



LONDON FIRE BRIGADE

Decision title

People Services Performance Report Q4 2019-20

Recommendation by

Assistant Director, People Services

Decision Number

LFC-0356-D

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

Summary

Report LFC-0356 provides details of performance across key areas of the department including workforce composition, attendance and discipline and grievance.

Decision

That the Commissioner notes the report.

Andy Roe

London Fire Commissioner

Date **This decision was remotely
signed on Tuesday 30 June 2020**

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LONDON FIRE BRIGADE

Report title

People Services Performance Report Q4 2019-20

Report to

Corporate Services DB
Commissioner's Board
Fire and Resilience Board

Date

28 April 2020
20 May 2020
16 June 2020

Report by

Assistant Director, People Services

Report number

LFC-0356

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Summary

The People Services Performance Report provides details of performance across key areas of the department including workforce composition, attendance and discipline and grievance.

Recommended decision

That the Commissioner notes the report.

Background

1. This report provides information and commentary on a range of key performance outcomes to the end of Q4 2019-20. Supplementary data is provided in Appendix 1. The previous People Services Performance Report was submitted for the period to Q2 2019-20, to CSDB on 12 November 2019 and CB on 4 December 2019.

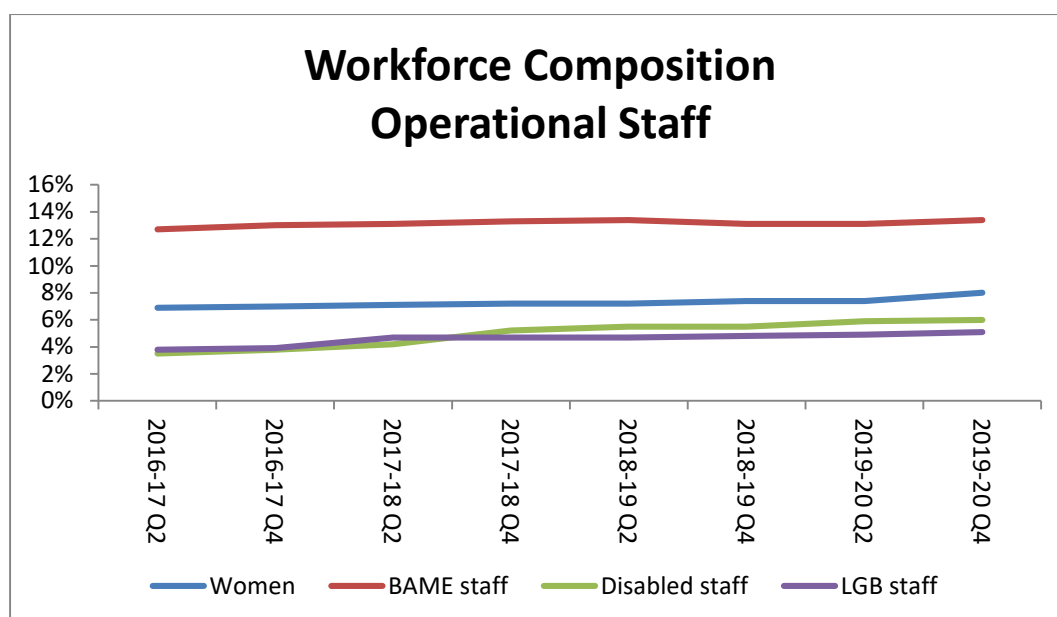
2. Vacancy levels

3. The table below sets out the vacancy levels as at the end of September 2019 and March 2020 by occupational group.

	30/09/2019	31/03/2020
Operational	-52.38	-66.75
FRS	-154.47	-110.30
Control	-2.77	0.23

4. There has been a small increase in operational vacancies against an original expectation of a reduction in vacancies. This has been due to ongoing higher than predicted leaver rates in 2019-20. The leaver forecast was originally 239, based on analysis of employees eligible for retirement plus those exiting for other reasons such as resignation, dismissal and transfer to other FRS.
5. The final number of leavers in 2019-20 was 311, 72 more than forecast, with 61 of this increase being retirements. Retirement forecasts are based on the patterns previously recorded and then applied to current employees reaching relevant age and length of service. The retirement patterns in 2019-20 have been difficult to forecast as they have not followed patterns of recent years.
6. There has been a 29% reduction in FRS vacancies in the last 6 months. Of the vacancies shown, approximately 41% have requisitions raised to progress to recruitment action. In addition, approximately 55% of the vacancies are for temporary posts which therefore may be filled by internal secondment and acting up rather than a permanent post holder.

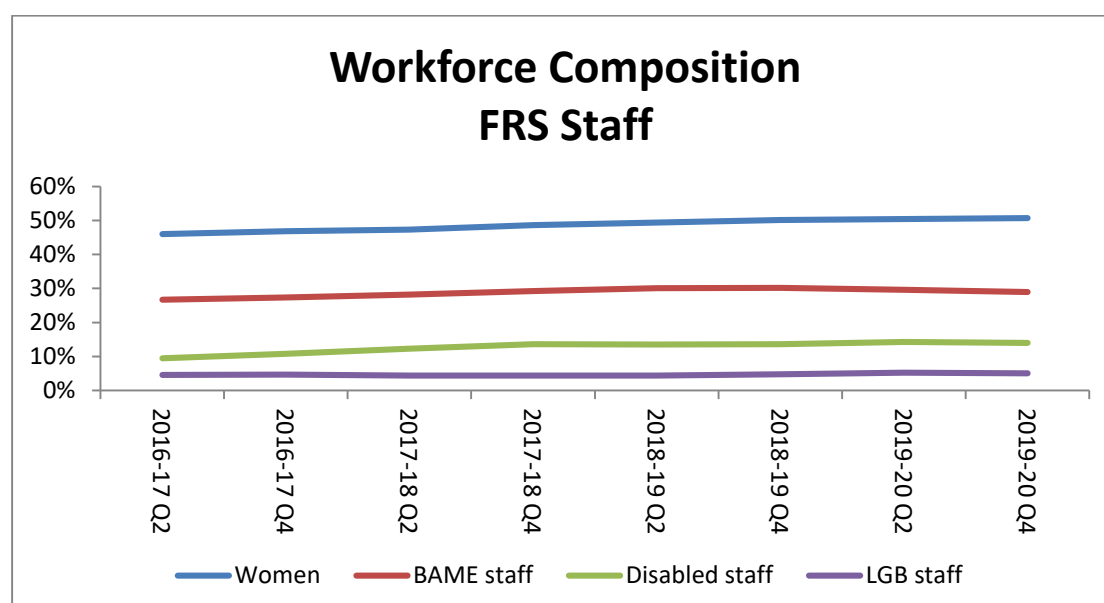
7. Workforce composition - operational



	2016-17 Q2	2016-17 Q4	2017-18 Q2	2017-18 Q4	2018-19 Q2	2018-19 Q4	2019-20 Q2	2019-20 Q4
Women	6.9%	7.0%	7.1%	7.2%	7.2%	7.4%	7.4%	8.0%
BAME staff	12.7%	13.0%	13.1%	13.3%	13.4%	13.1%	13.1%	13.4%
Disabled staff	3.5%	3.8%	4.2%	5.2%	5.5%	5.5%	5.9%	6.0%
LGB staff	3.8%	3.9%	4.7%	4.7%	4.7%	4.8%	4.9%	5.1%

8. There have been small increases in all percentages since Q2 19-20. For women and BAME staff this represents an increase of 25, from 358 to 373 and 10, from 631 to 641, respectively.

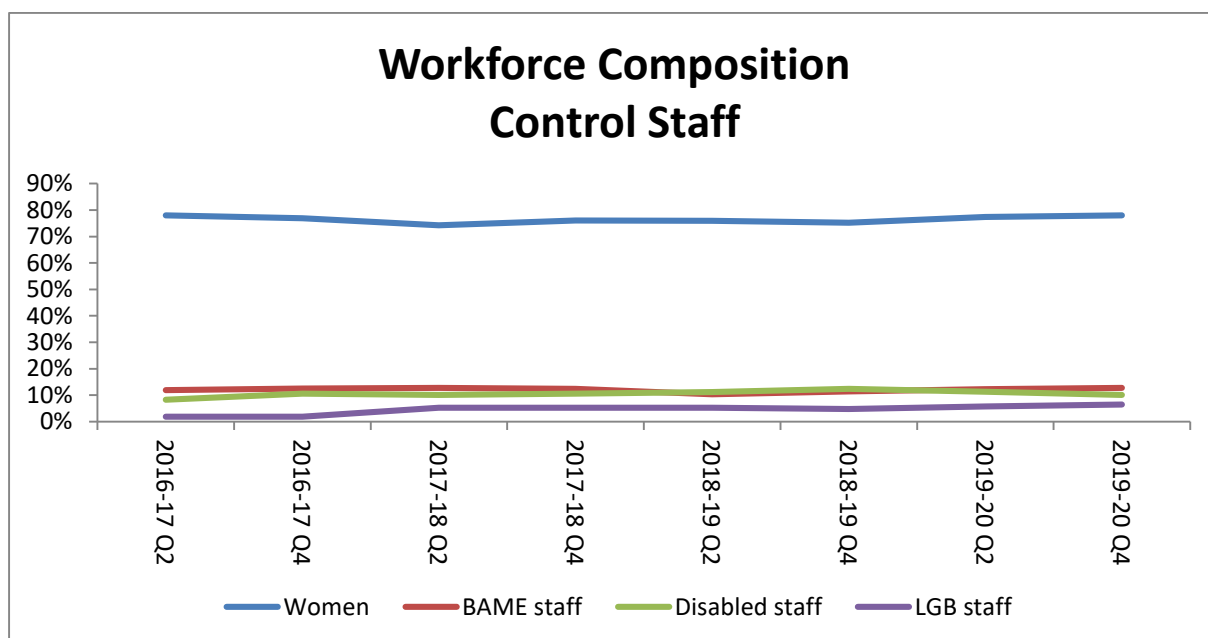
9. Workforce composition – FRS



	2016-17 Q2	2016-17 Q4	2017-18 Q2	2017-18 Q4	2018-19 Q2	2018-19 Q4	2019-20 Q2	2019-20 Q4
Women	46.0%	46.8%	47.3%	48.6%	49.4%	50.1%	50.4%	50.7%
BAME staff	26.7%	27.4%	28.2%	29.2%	30.1%	30.2%	29.6%	29.0%
Disabled staff	9.5%	10.8%	12.3%	13.6%	13.5%	13.6%	14.3%	14.0%
LGB staff	4.6%	4.7%	4.4%	4.4%	4.4%	4.8%	5.2%	5.0%

10. The increase in percentage of women reflects an increase in numbers from 424 to 446 since Q2 19-20. Although there has been a small decrease in the other percentages the actual number of BAME staff has increased from 249 to 255. There has also been a small increase in the number of disabled staff from 120 to 123.

11. Workforce composition – Control



	2016-17 Q2	2016-17 Q4	2017-18 Q2	2017-18 Q4	2018-19 Q2	2018-19 Q4	2019-20 Q2	2019-20 Q4
Women	78.0%	76.9%	74.3%	76.1%	75.9%	75.2%	77.4%	78.0%
BAME staff	11.9%	12.5%	12.8%	12.4%	10.3%	11.4%	12.3%	12.8%
Disabled staff	8.3%	10.6%	10.1%	10.6%	11.2%	12.4%	11.3%	10.1%
LGB staff	1.8%	1.9%	5.2%	5.3%	5.2%	4.8%	5.7%	6.4%

12. The number of BAME staff has increased slightly since Q2 19-20 from 13 to 14 staff. There has been a small decrease in the number of disabled staff and a small increase in the number of LGB staff in the same period.

13. Workforce composition – senior management ~

Operational	2016-17 Q4	2017-18 Q2	2017-18 Q4	2018-19 Q2	2018-19 Q4	2019-20 Q2	2019-20 Q4
Women	6.9%	6.8%	6.6%	6.8%	6.9%	6.9%	6.7%
BAME staff	12.1%	12.3%	11.5%	10.2%	10.2%	10.5%	9.8%
Disabled staff	7.8%	8.5%	11.5%	10.6%	9.8%	11.3%	10.2%
LGB staff	3.9%	3.8%	4.0%	3.4%	5.0%	3.6%	4.3%

FRS	2016-17 Q4	2017-18 Q2	2017-18 Q4	2018-19 Q2	2018-19 Q4	2019-20 Q2	2019-20 Q4
Women	43.9%	43.4%	43.9%	45.8%	46.0%	47.0%	48.0%
BAME staff	10.1%	11.7%	12.8%	13.1%	11.8%	11.3%	11.7%
Disabled staff	4.3%	4.1%	6.8%	7.8%	9.3%	9.5%	9.9%
LGB staff	7.9%	7.6%	6.1%	5.9%	5.0%	6.0%	5.3%

Control	2016-17 Q4	2017-18 Q2	2017-18 Q4	2018-19 Q2	2018-19 Q4	2019-20 Q2	2019-20 Q4
Women	55.6%	50.0%	58.3%	58.3%	58.3%	66.7%	66.7%
BAME staff	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disabled staff	0.0%	0.0%	8.3%	8.3%	8.3%	16.7%	16.7%
LGB staff	0.0%	10.0%	8.3%	8.3%	8.3%	8.3%	8.3%

~ Senior Management is defined as Station Commander, FRS F, OM and above. The breakdown of numbers can be found in Appendix 1.

14. In the last 12 months there has been no overall increase in the numbers of BAME or women in operational senior management. There have been small increases in disabled and LGB staff in this group from 24 to 26 and 8 to 11 respectively.
15. Since Q4 2018-19 the number of FRS women in senior management positions has increased from 74 to 82. The number of BAME staff has increased slightly from 19 to 20. There have also been small increases in actual numbers of disabled and LGB staff in this group.
16. Control does not have any BAME staff in senior management. There are nine posts in Control classed as senior management.

17. Sickness information

18. The table below sets out the rolling 12 months sickness for the last three years by occupational group broken down by short term and long term.

	Operational Staff			FRS Staff			Control Staff		
	Apr 2017 - Mar 2018	Apr 2018 - Mar 2019	Apr 2019 - Mar 2020	Apr 2017 - Mar 2018	Apr 2018 - Mar 2019	Apr 2019 - Mar 2020	Apr 2017 - Mar 2018	Apr 2018 - Mar 2019	Apr 2019 - Mar 2020
% Short Term	2.04%	1.95%	1.95%	1.15%	1.11%	1.19%	2.15%	2.31%	2.59%
% Long Term	3.56%	3.66%	3.79%	2.81%	2.15%	2.94%	5.28%	7.14%	4.21%
TOTAL	5.60%	5.61%	5.74%	3.96%	3.26%	4.13%	7.43%	9.45%	6.80%

19. In the 12 months to 31 March 2020 both operational and FRS sickness has increased slightly, mainly due to increased long term sickness with short term sickness reducing or remaining fairly static. The Control group has seen the opposite trend with long term sickness reducing and short term increasing, though the small number of staff in this group means small numbers of cases can impact the trend quite significantly.

20. Grievance and discipline information

21. There were 50 Grievance hearings for Operational staff in the 12 months to the end of March 2020, of which 6 (12.0%) were BAME, and 6 (12.0%) were women.

22. There were 7 such hearings for FRS staff over this period and none for Control staff.

23. There were 45 disciplinary conduct hearings carried out for Operational staff in the period, of which 13 (28.9%) were BAME staff with no hearings for women. 3 of these hearings resulted in dismissals (all men), of which 1 was BAME staff.

24. Over the same period, there were 4 such hearings for FRS staff of which all were BAME staff. One hearing resulted in dismissal.

25. There was 1 hearing for Control staff, which was a women.

26. Further data can be found in Appendix 1.

27. People Services Key Performance Indicators

28. People Services have put in place a suite of key performance indicators, agreed towards the end of 2019. Each team has a set of indicators, both monthly and quarterly. The first set of data for March 2020 can be found in Appendix 2.

29. Some headline figures are detailed below

- Counselling and Trauma Services:
 - 92% of clients were contacted within 3 working days after their referral to arrange their first appointment
 - 48% of clients could be offered an initial first appointment with 10 working days
- Wellbeing:
 - 168 fitness tests were completed in March and 82% passed
 - 73% of managers were recorded as not taking action in line with the Attendance Policy for long term sickness cases, mainly where managers have not placed staff on monitoring or are not progressing staff through the stages within the expected timescales. (Formal capability meetings were temporarily suspended in March and new proposals are being considered for progressing cases under the capability process in the current pandemic situation.)
 - 91% of OH appointments happened with 10 days of referral

30. Drug and Alcohol Testing

31. At Commissioner's Board on 14 August it was requested that data on outcomes of drug and alcohol testing be included in this report. The data was included in the 2019-20 Q2 report and an update is provided below.

		Q1	Q2	Q3	Q4	YEAR END 2018/19	Q1	Q2	Q3	Q4
		30.06.18	30.09.18	31.12.18	31.03.19		30.06.19	30.09.19	31.12.19	31.03.20
Total number tested	number	592	651	609	560	2412	420	583	540	436
Total failed drug test at RPM/HAE	number	9	10	4	0	23	1	3	7	7
Total failed alcohol test	number	0	0	0	0	0	0	0	0	0
Total failed	number	9	10	4	0	23	1	3	7	7
	%	1.52%	1.54%	0.66%	0.00%	0.95%	0.24%	0.51%	1.30%	1.61%

Finance comments

32. This report provides an update on performance across the People Services department. This includes vacancy levels as at the end of the 2019/20 financial year. The financial impact of any vacancies in 2020/21 will be reported on as part of the regular financial position reporting.

Workforce comments

33. There are no workforce implications requiring staff side consultation associated with this report.

Legal comments

34. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the Greater London Authority Act 1999 (GLA Act 1999), as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
35. Section 327A(5) of the GLA requires the LFC to secure that the London Fire Brigade is efficient and effective. The Mayor must hold the LFC to account for the exercise of its functions in accordance with Section 327A(8) of the GLA.
36. The report presents the LFC's Performance Report (Q4-2019/20) which sets out in detail how key areas of the People Services Department including workforce composition, attendance and discipline and grievance are performing.

Sustainability implications

37. There are no sustainability implications associated with this report.

Equalities implications

38. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when taking decisions.

This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

The Public Sector Equality Duty requires us, in the exercise of all our functions, to have due regard to the need to:

- a. Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - b. Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - c. Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
39. There are a number of indicators in this report which have equality implications, including:
- The underrepresentation of women and BAME staff in the operational workforce
 - The lack of any BAME senior management in the Control workforce

- The overrepresentation of BAME staff in disciplinary conduct hearings and dismissals.
40. The Inclusion Team proposed a new Inclusion Strategy ('*LFB Togetherness Strategy*') which was noted by CSDB on 31 March 2020 and CB on 8 April 2020. The new strategy will replace the existing 'Safer Together Strategy' and implements further accountability for a range of measures which align with the LFB Transformation Delivery Plan and the issues outlined above. Representative Bodies, Equality Support Groups and internal and external stakeholders were involved in a comprehensive engagement process prior to drafting and the new strategy and action plan is now beginning its consultation.

List of Appendices

Appendix	Title	Protective Marking
1.	Supplementary Data	
2.	People Services KPIs	

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WORKFORCE COMPOSITION - OPERATIONAL STAFF - ETHNICITY, GENDER, DISABILITY & SEXUAL ORIENTATION

			Q1	Q2	Q3	Q4	YEAR END	Q1	Q2	Q3	Q4	YEAR END	Q1	Q2	Q3	Q4	YEAR END
			30.06.17	30.09.17	31.12.17	31.03.18	2017/18	30.06.18	30.09.18	31.12.18	31.03.19	2018/19	30.06.19	30.09.19	31.12.19	31.03.20	2019/20
CX10A	Workforce composition - operational staff - women	%	7.0%	7.1%	7.2%	7.2%	7.2%	7.3%	7.2%	7.2%	7.4%	7.4%	7.4%	7.4%	7.7%	8.0%	8.0%
		number	326	328	334	333		341	338	340	355		356	358	370	383	
CX11A	Workforce composition - operational staff - BAME staff	%	13.1%	13.1%	13.1%	13.3%	13.3%	13.5%	13.4%	13.3%	13.1%	13.1%	13.1%	13.1%	13.3%	13.4%	13.4%
		number	606	605	605	617		628	625	624	628		633	631	638	641	
CX12A	Workforce composition - operational staff - disabled staff	%	4.0%	4.2%	5.1%	5.2%	5.2%	5.5%	5.5%	5.4%	5.5%	5.5%	5.8%	5.9%	5.8%	6.0%	6.0%
		number	185	192	236	242		257	256	255	263		281	285	280	286	
CX13A	Workforce composition - operational staff - LGB staff	%	4.7%	4.7%	4.8%	4.7%	4.7%	4.7%	4.7%	4.8%	4.8%	4.8%	4.8%	4.9%	5.1%	5.1%	5.1%
		number	221	222	224	216		218	219	224	232		233	237	244	245	
Workforce - operational staff		number	4635	4611	4612	4616	4616	4657	4676	4705	4802	4802	4816	4832	4794	4781	4781

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Appendix 2

People Services Performance Indicators March 2020

Month / Year	Code	KPI's	Mar-2020
HR Service Centre	HRS 1	Average number of days taken from point of letter offering appointment to issuing contract of employment.	26.5
	HRS 2	Volume of calls/emails received into HR Helpdesk per month	721
	HRS 3	Number of offline expenses processed per month	162
Counselling and Trauma	CTS 1	Contact client within 3 working days after their referral to arrange 1st appointment	92%
	CTS 2	Offer the client an initial 1st appointment within 10 working days	48%
HR Advice & Employee Relations	ER 1	% Stage 3 Discipline cases completed within 6 weeks	0 out of 8 cases
	ER 2	Number of open Harassment and Bullying cases % Harassment and Bullying concluded within 6 weeks in last quarter	0 cases in qr
	ER 3	Number of cases raised during quarter % Grievance cases concluded within 6 weeks in last quarter	15 (100%)
	ER 4	Number of People Services policies due for review not completed by review date	18% (21 policies out of 114)
Wellbeing	WB 1	Number of fitness tests undertaken by operational employees each month and number of employees who pass	138/168 (82%)
	WB 2	Number of LTS cases where Managers are not taking action when individuals hit triggers in accordance with the Attendance Policy	73%
	WB 3	Time taken from referral to first Occupational Health appointment	21/91%

Talent and Recruitment	TR 1	Advert go live to successful candidate(s) identified (average days)	38
	TR 2	Number and Percentage of people with active appraisals	-
	TR 3	Number of Firefighter apprentices - number of successful apprenticeship completions - number of retakes/resits	0
	TR 4	Number of operational staff not completing development in timescale (i.e 12 or 18 months)	46
Cultural change	CC 1	Number of people on a leadership development programme	-
	CC 2	Number of people receiving a 360 appraisal this year (target is 48 TMG, plus all middle managers later in the year)	-
	CC 3	Increase people survey response rate to 80%	-
	CC 4	Number of Town Hall events held throughout the year	-
	CC 5	Number of TMG with approved inclusion objectives for 2020/21 performance year (100%)	-
IR	IR 1	Length of time (yrs/days) since last period of industrial action (which could be strikes or action short of a strike (ASOS)).	5y 34d
PMI	MI 1a	Number of reports produced/month - regular reports	39
	MI 1b	Number of reports produced/month - ad hoc reports (including FOIA)	28
Strategic HR Business Partner	PS 1	Number of MOPAC actions deferred one or more times from the original deadline date for reports released in the last 12 months	5