

Hampshire Fire and Rescue Authority

Human Resources Committee

Item 6

5 November 2014

Establishment

Report of the Chief Officer

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1 Summary

1.1 This report brings the Human Resources (HR) Committee up to date on the authorised and actual establishment, as of 1 September 2014. This takes account of any efficiency savings or deletions of posts, successful budget bids or variations within the Service's authorised establishment level since previous changes to establishment under delegated powers were contained within the interim report submitted to the HR Committee for 9 July 2014. This report identifies any further variations across all employee groups within the time period 2 May 2014 to 1 September 2014.

[Note: This report is in line with previous reports using a tabular format to show post changes.]

1.2 The authorised establishment level is defined as the level of establishment approved by Hampshire Fire and Rescue Authority (HFRA).

1.3 The actual establishment level over the year is influenced by the planned recruitment to vacancies, challenges in recruitment and retention, retirements, terminations, resignations, long term absences due to sickness and injury.

1.4 Predicted efficiency savings are being achieved and utilised where appropriate.

2 Recommendations

2.1 That the HR Committee accepts the changes to the establishment contained within this report made under the Chief Officer's delegated powers.

3 Establishment Management

3.1 Establishment management is an important aspect of our human resources strategy and workforce planning. It informs our longer term planning for recruitment, assessment and development centre activities, career development and accelerated promotion programmes. Performance management and personal development plans are also influenced by how we manage our establishment.

- 3.2 The duties and responsibilities of posts within the organisation continue to be reviewed against changing requirements aligned to the Service's Integrated Risk Management Plan (IRMP) contained within the Hampshire Fire and Rescue Service (HFRS) Plan, new legislation and central government initiatives.

4 Authorised and Actual Establishment as at 1 September 2014

- 4.1 The tables below reflects the authorised establishment figures as at 1 September 2014 in different employment groups. Externally/other funded posts are reflected below and as a part of a separate table where they exist to enable the Authority to monitor this aspect individually. The actual establishment figures include these externally/other funded posts. Full time equivalent (FTE) posts are indicated where appropriate.

- 4.1.1 Note: Grey Book posts are listed in the role structure which was implemented wef 1 April 2006.

4.2 Wholetime Establishment

<u>Role</u>	<u>Scope of Role</u>	<u>Authorised Establishment (Post Count)</u>	<u>Externally/ Other Funded posts (Post Count)</u>	<u>Actual Establishment (Head Count)</u>	<u>Variance (+/-) FTE</u>
Chief and Deputy Chief Officers		2	0	2	0
Assistant Chief Officers		2	0	2	0
Area Managers	B	4	2	4	-2.0
	A	0	0	2	+2.0
Group Managers	B	19.50	1.5	14	-7
	A	0	3	8	+5.0
Station Managers	B	36.50	9.5	30.50	-15.50
	A	2	4.53	19	+12.47
Watch Managers	B	97	4	76.5	-24.50
	A	1	2	21	+18
Crew Managers		90	5	102	+7
Firefighters (Actual numbers includes retained employees)		438	3	448.93	+7.93

on Fixed Term Wholetime contracts)					
Total		692	34.53	729.93	+3.4

4.2.1 The authorised establishment has decreased by 4 FTE (696 to 692 FTE) since the last report. Please refer to 4.2.3 for further details.

The number of externally/other funded positions has increased by 3 FTE from 31.53 to 34.53 FTE since the last report.

Please note the total actual establishment figure has increased by 5.5 FTE since the last report.

There are currently 36 retained duty system (RDS) employees undertaking Wholetime firefighter roles on a fixed term contract basis, an increase of 8 FTE since the last report. The posts filled result from temporary promotions; long term sickness or maternity leave.

4.2.2 Career Breaks – 1 FTE currently on a 12 month career break, which commenced in January 2014. A further career break of 12 months was granted from September 2014 and a further 6 month break has been approved to commence in October 2014.

4.2.3 There was an decrease of 4 FTE to the authorised establishment figures, the following changes to positions have been made :

Group Manager ‘ A’ – Decrease of 1 FTE since the last report

GM ‘A’ Training Manager – removed as part of staff review savings.(-1 FTE)

Station Manager ‘ B’ – Decrease of 2 FTE since the last report.

SM ‘B’ Development – removed as part of staff review savings.(-1 FTE)

SM ‘B’ Protection – removed to fund alternative position.(-1 FTE)

Watch Manager ‘B’ – Decrease of 1 FTE since the last report.

Fire Safety Officer in Business Education. This position funding is to be used to fund an additional temporary position of Station Manager (Health and Wellbeing) for 6 months from 1 October 2014. (-1 FTE)

4.2.4 The ‘A’ and ‘B’ positions are within the same role, although the size/scope of the role differs. ‘B’ positions attract a higher rate of pay. The actual establishment number on the ‘A’ scale also includes post holders who are new to role, but are on the development rates of pay. Once they have been assessed as Competent they will paid at the appropriate grade for the position either ‘A’ or ‘B’.

4.2.5 Based on the headcount figures above for this period we have a total of 34.53 FTE posts that receive external or other funding, this is a increase of 3 FTE on the previously reported numbers. The following is a summary of these additional posts.

4.3 Externally/Other Funded Posts Breakdown (Grey Book)

4.3.1 The following changes occurred within the external/internally funded positions during the period 2 May 2014 to 1 September 2014.

Post Title/Name/Area/	Funding Source	End Date
Station Manager (Health and Wellbeing) SM'B' +1 FTE	Position funded for 6 months from 1 October 2014 by the removal of a Watch Manager position in Business Education.	31 March 2015
Station Manager (Joint Working Project) SM 'A' +1 FTE	Position funded internally from the joint working savings for a three month period from 1 August 2014.	31 October 2014
Area Manager (Professional Services Directorate Review) +1 FTE	Position funded internally.	31 March 2015.
Total net change is + 3 FTE		

4.4 Retained Duty System (RDS) Establishment – Represented as 24 hour cover units (See Note 1 Below) Grey Book

4.4.1

<u>Role</u>	<u>Authorised Establishment (FTE)</u>	<u>Actual Establishment Full Time Equivalent(FTE)</u>	<u>Variance (+/-) FTE</u>
Watch Manager A Includes 3 FTE animal rescue posts	50	41.60	-8.40
Crew Manager	115	90.75	-24.25
Ff	485.75	425.98	-59.77
Total	650.75	558.33 (92.42 Full Time Equivalent (FTE) under establishment)	-92.42

4.4.2 Note 1: Retained cover is measured in units with 1 unit equalling a period of full cover 1 FTE, a part unit equals 0.75 cover FTE or a job share arrangement 0.5 FTE. Actual establishment figures excludes 2.6 x Animal Rescue specialists that also undertake retained duties.

4.4.3 * The overall authorised establishment has not changed since the last report. The actual establishment has decreased from 575.25 FTE to 558.33 FTE, although overall 92.42 FTE under establishment. This represents 85.80% of the authorised position. There are a further 7.75 FTE that are on a break in service so are excluded from these numbers. Additional applicants are currently undertaking the selection processes. Further recruitment activities are being planned/undertaken in local communities by Group Managers, focussed particularly on at risk stations.

4.5 Externally Funded Team
Funded by CLG – Urban Search and Rescue Team (UK Team - On Retained USAR Contracts) (Grey Book)

4.5.1

<u>Authorised Establishment (Head Count)</u>	<u>Externally/Other Funded (Head Count)</u>	<u>Actual Establishment (Head Count)</u>	<u>Variance (+/-) FTE</u>
0	25.5	15.50 (Excluding 3 Dog Handlers)	-10.0

4.5.2 Note 1: As recorded under the wholetime establishment externally/other funded posts, 10 posts also have one of the above USAR retained contracts. The USAR retained employees provide cover in a similar way to retained duty system employees. However, they are shown above as head count only.

The position of USAR Dog Handler is a separate arrangement on a different contract of employment within this team. The positions have been excluded from the numbers above.

4.6 Control Establishment (Grey Book)

<u>Authorised Establishment FTE</u>	<u>Externally/Other Funded</u>	<u>Actual Establishment FTE</u>	<u>Variance (+/-) FTE</u>
35.20	1.86	37.00 (0.06 FTE under establishment)	-0.06

4.6.2 Please note that the revised Control Room structure was implemented on 1 April 2014 as part of the Staff Review changes. The authorised establishment became

35.2 plus 1.86 externally/Other funded, an overall reduction of 3 FTE.

4.6.3 Networked Fire Control Services Partnership
Project Manager
50005131

This post is on the establishment and included in the authorised establishment level above although filled by a substantive Group Manager on secondment until January 2014.

4.6.4 The following is a summary of all existing Externally/Other Funded (Control Room) secondment arrangements that are in place:

Post Title/Reference Code	Funding Source	Start/End Dates
COAP Project Support Officer 50005131 Station Manager 1 FTE	Internally funded from existing staff savings.	December 2014
FBU full time Trade Union Official 50074598 0.80 FTE	80% of funding from Fire Brigades Union (FBU). Position to be filled by HFRS Senior Control Operator seconded to this position. 4 year arrangement. This arrangement has been extended for a further 4 years following the re-election of this candidate.	31 January 2015
COAP Project Support	1 FTE secondment to project wef December 2011 for 6 Months for Admin support. Funding from government grant. Filled by Agency Temp so not counted in figures, as counted under Green Book Agency staff. Extended for a further six months.	30 December 2014
COAP Administrator at CM level 0.06 FTE	0.94 FTE funded by holding one FF Control position vacant, 0.06 FTE from Service Delivery efficiencies. Arrangement extended to 1 December 2014	1 December 2014

Total	1.86 FTE	

4.7 Green Book Establishment (Including Incident Support Team (IST))

4.7.1

	<u>Authorised Establishment</u> (Full Time Equivalent FTE)	<u>Externally/Other Funded</u>	<u>Actual Establishment Full time Equivalent (FTE)</u>	<u>Variance (+/-) FTE</u>
IST	21 (Head Count)	-	18.00 (Head Count)	-3.0
Other	235.70	50.37	216.46 (69.61 FTE under establishment)*	-69.61
	256.70	50.37	248.60	-72.61

4.7.2 Note: IST. Whilst this group of employees do not cover 1 FTE position, they are counted in the above figures as 1 Team Member equalling 1 FTE. The IST authorised establishment is unchanged at 21 FTE. The actual establishment has decreased by 1.75 FTE since the last report, 19.75 to 18.00 FTE.

4.7.3 Other: Please note the authorised establishment figure has reduced by 5.60 FTE since the last report, 241.30 to 235.70 FTE. Please refer to table 5.1 for a full breakdown of the amendments. Please note that this change is largely due to a further 7 FTE being TUPE transferred to the H3 arrangement on 1 September 2014.

4.7.4 We currently have 44 agency temps within HFRS, an increase of 2 since the last report, that are backfilling some of the vacant support positions. This figure includes temporary staff that have transferred to the H3 arrangement, but are still being paid by HFRS.

4.7.5 **Externally/Other funded arrangements – the total number of arrangements in place has decreased from 51.67 FTE to 50.37 FTE since the last report, however some arrangements have ceased and been replaced by others. The breakdown below gives a summary of the positions that have been confirmed.

4.7.6 Based on the headcount figures above for this period we have a total of 50.37 FTE posts that receive external or other funding. The following is a summary of the new posts and the changes during this period:

4.8 Externally/Other Funded Posts Breakdown (Green Book)

4.8.1 The following details new posts that are to be externally or alternatively funded, the funding source and end date together with any changes that have occurred during the period 2 May 2014 to 1 September 2014.

4.8.2

Post Title/Area/Position Number	Funding Source	End Date
Product Development Manager	Funded from Income and Savings reserve for a	September 2016

Grade L + 1 FTE	maximum period of two years. To be reviewed at the end of one year.	
Partnership Support Officer (Fleet Maintenance Centre) Grade E + 1 FTE	50% Funded from the Royal Berkshire FRS arrangement increase in income and 50% from the Estate Transformation grant..	September 2016
Estate Project Manager Grade M +1 FTE	This role will manage the Estate Transformation project at SHQ, Eastleigh and is partially grant funded.	September 2016
Vehicle Technician (Royal Berkshire FRS) Grade F + 1 FTE	New post to support royal Berkshire contract – funded from income generated.	September 2016.
Interim Project Manager (Knowledge Manager) Grade K -1 FTE	Funded from permanent vacancy. Arrangement ended at the end of July 2014.	31 July 2014
Fleet Maintenance Centre Project Manager Grade M -1 FTE	Post created to support additional contract for Royal Berkshire. Funded from income generated. Ended 1 August 2014.	1 August 2014
Occupational Health Adviser Grade K -0.4 FTE	Additional hours added to post to support joint working arrangements. Funded from current underspend in budget. Arrangement ended 20 May 2014.	20 May 2014
Safety Advisor 50508352 Grade F -0.3 FTE	Funded from the reduction of substantive postholder hours and 0.3 funded from efficiency savings. Ended 30 June 2014.	30 June 2014
Community Response Data verification and input assistants. Grade D -2 FTE	Posts funded from New Fire Control Government Grant. Ended 31 July 2014	31 July 2014
Finance Administrator Grade D -0.4 FTE	Increase in hours for existing post to full time to cover additional work. Funded from joint working budget. Ended 31 July 2014	31 July 2014
Station Administrator Grade D -0.2 FTE	Temporary increase in hours funded from within joint working budget. Ended 31 July 2014	31 July 2014

Total net change	(-1.30 FTE)Full Time Equivalent posts variation from previous reported position.	
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5 Green Book Variations to Establishment

5.1 Under the Chief Officer's delegated powers, the following variations have taken place to the establishment (excluding grading changes) in the time period 2 May 2014 to 1 September 2014 and have not been previously reported to the Human Resources Committee:

Post/Grade	Action	Full Time Equivalent (FTE)
Property Services Supervisor Grade G	TUPE transfer to H3 joint working arrangement wef 1 September 2014.	-1 FTE
Caretaker Grade D	TUPE transfer to H3 joint working arrangement wef 1 September 2014.	-1 FTE
Caretaker Grade E	TUPE transfer to H3 joint working arrangement wef 1 September 2014.	-1 FTE
Learning and Development Manager Grade L	TUPE transfer to H3 joint working arrangement wef 1 September 2014.	-1 FTE
Learning and Development Advisor Grade G	TUPE transfer to H3 joint working arrangement wef 1 September 2014.	-0.6 FTE
Learning and Development Administrator Grade D	TUPE transfer to H3 joint working arrangement wef 1 September 2014.	-1 FTE
Head Of Service (Knowledge Management) Grade P	New Post created as part of directorate restructure.	+1 FTE
Director Of HR	Post Deleted as part of change to two directorates.	-1 FTE

6 Financial Implications

6.1 All posts are being funded by the existing budget arrangements which, where

advised, includes external/other funding. Any costs or savings associated with the variations are expected to be funded from within existing pay budgets or external funding sources.

6.2 Members will be aware from recent budget monitoring reports that the Service implemented a number of measures to manage recruitment activities and contain predicted expenditure as part of our plans to manage the financial challenge. These steps included the following:

- There has been a recruitment freeze placed on all wholetime firefighter recruitment which remains in force.
- There has been a freeze on substantive appointments for all non-watch based staff (which includes whole time duty personnel) pending the outcome of the 'Staff Review' (Objective 6 of the HFRS Plan 2010-2013). This is now being eased as determined by organisational requirements.

A restriction on general requests for job evaluations was put in place pending the outcomes of the 'Staff Review'.

6.3 The establishment levels continue to be closely monitored to support these initiatives.

6.4 Predicted efficiency savings are being achieved and utilised where appropriate.

There were 29.7 FTE posts that were proposed to be deleted in 2013/14 as part of the Staff Review. 25.7 FTE posts have been removed. 4 FTE posts were deferred until year 4 (2014/15) due to ongoing Firewatch development activities required to support joint working.

There are 9.20 FTE posts that are proposed to be deleted in 2014/15.

The total Staff Review savings predicted for 2011/12 and beyond are shown in the table below.

The table shows the annual forecast savings to be achieved through Staff Review for the period indicated and does not include any previous savings made prior to this date.

2011/12	2012/13	2013/14	2014/15	2015/16	Total
£637,239	£89,267	£356,074	£1,314,129	£148,018	£2,544,726

6.5 We have identified risks with a number of the wholetime (Grey Book) secondments that, if funding is withdrawn prematurely, the postholders would need to be reabsorbed back in to the existing infrastructure. We are actively monitoring this situation, and have no indication at present that this is a realistic probability. However, should this occur, then there are a number of positions that are being held vacant at present that could be utilised.

7 Consultation

7.1 This report has been compiled in conjunction with the Finance department and aligns with the information forwarded to the Finance and General Purposes Committee.

8 European Convention on Human Rights and the Human Rights Act 1998

- 8.1 The proposals within this report are compatible with the provisions of the European Convention on Human Rights and the Human Rights Act 1998 and considered in the light of the Race Relations (Amendment) Act 2000.

9 Background Papers

- 9.1 The following documents disclose the facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of the report.

None

Note: The list excludes:

- (1) Published works
- (2) Documents that disclose exempt or confidential information as defined in the Act