

Public Document Pack



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Human Resources Policy and Challenge Group.

Bedford Borough Councillors: C Atkins and J Mingay

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

A meeting of **Human Resources Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Thursday, 28 June 2018** starting at **10.00 am**.

Nicky Upton
Democratic and Regulatory and Services Supervisor

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Chair	
2.	Election of Vice Chair	Chair	
3.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below).
4.	Communications	Chair	
5.	Minutes	Chair	To confirm the minutes of the meeting held on 29 March 2018 (Pages 3 - 8)
6.	Review of Terms of Reference	Chair	To consider a report (Pages 9 - 12)
7.	Human Resources Programme and Performance Monitoring 2017/18 Quarter 4 and Programmes to date	ACO	To consider a report (Pages 13 - 24)

Item	Subject	Lead	Purpose of Discussion
8.	Audit and Governance Action Plans Monitoring Report	ACO	To consider a report (Pages 25 - 32)
9.	New Internal Audits Completed to date	ACO	To consider a report (Pages 33 - 50)
10.	Absence Year End Report	HHR	To receive a presentation
11.	Occupational Accidents Year End Report	HRes	To consider a report (Pages 51 - 60)
12.	Single Equality Scheme Review	DivAd	To consider a report (Pages 61 - 70)
13.	Annual Report of Provision of External Training	HSS	To consider a report (Pages 71 - 78)
14.	Corporate Risk Register	HSDA	To consider a report (Pages 79 - 82)
15.	Review of Work Programme 2018/19	Chair	To consider a report (Pages 83 - 88)
	Next Meeting		10.00 am on 20 September 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
28 June 2018
Item No. 5

MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 29 MARCH 2018

Present: Councillors Y Waheed (Chair), C Atkins, P Downing, T Khan and R Saleem

ACO Z Evans, SOC A Peckham, Ms D Clarke, Mr A Pixley and Mr I Hammett

17-18/HR/40 Apologies

40.1 An apology for absence was received from Councillor Mingay.

17-18/HR/41 Declarations of Disclosable Pecuniary and Other Interests

41.1 There were no declarations of interests.

17-18/HR/42 Communications

42.1 ACO Evans informed the Group that, following an intensive 2-day selection process with 4 candidates, Andrew Hopkinson of Durham and Darlington Fire and Rescue had been offered the role of Deputy Chief Fire Officer.

17-18/HR/43 Minutes

RESOLVED:

That the Minutes of the meeting held on 11 January 2018 be confirmed and signed as a true record.

17-18/HR/44 Human Resources Programme and Performance Monitoring 2017/18 Quarter 3 and Programmes to date

44.1 In presenting her report ACO Evans highlighted Appendix A. The status of the HR/Payroll System and Services was Amber and this was due to 2 workstream items which had Red indicators relating to synchronisation of data. The payroll system was otherwise fully operational and the status was being kept at Amber to ensure the workstream items were monitored.

44.2 Phase 2 of the ITrent project was on track and marked Green.

44.3 On Appendix B, item EQ1a for new entrants was performing well. EQ1b was at the same status as the previous quarter as there had been no new recruitment. An exception report for item EQ2 could be found on page 5.4 of the report. In the year to the end of Q3, 66 individuals had joined the Service of which 3 had declared

themselves to be of BAME. Within Q3 there had been 21 joiners. 5 had declared their ethnicity as white-British and 16 had not made a declaration. None of the 21 joiners had declared themselves to be of BAME. Members were informed that investigation was ongoing to ascertain the reduction in disclosure to be reported back to the next meeting.

- 44.4 Ms Clarke HRR commented that all indicators related to HR were currently Green which included sickness absence, an important organisational indicator.
- 44.5 SOC Peckham commented that staff development and training had shown good performance in the quarter. Of those indicators which were Amber:
- T3 had achieved 97%, slightly missing the target of 98%.
 - T5 was a challenging target and a small number of individuals could make a significant difference to performance.
 - T6 had missed the target by 1% but was an improvement on previous performance.
 - T8b was 2% below target and was an area requiring continued focus.
- 44.6 He added that T7 was still performing at 100% with a five-year average of 100%, an achievement which few FRAs could match. The measure related to a small number of individuals so even a single loss would have a significant effect on performance.
- 44.7 In response to a question in relation to paragraph 1.2 on page 2 of the report, ACO Evans commented that capacity in the Business Support team was being resolved. She further commented that all HR target indicators were now green.

RESOLVED:

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

17-18/HR/45 Proposed Human Resources Indicators and Targets for 2018/19

- 45.1 ACO Evans introduced the new performance indicators for 18/19. There was not significant change to the content of the indicators themselves although the targeting setting rationale had been updated as contained within the appendix. SOC Peckham commented that the targets for training remained unchanged while some had been set to be more demanding.
- 45.2 HHR provided information regarding the OH indicators. In particular explanation was provided as to why the 17/18 results would be carried over to 18/19. The national guidelines on Fitness Training had been revised in 2017 and this had required the development of a new policy in association with the FBU to reflect the introduction of drill ground assessments (DGA) (Minute 17-19/HR/049 below also refers). The length of this process which involved meaningful engagement had had a direct impact on indicators OH1 and OH2. There would be no performance figures for 2017/18 and instead fitness testing would now be conducted during April/May 2018. Consequently the service would not be reporting on 2017/18 performance but instead would carry forward the targets to 2018/19. ACO Evans reassured Members that it remained an ongoing requirement for operational personnel to maintain their fitness levels at all times and performance in this area had risen from 88% to 98%. This was a practical way of realigning the fitness assessments rather than operational employees having to take 2 assessments in quick succession.

RESOLVED:

That the proposed suite of Human Resources performance indicators and targets for 2018/19 be endorsed.

17-18/HR/46 New Internal Audit Reports completed to date

- 46.1 ACO Evans commented that the requirement for the FRA to have a Pensions Board was a new requirement. This had required a whole new framework and for staff to learn significant new skills. It was positive that the audit had resulted in substantial assurance. ACO asked for thanks to be minuted to all those involved in the Pension Board development and implementation.
- 46.2 ACO Evans confirmed that it was not possible for Elected Members to sit on the Pensions Board due to the potential conflict of interests, that pension decision makers cannot be a Board Member.

RESOLVED:

- 1) That the internal audit report be received.
- 2) That the associated management comments and actions associated with the internal audit report, and which are to be added to the Audit and Governance Action Plan Monitoring report, be endorsed.

17-18/HR/47 Audit and Governance Action Plans Monitoring Report

- 47.1 ACO Evans and SOC Peckham highlighted Appendix A which showed that only one item was due for review in March 2018 and this related to Retained Recruitment. No further action was required on any other targets in this section.

RESOLVED:

That progress made to date against the action plans and issues arising be noted.

17-18/HR/48 2017/18 Corporate Health and Safety Objectives progress and proposed 2018/19 Corporate Health and Safety Objectives

- 48.1 In presenting his report Mr Pixley commented that it set out the annual Health and Safety (H&S) objectives for the past year and for the forthcoming year.
- 48.2 Pages 9.2 to 9.3 of his report showed performance against the eight 2017/18 objectives:
1. This had been completed and benchmarked results were available on the intranet.
 2. A psychometric test for driver risk assessment had been developed in association with Cranfield University however, when used on an actual driver assessment course the test did not deliver usable results and would need to be re-designed.
 3. An IOSH course on Leading Safety had been completed by 11 individuals.
 4. Four indicators for Leading Safety had been developed and were ready to be implemented.
 5. Three quarterly meetings of the Accident Investigation Team had now taken place and had proven to be useful.
 6. The IOSH 'No time to lose' campaign pledge in relation to carcinogens at work had been made. National guidelines were also in development.

7. The collaboration working group on Personal Protective Equipment (PPE) had made good progress and this objective would be carried forward to 2018/19 for completion.
8. This objective had been on-going for three years and was now complete.

48.3 Pages 9.3 to 9.5 set out the eight proposed objectives for 2018/19 which were to:

1. Discuss the findings of the Safety Climate Survey.
2. Carry out a RoSPA audit of the safety management system – recommended every 4 years and last carried out in 2014 when a level 4 was achieved (5 being the highest).
3. Deliver a safety event information campaign.
4. Produce quarterly road risk information to drivers.
5. Communicate the IOSH 'No time to lose' carcinogenic exposure campaign.
6. Continue to enhance firefighter safety through the PPE collaborative working group.
7. Review Regional Product Pack documents and adopt guidance.
8. Review the Service's Breathing Apparatus training.

48.4 In response to a question Mr Pixley added that an action plan relating to Mental Health was also under development by HR.

RESOLVED:

- 1) That the progress made in relation to the Health and Safety objectives set and approved for 2017/18 be noted.
- 2) That the eight proposed Health and Safety Objectives for 2018/19 be endorsed.

17-18/HR/49 Functional Fitness Testing in BRFS, introducing the Drill Ground Assessment

49.1 Mr Hammett gave a presentation on fitness standards and Functional Fitness Testing in BRFS in which he commented that:

- A new system of Functional Fitness Testing had been released with the full support of the FBU and in conjunction with FireFit, the University of Bath, and the CFOA.
- A new Drill Ground Assessment (DGA) was designed to replicate the tasks expected of an operational firefighter and included tasks such as Equipment Carry, Casualty Evacuation and Hose Running.
- The level of fitness required of a firefighter was higher than that required of a Police officer, other than certain specialist Police roles such as Firearms officers.
- The DGA was both gender and age neutral, setting out the requirements for anyone to be able to carry out operational work while avoiding risk to self or others.
- It was recognised that operational fitness was affected by the aging process, by lack of activity and by some medical conditions such as arthritis.
- Where an officer fell below the required fitness standard, support and training would be provided to assist in bringing the individual back up to the required level of fitness. Where necessary sanctions could be, and had been, imposed but the sanction of dismissal had never been required.
- As an indicator of fitness the DGA should be completed within 11.11 minutes, with a 27 second variation. Operational staff should aim for a time of under 10.44 minutes in Full Fire Kit and without exhaustion.
- The existing treadmill test of aerobic fitness would remain the standard test with the DGA being used upon return to work from serious illness or upon failing the treadmill test.

- Treadmill test results fell into 3 categories, Green, Amber and Red based on the aerobic score.
 - If Green the Officer would remain on operational duty.
 - If Amber they would remain on operational duty while receiving support and would be tested using the DGA within 2 weeks.
 - If Red or if they failed the DGA they would be removed from operational duty pending further training and support.
- The DGA would be implemented with effect from 1 April 2018 but had already been used to test officers returning to work.
- There might be potential to demonstrate the DGA to the public at a Positive Action Day depending on the space available.

RESOLVED:

That the presentation on Functional Fitness Testing in BFRS be received.

17-18/HR/50 Corporate Risk Register

50.1 Two risks had been identified that fell within the remit of this group and they were detailed in paragraph 2.3 of the report.

- Retirement of a large number of operational officers over a short period of time and the resultant loss of significant experience.
- A failure of staff to meet minimum levels of competence.

RESOLVED:

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

17-18/HR/51 Review of Work Programme 2017/18

51.1 There were no additional items to be added to the Work Programme other than the inclusion of the expected report on the RoSPA audit at the end of the year (Minute 17-18/HR/048 and proposed objective no. 2 refers).

RESOLVED:

That the work programme for 2017/18 and 'cyclical' Agenda Items for each meeting in 2018/19 be noted.

The meeting ended at 11.49 am

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 2018
Item No. 6**

REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: TERMS OF REFERENCE

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 the Terms of Reference for the Human Resources Policy and Challenge Group.

RECOMMENDATION:

That Members consider the Terms of Reference for the Human Resources Policy and Challenge Group and recommend any changes for 2018/19 to the Fire Authority.

1. Introduction

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

1. Health, Safety and Welfare
2. Equality and Diversity
3. Training and Staff Development
4. Human Resource Planning

5. Organisational Development

6. Payroll

2. Terms of Reference

2.1 The Terms of Reference for the Policy and Challenge Group were last revised in July 2017 and are appended to this report.

2.2 Members are asked to consider the current Terms of Reference and recommend any changes required for 2018/19 to the Fire and Rescue Authority.

2.3 The Terms of Reference may need to be reviewed further following any recommendations from the Governance Audit.

**J ATKINSON
SECRETARY/MONITORING OFFICER**

HUMAN RESOURCES POLICY AND CHALLENGE GROUP

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

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

Membership

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

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

Quorum

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

Support

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

Regularity of Meetings

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

Reporting

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

Terms of Reference

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

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

Updated for change of Authority name – December 2012

Revised by HR Policy and Challenge Group on 13 June 2013

Quorum included – 2 July 2014

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

Revised Terms of Reference (Item 10 added) – FRA Meeting 19 July 2017

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 2018
Item No. 7**

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

SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE REPORT QUARTER FOUR 2017-18 (April 2017 to March 2018)

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 Four detailing:

1. Progress and status of the Human Resources Programme and Projects to date.
2. Summary report of performance against Human Resources performance indicators and associated targets for Quarter Four 2017/18 (April 2017 - March 2018) year end.

RECOMMENDATION:

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

1. Programmes and Projects

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
- The existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
 - 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:
- It has been agreed by the HR and Payroll Project Board on 10 May 2018 that Phase 1 of the current HR & Payroll system project can soon be closed as there has been good progress made on the "high priority" tasks remaining. It is expected that an End Stage Report can be prepared in late June for submission to the Programme Board.
 - The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board is now reviewing the Programme quarterly with the next Programme Board review scheduled for 7 September 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).

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

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

3. Performance

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

3.2 This report presents Members with the Quarter Four (full year) performance summary for 2017/18 and covers the period April 2017 to March 2018. 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

4.1 **EQ2 - Recruitment of black and minority ethnic staff across the whole organisation**

16 people were appointed in Q4 (1 On-call Firefighter, 7 Whole time Firefighters (of which 1 was female) and 8 Support staff. Of these 16 appointments, none declared their ethnicity as BAME and 1 did not declare their ethnicity.

In year total joining the Service is 81; of them, those declaring their ethnicity within a BAME category for 2017/18 is 5 (6.17%). 6 people did not declare their ethnicity.

The Service is continuing its drive to:

- a) Reduce non-disclosure levels by encouraging staff to update their records
- b) Increase the numbers of BAME people applying for positions across the Service

4.2 **HR2b Turnover excluding retirement or dismissals - Retained Only**

Turnover is difficult to predict and manage within RDS owing to the nature of the role. For the majority of employees their RDS contract is secondary to their primary work role. Owing to this and the need for a substantial amount of 'cover time' to ensure viability, turnover tends to be much higher than in other areas and is more volatile. From an analysis of exit interviews held in 17/18 various reasons for leaving were given. However whilst there is no one reason, work/life balance appears to feature quite

regularly in relation to the demands placed on RDS employees and the impact this has on family life. The financial recompense also appears to be an issue. This information has been shared with the RDS improvement project to be factored into future plans around more flexible contracts and pay systems. The situation continues to be monitored.

- 4.3 **T5 Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.** This PI has increased by 1% to 92% for Q4. Additional Trauma Care Courses were run over 2nd to 5th February 2018 and 23rd to 26th April 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.
- 4.4 **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 Q4 this has remained as reported at 97%, which is 1% off target. 4 courses were facilitated during Q4 with 7 spaces unfilled.
- 4.5 **T8b - Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period**
This PI remains 2% below target for Q4.
- 4.6 **OH 1 & 2 OH1 annual fitness assessments**
Members will recall that at the March 2018 HR Policy & Challenge meeting it was agreed that BFRS would not report on these indicators for 2017/18.

The reason for this was the new national guidance for Fitness Testing introduced in 2017. The new standards 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 had been lengthy discussion and meaningful consultation with the recognised trades union. As a consequence the new policy was only promulgated early in 2018 and thus fitness tests were not able to progress according to normal timescales. Consequently it was agreed that the Service would not report on 2017/18 performance but instead would carry forward the targets to 2018/19. Fitness testing under the new policy has recently commenced. Members can be reassured that it is an ongoing requirement for operational personnel to maintain their fitness levels at all times.

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

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	<p>10 May 2018:</p> <p>The current status of this project is Amber due to previous cost overruns in Phase 1 which cannot be ameliorated. There has been minimal budget spend in Phase 2, and two contractors (Developer and IM lead) have now completed their contracts.</p> <p>Work to draw the HR & Payroll Project Phase 1 to a close is now almost complete, and there are now only a small number of tasks remaining to be finished, around absence configuration, tracking data, reporting, and completing training guides. The synchronisations development work is now completed, live and stable, with maintenance transferred to BaU.</p> <p>Regular quarterly account meetings are now planned with Midland HR, the first of which took place on 19 April. Current open queries are under investigation by MHR</p> <p>Work is underway to revisit Benefits Realisation to ensure the project has delivered the original expectations set at the commencement of the project. General perceptions in the Service appear to be that from an end user perspective there is definitely an improvement. In addition, work has started on the production of an internal Business Continuity/Disaster Recovery Plan for the core HR and Payroll modules.</p> <p><u>Recruitment:</u> Phase 2 work on implementing the online recruitment module is almost complete, with final links to the new Service website to be tested. Recruitment likely to go live by 30 June assuming the new website is up and running.</p> <p><u>Time and Expenses:</u> Progress on Time and Expenses (T&E) has been very slow due to the focus on absence calculations, and capacity issues as PayPM has also been giving significant input to other projects e.g. Gartan and Wholetime Rota management. These commitments continue into the following period.</p> <p>A realistic timetable for implementation is being developed. Additional resources may also be required to write the test scripts and reports.</p>

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services	Optimise the use of existing business systems and replace where appropriate.	Completed	<p>17 May 2018:</p> <p><u>Synchronisations:</u></p> <p>Sickness Absence Notification Application - Completed The Sickness Absence Notification application has been live for all staff since November 2017, processing hundreds of sickness absences to date with no issues. Handover of monitoring application performance, environment and error handling has been completed and is being carried out as Business As Usual by the Business Information Team.</p> <p>Non-Sickness Absence Synchronisation - Completed The Non-Sickness Absence Synchronisation software was successfully completed and went live on 28th March. This synchronisation runs on a daily basis, transferring annual leave and other leave bookings from iTrent to Pharos to ensure accuracy of availability data, removing previous manual double keying of information. Handover of monitoring application performance, environment and error handling has been completed and is being carried out by the Business Information Team.</p> <p>People / Position Synchronisation - Completed The People/Position Synchronisation application was successfully completed and has been live since 28th March. Issues were discovered during testing delayed the completion date of this software however these were rectified and retested successfully. This synchronisation runs on a daily basis transferring changes to staff positions from iTrent to Pharos to ensure accuracy of availability data and removing previous manual double keying of information. Handover of monitoring application performance, environment and error handling has been completed and is being carried out by the Business Information Team</p>

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

Measure				2017/18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
Human Resources									
EQ1a	Percentage of new entrants to the retained duty system to be women.	Higher is Better	6.6%	8.89%	14.29%	12.12%	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%	8.00%	6%	Green	n/a
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	10.78%	11.86%	6.17%	14%	Red	n/a
EQ3	Parity in retention rates between black and minority ethnic and white employees (All Staff)	Lower is Better	13.6%	7.96%	5.17%	5.00%	13.6%	Green	n/a
EQ4	Parity in retention rates between men and women (Operational Staff)	Lower is Better	4%	2.86%	2.44%	2.33%	4%	Green	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.75%	4.39%	3.73%	4.3%	Green	13% Better than Target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.83%	1.66%	1.57%	For Info Only		
HR2a	Turnover excluding retirement or dismissals - Excluding Retained	Lower is Better	5%	5.77%	3.59%	2.67%	5%	Green	47% Better than Target
HR2b	Turnover excluding retirement or dismissals - Retained Only	Lower is Better	10%	8.55%	9.36%	18.69%	10%	Red	Missed target by 87%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

Measure				2017/18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Human Resources (cont.)									
HR3	The percentage of returned appraisal documents (all staff)	Higher is Better	90%	n/a	95.50%	92.80%	90%	Green	3% Better than Target
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).	Higher is Better	97%	95.20%	98%	n/a	97%		See Exception Report
Page 20 OH2	Percentage of operational personnel achieving a pass category in their annual fitness test.	Higher is Better	95%	95.46%	97%	n/a	95%		See Exception Report

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

Measure				2017/18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q4	Q4 Actual	Q4 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%	90%	98%	98%	98%	Green	Met target
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years	Higher is Better	98%	97%	98%	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%	92%	92%	92%	98%	Amber	Missed target by 6%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

Measure				2017/18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Staff Development (cont.)									
T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Higher is Better	98%	67%	97%	97%	98%	Amber	Missed target by 1%
Page 22 T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	99%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	Higher is Better	92%	94%	94%	95%	92%	Green	3% better than target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	Higher is Better	92%	88%	88%	90%	92%	Amber	Missed target by 3%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

Measure				2017/18 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q4	Q4 Actual	Q4 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%	85%	89%	93%	92%	Green	1% better than target
T8d	Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.	Higher is Better	92%	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	0.65	0.00	1.96	3.78	Green	48% 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	88.26	131.57	243.93	384.8	Green	37% 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	411.48	4091.61	69.46	781.8	Green	91% Better than target

Notes: The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target. Document Last Saved 14/06/2018 15:53:00

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 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 first such report to the Human Resources Policy and Challenge Group for the year 2018/19.
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 2018/19 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 2018/19 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. Monitoring Report of Actions Arising from the Authority's Annual Governance Statement
 - 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. Organisational Risk Implications

4.1 The actions identified within internal and external audit reports and the Annual Governance Statement represent important improvements to the Authority's current systems and arrangements. As such, they constitute important measures whereby the Authority's overall management of organisational risk can be enhanced.

4.2 In addition, ensuring effective external and internal audit arrangements and the publication of an Annual Governance Statement are legal requirements for the Authority and the processes of implementation, monitoring and reporting of improvement actions arising therefore constitute an important element of the Authority's governance arrangements.

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

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

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
PB 1.3 (17/18)	RSM Jan 18: Final Report (17/18)	Pensions Board Head of Finance & Treasurer	Low	The Authority will establish and maintain a Knowledge and Understanding Policy and Framework formally outlining the knowledge and understanding requirements for Board members	Policy has been prepared, considered by Pension Board and approved for publishing. HSDA to format for release.	Original Jun 18	Completed – no follow up audit required
PB 1.1 (17/18)	RSM Jan 18: Final Report (17/18)	Pensions Board Head of Finance & Treasurer	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	The Terms have reference have been updated and will be reviewed as defined within the terms of reference.	Original Feb 18	Completed – no follow up audit required
PB 1.1a (17/18)	RSM Jan 18: Final Report (17/18)	Pensions Board Head of Finance & Treasurer	Low	The Pension Board will ensure that the website is kept up to date with the latest information and details for the Board members	The website has now been updated	Original Jan 18	Completed – no follow up audit required
PB 1.2 (17/18)	RSM Jan 18: Final Report	Pensions Board Head of	Low	The Authority will re-design the action log to include an implementation date and completion column.	This is now part of the minutes/action log (in place from meeting in Feb 18)	Original Feb 18	Completed – no follow up audit required

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

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
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	(17/18)	Finance & Treasurer		A clear audit trail will be maintained confirming that actions have been completed within action log presented in the subsequent meeting.			
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. Mar 2018: The establishment data is provided annually within the Public Sector Equality Duty (PSED) report. This is a public facing document. The 2017 report was presented to the FRA at HR Policy and Challenge Group on 11 January 2018. Earlier reports remain available on the Service	Original Mar 18	Completed – no follow up audit required

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

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
					website and Intranet. The people strategy review will provide the latest Service to inform the next four years and remains in progress and on target.		
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: <ul style="list-style-type: none"> a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000. 	This has now been published on the Authority website	Original Jul 17 Agreed Extension to Mar 18	Completed – no follow up audit required
GOV 5 (16/17)	RSM May 17: Final Report (16/17)	Governance Transparency & Decision Making	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	Now completed and passed to Democratic Services for publishing.	Original Jul 17 Agreed	Completed – no follow up audit required

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

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
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		Head of Human Resources		they may earn.		extension to Mar 18	
RetRec 1.4 (16/17)	RSM Apr 17: Final Report (16/17) RSM Jun 18 Follow up Report (17/18)	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 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	Original Jun 17	Completed – 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')
					<p>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.</p>		

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 2018
Item No. 9**

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

SUBJECT: NEW INTERNAL AUDIT REPORTS

For further information on this Report contact: Karen Daniels
Head of Organisational Assurance
Tel No: 01234 845013

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.

1. Background

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

1.2 Each internal audit report details:

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

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

2. Internal Audit Reports

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

- Payroll - Key Controls and New System Benefits (completed on 6 November 2017; report finalised on 9 April 2018 (Appendix A).
Conclusion: Amber – Reasonable Assurance.

2.2 The actions arising from the above audits will be incorporated as 'new' actions within the Audit and Governance Actions Monitoring Report in September 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

Payroll – Key Controls and New System Benefits

FINAL

Internal audit report 6.17/18

9 April 2018

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



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Debrief held	1 February 2018	Internal audit team	Daniel Harris - Head of Internal Audit Louise Davies - Manager Amir Kapasi – Assistant Manager Luke Stokes - Internal Auditor
Draft report issued	9 March 2018		
Responses received	6 April 2018		
Final report issued	9 April 2018	Client sponsor	Denise Clarke - Head of HR
		Distribution	Denise Clarke, Head of HR

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Management actions raised for improvements should be assessed by you for their full impact before they are implemented. This report, or our work, should not be taken as a substitute for management’s responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

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RSM Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.

1 EXECUTIVE SUMMARY

1.1 Background

An audit of Bedfordshire's Fire & Rescue Authority's (hereafter the Authority) Payroll function was undertaken as part of the approved internal audit plan for 2017/18, as well as a review of the implementation of the new iTrent payroll system.

The Authority have 14 strategically positioned Fire Stations; five whole-time stations, one day crewing station and eight retained stations. An emergency communication centre, training centre and headquarters are located on the same site as the fire station at Kempston and there are other offices located in the north and south of the county. As at December 2017, a total of £876,707 was paid through the payroll to 575 individuals.

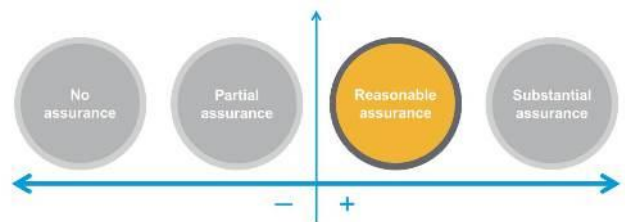
The Authority outsource their payroll processing to Midlands HR and there are pre-agreed monthly deadlines that the Authority must comply with to make additions, amendments or removals to the Payroll within the month. The Authority is currently implementing a new system iTrent, of which HR and Payroll modules went live in February 2017.

1.2 Conclusion

Our review found in the main a set of robustly designed controls that were consistently complied with throughout the course of our testing. However, our sample testing for new starters to the Authority found a high number of missed payroll deadlines resulting in instances of backpay, and our sample testing of expenses found that the Authority was missing out on reclaimable VAT expenses, leading to the following opinion:

Internal audit opinion:

Taking account of the issues identified, the board can take reasonable assurance that the controls in place to manage this area are suitably designed and consistently applied. However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified area(s).



1.3 Key findings

The key findings from this review are as follows:

Reconciliation between iTrent and ESOS

The Authority implemented the Payroll and HR modules of the new system iTrent in February 2017, moving on from the older ESOS system. We confirmed that a reconciliation was performed by an iTrent contractor of the Authority's payroll between the two systems at the point in time the modules went live, and that this reconciliation was reviewed by the Authority's Payroll Project Manager. Through review of this reconciliation, we confirmed that analysis was carried out against all variances within the document and that a narrative was provided for every entry. We further confirmed from the February 2017 BACS run that the same number of individuals had been paid as were listed within the final reconciliation.

Payroll System Access

We were informed by the Payroll Manager that access rights to iTrent were inherited from the old payroll system and that roles and access levels were determined at project meetings covering security. Initially, profiles were only developed for core members of the HR/Payroll team but roles have subsequently evolved and are maintained by the Business Information Team. We obtained an access rights report ran from iTrent that detailed the system's current users and through discussion with the Payroll Manager confirmed that the level of user access was appropriate for the individuals and roles listed.

Starters, Leavers and Amendments

Through our testing of 15 starters, we found that ten starter forms had missed the pre-agreed Midlands HR deadline for submission, and that eight of these had resulted in missed pay with backpay paid in the subsequent month. We have agreed an action around the communication of these dates to new employees. **(Medium)**

Our testing of 15 leavers found consistently timely removal of leavers from the payroll, and through reconciliation to the live iTrent system we found no cases of late removals resulting in overpayments. Through our testing of ten amendments we similarly found no issues and we confirmed that for all ten, matching amendment forms were held along with supporting information with signatures and approval from both the manager and from HR.

Overtime and Expenses

We selected a sample of ten overtime claims made within 2017/18 from an iTrent report, and confirmed that in all cases supporting documentation was held that matched to the overtime claim from the report that was appropriately signed by the claimant, the budget manager and where appropriate, the line manager also. We further reconciled the claims to employee payslips on iTrent and confirmed that the correct amount of time was listed that matched to the original claim.

The Authority had not implemented expenses within iTrent at the time of our audit and used a system called STEP. We selected a sample of ten claims from the two most recent months of December 2017 and January 2018 and found that all claims were appropriately signed and supported by receipts. However, we found for three of our sample that VAT elements were present on the receipts that were not entered into the STEP system and there is a risk that managers are not thoroughly reviewing claims before approval, leading the Authority into incurring extra expense. **(Medium)**

Payroll Reports and Pay Run

BACS runs detail the total value of the payroll for the month and are provided by Midlands HR. We confirmed that for the three most recently available consecutive months of October, November and December 2017 that a final BACS report was held that was signed by two members of the MHR Payroll team and subsequently by a member of the Finance team by the timetable deadline date. We further confirmed from copies of emails from the Payroll Manager to Midlands HR that notification to proceed with the BACS transmission had been given by the deadline dates agreed.

We obtained net pay variance reports for November and December 2017 and January 2018, confirming in all case that a report had been run and was stored within the shared file system. Through review, we further confirmed that each variance over 30% had a narrative provided within the report.

System Benefit Realisation

The Authority has not conducted any benefit analysis for the iTrent system implementation as at the time of audit the project implementation was not complete. Through discussion with the Head of HR, we were advised that the Authority will conduct a benefits analysis once the implementation is complete, and through review of highlight reports and the Terms of Reference of the HR Project Board we have seen that the Authority has recognised the need to conduct a benefits realisation review.

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	Low	Medium	High	
Key Payroll Processes	0	(10)	3	(10)	1	2	0
System Benefit Realisation	0	(1)	1	(1)	1	0	0
Total	2	2	0	0	2	2	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.

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Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
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Area: Key Payroll Processes

1.1	For new starters to the Authority, vetting is carried out and new starters' forms containing payment information will be completed by the employee and HR and input into iTrent. Once HR have input the HR details from the starter form into iTrent, the system will send a workflow notification to Payroll, who will enter bank details to ensure a segregation of duties.	Yes	No	We selected a sample of 15 new starters to the Authority in 2017/18 from an iTrent system Through review, we confirmed that signed new starter packs were delivered to the starter and signed. Vetting Verification Records were available and stored within personnel files for all 15 selected, with thirteen New Starter details forms held within personnel files with the remaining two receipted by payroll and in a holding file to be added. Throughout the course of our testing, we noted that for these fifteen starter details forms held, Payroll had only date stamped the receipt for nine. We reviewed either these date stamp	Medium	Dates to return completed forms will be communicated within the starter packs delivered to new starters to help meet the payroll deadline.	31 March 2018	Ellie Clarke, Human Resources Officer
					Low	Date stamps will be consistently recorded by Payroll on to the starter forms upon receipt.	Immediately	Angela Meader, Payroll Manager

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	The starter will be input into the payroll system in line with Payroll deadlines.			<p>receipts or the date of the employee's signature on the fifteen starter forms against the agreed payroll deadlines with Midlands HR and found that ten of these forms had missed the payroll deadline, and through reconciliation to the iTrent system found that pay was missed in the starting month for eight and backpay was therefore allocated in the subsequent month.</p> <p>We queried the process behind the delivery of these starter packs and starter forms to new starters with the Human Resources Officer and were advised that although these were sent to starters after the appointment was confirmed, no dates were communicated to the starter to return the forms by to ensure they would be added to the payroll in their starting month.</p> <p>Further to this, we noted that the form itself stated that the employee should bring the completed form with them on their first day of work. If the starter is not informed of target dates for the receipts of these forms containing their payment information, there is a risk that deadlines will continue to be missed and employees will not be paid until after their first month of work.</p> <p>Through discussion with the Human Resources Officer, we were advised that the Authority was wary about adding employees to the payroll before their first day of work; however, it was proposed that this could be done for an employee that was joining part way through the month, in order to allow the Authority opportunity to remove an individual who didn't appear for work from the payroll before the month's payday.</p>				

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	<p>For expenses payments, the Authority use a system called STEP, which is a separate system to the I-Trent system, and paper forms will be completed and sent to payroll for processing following appropriate authorisation by a line manager or budget holder.</p> <p>Authorisation is required both within the STEP system and through a signature on the hard copy of the form sent to Payroll, and original receipts are attached to the forms submitted when there is a VAT element to the cost.</p> <p>Reports from STEP are run and reviewed before being uploaded to iTrent for additions to the Payroll. Staff identified as leavers due to be removed from the payroll are highlighted as part of this review process to ensure they are paid separately.</p>	Yes	No	<p>We obtained STEP expense reports from December 2017 and January 2018 and selected a sample of 10 non-mileage expense claims.</p> <p>For each of this sample of 10, we confirmed that a supporting expense claim was held within the Payroll Office with supporting receipts, and that all had been signed and dated by a manager for approval.</p> <p>However, through review of the attached receipts we found that for three of our sample, a VAT element was present on the receipt that had not been marked in the expense claim, meaning that the Authority was forgoing on claimable VAT returns. Specifically, we found unclaimed VAT numbers present on receipts for:</p> <ul style="list-style-type: none"> • A rail/bus/taxi expense claim for £11.80 incurred in November 2017; • A rail/bus/taxi expense claim for £1.80 incurred in November 2017; and • A subsistence expense claim for £5.80 incurred in October 2017. <p>There is a risk that if employees continue to not enter the VAT element from receipts and managers do not check for this in the approval process, then the Authority is suffering an extra 20 per cent in expenses paid out than is necessary.</p>	Medium	The Authority will remind managers to check that VAT elements have been claimed for all receipts before approving expenses.	28 February 2018	Angela Meader, Payroll Manager
1.3	The Authority has been in the process of replacing their MIS system for a number of years, with the initial Project	Yes	No	We reviewed the initial Project Implementation Document (PID) for the replacement of MIS in 2010, one of the parts of MIS to be replaced being the Payroll system. We noted that the staff involved in developing this PID were no longer with the Authority and had left prior to the	Low	Through the HR Project Board, expected benefits will be clarified to ensure that these can	Sept 2018	Denise Clarke Head of Human Resources

Ref Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
<p>Implementation Document (PID) developed in 2010.</p> <p>As part of the change away from MIS, two of the modules which the Authority wanted to replace were the HR System and Payroll system, to move towards a self-service approach for staff.</p> <p>Since the initial PID, the team responsible for implementation has changed significantly, and to monitor the implementation of new systems for Payroll and HR, a project group was formed, which meets on a six weekly basis, with key responsibilities including:</p> <ul style="list-style-type: none"> • overseeing the governance of the project to ensure delivery to an acceptable standard • tracking and managing the risks and issues identified as the project progresses. • communicating to external stakeholders. • transferring responsibility of benefits capture to 			<p>start of implementation. We also noted that while the PID made reference to replacement of the MIS, there was little reference to made to how the payroll system would be replaced.</p> <p>Linked to the above, we reviewed a 2011 Capital Appraisal Form, which was based on the above document, however this referenced the MIS system as a whole, rather than detailing the individual areas which needed replacement. Review of the appraisal form found that the objectives listed were broad in relation to the overall benefits, such as 'effective and efficient HR processes', which were not specific enough to measure tangible benefits.</p> <p>We were informed by the Head of HR that to address the requirements above in relation to replacing MIS, the Payroll and HR systems needed to be replaced, to reduce the risk of manual errors, and to implement a self- service system, and a project group was established to review implementation.</p> <p>Follow a process to select the current supplier 'I-Trent' which is a system used by other authorities, a HR and Payroll system project team was set up, to meet every six weeks to review the implementation of a new Payroll system, and we confirmed that the Terms of Reference highlighted the responsibilities of the group and milestones to demonstrate success.</p> <p>We reviewed two sets of minutes, agendas and papers, one set from June 2017, and the latest set of agenda and papers for the January 2018 meeting, and reviewed the project highlight report to confirm that the objectives of the HR Project Board were being achieved, and we</p>		<p>be measured once the project is complete.</p>		

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	<p>CMT at project closure.</p> <p>In relation to the final point, the Authority has not conducted any benefit analysis, as the project, at the time of audit was not complete, although as referenced above and through discussion with the Head of HR, the Authority will conduct a benefits analysis once complete.</p> <p>While payroll has been migrated from the old ESOS system to I-Trent, and review of the processes are covered above, the recruitment and time and expenses modules need to be completed prior to the project closure.</p>			<p>found that within the minutes, it was clear that the highlight report, prepared by the Head of HR, addressed all of the main responsibilities of the Board, and from review of the reports, it was clear to see how:</p> <ul style="list-style-type: none"> • issues and risks were being reported and monitored, with regular updates provided on work ongoing • a communications plan was reported, with actions and updates provided showing how actions are being implemented and issues resolved. • providing updates on the finance position of the project. <p>We confirmed that meetings reviewed were held in line with the Terms of Reference, and at the time of the audit, one of the parts of the implementation which had not been completed was a review of benefits realised. This was due to the system implementation not being complete. While the Payroll module had been implemented, and evidence during testing above indicated that robust controls were in place, work was still ongoing to implement the 'time and expenses recording module into I-Trent, as this was being undertaken through a separate system, known as STEP, and develop the main part of the HR implementation surrounding a recruitment module. Review of the most recent set of available minutes from the December 2017 Project Board Meeting indicate that meetings are to be held in January/February 2018 to scope the remaining implementation.</p>				

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
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The Authority has recognised the need to conduct a benefits realisation review although this can only be completed once the implementation is complete and this is reflected within the highlight reports and is part of the Terms of Reference. In light of the information documented above and the changes in staff from the initial business case to where the Authority are now, there would be value in revisiting the expected benefits of the system implementation and ensure these are clarified to ensure that these benefits can be assessed to establish if the project has had the desired outcome.

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 new Payroll system has been implemented appropriately and ensures the accurate and timely payment of staff and officers.

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

Areas for consideration:

- Following the implementation of a new payroll system, we will review the key payroll processes to ensure that staff pay is being accurately processed, we will only include sample testing since the implantation of the new system. In addition to this, we will assess the Authorities post-implementation review of the new system to understand whether the expected benefits have been understood and achieved.

Key Payroll Processes

- The Service has undertaken a reconciliation of the data from the old system to the new system to ensure these have been accurately transferred;
- Access to the payroll system is restricted to only those staff that require access;
- New starters are input accurately following authorisation, receipt of documentation and segregation of duties;
- Leavers are input accurately following timely notification, receipt of documentation and segregation of duties;
- Amendments to standing information (including bank details) input accurately following authorisation, receipt of documentation and segregation of duties;
- Pay increases have been accurately input;
- Overtime and additional payments are input accurately following authorisation, receipt of documentation and segregation of duties;
- A month end payroll processing time table is in place and available to all staff;
- Exception reports are run and reviewed with actions taken to address anomalous calculations; and
- The pay run is produced and authorised in line with the delegated authorities; this includes a segregation of duties.

System Benefit Realisation

- Expected benefits of the new system were clearly defined and approved as part of the new payroll system business case;
- A post implementation review has been undertaken to understand if the benefits have been realised;
- Where benefits have not been realised, we will seek to confirm that actions have been identified and implemented to achieve the benefits where possible; and

- We will also select a sample of benefits realised and test to substantiate their achievement.

Limitations to the scope of the audit assignment:

- We will not review the recruitment or induction process for new starters;
- We will not confirm the input of opening data from the old system to the new system, only that a reconciliation has taken place;
- We will not confirm that overtime or additional payments claimed has been worked;
- We will not confirm that all benefits have been identified, assessed and achieved;
- We will not confirm that the action taken will realise the expected benefits;
- We will not include a review of the payroll system implementation;
- All testing will be compliance based sample testing only; and
- Our work will not provide any guarantee against material errors, loss or fraud or provide an absolute assurance that material error, loss or fraud does not exist.

APPENDIX B: FURTHER INFORMATION

Persons interviewed during the audit:

Denise Clarke, Head of Human Resources

Angela Meader, Payroll Manager

Ellie Clarke, Human Resources Officer

Documentation reviewed during the audit:

ESOS M2 Payroll Gross to Net Report
 iTrent M3 Payroll Gross to Net Report
 HR Payroll Access Report
 iTrent Starters 2017/18 Report
 iTrent Leavers 2018/18 Report
 iTrent Amendments 2017/18 Report
 iTrent Overtime Payments Reports
 STEP Expense Reports
 Midlands HR Payroll Timetable
 Net Pay Variance Reports November & December 2017 and January 2018
 Payroll Monthly Processes Document
 Payroll Processing Calendar
 BACS Runs from October, November and December 2017
 HR Project Board - December 2017 minutes to Jan meeting
 January 2018 Project Board agenda
 January 2018 Highlight Report
 June 2017 HR project board minutes
 Terms of Reference HR Project Board
 HR Manager notes on reasons for new Payroll system
 Initial Capital Appraisal Form

Benchmarking

We have included some comparative data to benchmark the number of management actions agreed within the Payroll section of our audit, as shown in the table below. In the past year, we have undertaken a number of audits of a similar nature in the sector.

Level of assurance	Percentage of reviews	Results of the audit
Substantial assurance	39%	
Reasonable assurance	55%	✓
Partial assurance	6%	
No assurance	0%	
Management actions	Average number in similar audits	Number in this audit
	4	4

FOR FURTHER INFORMATION CONTACT

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 2018
Item No. 11**

REPORT AUTHOR: HEAD OF RESPONSE

**SUBJECT: OCCUPATIONAL ACCIDENTS YEAR END REPORT
2017/18**

For further information on this Report contact: Strategic Operational Commander Gary Jeffery
Head of Response
Tel No: 01234 845028

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To provide Members with the Service occupational accidents year-end report for the period 1st April 2017 to 31st March 2018 inclusive.

RECOMMENDATION:

That Members consider and endorse the report.

1. Introduction

1.1 This paper provides Members with a summary of all Service occupational accidents for the period 1st April 2017 to 31st March 2018 inclusive. All workplace accidents are recorded on the Service's accident recording software system. A detailed breakdown of all Service occupational accidents for the period 1st April 2017 to 31st March 2018 and the previous four reporting periods is provided in Appendix 1.

1.2 This paper provides a summary of the findings, including the identification of trends and a comparison with data from previous reporting periods following detailed analysis.

1.3 The information is broken down into a number of headings, each of these detailing Service Occupational Accidents and the performance of the Service in relation to previous reporting periods. The headings are detailed as follows:

- Total number of workplace accidents;
- Total number of days lost due to workplace accidents;
- Total workplace accidents by type (main causation factors);
- Workplace accident Numbers by employee group; and,
- Workplace accidents by work activity.

2. Total Number of Workplace Accidents

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

- 2017/18 - 58
- 2016/17 - 52
- 2015/16 - 84
- 2014/15 - 73
- 2013/14 - 67
- 2012/13 – 75
- 2011/12 – 82
- 2010/11 – 134

2.2 58 workplace accidents were reported in 2017/18 increasing slightly by 6 compared to 2016/17. This does however compare favourably with the total accident average for the previous 3 year reporting period which was 70. This is detailed in Chart 1 below which shows accident numbers from 2012/13.

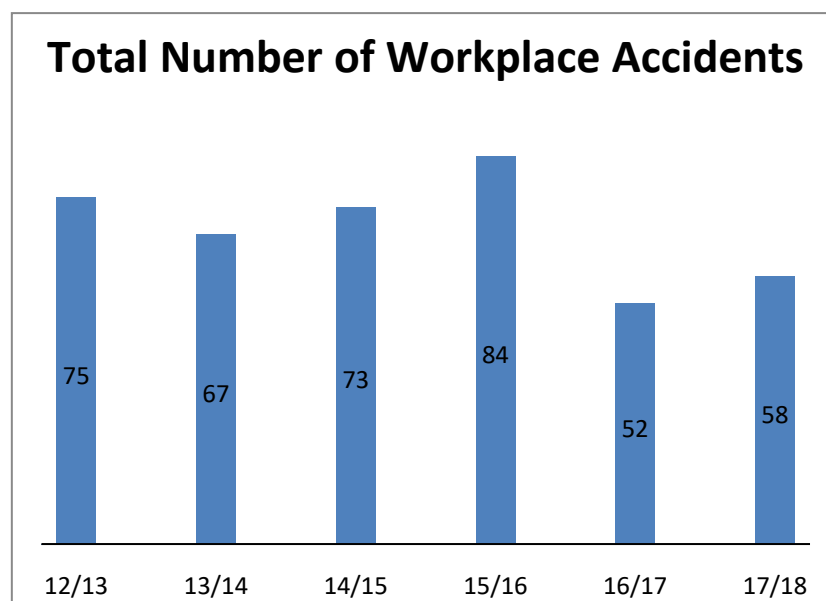


Chart 1: Total Number of Workplace Accidents

3. Total Number of Days Lost Due to Workplace Accidents

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

- 2017/18 - 104 days (58 accidents)
- 2016/17 - 388 days (52 accidents)
- 2015/16 - 501 days (84 accidents)
- 2014/15 - 152 days (73 accidents)
- 2013/14 - 296 days (67 accidents)
- 2012/13 - 219 days (75 accidents)
- 2011/12 – 338 days (82 accidents)
- 2010/11 – 751 days (134 accidents)

3.2 As detailed previously, the number of workplace accidents in 2017/18 has seen a slight increase when compared to the previous year. It is pleasing to note however that the 104 days lost to the Service due to workplace accidents in 2017/18 show a significant reduction from the 388 in 2016/17 and continues a steep downward trend. It should be noted that 58 of the 104 days lost to workplace accidents were the result of one accident where the injured party had suffered a fractured wrist. The remaining 46 days lost were the accumulated result of 7 workplace accidents. Further detail is provided in Chart 2 below. The total days lost average for the previous 3 year reporting periods was 347.

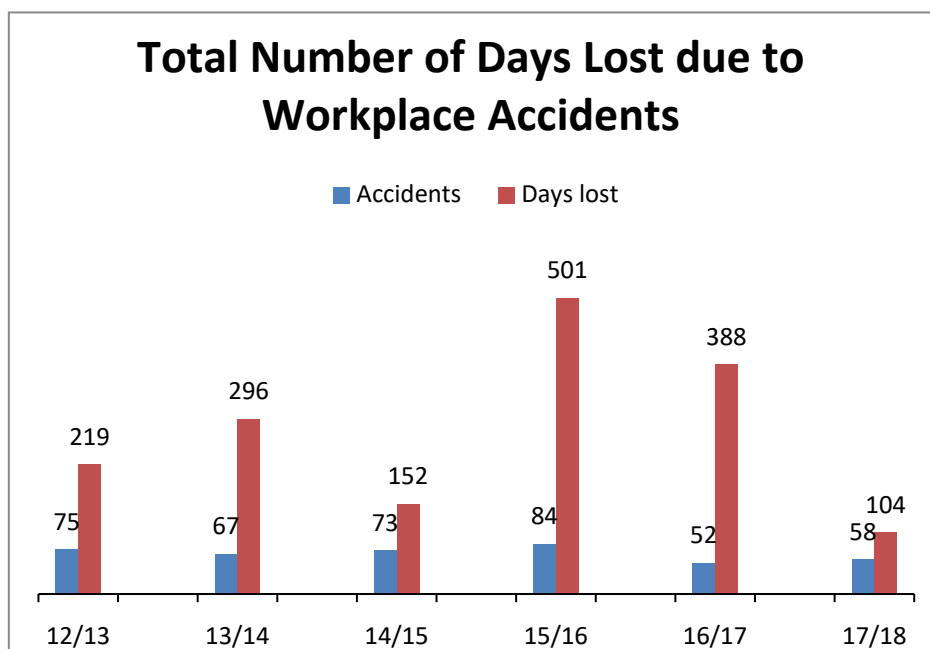


Chart 2: Total Number of Days Lost due to Workplace Accidents

4. Total Workplace Accidents by Type (main causation factors)

4.1 In summary the workplace accident type and total number of days lost to workplace accidents reported in 2017/18 were:

Workplace Accident Type	Number of Injuries	Days Lost
Cut	3	0
Harmful substance exposure	3	3
Exposed to fire/heat	2	0
Fall from height	2	0
Hit by moving object	4	2
Hit stationary object	7	0
Manual handling	11	19
Musculoskeletal	10	22
Slip, trip, fall	10	58
Vehicle collision	1	0
Other	5	0
Total	58	104

4.2 Following analysis of the summary data for 2017/18 the breakdown is detailed below:

- The number of manual handling injuries decreased from 16 to 11 compared to 2016/17. Manual handling injuries accounted for 19% (11) of all accidents and 18.2% (19) of days lost;
- The number of musculoskeletal injuries increased slightly from 8 to 10 compared to 2016/17. Musculoskeletal injuries accounted for 17% (10) of all accidents and 21% (22) of total days lost.
- The number of Slip/Trip/Fall injuries increased from 3 to 10 compared to 2016/17. Slip/Trip/Fall injuries accounted for 17% (10) of all accidents and 56% (58) of total days lost. As detailed earlier in the report these days lost were the result of one accident which had resulted in a fractured wrist; and,
- Musculoskeletal, Manual Handling and Slips/Trips/Falls accounted for 53% of all accidents and 95% of all days lost in 2017/18.

4.3 The relative proportions for each workplace accident type in 2017/18 by number of workplace accidents, and days lost are detailed in Chart 3 (Accidents by Type) and Chart 4 (Days lost by Accident Type) below.

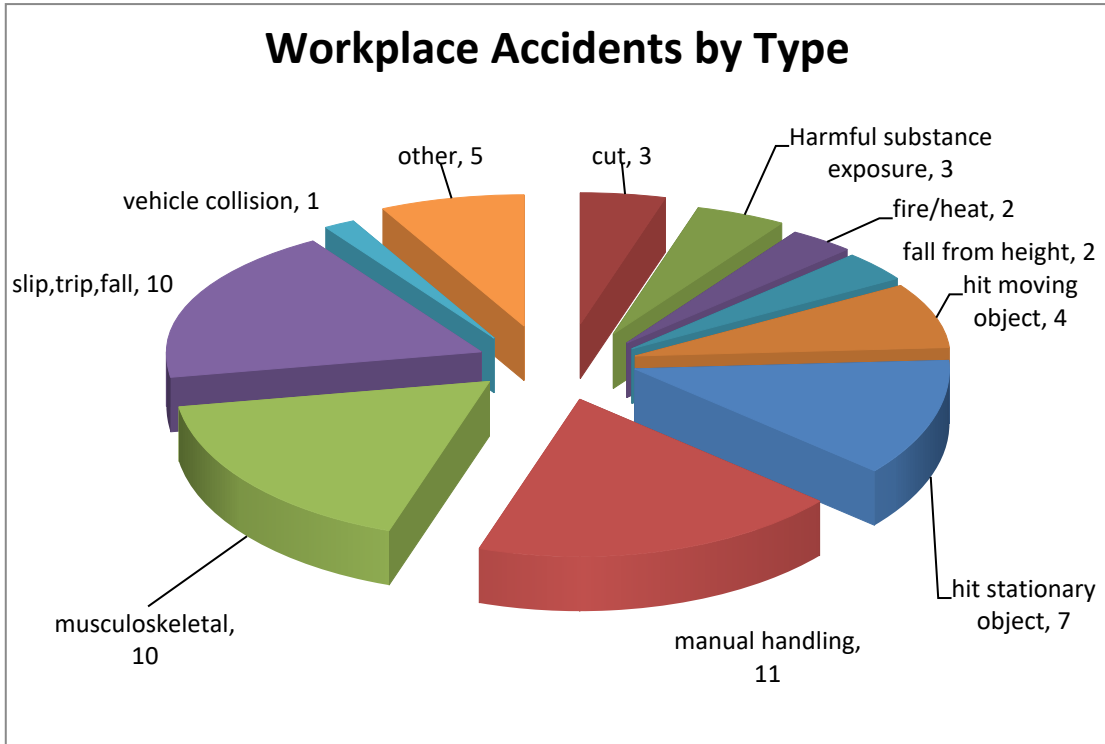


Chart 3: Workplace Accidents by Type

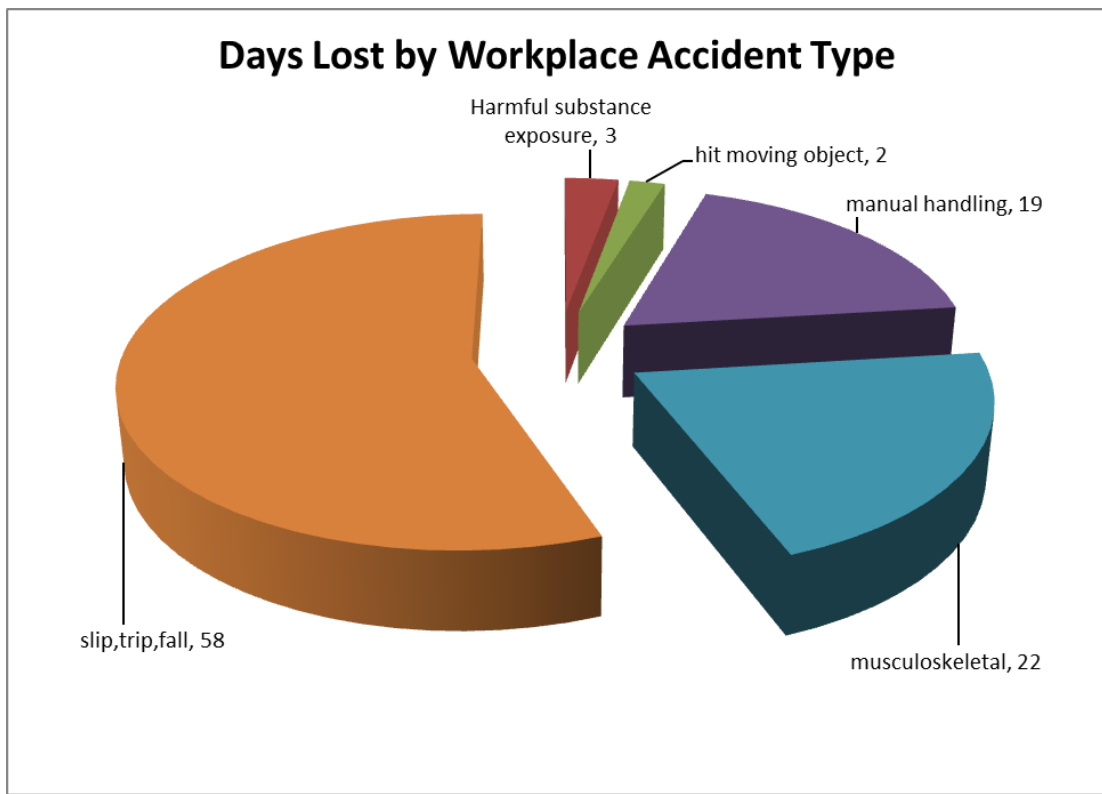


Chart 4: Days Lots by Workplace Accident Type

5. Workplace Accident Numbers by Employee Group

5.1 The data for Employee Groups, where workplace accidents are reported as either: Wholetime, Retained, or Support Staff is shown in chart 5. For the period of 2017/18 there were:

- 36 (62%) reported by Wholetime employees;
- 3 (5.2%) by On call RDS employees;
- 14 (24%) by Support Staff; and,
- 5 (8.6%) by Non employees.

5.2 Workplace accident numbers reported by all employee groups in 2017/18 when compared to 2016/17 are as follows.

- Wholetime employees reduced from 41 to 36;
- On call RDS employees reduced from 5 to 3; and
- Support Staff employees increased from 3 to 14.

5.3 During 2017/18 the days lost due to injury for each employee group is broken down as follows:

- Wholetime employees accounted for 86.5% of days lost; increasing from 12.6% in 2016/17;
- On call RDS employees accounted for 0% of days lost, a reduction from 86% in 2016/17; and,
- Support Staff employees accounted for 13.5% of days lost, increasing from 1.6% in 2016/17.

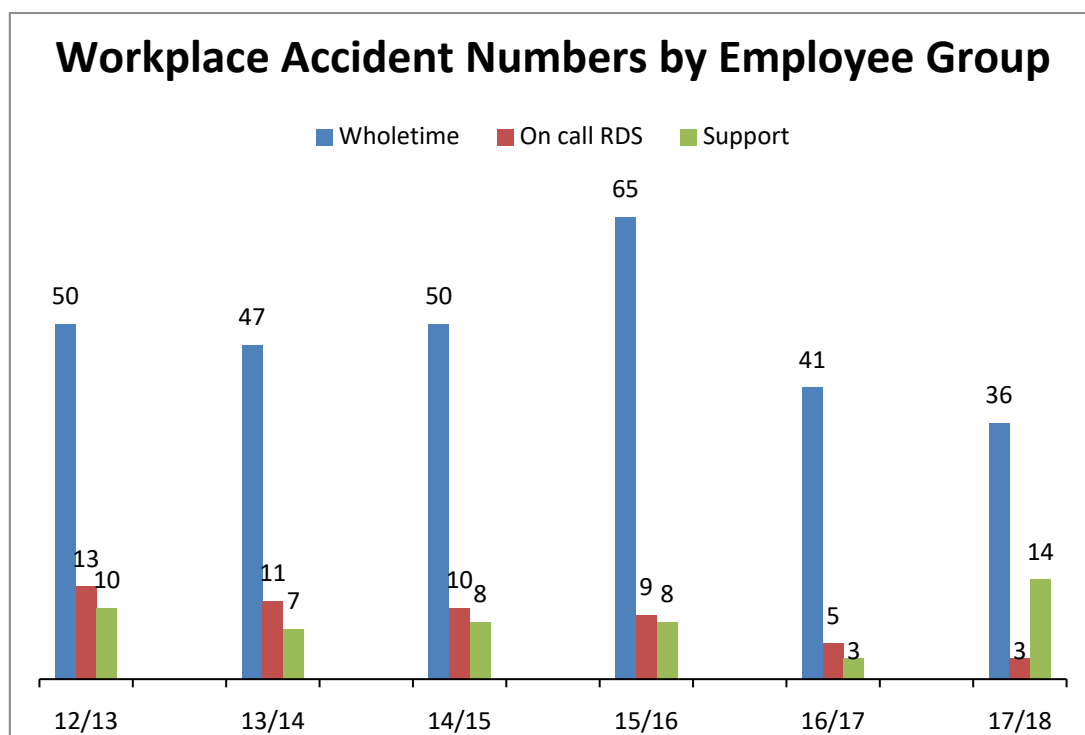


Chart 5: Workplace Accident Numbers by Employee Group

6. Workplace Accidents by Work Activity

6.1 Workplace accidents during a work activity are all, including those to non-employees, reported as Routine, Training, or Operational as shown in Chart 6. For the period of 2017/18 there were:

- 23 (39.6%) reported during routine activities;
- 15 (25.8%) during training; and,
- 20 (34.5%) during operational activities.

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

- Routine activities accounted for 71% of time lost. This has increased significantly from 1.5% in 2016/17. It should be noted that the 58 days lost injury took place during a routine activity;
- Training activities accounted for 11% of time lost, a reduction from 16% in 2016/17; and
- Accidents during operational activities accounted for 18% a reduction from 82% in 2016/17.

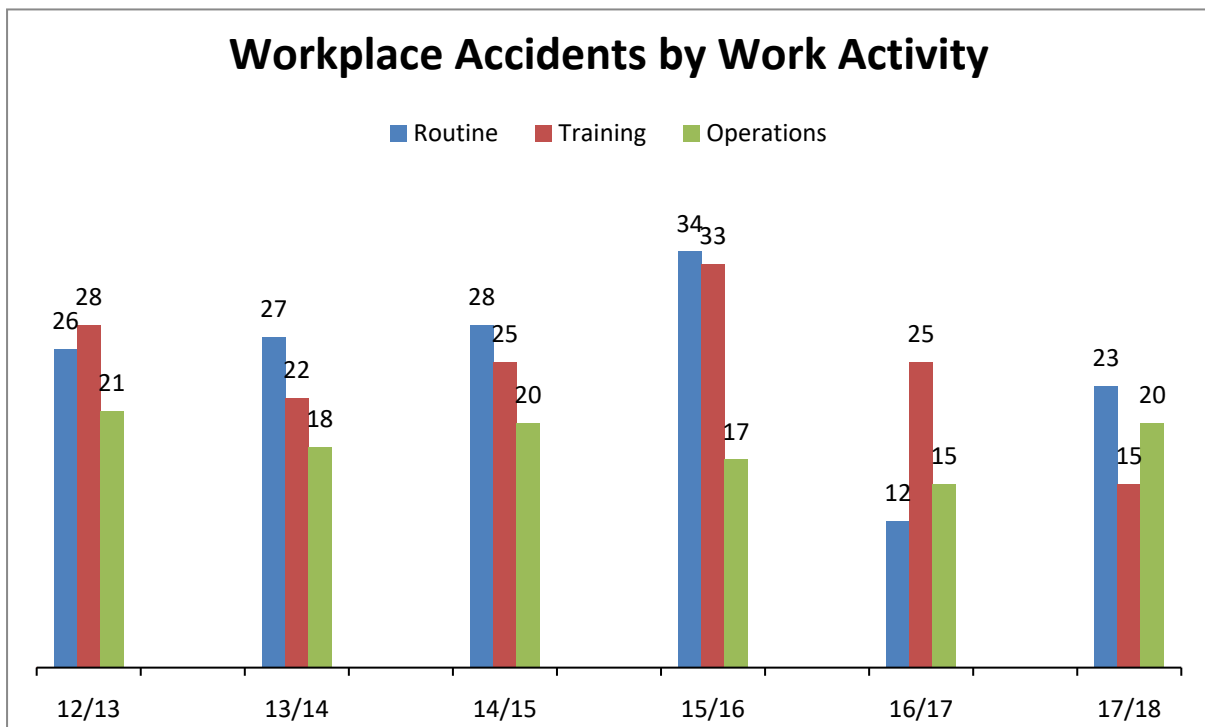


Chart 6: Workplace Accident Numbers by Work Activity

7. Conclusions

- 7.1 For 2017/18 the number of recorded workplace accidents has slightly increased. In summary, the total of 58 workplace accidents recorded in 2017/18 is 13.4% lower than the five year average for 2013 – 2018 which is 67.
- 7.2 It is very pleasing to note that the amount of days lost following injury has reduced significantly when compared to the previous reporting periods. The data shows that a significant proportion of the days lost to Service workplace accidents were attributable to one event. This was a slip/trip/fall injury that resulted in 58 days lost and accounted for 56% of total days lost in the reporting period.
- 7.3 Compared to previous reporting periods there has been a large increase in the number of workplace accidents involving support staff. All 14 events occurred in the routine environment and all were minor in nature. There was various causation factors involved with no obvious trends. Judging from the accident numbers for support staff in previous years, which produce a five year average of 7.2, this is seen as a spike and does not indicate an upward trend.
- 7.4 The number of workplace accidents caused by slips/trips/falls increased, this was also the cause of the only over 28 day injury for 2017/18 and as previously stated accounted for 56% of days lost. Of the 10 slip/trip/fall injuries recorded 6 were in a routine environment and 4 were during operational activities.
- 7.5 The number of injuries caused by manual handling operations has seen a slight reduction. Manual handling operations continue to be formally monitored as part of the active monitoring programme. The Service Fitness Advisor has also recently delivered the manual handling 3 yearly refresher course across the Service.
- 7.6 The number of workplace accidents classified as musculoskeletal increased slightly but only accounted for 21% of the days lost. This is a reduction down from 83% in 2016/17.
- 7.7 The numbers of workplace accidents occurring in a controlled training environment has seen a downward trend in the last three years. Unusually, for the first time, the number of accidents in the operational environment numbered more than those in training and was slightly lower than those classified as routine.
- 7.8 The Health and Safety Support Team continue to closely scrutinise completed safety event investigations and any resulting recommendations/follow up actions. These actions are tracked to completion through the Health and Safety Steering Committee. The recent introduction of quarterly Accident Investigation Team (AIT) meetings provides feedback and learning outcomes from the investigation process.

8. Implications

8.1 Corporate Risk – Known.

8.2 The occupational accidents year-end report provides the Service with an overview of past performance for the preceding year and for previous reporting periods. This data enables the Service to identify trends in workplace accidents to identify further workplace precautions in order to prevent or reduce the likelihood and potential of reoccurrence.

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

**STRATEGIC OPERATIONAL COMMANDER GARY JEFFERY
HEAD OF RESPONSE**

APPENDIX 1

OCCUPATIONAL ACCIDENT DATA SHEET

MENU	Accident Summary			2013-2014			2014-2015			2015-2016			2016-2017			2017-2018		
				13-14			14-15			15-16			16-17			17-18		
				Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days	Number Accidents	Sick Days	Duty Days
Number of Accidents				67			73			84			52			58		
Calendar days lost sick				296			152			501			388			104		
Duty days lost sick				76			79			391			354			55		
No time lost Accidents				46	n/a	n/a	59	n/a	n/a	56	n/a	n/a	41	n/a	n/a	50	n/a	n/a
28 days or more Accidents				2	103		2	62	31	2	675	313			316	1	58	30
Under 28 day Accidents				19	193	76	12	90	48	26	142	78	11	99	38	7	49	26
RIDDOR reportable				8	171	37	4	104	49	8	453	365	4	370	344	3	90	48
Investigations completed in the period of which were within 60 days				60 45 (75%)			81 38 (47%)			97 35 (36%)			60 11 (18%)			71 40 (56%)		
1-3 (Line Manager)				54	101	13	54	35	16	55	361	335	37	322	318	48	31	16
4-7 (Station Manager)				11	174	63	18	117	63	28	139	55	14	66	36	8	15	10
8-12 (Accident Investigator)				2	21		1			1	1	1	1			2	58	30
Breathing apparatus set malfunction or wearer distress				1			2						1					
Contact with electricity or an electrical discharge													1	4	2			
Contact with moving machinery																		
Cut on / by sharp object				7	11	2	6	21	5	1			4			3		
Drowned or asphyxiated																		
Exposed to an explosion																		
Exposed to fire or heat				3			4	3	1	4			1			2		
Exposed to, or in contact with, a harmful substance							8	2	1	8	6	2	1	1	1	3	3	2
Fell from a height				2	23		1			2	1	1	2	17	17	2		
Hit by a moving vehicle																		
Hit by a moving, flying or falling object				6	13	3	4	17	17	8	17	5	8	8	4	4	2	1
Hit something fixed or stationary				7			4			4	3	3	2			7		
Injured by an animal				1			1			4	1	1						
Injured while handling, lifting or carrying				7	29	7	8	6	6	10	14	5	16	22	8	11	19	10
Musculoskeletal				21	155	32	18	69	41	17	341	326	8	321	318	10	22	14
Other kind of accident				2	53	30	2			6	4	2	5			5		
Physically assaulted by a person							1											
RTC - Cycle																		
RTC - motorcycle																		
RTC - vehicle							2			5	7	7				1		
Slipped, tripped or fell on the same level				9	12	2	12	34	8	15	107	39	3	15	4	10	58	30
Trapped by something collapsing				1														
Violent behaviour																		
Wholetime Uniformed				47	236	76	50	96	27	65	185	75	41	49	17	36	90	46
Retained Uniformed				11	60		10	56	52	9	313	313	5	333	333	3		
Support Staff				7			8			8	3	3	3	6	4	14	14	10
Non employees				2			5			2			3			5		
Wholetime Operational				14	101	26	18	58	15	13	18	6	14	3	3	19	19	10
Wholetime Routine				16	30	7	13	5	2	25	88	39	7			8	60	30
Wholetime Training				17	105	43	19	33	10	27	79	30	20	46	14	9	11	6
Retained Operational				4	23		2	31	31	3	313	313	1	316	316	1		
Retained Routine				2	12		2	15	15				1					
Retained Training				5	25		6	10	6	6			3	17	17	2		
Support Staff Routine				7			8			8	3	3	3	6	4	14	14	10
Support Staff Training																		
Non employees Routine				2			5			2			1			1		
Non employees Training													2			4		
Operational (sum of)				18	124	26	20	89	46	16	331	319	15	319	319	20	19	10
Routine (sum of)				27	42	7	28	20	17	35	91	42	12	6	4	23	74	40
Training (sum of)				22	130	43	25	43	16	33	79	30	25	63	31	15	11	6

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 2018
Item No. 12**

REPORT AUTHOR: DIVERSITY ADVISER

SUBJECT: SINGLE EQUALITY SCHEME REVIEW

For further information on this Report contact: Robert Jones
Diversity Adviser
Tel No: 01234 845057

Background Papers: SINGLE EQUALITY SCHEME ACTION PLAN 2017 – 2020

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 against the Single Equality Scheme Action Plan (2017-20)

RECOMMENDATION:

That the progress report is received.

1. Introduction

1.1 Public Sector Organisations are required under the Equality Act 2010 to publish and report on a set of Equality Objectives every four years, showing how the organisation intends to meet its Public Sector Equality Duties (PSED).

1.2 In compliance with the PSED, BFRS published its latest Single Equality Scheme (SES) in 2017, following a period of consultation in 2016.

The SES outlines 21 specific actions against the following 6 objectives:

1. Measure performance against equality frameworks
 2. Public access and recruitment
 3. Equality and diversity training
 4. Equality monitoring
 5. Equality in commissioning and procurement, and
 6. Improving standards and developing new partnerships
- 1.3 BFRS Corporate Equality Group (CEG) receives reports and monitors progress against the SES.
- 1.4 The attached Single Equality Scheme report summaries progress made against the 21 actions
2. Summary of the SES 2017-2020 progress report (attached)
- 2.1 Objective 1: 2 out of the 3 actions linked to the reports for the equality framework have been completed, the 3rd action is linked to the evidence gathered in preparation for the coming HMICFRS Inspection and identifies any information gaps relating to our peer assessment that will take place after the HMICFRS Inspection.

Objective 2: Work on improving public access and recruitment is progressing well; with the Positive Action plan, the new website, use of targeted social media and on-line translation facilities, the new on-line recruitment process for support staff is on schedule for completion.

Objective 3: staff are up to date with equality, diversity and the unconscious bias training. The Service has launched VOICES+, an online support group for LGBT staff, friends and allies. The project to support staff with Service policies is scheduled to be recruited to by mid-July.

Objective 4 Risk reduction actions against protected groups is in place, this action is complete but will be monitored.

Objective 5: Equality information and questions to ensure that businesses tendering for work with BFRS are complying with equality legislation is in place.

Objective 6: In line with legislation, the gender pay report has been published and a quality assured equality assessment process is in place. Partnership arrangements across disability groups is on-going.

3. Background to the Single Equality Scheme
- 3.1 The SES and Action Plan was created to support the Service in meeting its duties under the Public Sector Equality Duty 2011 and provide focus in planning, monitoring and developing services and practices designed to deliver equitable outcomes for communities and members of staff.

- 3.2 The PSED requires public bodies to pay 'due regard' to the requirements of the Duty; which must be exercised in substance, with rigor and with an open mind in such a way that it influences the final decision.
- 3.3 Not all Service business will be relevant to the PSED and the Service has an Equality Assessment process in place to ensure all business is screened for relevancy. Due Regard is a matter of serious consideration as part of the process of policy and decision-making.
- 3.4 The weight given to the PSED compared to other factors will depend on how much that function, policy or practice can be utilised to effectively eliminate discrimination, further equality, promote good relations between groups and the extent of any disadvantage that needs to be addressed.
- 3.5 The PSED must be complied with before and at the time that a particular policy, decision or action is under consideration, including the development of options and in making the final decision. The Service cannot satisfy the PSED by justifying a decision after it has been taken.
- 3.6 **The General Duties:**
- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
 - Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - Foster good relations between people who share a protected characteristic and people who do not share it.
- 3.7 **The Specific Duties:**
- Set out in SMART form and publish equality objectives at least every four years; and
 - Publish information annually to demonstrate compliance with the PSED; in particular information relating to their employees and others affected by their policies and practices (such as service users)

ROBERT JONES
DIVERSITY ADVISOR

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SINGLE EQUALITY SCHEME ACTION PLAN 2017 - 2020

No.	Objective	Key actions	Progress	Time	Lead	RAG
1 a	Measure performance against equality framework(s)	Undertake a self-assessment exercise against the Fire and Rescue Service Equality Framework (FRSEF).	<p>A narrative report charting titled 'Our equality journey 2017' has been produced as part of the Services self-assessment process.</p> <p>A self-assessment report along with supporting case studies have been prepared for future submission.</p> <p>A gap analysis along with learning from this process will feed into any actions identified through the HIMCFRS Inspection.</p>	<p>May 17</p> <p>This action was delayed due to notification of the HMICFRS but has now been Completed</p> <p>As above, now completed</p> <p>As above due to be completed by Aug 18</p>	<p>DA</p> <p>DA</p> <p>DA</p>	
1 b	Measure performance against equality framework(s)	Invite Assessors to complete an external assessment against the Fire and Rescue Service Equality Framework.	<p>Assessment process on hold until after the HMICFRS Inspection.</p> <p>Establish a revised date for LGA audit in 2018/19</p>	<p>July 17</p> <p>TBC</p>	<p>DA</p> <p>DA</p>	
1 c	Measure performance against equality framework(s)	Conduct the Employers Network for Equality and Inclusion Workforce assessment.	<p>Develop actions based on any recommendations from the HMICFRS Inspection.</p> <p>Consider the benefits of conducting the ENEI audit</p>	<p>Sep 17</p> <p>TBC</p>	<p>DA</p> <p>DA</p>	

2 a	Public access and recruitment	Review the recruitment' positive action plan' to identify ways in which the Service can pro-actively address under-representation issues across the workforce.	Produce an Equality Assessment of the 2017 wholetime recruitment process and present findings to CMT for future direction.	July 18	HSDA/DA	
			Produce a report on recruitment to green book vacancies (2017-18) to support the Service's approach in addressing under-representation issues.	June 18	DA	
2 b	Public access and recruitment	Investigate the expansion of social media to share BFRS news and information with the widest audience reach.	Facebook pages for RDS & W/T stations have now been created and maintained by CEM with reports to CMT	Completed	CEM	
			Social media outreach has been extended to include Twitter, and You Tube platforms.	On-going	CEM	
2 c	Public access and recruitment	Develop an accessible website with translation / audio and large print facilities. Where images are reflective of the communities and it is easy to navigate.	Due to a number of factors this action was delayed but has been completed in June 18	Aug 17	CEM	
2 d	Public access and recruitment	Provide equality data on community prevention, enforcement and workforce.	A template to capture the information required has been produced, data will form part of the PSED annual report 2017/18.	Completed	DA	

2 e	Public access and recruitment	Ensure that key Service documents are summarised and available for translation if required.	<p>The new website will include access to Google Translate.</p> <p>The Service has revised the translation and interpretation policy to support this action.</p>	<p>May 17 – completion on this action was delayed until June 18</p> <p>Completed</p>	<p>DA</p> <p>SIM</p>	
2f	Public access and recruitment	Review the recruitment application form and guidance notes.	<p>The Green Book (support staff) application and guidance notes have been reviewed. The Service is content that the information requested is clear and without bias.</p> <p>A new on-line recruitment process will be introduced for all green book posts.</p> <p>The RDS firefighter application process has been revised and this now forms part of a new online system. In addition new information for applicants and employers is accessible through the Service Website.</p> <p>Wholetime Duty System application has been reviewed in line with the current recruitment process.</p>	<p>May 17</p> <p>Completed on schedule.</p> <p>Due for completion by June 18</p> <p>Completed</p> <p>Completed once the application process had closed.</p>	<p>HHR</p> <p>HSDA</p> <p>DA</p>	

2g	Public access and recruitment	Explore the experiences of staff working across the Service and report on findings.	Staff focus groups were held by an outside organisation, the results of which has led to improvements in communication and engagement for all staff.	July 17 Completed – slight delay encountered due to actions from 2017 staff survey.	DA	
3a	Equality and diversity training	Ensure that staff are up-to-date with equality, diversity and inclusion requirements. Develop a training matrix to ensure that equality learning, for all staff, is refreshed every 3 years.	E&D training matrix has been developed, equality, diversity and Towards Cultural Competence training is on-going. Unconscious bias training has been provided to managers across the service using an online package.	On-going from 2016 Completed	DA DA	
3b	Equality and diversity training	Improve awareness and understanding of LGBT issues; Providing guidance, training and where appropriate policies.	LGBT awareness is being captured through the equality handbook and training provision. Guidance is available for all staff on the Service SharePoint. Develop a LGBT friends and allies group linked to other blue light Services	On-going Completed	DA DA	

3c	Equality and diversity training	Establish a staff equalities network that can support staff with their understanding, training and development.	The Service is introducing the role of 'Policy Pals' to support employees understanding of Service policies and support informal conflict resolution.	On-going from 2016. This work is on track to be delivered by Sept 18	DA	
4a	Equality monitoring	Where we are offering a service to a particular 'At Risk group', we ensure that the Service reaches all communities within that group.	Risk reduction actions against the equality strands have been introduced for all station plans.	Completed	HSDA	
5 a	Equality in commissioning and procurement	Provide evidence which shows how the procurement process is contributing to equality related priorities.	<p>Joint approach in place to:</p> <p>Review key procurement documents e.g. strategy and policy</p> <p>Ensure that equality considerations are included in all tender documents and identify a process for verifying information</p> <p>Strengthen the Equality Assessment on the procurement policy and contracts procedures</p> <p>Ensure that contracts that have an impact on people are Equality Assessed</p> <p>Identify suppliers who would benefit from an equality audit</p>	<p>May 17</p> <p>This work was delayed due to other work priorities and the recruitment of the procurement manager, it is on track to be completed by Nov 18</p>	PM/DA/H&S	

5 b	Equality in commissioning and procurement	Provide equality information for potential suppliers.	Equality and diversity guide for potential suppliers has been produced and is available on the Services website.	Apr 17 Completed on schedule	HFT	
5 c	Equality in commissioning and procurement	Enhance instructions to tenders clarifying the Services values in promoting equality.	Potential suppliers are required to answer questions to show compliance with equality legislation.	Apr 17 Completed on schedule	HFT DA	
6 a	Improving standards and develop new partnerships	Undertake a gender pay audit and implement any necessary actions resulting from this.	The Gender Pay report has been produced and published	2017-18 Completed on schedule	HHR	
6 b	Improving standards and develop new partnerships	Ensure that all Equality Assessments have achieved a top quality rating.	EA's graded 'red' are no longer approved, managers are supported to improve the quality of EA's through 1-1 advice from the DA. EA's graded as 'amber' are given an improvement plan	On-going On-going	DA DA	
6 c	Improving standards and develop new partnerships	Develop partnership arrangements with disability groups. In particular Learning Disability/Mental Health/Hearing/Sight and Mobility impairments.	Work with Access Bedford has led to fire safety messages for the deaf/hard of hearing communities. Work with Alzheimers Society has led to fire safety training to carers of people with dementia	On-going On-going	HSDA / HOP HSDA / HOP	

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 2018
Item No. 13**

REPORT AUTHOR: HEAD OF SERVICE SUPPORT

SUBJECT: ANNUAL REPORT ON PROVISION OF EXTERNAL TRAINING

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

Background Papers: None

Implications (tick✓):

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

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

PURPOSE

To provide Members with an overview on the external training provision within the Service.

RECOMMENDATION

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

1. Summary

- 1.1 The Service is committed to the development and appropriate training of its entire staff. In order to support this, a range of externally provided courses and seminars are requested, identified and procured each year. The requirement for training is supported by a Training and Development Forum and access to training is monitored. This report demonstrates how effective collaboration and robust procurement practices have ensured that this Service continues to have highly skilled, professionally competent staff.

2 Introduction

- 2.1 This annual report to the HR Policy and Challenge Group details the provision of externally sourced training and the breakdown of associated costs; this report details the training costs for 2017/18. The report provides an overview of the training arrangements in terms of cost, the range of courses and suppliers as well as a comparison with the previous training years.

3 Use of External Training Providers

- 3.1 The Training and Development Manager (TDM) is responsible for the delivery of appropriate external training to meet the organisational requirements. To ensure that this is achieved effectively, the Service has a Training and Development Forum that meets periodically to review training needs. It includes standing members from all functional areas of the Service.
- 3.2 The Service utilises external training providers for a wide range of training and development requirements. The extent of training and proportionate spend upon particular areas varies significantly from year to year and is dependent upon training needs within that year (e.g. number of staff recruited/promoted into new roles, new operational requirements, changes to legislation and guidance etc.).
- 3.3 Scrutiny is continually applied by TDM and reported through functional meetings and budget monitoring processes. The following information relates to training during the year 2017/18 and is provided for illustrative purposes. The cost shown includes both fees to the training provider and accommodation costs associated with the training. Where possible such training is undertaken at Service venues in order to minimise costs.

4. Budget

- 4.1 Significant reductions to external training budgets have been applied over a number of years. The budget for 2017/18 was £222,300. This compares with 2010/11 of £414,500, demonstrating a managed six year reduction of 46.36%
- 4.2 Despite these challenging reductions to budget, this Service continues to fully support the training and development of all staff, and recognises the value of having highly skilled, professionally competent personnel within all areas of the Service.

5. Spend by Training Category

- 5.1 Fluctuations in costs do occur due to the reasons mentioned in para 3.2. Also to be considered is the fluctuation in retirements, leavers for various reasons and the subsequent increase in promotions due to these issues. This then creates an increase in personnel undertaking development programmes with associated costs.
- 5.2 2017/18. The Specialist Operational Trainer costs have increased due to supporting additional Station based instructors to deliver Rope Rescue, Water Rescue and Large Animal Rescue.

	2015/16	2016/17	2017/18
Training Type	£	£	£
Leadership & Management	27,588	32,999	5,388
Post specific development	49,520	35,984	35,330
Incident Command	29,392	54,054	18,765
Specialist Operational Trainer	64,715	30,556	70,795
Trauma Care/First Aid	30,005	23,330	24,340
Specialist Operational	14,855	40,323	12,680
Legislative Fire Safety	13,265	11,620	6,459
CPD Seminars/Conferences	4,826	3,024	4,182
RTC vehicle provision	10,818	9,820	10,800
Community Safety	5,311	2,760	3,623
Diversity	6,253	6,000	6,562
User Groups/Meetings/Memberships	6,324	1,320	2,970
Miscellaneous	2,877	2,555	0
Total	265,749	254,345	201,894

6. Spend by Training Provider

- 6.1 Over fifty different external training providers are regularly used. A number of providers were used extensively (such as Fire Service College) and details are provided below of the highest individual spends. The costs include associated accommodation charges where these have had to be included in order to support candidate attendance.
- 6.2 Savings have been made by reviewing how and where courses are delivered. Whilst some of the training requirements are complex and require specific specialist providers, others may be achievable through the development of local delivery methods, alternative suppliers and collaborative opportunities. The Executive Leadership Programme was an earmarked reserve, costs associated with this have been split over training years 2016/17 and 2017/18

		2015/16	2016/17	2017/18
Training Provider	Training Type	£	£	£
Fire Service College	Various - see table below	83,077	97,864	75,410
LIVES	Trauma Care/First Aid	29,845	23,330	24,340
London Luton Airport	Specialist Operational	27,600	16,881	27,600
Bedford College	IT, Pre retirement & various other specific courses	26,442	15,901	10,805
The Outreach Organisation	Specialist Operational Trainer	15,320	19,247	21,264
Experience the Country	4x4 driver training	9,375	7,125	5,250
J & K Recovery	RTC vehicle provision	0	0	0
Cotton End Car Salvage	RTC vehicle provision	10,800	9,820	10,800
MK Driver training	Driver Training	1,958	11,725	6,923
CFOA	Conferences	3,605	2,500	2,760
	Executive Leadership	10,000	10,000	3,588
Millbrook Proving Facility	Driver Training	3,904	3,565	3,504
Essex FRS	Fire Investigation	2,966	0	0
Lee Valley	Water Rescue	920	6,325	5,865
Tactical Hazmat Ltd	Specialist Operational	0	1,250	0
Talent Ridge	Leadership & Management	3,787	3,000	1,200
GovNet	CPD Seminars/Conferences	985	1,168	1,222
Heightec Group	Specialist Operational Trainer	4,863	1,925	3,465
St. John Ambulance	Trauma Care/First Aid	160	0	590
Grand Total		235,607	231,626	204,586

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

7. The Fire Service College

7.1 In 2017/18 the Service undertook a wholetime firefighter selection and recruitment process. 13 trainees undertook a Firefighter Development course at the Fire Service College.

7.2 Firefighter Development training is not managed within the external training budget – it has its own cost code to report against - and is shown here for clarity.

7.3 The requirement for Specialist Operational Trainer courses at the Fire Service College have increased during 2017/18 due to new training staff within the Training & Development centre. It is anticipated that the cost associated with this will remain stable during 2018/19

	2015/16	2016/17	2017/18
Training Type	£	£	£
Specialist Operational	10,065	13,325	3,255
Legislative Fire Safety	11,340	10,420	4,030
Incident Command	32,796	54,054	18,765
Specialist Operational Trainer	28,755	19,600	48,025
Community Safety	0	0	0
CPD Seminar/Conference/ Misc	121	465	1,335
Total	83,077	97,864	75,410
Recruit Foundation Training	0	141,750	97,500
Grand Total	83,077	239,614	172,910

8. Selection of Training Providers

8.1 The Service looks to achieve best value in the procurement of external training provision and will always seek to ensure that the most cost effective and efficient solution is achieved. A range of providers are considered when buying in training whilst ensuring that the level of training meets the individual and organisational need. This includes consideration of all additional costs associated with training such as accommodation, travel and expenses payments.

8.2 Where available, the Service will use framework agreements to ensure compliance with procurement regulatory requirements. Some training and development opportunities are only available from singular or limited suppliers and where this occurs appropriate action is taken to mitigate any risk.

8.3 Whilst consideration is always given to ensuring the most suitable training provider is identified for our range of prevention, protection and operational response requirements, and in particular Incident Command, the specialist nature of some of these activities relies on our use of the Fire Service College as a significant sector-specific provider.

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

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

- 8.5 The Service has revised the development programmes for all operational managers, and enhanced support to non-operational managers, by introducing courses which provide recognised qualifications including:
- Incident Command Level 7
 - Leadership and Management BTEC Level 3-7
 - Executive Leadership Programmes
- 8.6 Work is ongoing to identify collaborative opportunities with other FRS and organisations, such as Police, Ambulance and London Luton Airport.
- 8.7 We continue to work closely with Hertfordshire FRS, where BFRS provides driver training for their middle and senior operational commanders and they in return provide LGV courses for our firefighters. This is detailed within a Memorandum of Understanding. We also ran an 'Aspire' leadership programme in partnership with Cambridgeshire FRS, where collaboration provided effective and cost-effective development for a cross-section of managers.
- 8.8 In 2019/20 we will be exploring opportunities to support our staff using the National Apprenticeship levy.
9. Comparison of Training Costs
- 9.1 The provision of external training courses by training category shows differences in Incident Command and Specialist Operational Courses. This is a result of retirements, leavers and promotions.
- 9.2 The development programme for operational personnel spans several years and creates fluctuations in respect of course availability between management and operational training. This is reflected in some of the variations in expenditure.
- 9.3 Whole-time firefighter training costs are based around annual work force planning. The Service continues to benefit from transfer of experienced firefighters from across the country which provides cost-effective recruitment. In January 2018 five Firefighters joined the Service from other Fire & Rescue Services.
10. Access to Training and Development
- 10.1 Personnel can request access to training through a variety of processes, which include annual appraisal, Continual Professional Development (CPD), promotion and progression. Requests are usually submitted via an FSRT35 written request, which identifies the training/development, provides detail of attendees and organisational benefit, and requires line management evidenced and functional head support before the TDM considers approval.
- 10.2 All applications for external training are subject to line manager scrutiny before being reviewed by the Training and Development Management team.

Any requests which are declined are reported to the Diversity team for analysis to demonstrate support towards the Public Sector Equality Duty.

**STRATEGIC OPERATIONAL COMMANDER CHRISTOPHER BALL
HEAD OF SERVICE SUPPORT**

Implications

Policy

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

Equality

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

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 2018
Item No. 14**

REPORT AUTHOR: HEAD OF SERVICE DEVELOPMENT AND ASSURANCE

SUBJECT: CORPORATE RISK REGISTER

For further information on this Report contact: Strategic Operational Commander Andy Peckham
Head of Service Development and Assurance
Tel No: 01234 845129

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 and Organisational Development.

RECOMMENDATION:

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

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:
- **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.** Therefore following a review of the risk, the Risk Controls and Action Plan the Inherent Likelihood has reduced from 5 to 4 and the Inherent Impact has remained the same resulting in the overall Inherent rating from 10 to 8.
- 2.3 Updates to individual risks in the Corporate Risk Register:
- **CRR00025: If operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to: - Incident Command - Use of Breathing Apparatus - Compartment Fire Behaviour - Water related incidents - High-Rise incidents - Work at Height Then there is the potential to cause significant injury or even deaths to our staff.** 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 and residual risk score.

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

Risk Rating

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

Risk Strategy

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

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
28 June 2018
Item No. 15**

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

SUBJECT: REVIEW OF WORK PROGRAMME 2018/19

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 2018/19 and to provide Members with an opportunity to request additional reports for the Human Resources Policy and Challenge Group meetings.

RECOMMENDATION:

That Members consider the work programme for 2018/19 and note the 'cyclical' Agenda Items for each meeting.

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

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

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
28 June 2018	<ul style="list-style-type: none"> • Election of Vice Chair • Terms of Reference • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Absence Year End Report • Occupational Accidents Year End Report • Single Equality Scheme Review • 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
20 Sept 2018	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report and Programmes to date • Positive Action Report • Health and Safety Annual Report • Corporate Risk Register • Work Programme 2018/19 			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
10 January 2019	<ul style="list-style-type: none"> • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report (Q2 & Q3) and Programmes to date • Public Sector Equality Duty Report • Corporate Risk Register • Review of the Human Resources Policy and Challenge Group's Effectiveness • Work Programme 2018/19 			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
12 March 2019	<ul style="list-style-type: none"> • 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 2019/20 • 2018/19 Corporate Health and Safety Objectives to date and Proposed 2018/19 Corporate Health and Safety Objectives • Corporate Risk Register • Review of Work Programme 2018/19 		RoSPA Audit	Added by HRPCG mtg of 29.03.18

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