



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Human Resources Policy and Challenge Group.

Bedford Borough Councillors: C Atkins and J Mingay

Central Bedfordshire Councillors:

Luton Borough Councillors: D Franks, T Khan, R Saleem 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, 20 September 2018** starting at **10.00 am**.

Nicky Upton
Democratic and Regulatory and Services Supervisor

AGENDA

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Chair	

Item	Subject	Lead	Purpose of Discussion
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below).
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the minutes of the meeting held on 28 June 2018 (Pages 5 - 14)
5.	Human Resources Programme and Performance Report, Quarter 1 2018/19	ACO	To consider a report (Pages 15 - 26)
6.	Audit and Governance Action Plans Monitoring Report	ACO	To consider a report (Pages 27 - 34)
7.	Health and Safety Annual Report	HRes	To consider a report (Pages 35 - 60)
8.	Positive Action Report	HSDA	To consider a report (Pages 61 - 70)
9.	People Strategy 2018-2022	ACO	To consider a report (Pages 71 - 104)
10.	Corporate Risk Register	ACO	To consider a report (Pages 105 - 108)
11.	Review of Work Programme 2018/19	Chair	To consider a report (Pages 109 - 114)

Next Meeting

10.00 am on 10 January 2019 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

Item

Subject

Lead

Purpose of Discussion

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.

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MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 28 JUNE 2018

Present: Councillors C Atkins, D Franks, T Khan and J Mingay

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

18-19/HR/001 Apologies

1.1 An apology for absence was received from Councillor Y Waheed. In the absence of the Chair, Councillor Mingay was elected Chair for the meeting.

RESOLVED:

That Councillor Mingay be elected Chair for the meeting.

18-19/HR/002 Election of Vice Chair 2018/19

RESOLVED:

That Councillor Mingay be elected Vice Chair of the Policy and Challenge Group for 2018/19.

18-19/HR/003 Declarations of Disclosable Pecuniary and Other Interests

3.1 There were no declarations of interests.

18-19/HR/004 Communications

4.1 There were no communications.

18-19/HR/005 Minutes

RESOLVED:

That the Minutes of the meeting held on 29 March 2018 be confirmed and signed as a true record.

18-19/HR/006 Terms of Reference

- 6.1 Members received the Policy and Challenge Group's terms of reference for review.
- 6.2 ACO Evans advised that, arising from an internal audit, it had been suggested that the annual review of the terms of reference be set out in the document and that it be specified that the Policy and Challenge Group was not a decision making body but could make onward recommendations to the Full Authority.
- 6.3 It was noted that following the Authority's annual general meeting, there were no longer any Members from Central Bedfordshire Council on this Policy and Challenge Group.

RESOLVED:

That the terms of reference be updated to specify that they are reviewed annually and that the Policy and Challenge Group is not a decision making body but can make onward recommendations to the full Fire and Rescue Authority.

18-19/HR/007 Human Resources Performance Monitoring Year End Report and Programmes to date

- 7.1 ACO Evans submitted the 2017/18 year-end report on the Human Resources programme, projects to date and performance against Human Resources performance indicators and associated targets.
- 7.2 ACO Evans reported that, whilst the HR/Payroll System and Service Project was RAG rated as Amber, this was only due to cost overruns in Phase 1. The project had been very successful and the Service now had an integrated payroll and HR system that was fit for purpose. All synchronisations had now all been completed.
- 7.3 The Group's attention was drawn to the year-end performance report. Strong performance had been achieved against EQ1a (percentage of new entrants to the retained duty system to be women) and EQ1b (percentage of new entrants to the whole time operational duty system to be women), with 4 female retained duty system fire fighters and 2 whole time female fire fighters starting with the Service during the year. Looking forward into the performance year 2018/19, 3 out of 9 potential candidates for recruitment to the retained duty system were female.

- 7.4 EQ2 (recruitment of black and minority ethnic staff across the whole organisation) had missed its target, with only 5 black and minority ethnic staff recruited out of a total 81 new staff. The Service continued to focus on improving performance in this area.
- 7.5 The Service had performed well against the indicators measuring parity in retention rates between both black and minority ethnic employees (EQ3) and men and women (operational staff) (EQ4).
- 7.6 It was noted that approximately 60% of staff took up the offer of an exit interview when leaving the employment of the Service. A number of RDS individuals had cited work-life balance as the primary reason for leaving. Individuals were offered the opportunity to have their exit interviews conducted by someone who was not their line manager. All concerns raised in exit interviews were fully investigated.
- 7.7 In Quarter 3, of 49 leavers, 26 accepted an exit interview.
- 7.8 In response to a question, SOC A Peckham confirmed that the Service used a variety of recruitment methods, including social media campaigns and targeted positive action events, to encourage applications from underrepresented groups. Different methods of engagement had been considered and the Service was working with its colleagues in the Police to learn from their recent successful recruitment campaigns.
- 7.9 ACO Evans referred to the coffee mornings, “have a go” days and the all female fire crew that were some of the methods used to encourage applications from women and individuals from black and minority ethnic backgrounds.
- 7.10 Councillor T Khan volunteered to provide a list of organisations working with young people from black and minority ethnic backgrounds so that these could be engaged with during positive action and recruitment campaigns.
- 7.11 Ms D Clarke, the Head of Human Resources, advised that the Service was recruiting to a new post of Positive Action Officer, and that part of this role was to identify further groups to engage with in order to make recruitment more representative of the communities of Bedfordshire.
- 7.12 She also reported that the performance against HR1 (the percentage of working time lost to sickness) had achieved 3.73% against a target of 4.3%. This was an improvement upon the previous year’s performance.
- 7.13 HR2b (turnover excluding retirement or dismissals – retained only) had missed its target by 87%. It was noted that turnover was high amongst on-call firefighters as it was a significant commitment for individuals for whom the Service was not their primary employer. A number of leavers had indicated that on call duties had an adverse impact on their work-life balance, and work was ongoing to produce more flexible employment contracts to improve retention rates.

- 7.14 Positive performance against HR3 (the percentage of returned appraisal documents (all staff)) was highlighted. 92.8% of appraisal documents had been returned.
- 7.15 The Head of Human Resources reported that, following the agreement of Members at the Group's last meeting, the Occupational Health indicators were not being reported on as new national guidance for fitness testing had been introduced in 2017, following which there had been a period of extensive consultation with the Fire Brigades Union. A new Policy had been introduced in 2018 and performance would be reported in the 2018/19 performance year.
- 7.16 SOC A Peckham reported on performance against the training indicators. These remained stretch targets. 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) had missed its target by 6%. This equated to only 3 Sections/Watches that were below target and an additional course had recently been run for nominees from 2 of those 3 Stations/Watches.
- 7.17 T6 (percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years) had only missed its target by 1%.
- 7.18 T8b (percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period) was only 2% under target but significant improvement had been demonstrated against the 5 year average. It was noted that around 30 tactical operational learning documents had been published during the year and that a full review of all learning materials was taking place.
- 7.19 In response to a question, the Group was advised that the Compartment Fire Behaviour course was run at London Luton Airport and allowed Service staff access to hot wear. This was primarily about fire cause, effect and behaviour, but may cover some elements of compartmentalisation of fires in high-rise properties.
- 7.20 ACO Evans commented that all the health and safety indicators were RAG rated green.

18-19/HR/008 Audit and Governance Action Plans Monitoring Report

- 8.1 ACO Evans introduced the report on progress made to date against current action plans arising from internal and external audit reports. All actions had been completed.

RESOLVED:

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

18-19/HR/009 New Internal Audit Reports Completed to date

- 9.1 ACO Evans introduced the audit of Payroll – Key Controls and New System Benefits. The auditors' opinion had been one of reasonable assurance.
- 9.2 Two low risk and two medium risk actions had been identified and these were being progressed.
- 9.3 It was suggested that the Audit and Standards Committee be asked to consider the effectiveness of the Authority's auditors, given the significant concerns raised nationally about the big four auditing firms in the United Kingdom.

RESOLVED:

1. That the internal audit report be received and the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report be endorsed.
2. That the Audit and Standards Committee be asked to consider the effectiveness of the Authority's auditors.

18-19/HR/010 Absence Year End Report

- 10.1 Ms D Clarke, Head of Human Resources, gave a detailed presentation on Employee Absence Year End 2017/18, including an analysis of employee absence, the performance targets, causes of absence, the methods the Service used to manage attendance and the support provided to employees and managers going through the sickness absence management process
- 10.2 During the presentation, the Group was advised that:
 - The Service had achieved 3.73% of working time lost due to sickness. This was lower than the national public sector average of 8.5 working days lost per annum.
 - Percentages of absence were higher for Control staff, though it was noted that this was a very small group of staff who were working in a very pressurised environment.
 - The main causes of sickness absence were gastrointestinal (23.22%), coughs, colds and flu (21.69%) and musculoskeletal (17.47%).
 - 23.28% of hours lost were due to musculoskeletal issues, with 22.89% a result of mental health and 10.06% due to injuries. There had been a significant increase of individuals reporting mental health as the reason for their absence, with only 8.91% reported in 2016/17. This had been identified as a national trend.
 - Mental health was the top reason of absence for control and support staff, and the third reason for whole time staff absence.
 - There had also been an increase in employees citing mental health as the reason for both short and long term absence.
 - Benchmarking had been undertaken against other Fire and Rescue Services. Nationally, mental health was the fourth highest reason for absence. In Bedfordshire, it was the sixth.

- The Service provided a high level of support to its employees, including Occupational Health, a dedicated Fitness Adviser, the Employee Assistance Programme, mental health awareness training and Critical Incident Support.
- 30 calls had been handled by the Employee Assistance Programme, 24 of which had been referred for counselling, many for non-work related issues.
- Future areas of focus included the publication of a mental health action plan, a service wide stress survey using the HSE toolkit and a review of the Occupational Health provision, with collaborative opportunities being explored.

10.3 In response to questions, the Head of Human Resources reported that take up of Critical Incident Support was not high but a full debrief took place after incidents and individuals may feel they did not require additional support. No issues had been identified through the Employee Assistance Programme (red flagging) or through the sickness absence management process.

10.4 The Head of Human Resources emphasised that the Service sought to proactively support individuals.

RESOLVED:

That the presentation be noted.

18-19/HR/011 Occupational Accidents Year End Report

- 11.1 Mr A Pixley, the Service's Health and Safety Adviser, presented a report on Service occupational accidents from 1 April 2017- 31 March 2018. There had been a total of 58 workplace accidents in the year. This was a slight increase from the previous year, but carried on a downward trend over the previous 5 year period, with 134 accidents reported in 2010/11.
- 11.2 There had been a significant decrease in the number of days lost due to workplace accidents from 388 in 2016/17 to 104 in 2017/18. 58 of these days resulted from one incident of a fractured wrist.
- 11.3 The three main causes of workplace accidents were manual handling, musculoskeletal and slips, trips and falls. There appeared to be a downward trend in musculoskeletal incidents. There had been an increase in the number of slips, trips and falls reported and this was being investigated.
- 11.4 Whole time staff had reported the highest number of incidents as they were the largest employee group. There had been a large increase in the number of incidents reported by support staff and this was being investigated, although there did not appear to be any obvious trends.
- 11.5 In response to a comment, the Health and Safety Adviser confirmed that the Service did report near misses, with 32 reported during the year.

11.6 Routine activities were now the highest work activity resulting in accidents, with 23 of the 58. Following a significant amount of work to reduce accidents during training, there was a continuing reduction of percentage of time lost due to training activities, with 11% of time lost in 2017/18 compared with 16% of time lost in 2016/17.

11.7 The Group noted the positive performance driven forward by the Health and Safety Adviser and his small team.

RESOLVED:

That the report be endorsed.

18-19/HR/012 Single Equality Scheme Review

12.1 Mr R Jones, the Service's Diversity Adviser, presented his report on progress made against the Single Equality Scheme Action Plan. The Action Plan had been approved in 2016 and identified within it were 6 objectives with 21 related actions to be achieved by 2020.

12.2 All actions were completed or ongoing and RAG rated as green with the exception of the provision of evidence showing how the procurement process was contributing to equality related priorities.

12.3 In relation to this action, the Diversity Adviser reported that a new Procurement Manager was now in post and he would be working closely with the Manager to ensure that the appropriate reporting and auditing systems were in place.

12.4 The Diversity Adviser confirmed that suppliers would not be offered contracts if they did not comply with the Service's equality and diversity requirements.

12.5 It was noted that, as part of the exploration week, the Service's Service Liaison Lead, Kathryn Bloomfield, would be engaging with staff around the Service's equality and diversity policies. This may or may not include an interview with the Diversity Adviser. The Service would be seeking to demonstrate that equality and diversity had been "mainstreamed" in the organisation.

12.6 Members recognised the excellent progress made against the Action Plan.

RESOLVED:

1. That the progress report be received.
2. That the Group receive an update on progress against the action relating to evidence gathered through the procurement process at a future meeting.

18-19/HR/013 Annual Report on the Provision of External Training

- 13.1 SOC A Peckham introduced the annual report providing an overview of the external training provision within the Service.
- 13.2 The budget for external training had been reduced significantly over a number of years, from £414,500 in 2010/11 to £222,300 in 2017/18. Despite this, SOC Peckham reassured Members that this had not had an adverse impact and that any necessary training would be funded, even if a special request for additional funding had to be requested from Principal Officers to ensure that any identified training needs were met.
- 13.3 The Service engaged over 50 external training providers, with the most frequently used being detailed within the report. The Fire Service College continued to be the most significant provider of training for the Service.
- 13.4 There had been an increase in costs relating to Specialist Operational Trainer courses to enable training to be provided internally.
- 13.5 The Service was involved in a number of collaborative training arrangements, including a Memorandum of Understanding with Hertfordshire Fire and Rescue Service to provide driver training and the provision of “Aspire” training in partnership with Cambridgeshire and Hertfordshire Fire and Rescue Services and some Police forces.
- 13.6 Opportunities to support staff through use of the National Apprenticeship Levy were being explored.
- 13.7 It was noted that some Members of the Authority had recently undertaken a visit to the Fire Service College and that a report on the visit would be prepared for submission to Members.

RESOLVED:

1. That the report be considered.
2. That the report on the Member visit to the Fire Service College be submitted to a meeting of the full Fire and Rescue Authority when it is available.

18-19/HR/014 Corporate Risk Register

- 14.1 ACO Evans presented the report on the Corporate Risk Register. There had been one change and one update to risks within the Corporate Risk Register relating to Human Resources.
- 14.2 The risk rating for CRR25 (if operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to:- Incident Command- Use of Breathing Apparatus – Compartment Fire Behaviour – Water related Incidents – High-Rise Incidents

– Work at Height- then there is the potential to cause significant injury or even deaths to our staff) had been reduced from 10 to 8 following a review of the risks and continued high performance against the training performance indicators.

14.3 CRR25 had also been updated to refer to the identification of individuals or groups requiring safety critical training that was monitored through the quarterly performance reports.

RESOLVED:

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

18-19/HR/015 Work Programme 2018/19

15.1 Members received the Work Programme for 2018/19.

15.2 It was suggested that, following the recent visit to the Fire Service College, Members could be invited to visit other training providers or observe training exercises as appropriate.

RESOLVED:

That the Work Programme be agreed.

The meeting finished at 11.48am

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For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
20 September 2018
Item No. 5**

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

SUBJECT: HUMAN RESOURCES PROGRAMMES & PERFORMANCE REPORT, QUARTER ONE 2018-19 (April 2018 to March 2019)

For further information on this Report contact: Adrian Turner
Service Performance Analyst
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Background Papers: Previous Human Resources Quarterly Performance Summary Reports

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 the Human Resources Policy and Challenge Group with a report for 2018/19 Quarter One, detailing:

1. Progress and status of the Human Resource Programme and Projects to date.
2. A summary report of performance against Human Resource indicators and associated targets for Quarter One 2018/19 (April 2019 - March 2019).

RECOMMENDATION:

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

1. **Programmes and Projects 2018/18**

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2018 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 Resource Policy and Challenge Group has confirmed that:
 - No new projects have been added to the Human Resource portfolio in the last period:
 - The existing project and workstreams continue to meet the criteria for inclusion within the strategic improvement programme.
 - The existing project remains broadly on track to deliver its outcomes within target timescales and resourcing, apart from delivery of the Learning and Development module of iTrent, which has been superseded by an upgrade of PDR Pro.

- The current project is within the medium-term strategic assessment for Human Resource 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 Resource Programme for 2018/19 to 2021/22 has been taken within the proposed 2018/19 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2018.
- 1.4 Other points of note and changes for the year include the following:
- The timeline for the **HR & Payroll Project Phase 2 (Time & Expenses module)** has now been planned, with delivery expected in January 2019.
 - **The HR & Payroll Project Phase 2 (Recruitment – Green Book)** is now live.
- 1.5 The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now review the Programme quarterly with the next Programme Board review scheduled on 07 September 2018, and the following on 27 November 2018.
- 2. Programme and Projects - Summary and Exception Reports Q1 – 2018/19**
- 2.1 The **HR/Payroll System and Services** is Amber due to previous cost overruns in Phase 1, which though within 10% tolerance, cannot be ameliorated. This part of the project has now been closed.
Phase 2 is Green.
- 2.2 Enhancements to PDR Pro are under consideration as an alternative to implementing the full **Learning & Development (L&D) iTrent module**. The iTrent L&D module specifications will be reviewed to ensure it is not required to meet other HR or Payroll needs, and PDR Pro specifications will be checked to ensure that PDR Pro can fully integrate with iTrent and other systems as required.

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

HUMAN RESOURCES PROGRAMME REPORT

Other Strategic Corporate Services Projects not in a Programme

Project Description	Aim	Performance Status	Comments
HR/Payroll System and Services	Implement a new HR/ Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service.	Phase 1 Amber	<p>20 August 2018:</p> <p>Stage 1 of this project is now complete, with a Project Closure Report, Benefits Handover Report, and Risk Mitigation Plan having been approved by the Project Executive. These were submitted to the Project Board on 30 August 2018. The difficulties in finalising the Absence configuration have now been resolved following 2 days of consultancy from Midland HR; for user acceptance tests (UAT) completed to date, pay calculations are working as expected. An issue identified on SSP qualifying days is to be followed up by PayPM with HR and Payroll. The plan is for the configuration to be applied to the live iTrent environment on 21 August.</p> <p>There are now only a handful of other minor tasks to complete, which have been handed over to the business as usual (BaU). The majority of the benefits expected from this stage have now been delivered.</p> <p>Phase 1 closed by Programme Board on 7 September 2018.</p>

Project Description	Aim	Performance Status	Comments
HR/Payroll System and Services, cont....		<p>Stage 2</p> <p>Green</p>	<p>20 August 2018:</p> <p><u>Recruitment:</u> The Online Recruitment module went live in early July and is working well. To date approximately 40 applicants are processing their application online, across 7 vacant posts.</p> <p><u>Time and Expenses:</u> Following discussion at the last Project Board about capacity issues in the project team, a timeline has been developed for delivery of Time and Expenses – this has now been approved as January 2019, but is subject to the availability of Midland HR consultants to assist with configuration, testing and go live support. Further discussions need to be held internally about the ‘Time’ aspects and whether elements of this should be delivered through the Rotas and availability Project rather than through iTrent.</p> <p>Pending these discussions, PayPM is focussing on developing expenses; work is underway to complete the mileage schemes and to identify and write UAT scripts. Some MHR consultancy may be required to complete this piece of work, but there should be sufficient in the remaining allocation of consultancy days to complete this without compromising delivery of the remaining outstanding modules..</p>

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 One performance summary 2018/19 covering the period April 2018 to June 2019. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2018/19 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. **Performance Summary and Exception Reports**

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

33 people were appointed in total for Q1 of 2018/19 (10 On-Call RDS, 16 W/T and 7 Support)

Of these 33 appointments, 29 declared their ethnicity as White British, 1 as BAME and 3 did not declare their status.

Currently performance is reported as below target (3.03%).

While declaring is optional, the Service is aware that non-disclosure can mask our performance indicators and may not reflect the true picture of the organisation.

The Service is continuing its drive to:

- a) Reduce non-disclosure levels; and
- b) Increase the numbers of BAME people applying for positions across the Service as part of a commitment to improving diversity through Positive Action work.

4.2 **T7 - Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months**

Target missed by 2%, this represents one FDS Officer who has not been assessed due to long term sickness absence.

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

Remains 2% below target for quarter two, ongoing work being carried out to transform the LearnPro system to an acquisition and maintenance based programme.

4.4 **T8c - Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.**

Remains 1% below target for quarter two. This represents 2 Fire Control personnel. Ongoing work being carried out to transform the LearnPro system to an acquisition and maintenance based programme.

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

SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER ONE

Measure				2018/19 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments
Human Resources									
EQ1a	Percentage of new entrants to the retained duty system to be women.	Higher is Better	9%	4.17%	0.00%	10.00%	9%	Green	n/a
EQ1b	Percentage of new entrants to the whole time operational duty system to be women	Higher is Better	6%	5.26%	5.56%	6.25%	6%	Green	n/a
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	8.57%	7.69%	3.03%	14%	Red	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.34%	3.59%	3.65%	4.3%	Green	15% Better than target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.48%	1.19%	1.21%	For Info Only		

SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER ONE

Measure			2018/19 Quarter 1						
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Health and Safety									
H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	3.78	0.39	0.00	0.00	0.95	Green	100% Better than target
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	317.63	59.70	2.32	2.27	79.41	Green	97% 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	272.52	0.00	151.60	195.45	Green	22% Better than target

SUMMARY of HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER ONE

Measure				2018/19 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Staff Development									
T1	Percentage of station based operational staff that have attended an assessed BA course within the last Three years	Higher is Better	98%	93%	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%	99%	99%	99%	98%	Green	1% better than target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	93%	96%	100%	98%	Green	2% better than target
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years	Higher is Better	98%	98%	98%	100%	98%	Green	2% 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%	94%	91%	100%	98%	Green	2% better than target

SUMMARY of HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER ONE

Measure			2018/19 Quarter 1						
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Staff Development (cont.)									
T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Higher is Better	98%	71%	95%	100%	98%	Green	2% better than target
Page 27 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%	96%	98%	Amber	Missed target by 2%
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%	95%	93%	92%	Green	1% 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%	89%	90%	90%	92%	Amber	Missed target by 2%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER ONE

Measure				2018/19 Quarter 1					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q1	Q1 Actual	Q1 Target	Performance against Target	Comments

Staff Development (Cont.)									
T8c	Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.	Higher is Better	92%	86%	92%	91%	92%	Amber	Missed target by 1%
Page 26 T8d	Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.	Higher is Better	92%	93%	92%	92%	92%	Green	Met target

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 12/09/2018 11:35:00

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
20 September 2018
Item No. 6

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 2017/18
 - Minutes of the Audit Committee dated 5 April 2012
-

Implications (tick ✓):

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

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

PURPOSE:

To report on progress made to date against current action plans arising from internal and external audit reports.

RECOMMENDATION:

That Members acknowledge progress made to date against the action plans and consider any issues arising.

1. Introduction

1.1 The Members of the Audit and Standards Committee previously endorsed that the Committee should receive monitoring reports at each of its meetings advising of progress against current action plans arising from internal and external audit reports, and the Authority's Annual Governance Statement.

1.2 In their meeting on 5 April 2012, Members of the Audit and Standards Committee agreed that progress on the action plans be reported to each meeting of the appropriate Policy and Challenge Group and action point owners report progress by exception to the Audit and Standards Committee. This is the second such report to the Human Resources Policy and Challenge Group for the year 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 2017/18 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 6 July 2018, as part of the 2017/18 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 2018 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')
PayR 1.3 (17/18)	RSM Apr 18: Final Report (17/18)	Payroll Head of Human Resources	Low	Through the HR Project Board, expected benefits will be clarified to ensure that these can be measured once the project is complete.	Benefits realisation paper drafted - with HHR for final sign off. It will be presented to the Project Board 30th August 2018.	Original Sep 18	In Progress
PayR 1.1a (17/18)	RSM Apr 18: Final Report (17/18)	Payroll Head of Human Resources	Medium	Dates to return completed forms will be communicated within the starter packs delivered to new starters to help meet the payroll deadline.	Completed. 2 dates in the formal offer paperwork; one is a date to provide all their bank details (for payroll purposes), the other is for them to return their signed contract to HR	Original Mar 18	Completed - to be confirmed by follow up audit
PayR 1.1b (17/18)	RSM Apr 18: Final Report (17/18)	Payroll Head of Human Resources	Low	Date stamps will be consistently recorded by Payroll on to the starter forms upon receipt.	Payroll are consistently date stamping all incoming mail for the Payroll section	Original Apr 18	Completed – No follow up audit required

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')
PayR 1.2 (17/18)	RSM Apr 18: Final Report (17/18)	Payroll Head of Human Resources	Medium	The Authority will remind managers to check that VAT elements have been claimed for all receipts before approving expenses.	<p>Completed. The following reminder was published in the Blue Bulletin 22/3/2018:</p> <p>Following a recent Payroll audit we have been asked to remind managers' to ensure that VAT is correctly accounted for when approving mileage and expense claims. The audit identified that in some instances, although the expense claim included an element of VAT and was accompanied by a VAT receipt, the claimant had not entered this correctly and consequently the Service was unable to recover the VAT.</p> <p>It is the approver's responsibility to ensure that VAT is claimed where applicable or not claimed in the absence of valid VAT receipts or for non-vatable expenditure.</p>	Original Feb 18	Completed - to be confirmed by follow up audit

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')
PayR 1.2 (17/18) Cont...					<p>VAT invoices/receipts should be obtained in respect of all expenses on which VAT has been paid. It is important that VAT is correctly recorded on expense forms and that VAT invoices/receipts accompany claims' to ensure the Service maximises the VAT recovery to which it is entitled.</p> <p>VAT receipts must be originals and not photocopies.</p> <p>If a receipt is lost a declaration of lost receipt form (FIN 12f) must be completed, signed and authorised by the appropriate budget holder.</p>		

Monitoring Report of Actions Arising from 2017/18 Annual Governance Statement

Appendix B

No	Issue	Source	Planned Action	Progress to date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
3	Difficulty in attracting and recruiting to non-operational vacancies.	Assurance Statements (e-developing the entity's capacity including leadership and individuals within it)	To conduct a salary benchmarking exercise	Benchmarking exercise conducted by Korn Ferry (hay). Detailed analyse of results now being undertaken by HR Team.	Target CMT by Dec 2018, implantation of any changes by April 2019.	In Progress

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For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
20 September 2018
Item No. 7

REPORT AUTHOR: HEAD OF RESPONSE

SUBJECT: HEALTH AND SAFETY ANNUAL REPORT 2017/18

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

Background Papers: N/A

Implications (tick✓):

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

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

PURPOSE:

For Members to consider the Service's Health and Safety Annual report for the year 2017/18.

RECOMMENDATION:

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

1. Introduction

1.1 This Health and Safety Annual Report (covering the period 1 April 2017 to 31 March 2018) provides an overview of the work undertaken by Bedfordshire Fire and Rescue Service (BFRS) in the Management of Health, Safety and welfare within. The publication of the Health and Safety Annual Report is a requirement as laid down in the Service's Health and Safety at Work policy.

1.2 The Health and Safety Support Team(HSST) provide competent assistance to the Fire and Rescue Authority (FRA) in meeting its statutory health and safety obligations and provide professional and independent advisory support to management at all levels and to employees in meeting their obligations.

1.3 As detailed in the body of the report, considerable work has been undertaken in the management of health and safety throughout the Service and particularly in the following areas:

- Health and safety and operational policies;
- National Operational Guidance and specific activity and specialist risk assessments;
- Provision of safety critical information;
- Provision of health and safety related information and training;
- Technical equipment;
- Health and safety consultation;
- The measurement of health and safety performance indicators;
- Active monitoring and safety management systems audit;
- Reactive monitoring and accident, near miss and vehicle collision investigation;
- Management of vehicle mounted CCTV Systems;

- Occupational health provision; and,
- The setting and completion of corporate health and safety objectives.

- 1.4 It is pleasing to report that in 2017/ 18 the Service has seen a significant reduction in the amount of time lost as a result of workplace injuries from 388 in 2016/17 to 104. Data also shows a reduction in injuries during training activities over the last three years.
- 1.5 BFRS strive to improve further and the emphasis will continue to remain a sensible, risk-based balanced approach. It is important that the safety culture within BFRS remains a positive one, ensuring that health and safety is built into our normal way of working, and recognising that people are our key resource and that good health and safety management is vital to prevent injuries, ill health and unnecessary losses.
- 1.6 The Annual Health and Safety Report 2017/18 is attached for Members information and comment.

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

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Bedfordshire Fire and Rescue Service



QSA Award Level 4



1. INTRODUCTION AND BACKGROUND

This Health and Safety Annual Report, provides a summary of the work undertaken by Bedfordshire Fire and Rescue Service (BFRS) in the management of health, safety and welfare during the period 1st April 2017 to 31st March 2018 inclusive. A Health and Safety Support Team (HSST) provide competent assistance to the Fire and Rescue Authority in meeting its statutory health and safety obligations as well as professional independent advice and support to management and employees assisting them in meeting their specified responsibilities and obligations.

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

During the reporting period the Service has seen a slight increase in the number of workplace accidents from **52** in 2016/17 to **58** in 2017/18. It is pleasing to note however that the **104** days lost to the Service due to workplace accidents in 2017/18 is a significant reduction from the **388** in 2016/17 and continues a steep downward trend.

Work carried out by the HSST has continued to be proactive with a risk-based balanced approach designed to provide safe solutions. It is as important as ever to ensure that the safety culture within the Service remains a positive one. Health and safety must continue to play a significant part of all our workplace activities whether operational, routine or during training. The Service was successful in the completion of a number of key health and safety objectives during 2017/18; this included:

- Communication of the findings from the Safety Climate Survey carried out using the Health and Safety Laboratory safety climate tool;
- The provision of training for Service Driving instructors in the use and interpretation of results of driver risk assessments;
- The provision of IOSH accredited health and safety training for personnel with strategic responsibility;
- The introduction of local health and safety leading performance indicators to assist in sustaining continuous improvement;
- The establishment of regular Accident Investigation Team member meetings to improve investigation protocols, identify additional training, common trends and share areas of good practice;
- Making the IOSH "No time to lose" campaign pledge to demonstrate a commitment to introduce policies and practices to manage the risks associated with carcinogens at work;
- Working as a member of the Personal Protective Equipment Collaboration working group to provide replacement fire kit in 2018/19;

- Completing a review of the Service's operational policies and procedures in line with the National Operational Guidance to provide standardisation of emergency response procedures;
- Delivering a programme for the audit of health and safety management systems and the publication of reports on the findings; and,
- Delivering a programme for active monitoring and the publication of reports on the findings.

2. HEALTH AND SAFETY MANAGEMENT SYSTEM

2.1 Commitment to Health and Safety

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

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

2.2 Health and Safety Support Team

For the first half of 2017/18 the HSST sat within the Service's Projects, Safety and Business Support function with Group Manager Darren Cook as the Functional Head. From September 2017 the HSST came under the Head of Organisational Assurance function with Darren Cook as functional head as Area Commander. The HSST role fulfils the legal requirement for the Service to obtain competent health and safety assistance and advice. The HSST is led by the Health and Safety Advisor (HSA), Alan Pixley, who holds a NEBOSH Diploma and is a Graduate Member of the Institution of Occupational Safety and Health (IOSH).

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

The Assistant Health and Safety Support Officer (AHSSO) post is currently held by Watch Manager Mark Woodworth. Mark holds the IOSH Managing Safely qualification. The Administrative Assistant Health and Safety post was filled in June 2017 with Amanda Elston joining the team.

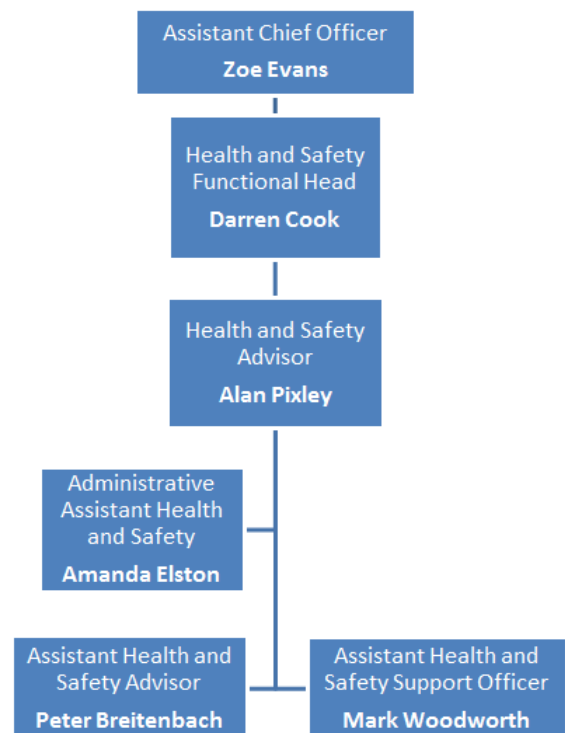
With regards to procurement, the HSST manages a small revenue budget which is used for the purchase of health and safety equipment, calibration of existing equipment and for the provision of driving licence checks through the DVLA using an external provider.

2.3 Health and Safety Policy

Health and Safety related Service Orders are available within volume 13 of the promulgation volume index in the library on the Service intranet. The main *Health and Safety Policy V13 01/01* has been fully reviewed and updated throughout 2017/18 and was issued for a six week consultation period in April 2018. The policy includes a statement of intent and clearly defined responsibilities and arrangements for the management of health, safety and welfare. It is supported by a number of referenced existing subordinate policies providing more specific and detailed information and guidance regarding the topic to which it applies.

In November 2017 the Service issued a new Service Order for the *Reporting and Investigation of Violence towards Fire and Rescue Personnel V13 01/25*.

HEALTH AND SAFETY SUPPORT TEAM



3. RISK CONTROL SYSTEMS

3.1 Risk Assessment

National Operational Guidance / Tactical Operational Guidance

The National Operational Guidance Implementation Group has continued to meet on a two monthly basis throughout 2017/18. The group has overseen the adoption of Tactical Operational Guidance and the alignment of associated risk assessments and training materials. By adopting this documentation the Service can achieve the maximum inter-operability benefits using agreed common generic terminology as well as following agreed national Fire and Rescue Service guidance and best practice.

In 2017/18 the following risk assessments were reviewed and aligned with National Guidance:

- **OF 007** Firefighting – Refuse fires
- **OF 013** Operations - On or near water
- **OR 002** Rescue from Lifts / Escalators
- **OR 008** Rescue from Flooding and Water Related Incidents
- **OR 015** Rescue from and Working in Confined Spaces
- **OR 015A** Rescue from Trench & Pits
- **OR 015D** Rescue from Collapsed Structures
- **OT 002** Transport – Rail related Incidents

Specific Activity (General) Risk Assessments

The Service holds and maintains a library of general risk assessments. These cover a broad range of work activities that present significant risk to the Service. During the reporting period the Service published **9** new general risk assessments and reviewed **79** existing general risk assessments. As part of the risk assessment process, a number of recommendations identified for the implementation of further workplace precautions were completed. These follow up actions were allocated to the relevant responsible person via the Service Health and Safety web portal where the task is tracked to completion by the HSSC (for Service wide recommendations) or the HSST (for local recommendations).

Specialist Risk Assessments

Manual Handling Assessments

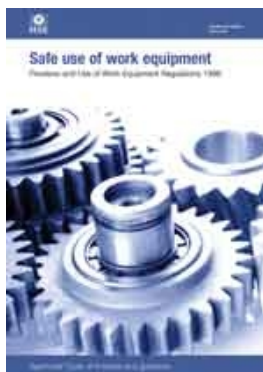
The Service holds and maintains a library of Manual Handling assessments. These cover all identified foreseeable manual handling operations carried out across the Service. Progress towards the completion and review of manual handling assessments is monitored by the HSSC who assigns the assessment completion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

reporting period the Service completed **2** new manual handling assessments and **51** existing assessments were reviewed.

Fire Risk Assessments

To comply with the Regulatory Reform (Fire Safety) Order 2005, all Service premises are required to be the subject of fire safety risk assessments. This ensures the implementation of appropriate fire precaution and protection measures and as a result the maintenance of a fire emergency plan. Fire risk assessments were reviewed for 16 Service premises during the reporting period. Any follow up actions were allocated via RIVO Safeguard and tracked to completion overseen by the HSSC.

Provision and use of Work Equipment (PUWER) Assessments



Before any item of work equipment is requisitioned, a PUWER assessment is completed to ensure that equipment is suitable, safe for use and in conformance with all appropriate design and construction requirements. The PUWER assessment will also consider the arrangements required to ensure that the equipment is maintained and inspected throughout its working life and identify any training needs to ensure it is used by personnel who have received adequate information, instruction and training. During the reporting period the Service completed **50** new PUWER assessments and reviewed **139** existing assessments.

Traffic Risk Assessments

Managers responsible for individual Service premises or sites are responsible for completing a Site Traffic Risk Assessment and reviewing it every two years. In 2017/18 site traffic risk assessment reviews were carried out for Bedford and Biggleswade fire stations. These assessments were allocated by the HSST and completed by the manager of the site or premises via the health and safety web based portal SpheraCloud (formally RivoSafeguard).

Display Screen Equipment (DSE) Assessments

All designated users of DSE are identified and their workstations and related work activities are assessed. In 2017/18, **57** DSE self-assessments were carried out. Some of these self-assessments identified issues that required follow up by one of the Services trained DSE assessors. On a number of occasions remedial actions were completed including the provision of training, additional or alternative equipment and the adjustment of the DSE workstation.

3.2 Information and Training

Safety Critical Information

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

1. *Breathing Apparatus (BA) General Check and Compressed Air Cylinder Connection:* In January 2018 a safety event occurred where a number of BA sets suffered air leaks during the same Section / Watch based training exercise being undertaken in the Fire House at Training Centre. On checking the sets it was found in all cases that the cylinder connection had not been tightened sufficiently and was loose. The follow up technical examination confirmed that the BA sets were free from defects and the loss of air had been due to the cylinder connection not being tightened fully. Although initially making a seal, over time the O ring had become extruded by the high pressure within the cylinder and the seal had failed resulting in the loss of air. The safety bulletin reinforced the requirement to check the fastening of the finger tight connection on the cylinder connector and to fully remove BA sets from appliance cabs when carrying out the general check.
2. *Series 19 Fire Hydrant:* In March 2018 the Service were notified of potential safety issues identified with a certain type of fire hydrant design. The hydrant concerned is the Aqua Gas (now AVK) Series 19 fire hydrant installed circa 1996-2006. Although it was manufactured to BS750 standard at the time, the outlet is secured onto the hydrant body by one cap head bolt from the side. If the securing bolt has become loose or has been tampered with then this could result in the outlet becoming detached from the hydrant body. The Service contacted water companies covering Bedfordshire who confirmed that the Series 19 may be fitted but could not identify where and how many. The safety bulletin therefore made Crews aware of the potential hazards and the safe system of work to be followed on discovery of this type of hydrant.



Information not deemed to be safety critical is provided to relevant personnel by the most effective means. An example of this is the issue of Critical Update Messages using the LearnPro system. In the reporting period there were **10** Critical Update messages issued covering a number of topics with a health and safety theme.

Accident Investigation Training



The Service maintains an Accident Investigation Team (AIT) comprising of nominated operational managers at the role of Station and Group Commander. As a corporate health and safety objective quarterly AIT meetings have been established. The purpose of the meetings is to improve investigation protocols, identify additional training, common trends and share areas of good practice. The meetings have been well attended and have improved the standard and consistency of safety event investigations.

Health and Safety Web based Portal Training

The Service health and safety web based portal SpheraCloud, formally known as the RIVO Safeguard system, is a web-based health and safety interface which assists the Service in its effective management and control of specific key health and safety related issues including accident / near miss / vehicle collision reporting and investigation. Access rights to the SpheraCloud system is given to Line Managers and is an essential tool to assist the health and safety management process. During the reporting period initial training on use of the SpheraCloud system was provided by the AHSSO to **12** Line Managers. In the same period refresher training was provided to **6** Line Managers.



Manual Handling Training



The Service provides all staff with information and training for safe manual handling and wellbeing to reduce the risk of injuries. It is the responsibility of the Occupational Health Unit (OHU) to deliver initial and refresher manual handling training across the Service. During 2017/18 the Service Fitness Advisor delivered initial or refresher manual handling training to **343** BFRS employees either through centrally based training at the Service Training Centre or directly to operational Watches / Sections.

IOSH Leading Safety Training

The value of strategic safety and health and its integration into business management systems is recognised by the Service. Safety training for senior managers had been identified as a training need and this requirement was set as a corporate health and safety objective in 2017/18. The course, open to Group Manager B and above and Green Book equivalent, was delivered by an external Company in October 2017 with **11** attendees.



Non – Operational Fire Safety Training

To support the Service's fire safety strategy and emergency plan, fire safety training was provided to 8 non-operational employees in December 2017. The training included the role that employees will be expected to carry out if a fire or emergency occurs. To further improve the provision of adequate and regular fire safety training, the Service purchased an online Fire Safety Awareness training module to be completed annually by all Green Book personnel.

Non-Operational Personnel on the Incident Ground

In December 2017 **10** personnel attended training for non-operational staff that may be required to attend the incident ground. The course aim is to make non-operational staff aware of the safety procedures whilst working on the incident ground and includes input on command and control, incident ground organisation, mobilisation and post incident procedures.

Vehicle Collision Investigation Training

In May 2017 the Health and safety Advisor attended a two day vehicle collision investigation course delivered at the RoSPA training centre in Birmingham. The course covered the skills needed for analysing information, drawing conclusions and providing recommendations and feedback for improvement to enable positive behavioural change. The learning obtained has supported the existing initiatives for the Management of Occupational Road Risk and enhanced specialist techniques to AIT members through cascading of information at the periodic AIT meetings.

Representatives of Employee Safety Training

Bedfordshire Fire and Rescue Service are legally required to provide employees with relevant information, instruction and training and engage in consultation with them on matters affecting health and safety. The Service currently meets this requirement by consulting employees directly as individuals and / or through Trade Union appointed Safety Representatives. To further enhance the consultation process in October 2017 two non-operational employees from within the Service, who were not trade union members, attended a two day Safety Representative

course. Both employees now represent non trade union members and contribute positively during consultation meetings.

3.3 Operational Policies and Procedures

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

During the reporting period the following Operational policies were reviewed and re-issued:

- *National Resilience Disrobe and Re-robe Kits*
- *Operational Preparedness Policy*
- *Interagency Liaison Officers/HMEPA/MAIAT/Hazardous Materials*

3.4 Equipment

The HSST is responsible for overseeing the process of vehicle mounted CCTV impoundment and viewing in accordance with Service Order V06 05 01 – CCTV Systems. The HSST have also worked closely during 2017/18 with the Technical and Engineering Manager and Workshops to assist in the setting up of CCTV systems on new vehicles. Assistance has also been ongoing for trials, conducted for the selection of suitable dash cams for Officers cars, Service pool vehicles and vans. This work is continuing through the Management of Occupational Road Risk (MORR) working group.

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

During 2017/18 BFRS Technical Department and workshops have achieved a considerable amount of work, this has included:

- The refurbishment and upgrade of 3 Scania Rescue appliances.
- The Introduction of 7 x Scania / Angloco Rescue appliances fitted with the Godiva Prima P2_2010 pump. The Godiva Prima is designed for midship or rear vehicle mounting. It is a two stage centrifugal design, featuring both low and high pressure impellers on one stainless steel shaft to provide simultaneous multi-pressure operation.
- An upgrade of hose reels from 19mm to 22mm with the addition of a 230 ltr per minute variable flow rate branch. This involved the re-engineering of the internal pump supply pipework which was completed in house.
- The issue of new toolboxes for all rescue appliances. This was the first review that had been carried out on the standard tool box in over 20 years.

over time the toolbox weight had increased (42kgs) and had become a manual handling issue.

- The introduction of two new energy efficient BA charging compressors at Luton and Bedford fire stations.
- The replacement of all aluminium stand pipes across the service due to an incident which had highlighted the 'rounding' and excessive wear of the thread. This had caused a standpipe to become detached from the hydrant.

4. COMMUNICATION AND CONSULTATION

4.1 Health and Safety Consultation Group

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

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

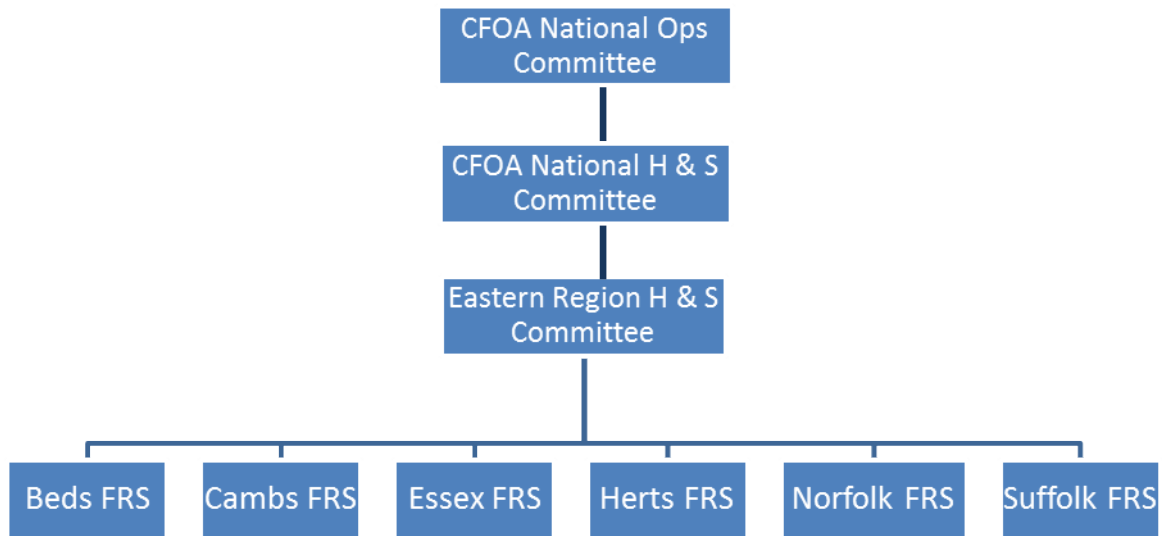
- A review of the completion of action points;
- Scrutiny of local and regional safety event statistics;
- Significant safety events;
- Health and safety performance indicators;
- Service policy updates;
- Feedback from the Health and Safety Steering Committee meetings;
- Health and safety corporate objectives update; and,
- Report updates for active monitoring and health and safety management system audits.

During the reporting period representatives also contributed during consultation following the review of Service Orders, risk assessments and systems of work and at various meetings and working groups. This included the Working at Height and Management of Occupational Road Risk working groups and the Service Workwear and Clothing Committee meeting.

4.2 Regional Health and Safety Practitioners Group

Members of the HSST represent the Service at the Eastern Region Health and Safety Practitioners Group meetings which are held quarterly. The Group works within the structure detailed below, which now includes London Fire Brigade, and seeks to identify beneficial links and contacts with other relevant groups as appropriate.

An example of this is the link established with the Regional Occupational Health Practitioners Group. Administration for the regional group is undertaken by Hertfordshire Fire and Rescue Service.



The main objectives of the Group during 2017/18 were to:

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

4.3 Health and Safety Campaigns



Along with a number of other fire and rescue services BFRS undertook the IOSH “No time to lose” campaign pledge to capture the key actions that we are already doing, or planning to do, to manage carcinogenic exposures within the workplace. Existing workplace precautions to prevent and reduce exposure currently include the provision and use of self-contained breathing apparatus, appropriate PPE, and the availability of adequate welfare and cleaning facilities, both on fire appliances and at Fire Stations. The Service will now continue to review what further precautions could be taken during training and operations to reduce risk further.

5. MONITORING

5.1 Performance Indicators

In line with its Terms of Reference, the Human Resources Policy and Challenge Group monitors health and safety performance against three key performance indicators. Health and safety performance in these three areas are measured against set targets and for the year 2017/18 were as follows:

Description	Target	Actual	Performance	Comments
H1- Number of serious accidents (over 28 days) per 1000 employees	3.78	1.96	Green	Better than target
H2 - Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees)	384.8	243.92	Green	Better than target
H3 - Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System Full Time Equivalent employees	781.8	69.46	Green	Better than target

In 2017/18 the actual performance for H2 and H3 were significantly inside the targets. H1 also remained inside the target with the actual figure equating to only one serious accident of over 28 days lost duration.

5.2 Active Monitoring

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

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

The findings of operational active monitoring during the reporting period were presented in report format to the Operational Debrief Working Group (ODWG) with non-operational active monitoring being presented to the HSSC. The ODWG and HSSC are responsible for reviewing the findings of the active monitoring reports and determining the need for and form of corrective action, including where necessary

immediate corrective actions. The topics where formal active monitoring took place during the reporting period were as follows:

Monitoring Officers (Operational)	Watch Commanders (Routine and training)
Breathing Apparatus	Breathing Apparatus
Building Fires including High Rise and PPV	Marshalling Vehicles
Road Traffic Collision	Appliance Stowage
Bariatric incidents	Manual Handling

As detailed in the health and safety active monitoring programme, some operational activities / incidents occur infrequently but have the potential to cause significant risk. For this reason Service Control will mobilise a Monitoring Officer to every incident type that meets this criteria.

During 2017/18, as well as the scheduled topics detailed above, active monitoring was carried out a number of times for the following topics:

- High voltage electrical installations;
- High rise (known fires);
- Working at height;
- Working on or near water;
- Chemical incidents;
- Aircraft incidents;
- Railway incident; and
- Flammable liquids.

5.3 Internal Audit

Health and Safety Management Systems

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

Audit Topic	Premises / Station / Section Audited
Manual Handling Operations	The audit objective was to establish the extent to which the Service meets the standards contained within Service Order V13 01 24 "Manual Handling Operations". 6 manual handling injury accidents were selected; 2 each from routine, training and operational activities.
Safety in Practical Operational Training	The audit objective was to establish the extent to which the Service meets the standards contained within V09 02 01 "Managing Health and Safety in Practical Operational Training". 6 off-station practical operational training activities up to June 2017 were selected for audit.

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

6 monthly premises inspections

All Service premises are periodically inspected to confirm that the standards of the workplaces and facilities provided are being maintained. The inspection is carried out every six months or following significant change or modifications. The inspections are recorded on the Premises Health, Safety and Welfare Assessment form sent to premises responsible persons by the HSST via the SpheraCloud system. In 2017/18 there were **31** premises inspections carried out. These generated a number of follow up actions that were allocated to relevant personnel through the SpheraCloud system. All actions are tracked to completion, overseen by the HSSC.

6. ACCIDENTS AND VEHICLE COLLISIONS

Workplace Accidents

As detailed in Chart 1 below, in 2017/18 the number of recorded accidents had increased slightly from **52** in 2016/17 to **58**. The number of days lost to the Service due to workplace accidents in the same period significantly decreased from **388** to **104**. Data shows that 58 of the 104 days lost to workplace accidents were the result of one accident caused by a slip that resulted in a serious wrist injury.

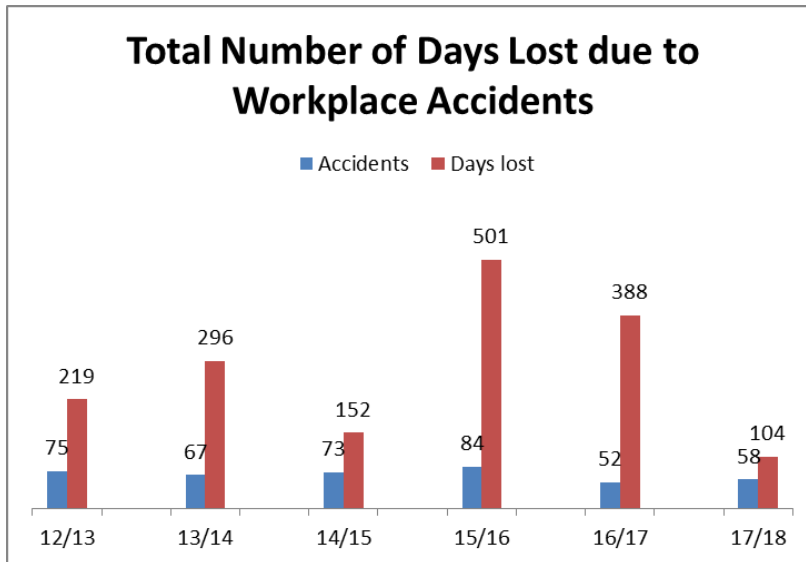


Chart 1.

Musculoskeletal, Manual Handling and Slips/Trips/Falls accounted for 53% of all accidents and 95% of all days lost in 2017/18. In comparison to 2016/17 the number of musculoskeletal injuries increased slightly from **8** to **10**, manual Handling Injuries decreased from **16** to **11** and Slips, Trips, and Falls increased in the same period from **3** to **10**.

As detailed in Chart 2 below, the numbers of accidents in training during 2017/18 decreased from **25** to **15**. There were **23** accidents in the routine environment that caused 71% of all lost time.

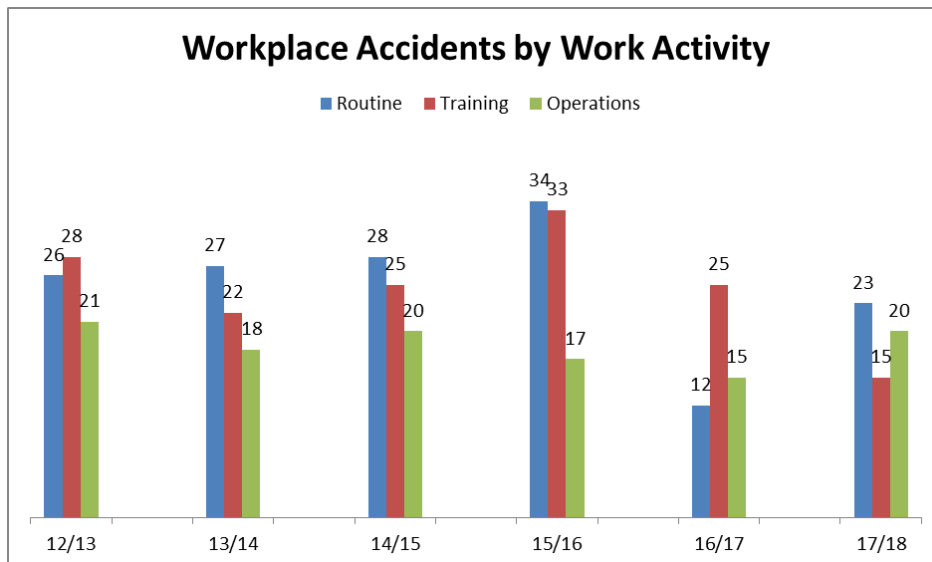


Chart 2.

Vehicle Collisions

In total there were **38** vehicle collisions during 2017/18 compared to **40** in 2016/17. On **8** occasions collisions had taken place during low speed manoeuvring when a vehicle guide had been in place. Collision numbers over the last four year period are detailed in chart 3 below:

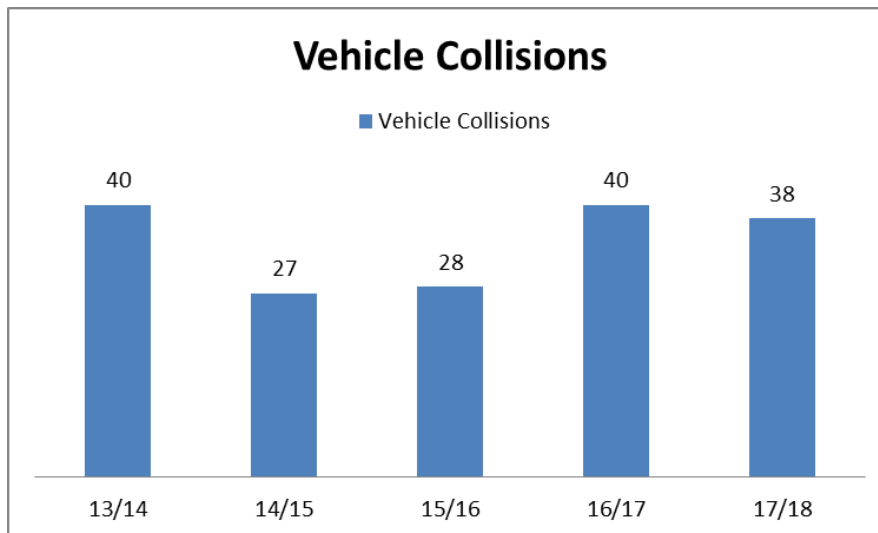


Chart 3.

The collisions involved **35** drivers with **3** drivers involved in two events. Chart 4 below shows the involved vehicle locations by station/premises. Data shows that Luton station has had the most vehicle collisions (**8**) followed by Stopsley (**5**), and Headquarters (**4**).

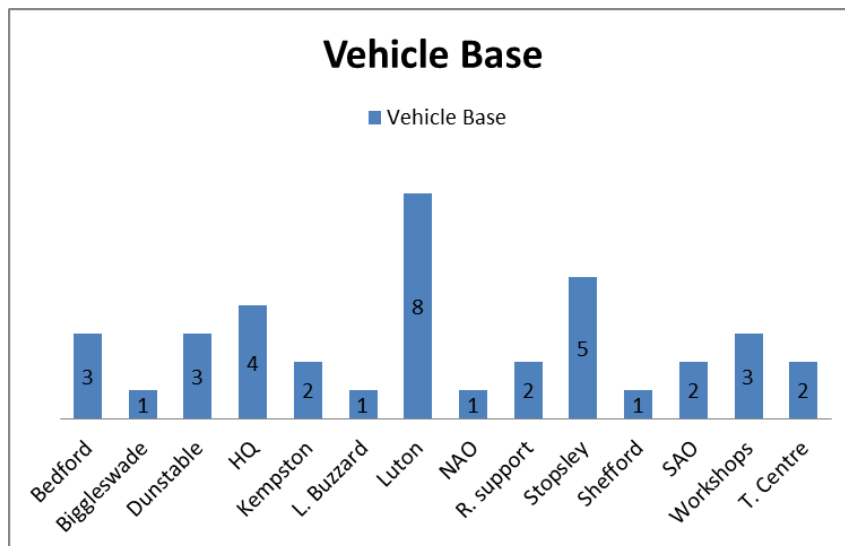


Chart 4.

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

- Ampthill FS
- Harrold FS
- Potton FS

- Sandy FS
- Toddington FS
- Woburn FS

There were 5 different classifications of vehicles involved in collisions during the reporting period. This is shown in Chart 5 below with rescue pumps being involved in a significant number (**23**) of the **38** vehicle collisions. Van collisions increased from **1** in the previous reporting period to **11**.

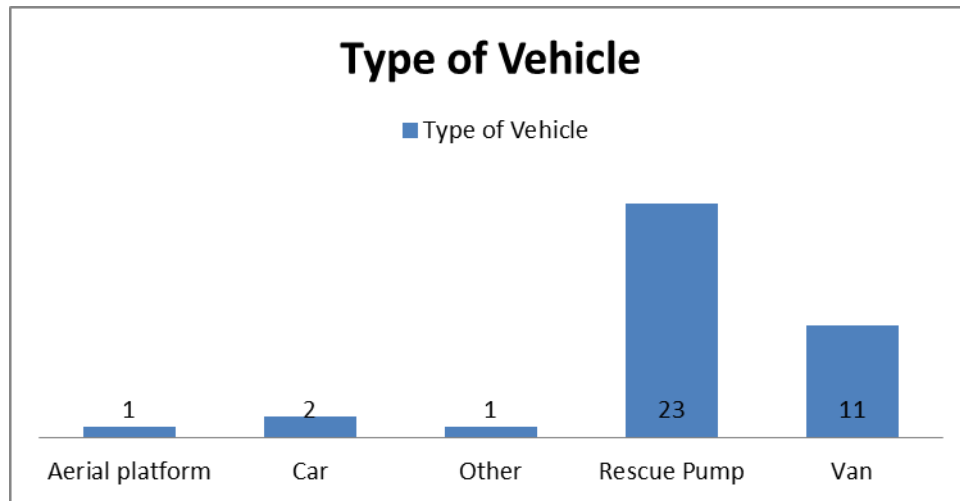


Chart 5.

Collision Type and Speed

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

Type of collision	Speed					Total
	stationary	1 -10	11 - 30	31 - 50	51 - 70	
Struck by another vehicle	6	2	3	0	0	11
Moving forward – struck another moving vehicle	0	0	0	1	0	1
Moving forward – struck another stationary vehicle	0	6	3	0	0	9
Moving forward – struck stationary object	0	6	0	1	0	7
Reversing – struck another stationary vehicle	0	1	0	0	0	1
Reversing – struck stationary object	0	4	0	0	0	4
Other	0	4	0	0	1	5
Total	6	23	8	2	1	38

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

Management of Occupational Road Risk Working Group

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

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

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

- A review of the completion of action points;
- Vehicle collision data update;
- Operational driving active monitoring update;
- Driver training activity report;
- Use of vehicle CCTV usage update;
- Road traffic legislation update; and,
- New vehicles, technology and associated equipment.

7. VEHICLE MOUNTED CCTV SYSTEMS

The footage obtained from Service vehicles with permanently fixed CCTV equipment has continued to be used both actively and reactively to support various workstreams and event follow up. In 2017/18 vehicle mounted CCTV footage has been viewed on **60** occasions.

It has been viewed to support the following work:

- **24** vehicle collision investigations;
- **2** complaints by members of the public;
- **17** external police investigations;
- **8** near miss investigations;
- **2** fire investigations;
- **2** fire fighter injury investigations; and,
- **5** internal investigations.

It should be noted that the Police requested CCTV footage from BFRS vehicles on 17 occasions in 2017/18. The majority of requests were following attendance by BFRS at serious road traffic collisions and often involved CCTV from a number of appliances. Although impacting on HSST time and resources the provision of relevant CCTV footage to assist in criminal investigations or otherwise, is seen as a positive contribution.

During the reporting period Service driving Instructors have also viewed vehicle mounted CCTV footage to carry out sample monitoring of driving standards, with the

primary focus on emergency response driving, as part of the Service arrangements to manage occupational road risk.

8. OCCUPATIONAL HEALTH AND WELLBEING

8.1 Occupational Health Unit

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

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

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

Moving forward into 2018/19 the OHU is headed by the Occupational Health and Fitness Manager (OHFM) – Ian Hammett and supported by a fully qualified specialist Occupational Health Practitioner (OHP) – Sally Canzio who attends the department 3 days per week, a full time Occupational Health Administrative Assistant (OHAA) Bev Copperwheat, and a full time Fitness Apprentice (FA) – Marco La Vita. The Service Medical Adviser (SMA) currently attends for full day clinics every third Wednesday to ensure support for all Watches and shifts.

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

8.2 Performance Indicators

In line with its terms of reference, the Human Resources Policy and Challenge Group monitor occupational health performance against two key performance indicators. Occupational Health performance in these two areas is measured against the set targets and for the year 2017/18 was as follows:

Description	Target	Actual	Performance	Comments
OH1 - % of personnel in operational roles who have completed an annual fitness test assessment in the last 12 months (excluding career breaks, those on modified duty and long-term sick)	97%	0%		See notes
OH2 - % of operational personnel achieving a pass category on their annual fitness test	96%	0%		See notes

Every operational employee is required to successfully complete an annual fitness test with the OHFM Ian Hammett and these are reflected in the KPIs.

During 2017/18 the annual fitness testing program was suspended to accommodate an extension to the consultation period with the FBU and other key stakeholders on the revisions to the Service Fitness Policy. This extension was granted in an attempt to seek agreement on the implementation of the new national guidance within the existing policy. This primarily revolved around the introduction of the new Drill Ground Assessment and how it should be used to underpin the existing fitness testing regime.

The Service were not prepared to conduct a fitness testing program that may have seen half the workforce tested against one set of guidelines and the other half tested against another. Therefore all testing was ceased until an agreement had been reached.

As such we have now commenced 2018/19's raft of fitness tests, with 86% being completed since April 2018, with a 99% pass rate. These statistics are reflective of the high pass rates that we have seen year on year since 2008.

During 2017/18 Occupational Health adopted the Trauma Risk Management model (TRiM) that uses a peer led support system designed to help employees following traumatic incidents. 10 TRiM practitioners including both green and grey book staff were trained and appointed to identify, and support those at risk, whilst also raising awareness of mental health problems and reducing the stigma associated with it.

During 2017/18 a full program of Manual Handling refresher training has been delivered service wide by Ian Hammett (OHFM). 15 sessions were delivered centrally

at Headquarters and further station based sessions were delivered to all watches and crews, including on call personnel and control staff. 90% of personnel have received the training with further mop up sessions planned.

9. HEALTH AND SAFETY OBJECTIVES

In line with best practice and guidance, the Health and Safety at Work Policy includes a commitment to the setting of annual corporate health and safety objectives. Following objective selection by the HSST and HSSC the corporate health and safety objectives for 2018/19 were approved by the Corporate Management Team and the Fire and Rescue Authority Human Resources Policy and Challenge Group. These now reflect the principle work streams for 2018/19 and a live action plan tracking completion of the objectives is available in the Health and Safety Section area on the Service intranet.

The Corporate Health and Safety objectives for 2018/19 are:

1. Carry out focus group meetings with staff to communicate and discuss the findings of the Safety Climate Survey.
2. Implement an independent external audit of the safety management system (RoSPA QSA audit).
3. Delivery of a campaign for the communication of safety event data and information.
4. Produce a quarterly communication for the engagement of Service drivers to provide relevant information and statistics relating to driving incidents, and look to find ways to promote safe driving and good practice.
5. Communicate the IOSH "No time to lose" carcinogenic exposure campaign and carry out a compliance audit of the arrangements detailed in the campaign pledge made by the Service.
6. To continue the project to enhance firefighter safety during operational incidents and training by providing, through the Personal Protective Equipment Collaboration working group, replacement fire kit that offers maximum wearer protection and comfort and a fully managed service for its provision and maintenance.
7. To produce and review Regional Product pack documents for use with the National Operational Guidance Programme.
8. Review, Update and Deliver the Service`s BA Training in Accordance With National Operational Guidance Programme Foundation for Breathing Apparatus.

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
20 September 2018
Item No. 8

REPORT AUTHOR: DIVERSITY ADVISER

SUBJECT: PROGRESS REPORT ON POSITIVE ACTION

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

Background Papers: Positive Action Plan 2017-19

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 Positive Action Plan

RECOMMENDATION:

That the progress report is received.

1. Introduction

The aim of our Positive Action work is to take reasonable and legal steps to increasing the representation of all under-represented groups within the Service, and specifically at this time we are focused on females from across all communities into the operational workforce and Black, Asian and Minority Ethnic communities across the organisation.

Although the Service has not set targets for recruitment, there are a number of performance measures that have been set where progress is monitored by the Fire and Rescue Authority, our intention is to ensure that the Service better reflects the communities we serve and maximises strengths diversity within the workforce provides

2. Why Positive Action?

- A diverse workforce is recognised as greatly improving our ability to deliver safety, prevention and protection activities throughout all communities.
- By inadvertently excluding people we are missing out on the talent, experience and skills that having a diverse workforce brings.
- Redressing the imbalance in workforce representation of public sector organisations is a Government priority, the recent HMICFRS inspections have focused on this issue for all FRS.

- Senior management are supporting this approach and investing in making a difference setting out our inclusion strategy in Our People strategy.
- The staff we employ should be representative of the communities we serve.
- As a public funded organisation we have a moral duty to address this under-representation.

3. **Difference between Positive Action and Positive Discrimination**

Positive Action is legally defined as *‘an activity, which helps employers identify and remove the barriers and issues to the employment, retention and progression of people from ‘under-represented’ groups’.*

Positive Action initiatives help to inform people from under-represented groups to apply for jobs and promotions and is about ‘levelling the playing field’ and employing people based on merit.

Positive Discrimination generally means employing someone because they come from an ‘under-represented’ group inspite of whether they have the relevant skills and qualifications.

Positive Discrimination is unlawful and we are clear that we will continue to take action that remains legal and delivers the very best candidates for all positions.

4. **Summary of progress (report attached)**

Previously I have shared a Positive Action report and action plan. The action plan is monitored through the Recruitment Working Group to inform activities and will be assisting the 2018/19 recruitment process for whole time firefighters.

Actions marked as complete

- Sharing best practice with Bedfordshire Police and with the wider fire sector.
- Produce a range of targeted recruitment leaflets, banners & videos (although we continue to explore improved ways of delivering key messages).
- Contribute to the development of the BAME educational and career guide.
- Produce guidance materials for station open days, engagement events, 'have a go' days and On-Call recruitment campaigns.
- Review success from previous recruitment event around positive action initiatives to inform future recruitment campaigns.
- Unconscious Bias training for staff involved in the selection process.
- Reviewed the 2015 and 2017 whole-time recruitment processes and create an Equality Assessment report.
- Created a recruitment working group to support community engagement.
- Advertising vacancies across a wider range of media, specifically attracting an audience from currently under-represented communities.

Actions marked as on-going

- Develop relationships with representatives of a range of faith groups.
- Distribute recruitment messages at community events.
- Hold a series of 'have-a go' events at our Community Fire Stations.
- Maintain communication with people on the positive action list.
- Utilise working with the young such as cadets and Fire Forward.
- Develop a targeted social media approach to promote vacancies.

5. Positive action initiatives in support of the 2018-19 whole time recruitment campaign

PA Initiatives	Expected Outcomes
Revised the whole time entry criteria – this was supported by findings from the Equality Assessment report	Increase in numbers of people from under-represented groups through the recruitment process, minimising proven barriers.
Made a temporary appointment for 6 months into the position following a selection process and seconded a StnC in to assist with recruitment and positive action initiatives for this campaign.	To provide dedicated support to coordinate Positive Action work and engage with communities.
Recruited 19 volunteer Positive Action ambassadors from within our current staff	To engage with and provide follow up support for people from under-represented groups up to the stage of application.
Promote the recruitment campaign opportunities through Asian Fire Service Association and Women in the Fire Service sites	To ensure that members of both organisations are informed about the revised entry criteria and recruitment campaign.
Advertise on the local BAME radio stations & news outlets	To be more effective in reaching a diverse audience.
Provide support up to application stage for people who are under-represented as firefighters.	To help maintain levels of interest and encourage people who have shown an interest to complete the application process.
Targeted billboard advertising in sites across Bedford, Luton and Dunstable.	To be more effective in reaching a diverse audience.
Recruitment flyers/posters distributed to BAME businesses across Bedford, Luton and Dunstable.	To be more effective in reaching a diverse audience.
Participate in Luton Employment Training and Skill's Fair.	To be more effective in reaching a diverse audience.
Community information events to be held at local community centres in Bedford and Luton.	To inform under-represented communities about the process for applying
Targeted leaflet drop across areas of Bedford, Luton and Dunstable	To be more effective in reaching a diverse audience.
Targeted Have A Go events at Bedford, Luton and Dunstable Fire Stations.	To give people from under-represented groups an opportunity to experience some firefighter activities

6. Background to Positive Action

The national fire and rescue operational workforce is reported as predominately White British and male, the Service has recognised the need to diversify the workforce in order to better represent the communities it serves.

The work identified in the Positive Action plan are aligned to recommendations in the Inclusive Fire Service Group and those of the Thomas Review and forms part of the work within the Services equality objectives.

BFRS is working hard to ensuring it is an employer of choice within all communities and has a workforce that reflects its appeal and commitment to a safer Bedfordshire.

**ROBERT JONES
DIVERSITY ADVISER**

Positive Action Plan 2017-19

	Objective / Actions	Expected Outcomes	Update on Actions	Status	CMT Lead	
1.	Work with Beds Police and with the wider fire sector through CFOA / NFCC to share good practice around positive action work and where appropriate share contacts and other resources.	To build on our Positive Action work for 2017 and beyond.	<p>Following meetings with Bedfordshire police and the wider FRS actions have been added to strengthen our whole time recruitment campaign, these are captured within the EA on the 2015 & 2017 recruitment campaigns</p> <p>Our developed materials were shared with Home Office and NFCC to assist with national product development. BFRS now has access to new national materials supporting On-Call firefighter recruitment.</p> <p>Inclusion strategy developed as part of the Services People Strategy</p>	Completed	HSDA/DA	
2.	Produce a range of recruitment leaflets, banners, videos which promote women across all communities and men and women from Black, Asian and other Ethnic Minority Communities.	To have a stock of Positive Action recruitment material for use across the Service, recruitment fairs for distribution at community events.	The Service now has a stock of positive action recruitment leaflets, posters, banners, cardboard cut outs for distribution at community events	Completed	HSDA/CEM	
3.	Contribute to the development of the BAME educational and career guide, produced by the Black Solicitors Network.	The BAME - educational and career guide has proven to be an informative resource to help young people consider a range of career options.	<p>Copies of the magazine have been secured and it is now available on-line as a resource for the Service to reference at career fairs and school visits.</p> <p>BFRS will continue to look for areas where it can improve awareness of employment opportunity across all under-represented groups.</p>	Completed	HSDA	

4.	Make contact and develop relationships with representatives of Black majority churches and Mosques across Bedford and Luton.	Contacts generated to support recruitment Service wide.	Relationships are being developed, this work will benefit from the dedicated recruitment officer being in post and the Positive Action volunteers that have been recruited from across the Service.	On-going	HHR + HP	
5.	Produce guidance materials and positive action tool kit for station open days, community engagement events, have a go days and RDS recruitment campaigns.	Positive Action tool kit and recruitment literature available at every station.	Guidance and recruitment materials have been produced to support station open day recruitment stalls, have a go days and RDS recruitment	Completed	HP + HOR	
6.	Distribute recruitment messages, alongside safety campaigns at key community events i.e. Luton Carnival, Eid festival and Bedford River festival.	Encourage people from under-representative groups to sign up to the Positive Action list.	Recruitment leaflets, banners and giveaways have been produced and continues to be distributed at community events. Representation at events aims to be cross-department and ensure that recruitment forms part of any campaign where appropriate. Bedford River Festival, Luton Carnival and Mela events have all been supported.	On-going	HP	
7.	Review success from previous recruitment event around positive action initiatives to inform future recruitment campaigns.	Utilising lessons learnt from previous recruitment and Positive Action events will strengthen future campaigns and ensure the Service reaches under-represented groups.	Both the 2015 and 2017 recruitment process has received a vigorous review, which was presented to CMT in July 2018 as an Equality Assessment report and supporting paper. This will inform our approach to our current 2018-19 campaign. A copy of the EA report was provided to HMICFRS on request. The Service is able to see progress in attraction rates across under-represented groups year on year.	Completed	HSDA	
8.	Continue to roll out Unconscious Bias training aimed at staff and management involved in the	Addressing issues of unconscious bias in recruitment decisions.	All managers with responsibility for recruitment have been through the unconscious bias training programme.	Completed	HSS	

	selection process.		Development of an in-house package to ensure this area of learning can be refreshed and maintained is being undertaken.			
9.	Hold 'have-a go-events' at our Fire Stations targeted at Women and BAME Communities.	To provide information to under-representative groups about the recruitment process and provide opportunities for a better insight of the physical requirements of being a firefighter.	Stations covering Luton, Dunstable & Bedford will be putting on 'Have A Go' (HAG) events linked to the recruitment campaign. Although materials are generic; the recruitment is targeted at under-represented groups. This has shown to be more effective at attracting candidates. A specific HAG event for BAME is being planned as part of Black History Month	On-going	HOR	
10.	Maintain contact with people who have expressed an interest in a career as a firefighter, maintain the positive action list and maintain communication and engagement with those on the list.	Ensure that people are kept up-to-date about any recruitment campaigns, community events and 'Have a go days'.	The Positive Action list has been refreshed in line with GDPR requirements. Everyone on the list is kept up to date with recruitment campaigns and informed of the HAG days and recruitment events.	On-going	HSDA	
11.	Utilise working with the young such as cadets and Fire Forward.	Maximise contacts with Under-represented groups.	A priority list of schools and colleges across Bedford, Luton and Dunstable has been produced, which will be used to inform a planned programme of recruitment talks	On-going	HP	
12.	Develop the Service's social media approach to promote vacancies and to support Positive Action initiatives.	Growth of Positive Action list by increasing the reach of our campaigns.	The Service website has an on-line PA form where people who are interested can register their details and receive up to date information	On-going	HSDA	
13.	Review the 2015/17 whole-time recruitment process to guide positive action work for 2018 and beyond.	Identify what worked well and areas for improvement for future campaigns.	Both the 2015 and 2017 recruitment process has received a vigorous review, which has informed our approach to our current campaign. The Service is able to see progress in attraction rates across under-represented groups' year on year.	Completed	HSDA	

14.	Develop a positive action working group to support an annual program of engagement with community, faith groups, school, colleges and career fairs as well as Bury Park community centre and other such centres that are based in and used by diverse communities, to raise the profile of recruitment opportunities to both men and women from BAME communities.	Raise the profile of the Service amongst diverse and younger communities.	<p>A recruitment working group has been formed to oversee recruitment activities.</p> <p>The Service now has a team of staff to support recruitment activities. These include staff from cross-function areas including On-Call, wholetime and support roles.</p> <p>A list of schools and career fairs has been produced for visits in 2018</p>	Completed	HSDA	
15.	Identify a number of BAME newspapers in which the Service can advertise job vacancies	To assist reaching a wider audience for all vacancies across the Service	The Service has expanded its list of potential places to advertise vacancies in, they include the Daily jang, Muslim News, the voice and Cooltura.	Completed	DA / HHR	

Abbreviations

CEM	Communications & Engagement Manager
HP	Head of Protection
HOR	Head of Response
HOSS	Head of Service Support
DA	Diversity Advisor
HSDA	Head of Service Development and Assurance
HHR	Head of Human Resources
BAME	Black, Asian and Minority Ethnic

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
20 September 2018
Item No. 9

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

SUBJECT: PEOPLE STRATEGY 2018 - 2022

For further information on this Report contact: Zoe Evans
Assistant Chief Officer (Human Resources and Organisational Development)
Tel No: 01234 845019

Background Papers: People Strategy 2014 – 2018
National Framework Document
NFCC Workforce Strategy

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 advise Members of the draft People Strategy 2018-2022

RECOMMENDATION

For Members to consider the attached People Strategy, make any amendments and approve for years 2018 – 2022, pending consultation responses which ends on 27 August 2018.

1. Introduction

- 1.1 Our People Strategy outlines the Services approach to and relationship with its employees. It is not a policy manual and therefore not overly detailed or tactical.
- 1.2 Our People Strategy demonstrates the importance placed on employees and recognises that good people management processes have a positive impact on organisations.
- 1.3 Bedfordshire Fire and Rescue Service's third People Strategy replaces the 2014–2018 version.
- 1.4 The strategy details:
 - Workforce data – (This will be updated and aligned to HMICFRS data collection).
 - Service Objectives, Vision, National Values and Virtues
 - Organisational fit and alignment
 - Employee Relations and Survey responses
 - Our key achievements
 - Performance
 - Focus areas for 2018 – 2022

Importantly, the document also recognises and communicates the achievements under the previous Strategy.

2. Purpose of the Strategy

- 2.1 Our People Strategy embraces national concepts and strategies as well our own Community Risk Management Plan placing them in the context of our Service, our community and our people management ambitions.
- 2.2 Significantly, this year the People Strategy encompasses the elements contained for the first time in the Fire and Rescue National Framework for England 2018 (Appendix 1). The Strategy also encompasses the Service's Inclusion Strategy making clear links to equality and diversity policies, processes and work plans.
- 2.3 The strategy is a reference to be used by managers in their business planning processes and will guide much of the activity of the HR, Training, Equality and Diversity and Health and Safety functions over the next few years. The strategy will ensure that key areas are given visibility and priority.

3. Next Steps

- 3.1 Once approved by HR Policy and Challenge group, the strategy will take cognisance of any feedback from the internal and external consultation processes and will then be published.

ZOE EVANS

ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

Fire and Rescue National Framework for England

6.1 Each fire and rescue authority should have in place a people strategy that has been designed in collaboration with the workforce. This should take into account the principles set out in the NFCC's people strategy and at a minimum cover:

- continuously improving the diversity of the workforce to ensure it represents the community it serves;
- equality, cultural values and behaviours;
- the various routes available in terms of recruitment, retention and progression;
- flexible working;
- professionalism, skills and leadership;
- training opportunities;
- health and safety, wellbeing, disabilities and support (e.g. mental health and physical support); and
- tackling bullying, harassment and discrimination.

6.2 The Home Office collects and publishes a range of workforce data which fire and rescue authorities are required to provide. This includes workforce diversity, information on new joiners, reasons for leaving and firefighter injuries.

Professional Standards

6.3 To enhance professionalism of fire and rescue services, a coherent and comprehensive set of professional standards across all areas of fire and rescue services' work will be developed, drawing on existing standards where appropriate. The development of new standards will be on an ongoing basis.

6.4 All fire and rescue authorities must implement the standards approved through this work and the inspectorate will have regard to these standards as part of their inspections.

Fitness Principles

6.5 Firefighting is a physically demanding occupation and it is essential that firefighters have sufficient levels of fitness to enable them to carry out their tasks as safely and effectively as possible. As such, this requires higher levels of fitness than most

other occupations and therefore there is a requirement for operational personnel to maintain levels of personal fitness. It is recognised that fitness levels may decline with age and whilst this may be mitigated by fitness training, diet and other lifestyle changes, it is acknowledged that there may be a general decline in fitness as a result of the ageing process.

- 6.6 Fire and rescue authorities have an important role in helping to ensure their firefighters remain fit and are supported in remaining in employment. Each fire and rescue authority must comply with the fitness principles set out at Annex C.

Re-engagement of Senior Officers

- 6.7 The re-appointment of principal fire officers to the same or similar posts within the same fire and rescue authority, a short time after they have retired, has caused concern in recent years and increases costs for taxpayers. These individuals very often receive their pension benefits on retirement (such as their tax free lump sum) and then return on favourable terms, including an increase in take-home pay through avoiding paying employee pension contributions.

- 6.8 Fire and rescue authorities must not re-appoint principal fire officers¹ after retirement to their previous, or a similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety. Any such appointment must be transparent, justifiable and time limited.

¹ For the purpose of this Framework, Principal Officers refers to those officers at Brigade or Area Manager level, and above, or those with comparable responsibilities to those roles.

- 6.9 In the exceptional circumstance that a re-appointment is necessary in the interests of public safety, this decision should be subject to agreement by a public vote of the elected members of the fire and rescue authority, or a publicised decision by the appropriate elected representative of the fire and rescue authority, taking into account the legislative requirements of PCC FRA Chief Fire Officer appointment procedures. The reason why the re-appointment was necessary in the interests of public safety, and alternative approaches were deemed not appropriate, must be published and the principal fire officer's pension must be abated until they cease to be employed by a fire and rescue authority.

- 6.10 To ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning.

- 6.11 While the above requirements only extend to principal fire officers, we expect fire and rescue authorities to have regard to this principle when re-appointing at any level.

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Bedfordshire Fire and Rescue Service



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1. Foreword

Much is happening within the Fire Sector world; national changes have seen Government Departments relating to Fire moving to the Home Office, and the creation of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for the development of an independent inspection regime for implementation in 2018. With this we are expecting to see a review of national fire sector standards. Legislation has seen the recent update of the Policing and Crime Act 2017, and with that closer collaboration with our Emergency Service colleagues.

The Chief Fire Officers Association (CFOA) has reformed and the National Fire Chiefs Council (NFCC) has been established. Within these bodies, a national Workforce Strategy, and Memorandum of Understanding for Diversity have been created. Sir Ken Knight's 2013 review of efficiency and operations in Fire and Rescue Authorities in England, *Facing the Future*, emphasised the need to have the right people with the right skills in the right place at the right time.

The Adrian Thomas Conditions of Service Review published in November 2016 put people, engagement and culture at the centre of many changes required to create a high performing Service.

In 2016/17 Bedfordshire Fire and Rescue Service (BFRS) attended approximately 6,500 emergency incidents, (this is an increase of about 700 from 2015/16) and has achieved customer satisfaction levels of 99.6% (1,124 responses). This is on top of continued public sector budget restraints.

In these times of significant external change greater demand is being made of our greatest resource - our people. As an organisation, we cannot achieve our desire to make every contact with the public count without an able, professional and committed workforce.

Our focus areas support our workforce by:

1. Building capability and capacity within the organisation ensuring skills, knowledge, learning and organisational design supports these aims.
2. Developing the organisation ensuring performance management frameworks, mature employee relations and communication channels are optimised.
3. Resourcing the Service ensuring robust attraction, selection, retention, promotion and assessment processes are in place.
4. To be seen as an employer of choice, by supporting employee engagement, motivation and wellbeing.
5. Building on a strong ethical behaviours culture valuing the strengths of inclusivity and diversity.

Our People Strategy ensures that our employees are key to successful organisational outcomes. Our outcomes demonstrate that we have a workforce of which we can all be proud. This strategy will support a pathway ensuring a skilled, professional and supported workforce for the future.



Chief Fire Officer Paul M Fuller
CBE QFSM MSc BSc FIFireE MInstLM

A handwritten signature in black ink that reads "Paul M Fuller".



Assistant Chief Officer Zoe Evans
Chartered FCIPD

A handwritten signature in black ink that reads "Zoe Evans".



2. Inclusion Strategy

BFRS have been committed to recognising and progressing equality and diversity for many years. Bedfordshire created its first business case for diversity in 2008 and has a network of policies supporting diversity outcomes. The key documents are: Comprehensive Equality Policy, Single Equality Scheme and Action Plan, Bullying and Harassment Policy, and Annual Public Sector Equality Duty Reports (currently 5th edition 2017).

It is our wish to create a workforce which has strength in its diversity and where everyone can be their authentic selves. We understand that inclusion, equality and diversity are an integral part of keeping our communities safer, stronger and healthier. Our Inclusion Strategy is a key component of our People Strategy and the direction for the Service is embedded within the focus areas. The Community Risk Management Plan (CRMP) addresses inclusion within the context of ensuring a diverse workforce, in ensuring the diverse needs of our

communities are understood, and in ensuring an informed and targeted approach to Prevention and Protection via engagement and inclusion.

BFRS are engaged with the national Fire Safety agenda linking in with the Inclusive Fire Service Group, with actions captured to guide organisational direction reporting through the organisation's Corporate Equality Group (CEG). NFCC have supported sector direction by creating a national Workforce Strategy, to which BFRS have aligned within

our Focus Areas. National learning and research into good practice has uncovered a number of recurring themes for promoting inclusion which are:

- Addressing unconscious bias;
- Reflecting Service users;
- Proactive Recruitment strategies;
- Mentoring to support individuals and educate managers;
- Effective communication to change cultures in a dispersed workforce;
- Flexibility and openness to staff suggestions;
- Workforce members are able to be their authentic selves, are happier and more effective.

The key actions supporting these themes are contained within our Focus Areas and are:

- Tackling unconscious bias;
- Developing coaching and mentoring;
- Encouraging Inclusion Ambassadors;
- Reviewing Personal Qualities and Attributes as part of the behavioural framework;
- Developing Inclusive Leadership training;
- Continuing the Service's two year Positive Action Plan;
- Investing in youth engagement work through our cadet activities, harnessing diversity and a route for successful cadets to become trainee firefighters;
- Developing apprenticeship schemes;

- Improving induction processes;
- Continuing to develop People Impact Assessment and monitoring for disproportional impact;
- Reviewing development pathways and accessibility;
- Continuing to monitor Exit interviews.

Elected Members of our Fire Authority support our actions by providing feedback from, and into, organisational and community partners. They seek opportunities to publicise the breadth of role of the Fire Service, and of it being a diverse and inclusive industry. We have a Fire Authority Member holding the portfolio for Diversity and Inclusion, who chairs the CEG and also the HR Policy and Challenge Group.

Cross functional organisational objectives are monitored via the Single Equality Scheme Action Plan. Sector best practice is monitored via the Sir Adrian Thomas Review and Inclusive Fire Sector Action Plans. The Fire and Rescue Service Equality Framework will be used as part of a self-assessment to assist in prioritising actions for inclusivity and diversity going forward.

As an organisation we continue our journey of improvement and wish to build on our successes as well as focusing on improving openness and inclusivity. The strengths of the diversity we already have can be maximised to the benefit of individuals, the organisation, and the communities we serve.

3. Our Workforce

Our workforce data is published below as a snapshot in time from the last Census in April 2017. Our workforce data is published on our website annually.

Age Group	No.	%
16-24	13	2.4%
25-35	114	20.7%
36-45	166	30.1%
46-55	184	33.4%
56-65	71	12.9%
66+	3	0.5%
Total	551	100%

Males	No.	%	Overall %
Operational	366	86.3%	66.4%
Control	3	0.7%	0.5%
Non-Operational	55	13.0%	10.0%
Total	424	100%	76.9%

Females	No.	%	Overall %
Operational	23	18.1%	4.2%
Control	22	17.3%	4.0%
Non-Operational	82	64.6%	14.9%
Total	127	100%	23.1%

White British*	No.	%	Overall %
Operational	349	72.7%	63.3%
Control	23	4.7%	4.2%
Non-Operational	121	22.6%	22.0%
Total	493	100%	89.5%

BAME*	No.	%	Overall %
Operational	21	53.8%	3.8%
Control	2	5.1%	0.4%
Non-Operational	16	41.0%	2.9%
Total	39	99.9%	7.1%

Overall Contract Type	No.	%
PT Male	100	18.1%
PT Female	45	8.2%
FT Male	324	58.8%
FT Female	82	14.9%
Total	551	100%

Disability	No.	%	Overall %
Operational	5	38.5%	0.9%
Non-Operational (Including Control)	8	61.5%	1.5%
Total	13	100%	2.4%

*19 members of staff have not declared their ethnicity (3.4%) and 27 members of staff have not declared their disability (4.9%) *Agency not included

4. Service Vision, Strategic Objectives, Core Values and Virtues

Our Vision

Our Service Vision is to provide an excellent Fire and Rescue Service for the communities of Bedfordshire. We aspire to achieve this vision not only now, but into the future.

The Service has three key Strategic Objectives:

1. To respond effectively, manage risks and reduce the number of emergency incidents that we attend.
2. To ensure high standards of corporate governance and continued service improvement.
3. To develop our employees and create a safe, fair and caring workplace for our staff.

Although contributing to all Strategic Objectives, the People Strategy aligns to delivering Strategic Objective 3, whilst also ensuring we have the skilled workforce to deliver objectives 1 and 2. We will do this by:

- Having a continued focus on operational excellence through safety and training monitored through training Key Performance Indicators (KPI's);
- Having a continuing ethical and inclusive leadership approach monitored through outcomes and the employee survey;
- Developing an expanded skills-base and flexible workforce that will provide public value and a wider range of service delivery outcomes monitored through service delivery KPI's;
- The use of effective change management processes aligned to supporting HR policies;
- Using an 'embedded' approach to diversity and inclusion monitored through CEG and HR Policy and Challenge Group;
- Maintaining robust individual performance management systems aligned to service objectives;
- Supporting organisational engagement by improving communications through the Communications Strategy and Action Plan;
- Utilising knowledge, skills and succession planning through workforce planning at Corporate Management Team level.

The Service has 3 priorities to guide delivery:

1. To make every contact with the public count;
2. To keep our firefighters safe;
3. To deliver effectiveness and service improvements.

National Core Values and Service Virtues

The Service Virtues were created as part of an ethical framework to guide leadership behaviours. In essence, they are there to guide the behaviours of us all, encouraging a way of working that brings out the best in everyone. Nationally, the sector holds a set of Core Values to further underpin leadership.

Our Vision 2018-2022

To provide an excellent Fire and Rescue Service

Our Objectives

- To respond effectively, manage risks and reduce the number of emergency incidents we attend;
- To ensure high standards of corporate governance and continued service improvement;
- To develop our employees and create a safe, fair, equal and caring workplace for all our staff.

Our Priorities

- Make every contact count;
- Keep firefighters safe;
- Deliver effectiveness and improvements.

Our Virtues

National Values

- Service to the community;
- Valuing all our employees;
- Valuing diversity in the Service and the community;
- Valuing improvement.



Bedfordshire
Fire and Rescue Service



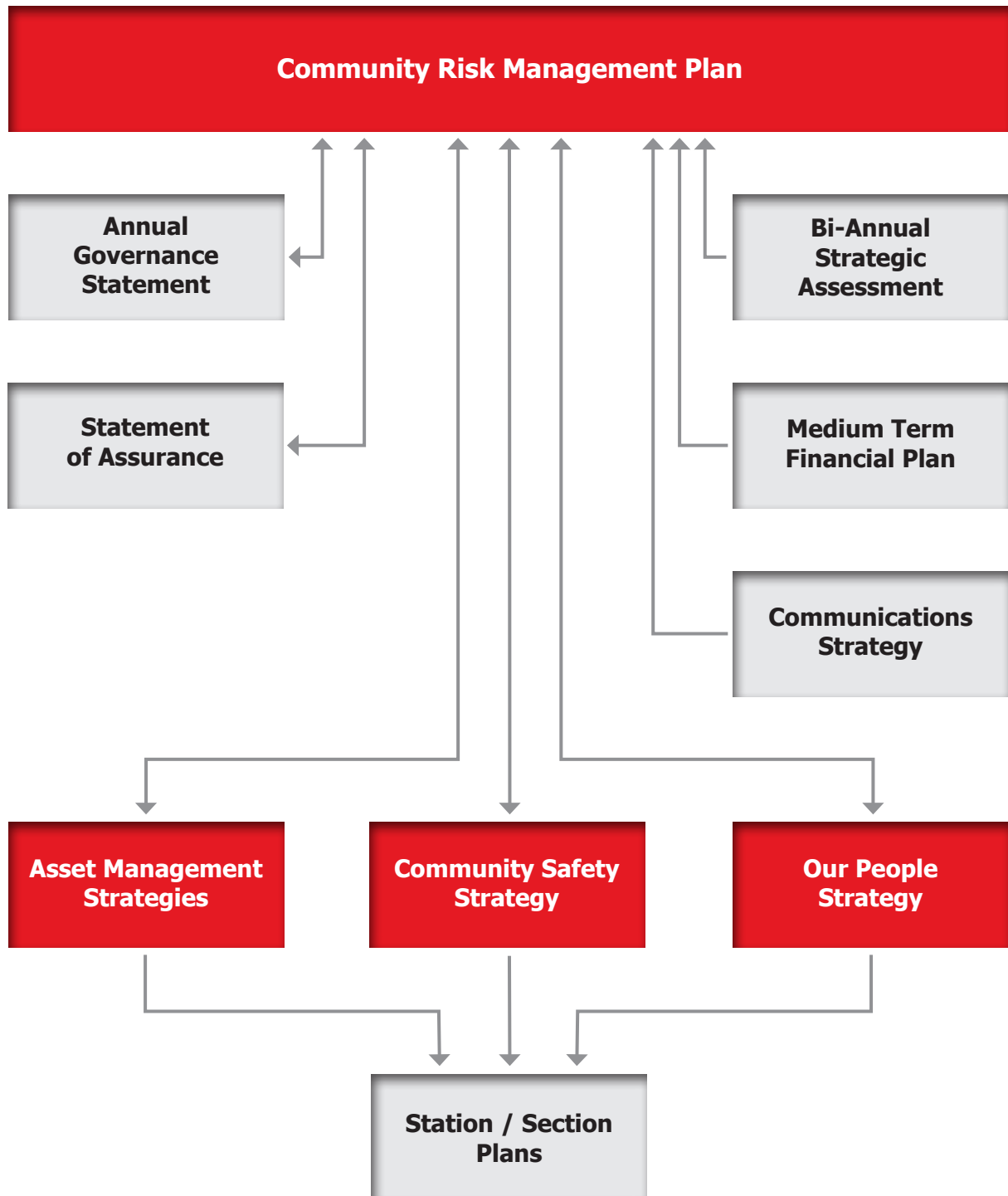


5. Alignment to Service Planning

The diagram opposite illustrates where the People Strategy sits alongside all Service core planning documents.

The CRMP is produced in line with our corporate planning framework. It covers a four year period and outlines our plans and budget to our stakeholders. It is a strategic level document owned by the Fire and Rescue Authority.

The corporate strategies set the medium-term direction in line with the Authority's vision and are intended to change the Service's position over time. The strategy is a tool to guide the work of the Service over the next four years.





6. Employee Relations and Communication

BFRS nurtures positive employee relations and has a professional and productive working relationship with the Fire Brigades Union (FBU). A framework of regular meetings has been developed to ensure early engagement and consultation. The framework supports the development of the organisation whilst listening and responding to representative views. Issues are not restricted to set meetings and representatives have contact with managers throughout the organisation to raise issues or concerns.

Currently meetings with the FBU consist of:

- Fire Authority meetings;
- Service Consultative meetings;
- Health and Safety meetings;
- CEG meetings;
- HR meetings;
- “Moving Forward Together” meetings.

7. Your Views

BFRS has long been committed to utilising employee surveys as a mechanism to stimulate critical thinking around employee engagement, satisfaction, organisational fairness and equality. This is an important strand that sits alongside other employee metrics such as staff turnover, absence rates, health and safety data and customer survey information. We know from our performance data that we continue to perform well to outstanding in these areas. The 2017 Employee Survey highlighted positive perceptions but also flagged a number of areas of concern, which the Service has been committed to addressing.

Continued discussion with the FBU following the 2017 Employee Survey has seen the development of an action plan, Moving Forward Together, which addresses a number of themes. These are: Communication, Workforce, Wellbeing and Resources.

The survey considered eight themes against three areas: staff engagement; staff satisfaction, and equality and diversity. The survey followed the themes and questions of previous years allowing for comparisons. These were:

- Equality in the Workplace;
- Professional Standards;
- Managing Equality;
- Carers;
- Work-Life Balance;

- Personal Development;
- Organisational Growth;
- Job Satisfaction.

When comparing to previous surveys there are notable improvements in responses from staff; and in particular around areas of Personal Development and Managing Equality. When reviewing the survey responses there are also areas that have either remained consistent or declined since the previous survey.

The following table provides a generic comparison against 2014/15 by considering an overall percentage across all eight themes for each area of employee engagement, staff satisfaction, and equality and diversity:

Area	2014/15	2017	Change
Overall engagement levels	77%	71%	-6%
Overall satisfaction levels	60%	55%	-5%
Overall equality and diversity (perceptions)	58%	60%	+2%

Outcomes from Moving Forward Together have focussed on improving internal communication, and have seen the introduction of Corporate Management Team visits across the organisation, and a different approach through the implementation of regular management briefing days.



8. Achievements

This is the organisation's third People Strategy. The last Strategy covered the period 2014 to 2018. It is essential that we recognise the achievements of the Service and the hard work of all involved during that period, which were:

Building Capability and Capacity

Skills knowledge and learning

1. Introduction of Command competency assessment for all personnel at operational and tactical levels.
2. Strategic command assessment through Multi Agency Gold Incident Command courses.

3. A series of multi-agency command exercises developed and delivered through the Local Resilience Forum.
4. Creation of role-specific safety critical learning records within our learning system PDR Pro.
5. Skills for Justice accredited emergency response driver training.
6. Improving reporting systems to capture customer satisfaction across our communities.
7. Delivering Leadership and Management training at Supervisory and Levels 3, 5 and 7.
8. Providing structured development programmes for promoted personnel.
9. Supporting the national Executive Leadership Programme.
10. Supporting the Cross sector Leadership Exchange programme.
11. Mentoring of new Incident Commanders.
12. Establishing an Aspire Leadership programme in partnership with Cambridgeshire FRS.
13. Utilisation of workforce planning to plan and run assessment development centres at supervisory, middle and strategic levels.
14. Embedding technical examinations to provide underpinning knowledge in the promotion process.
15. Expanding leadership progression training across the organisation,
16. PDR Pro developed to provide accurate and auditable evidence of personal activity and training records for operational staff, providing performance data that supports organisational improvement.
17. Developing and implementing the use of strategic reserve to improve operational availability.
18. Implementation of a new integrated HR and Payroll system to drive efficiency, systems resilience and enhanced reporting capabilities.
19. Trained all managers on the new HR and Payroll system.
20. HR team restructured to better support organisational needs.
21. Introduced longer term workforce planning analysis to reflect changes in pension scheme retirement dates.
22. Implemented Occupational Health software systems to increase efficiency and automate some manual processes.
23. Restructured internal HR SharePoint site for employees and managers for ease of reference.
24. Provision of accredited Health and Safety Training for personnel with strategic responsibility within the Service.
25. Accident Investigation Training for new Accident Investigation Team members.
26. Institution of Occupational Safety and Health (IOSH) "Managing Safely" training for Line Managers.

Developing the Organisation

Ensuring performance management frameworks, mature employee relations and improve communication

1. Appraisal process expanded across the organisation with consistent return rates of over 90%.
2. Developed an organisational change model.
3. Established local Pensions Board to ensure appropriate governance of Fire Schemes, a statutory requirement with substantial assurance during 2018 internal audit.
4. Developed, implemented and promoted employee self-service and People Manager through the new HR system to drive efficiency and improve customer service.
5. Ongoing effective employee relations informal and formal through the consultation framework.
6. Joint working with the FBU following the employee survey.
7. Strong performance against KPI's in training, employee turnover, appraisal, fitness standards and sickness absence.
8. Added additional resources to the Communications and Engagement team to deliver against the Communication Action Plan.
9. Piloted Workplace (Facebook for Work) with the Prevention Team prior to introducing this across the whole Service to provide an interactive forum for communication and discussion.
10. Re-vamped the News section of the SharePoint intranet to provide more up-to-day information and news internally.
11. Regular newsletters are being produced with ICT to enable staff to better understand the shared service.
12. A new Service Vision poster has been completed and circulated throughout the organisation.
13. A series of briefing notes were produced throughout the year for managers and Watch and Crew Commanders to use to brief their teams and crews on changes to internal systems such as the new HR and Payroll system.
14. Visits by members of Corporate Management Team (CMT) to all Stations and sections have been undertaken (this was in response to face-to-face meetings being identified as a key way of communicating with senior managers).
15. The BFRS Awards evening took place September 2017 and generated considerable social media activity. Another is planned for September 2018. These reward operational and support staff who go beyond their normal duties to achieve exceptional results.
16. Digital signage has been implemented at Headquarters to communicate information. Further screens are to be implemented across the Service.

Resourcing the Service

Ensuring robust attraction, selection, retention, promotion assessment processes are in place

1. Quarterly reviews of workforce planning and turnover statistics to inform recruitment decisions. Assessment and Development centres run to meet organisational needs.
2. Organisational Positive Action Plan in place to address under representation.
3. Enhanced use of social media to attract the widest possible range of applicants.
4. Strategies and initiatives implemented e.g. flexible retirement to help mitigate loss of experience as a consequence of the ageing workforce.
5. Successful On-Call recruitment audit.
6. Utilising on line recruitment tools for On-Call and whole-time staff.
7. Low levels of employee turnover around 4% comparing very favourably with other public sector organisations.
8. Utilising cadets, apprenticeships and volunteers to help tackle wider social issues.
9. Development of a Service-specific equality handbook.
10. Embedding equality and diversity within induction programmes.
11. Visibly promote campaigns that champion equality, diversity and inclusion that also underpin our virtues.
12. Personnel engaged in a range of campaigns and activities such as all-female crew road show, hosting retained station coffee mornings. "Have a go" activities focussed on supporting under-represented groups.

Employer of Choice

Supporting employee engagement, motivation and wellbeing

1. Mental health awareness training delivered across the organisation.
2. Comprehensive review of job evaluation scheme for Green Book staff (business support).
3. Published pay policy statement.
4. Annual fitness tests and development of a new fitness policy aligned to national standards.
5. Provision of fitness, health and wellbeing information to the workforce including nutritional advice.
6. Introduced Trauma Risk Management Policy to support employees following traumatic events.
7. Effective internal Occupational Health Service (OHS) including pre-employment screening, ongoing

- health surveillance, absence referral, qualified Service medical doctor.
8. Provision of an Employee Assistance Programme supplementing the internal OHS provision.
 9. Pensions briefing sessions for employees delivered to ensure workforce is fully informed about the available schemes.
 10. Menopause awareness seminar provided to the workforce and extended to another Fire Service.
 11. Health and Safety climate survey carried out to measure health and safety culture.
 12. The introduction of new leading health and safety performance indicators to accurately measure performance.
 13. A full review carried out of the Services operational policies and procedures to align with National Operational Guidance.
 14. The provision of timely safety critical information following significant safety events.
 15. Successful communication of Health and Safety data through the production of an annual report and periodic reports on the findings of active monitoring and audits.
 16. Yearly reporting on our progress against the Public Sector Equality Duty.
 17. Concluded our journey on a 4 year Single Equality Scheme for 2012 – 2016 and established a new set for 2017 – 2020.
 18. Conducted a self-assessment in preparation for a peer-led review post HMICFRS inspection.

To build on a strong behaviours culture

Valuing strengths of inclusivity and diversity

1. Code of Conduct policy introduced to ensure standards of behaviour are consistent with Service virtues.
2. Comprehensive review of induction information for new entrants to the Service.
3. Female focus groups facilitated to support operational female fire-fighters and inform recruitment and retention.
4. Strong return rate for appraisals.
5. Focus groups undertaken to increase employee consultation following Employee Survey.
6. Unconscious bias training developed and introduced.
7. Organisational understanding of virtues and vision reaffirmed through Employee Survey.
8. New Vision posters introduced in all workplaces 2018 – 2022.

9. Performance

Ref	Area	Measure	2012-13	2013-14	2014-15	2015-16	2016-17
EQ1a	Human Resources	Percentage of new entrants to the retained duty system to be women.	0.00%	0.00%	11.76%	15.79%	14.29%
EQ1b		Percentage of new entrants to the whole time operational duty system to be women.	n/a	n/a	n/a	n/a	14.81%
EQ2		Recruitment of black and minority ethnic staff across the whole organisation.	5.71%	15.09%	12.20%	6.82%	11.86%
EQ3		Parity in retention rates between black and minority ethnic and white employees (All Staff).	8.06%	10.00%	12.28%	4.84%	5.17%
EQ4		Parity in retention rates between men and women (Operational Staff).	6.52%	2.63%	0.00%	2.17%	2.44%
HR1		The percentage of working time lost due to sickness.	n/a	3.47%	3.60%	3.55%	4.39%
HR2a		Turnover excluding retirement or dismissals - Excluding On-Call.	4.39%	2.79%	3.70%	4.00%	3.59%
HR2b		Turnover excluding retirement or dismissals - On-Call only.	14.47%	8.39%	10.70%	9.93%	9.36%
HR3a		The % of returned appraisal documents to Human Resources - Support Staff and Stn Mgr and above.	69%	75%	72%	91%	91%
HR3a	The % of returned appraisal documents to Human Resources - Fire fighters and their managers.	n/a	n/a	n/a	99%	100%	
HR3a	The % of returned appraisal documents to Human Resources - All staff.	n/a	n/a	n/a	95%	95.5%	

Ref	Area	Measure	2012-13	2013-14	2014-15	2015-16	2016-17
OH1	Occupational Health	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 long term sick (LTS)).	95%	97%	98%	98%	98%
OH2		Percentage of operational personnel achieving a pass category in their annual fitness test.	94%	96%	95%	97%	97%
T1	Training	Percentage of operational Breathing Apparatus (BA) wearers that attended an assessed course within the last two years.	95.75%	95.50%	93.13%	92.65%	98.75%
T2		Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years.	96.59%	99.65%	98.88%	98.38%	99.00%
T3		Percentage of station based operational staff that have attended Water First Responder course within the last three years.	74.67%	86.46%	93.22%	98.20%	98.00%
T4		Percentage of operational BA wearers that have attended Compartment Fire Behaviour course within the last two years.	96.88%	95.05%	98.42%	97.87%	98.00%
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.	n/a	n/a	86.56%	98.71%	91.69%
T6		Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	n/a	n/a	31.40%	82.58%	97.50%

Ref	Area	Measure	2012-13	2013-14	2014-15	2015-16	2016-17
T7	Training continued	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	n/a	n/a	99.25%	98.01%	100.00%
T8a		Percentage of operational personnel that have maintained 100% of their operational safety critical maintenance training programme via PDR Pro within the past 12 months.	n/a	n/a	92.50%	94.29%	94.25%
T8b		Percentage of On-Call operational personnel that have maintained 100% of their operational safety critical maintenance training programme via PDR Pro within the past 12 months.	n/a	n/a	87.75%	89.02%	88.00%
T8c		Percentage of Control personnel that have maintained 100% of their operational safety critical maintenance training programme via PDR Pro within the past 12 months.	n/a	n/a	77.00%	88.29%	89.00%
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.	n/a	n/a	n/a	94.59%	92.50%
H1	Health and Safety	Number of serious accidents (over 28 days) per 1000 employees.	3.57	3.70	3.84	1.94	0.00
H2		Number of working days/ shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	391.20	544.12	262.32	436.01	131.57
H3		Number of 24 hour cover periods lost to accidents per 1000 On-Call employees.	339.44	568.61	526.30	2703.69	4091.61



10. Focus Areas 2018-2022

The five focus areas provide high level guidance to the issues that affect people within the Service and support the development of functional plans, particularly in HR, Occupational Health, Payroll, Diversity, Training, Competency and Development and Health and Safety over the next four years.

The focus areas have been updated this year to align with NFCC Strategic Objectives which are to:

- Strengthen leadership and line management support to organisational change;
- Developing cultural values and behaviours;
- Provide excellent training and education;
- Continue to support the health and wellbeing of all our people; and
- Strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair and equal place to work.

Building Capability and Capacity

Skills, organisational design and use of technology (NFCC – Strengthen Leadership and Line Management to support organisational change and delivery for customers. Provide excellent training and education to ensure continuous improvement of services to the public.)

1. Ensuring risk critical learning and development needs are priorities with an appropriate emphasis on critical incident command.
2. Continue to utilise technological developments to drive efficiency, effectiveness and self-service, ensuring timely accurate and robust information is accessible.
3. Reviewing the leadership progression pathway and ensuring alignment with future needs of the Fire and Rescue Service.
4. Attracting and developing leaders through succession planning and effective implementation of development centres and individual development plans.
5. Planning for legislative changes and communicating to organisation as appropriate.
6. Adopting the National Operational Guidance principles in partnership with regional and national Fire Services.
7. Ensure shared learning through the Joint Emergency Services Interoperability Programme (JESIP) and National Operational Learning outcomes.
8. Investigate collaborative arrangements across the organisation which not only provide service improvements and enable workforce reform, but also create improved effectiveness and efficiency.
9. Create opportunities for local colleges and universities to undertake targeted work streams or research which supports their learning and provides BFRS with meaningful outputs.
10. Engage nationally across the sector for effective learning including eLearning.
11. Offer development for staff utilising new opportunities such as apprenticeship programmes.

Developing the Organisation

Ensuring performance management frameworks, mature employee relations, improving communication and engagement.

1. Supporting organisational culture and managing performance by utilising effective organisational and individual performance management systems.
2. Conducting annual appraisals with annual objectives including equality and diversity across the whole organisation.
3. Supporting effective employee relations by utilising the Service's consultation framework.
4. Working in partnership with trade unions on key initiatives and projects that support our agendas relating to health and safety, learning and inclusion.
5. Developing and implementing the Communication Action Plan linked to the Communication Strategy improving internal engagement and external communication.
6. Developing feedback mechanisms to assess team and workforce awareness and understanding, and aid organisational learning.
7. Establishing a framework for coaching to support the development of leaders.
8. Developing a formal framework for organisational wide mentoring.

Resourcing the Service

Ensuring robust attraction, selection, retention, promotion and assessment processes are in place;

1. Continuing to develop workforce planning to identify future demographic and skills issues that will impact on the Service.
2. Utilising fair and transparent recruitment and promotion processes at all levels.
3. Expanding the use of technology and the use of social media to enhance resourcing the Service.
4. Implementing and monitoring the Service Positive Action Plan, utilising the resource capacity within the Service to raise awareness in the community re career opportunities within the Fire and Rescue Service.
5. Utilising a Recruitment Working Group to review the whole time selection process with appropriate equality impact analysis development.
6. Utilising innovative ways of introducing the wider community to the Service whilst working towards wider objectives such as the youth agenda and tackling unemployment, through initiatives such as apprenticeships, volunteers and cadets.
7. Monitoring and supporting the development of national recruitment initiatives and fast track schemes.

Ensuring a safe, fair and equal place to work

(aligned to NFCC)

1. Reviewing pay and reward structures where possible to support attraction and retention of a highly performing, highly skilled and flexible workforce.
2. Pursuing harmonisation of terms and conditions across occupational groups within the Service where appropriate.
3. Ensuring a healthy and safe workforce environment, by enhancing understanding of the responsibilities and accountabilities in relation to health and safety and the management of risk, which is periodically audited by The Royal Society for the Prevention of Accidents (ROSPA).
4. Providing effective occupational health services including pre-employment screening, ongoing health surveillance, absence referrals, and professional advice and confidential counselling.
5. Developing and implementing a mental health and wellbeing plan across the Service linked to national good practice.
6. Actively supporting the national work of the Inclusive Fire Service Group to deliver good practice into the organisation.
7. Continuing to develop and improve people impact assessments alongside improvements.

Strong Behaviours and Culture

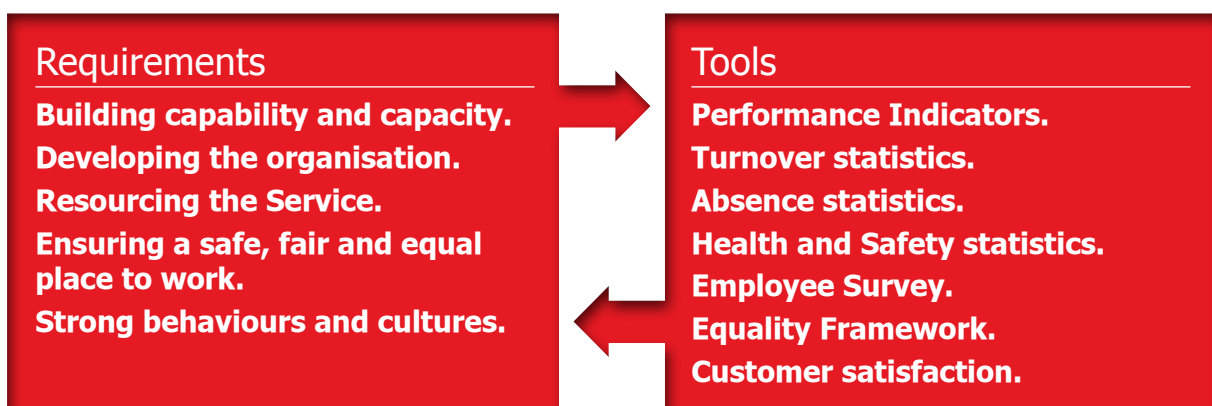
(NFCC Developing cultural values and behaviours which make Fire and Rescue a great place to work)

1. Ensuring the Vision, Core Values, Virtues and Objectives are understood, particularly in terms of what we expect from our leaders.
2. Maintaining and developing the framework for equality and diversity training from induction onwards.
3. Ensuring awareness and understanding of the Fire and Rescue Service's role in the community and the acceptable behaviours which underpin this.
4. Ensuring the appropriate use of the discipline, performance and attendance policies.
5. Reviewing induction processes particularly on promotion, and exit interview information.
6. Supporting skills through development of inclusive leadership and unconscious bias training.
7. Developing workforce network groups.



11. Next Steps

The focus areas will be further detailed within Functional Plans. Measuring achievements and progress is important and the diagram below shows a number of methods of qualitative and quantitative analysis which will assist in measuring progress and organisational learning.





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For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
20 September 2018
Item No. 10

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 84 5129

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 and Organisational Development Policy and Challenge Group will be provided to the meeting. 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 and Organisational Development Policy and Challenge Group are given for your information and approval.

2.2 Changes to individual risk ratings in the Corporate Risk Register:
The Corporate Risk Register individual risk ratings have been reviewed and there are no changes since the last update.

2.3 Updates to individual risks in the Corporate Risk Register:
The Corporate Risk Register individual risks have been reviewed and there are no changes since the last update.

**STRATEGIC OPERATIONAL COMMANDER ANDY PECKHAM
HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**

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

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	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. 11

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
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

HUMAN RESOURCES POLICY AND CHALLENGE GROUP: PROGRAMME OF WORK 2019/20

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
xx 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 2019/20 			