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 **Community Meeting Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Monday, 18 March 2019** starting at **10.00 am.**

Nicky Upton
Democratic and Regulatory and Services Supervisor

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Chair	
2.	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 10 January 2019 (Pages 5 - 12)
5.	Human Resources Performance Report Quarter 3 2018/19	CFO	To consider a report (Pages 13 - 22)
6.	Human Resources Programmes to date Quarter 3 2018/19	CFO	To consider a report (Pages 23 - 26)
7.	Proposed Human Resources and Organisational Development Indicators and Targets for 2019/20	CFO	To consider a report (Pages 27 - 38)
8.	Corporate Health and Safety Objectives	CFO	To consider a report (Pages 39 - 44)
9.	Audit and Governance Action Plans Monitoring Report	CFO	To consider a report (Pages 45 - 50)
10.	Corporate Risk Register	CFO	To consider a report (Pages 51 - 54)
11.	Review of Work Programme 2018/19	Chair	To consider a report (Pages 55 - 60)

Next Meeting   10.00 am on 25 June 2019 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

DECLARATIONS OF INTEREST

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

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

This page is intentionally left blank

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
18 March 2019
Item No. 4

MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 10 JANUARY 2019

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

DCFO A Hopkinson, GC A Draper, GC I McLaren, Ms D Clarke and Mr R Jones

18-19/HR/027 Apologies

27.1   An apology for absence was received from Councillor Saleem.

18-19/HR/028 Declarations of Disclosable Pecuniary and Other Interests

28.1   There were no declarations of interests.

18-19/HR/029 Communications

29.1   There were no communications.

18-19/HR/030 Minutes

RESOLVED:
That the Minutes of the meeting held on 20 September 2018 be confirmed and signed as a true record.

Agenda Item 4

18-19/HR/031 Human Resources Performance Report, Quarter 2 2018/19

31.1   DCFO Hopkinson submitted the 2018/19 Quarter 2 report on performance against Human Resources performance indicators and associated targets.

31.2   Mr R Jones, the Service Diversity Adviser, provided an update on EQ1a (percentage of new entrants to the retained duty system to be women) and EQ2 (recruitment of black and minority ethnic staff across the whole organisation), both of which had missed their targets. He acknowledged that the Service continued to face challenges in recruiting a workforce that was representative of the communities that it served, despite putting considerable resource into positive action campaigns. It was expected that performance against EQ1a would improve during the year and that the whole-time recruitment campaign would have a positive impact on performance against EQ2.

31.3   The Service had undertaken a number of engagement activities across Bedfordshire, including in schools and religious venues, in order to reach underrepresented groups. As the Service recognised that there was a noticeable decrease in the percentage of applicants from BAME backgrounds who became successful recruits, it had also put in place measures to address this, such as providing guidance on the required fitness standards, as well as removing a test which unfairly favoured individuals with previous knowledge of fire and rescue activities, such as those who were related to serving or retired fire fighters.

31.4   In response to a question, the Diversity Adviser confirmed that the Service had worked closely with Bedfordshire Police to learn from its' successful recruitment of BAME candidates. However, it was noted that whilst recruitment levels were high, the Police still had challenges relating to retention and that the Fire and Rescue Service was heavily oversubscribed with a very low level of staff turnover. The Service also performed very well in comparison to the national average.

31.5   428 individuals had registered an interest via the Service's joiners page, 30% of which had identified themselves as being from the targeted groups.

31.6   The challenges in recruiting a representative on-call workforce were also recognised, as there was a requirement that the individual lived or worked in close proximity to the on-call station, many of which were located in the rural areas of the County.

31.7 Ms D Clarke, the Head of Human Resources, advised that a programme was in place to assist Fire Cadets in progressing into whole-time posts. It was noted that applicants must be 18 at the time of appointment, but could be 17 at the time of application.

31.8 The Head of Human Resources reported that the year-end performance against HR3 (appraisals completed by 30 September – PI Target 90%) was 83.55% against a target of 90%. This measured a full year from 1 October to 30 September. Appraisals were undertaken in two stages: the initial appraisal and a review. In some cases, whilst the initial appraisal had been undertaken, the review had not been completed. Performance had also been affected by management vacancies. At the time of writing the report, 97% of appraisals had been completed and this was the figure that would be reported to HMICFRS as it collected performance information for the period 1 January to 31 December. Managers had been reminded of their responsibility to complete and review appraisals in a timely manner.

31.9 DCFO Hopkinson advised that performance against H1 (number of serious accidents (over 28 days) per 1000 employees) had been adversely affected by two accident injuries. Both individuals had now returned to work. H2 (number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees)), which was linked to H1, had also missed its target with 116 days lost associated with 26 workplace accident injuries. 98 of those days lost were associated with the two events detailed in the H1, with the loss of 59 days and 39 days lost respectively.

31.10 GC A Draper reported that the majority of training indicators had reached target levels for Quarter 2. The exceptions to this were T7 (percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role) and T8b (percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months).

31.11 T7 was rated as amber as one individual had been nominated for but withdrawn from the course and had missed subsequent courses due to sickness absence. That individual had now returned to work and had been nominated for a future course.

31.12 T8b was 5% below target as a number of new RDS personnel had been recruited and assigned to stations. As they completed the mandatory training, performance against this indicator should improve.

RESOLVED:

That the progress made on Human Resources Performance be acknowledged.

<u>18-19/HR/032 Human Resources Quarter 2 Programme and Projects Report 2018-19</u>

32.1   The Group received the 2018/19 Quarter 2 report on the Human Resources programme and projects to date.

32.2   Ms D Clarke, the Head of Human Resources, reported on the progress made against the HR & Payroll System and Services Project. Stage 1 had been completed and Stage 2 was progressing well, with the recruitment and overtime modules in place for Green Book staff. The expenses module had been introduced from the beginning of the month for both Green and Grey Book staff.

RESOLVED:

That the progress made on Human Resource Programme and Projects be acknowledged.

<u>18-19/HR/033 Audit and Governance Action Plans Monitoring Report</u>

33.1   DCFO Hopkinson introduced the report on progress made to date against current action plans arising from internal and external audit reports. There were no current requests for extensions to completion dates. All actions arising from internal audits had been completed.

33.2   The one action arising from the Annual Governance Statement was currently in progress. Ms D Clarke advised that a report would be presented to the Service's Corporate Management Team (CMT) for consideration following the completion of a salary benchmarking exercise by Hay. This had identified that the salaries offered for professional posts was not competitive with equivalent posts in the private sector. This would be considered by CMT along with the implications of the recent NJC pay award.

RESOLVED:

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

18-19/HR/034 Public Sector Equality Duty Report

34.1   Mr R Jones, the Service's Diversity Adviser, submitted the 2017/18 Public Sector Equality Duty report to the Group for approval. This was the sixth annual report produced by the Service to fulfil its duty under the Equality Act 2010 and covered the period 1 April 2017- 31 March 2018.

34.2   The report set out the Service's equality objectives, the profile of the community that it served, the workforce it had in place and the services that it provided.

34.3   It was noted that the Service had been awarded the status of being a "Disability Confident" organisation in recognition of its approach to disability, and retained this status upon being assessed in 2018.

34.4   The Service's workforce consisted of 417 fte firefighters, with 561 staff in total. 29 staff fulfilled more than one role so that the Service had the equivalent of 590 posts.

34.5   Female staff made up 7.1% of operational staff, which was higher than both the England average (5.7%) and the non-metropolitan average (5.3%). Whilst the Service performed well in comparison to other Fire and Rescue Services, its aim was to become more representative of the community that it served.

34.6   Staff from black, Asian and minority ethnic backgrounds (BAME) made up 4.1% of operational staff. This was comparable to the England average and better that the non-metropolitan average. Work continued through the Service's positive action campaign which sought to improve the representativeness and diversity of the Service's workforce.

34.7   60 members of staff had left the Service during the year, the majority as a result of retirement. A number of RDS staff had left the Service citing the need for more flexible working arrangements. This was being reviewed by the Service and improvements to the work-life balance of on-call fire fighters would be implemented.

34.8   In response to a question, the Policy and Challenge Group was advised that exit interviews were voluntary and individuals could request that these be undertaken by their line manager, HR or the Chief Fire Officer.

34.9 Turnover was very low, with 4% for whole-time firefighters and Green Book staff.

34.10 In relation to the services provided, the Diversity Adviser reported that there had been a reduction in the overall number of incidents attended by the Service, although there had been a slight increase in both fires and road traffic collisions attended.

34.11 The number of Home Fire Safety Checks and Safe and Well visits had decreased in 2017/18. Targets had been introduced to increase the number of Safe and Well visits and to introduce more robust quality assurance procedures.

34.12 The Service continued to receive high levels of customer satisfaction and measures were in place to improve the number of surveys completed following Safe and Well visits, as this had recently decreased and it was difficult to obtain feedback after certain incidents, such as road traffic collisions.

34.13 The Diversity Adviser concluded by highlighting the following:

- The recruitment process continued to improve the diversity of the Service's workforce and the percentages of females and individuals from BAME backgrounds employed by the Service compared favourably to national averages.
- The number of staff leavers had fallen, the majority of who left the Service as a result of retirement.
- Retention of female and BAME staff was high.
- Plans were in place to collect demographic data from every Safe and Well visit.

34.14 In response to a question about asking individuals for their sexual orientation, Members were advised that this was a requirement as it was one of the protected characteristics under the Equality Act. It was noted that the number of people deciding to answer this question had increased and this demonstrated that these individuals had greater confidence that they would not be discriminated against.

34.15 Members commented favourably on the content of the report and it was agreed that the report should be promoted more widely. The Diversity Adviser reported that the report would be published on the Service website and agreed to investigate how it could best be promoted.

RESOLVED:
1. That the report be approved.
2. That the Diversity Adviser considers ways that the report can be promoted to the public.

18-19/HR/035 Corporate Risk Register

35.1 GC I McLaren presented the report on the Corporate Risk Register. The extract of the register relating to Human Resources was displayed to Members.

35.2 There had been one update to the register as follows:

35.3 CRR40 (if there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the service which could ultimately affect our service delivery and wider corporate functionality in the shorter term): lessons had been learnt from the 2016/17 whole time recruitment campaign and additional support was being provided to support this process. The decision had been made to not invite transfers in so that the Service could focus on the whole-time recruitment campaign and to provide more opportunities for internal progression.

35.4 In relation to the loss of managerial experience, Members expressed concern about the lack of information they had received about the imminent departure of ACO Evans at the end of January 2019. DCFO Hopkinson explained to Members that he was standing in for ACO Evans as she was on leave and that he could have made this clearer at the beginning of the meeting. He advised that the Chief Fire Officer would be providing Members with more information and the proposed way forward in the near future.

35.5 In response to a question, DCFO Hopkinson advised that it was his understanding that determining the responsibilities of the ACO post was one for the Chief Fire Officer, although appointment to the ACO role would be a responsibility for the Fire and Rescue Authority following a decision to recruit.

RESOLVED:
1.   That the development of the Service's Corporate Risk Register in relation to Human Resources be noted and approved.
2.   That the Chair write a letter on behalf of all Members of the Policy and Challenge Group, thanking ACO Evans for her support to the Group and wishing her well in her future endeavours.

<u>18-19/HR/036 Work Programme 2018/19</u>

36.1   Members received the Work Programme for 2018/19.

36.2   DCFO Hopkinson advised that the RoSPA audit would be undertaken during the week commencing 25 March 2019. This item would therefore need to be deferred from the 12 March 2019 meeting.

RESOLVED:
That the Work Programme be agreed, subject to the deferral of the report on the outcomes of the RoSPA audit to the Policy and Challenge Group's June 2019 meeting.

The meeting finished at 11.01am

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
18 March 2019
Item No. 5

REPORT AUTHOR:	**CHIEF FIRE OFFICER**
SUBJECT:	**PERFORMANCE REPORT QUARTER THREE 2018-19** **(F/Y April 2018 to March 2019)**

For further information
on this Report contact:

Adrian Turner
Service Performance Analyst
Tel No: 01234 845022

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 with a report for 2018/19 Q3, detailing:

1. A summary report of performance against Human Resources indicators and associated targets for Q3 2018/19 (April 2018 - December 2018).

RECOMMENDATION:

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

1.   Performance

1.1   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.

1.2   This report presents Members with the Q3 performance summary 2018/19 covering the period April 2018 to December 2018.   Performance is shown in Appendix A.   The indicators and targets included within the report are those established as part of the Authority's 2018/19 planning cycle.

1.3   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%

2. **Performance Summary and Exception Reports Q3 – 2018/19**

All performance indicators are on target with the exception of:

2.1 **EQ1a - Percentage of new entrants to the retained duty system to be women.**
11 RDS staff were appointed in Q3 out of which 1 (9%) were female. A total of 24 RDS staff have been appointed for the year, 2 (8.33%) of whom are female. The appointment of female recruits remain a priority for the Service. Significant investment along with changes to the appointment process should mean that we are able to recruit and train more RDS staff throughout the year and improve on the current performance by the year end.

2.2 **EQ1b Percentage of new entrants to the whole time operational duty system to be women**
We appointed 16 Whole-time firefighters in Q1 of 2018/19 (15 male and 1 female).
The next oppoortuinity to affect this PI will be in September of this year. Significant work has taken place to improve diversity within applications for wholetime firefighter positions.

2.3 **EQ2 - Recruitment of black and minority ethnic staff across the whole organization**
19 people were appointed in Q3 out of which 2 (10.5%) were BAME. A total of 62 staff have been appointed this year, 3 (4.84%) are BAME. This target continues to be a challenge, but remains a priority for the Service. Posts are widely advertised and we have a dedicated positive action recruitment team in place to ensure that all communities have equal access and are able to apply.

2.4 **H1 - Number of serious accidents (over 28 days) per 1000 employees.** Missed target by 33%. The Q3 actual figure of 3.76 equates to two accident injuries that led to absences over 28 days. One involved an event at the Fire Service College resulting in a BFRS training instructor suffering ill health during a hot fire exercise. The other event occurred to an individual while weight training when they trapped their left hand little and ring fingers between a barbell and squat rack support while lowering a weight.

2.5 **H2 - Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).** Missed target by 15%. The Q3 actual figure of 273.73 equates to 120 days lost associated with 37 workplace accident injuries where 7 of these injuries resulted in lost time. 98 of those days lost were associated with the two events detailed in the H1 exception report above, where 59 days and 39 days were lost respectively.

2.6 **T7 - Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role**. 2% below target, this equates to 1 FDS officer nominated and withdrawn from a course in May 2018, further courses were arranged in June and July 2018, however these were not attended due to the officer's continued sickness absence.

2.7 **T8b - Percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months.** 5% below target. This is due to the large numbers of RDS personnel recruited in the last 9 months requiring full stage 1 training. Standard station training planner having to accommodate this required training.

PAUL FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 Q3

Measure				2018/19 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
Human Resources									
EQ1a	**Percentage of new entrants to the retained duty system to be women.**	Higher is Better	9%	10.68%	12.50%	8.33%	9%	Amber	n/a
EQ1b	**Percentage of new entrants to the whole time operational duty system to be women**	Higher is Better	6%	11.11%	5.56%	5.88%	6%	Amber	n/a
EQ2	**Recruitment of black and minority ethnic staff across the whole organisation**	Higher is Better	14%	9.87%	7.69%	4.84%	14%	Red	n/a
HR1	**The percentage of working time lost due to sickness**	Lower is Better	4.3%	3.64%	3.75%	4.11%	4.3%	Green	4% Better than target
HR1b	**The percentage of working time lost to sickness excluding long term**	For Info Only		1.73%	1.36%	1.53%		n/a	

Item 5.5

SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 Q3

Measure				2018/19 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
Health and Safety									
H1	**Number of serious accidents (over 28 days) per 1000 employees.**	Lower is Better	3.78	0.51	1.96	3.76	2.84	Red	Missed target by 33%
H2	**Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).**	Lower is Better	317.63	88.60	173.72	273.73	238.22	Red	Missed target by 15%
H3	**Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.**	Lower is Better	781.8	373.38	0.00	382.27	586.35	Green	35% Better than target

Item 5.6

SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 Q3

Measure				2018/19 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
Staff Development									
T1	**Percentage of operational BA wearers (Station based) that have attended an assessed BA course within the last two years.**	Higher is Better	98%	95%	99%	99%	98%	Green	1% Better than target
T2	**Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years**	Higher is Better	98%	99%	100%	100%	98%	Green	2% Better than target
T3	**Percentage of station based operational staff that have attended a Water First Responder or Water Technician course within the last three years**	Higher is Better	98%	94%	97%	100%	98%	Green	2% Better than target
T4	**Percentage of operational BA wearers (station based) that have attended Compartment Fire Behaviour course within the last two years**	Higher is Better	98%	98%	99%	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%	92%	91%	100%	98%	Green	2% Better than target

SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 Q3

| Measure | | | | 2018/19 Quarter 3 | | | | | |
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q3	Q3 Actual	Q3 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%	75%	97%	100%	98%	Green	2% Better than target
T7	**Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role.**	Higher is Better	98%	100%	100%	97%	98%	Amber	Missed target by 2%
T8a	**Percentage of Safety Critical Maintenance training programmes completed by Wholetime Operational Personnel via PDR Pro within the last 12 months.**	Higher is Better	92%	94%	95%	93%	92%	Green	1% Better than target
T8b	**Percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months.**	Higher is Better	92%	88%	90%	88%	92%	Amber	Missed target by 5%

Item 5.8

SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 Q3

| Measure | | | | 2018/19 Quarter 3 | | | | | |
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
Staff Development (Cont.)									
T8c	**Percentage of Safety Critical Maintenance training programmes completed by Control Personnel/WM Control via PDR Pro within the last 12 months.**	Higher is Better	92%	86%	94%	92%	92%	Green	Met Target
T8d	**Percentage of Safety Critical Maintenance training programmes completed by Senior Management roles (SC to SOC) via PDR Pro within the last 12 months.**	Higher is Better	92%	93%	93%	93%	92%	Green	1% Better than target

Notes: The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target. Descriptions of some indicators have been updated to reflect the target setting and actuals, this has no implications on the outturn figures.

Item 5.9

This page is intentionally left blank

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
18 March 2019
Item No. 6

REPORT AUTHOR: **CHIEF FIRE OFFICER**

SUBJECT: **HUMAN RESOURCES QUARTER THREE PROGRAMME & PROJECTS REPORT 2018-19**
(April 2018 to March 2019)

For further information   Prue Wullems
on this Report contact: Service Improvement Manager
                                 Tel: 01234 854018

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 with a report for 2018/19 Quarter Three, detailing progress and status of the Human Resource Programme and Projects to date.

RECOMMENDATION:
Members acknowledge the progress made on Human Resource Programme and Projects and consider any issues arising.

Agenda Item 6

1. **Programmes and Projects 2018/19**

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 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   A key point of note for this period is that the **HR & Payroll Project, Phase 2** is now complete, and a recommendation hs been made to the Programme Board to formally close the project.

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 24 May 2019.

2. **Programme and Projects - Summary and Exception Reports Q3 – 2018/19**
       No exceptions.

PAUL FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

Item 6.2

HUMAN RESOURCES PROGRAMME REPORT

Strategic Corporate Services Project not in a Programme

APPENDIX A

Page 25

Project Description	Performance Status	Comments
HR/Payroll System and Services	**Phase 2** **Green**	**30 January 2019: HR & Payroll Project** **Aim:** Implement a new HR/Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service. Stage 2 of the project was approved for closure by the Project Board on 18 January 2019, and Project Closure and Benefits Handover reports will be submitted to the Programme Board at the end of February. **Time & Expenses (T&E):** Following a positively received pilot in November/December 2018, Phase 2 of the HR & Payroll Project – delivery of the Time & Expenses module - successfully went live on 03 January 2019. Scope reduction was applied so that Time only applied to support staff, due to the implementation of the Gartan Rota system, which will deal with Grey Book "Time". T&E was delivered on time and to budget. Two currently unresolved T&E issues should be addressed by MHR as part of the re-write of the T&E module, scheduled for around August 2019. PayPM's contract has now come to an end, and the T&E module has transferred to business as usual. Management of T&E risks now falls under the iTrent Risk Management Plan in BaU.

Item 6.3

Project Description	Performance Status	Comments
HR/Payroll System and Services, cont….	**Phase 2** **Green**	**30 January 2019: HR & Payroll Project, Cont….** **Web Recruitment:** Online recruitment for Green Book staff was successfully implemented to a high standard within budget with effect from July 2018. To date: • 15 vacancies have been advertised and successfully recruited. • 1 vacancy has been advertised with no appointment made. • 155 candidates have been processed through the system. The shortlisting functionality within iTrent v10.29 is currently not compatible with BFRS processes so a decision was made to wait until further upgrades are implemented before utilising this function. Work is being carried out in the Development platform to explore the suitability of the Recruitment module for On Call (RDS) recruitment with a view to going live on 01/04/2019. Further implementation will be required in the future for Wholetime Recruitment.

Item 6.4

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
18 March 2019
Item No. 7

REPORT AUTHOR:	**CHIEF FIRE OFFICER**
SUBJECT:	**PROPOSED HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT INDICATORS AND TARGETS FOR 2019/20**

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

Background Papers:	None

Implications (tick ✓):

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

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

PURPOSE:

To advise Members of the proposed suite of Human Resources performance indicators and associated targets for 2019/20 and to seek the Group's endorsement to incorporate these into the Service's performance management framework.

RECOMMENDATION:

That Members consider the proposed suite of Human Resources performance indicators and targets for 2019/20 and endorse or require adjustment as appropriate.

That members acknowledge it was not possible to report on performance against targets for 17/18 OH1 and OH2 for the reasons explained later in the report.

1.   Introduction

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

b.   The Human Resources Policy and Challenge Group is involved in the process of agreeing the suite of indicators and of setting the associated targets and that this should take place, as far as practicable, alongside the annual budget-setting, medium-term financial planning and strategic project planning processes. The Group's Work Programme for the current financial year therefore included this as an item for its meeting in March 2019.

c.   This report advises the Human Resources Policy and Challenge Group of the proposed measures and targets for 2019/20. Members are requested to consider and endorse the proposed targets for 2019/20 as per Appendix A attached.

d.   Members are reminded that fitness testing during 2017/18 was delayed owing to the introduction of new national fitness requirements and the associated negotiation with the recognised trade unions. As a consequence it was agreed to carry forward the targets set in 2017/18 into 2018/19 and not report on performance for 2017/18.

e.   The targets have been set taking account of Service plans, projects and budgetary allocations 2019/20. The key considerations relevant to each area are outlined in the additional comments in the table and link the measure to Service objectives.

PAUL FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

Proposed Human Resources Performance Indicators and Targets for 2019/20

	EQUALITY & DIVERSITY					
Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2018/19	BFRS Target 2019/20	Target setting Rationale
EQ1a	Percentage of new entrants to the RDS/On-Call operational staff to be women	Annually	2018/19 - 8.33% 2017/18 - 12.12% 2016/17 - 14.29% 2015/16 - 15.79% 2014/15 - 11.76%	9%	13.5%	Recent performance has shown difficulties in sustained attraction to posts, despite continued focus in this area of recruitment. Target is set at the 5 year average performance (13.49%) which remains challenging.
EQ1b	Percentage of new entrants to the Wholetime operational staff to be women	Annually	2018/19 - 5.88% 2017/18 - 8.00% 2016/17 - 14.81%	6%	9.6%	Recent performance has shown difficulties in sustained attraction to posts, despite continued focus in this area of recruitment. Target set at the 5 year average performance (9.56%) which remains challenging.
EQ1c	Percentage of RDS/On-Call operational staff who are women	Annually	2018/19 – 9.3%$_2$ 2017/18 – 9. 4% 2016/17 – 8.1% 2015/16 – 7.7% 2014/15 - 6.2%	n/a	10.1%	New Measure for 2019/20. Target set at 2% above the 5 year average performance rate (8.14%). (HO 2/2019) National average (2017/18) 4.9%
EQ1d	Percentage of Wholetime operational staff who are women	Annually	2018/19 – 6.4%$_2$ 2017/18 - 6.0% 2016/17 – 5.4% 2015/16 – 4.1% 2014/15 – 3.9%	n/a	7.2%	New Measure for 2019/20. Target set at 2% above the 5 year average performance rate (5.16%). (HO 2/2019) National average (2017/18) 6.1%
EQ2a	Recruitment of Black, Asian and Minority Ethnic (BAME) staff across the whole organisation	Annually	2018/19 - 4.84% 2017/18 - 6.17% 2016/17 - 11.86% 2015/16 - 6.82% 2014/15 - 12.2% 2013/14 - 15.09%	14%	10.4%	Recent performance has reported difficulties in sustained attraction to posts, despite continued focus in this area of recruitment. Target is set at the 5 year average performance (10.43%) which remains challenging.

Where applicable the data shows status for current year based on financial quarters 1 - 3

[2]Please note this data is taken from Figures Report (HR & Diversity) looking at People and run at the 31st March 2018 and 31st March 2019 however if anything changes (e.g. resignation or new starters) from 11th February 2019 then this will need to be recalculated.

EQUALITY & DIVERSITY (cont.)					
EQ2b	Recruitment of Black, Asian and Minority Ethnic (BAME) staff across operational roles	Annually	2018/19 – 6.19%$_2$ 2017/18 – 6.13%	n/a	7%	New Measure for 2019/20. Target is set at 1% above the 2 year average (6.16%) performance rate. (HO 2/2019) National average (2017/18) 4.1%
EQ2c	Percentage of RDS/On-Call operational staff who declare as BAME	Annually	2018/19 – 6.0%$_2$ 2017/18 – 1.7% 2016/17 - 1.2% 2015/16 – 0.7% 2014/15 – 0.7%	n/a	4.1%	New Measure for 2019/20. Target is set at 2% above the 5 year average performance rate (2.06%). (HO 2/2019) National average (2017/18) 1.3%
EQ2d	Percentage of Wholetime operational staff who declare as BAME	Annually	2018/19 – 6.1%$_2$ 2017/18 – 5.2% 2016/17 - 3.4% 2015/16 - 4.7% 2014/15 - 4.9%	n/a	6.9%	New Measure for 2019/20. Target is set at 2% above the 5 year average performance rate (4.86%). (HO 2/2019) National average (2017/18) 5.5%
EQ3	Percentage of staff that have left who declare as BAME (All Staff)	Annually	2018/19 – TBC 2017/18 - 5.00% 2016/17 - 5.17% 2015/16 - 4.84% 2014/15 - 12.28%	9%	7.8%*	Further clarification - A positive outcome is that the percentage of staff leavers should be the same or less than the overall percentage of BAME staff (2017/18 is 5.6%). The 5 year average performance rate is 6.82%. Target is set at 1% above the BAME staff percentage (our annual targets aim to increase BAME staff therefore a target at the same % would be unrealistic).
EQ4	Percentage of staff that have left that are women (Operational Staff only)	Annually	2018/19 – TBC 2017/18 - 2.33% 2016/17 - 2.44% 2015/16 - 2.17% 2014/15 - 0%	4%	8%*	Further clarification - A positive outcome is that the percentage of staff leavers should be the same or less than the overall percentage of operational women staff (2017/18 is 7%). Target is set at 1% above the operational women staff percentage (our annual targets aim to increase BAME staff therefore a target at the same % would be unrealistic).

HUMAN RESOURCES						
Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2018/19	BFRS Target 2019/20	Target setting Rationale
HR1a	The percentage of working time lost due to sickness (excludes RDS/On-Call)	Quarterly	2018/19 - 4.11% 2017/18 - 3.73% 2016/17 - 4.39% 2015/16 - 3.55% 2014/15 - 3.61%	4.3%	4.3%	April – Dec 2018 performance is running at 4.11% with higher levels of absence during January (colds/flu etc.) likely to increase this. Target is set based on the 'median' average public sector absence. This was 4.3% (source XPertHR 2018 sickness survey). Thus maintaining existing target is appropriate.
HR1c	The percentage of the RDS/On-Call workforce with 4 or more incidences of sickness in a 12 month period. (lower is better)	Quarterly	NEW MEASURE	n/a	7.5%	The nature of RDS/On call employment contracts means a % time lost indicator is not appropriate. It is recommended that incidences of sickness are measured instead. The sickness absence policy uses 4 incidences of sickness as a 'trigger' for action. Thus the PI relates to those exceeding the trigger. As this is the first time a target has been set for RDS/On call sickness, 7.5% is suggested.
HR2a	Turnover excluding retirement or dismissals - Excluding RDS/On-Call	Annually	2017/18 - 2.67% 2016/17 - 3.59% 2015/16 - 4% 2014/15 - 3.70%	5%	5%	Previous targets have been set based on an average of the past 3 year's performance (rounded up) plus an additional % dependent on current performance. Average = 4% with current performance running at 4.11% so existing target should be maintained. Turnover is expected to increase for operational staff in particular given changes in retirement age and FF pension schemes. Firefighting is no longer necessarily viewed as a lifetime career. NOTE: National median turnover for 2018 (source XpertHR) was at 20.3% (private sector) and 14.8% public sector

		HUMAN RESOURCES				
Ref	**Performance Indicator**	**Frequency of Reporting**	**BFRS Historical Performance**	**BFRS Target 2018/19**	**BFRS Target 2019/20**	**Target setting Rationale**
HR2b	Turnover excluding retirement or dismissals – RDS/On-Call only	Annually	2017/18 - 18.69% 2016/17 - 9.36% 2015/16 – 9.93% 2014/15 - 10.7%	16%	13%	Target is usually based on the performance over the last 3 completed years (rounded up) + 1% given the volatile nature of RDS/On call turnover. The target was set higher in 2018/19 owing to the poor performance at that time. Average performance for the past 3 years is 12%. Current performance has improved and is running at 11%. Given the unpredictable nature of RDS/On call employment and potential up-coming changes, turnover may increase. However suggest previous method to be maintained e.g. 12% + 1%. NOTE: National median turnover for 2018 (source Xpert HR) was at 20.3% (private sector) and 14.8% public sector.
HR3	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) All staff	Annually (after Sept each year)	All staff 2018 - 83.55% 2017 - 92.80%	90%	90%	An overall service target of 90% is suggested given the importance of appraisal. 100% is not usually possible to achieve given staff and management turnover. 90% is stretching but realistic despite not achieving the target last year.

	HUMAN RESOURCES (Occupational Health)					
Ref	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2018/19	BFRS Target 2019/20	Target setting Rationale
OH1	Percentage of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS).	Annually	2017/18 - n/a 2016/17 - 98% 2015/16 - 98% 2014/15 - 98% 2013/14 - 97%	97%	98%	Performance has exceeded target for the past 4 years due to the robust approach to fitness adopted by BFRS. The introduction of the new fitness policy and testing regime have had little impact on the provision of testing and the newly appointed Fitness Apprentice role has provided additional resources in the department allowing a greater scope for testing. Therefore it is recommended that the stretching target of 97% is increased to 98% for 2019/20. Current performance is running at 98%.
OH2	Percentage of operational personnel achieving a pass category in their annual fitness test.	Annually	2017/18 - n/a 2016/17 - 97% 2015/16 - 95% 2014/15 - 95% 2013/14 - 96%	95%	96%	Current performance is running at 99.5% which demonstrates that the introduction of the new fitness testing regime has had little impact upon annual pass rates. The average for the last 3 years of fitness testing is 97%, therefore it is recommended that the target of 95% be increased to 96% for 2019/20.
OH 3	Percentage of 3 yearly medicals due in year completed	Annually	NEW MEASURE	n/a	85%	All operational staff are required to attend a 3 yearly medical. Ensuring medicals are held on time can be challenging with various shift and working patterns (including on call) to accommodate. Thus a performance measure is important. As this is the first year of measurement, an 85% target is suggested as challenging but realistic.

			ORGANISATIONAL DEVELOPMENT			
Ref	**Performance Indicator**	**Frequency of Reporting**	**BFRS Historical Performance**	**BFRS Target 2018/19**	**BFRS Target 2019/20**	**Target Setting Rationale**
T1	Percentage of operational BA wearers that have attended an assessed BA course within the last 2 years.	Quarterly	2018/19 - 99% 2017/18 - 99% 2016/17 - 98% 2015/16 - 98% 2014/15 - 95% 2013/14 - 95%	98%	98%	T1 – T6 cover safety critical operational training. Organisational expectation is to maintain a frequency based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2019/20.
T2	Percentage of EFAD qualified Firefighters that have attended an EFAD assessment within the last 3 years.	Quarterly	2018/19 - 100% 2017/18 - 100% 2016/17 - 98% 2015/16 - 99% 2014/15 - 99% 2013/14 - 100%	98%	98%	
T3	Percentage of station based operational staff that have attended WFR course within the last 3 years.	Quarterly	2018/19 - 100% 2017/18 - 98% 2016/17 - 98% 2015/16 - 99% 2014/15 - 90% 2013/14 - 96%	98%	98%	
T4	Percentage of operational BA wearers that have attended Compartment Fire Behaviour training within the last 2 years.	Quarterly	2018/19 - 100% 2017/18 - 99% 2016/17 - 98% 2015/16 - 98% 2014/15 - 98% 2013/14 - 96%	98%	98%	
T5	Percentage of station based operational Emergency Care for Fire & Rescue trained personnel that have attended a re-qualification course within the last 3 years.	Quarterly	2018/19 - 100% 2017/18 - 92% 2016/17 - 91% 2015/16 - 99% 2014/15 - 82%	98%	98%	

			ORGANISATIONAL DEVELOPMENT (Cont.)				
Ref	**Performance Indicator**	**Frequency of Reporting**	**BFRS Historical Performance**	**BFRS Target 2018/19**	**BFRS Target 2019/20**	**Target Setting Rationale**	
T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last 3 years.	Quarterly	2018/19 - 100% 2017/18 - 97% 2016/17 - 98% 2015/16 - 92% 2014/15 - 41%	98%	98%	See above	
T7	Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role.	Quarterly	2018/19 - 96% 2017/18 - 100% 2016/17 - 100% 2015/16 - 92% 2014/15 - 100% 2013/14 - 97%	98%	98%	T7 covers command competence. Organisational expectation is to maintain a frequency based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2019/20.	
T8a	Percentage of Safety Critical Maintenance training programmes completed by Whole-time Operational Personnel via PDR Pro within the last 12 months.	Quarterly	2018/19 - 93% 2017/18 - 95% 2016/17 - 95% 2015/16 - 95% 2014/15 - 94% 2013/14 - 92%	92%	92%	T8 (a-d) covers e-learning completion and learning recording for operational roles. Organisational expectation is to maintain current competencies for all 'in scope' personnel.	
T8b	Percentage of Safety Critical Maintenance training programmes completed by RDS/ On-Call Operational Personnel via PDR Pro within the last 12 months.	Quarterly	2018/19 - 88% 2017/18 - 90% 2016/17 - 89% 2015/16 - 90% 2014/15 - 90% 2013/14 - 87%	92%	92%	Historical reporting shows 92% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2019/20.	
T8c	Percentage of Safety Critical Maintenance training programmes completed by Control Personnel/WM Control via PDR Pro within the last 12 months.	Quarterly	2018/19 - 92% 2017/18 - 93% 2016/17 - 93% 2015/16 - 81% 2014/15 - 88% 2013/14 - 76%	92%	92%	Evidence of compliance is measured using PDRPro.	

	ORGANISATIONAL DEVELOPMENT (Cont.)					
T8d	Percentage of Safety Critical Maintenance training programmes completed by Senior Management roles (SC to SOC) via PDR Pro within the last 12 months.	Quarterly	2018/19 - 93%	92%	92%	See above
T8e	Percentage of Safety Critical Maintenance training programme completed by Watch Commander – Day Duty via PDR Pro within last 12 months	Quarterly	New measure	92%	92%	

			HEALTH AND SAFETY			
Ref	Performance Indicator	Frequency of Reporting	BFRS 5 year average Performance (2012-17)	BFRS Target 2018/19	BFRS Target 2019/20	Target Setting Rationale
H1	Number of serious accidents (over 28 days) per 1000 employees.	Quarterly	2018/19 - 3.76 2017/18 - 1.96 2016/17 - 0.00 2015/16 - 1.94 2014/15 - 3.84 2013/14 - 3.70 2012/13 - 3.57	3.78	3.78	5 year average 2013-18 is 2.29. Target has been set to remain at 3.78 which was the target for the previous reporting period. Note – One serious accident resulting in an over 28 day injury equates to 1.96. Two would equate to 3.92 and would be graded amber; three would equate to 5.88 and would be graded red.
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding RDS//On-Call employees).	Quarterly	2018/19 - 273.73 2017/18 - 243.93 2016/17 - 131.57 2015/16 - 436.01 2014/15 - 262 2013/14 - 544	384.80	291.15	5 year average 2013-18 is 323.5. Target has been set to achieve 10% reduction on 5 year average 2013-18.
H3	Number of 24 hour cover periods lost to accidents per 1000 RDS/On-Call employees.	Quarterly	2018/19 - 382.27 2017/18 - 69.46 2016/17 - 4091.61 2015/16 - 2703.69 2014/15 - 526 2013/14 - 569	781.80	703.62	5 year average 2013-18 is 1591.95. Target has been set to achieve 10% reduction on the 2018/19 target. Note – The very high figures for 2015/16 and 2016/17 create a high 5 year average 2013-18 and therefore would increase the target significantly. Cover periods are now calculated in hours using the Gartan availability system which will provide more accurate reporting.

This page is intentionally left blank

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
18 March 2019
 Item No. 8

| REPORT AUTHOR: | **CHIEF FIRE OFFICER** |

| SUBJECT: | **2018/19 CORPORATE HEALTH AND SAFETY OBJECTIVES PROGRESS UPDATE AND PROPOSED 2019/20 CORPORATE HEALTH AND SAFETY OBJECTIVES** |

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

| 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 update the Human Resources Policy and Challenge Group on:

- The progress to date in relation to the Annual Corporate Health and Safety Objectives set for 2018/19; and
- To put forward proposals for the Annual Corporate Health and Safety objectives for 2019/20 in line with the Service's Health and Safety policy requirements.

RECOMMENDATION:

That Members acknowledge the progress made in relation to the Health and Safety objectives set and approved for 2018/19 and endorse the eight proposed Health and Safety Objectives for 2019/20.

1.   Introduction

1.1   The Service's Health and Safety at Work policy includes a commitment to the setting of annual Corporate Health and Safety Objectives. In March 2018 Members endorsed the Health and Safety Objectives for 2018/19 and progress in relation to these are detailed within the first section of this paper.

1.2   For 2019/20 the Service's Corporate Health and Safety Objectives have been selected in line with policy requirements. These Objectives have been approved by the Health and Safety Steering Committee and the Corporate Management Team and are detailed within the second section of this paper for Members to consider and endorse.

2.   Progress Update of the Health and Safety Objectives for 2018/19

2.1   **Carry out focus group meetings with staff to communicate and discuss the findings of the Safety Climate Survey –** A presentation has been prepared and the meetings are ready to be scheduled. The focus group meeting topics have been widened to include post fire contamination. This remains a H&S corporate objective for 2019/20.

2.2　**Implement an independent external audit of the safety management system (RoSPA QSA audit) –** The audit has been arranged to take place between 25-29 March 2019. The audit will look at every aspect of the Service health and safety management system based on key elements of best practice. The audit quantitative process involves detailed scoring on each section and provides an overall Health and Safety Performance Rating and an award level between 1 – 5, with 5 being the best. The scope of the audit covers in detail the 7 broad areas of the health and safety management system; Policy, Organising, Planning, Implementation, Monitoring, Audit and Review. A further audit of 10 Risk Control Performance Indicators (RCPI's) consisting of specific health and safety topic areas (e.g. manual handling etc) will make up the full audit.

2.3　**Delivery of a campaign for the communication of safety event data and information -** The communication of this data has been achieved via a campaign poster which details important BFRS statistics between 2013 – 18. The poster details the three highest causes of injuries and near misses, the event numbers and the number of days lost to injury. The Health and Safety Executive "Vital Statistics 2018" poster is also displayed in prominent areas providing the overall picture in Great Britain and the financial cost of accidents / injury at work.

2.4　**Produce a quarterly communication for the engagement of Service drivers to provide relevant information and statistics relating to driving incidents, and look to find ways to promote safe driving and good practice -** The FARRG insurance consortium, of which BFRS is a member, had undertook to produce a quarterly communication booklet for operational drivers. This has not yet been achieved and BFRS Health and Safety Support Team have produced an in-house communication "In the Hot Seat". The first addition of this communication will be issued for spring 2019.

2.5　**Communicate the IOSH "No time to lose" carcinogenic exposure campaign and carry out a compliance audit of the arrangements detailed in the campaign pledge made by the Service -** The communication of the IOSH "No time to lose" campaign has taken place through the Operational Delivery Team meetings and is also linked to objective 2.1 above. Scoping work has been carried out to identify workstreams to reduce firefighter and equipment contamination post fire. This will be managed by a contaminents working group which will be a H&S corporate objective for 2019/20.

2.6 **To continue the project to enhance firefighter safety during operational incidents and training by providing, through the Personal Protective Equipment Collaboration working group, replacement fire kit that offers maximum wearer protection and comfort and a fully managed service for its provision and maintenance -** In 2018/19 the Service, through the Personal Protective Equipment Collaboration working group, continued to work on a project as a H&S corporate objective for replacement fire kit. The replacement fire kit under a fully managed system is programmed for issue in April 2019. This remains a H&S corporate objective for 2019/20.

2.7 **To produce and review Regional Product pack documents for use with the National Operational Guidance Programme -** The centrally coordinated National Operational Guidance Programme (NOGP) has developed a guidance framework. The Service is involved nationally and has started work in producing 22 product packs consisting of structured guidance across 6 areas:

- Operational policy & Procedure;
- Operational information notes (OIN's);
- Risk Assessment (task based);
- Training packages;
- Equipment manuals and risk assessments;
- Safety flash and Service action note.

This remains a H&S corporate objective for 2019/20.

2.8 **Review, Update and Deliver the Service`s BA Training in Accordance With National Operational Guidance Programme Foundation for Breathing Apparatus -** The Service Training Centre is working closely with Response Support in producing the training specifications that will be required within the Regional Product Packs. Once this work has been completed an individual gap analysis will be completed evaluating the impact of these training specifications on the current training courses; a priority is being placed on "Foundation of Breathing Apparatus". This remains a H&S corporate objective for 2019/20.

3. Proposed Corporate Health and Safety Objectives 2019/20

3.1 **Carry out focus group meetings with staff to discuss the findings of the Safety Climate Survey and firefighter/ equipment decontamination -** The focus group meeting topics have been widened to include post fire contamination. The meetings will now also cover the the immediate actions firefighters can take to "stop contaminents" and detail the 10 principles to follow.

3.2 **Implement the actions as agreed by the Corporate Management Team following the RoSPA external audit of the Services safety management system -** An external audit of the safety management system (RoSPA QSA) will take place in March 2019. The audit will result in a number of recommendations and detail a range of improvements that will need to be actioned throughout 2019/20.

3.3 **Form a contaminents working group and identify short, medium and long term work streams to reduce the risk to BFRS employees from carciogenic substances -** The group will be made up of major stakeholders including Technical, Health and Safety, Training, Operations and Representative Bodies. As well as identifying the work streams for improvement, the group will coordinate any assistance provided to national or local research undertaken on this subject.

3.4 **To continue the project to enhance firefighter safety during operational incidents and training by providing, through the Personal Protective Equipment Collaboration working group, replacement fire kit that offers maximum wearer protection and comfort and a fully managed service for its provision and maintenance -** In 2017/18 the Service, through the Personal Protective Equipment Collaboration working group, embarked on a project as a H&S corporate objective for replacement fire kit. This project will be completed in 2019/20.

3.5 **To produce and review Regional Product pack documents for use with the National Operational Guidance Programme -** The centrally coordinated National Operational Guidance Programme (NOGP) has developed a guidance framework. The Service is involved nationally and has started work in producing 22 product packs as detailed in paragraph 2.7 above.

3.6 **Review, Update and Deliver the Service`s BA Training in Accordance With National Operational Guidance Programme Foundation for Breathing Apparatus -** The Service Training Centre is to continue to work closely with Response Support in producing the training specifications that will be required within the Regional Product Packs and, following gap analysis, update training packages accordingly.

3.7 **As part of the wider BFRS Blue Light Mental Health and Wellbeing Plan, conduct a survey using the Health and Safety Executive Stress Indicator Tool -** To enable BFRS to take a proactive, preventative approach to managing work-related stress, HSE have developed Management Standards which is a systematic approach to implementing an organisational risk assessment for managing work-related stress. Complementing HSE's

Item 8.5

Management Standards for Stress approach, the Stress Indicator Tool features a survey of thirty-five questions that ask about six key areas of work that, if not managed properly, are known to be potential causes of workplace stress.

3.8 **Make a commitment to the Highways England Driving for Better Business initiative -** Driving for Better Business is a programme to raise awareness of the importance of work-related road safety in the business community and public sector by using advocates drawn from these communities to promote the business benefits of managing it effectively. The campaign, delivered in partnership with the charitable partnership RoadSafe, aims to make sure that the road safety risks posed by an organisations employees and vehicle fleet are kept to a minimum, do not expose them to undue risk and, critically enhance road safety.

4. Implications

Corporate Risk – Known

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

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

SOC GARY JEFFERY
HEAD OF RESPONSE

REPORT AUTHOR: **CHIEF FIRE OFFICER**

SUBJECT: **AUDIT AND GOVERNANCE ACTION PLANS MONITORING REPORT**

For further information   Karen Daniels
on this report contact: 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 fourth 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.

PAUL FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

Monitoring Report of Actions Arising from Audit Reports

Appendix A

(incorporating any actions outstanding at 31 March 2018 from earlier reports)

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 1.1a (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 1.2 (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.	Completed. The following reminder was published in the Blue Bulletin 22/3/2018: 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.	Original Feb 18	Completed - to be confirmed by follow up audit

PayR 1.2 (17/18) Cont…					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. 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. VAT receipts must be originals and not photocopies. If a receipt is lost a declaration of lost receipt form (FIN 12f) must be completed, signed and authorised by the appropriate budget holder.		

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

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	Analysis complete. Data demonstrates that pay levels for posts that are difficult to recruit to, are considerably below the sector that the BFRS pay is aligned to. Outcomes and options reported to CMT. CMT approved the realignment of green book pay to coincide with the introduction of new NJC pay scales effective from April 2019. HR are currently reconfiguring systems and preparing comms for those affected.	Target CMT by Dec 2018, implementation of any changes by April 2019.	Completed

For Publication

Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
18 March 2019
Item No. 10

REPORT AUTHOR: **HEAD OF SERVICE DEVELOPMENT AND ASSURANCE**

SUBJECT: **CORPORATE RISK REGISTER**

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

Background Papers: None

Implications (tick ✓):

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

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

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

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

---

1. Introduction

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

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

2. Current Revisions

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

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

There are no changes to the Corporate Risk Register individual risk ratings.

2.3 Updates to individual risks in the Corporate Risk Register:

CRR00040: If there is a retirement of a large number of operational officers over a short period of time then we lose significant operational and managerial experience within the service which could ultimately affect our service delivery and wider corporate functionality in the shorter term.

The risk review date has been assessed and found to be satisfactory. The timescales for risk control actions have been reviewed similarly and aligned to fit with this. All actions are now for review in April 2019

SERVICE 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	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls *should* be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
Moderate	These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

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

This page is intentionally left blank

For Publication

**Bedfordshire Fire and Rescue Authority
Human Resources Policy and Challenge Group
18 March 2019
Item No. 11**

REPORT AUTHOR: **CHIEF FIRE OFFICER**

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 review the work programme for 2018/19 and note the 'cyclical' Agenda Items for each meeting in 2019/20.

PAUL FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

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

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	**Notes**	**Item**	**Notes**
18 March 2019	• Audit and Governance Action Plans Monitoring Report • New Internal Audit Reports Completed to date • Human Resources Performance Monitoring Report 2018/19 – Quarter 3 • Human Resources Programmes to date 2018/19 – Quarter 3 • Proposed HR and Organisational Development Indicators and Targets for 2019/20 • 2018/19 Corporate Health and Safety Objectives to date and Proposed 2019/20 Corporate Health and Safety Objectives • Corporate Risk Register • Review of Work Programme 2018/19		~~RoSPA Audit~~	~~Added by HRPCG mtg of 29.03.18~~ Moved to June as audit taking place on 25.03.19

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 2019	• Election of Vice Chair • Terms of Reference • Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report 2018/19 – Quarter 4 • Human Resources Programmes to date 2018/19 – Quarter 4 • 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		RoSPA Audit	Added by HRPCG mtg of 29.03.18

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
XX Sept 2019	• Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report 2019/20 – Quarter 1 • Human Resources Programmes to date 2019/20 – Quarter 1 • Positive Action Report • Health and Safety Annual Report • Corporate Risk Register • Work Programme 2019/20			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
xx January 2020	• Audit and Governance Action Monitoring Report • New Internal Audits Completed to date • Human Resources Performance Monitoring Report 2019/20 – Quarter 2 • Human Resources Programmes to date 2019/20 – Quarter 2 • Public Sector Equality Duty Report • Corporate Risk Register • Review of the Human Resources Policy and Challenge Group's Effectiveness • Work Programme 2019/20			