

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Human Resources Policy and Challenge Group  
10 January 2019  
Item No. 5**

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

**SUBJECT: PERFORMANCE REPORT QUARTER TWO 2018-19  
(F/Y April 2018 to March 2019)**

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Background Papers: Previous Human Resources Quarterly Performance Summary Reports

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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.*

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## PURPOSE:

To provide the Human Resources Policy and Challenge Group with with a report for 2018/19 Quarter Two, detailing:

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

## RECOMMENDATION:

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

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### 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 Quarter Two performance summary 2018/19 covering the period April 2018 to September 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 Q2 – 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.** 3 people were appointed to the Retained Duty System in Q2, all were male. This has impacted on the in-year performance, which had previously been 10%. Our targeted approach to recruiting and the diversity of those who are currently being processed should mean that we are able to improve on the current performance by the year end.
- 2.2 EQ2 - Recruitment of black and minority ethnic staff across the whole organisation** 10 people were appointed across all posts in Q2 (3 On-Call / Retained Duty System and 7 Support staff), all declared their ethnicity as white British. Diversifying the workforce remains a priority for the Service. Posts are widely advertised, we have a dedicated positive action recruitment team and are targeting messages on social media, through face to face contacts at community events and through our website, the number of interests across diverse communities has improved significantly as a result of this work, but we are yet to translate the interests into actual appointments, we expect to be able to show improvements by the end of the year.
- 2.3 HR3 – Appraisals completed by 30 September – PI Target 90%** Following excellent results for the last two years, the appraisal performance is 83.55% against a target of 90%. The performance in 2017 was 92.8%. Appraisals are only recorded as 'complete' for PI purposes once they have been conducted, written up, reviewed by an appropriate second manager and sent to HR for logging onto the iTrent HR system. Unfortunately, it is apparent that a number of appraisals were in fact conducted but were awaiting review from the second line manager and thus missed the cut off date of 30 September 2018. Most of these have now been received in HR increasing the performance at the time of writing this report to 89.05% .
- The other main cause of the reduced performance has been management vacancies. This was especially prevalent in Operations where there were two station commander vacancies for a significant period of time and a change in Borough Commander, North. The vacancies are now filled through temporary appointments. The new Borough Commander is ensuring that the outstanding appraisals in Operations are being addressed with a view to completion by the end of December 2018. An update will be provided to HR Policy & Challenge at the next meeting. The Head of HR will continue to remind managers of the importance of undertaking and reviewing appraisals in a timely manner.
- 2.4 H1 – Number of serious accidents (over 28 days) per 1000 employees.** The quarter 2 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).** The quarter 2 actual figure of 260.18 equates to 116 days lost associated with 26 workplace accident injuries. 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 arranged in June and July 2018, these were not attended due to sickness absence, still absent from work.
- 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 6 months requiring full stage 1 training. Standard station training planner having to accommodate this required training, this will need to be monitored on next KPI's.

**ZOE EVANS**

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

## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments
<b>Human Resources</b>									
EQ1a	Percentage of new entrants to the retained duty system to be women.	Higher is Better	9%	4.88%	6.67%	7.69%	9%	Red	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%	6.25%	6%	Green	n/a
EQ2	Recruitment of black and minority ethnic staff across the whole organisation	Higher is Better	14%	11.19%	6.82%	2.33%	14%	Red	n/a
HR1	The percentage of working time lost due to sickness	Lower is Better	4.3%	3.36%	3.57%	4.02%	4.3%	Green	6% Better than target
HR1b	The percentage of working time lost to sickness excluding long term	For Info Only		1.58%	1.27%	1.45%	For Info Only		
HR3	Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) All staff	Higher is Better	90%	n/a	92.80%	83.55%	90%	Amber	Missed Target by 7%

## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	Q2 Actual	Q2 Target	Performance against Target	Comments

Health and Safety									
H1	Number of serious accidents (over 28 days) per 1000 employees.	Lower is Better	3.78	0.19	0.00	3.76	1.89	Red	Missed Target by 99%
H2	Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Lower is Better	317.63	56.31	6.97	260.18	158.82	Red	Missed Target by 64%
H3	Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.	Lower is Better	781.8	306.23	0.00	382.27	390.90	Green	2% Better than target

## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	Q2 Actual	Q2 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%	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%	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%	93%	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%	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%	91%	100%	98%	Green	2% better than target

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Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	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%	73%	98%	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%	96%	98%	Amber	Missed target by 2%
T8a	Percentage of Safety Critical Maintenance training programmes completed by Wholtime 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%	89%	87%	92%	Amber	Missed target by 5%



## SUMMARY OF HUMAN RESOURCES PERFORMANCE 2018/19 QUARTER TWO

Measure				2018/19 Quarter 2					
No.	Description	Aim	Full Year Target	Five Year Average	2017-18 Q2	Q2 Actual	Q2 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%	87%	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%	95%	92%	Green	3% 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.*