

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 TWO (JULY 2017 TO SEPTEMBER 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 Two 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 Two 2017/18 (July 2017 to September 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 2 of the current HR & Payroll system project (to deploy time and expenses, and a recruitment module) has now commenced;
 - 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 15 February 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 due to the previous project costs over-run (this cannot be ameliorated), and ongoing 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 Two 2017/18 which covers the period July 2017 to September 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**
This performance was reported in Q1 as Red (0%) as there was no training activity. A training course for new On-call firefighters took place Q2. This course of 11 had 1 female firefighter attend. A total of 12 new On-call firefighters have started in Q2. Target has been met (7.69%). A further training course is planned for Q3 which is anticipated to further improve our performance at attracting new On-call female firefighters.

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 Q1 as Amber (5.56%). This represents 1 female firefighter on a Foundation training course in June 2017. There has not been a further course in Q2. A planned transfer process of experienced firefighters within Q4 (January 2018) is expected to include female firefighters which would improve performance further.

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

18 people in total were appointed in Q2 (12 On-call firefighters and 6 non-operational staff) however despite on-going positive action and a clear advertising process, attraction levels for BAME candidates remains lower than expected and this is reflected in a low appointment level, with 1 BAME candidate appointed within the On-call recruitment. Total BAME recruitment for the year is 2 (7.32%). Continued efforts are required to improve attraction levels to all positions.

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

The Q2 target was missed by 1% and equates to 5 operational personnel who have been specifically targeted for next available Water First Responder course in Quarter 3.

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.

Currently 91% compliant across Service this is as a result of 3 locations being below 60% target, at two of the locations this is due to the recruitment of 3 new personnel in the last period. Training and Development centre is specifically targeting these individuals with the provision of an additional Trauma care initial in Quarter 4 this will provide 12 further trained operational personnel.

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 Q2 this is reported at 96%, which is 2% off target and represents 4 personnel who have been specifically targeted for courses scheduled during October 2017.

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 3% below target and has fallen by 1% compared to the last quarter. 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. We are approximately 60% complete on the overall number TOGs which On-Call personnel will be required to undertake assessments for. The remaining TOGs will be issued and assessments will be completed over the next quarter and we would expect to see an improvement in this PI figure from the first quarter of next year.

ZOE EVANS

ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

HUMAN RESOURCES AND DEVELOPMENT PROGRAMME REPORT

Project Description	Aims	Performance Status	Comments
<p>HR/Payroll System and Services</p>	<p>Optimise the use of existing business systems and replace where appropriate.</p>	<p>Amber</p>	<p>The HR & Payroll Project Phase 1 is now drawing to a close. The iTrent system has been successfully implemented: the board has decided not to close the project until some of the key processes have been developed as detailed below. Phase 1 remains on Amber due to cost over-runs, and this cannot be ameliorated, as previously reported.</p> <p>The sickness absence notification process has now gone live for Grey Book staff in addition to Green Book and a timeline is in place to complete the non-sickness absence reporting process and the People/Positions synchronisation process between MIS and iTrent. The developer responsible for this work has had his contract extended by 16 weeks to enable both this work, and knowledge transfer to take place.</p> <p>Remaining work outstanding in Phase 1 includes the following:</p> <ul style="list-style-type: none"> • Finalising the formal process for requesting reports; • Completing the review of access to sensitive data for HR Personnel and creation of security profiles; • Completing the work on HR Data security policy and procedure; • Ongoing development and documentation of Business Objects reports; • Grey Book holiday recording in iTrent;
Project Description	Aims	Performance Status	Comments

HR/Payroll System and Services, cont....	Optimise the use of existing business systems and replace where appropriate.	Amber	<ul style="list-style-type: none"> • Completing the MIS/iTrent synchronisations • Reviewing/finalising workflows • Finalising training materials • Reviewing/updating absence calculations
		Completed	<p>Workbench synchronisations:</p> <p>Sickness Absence Application</p> <p>This project is now complete as the issues surrounding VDI compatibility have been resolved and the Sickness Absence Reporting Workbench app has been live for Green Book since 21/08/2017 and Grey Book since 31/10/2017. This application provides a simple interface for all staff to use to report a colleague sick or book them fit, automatically updates relevant business systems and Workbench provides management notifications. This application replaces both the current Green Book STEP process and the paper based Grey Book process, consolidating and streamlining the sickness reporting process.</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	Non-Sickness Absence Application The status of this project is Red as the expected delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI Team. Work on this development is progressing, and the contract has been extended for the specialist tasked to complete this work. This is currently on track to be completed mid-January 2018. The purpose of this application is to transfer absence data from iTrent to MIS, to ensure rota book accuracy is maintained. This will not require any input from staff and will run automatically in the background. This data is currently being manually entered into MIS and is therefore subject to delay and inaccuracies as well as increasing pressure on resources. This application will increase accuracy and timeliness of availability data.

Project Description	Aims	Performance Status	Comments
<p>HR/Payroll System and Services, cont....</p>	<p>Optimise the use of existing business systems and replace where appropriate.</p>	<p>Red</p>	<p>iTrent/MIS Synchronisation</p> <p>The status of this project is Red as the expected delivery date of September 2017 has been missed due to complexity of the integration and lack of capacity in the BI Team. The contract has been extended for the specialist tasked to complete this work and is currently on track to be completed mid-March 2018. Work on this development is progressing, and the memory leak and licensing issues have now been resolved.</p> <p>The purpose of this application is to ensure that the accuracy of staff position data is maintained by transferring updates from iTrent to MIS. This includes starters, leavers and changes in position. This will not require any input from staff and will run automatically in the background. This data is currently being manually entered into MIS and is therefore subject to delay and inaccuracies as well as increasing pressure on resources. This application will increase accuracy and timeliness of staff data.</p>

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 - QUARTER 2

APPENDIX B

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q2	Q2 Actual	Q2 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%	3.57%	0.00%	7.69%	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%	5.56%	6%	Amber	n/a
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	13.86%	13.51%	7.32%	14%	Red	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.31%	4.06%	3.57%	4.3%	Green	17% Better than Target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.65%	1.46%	1.27%	For Info Only		
HR3	The percentage of returned appraisal documents (all staff)	Higher is Better	90%	n/a	n/a	92.8%	90%	Green	3% Better than Target

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 - QUARTER 2

APPENDIX B

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q2	Q2 Actual	Q2 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%	94%	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%	100%	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%	88%	99%	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%	94%	96%	91%	98%	Amber	Missed target by 7%

SUMMARY of HUMAN RESOURCES PERFORMANCE 2017/18 - QUARTER 2

APPENDIX B

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q2 Actual	Q2 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%	64%	96%	96%	98%	Amber	Missed target by 2%
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%

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q2 Actual	Q2 Target	Performance against Target	Comments

Staff Development (cont.)									
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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%	64%	96%	96%	98%	Amber	Missed target by 2%
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 2

APPENDIX B

Measure				2017/18 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2016-17 Q1	Q2 Actual	Q2 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	0.75	0.00	0.00	1.89	Green	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	109.31	45.03	2.32	192.40	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	781.8	274.39	1006.78	0.00	390.90	Green	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.