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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: Y Waheed, T Khan and R Saleem

A meeting of **Human Resources Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Thursday, 29 March 2018** starting at **10.00 am**.

Karen Daniels
Service Assurance Manager

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Chair	
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct.
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 11 January 2018 (Pages 1 - 6)
5.	Human Resources Programme and Performance Monitoring 2017/18 Quarter 3 and Programmes to date	ACO	To consider a report (Pages 7 - 18)
6.	Proposed Human Resources Indicators and Targets for 2018/19	ACO	To consider a report (Pages 19 - 28)

Item	Subject	Lead	Purpose of Discussion
7.	New Internal Audit Reports completed to date	ACO	To consider a report (Pages 29 - 44)
8.	Audit and Governance Action Plans Monitoring Report	ACO	To consider a report (Pages 45 - 50)
9.	2017/18 Corporate Health and Safety Objectives progress and proposed 2018/19 Corporate Health and Safety Objectives	ACO	To consider a report (Pages 51 - 56)
10.	Functional Fitness Testing in BRFS, introducing the Drill Ground Assessment	SFA	To receive a presentation by Ian Hammett
11.	Corporate Risk Register	HOA	To consider a report (Pages 57 - 60)
12.	Review of Work Programme 2017/18	Chair	To consider a report (Pages 61 - 68)

Mobile Devices

Can Members please bring their mobile device(s) to this meeting in order for it be registered and synced to Modern.gov after the meeting. Thank you.

Next Meeting	10.00 am on 28 June 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
29 March 2018
Item No. 4

MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 11 JANUARY 2018

Present: Councillors R Saleem, Y Waheed (Chair), P Downing and J Mingay (Vice-Chair)

AC D Cook, ACO Z Evans, Ms D Clarke, SOC A Peckham, Mr R Jones and SOC C Ball

17-18/HR/25 Apologies

An apology for absence was received from Councillor C Atkins as she was unwell.

The Policy and Challenge Group wished Councillor Atkins a speedy recovery.

17-18/HR/26 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

17-18/HR/27 Communications

Mr R Jones, the Service's Diversity Adviser, presented examples of the banners that were displayed at Service positive action events.

17-18/HR/28 Minutes

RESOLVED:
That the Minutes of the meeting held on 20 September 2017 be confirmed and signed as a true record, subject to the inclusion of Councillor Downing's apologies.

17-18/HR/29 Human Resources Programme and Performance 2017/18 Quarter 2

ACO Evans submitted the performance for the second quarter of 2017/18 against the Human Resources programme, projects to date and Human Resources performance indicators and associated targets.

She reported on the HR/Payroll System and Services project which was reporting as Amber due to delays in the application for non-sickness absence and the iTrent/MIS synchronisation.

SOC Peckham highlighted the positive performance against EQ1a (percentage of new entrants to the retained duty system to be women) which had exceeded target levels. Another training course was being run in Quarter 3 with female recruits and it was anticipated that strong performance would be reported at year-end.

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In relation to EQ1b (percentage of new entrants to the whole time operational duty system to be women), which had narrowly missed its target, SOC Peckham advised that performance was expected to improve by the end of quarter 4.

EQ2 (recruitment of black and minority ethnic staff across the whole organisation) had missed its target and SOC Peckham reported that 18 people were appointed in quarter 2, with only one from a BAME background. The Service continued to run an ongoing positive action campaign in an attempt to become more representative of the communities that it served.

In response to a comment, Mr R Jones, the Service's Diversity Adviser, acknowledged that some minority ethnic communities may not consider firefighting as a career, however, this misperception was being addressed through the positive action campaign, recognising that there were a number of roles within the Service.

It was acknowledged that the Service was working with the Police to share good practice following the Police's recent success in recruiting a number of Police Officers that were more representative of the local community.

The Chair commented on the diversity of the Fire Cadets. It was hoped that this would eventually filter through to the Service itself.

It was acknowledged that, whilst the Service's percentage of black and minority ethnic employees was above the national average, much more work needed to be done.

Ms D Clarke, the Head of Human Resources, reported that HR3 (the percentage of returned appraisal documents (all staff)) was reported on annually following the conclusion of the appraisal process. Performance had exceeded target levels.

SOC Ball reported on the training indicators, four of which were RAG rated as Amber. He referred specifically to 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) as this had missed its target by 7%. The individuals requiring training had been identified and an additional trauma care course was being provided in quarter 4.

ACO Evans advised that all the health and safety indicators were reporting as Green.

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

17-18/HR/30 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.

Three actions, including the two actions which had been subject to extensions, were due for completion in March 2018. All the other actions were completed.

Ms D Clarke, Head of Human Resources, confirmed that the first action listed had been completed.

RESOLVED:
1.   That progress made to date against the action plans be acknowledged.
2.   That the requests for extensions to completion dates for actions arising from the audit of Governance, Transparency and Decision Making be approved.

17-18/HR/31 Equality Duty Report

Mr R Jones, the Service's Diversity Adviser, submitted the Public Sector Equality Duty Report for 2016/17. This was the fifth annual report produced by the Service. The report included information on the local population, the Service's practice, its workforce and the services it provided and the Service's equality objectives for 2016 to 2020.

The Service employed 551 people, 389 of whom were fire fighters. 51 people left the Service during the year, the majority through retirement. 5.4% of wholetime and 7.8% of RDS firefighters were female. 7.6% of the workforce had declared they were from an ethnic minority group, an increase from the previous year.

In relation to services provided, there had been an increase in the total number of incidents attended. This was as a result of the increase in collaborative work, an increase in road traffic collisions and lift releases.

The Service continued to receive high levels of customer satisfaction. There had also been 14 complaints and 61 compliments during the year.

In response to questions, the Diversity Adviser reported that the majority of visitors to the Community Fire Safety House were from Luton or the immediate surrounding areas.

Station Open Days remained popular and provided opportunities for engagement with the local communities. A questionnaire for visitors to the Open Days had been developed which captured equality data. This had been trialled at 6 stations in 2017 and would be rolled out across all stations during 2018.

RESOLVED:
That the submitted report be approved.

17-18/HR/32 Single Equality Scheme Review

Mr R Jones, the Service's Diversity Adviser, introduced the progress report against the objectives set out in the 2016-2020 Single Equality Scheme. There were 20 actions related to the six objectives.

He reported that the Equality Framework Assessment had been postponed due to capacity issues allowing the Service to focus on the forthcoming HMICFRS inspections and actions to support the Employee Survey.

The action relating to developing an accessible website with translation audio and large print facilities was currently in progress and was scheduled for completion in March 2018.

The other action which had not yet been completed related to the provision of evidence demonstrating how the procurement process was contributing to equality related priorities. An equality audit against key suppliers was scheduled for March 2018.

RESOLVED:
That the progress made in meeting the Service's Equality Objectives be acknowledged.

17-18/HR/33 Positive Action Report

SOC Peckham reported on the positive action work being undertaken to address the under-representation of women and Black, Asian and Minority Ethnic staff employed by the Service.

He referred the Group to the summary of all the positive action work undertaken between 1 April 2015 and 31 March 2017 and the Action Plan for 2017-19. This consisted of 15 actions, along with expected outcomes, Management Lead and timescale for completion.

The Service was working closely with Police colleagues on its recruitment campaign and had recently recruited an individual with Police experience to its HR team.

It was noted that the employee breakdown included in the report was from 2015/16 and that it would need to be updated with the 2016/17 figures.

RESOLVED:
That the submitted Positive Action report be acknowledged.

17-18/HR/34 Employee Opinion Survey Report

SOC Peckham introduced his report informing Members of the main outcomes of the Employee Opinion Survey 2017, highlighting the changes from previous survey responses. 370 surveys had been returned, which was a 62.8% response rate.

The survey responses were set out in relation to eight themes, in the three areas of staff engagement, satisfaction and equality and diversity.

Satisfaction with senior management had reduced to levels previously reported in 2009. This related to posts at Group Manager and above.

An action plan had been developed to address the issues identified through the opinion survey.

Members noted that 68% of staff reported that they were likely to leave the Service in the next five years. This was an increase of 17% over the levels recorded in 2014/15.

ACO Evans advised that the Service had run confidential independent workshops and interviews to further triangulate issues and actions were being put in place going forward.

She acknowledged that workloads were an issue across the Service and that improvements must be made in managing the demands of the Service. Other issues which needed to be addressed were work-life balance and communication within the Service.

In relation to the communication within the Service, it was noted that this should flow from both the top and the bottom. Management briefings were being increased and managers were being encouraged to be more visible to their staff.

It was noted that, although there were a number of areas which required improvement, there were a number of positives identified in the survey.

Members acknowledged the openness and transparency of the Service in providing this information to Members and for seeking to address the areas of concern.

RESOLVED:
1. That the key indicators, additional comments and considerations within the report be acknowledged.
2. That the Action Plan and the wider engagement with staff on the outcomes be supported.

17-18/HR/35 Review of the Human Resources Policy and Challenge Group's Effectiveness

The Group considered the following questions relating to its effectiveness during 2017/18:

i.   Does the Group/Committee consider that they have been effective and discharged their responsibility in regard to the Group's/Committee's terms of reference?

ii.   Considering the Group's/Committee terms of reference are there any areas that have not been considered and should be addressed?

iii.   Does the Committee/Group consider any training and development that would assist them with the areas of work of the Group/Committee?

Members agreed that they had been effective and discharged their responsibility in regard to the Group's terms of reference and that there were no areas that had not been considered that needed to be addressed.

The view was expressed that the Group was well briefed on current issues and that Members were confident in providing challenge when required.

In relation to training and development, ACO Evans reminded Members that a visit to the Fire Services College was being arranged for a future Member Development Day where it was hoped to observe firefighters on the Foundation Training course.

RESOLVED:
That the Minutes of the Group's discussion of its effectiveness be fed into the facilitated meeting to be held on 18 January 2018 to review the Fire Authority's Effectiveness in 2017/18.

17-18/HR/36 Corporate Risk Register

AC D Cook presented his report on the Corporate Risk Register. There were no changes to risk ratings and one update as follows:

CRR40 (If there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the service which would ultimately affect our service delivery and wider corporate functionality in the shorter term): a number of experienced firefighters had joined the Service on transfer. The Corporate Management Team received regular workforce planning reports that included assumed resignation rates.

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

17-18/HR/37 Annual Appraisal Process

Ms D Clarke, Head of Human Resources, introduced her report which provided a sample of employee annual appraisals for 2017/18, as requested by Members of the Group at a previous meeting.

The appraisal process sought to measure and review performance against a number of agreed objectives. Until a few years ago, appraisals were only conducted for posts at Station Manager and above, these had now been rolled out across the Service and had been well received.

RESOLVED:
That, following the review of the appraisals provided, the appraisal process followed be endorsed.

17-18/HR/38 Firefighter Pension - 2017 Regulation Amendments

Ms D Clarke, Head of Human Resources, submitted her report on the recent changes in fire pension legislation and the measures put in place to ensure compliance.

The main changes were that widows, widowers and surviving civil partners of firefighters who had passed away would no longer lose survivor benefits if they remarried or formed civil partnership and that transitional members moving from the 1992 scheme who were being considered for ill health retirement by an independent qualified medical practitioner would remain in their existing pension scheme until a final decision was made.

RESOLVED:
That the action taken following legislative changes be endorsed.

17-18/HR/39 Review of Work Programme 2017/18

Members received the updated Work Programme for 2017/18.

ACO Evans advised that the report on the annual appraisal process needed to be captured as an additional item that had been commissioned by Members.

The Chair referred to the need to defer the next meeting of the Group, scheduled for 20 March 2018, as the DCFO selection process would be taking place during that week. It was noted that this meeting would be the annual target-setting meeting.

RESOLVED:
1.   That the Work Programme be agreed
2.   That the next meeting of the Group be held on 29 March 2018.
3.   That the Group receive an update on the updated fitness standards at its next meeting.

The meeting ended at 11.35 am

For Publication	**Bedfordshire Fire and Rescue Authority** **Human Resources Policy and Challenge Group** **29 March 2018** **Item No. 5**

REPORT AUTHOR:	**ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**
SUBJECT:	**HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER THREE 2017/18 (APRIL 2017 TO DECEMBER 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 Three 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 Three 2017/18 (April 2017 to December 2017).

Item 5.1

RECOMMENDATION:

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

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1.   Programmes and Projects

1.1   Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.

1.2   The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:

> ➢ The existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
> ➢ Significant capacity issues have affected the ability of the existing projects to 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:

• Phase 1 of the current HR & Payroll system project still cannot be closed as there are three "high priority" tasks remaining which are quite substantial pieces of work.

• 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 5 June 2018.

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 overall due to the previous project costs over-run (this cannot be ameliorated), and further delays in the delivery of Workbench application interfaces in respect of non-sickness absence reporting and people/positions synchronisation.

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 Three 2017/18 which covers the period April 2017 to December 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 Q2 - 2017/18

4.1   **EQ1a - Percentage of new entrants to the retained duty system to be women**
We continue to improve the number of on-call firefighters that are women.
Q1 reported as Red (0%) as there were no female appointments. During Q2
1 female firefighter joined within a total of 12 new on-call firefighters, which

enabled the target to be met. During Q3 a further 3 female firefighters joined within 17 new on-call firefighters. In year total is 4 female firefighters within 32 which has increased performance (12.50%) above the 5 year average.

All performance indicators achieved their target, except for:

4.2 **EQ1b - Percentage of new entrants to the whole-time operational duty system to be women**
This performance was reported in Q2 as Amber. This represents 1 female firefighter on a Foundation training course in June 2017. A planned transfer process of 5 experienced firefighters within Q4 (January 2018) includes 1 female firefighter which will mean target is met by year end. It should be noted a second female firefighter applied to transfer as part of the January 2018 process but was unable to take up offer due to personal circumstances.

4.3 **EQ2 - Recruitment of black and minority ethnic staff across the whole organisation**
21 people were appointed in Q3 (17 On-call firefighters and 4 Support staff). Of these 21 appointments, 5 declared their ethnicity as White British, no joiners declared as BAME and 16 people did not declare any status.

In year total joining the Service is 66; of them, those declaring their ethnicity within a BAME category for 2017/18 is 3.

While declaring is optional, the Service is aware that non-disclosure can mask our performance indicators and may not reflect the true picture of the organisation. Currently performance is reported as below target (4.55%).

The Service is continuing its drive to:
a) reduce non-disclosure levels and
b) Increase the numbers of BAME people applying for positions across the Service.

4.4 **T3 - Percentage of station based operational staff that have attended Water First Responder course within the last three years**
The Q3 target was slipped by 1% which equates to 5 operational personnel.
5 courses were facilitated during Q3 with 10 places remaining unfilled. Had these places been filled the PI would have been exceeded.

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 remains at 91% for Q3. An additional Trauma Care Course was run over 2nd to 5th February 2018. The 3 Sections / Watches that are below target are Harrold, Sandy and Stopsley White Watch. Looking at the current nominations for the additional course Stopsley White Watch and Harrold will meet the target, however Sandy still require nominations. The course is now at full capacity,

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however we will facilitate the removal of personnel in order to accommodate Sandy personnel and bring them up to the 60% target.

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 Q3 this is reported at 97%, which is 1% off target. This is a 1% increase on Q2.

4.7 **T8b - Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period**
This PI is 2% below target for Q3. This is partly due to requirements for all personnel (including On-Call (RDS)) to undertake online assessments for a suite of new Tactical Operational Guidance (TOG) documents as they are issued and published electronically on Learnpro.

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

Item 5.5

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services	Optimise the use of existing business systems and replace where appropriate.	**Amber**	**12 February 2018:** The status of the project is Amber due to previous cost overruns which cannot be ameliorated. The project has been successful and continues to deliver significant efficiencies and far reaching benefits within the organisation since the go live date in February 2017 of the iTrent application. A major mandatory upgrade of iTrent to the latest version was completed in January 2018, so that it is compliant with new legislation coming into force in April. Work to draw the HR & Payroll Project Phase 1 to a close continues; various tasks have been transferred into business as usual, and of the work outstanding, only 3 "high priority" tasks remain. • Completion of the non-sickness absence reporting process and the People/Positions synchronisation process between MIS and iTrent are due to deliver in early April. • A way forward has been found to resolve the issue with correcting pay calculations associated with working patterns, and an options paper and recommendation has been forwarded to the Project Board for consideration. This will require an additional day of consultancy that is being arranged.

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services, Cont…	Optimise the use of existing business systems and replace where appropriate.	**Green**	Phase 2 of the project is going well and remains within budget, all invoices are under close scrutiny to ensure there are no cost over-runs. The Recruitment module has been through Operational Acceptance Testing with HR, and is currently undergoing User Acceptance Testing phase, a number of users have been asked to test the online application process. The launch of online recruitment is being synchronised to the launch of the new Service website in early April. The look and feel of the web recruitment page will be consistent with the Service website. Scoping of the Time and Expenses module has started, with capturing of the "as is" processes completed and agreed. The future "to be" process requirements have also been captured. A visit took place to Bucks FRS on 14 Feb. to benefit from their experience of implementing this module. A formal review meeting took place on 04 January 2018, with the new Midland HR Account Manager, as a number of processes are now managed as BAU.
		Completed	**Workbench synchronisations:** **12 February 2018: Sickness Absence Notification Application** The status of the Sickness Notification application remains Green and all development work is complete. The app has been live now for all staff for over three months and has processed over 195 sickness instances with no issues. Recommend that this project is now closed.

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services, cont….	Optimise the use of existing business systems and replace where appropriate.	**Red**	**16 March 2018: Non-Sickness Absence Synchronisation** The status of this project remains Red as the original delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI Team. The expected delivery date has been revised to April due to the following issues: • Devon and Somerset FRS requesting that the link to a server shared between the two Services be closed due the closure of the STEP project. This required a movement of our source code to a local server and re-testing of all applications. This caused a delay of 7 days. • PharOS rota book requires data not captured as standard by iTrent, therefore a workaround was put in place to store this data in an unused field in iTrent. The development of the iTrent Recruitment module has recently highlighted the need to change this which has the added benefit of simplifying the process for HR and reducing risk of error when entering data. This revision caused 6 days additional work. Current expected delivery date for non-sickness absence synchronisation is Mid April after go live of people/person Synchronisation.
		Red	**16 March 2018: People / Person Synchronisation** The status of this project remains Red as the original delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the Business Information Team. Expected delivery date was revised to mid-March However during User Acceptance Testing issues were identified, which required some additional correction work, lack of capacity in the BI Team for subsequent additional testing has caused further delays of approximate two weeks. Expected delivery date has now been revised to last week of March.

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER THREE

	Measure			2017/18 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q3	Q3 Actual	Q3 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%	8.75%	10.00%	12.5%	6.6%	Green	n/a
EQ1b	Percentage of new entrants to the whole time operational duty system to be women	Higher is Better	6%	14.81%	14.81%	5.88%	6%	Amber	n/a
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	10.31%	12.50%	4.55%	14%	Red	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.61%	4.24%	3.78%	4.3%	Green	12% Better than Target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.82%	1.57%	1.36%	For Info Only		
HR3	The percentage of returned appraisal documents (all staff)	Higher is Better	90%	n/a	95.5%	92.8%	90%	Green	3% Better than Target

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER THREE

Measure				2017/18 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q3	Q3 Actual	Q3 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%	95%	99%	99%	98%	Green	1% better than target
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Higher is Better	98%	98%	99%	100%	98%	Green	2% 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%	89%	98%	97%	98%	Amber	Missed target by 1%
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%	99%	98%	Green	1% better than target
T5	Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.	Higher is Better	98%	93%	92%	91%	98%	Amber	Missed target by 7%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER THREE

No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
	Measure			**2017/18 Quarter 3**					
	Staff Development (cont.)								
T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Higher is Better	98%	67%	97%	97%	98%	Amber	Missed target by 1%
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	100%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	Higher is Better	92%	93%	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%	88%	90%	92%	Amber	Missed target by 3%

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SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER THREE

Measure				2017/18 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q3	Q3 Actual	Q3 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%	94%	92%	Green	2% better than target
T8d	**Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.**	Higher is Better	92%	94%	93%	93%	92%	Green	1% better than target
Health and Safety									
H1	**Number of serious accidents (over 28 days) per 1000 employees.**	Lower is Better	3.78	0.50	0.00	1.96	2.84	Green	31% 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	98.16	58.96	173.72	288.60	Green	40% 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	374.00	3443.15	0.00	586.35	Green	n/a

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. Document Last Saved 26/03/2018 10:24:00

Item 5.12 Appendix B

For Publication	**Bedfordshire Fire and Rescue Authority**
	Human Resources Policy and Challenge Group
	29 March 2018
	Item No. 6

REPORT AUTHOR:	**ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**
SUBJECT:	**PROPOSED HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT INDICATORS AND TARGETS FOR 2018/19**

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

Background Papers:	None

Implications (tick ✓):

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

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

PURPOSE:

To advise Members of the proposed suite of Human Resources performance indicators and associated targets for 2018/19 and to seek the Group's endorsement to incorporate these into the Service's performance management framework.

RECOMMENDATION:

That Members consider the proposed suite of Human Resources performance indicators and targets for 2018/19 and endorse or require adjustment as appropriate.

1. Introduction

   a. In line with its Terms of Reference, the Human Resources Policy and Challenge Group is responsible for monitoring the performance of those areas of the Service's work falling within its scope. In order to facilitate this, the Group receives quarterly summary performance reports at each of its meetings.

   b. The Human Resources Policy and Challenge Group is involved in the process of agreeing the suite of indicators and of setting the associated targets and that this should take place, as far as practicable, alongside the annual budget-setting, medium-term financial planning and strategic project planning processes. The Group's Work Programme for the current financial year therefore included this as an item for its meeting in March 2017.

   c. This report advises the Human Resources Policy and Challenge Group of the proposed measures and targets for 2018/19. Members are requested to consider and endorse the proposed targets for 2018/19 as per Appendix A attached.

   d. Members will be aware that 2017 saw the introduction of new national guidance for Fitness Testing. This has a direct impact on indictors OH 1 and OH2. The new standards have required the service to develop a new policy reflecting different fitness standards for operational command roles and the introduction of drill ground assessments (DGA). There has been lengthy discussion and meaningful consultation with the recognised trades union. As a consequence the new policy was only recently promulgated and thus fitness tests have not been able to progress according to normal timescales. Fitness tests will now be conducted during April/May 2018. Consequently the service will not be reporting on 2017/18 performance but instead will carry forward the targets to 2018/19 as detailed in Appendix A. Members can be reassured that it is an ongoing requirement for operational personnel to maintain their fitness levels at all times.

   e. The targets have been set taking account of Service plans, projects and budgetary allocations for 2018/19. The key considerations relevant to each area are outlined in the additional comments in the table and link the measure to Service objectives.

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

Proposed Human Resources Performance Indicators and Targets for 2017/18

					EQUALITY & DIVERSITY	

Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2017/18	BFRS Target 2018/19	Target setting Rationale
EQ1A	Percentage of new entrants to the Retained Duty System to be women	Quarterly	2017/18 - 13.33%* 2016/17 - 14.29% 2015/16 - 15.79% 2014/15 - 11.76% 2013/14 - 0% 2012/13 - 0% 2011/12 - 0%	6.6%	9%	Set a target at 2% above average performance rate over the last 5 years (6.97%). Previous target 6.6%, new target 2018/19 is 9%
EQ1B	Percentage of new entrants to the whole time operational staff to be women	Quarterly	2017/18 - 5.56%* 2016/17 - 14.81%	6%	6%	Target to remain the same to allow another years data to inform future target setting
EQ2	Recruitment of Black and Minority Ethnic staff across the whole organisation	Quarterly	2017/18 - 4.92%* 2016/17 - 11.86% 2015/16 - 6.82% 2014/15 - 12.2% 2013/14 - 15.09% 2012/13 - 5.71% 2011/12 - 19%	14%	14%	Target set at 2% above the 5 year average (11.8%) performance rate.
EQ3	Parity in retention rates between BME and white employees (All Staff)	Annually	2017/18 - 6.12%* 2016/17 - 5.17% 2015/16 - 4.84% 2014/15 - 12.28% 2013/14 - 10% 2012/13 - 8.06%	13.6%	9%	The average retention rate over the previous 5 years stands at 12.6%. Target set at 1% above the 5 year average (8.07%). Previous target 13.6%, new target 2018/19 is 9%
EQ4	Parity in retention rates between men and women (Operational Staff)	Annually	2017/18 - 8.11%* 2016/17 - 2.44% 2015/16 - 2.17% 2014/15 - 0% 2013/14 - 2.63% 2012/13 - 6.52%	4%	4%	The retention of firefighters that are women over the past 5 years stands at 2.4%. Women representation in firefighting roles has remained static for several years at around 4%. Target remains the same as linked to workforce profile.

			HUMAN RESOURCES				
Ref	**Performance Indicator**	**Frequency of Reporting**	**BFRS Historical Performance**	**BFRS Target 2017/18**	**BFRS Target 2018/19**	**Target setting Rationale**	
HR1	The percentage of working time lost due to sickness	Quarterly	2017/18* - 3.78% 2016/17 - 4.39% 2015/16 - 3.55% 2014/15 - 3.61% 2013/14 - 3.47%	4.3%	4.3%	The target has been set using the MEAN average public sector absence as reported in the 2016 CIPD annual survey. This is now a bi annual survey rather than annual so figures are not available for 2017. CIPD survey has been used to set targets in all previous years. From April 2017, the new HR system has calculated absence rates. As this is based on actual work patterns it is more accurate but is likely to result in an increase absence rate compared to the previous method. April – Dec 2017 performance is running at 3.8% but high levels of absence during January (colds/flu etc.) is likely to increase this. Recommended maintain target as per the last CIPD report.	
HR2a	Turnover excluding retirement or dismissals - **Excluding Retained**	Annually	2016/17 - 3.59% 2015/16 - 4% 2014/15 - 3.70% 2013/14 - 2.79% 2012/13 - 4.39%	5%	4.5%	Average performance over last 3 years (rounded up) + 0.5%. This is a 1.5% decrease on the method used in 16/17 and 0.5% lower than previous year's methods. Turnover was expected to increase given the changes in pensions and retirement age and the commonly held view that firefighting is no longer viewed as a lifetime career. However performance at Jan 2018 is 3.4% so the rate of increased turnover appears to be slowing. Note: National median turnover results for 2017 (source XpertHR) were: Private sector 22.5%, public sector 10.5%.	

						HUMAN RESOURCES

Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2017/18	BFRS Target 2018/19	Target setting Rationale
HR2b	Turnover excluding retirement or dismissals - **Retained only**	Annually	2016/17 - 9.36% 2015/16 – 9.93% 2014/15 - 10.7% 2013/14 - 8.39% 2012/13 - 14.47%	10%	16%	Target is usually based on the performance over the last 3 completed years (rounded up) + 1% given the volatile nature of RDS turnover. For 17/18 only the 3 year average was used as performance was good. RDS turnover @ Jan 2018 is running at 17.97% so the 17/18 target is highly unlikely to be met. In view of current performance a target 16% is recommended for 2018/19. Note: National median turnover results for 2017 (source XpertHR) were: Private sector 22.5%, public sector 10.5%.
HR3a	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) All staff	Annually (after Sept each year)	All staff 2017 - 92.8% Support staff /Stn Mgr and above 2016 - 91% 2015 - 91% 2014 - 72% 2013 - 75% 2012 - 69% Firefighters/CM/WM 2016 100% 2015 99%	90%	90%	An overall service target of 90% is suggested given the importance of appraisal and the 2015 - 2017 performance results. 100% is not usually possible to achieve given staff and management turnover. 90% is stretching but realistic

			HUMAN RESOURCES (Occupational Health)			
Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2017/18	BFRS Target 2018/19	Target setting Rationale
OH1	Percentage of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS).	Annually	2017/18* - Q3Data 2016/17 - 98% 2015/16 - 98% 2014/15 - 98% 2013/14 - 97% 2012/13 - 95% 2011/12 - 88%	97%	97%	Performance has exceeded target for the past 3 years achieving 98%, however due to the delay in the implementation of the new national guidance the impact of the Drill Ground Assessment is still unknown. Therefore it is recommended that the stretching target of 97% is maintained for 2018/19 as testing for 2017/18 has only just commenced. With the introduction of the Fitness Advisory Support Team and a Fitness Apprentice in 2017/18, BFRS hope to offset the extra demands placed upon the department. NOTE: Owing to the delay referred to above, there will not be a performance report for 2017/18. Instead it will carry forward to 2018/19 (see later presentation on the Agenda)
OH2	Percentage of operational personnel achieving a pass category in their annual fitness test.	Annually	2017/18* - Q3Data 2016/17 - 97% 2015/16 - 95% 2014/15 - 95% 2013/14 - 96% 2012/13 - 94% 2011/12 - 95%	95%	95%	The potential impact of the Drill Ground Assessment has yet to be evaluated in 2017/18 due to a delay in its implementation. Hence with testing not taking place until Q4 it is recommended that the target of 95% remains for 2018/19 until the full impact of the new national guidance on BFRS can be reviewed. Historically performance has met target with 97% being achieved in 2016/17 and 95% in the two previous years. NOTE: Owing to the delay referred to above, there will not be a performance report for 2017/18. Instead it will carry forward to 2018/19 (see later presentation on the Agenda)

			ORGANISATIONAL DEVELOPMENT				
Ref	**Performance Indicator**	**Frequency of Reporting**	**BFRS Historical Performance**	**BFRS Target 2017/18**	**BFRS Target 2018/19**	**Target Setting Rationale**	
T1	Percentage of Operational BA Wearers that have attended an assessed BA course within the last two years	Quarterly	2017/18* - 99% 2016/17 - 98% 2015/16 - 98% 2014/15 - 95% 2013/14 - 95% 2012/13 - 94%	98%	98%		
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Quarterly	2017/18* - 100% 2016/17 - 98% 2015/16 - 99% 2014/15 - 99% 2013/14 - 100% 2012/13 - 98%	98%	98%	T1 – T6 cover safety critical operational training. Organisational expectation is to maintain a frequency based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2018/19.	
T3	Percentage of Station based Operational personnel that have attended a Water First Responder or Water Technician course within the last 3 years	Quarterly	2017/18* - 97% 016/17 - 98% 2015/16 - 99% 2014/15 - 90% 2013/14 - 96% 2012/13 - 81%	98%	98%		
T4	Percentage of Operational BA Wearers that have attended Compartment Fire Behaviour course within the last two years	Quarterly	2017/18* - 99% 2016/17 - 98% 2015/16 - 98% 2014/15 - 98% 2013/14 - 96% 2012/13 - 97%	98%	98%		
T5	Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years	Quarterly	2017/18* - 91% 2016/17 - 91% 2015/16 - 99% 2014/15 - 82%	98%	98%		

			ORGANISATIONAL DEVELOPMENT (Cont)			
Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2017/18	BFRS Target 2018/19	Target Setting Rationale
T6	Percentage of Station based Working at Height trained personnel that have attended a recertification course within the last 3 years	Quarterly	2017/18* - 97% 2016/17 - 98% 2015/16 - 92% 2014/15 - 41%	98%	98%	As above
T7	Percentage of FDS Cover Commanders that have attended an Incident Command Assessment within the last 12 months.	Quarterly	2017/18* - 100% 2016/17 - 100% 2015/16 - 92% 2014/15 - 100% 2013/14 - 97% 2012/13 - 93%	98%	98%	T7 covers command competence. Organisational expectation is to maintain a frequency based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2018/19.
T8a	Percentage of Wholetime Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Quarterly	2017/18* - 95% 2016/17 - 95% 2015/16 - 95% 2014/15 - 94% 2013/14 - 92% 2012/13 - 87%	92%	92%	T8 (a-d) covers e-learning completion and learning recording for operational roles. Organisational expectation is to maintain current competencies for all 'in scope' personnel. Historical reporting shows 92% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2018/19. Evidence of compliance is measured using PDRPro. During 2018/19 a full review of the safety critical e-learning content is being carried out which may lead to alternative recommendations for target setting in 2019/20.
T8b	Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Quarterly	2017/18* - 90% 2016/17 - 89% 2015/16 - 90% 2014/15 - 90% 2013/14 - 87%	92%	92%	
T8c	Percentage of Control personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period	Quarterly	2017/18* - 94% 2016/17 - 93% 2015/16 - 81% 2014/15 - 88% 2013/14 - 76%	92%	92%	
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	Quarterly	2017/18* - 93% 2016/17 - 92% 2015/16 - 95% New Measure	92%	92%	

			HEALTH AND SAFETY				
Ref	Performance Indicator	Frequency of Reporting	BFRS 5 year average Performance (2012-17)	BFRS Target 2017/18	BFRS Target 2018/19	Target Setting Rationale	
H1	Number of serious accidents (over 28 days) per 1000 employees.	Quarterly	2016/17 - 0.00 2015/16 - 1.94 2014/15 - 3.84 2013/14 - 3.70 2012/13 - 3.57	3.78	3.78	Downward (positive) trend over last 3 years. Target has been set to remain at 3.78 which was the target for the previous reporting period. *Note – One serious accident resulting in an over 28 day injury equates to 1.96. Two would equate to 3.92 and would be graded amber; three would equate to 5.88 and would be graded red.	
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Quarterly	2016/17 - 131.57 2015/16 - 436.01 2014/15 - 262 2013/14 - 544 2012/13 - 391	384.80	317.63	Downward (positive) trend over last 5 years. Target has been set to achieve 10% reduction on 5 year average 2012-17.	
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System employees.	Quarterly	2016/17 - 4091.61 2015/16 - 2703.69 2014/15 - 526 2013/14 - 569 2012/13 - 339	781.80	781.80	Upward (negative) trend over last 2 years. Target has been set to remain at 781.80 which was the target for the previous reporting period. *Note – The very high figures for 2015/16 and 2016/17 create a high 5 year average 2012-17 and therefore would increase the target significantly. Cover periods are now calculated in hours using the Gartan availability system which will provide more accurate reporting.	

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For Publication   **Bedfordshire Fire and Rescue Authority**
                                        Human Resources Policy and Challenge
                                        Group
                                        29 March 2018
                                        Item No. 7

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

SUBJECT: **NEW INTERNAL AUDIT REPORTS**

For further information   Karen Daniels
on this Report contact: 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 present the report on internal audits completed since the last meeting of the
Human Resources Policy and Challenge Group.

RECOMMENDATION:

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

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1.   <u>Background</u>

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

1.2   Each internal audit report details:

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

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

2.   <u>Internal Audit Reports</u>

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

- Pension Board (completed on 5 January 2018; report finalised on 23 January 2018 (Appendix A). Conclusion: Green – Substantial Assurance.

2.2   The actions arising from the above audits will be incorporated as 'new' actions within the Audit and Governance Actions Monitoring Report in June 2018 for on-going monitoring by the Policy and Challenge Group.

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

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

BEDFORDSHIRE FIRE & RESCUE AUTHORITY

Pension Board

FINAL

Internal audit report: 4.17/18

23 January 2018

RSM

CONTENTS

Debrief held	5 January 2018	**Internal audit team**	Daniel Harris, Head of Internal Audit
Draft report issued	16 January 2018		Suzanne Rowlett - Senior Manager
Responses received	23 January 2018		Louise Davies – Manager
Final report issued	23 January 2018		Jay Desai – Senior Internal Auditor
		Client sponsor	Denise Clarke - Head of HR
			Sally Green - HR Operations Manager
			Gavin Chambers - Head of Finance and Treasurer
		Distribution	Denise Clarke, Head of HR

1 EXECUTIVE SUMMARY

1.1 Background

We have undertaken a review of the Pension Board as part of our annual internal audit plan for 2017/18 for Bedfordshire Fire and Rescue Authority (hereafter referred to as 'the Authority').

Our review focussed on the Pension Board and whether the Board had been set up in line with Public Services Pensions Act 2013 and other guidance available to the Board.

The Pension Board was governed by a Terms of Reference which was last updated in August 2015 and confirmed that the Board comprised of; a Chairperson, two employer representatives and two member representatives with additional support from the Scheme Manager and a Minute-taker.

The Pension Boards main purpose as specified within its terms of reference was to assist Bedfordshire Fire & Rescue Authority in its role as Scheme Manager of the Firefighters' Pension Scheme. Such assistance is to:

a) Secure compliance with the Regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme and;
b) Ensure the effective and efficient governance and administration of the Scheme.

1.2 Conclusion

We were satisfied that the Pension Board had been established in line with national expectations and was generally delivering its responsibilities in line with its terms of reference. We have however, agreed four low priority management actions in order to improve some aspects of the Pension Boards arrangements such as; regular review of the terms of reference, identification of detailed responsibilities within the terms of reference, retaining sufficient audit trail for completed actions through the meetings, updating of information on the Authority website and development of a Knowledge and Understanding Framework and Policy.

Internal audit opinion:

Taking account of the issues identified, the Authority can take substantial assurance that the controls upon which the organisation relies to manage the identified area(s) are suitably designed, consistently applied and operating effectively.
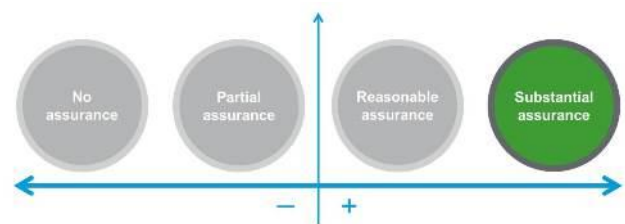
1.3 Key findings

The key findings from this review are as follows:

Terms of Reference

Bedfordshire Fire & Rescue Authority have established a Pension Board which was governed by a Terms of Reference which includes the high-level responsibilities as defined within the Public Services Pensions Act 2013 and also the membership, quoracy and reporting requirements.

Pension Board Structure

The Pension Board was chaired by the Head of Finance and Treasurer and was supported by the HR Operations Manager as the Scheme Manager with two employer representatives and two member representatives. We also confirmed that the Board had assigned a member of staff to provide the Board with secretarial support which was evidenced through the Terms of References and then subsequently within meeting minutes.

Compliance with Public Service Pensions Act 2013

We reviewed the Pension Boards documentation including meeting minutes, conflicts of interest policy, declaration of interest forms, terms of references and the Authority's website to test compliance with section five and six of the Public Service Pensions Act 2013 and confirmed that the Pension Board had complied with the guidance in all subsections where relevant under section five however, we noted some exceptions with section six where the most up to date information had not been published on the Authority website for which we have agreed a low priority management action.

Conflicts of Interest

A Conflicts of Interest Policy is in place which outlines the Authorities requirements for declaring interests of members of the Local Pension Board (LPB).

Furthermore, we confirmed that each member of the Board had completed a declaration of interest form upon appointment to membership. We were also able to confirm that the Chair and Scheme Manager had completed a declaration of interest form.

All employees of the Authority are required to complete an annual declaration for the Authority however, there is no further requirement for an annual declaration for Pension Board members. We did however note that some members had joined the Board in 2016 and the declaration was completed at the joining stage and therefore some declarations were dated 2016 however, at each meeting we were able to evidence an opportunity to declare any conflicts of interest and therefore have not agreed a management action in relation to this.

Through review of the conflicts of interest register and the respective forms, we were able to confirm that none of the members had any significant conflicts of interest. Furthermore, we confirmed through review of the terms of reference that the Authority had outlined the requirements for conflicts of interest which were in line with the Public Service Pensions Act 2013.

Pension Board Meetings

We obtained the meeting minutes, agendas and papers for the Pension Board meetings held in November 2016, February 2017, May 2017 and September 2017 and confirmed that meeting minutes had been formally documented in each of the months noted above. We reviewed the meeting minutes and confirmed the key subject areas discussed however, we were unable to compare these to outlined responsibilities as these were not included in significant detail within the Pension Board Terms of Reference. The Pension Board did however include the high-level responsibilities as required by the Public Services Pensions Act 2013. In addition, we confirmed that the quoracy requirements outlined within the Terms of Reference were met within each of the four meetings reviewed.

1.4 Additional information to support our conclusion

The following table highlights the number and categories of management actions made. The detailed findings section lists the specific actions agreed with management to implement.

Area	Control design not effective*		Non Compliance with controls*		Agreed actions		
					Low	Medium	High
Pension Board	0	(4)	3	(4)	4	0	0
Total					**4**	**0**	**0**

* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

2 DETAILED FINDINGS

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

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

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
Area: Pension Board								
1.1	Bedfordshire Fire & Rescue Authority have established a Pension Board which is governed by a Terms of Reference which includes the responsibilities as defined within the Public Services Pensions Act 2013. The Public Services Pensions Act 2013 provides guidance to the Authority in relation to the establishment	Yes	No	**Terms of Reference** We obtained the Terms of Reference for the Pension Board at Bedfordshire Fire & Rescue Authority and confirmed that the Terms of Reference clearly identified the following key elements: • Membership, • Delegations, • Quoracy, and • Reporting requirements. We noted that the Terms of Reference did not clearly identify the responsibilities of the group in detail	Low	The Terms of Reference for the Pension Board will be reviewed and updated to outline the specific responsibilities of the Board in assisting the Authority in its role as Scheme Manager. The terms of reference will be subject to regular review and this requirement will be defined within the terms of reference.	28 February 2018 28 February 2018	G Chambers S Green G Chambers

and governance of Local Pension Boards.

The Terms of Reference is in place for the Pension Board which includes key information including roles, responsibilities, membership, delegations, quoracy and reporting requirements.

The Pension Board meetings take place a minimum of three times per year and are attended to by the following personnel:

- Chair;
- Scheme Manager;
- Two Employer representatives;
- Two Member representatives; and
- Minute-taker.

however, we noted that it included assisting Bedfordshire Fire & Rescue Authority in its role as Scheme Manager of the Firefighters' Pension Scheme. There was limited clarity as to how the Pension Board would specifically assist the Authority's role as Scheme Manager.

Through discussions with the HR Operations Manager, we confirmed that the Pension Board had been waiting for the Scheme Advisory Board to provide the suggested timetable and list of agenda items. This had been provided and discussed at the Pension Board meeting in December 2017.

Following this, we also confirmed that the Authority had developed an annual work programme for the local pension board for 2018/19 through which they identified ten standing agenda items for their meetings.

Without clearly identifying the responsibilities and remit of the Pension Board within the Terms of Reference, the requirements and expectations of the group is unclear and can lead to important and relevant issues not being discussed.

In addition, we identified that the Terms of Reference were last reviewed and updated in August 2015 but had not been assigned a next review date.

There is a risk that the Boards terms of reference may become outdated

Low	The Pension Board will ensure that the website is kept up to date with the latest information and details for the Board Members.	31 January 2018	G Chambers

should they not be regularly reviewed in line with legislation.

Compliance with Public Service Pensions Act 2013

Section Six

Our review of the Pension Information webpage identified that the information attached on the website was outdated as it identified a member of the Pension Board who had retired.

There is a risk that without the most up to date information of the Board members being available on the website, staff and members of the pension schemes may be misled to contact the incorrect people. This may impact the timeliness of resolving queries and issues.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
1.2	The purpose of the Board is to assist Bedfordshire Fire & Rescue Authority in its role as Scheme Manager of the Firefighters' Pension Scheme. Such assistance is to: • Secure compliance with the Regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme and; • Ensure the effective and efficient governance and administration of the Scheme. The key subject areas discussed at Pension Board meetings include: • Training; • Communications; • Risk Register; • Review of Annual Pension Benefit;	Yes	No	**Pension Board Meetings** We obtained the, agendas, meeting minutes and papers for the Pension Board meetings held in November 2016, February 2017, May 2017 and September 2017 and confirmed that meeting minutes had been formally documented for each of the above meetings. Following our review of meeting minutes for the above meetings, we were able to confirm that the Pension Board consistently held discussions around the following subject areas: • Training; • Communications; • Risk Register; • Review of Annual Pension Benefit; • Website; and • Local pensions partnership attendance and support. We were however unable to confirm that this was sufficient as there was no clear criteria outlined within the Terms of References for the Pension Board. We have agreed a management action above in relation to more specifically identifying the responsibilities of the Pension Board.	Low	The Authority will re-design the action log to include an implementation date and completion column. A clear audit trail will be maintained confirming that actions have been completed within action log presented in the subsequent meeting.	28 February 2018	G Chambers S Stewart

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	• Website; and • Local pensions partnership attendance and support. Pension Board meetings are held a minimum of three times a year and meeting minutes are taken at each of these meetings. Actions are assigned during the meetings and recorded on an action log which is reviewed, maintained and presented at each meeting.			In addition, we obtained the 2018/19 workplan which identified the various subjects and the meetings during which they would be presented, discussed and reviewed. The Pension Board in the past has set their own agendas, which have been informed by the various courses, regional meetings and training attended. The Chair prior to each meeting has met with the Scheme Manager to discuss the forthcoming agenda and matters that needed to be covered. The Pension Board had been waiting for the Scheme Advisory Board to provide the suggested timetable and list of agenda items which has recently been communicated. We did however compare the subject areas discussed by the Board to the standing agenda items outlined within the 2018/19 work programme and confirmed that they were in line with each other. **Actions and Action Logs** Through review of the meeting minutes, we were able to identify that the actions arising out of the discussions were clear in identifying who was responsible for each action however, there was no inclusion of a target completion date.				

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
				Furthermore, through review of meeting minutes and the attached action logs, we noted that there was limited information captured within meeting minutes as to the reason for actions being removed from the log, as there was no documented evidence or discussion in some cases to confirm that the actions had been completed. There is a risk that actions which have been identified may not be completed in a timely manner and in line with expectations of the Board and this may create unnecessary delays for securing compliance with regulations and legislation should action completion be delayed.				
1.3	Role descriptors are in place which support the Bedfordshire Fire & Rescue Authority Pension Board outlining the role description and personal specification of members and the chair. Training is provided through several forms, and Board members are expected to attend and participate in training arranged. The Board have developed a	Yes	No	We obtained the role descriptors for the members of the Pension Board and confirmed that it was clear in outlining role description and personal specification for the Chair and the members of the Board. Review of the training records confirmed that training was being completed by the members and the chairs and appropriate records were being retained to evidence the successful completion of the training. The Terms of Reference for the Pension Board outlined that the Pension Board should establish and	Low	The Authority will establish and maintain a Knowledge and Understanding Policy and Framework formally outlining the knowledge and understanding requirements for Board members.	30 June 2018	A Peckham

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	spreadsheet which records the training completed by each member of the Board including the Chair.			maintain a knowledge and understanding policy and framework which outlines the knowledge and understanding requirements for Board members. We did however note that the Pension Board had not developed a knowledge and understanding policy and framework as noted within the Pension Board Terms of Reference however, the Authority has maintained a spreadsheet which records the training completed by the Pension Board. There is a risk that members of the Board may not comply with the knowledge and understanding expectations of the Pension Board which may detriment the effectiveness and efficiency of the Board, should members lack the required knowledge.				

APPENDIX A: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The scope was planned to provide assurance on the controls and mitigations in place relating to the following areas:

Objectives of the area under review
To ensure that the Pension Board have been established in line with national expectations and is delivering its responsibilities in line with its terms of reference.

When planning the audit, the following areas for consideration and limitations were agreed:

Areas for consideration:

As a requirement of the Public Services Pensions Act 2013, a Pension Board has been established at Bedfordshire Fire Authority. The Act states that a Board should be established with responsibility for assisting the scheme manager in relation to the following matters:

a) Securing compliance with the scheme regulations and other legislation relating to the governance and administration of the scheme and any statutory pension scheme that is connected with it;

b) Securing compliance with requirements imposed in relation to the scheme and any connected scheme by the Pensions Regulator; and

c) Such other matters as the scheme regulations may specify.

This review will aim to provide assurance that the Bedfordshire Fire Authority Pension Board has been established and is delivering its responsibilities in line with its terms of reference.

In particular, we will ensure that:

- A Pension Board has been established with terms of reference which include the responsibilities as defined within the Public Services Pensions Act 2013;
- The terms of reference include the key information including roles, responsibilities, membership, delegations, quoracy and reporting requirements;
- Conflicts of interest have been adequately identified and considered;
- Appropriate resources have been assigned to the Pension Board to discharge their responsibilities including secretarial support; and
- The Pension Board is discharging their responsibilities in line with their terms of reference. This will include reviewing their minutes and papers to ensure that there is an appropriate record of activity and decisions made.

Limitations to the scope of the audit assignment:

- We will not confirm that all legal requirements have been met;
- We will not confirm that the pension scheme is being administered in accordance with the scheme regulations;
- We will not verify that the board member without a conflict of interest, does in fact not have a conflict of interest;
- We will not verify that the employee representative are employees;
- All testing will be compliance based sample testing only; and
- Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

Bedfordshire Fire & Rescue Authority Pensions Board 4.17/18 | 11

FOR FURTHER INFORMATION CONTACT

Suzanne Rowlett – Senior Manager

Suzanne.Rowlett@rsmuk.com

Tel: 07720 508148

Louise Davies – Manager

Louise.Davies@rsmuk.com

Tel: 07720 508146

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For Publication	Bedfordshire Fire and Rescue Authority Human Resources Policy and Challenge Group 29 March 2018 Item No. 8

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 2016/17
- 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 fourth such report to the Human Resources Policy and Challenge Group for the year 2017/18.

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

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

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

- Outstanding actions from internal and external audit reports, including those reports received during 2017/18 and those from previous years, which have a proposal to extend the original completion date. There are no requests to extend the original completion date.

- Outstanding actions from internal and external audit reports, including those reports received during 2017/18 and those from previous years, which are on target to meet the original or agreed revised completion date.

- Completed actions which are subject to a subsequent or follow up audit. These will remain on the report until this audit is complete and the action validated.

- Completed actions that are of a Low risk and do not require a follow-up audit. These will be removed from the report once they have been reported as completed to the Policy and Challenge Group.

- Any actions that have been superseded by new actions. (Actions are removed from the report once they have been reported as superseded to the Policy and Challenge Group.)

2.3   There are no requests to extend the original completion date. All High and Medium actions which are completed are subject to a follow-up audit.

3. <u>Monitoring Report of Actions Arising from the Authority's Annual Governance Statement</u>

3.1 The monitoring report covers the actions within the 2016/17 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 14 June 2017, as part of the 2016/17 Statement of Accounts.

4. <u>Organisational Risk Implications</u>

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')
RetRec 1.1 (16/17)	**RSM** Apr 17: Final Report (16/17)	Retained Recruitment Head of Training and Development	Low	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
GOV 6 (16/17)	**RSM** May 17: Final Report (16/17)	Governance Transparency & Decision Making Head of Human Resources	Low	The Authority will publish the following in relation to senior salaries: • a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses	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 Almost complete - will be finalised by the end of March 2018.	Original Jul 17 Agreed Extension to 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')
				and 'benefits in kind', for all employees whose salary exceeds £50,000.			
GOV 5 (16/17)	**RSM** May 17: Final Report (16/17)	Governance Transparency & Decision Making

Head of Human Resources | Low | 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. | Now completed and passed to Democtratic Services for publishing. | Original Jul 17

Agreed extension to Mar 18 | Completed – No follow up required |
| RetRec 1.4 (16/17) | **RSM** Apr 17: Final Report (16/17) | Retained Recruitment

Head of Training and Development | Medium | The Head of Training and Development will ensure that all required recruitment documents and checks are fully completed and performed prior to a Retained Firefighter starting at the Authority. | 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 | 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')
					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.		

For Publication   **Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge
Group
29 March 2018
Item No. 9**

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

SUBJECT: **2017/18 CORPORATE HEALTH AND SAFETY
OBJECTIVES PROGRESS UPDATE AND PROPOSED
2018/19 CORPORATE HEALTH AND SAFETY
OBJECTIVES**

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

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

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PURPOSE:

To update the Human Resources Policy and Challenge Group on:

- The progress to date in relation to the Annual Corporate Health and Safety
  Objectives set for 2017/18; and,
- To put forward proposals for the Annual Corporate Health and Safety objectives for
  2018/19 in line with the Service's Health and Safety policy requirements.

RECOMMENDATION:

That Members acknowledge the progress made in relation to the Health and Safety
objectives set and approved for 2017/18 and endorse the eight proposed Health and
Safety Objectives for 2018/19.

Item 9.1

1.   Introduction

1.1   The Service's Health and Safety at Work policy includes a commitment to the setting of annual Corporate Health and Safety Objectives. In June 2017 Members endorsed the Health and Safety Objectives for 2017/18 and progress in relation to these are detailed within the first section of this paper.

1.2   For 2018/19 the Service's Corporate Health and Safety Objectives have been selected in line with policy requirements. These Objectives have been approved by the Health and Safety Steering Committee and the Corporate Management Team and are detailed within the second section of this paper for Members to consider and endorse.

2.   Progress Update of the Health and Safety Objectives for 2017/18

2.1   **Communicate the findings from the Safety Climate Survey carried out using the Health and Safety Laboratory Safety Climate Tool and act on the evidence-based proposals for improving organisational safety culture** – The final summary report, with sector specific benchmarking is now complete. The report has been presented to CMT and the H&S consultation group and is now published, available in the health and safety section area on the Service intranet.

2.2   **Incorporate the use of a driver risk assessment into Emergency Fire Appliance driving courses and provide Service Driving Instructors with training on how to interpret and action the results arising from the risk assessments** – Three personnel including the two Service Driving Instructors attended a driver metrics course in April 2017. The driver risk assessment is available through the Fire and Rescue Risk Group (FARRG) insurance consortium and has been trialled during an initial EFAD course. The conclusions of the trial are now to be discussed at the next Management of Occupational Road Risk Group meeting.

2.3   **Provide accredited Health and Safety Training for personnel with strategic responsibility within the Service to enable the review of policies and strategies and enhance the safety culture within the organisation** – An IOSH Leading Safely course took place at training centre on 30/10/2017 with 11 attendees.

2.4   **Introduce local health and safety leading performance indicators to provide immediate insight into whether desired outcomes are being achieved and to assist in sustaining continuous improvement** – The local leading performance Indicators to be reported commencing Qtr 1 2018/19 have been set. Adjustments have been made to existing procedures to collect the relevant data.

2.5 **Establish regular Accident Investigation Team member meetings to improve investigation protocols, identify additional training, common trends and share areas of good practice and provide Accident Investigation Team members with vehicle collision training to further enhance collision investigations and identify the human factors involved and how these impact the decisions and behaviour of drivers** – Terms of reference have been published and the first AIT meeting was held on 15/09/2017. These meetings will continue to be held at 3 monthly intervals.

2.6 **Make the IOSH "No time to lose" campaign pledge to demonstrate a commitment to introduce policies and practices to manage the risks associated with carcinogens at work** - The campaign pledge has been documented and submitted to CMT and the HSCG. The campaign pledge has been made.

2.7 **To enhance firefighter safety during operational incidents and training by providing, through the Personal Protective Equipment Collaboration working group, replacement fire kit that offers maximum wearer protection and comfort and a fully managed service for its provision and maintenance** - BFRS production slot has been identified to enable the production to be completed and the kit issued before the termination of the Ballyclare contract. This remains a H&S corporate objective for 2018/19.

2.8 **To continue to review the Service's operational policies and procedures in line with the National Operational Guidance to provide standardisation of emergency response procedures with a completion deadline of August 2017** – This work has now been completed.

3. Proposed Corporate Health and Safety Objectives 2018/19

3.1 **Carry out focus group meetings with staff to communicate and discuss the findings of the Safety Climate Survey -** The Service conducted the Safety Climate Survey using the Health and Safety Laboratory Safety Climate Tool during January and February 2017 and the report detailing the findings recently published. The improvement proposals and discussion points arising from the safety climate survey now need to be actioned and the findings communicated to stakeholders.

3.2 **Implement an independent external audit of the safety management system (RoSPA QSA audit) -** An external audit of the safety management system (RoSPA QSA) took place in January 2014 where the Service achieved a level 4 award. It is recommended that the RoSPA QSA audit should be carried out every 4 years.

3.3 **Delivery of a campaign for the communication of safety event data and information -** Accident data shows that manual handling/musculo-skeletal and slip trip and fall accidents continue to be the most common cause of injury, with slips/trips/falls seeing a significant increase in 2017/18. Injuries during training activities have decreased in 2017/18 with routine activities accounting for the highest proportion of accidents. There has been a reduction in the number of accidents compared to the previous 3 years. Numbers of near miss reports remain relatively low in comparison to the number of accident reports. Communication of this data via a campaign poster will be designed to provide employees with clear up to date information and the cost of safety events to the Service.

3.4 **Produce a quarterly communication for the engagement of Service drivers to provide relevant information and statistics relating to driving incidents, and look to find ways to promote safe driving and good practice -** The numbers of vehicle collision reports have remained at a similar level in 2017/18 mainly due to a large proportion of slow speed manoeuvring collisions. 2017/18 has also seen a significant increase in vehicle collisions involving non-operational drivers. Safety whilst driving at work continues to be a high priority and remains part of the active monitoring programme. As a member of the FARRG insurance consortium a quarterly communication booklet for operational drivers will soon be available for issue.

3.5 **Communicate the IOSH "No time to lose" carcinogenic exposure campaign and carry out a compliance audit of the arrangements detailed in the campaign pledge made by the Service -** The Regional Health and Safety Practitioners working group had highlighted information and research on the topic of firefighter exposure to contaminants and the possible links to cancers. A number of regional partners were working towards making the IOSH "No time to lose" campaign pledge. BFRS have now made this pledge which details what it is we are doing and what we intend to do in the future to prevent ill health from exposure to contaminents.

3.6 **To continue the project to enhance firefighter safety during operational incidents and training by providing, through the Personal Protective Equipment Collaboration working group, replacement fire kit that offers maximum wearer protection and comfort and a fully managed service for its provision and maintenance -** In 2017/18 the Service, through the Personal Protective Equipment Collaboration working group, embarked on a project as a H&S corporate objective for replacement fire kit. This project will be completed in 2018/19.

3.7 **To produce and review Regional Product pack documents for use with the National Operational Guidance Programme -** In 2017/18 the Service National Operational Guidance Implementation Group completed the work to review and

adopt guidance documents and safe systems of work produced nationally. The new centrally coordinated National Operational Guidance Programme (NOGP) has developed a guidance framework. The structured guidance starts with the elements that affect all incidents; then the environments in which the Fire Service operates; and then our activities. The NOGP recently issued the Foundation for Breathing Apparatus.

3.8 **Review, Update and Deliver the Service`s BA Training in Accordance With National Operational Guidance Programme Foundation for Breathing Apparatus -** See paragraph 3.7 above.

4. Implications

Corporate Risk – Known

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

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

AREA COMMANDER DARREN COOK
HEAD OF ORGANISATIONAL ASSURANCE

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For Publication   **Bedfordshire Fire and Rescue Authority**
Human Resources Policy and Challenge
Group
29 March 2018
Item No. 11

REPORT AUTHOR: **HEAD OF ORANISATIONAL ASSURANCE**

SUBJECT: **CORPORATE RISK REGISTER**

For further information   Area Commander Darren Cook
on this Report contact: 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.

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1.   Introduction

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

1.2   An extract of the Corporate Risk Register showing the risks appropriate to the Human Resources Policy and Challenge Group together with explanatory notes regarding the risk ratings applied is appended to this report.

2.	Current Revisions

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

2.2	Changes to individual risk ratings in the Corporate Risk Register: 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:** The establishment for operational officers and firefighters continues to form part of regular CMT review. A four year recruitment proposal exists which is supported by the budget setting process. The Service also benefits from attraction of experienced officers and firefighters through a transfer process. Five experienced fire fighters recruited in January 2018 on transfer and one Station Commander appointed from Buckinghamshire FRS to support Fire Safety team, joining Flexible Duty System cadre. Posts are advertised nationally with a current advertisement out for a DCFO. The ELP continues to be supported by the Service to develop strategic managers, currently we have a candidate engaged on the 2018 programme. The inherent (6) and residual (4) risks are unchanged following this review.

- **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:** Quarterly performance indicators are being used to identify individuals or groups that require safety critical training and additional course provision made to accommodate these deficiencies. No changes to the Inherent (10) and residual (4) risk score is required following this update.

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: ? 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 *should* 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
29 March 2018
Item No. 12

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

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

For further information
on this report contact:

Nicky Upton
Democratic and Regulatory Services Supervisor
Tel No: 01234 845149

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 review and 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 for 2018/19.

RECOMMENDATION:

That Members review the work programme for 2017/18 and note the 'cyclical' Agenda Items for each meeting in 2018/19.

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

Item 12.1

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

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	**Notes**	**Item**	**Notes**
29 June 2017	• Election of Vice Chair*2 • 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	*2Deferred to Sept 2017 – Agreed at HRPCG 29 June 2017 *1Deferred to Sept 2017 – Agreed at HRPCG 21 Sept 2016	Ocuppational Health Support (Requested at FRA Briefing 7 February 2017 in particular support for Fire Personnel attending distressing incidents)	To be covered within the Absence Year End Report

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
20 September 2017	• 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	*2Deferred from June 2017 – Agreed at HRPCG 21 Sept 2016 Deferred to Jan 2018	Positive Action Report* Election of Vice Chair	Requested at HRPCG 21 March 2017 *Deferred to Jan 2018 Agreed at HRPCG

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
11 January 2018	• 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 Human Resources Policy and Challenge Group's Effectiveness • Work Programme 2017/18	*2Deferred from Sept 2017	Positive Action Report* Appraisal Report	*Deferred from Sept 2017

Item 12.4

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

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	**Notes**	**Item**	**Notes**
29 March 2018	• Audit and Governance Action Plans Monitoring Report • New Internal Audit Reports Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Proposed HR and Organisational Development Indicators and Targets for 2018/19 • 2017/18 Corporate Health and Safety Objectives to date and Proposed 2018/19 Corporate Health and Safety Objectives • Corporate Risk Register • Review of Work Programme 2017/18		Fitness Guidance	Requested at the HRPCG for 11.01.18

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Item 12.5

HUMAN RESOURCES POLICY AND CHALLENGE GROUP: PROGRAMME OF WORK 2018/19

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
28 June 2018	• 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 • Public Sector Equality Scheme Review • Corporate Risk Register • Work Programme 2018/19			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
20 Sept 2018	• Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Public Sector Equality Scheme Review • Positive Action Report • Health and Safety Annual Report • Annual Report of Provision of External Training • Corporate Risk Register • Work Programme 2018/19			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
10 January 2019	• 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 • Corporate Risk Register • Review of the Human Resources Policy and Challenge Group's Effectiveness • Work Programme 2017/18			