

For Publication

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

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

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

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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 Four detailing:

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

RECOMMENDATION:

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

1. Programmes and Projects

- 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Human Resources Policy and Challenge Group has confirmed that:
- The existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
 - Significant capacity issues have affected the ability of the existing projects to remain broadly on track to deliver their outcomes within target timescales and resourcing;
 - Any new projects will be within the medium-term strategic assessment for Human Resources areas; and
 - The current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Human Resources over the next three years.
- 1.3 Full account of the financial implications of the Human Resources programme for 2017/18 to 2020/21 has been taken within the 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.
- 1.4 No new Human Resources projects have been added in this period.
- 1.5 Other points of note and changes for the year include the following:
- It has been agreed by the HR and Payroll Project Board on 10 May 2018 that Phase 1 of the current HR & Payroll system project can soon be closed as there has been good progress made on the "high priority" tasks remaining. It is expected that an End Stage Report can be prepared in late June for submission to the Programme Board.
 - The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board is now reviewing the Programme quarterly with the next Programme Board review scheduled for 7 September 2018.
- 1.6 Appendix A gives a summary of status to date. Progress on the delivery of the HR and Payroll system is reported to and reviewed by the Corporate Services Policy and Challenge Group and included at Appendix A for information.

2. Project Exceptions

- 2.1 The status of the HR & Payroll project remains Amber overall due to the previous project costs over-run (this cannot be ameliorated).

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

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

3. Performance

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

3.2 This report presents Members with the Quarter Four (full year) performance summary for 2017/18 and covers the period April 2017 to March 2018. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2017/18 planning cycle.

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

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

4. Summary and Exception Reports

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

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

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

The Service is continuing its drive to:

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

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

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

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

- 4.3 **T5 Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.** This PI has increased by 1% to 92% for Q4. Additional Trauma Care Courses were run over 2nd to 5th February 2018 and 23rd to 26th April 2018. The 3 Sections / Watches that are below target are Harrold, Sandy and Stopsley White Watch. Looking at the current nominations for the additional course Stopsley White Watch and Harrold will meet the target, however Sandy still require nominations.
- 4.4 **T6 - Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.** For Q4 this has remained as reported at 97%, which is 1% off target. 4 courses were facilitated during Q4 with 7 spaces unfilled.
- 4.5 **T8b - Percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period**
This PI remains 2% below target for Q4.
- 4.6 **OH 1 & 2 OH1 annual fitness assessments**
Members will recall that at the March 2018 HR Policy & Challenge meeting it was agreed that BFRS would not report on these indicators for 2017/18.

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

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

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

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

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

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

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

| Human Resources | | | | | | | | | |
|-----------------|---|------------------|-------|--------|--------|--------|---------------|-------|------------------------|
| EQ1a | Percentage of new entrants to the retained duty system to be women. | Higher is Better | 6.6% | 8.89% | 14.29% | 12.12% | 6.6% | Green | n/a |
| EQ1b | Percentage of new entrants to the whole time operational duty system to be women | Higher is Better | 6% | 14.81% | 14.81% | 8.00% | 6% | Green | n/a |
| EQ2 | Recruitment of black and minority ethnic staff across the whole organisation | Higher is Better | 14% | 10.78% | 11.86% | 6.17% | 14% | Red | n/a |
| EQ3 | Parity in retention rates between black and minority ethnic and white employees (All Staff) | Lower is Better | 13.6% | 7.96% | 5.17% | 5.00% | 13.6% | Green | n/a |
| EQ4 | Parity in retention rates between men and women (Operational Staff) | Lower is Better | 4% | 2.86% | 2.44% | 2.33% | 4% | Green | n/a |
| HR1 | The percentage of working time lost due to sickness | Lower is Better | 4.3% | 3.75% | 4.39% | 3.73% | 4.3% | Green | 13% Better than Target |
| HR1b | The percentage of working time lost to sickness excluding long term | For Info Only | | 1.83% | 1.66% | 1.57% | For Info Only | | |
| HR2a | Turnover excluding retirement or dismissals - Excluding Retained | Lower is Better | 5% | 5.77% | 3.59% | 2.67% | 5% | Green | 47% Better than Target |
| HR2b | Turnover excluding retirement or dismissals - Retained Only | Lower is Better | 10% | 8.55% | 9.36% | 18.69% | 10% | Red | Missed target by 87% |

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

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

| Human Resources (cont.) | | | | | | | | | |
|-------------------------|---|------------------|-----|--------|--------|--------|-----|-------|-----------------------|
| HR3 | The percentage of returned appraisal documents (all staff) | Higher is Better | 90% | n/a | 95.50% | 92.80% | 90% | Green | 3% Better than Target |
| OH1 | Percentage of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS). | Higher is Better | 97% | 95.20% | 98% | n/a | 97% | | See Exception Report |
| OH2 | Percentage of operational personnel achieving a pass category in their annual fitness test. | Higher is Better | 95% | 95.46% | 97% | n/a | 95% | | See Exception Report |

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

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

| Staff Development | | | | | | | | | |
|-------------------|---|------------------|-----|-----|-----|------|-----|-------|-----------------------|
| T1 | Percentage of station based operational staff that have attended an assessed BA course within the last Three years | Higher is Better | 98% | 95% | 99% | 99% | 98% | Green | 1% better than target |
| T2 | Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years | Higher is Better | 98% | 98% | 99% | 100% | 98% | Green | 2% better than target |
| T3 | Percentage of station based operational staff that have attended Water First Responder course within the last three years | Higher is Better | 98% | 90% | 98% | 98% | 98% | Green | Met target |
| T4 | Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years | Higher is Better | 98% | 97% | 98% | 99% | 98% | Green | 1% better than target |
| T5 | Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years. | Higher is Better | 98% | 92% | 92% | 92% | 98% | Amber | Missed target by 6% |

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

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

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

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 QUARTER FOUR

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

| Staff Development (Cont.) | | | | | | | | | |
|---------------------------|---|------------------|-----|-----|-----|-----|-----|-------|-----------------------|
| T8c | Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months. | Higher is Better | 92% | 85% | 89% | 93% | 92% | Green | 1% better than target |
| T8d | Percentage of senior management roles (SC to AC) personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period. | Higher is Better | 92% | 94% | 93% | 93% | 92% | Green | 1% better than target |

| Health and Safety | | | | | | | | | |
|-------------------|---|-----------------|-------|--------|---------|--------|-------|-------|------------------------|
| H1 | Number of serious accidents (over 28 days) per 1000 employees. | Lower is Better | 3.78 | 0.65 | 0.00 | 1.96 | 3.78 | Green | 48% Better than target |
| H2 | Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees). | Lower is Better | 384.8 | 88.26 | 131.57 | 243.93 | 384.8 | Green | 37% Better than target |
| H3 | Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees. | Lower is Better | 781.8 | 411.48 | 4091.61 | 69.46 | 781.8 | Green | 91% Better than target |

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