

For Publication

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

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

SUBJECT: HUMAN RESOURCES PROGRAMME AND PERFORMANCE – QUARTER THREE 2017/18 (APRIL 2017 TO DECEMBER 2017)

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Background Papers:

Previous Human Resources Quarterly Programme and Performance Summary Reports.

Implications (tick✓):

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

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

PURPOSE:

To provide the Human Resources Policy and Challenge Group with a report for 2017/18 Quarter Three detailing:

1. Progress and status of the Human Resources Programme and Projects to date.
2. A summary report of performance against Human Resources performance indicators and associated targets for Quarter Three 2017/18 (April 2017 to December 2017).

RECOMMENDATION:

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

1. Programmes and Projects

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
 - The existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
 - Significant capacity issues have affected the ability of the existing projects to remain broadly on track to deliver their outcomes within target timescales and resourcing;
 - Any new projects will be within the medium-term strategic assessment for Human Resources areas; and
 - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Human Resources over the next three years.
- 1.3 Full account of the financial implications of the Human Resources programme for 2017/18 to 2020/21 has been taken within the 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.
- 1.4 No new Human Resources projects have been added in this period.
- 1.5 Other points of note and changes for the year include the following:
 - Phase 1 of the current HR & Payroll system project still cannot be closed as there are three "high priority" tasks remaining which are quite substantial pieces of work.
 - The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board will now be reviewing the Programme quarterly with the next Programme Board review scheduled for 5 June 2018.

1.6 Appendix A gives a summary of status to date. Progress on the delivery of the HR and Payroll system is reported to and reviewed by the Corporate Services Policy and Challenge Group and included at Appendix A for information.

2. Project Exceptions

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

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

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

3. Performance

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

3.2 This report presents members with the performance summary outturn for Quarter Three 2017/18 which covers the period April 2017 to December 2017. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2017/18 planning cycle.

3.3 The status of each measure is noted using the following key:

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

4. Summary and Exception Reports Q2 - 2017/18

4.1 **EQ1a - Percentage of new entrants to the retained duty system to be women**

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

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

All performance indicators achieved their target, except for:

4.2 EQ1b - Percentage of new entrants to the whole-time operational duty system to be women

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

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

21 people were appointed in Q3 (17 On-call firefighters and 4 Support staff). Of these 21 appointments, 5 declared their ethnicity as White British, no joiners declared as BAME and 16 people did not declare any status.

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

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

The Service is continuing its drive to:

- a) reduce non-disclosure levels and
- b) Increase the numbers of BAME people applying for positions across the Service.

4.4 T3 - Percentage of station based operational staff that have attended Water First Responder course within the last three years

The Q3 target was slipped by 1% which equates to 5 operational personnel. 5 courses were facilitated during Q3 with 10 places remaining unfilled. Had these places been filled the PI would have been exceeded.

4.5 T5 - Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.

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

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

4.6 T6 - Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.

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

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

This PI is 2% below target for Q3. This is partly due to requirements for all personnel (including On-Call (RDS)) to undertake online assessments for a suite of new Tactical Operational Guidance (TOG) documents as they are issued and published electronically on Learnpro.

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

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services	Optimise the use of existing business systems and replace where appropriate.	Amber	<p>12 February 2018:</p> <p>The status of the project is Amber due to previous cost overruns which cannot be ameliorated.</p> <p>The project has been successful and continues to deliver significant efficiencies and far reaching benefits within the organisation since the go live date in February 2017 of the iTrent application. A major mandatory upgrade of iTrent to the latest version was completed in January 2018, so that it is compliant with new legislation coming into force in April.</p> <p>Work to draw the HR & Payroll Project Phase 1 to a close continues; various tasks have been transferred into business as usual, and of the work outstanding, only 3 “high priority” tasks remain.</p> <ul style="list-style-type: none"> • Completion of the non-sickness absence reporting process and the People/Positions synchronisation process between MIS and iTrent are due to deliver in early April. • A way forward has been found to resolve the issue with correcting pay calculations associated with working patterns, and an options paper and recommendation has been forwarded to the Project Board for consideration. This will require an additional day of consultancy that is being arranged.

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

Project Description	Aims	Performance Status	Comments
HR/Payroll System and Services, cont....	Optimise the use of existing business systems and replace where appropriate.	Red	<p>16 March 2018: Non-Sickness Absence Synchronisation</p> <p>The status of this project remains Red as the original delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI Team. The expected delivery date has been revised to April due to the following issues:</p> <ul style="list-style-type: none"> • Devon and Somerset FRS requesting that the link to a server shared between the two Services be closed due the closure of the STEP project. This required a movement of our source code to a local server and re-testing of all applications. This caused a delay of 7 days. • PharOS rota book requires data not captured as standard by iTrent, therefore a workaround was put in place to store this data in an unused field in iTrent. The development of the iTrent Recruitment module has recently highlighted the need to change this which has the added benefit of simplifying the process for HR and reducing risk of error when entering data. This revision caused 6 days additional work. <p>Current expected delivery date for non-sickness absence synchronisation is Mid April after go live of people/person Synchronisation.</p>
		Red	<p>16 March 2018: People / Person Synchronisation</p> <p>The status of this project remains Red as the original delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the Business Information Team. Expected delivery date was revised to mid-March</p> <p>However during User Acceptance Testing issues were identified, which required some additional correction work, lack of capacity in the BI Team for subsequent additional testing has caused further delays of approximate two weeks.</p> <p>Expected delivery date has now been revised to last week of March.</p>

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER THREE

Measure				2017/18 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments

Human Resources									
EQ1a	Percentage of new entrants to the retained duty system to be women.	Higher is Better	6.6%	8.75%	10.00%	12.5%	6.6%	Green	n/a
EQ1b	Percentage of new entrants to the whole time operational duty system to be women	Higher is Better	6%	14.81%	14.81%	5.88%	6%	Amber	n/a
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	10.31%	12.50%	4.55%	14%	Red	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.61%	4.24%	3.78%	4.3%	Green	12% Better than Target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.82%	1.57%	1.36%	For Info Only		
HR3	The percentage of returned appraisal documents (all staff)	Higher is Better	90%	n/a	95.5%	92.8%	90%	Green	3% Better than Target

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER THREE

Measure				2017/18 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments

Staff Development

T1	Percentage of station based operational staff that have attended an assessed BA course within the last Three years	Higher is Better	98%	95%	99%	99%	98%	Green	1% better than target
T2	Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Higher is Better	98%	98%	99%	100%	98%	Green	2% better than target
T3	Percentage of station based operational staff that have attended Water First Responder course within the last three years	Higher is Better	98%	89%	98%	97%	98%	Amber	Missed target by 1%
T4	Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years	Higher is Better	98%	97%	98%	99%	98%	Green	1% better than target
T5	Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.	Higher is Better	98%	93%	92%	91%	98%	Amber	Missed target by 7%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER THREE

Measure				2017/18 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments

Staff Development (cont.)									
T6	Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Higher is Better	98%	67%	97%	97%	98%	Amber	Missed target by 1%
T7	Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	Higher is Better	98%	100%	100%	100%	98%	Green	2% better than target
T8a	Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	Higher is Better	92%	93%	94%	95%	92%	Green	3% better than target
T8b	Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	Higher is Better	92%	88%	88%	90%	92%	Amber	Missed target by 3%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER THREE

Measure				2017/18 Quarter 3					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments

Staff Development (Cont.)									
T8c	Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.	Higher is Better	92%	84%	88%	94%	92%	Green	2% better than target
T8d	Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.	Higher is Better	92%	94%	93%	93%	92%	Green	1% better than target

Health and Safety									
H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	3.78	0.50	0.00	1.96	2.84	Green	31% Better than target
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	384.8	98.16	58.96	173.72	288.60	Green	40% Better than target
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.	Lower is Better	781.8	374.00	3443.15	0.00	586.35	Green	n/a

Notes: The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target. Document Last Saved 26/03/2018 10:24:00