

**For Publication**

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

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

**SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER 4 (APRIL TO MARCH 2017)**

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**Background Papers:**

Previous Human Resources Quarterly Programme and Performance Summary Reports.

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Implications (tick✓):

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

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

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**PURPOSE:**

To provide the Human Resources Policy and Challenge Group with a report for 2016/17 Quarter 4 detailing:

1. Progress and status of the Human Resources Programme and Projects to date.
2. A summary report of performance against Human Resources performance indicators and associated targets for Quarter 4 2016/17 (1 April 2016 to 31 March 2017).

## RECOMMENDATION:

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

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### 1. Programmes and Projects

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
  - The existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
  - The existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing;
  - Any new projects will be within the medium-term strategic assessment for Human Resources areas; and
  - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Human Resources over the next three years.
- 1.3 Full account of the financial implications of the Human Resources programme for 2017/18 to 2020/21 has been taken within the 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.
- 1.4 No new Human Resources projects have been added in this period.
- 1.5 Other points of note and changes for the year include the following:
  - The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now be reviewing the Programme quarterly with the next Programme Board review scheduled for 23 May 2017.
- 1.6 Appendix A gives a summary of status to date. Progress on the delivery of the HR and Payroll system is reported to and reviewed by the Corporate Services Policy and Challenge Group and included at Appendix A for information.

## 2. Project Exceptions

- 2.1 The HR & Payroll System Project successfully went live in February 2017. However, work on systems integration between I-Trent and MIS is ongoing; Workbench has been released and is currently with HR for testing, and there are also sickness/absence configuration issues to be resolved. Final budget status at year end is pending completion of an analysis. The project is currently remaining in Amber status until these issues are resolved.
- 2.3 The status of each project is noted using the following key:

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

## 3. Performance

- 3.1 In line with its Terms of Reference, the Human Resources Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.
- 3.2 This report presents members with the performance summary outturn for Quarter 4 2016/17 which covers the period 1 April to 31 March 2017. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2016/17 planning cycle.
- 3.3 The status of each measure is noted using the following key:

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

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

All performance indicators achieved their target, except for:

- 4.1 **EQ2 - Recruitment of minority ethnic staff across the whole organisation**  
The Service continues to adopt a wide variety of recruitment initiatives whilst maximising opportunities to attract a diverse range of applicants for every vacancy that occurs. The Diversity Adviser continues to work with Black and Minority Ethnic community groups and networks to ensure that vacancies reach a wider target group. The Service is committed to monitor and drive progress through its Positive Action Plan.

- 4.2 HR1 - The percentage of working time lost due to sickness** – This is the first quarter that this indicator has reported red, having reported amber for the two previous quarters; prior to this it had reported green for several years. The Q4 analysis shows that long-term absence continued to be the main challenge. 28 employees incurred an absence of 21 or more days in the period, the largest causes of absence were 7 reporting mental health issues e.g. stress/anxiety/depression and 15 musculoskeletal absences these included shoulder injuries requiring surgery and back surgery with lengthy post-operative recovery periods. Long-term absence is one of the hardest types of absence to manage however all employees were referred to occupational health and encouraged to access the employee assistance programme, firefighters charity and physiotherapy where appropriate. In addition to the supportive elements of the Service Sickness and Attendance Management procedure managers are required to review all employees who have met and or exceeded the frequent short-term trigger level of 3.9% of available working time. During 2016-17 a total of 51 employees were given an informal warning for failing to achieve an acceptable level of attendance, a further 8 employees were given a formal warning for their attendance. Of the long-term absence cases 6 remain on sick leave at present and HR will continue to work with managers to monitor and hopefully improve the situation in the new performance year.
- 4.3 T5 - Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.**  
This PI considers performance at each Station at meeting the Service requirement of 60% or more of personnel trained to Emergency Care for Fire and Rescue. Overall the performance is above target however the performance is not evenly distributed; two RDS Stations and two whole-time Watches are currently not achieving 60%, however some Stations and Watches are achieving as much as 100%. Additional targeted training within the Q4 period has improved levels by 7%; from 84% to 91%, however 11 places remained unfilled in recent courses which, if utilised effectively, may have seen greater improvement. Further targeted training will be progressed with Station and Borough Commanders in 2017-18 toward achieving the minimum standards at all Stations.
- 4.4 T8b - Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period**  
This remains 3% short of target, however represents a further improvement of 2% on Q3, which in turn saw an improvement of 1% over Q2. Whilst the improvement is small, it should be noted that there is a high level of performance being recorded by Retained Duty System personnel and a small number of specific individuals are impacting the overall result for a range of reasons. The relevant Borough Commanders and Station Commanders are made aware, with reporting undertaken at Operational Delivery Team meetings by Workplace Development Manager. This remains a stretch target however the continued improvement would see the minimum performance reached in 2017/18.
- 4.5 H3 - Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.** There have been five workplace injuries to RDS personnel during Quarters 1, 2, 3 and 4 for 2016/17. The injuries reported only resulted in 17 cover periods lost. However, the target has been missed due to an injury sustained at an operational incident during 2015/16 that resulted in long term sickness since the event took place. If the cover periods lost due to this injury were removed from this data the H3 Quarter 4 actual figure would have been significantly within target.

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

## HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
<p><b>Business Systems Improvement</b></p> <p><b>HR/Payroll System and Services</b></p>	<p>Implement a new HR/Payroll Business system and associated payroll services to support and optimise HR and Payroll activities across the Service. The HR/Payroll system will integrate with the MIS Personnel module to ensure the MIS components continue to function correctly.</p>	<p><b>Amber</b></p>	<p><b>02 May 2017:</b> Following a successful Payroll run in February with I-Trent as the primary system, the project has now been handed over from the supplier Midland HR to BFRS business as usual. However, there is still too much work to complete to consider Phase 1 of the project as closed.</p> <p>All reports for Finance have been in place since payroll went live. Some pension reports are still being worked on, plus configuration to enable LGPS 3rd Party returns. In the HR section there is work still to do to set up the tracking of temporary and substantive posts, also in developing and finalising a number a range of different reports, and a range of other tasks. Work on building reports continues.</p> <p>Work on systems integration between I-Trent and MIS is ongoing; Workbench has been released and is currently with HR for testing. Iterative development has been hampered by sickness absence of the developer, but ongoing work on this has been picked up in-house. The synchronisation process was delivered for testing on 08 May.</p> <p>Employee Self Service (ESS) was successfully launched for all staff to update their details and access their payslips, and will shortly be enhanced to enable holiday and special leave booking for Green book staff. Training guides for People Manager (PM) have been developed, and PM was launched on 10 May, enabling Managers to authorise holiday requests.</p> <p>Processes are now in place for managing I-Trent releases, and for hosted system maintenance downtime. Final budget status at year end is pending completion of an analysis of open purchase orders for the project to determine the correct level of committed spend.</p>

Project Description	Aim	Performance Status	Comments
<p><b>Business Systems Improvement</b></p> <p><b>HR/Payroll System and Services</b></p>	<p>Sickness absence process automation for Grey Book staff through synchronisation between MIS, Workbench and the HR/Payroll system</p>		<p><b>Absence Notification Application: 02 May 2017:</b> The absence notification app is built and with HR for user acceptance testing, currently estimated at 40 hours. This follows its development phase and previous reviews by HR to review functionality.</p> <p>The user acceptance testing phase may identify further modifications that may be required to the workbench app and/or the synchronisation that has been developed between workbench, the new HR/Payroll system and the existing management information system that provides the information source for the Service whole time rotas and availability. Once UAT has been undertaken and prior to launch the absence notification app requires documentation in the form of training materials for line managers and control.</p> <p>Given other aspects of the HR and payroll system implementation a precise deployment date for the app has not yet been agreed.</p>

**SUMMARY of HUMAN RESOURCES PERFORMANCE 2016/17 - QUARTER 4**

**APPENDIX B**

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Human Resources									
EQ1a	Percentage of new entrants to the Retained Duty System to be women	Higher is Better	6%	6.10%	15.79%	14.29%	6%	Green	2 female retained Ff recruited
EQ1b	Percentage of new entrants to the Whole-time Duty System to be women.	Higher is Better	5%	n/a	n/a	14.81%	5%	Green	5 female Ff recruited to date
EQ2	Recruitment of minority ethnic staff across the whole organisation	Higher is Better	13%	11.34%	6.82%	11.86%	13%	Amber	Missed target by 4%
EQ3	Parity in retention rates between ME and white employees (All Staff)	Lower is Better	14%	10.04%	4.84%	5.17%	14%	Green	n/a
EQ4	Parity in retention rates between men and women (Operational Staff)	Lower is Better	4%	2.65%	2.17%	2.44%	4%	Green	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	3.9%	3.76%	3.55%	4.39%	3.9%	Red	Missed target by 13%
HR1b	% working time lost to sickness excluding long term Sickness	For Info Only		1.88%	1.91%	1.66%	For Info Only		
HR2a	Turnover excluding retirement or dismissals - Excluding Retained	Lower is Better	6%	6.13%	4.28%	3.59%	6%	Green	40% Better than target
HR2b	Turnover excluding retirement or dismissals -Retained only	Lower is Better	10%	9.13%	9.93%	9.36%	10%	Green	6% Better than target



Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Human Resources (Cont.)									
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HR 3a	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) Support staff & Station Managers and above	Higher is Better	90%	n/a	91%	91%	90%	Green	1% Better than target
HR 3b	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) Fire-fighters/Crew & Watch Managers	Higher is Better	90%	n/a	99%	100%	90%	Green	11% Better than target

Occupational Health									
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OH1	% of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS)	Higher is Better	97%	95%	98%	98%	97%	Green	1% Better than target
OH2	% of operational personnel achieving a pass category in their annual fitness test	Higher is Better	95%	95%	97%	97%	95%	Green	2% Better than target

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Staff Development									
T1	Percentage of station based operational staff that have attended an assessed BA course within the last Three years	Higher is Better	98%	96%	98%	98%	98%	Green	Met Target
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Higher is Better	98%	98%	99%	98%	98%	Green	Met Target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	87%	99%	98%	98%	Green	Met Target
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years	Higher is Better	98%	97%	98%	98%	98%	Green	Met target
T5	Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.	Higher is Better	98%	90%	99%	91%	98%	Amber	Missed target by 7%

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Staff Development (cont.)									
T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Higher is Better	98%	67%	92%	98%	98%	Green	Met target
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	96%	92%	100%	98%	Green	Met target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	Higher is Better	92%	95%	95%	95%	92%	Green	Met target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	Higher is Better	92%	90%	90%	89%	92%	Amber	Missed target by 3%

Measure				2016/17 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments

Staff Development (Cont.)									
T8c	Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.	Higher is Better	92%	85%	81%	93%	92%	Green	1% Better than target
T8d	Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.	Higher is Better	92%	95%	95%	92%	92%	Green	Met target

Health and Safety									
H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	5.38	3.97	1.94	0.00	5.38	Green	Better than target
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	418.73	415.15	436.01	131.57	418.73	Green	Better than target
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.	Lower is Better	677.90	1020.73	2703.69	4091.61	677.90	Red	Missed 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.