 3 below:

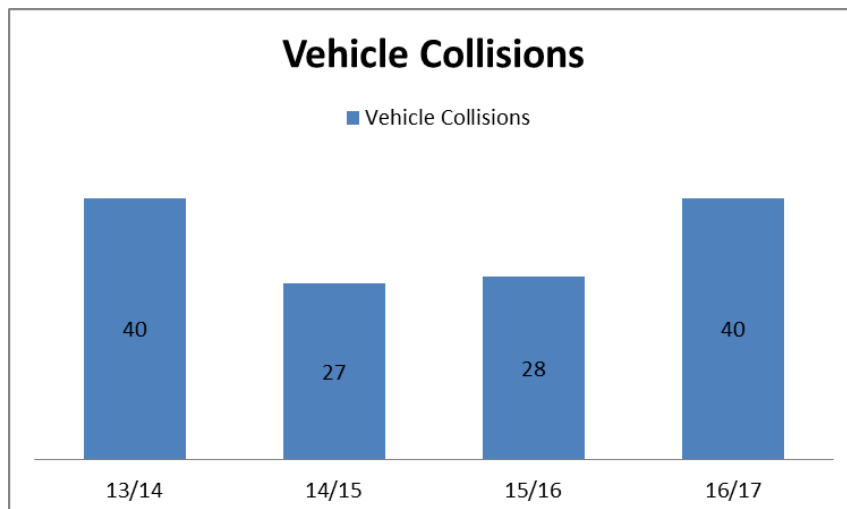


Chart 3.

The collisions involved **37** drivers with **3** drivers involved in two events. Chart 4 below shows the involved vehicle locations by station/premises. Data shows that Luton station has had the most vehicle collisions (**11**) followed by Kempston (**6**), Dunstable (**5**) and Stopsley (**4**).

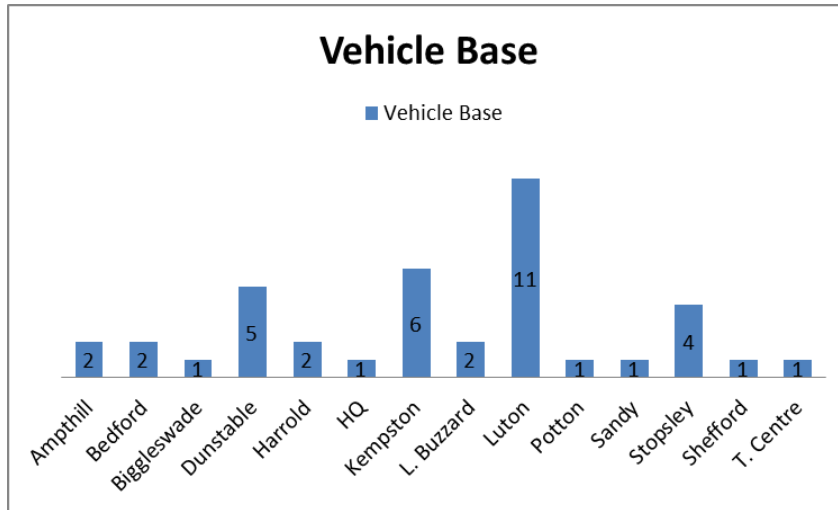


Chart 4.

It should be noted that there were no vehicle collisions involving vehicles based at the following locations:

- NAO
- SAO
- Toddington FS
- Woburn FS
- Workshops

There were **7** different classifications of vehicles involved in collisions during the reporting period. This is shown in Chart 5 below with rescue pumps being involved in a significant number (**32**) of the **40** vehicle collisions.

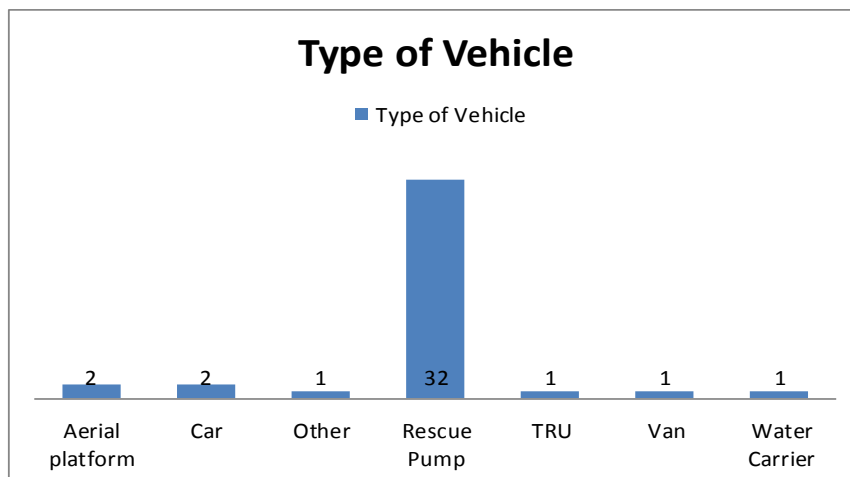


Chart 5.

Collision Type and Speed

The table below categorises the type of collision and the speed of collision for each category.

Type of collision	Speed				Total
	stationary	0 -10	10 - 30	30 - 50	
Struck by another vehicle	3	0	1	0	4
Moving forward – struck another moving vehicle	0	2	2	0	4
Moving forward – struck another stationary vehicle	0	8	0	0	8
Moving forward – struck stationary object	0	13	2	0	15
Reversing – struck another stationary vehicle	0	5	0	0	5
Reversing – struck stationary object	0	2	0	0	2
Other	1	1	0	0	2
Total	4	31	5	0	40

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

Management of Occupational Road Risk Working Group

The Management of Occupational Road Risk Working Group meet every three months. The group is made up of a number of management stakeholders across the Service and includes health and safety and FBU representation.

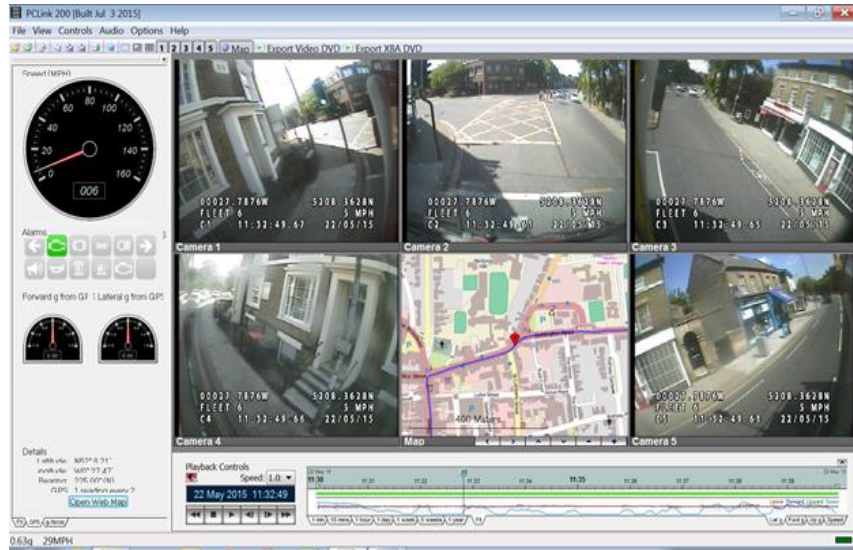
The group acts as the senior management group to oversee the effective management of work-related road safety. The main objectives are to reduce road risk thereby avoiding injuries to drivers and others and to achieve a partnership approach to the management of occupational road risk.

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

- Driving at work policy;
- CCTV update;
- Operational driving active monitoring programme;
- Driver training;
- Vehicle and associated equipment; and,
- Vehicle collision and event data.

7. VEHICLE MOUNTED CCTV SYSTEMS

The footage obtained from Service vehicles with permanently fixed CCTV equipment has continued to be used both actively and reactively to support various workstreams and event follow up. In 2016/17 vehicle mounted CCTV footage has been viewed on **59** occasions.



It has been viewed to support the following work:

- **36** vehicle collision investigations;
- **3** complaints by members of the public;
- **3** external police investigations;
- **5** near miss investigations;
- **2** fire investigations;
- **2** operational debriefs
- **1** reactive monitoring;
- **4** fire fighter injury investigations; and,
- **3** internal investigations.

The Service driving Instructors have also viewed vehicle mounted CCTV footage to carry out sample monitoring of driving standards, with the primary focus on emergency response driving, as part of the Service arrangements to manage occupational road risk.

8. OCCUPATIONAL HEALTH AND WELLBEING

8.1 Occupational Health Unit

The Occupational Health Unit (OHU) based at Service Headquarters is part of the Service's Human Resources function and works closely with the Health and Safety Support Team providing impartial specialist medical advice to both the Service and employees of Bedfordshire Fire and Rescue Service. The OHU is responsible for undertaking statutory health assessments such as for new entrants to the Service and new Recruit Firefighters, medicals in compliance with DVLA requirements and 3 yearly health assessments which include medical assessment to comply with the The Control of Asbestos Regulations 2012.

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

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

The OHU is headed by a full time qualified Occupational Health Practitioner (OHP) – Deb Fensome, supported by a full time Service Fitness Adviser (SFA) – Ian Hammett, and Occupational Health Support Technician (OHST) Bev Copperwheat. The Service Medical Adviser (SMA) currently attends for full day clinics every third Wednesday to ensure support for all Watches and shifts.

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

8.2 Performance Indicators

In line with its terms of reference, the Human Resources Policy and Challenge Group monitor occupational health performance against two key performance indicators. Occupational Health performance in these two areas is measured against the set targets and for the year 2016/17 was as follows:

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

Every operational employee is required to successfully complete an annual fitness test with the SFA Ian Hammett and these are reflected in the KPIs. In year 2016/17 as previously, the pass rates for OH2 KPI indicated the best result to date since the introduction of the annual testing programme.

During 2016/17, a programme of Mental Health Wellbeing workshops were arranged and delivered throughout the Service. In total **36** were delivered ensuring that every Watch throughout the county was presented to – along with each RDS section and a number of Green Book employees.

9. HEALTH AND SAFETY OBJECTIVES

In line with best practice and guidance, the Health and Safety at Work Policy includes a commitment to the setting of annual corporate health and safety objectives. Following analysis the Health and Safety Support Team and Health and Safety Steering Committee the corporate health and safety objectives for 2017/18 have been approved by the Corporate Management Team and the Fire and Rescue Authority Human Resources Policy and Challenge Group. These now reflect the principle work streams for 2017/18 and a live action plan tracking completion of the objectives is available in the Health and Safety Section area on the Service intranet.

The Corporate Health and Safety objectives for 2017/18 are:

1. Communicate the findings from the Safety Climate Survey and act on the proposals for improving organisational safety culture.

2. Incorporate the use of a driver risk assessment into EFAD courses and provide Service Driving Instructors with training on how to interpret and action the results arising.
3. Provide accredited Health and Safety Training for personnel with strategic responsibility to enable the review of policies and strategies and enhance the safety culture.
4. Introduce local health and safety leading performance indicators to assist in sustaining continuous improvement.
5. Establish regular AIT meetings to improve investigation protocols, identify additional training, common trends and share areas of good practice. Provide vehicle collision including identifying human factors that impact the decisions and behaviour of drivers.
6. Make the IOSH "No time to lose" campaign pledge to demonstrate a commitment to introduce policies and practices to manage the risks associated with carcinogens at work.
7. To enhance firefighter safety by providing, through the PPE Collaboration group, fire kit that offers maximum wearer protection and comfort and a fully managed service.
8. To continue to review the Service's adoption of National Operational Guidance to provide standardisation of emergency response procedures.

For Publication

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

REPORT AUTHOR: HEAD OF ORGANISATIONAL ASSURANCE

SUBJECT: CORPORATE RISK REGISTER

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

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

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

RECOMMENDATION:

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

1. Introduction

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

2. Current Revisions

- 2.1 The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Human Resources Policy and Challenge Group are attached for your information and approval.
- 2.2 Changes to individual risk ratings in the Corporate Risk Register: None. Individual risk ratings have been reviewed and are unchanged.
- 2.3 Updates to individual risks in the Corporate Risk Register:
- **CRR00040: If there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the service which could ultimately affect our service delivery and wider corporate functionality in the shorter term:** A new recruitment process commences in August 2017 with an application process open for 5 weeks. This will be supported by a large media campaign and a series of positive action events across the county to ensure that opportunities are taken to attract the very best candidates from all areas of our community. The successful candidates will be eligible for foundation training in 2018.
 - **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:** In June 2017 13 new firefighters attended The Fire Service College to undertake a Skills For Justice accredited Foundation training course. These new firefighters are also required to undertake a series of specialist training in Service prior to posting to operational stations from September 2017. Performance of all operational firefighters and managers is regularly monitored and reported through the respective indicators relative to safety critical training activities. CMT and Fire Authority Members are presented with these. They remain as stretch targets for 2017/18."

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

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

Risk Rating

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

Risk Strategy

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

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For Publication

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

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
Tel No: 01234 845013

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the work programme for 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
20 September 2017	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Health and Safety Annual Report • Annual Report of Provision of External Training*² • Public Sector Equality Scheme Review*² • Corporate Risk Register • Work Programme 2017/18 	<p>*²Deferred from June 2017 – Agreed at HRPCG 21 Sept 2016</p> <p>Deferred to Jan 2018</p>	<p>Positive Action Report*</p> <p>Election of Vice Chair</p>	<p>Requested at HRPCG 21 March 2017 *Deferred to Jan 2018</p> <p>Agreed at HRPCG</p>

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

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
20 March 2018	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Approve Annual HR Performance Indicators and Targets for 2017/18 • 2017/18 Corporate Health and Safety Objectives • Corporate Risk Register • Review of Work Programme 2016/17 			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
TBC June 2018	<ul style="list-style-type: none"> • Election of Vice Chair • Terms of Reference • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Absence Year End Report • Occupational Accidents Year End Report • Annual Report of Provision of External Training*¹ • Public Sector Equality Scheme Review*¹ • Corporate Risk Register • Work Programme 2017/18 			

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