Hampshire Fire and Rescue Authority

Human Resources Committee **Item: 9**

12 October 2016

Establishment

Report of the HR Director

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1 Summary

1.1 This report updates the HR Committee on the authorised establishment and actual establishment as of 31 August 2016. It identifies variations across all employee groups since 1 April 2016, and draws comparisons with the data given to HR Committee in July 2016. It also provides HR Committee with information about the recent and ongoing recruitment activity.

1.2 Establishment management is an important aspect of our people strategy and workforce planning. It informs our longer term planning for recruitment, promotional activity and career development. In Hampshire Fire and Rescue Service (HFRS) the establishment is monitored and overseen by Human Resources pending formal establishment of a Resource Management Group (RMG) who will take on this task.

1.3 The authorised establishment level is defined as the level of establishment approved by Hampshire Fire and Rescue Authority (HFRA). The actual establishment is the actual number of full time equivalent employees of Hampshire Fire and Rescue Service (HFRS).

1.4 The establishment of the Wholetime Duty System (WDS) refers to all wholetime operational employees from Chief to Firefighter. The Retained Duty System (RDS) establishment refers to all retained operational employees. Green book establishment includes all support staff who are non-operational.

1.5 The authorised establishment has not yet been amended to reflect Service Delivery changes that were agreed in February 2016. In the July 2016 report to HR Committee, it was recommended that all future establishment reports use the newly agreed establishment as this would inform the Committee of our progress towards achieving the necessary reduction in staffing levels by March 2019. However, the management of the temporary posts and changes to how they are recorded in SAP and FireWatch has meant we are unable to do this at this time. There is further development planned in SAP and FireWatch, which will assist in reporting against the newly agreed establishment in future reports to HR Committee.

1.6 The headline figures over the last quarter are that

- WDS authorised establishment has decreased by 2 FTE to 677.75 FTE and actual establishment has also reduced by 15.5 FTE to 706 FTE. The Service remains 28.25 FTE above establishment due to the number of temporary contracts and promotions in place.
- RDS actual establishment has decreased by 17.13 FTE since the last report to 507.08 FTE and is 144.92 FTE under the RDS authorised establishment.
- Green Book headcount has increased by 10.33 FTE to 232.03 FTE which is 20.47 FTE under the authorised establishment of 252.5 FTE.

2 Recommendations

2.1 That HR Committee endorse the position against the establishment contained within this report made under the Chief Officer's delegated powers.

2.2 That future establishment reports to HR Committee provide an update on the Service's progress towards reducing the RDS establishment at each fire station.

3 Recruitment

3.1 Human Resources with Service Delivery Redesign colleagues are currently responsible for monitoring the establishment and using forecast reports to track our progress towards the delivery of Service Delivery Redesign. They also monitor arrangements for temporary chains, fixed term contracts and use of agency staff and recommends when recruitment and promotional processes should take place.

3.2 Most recently, Human Resources conducted a detailed analysis of our wholetime duty system (WDS) leaver profile (both retirements and resignations) against our future establishment under Service Delivery Redesign. As a result, it was identified that the Service needs to recruit approximately 40 FTE new wholetime firefighters by March 2018.

3.3 The recruitment activity has two key strands; internal recruitment of retained firefighters to the WDS, and external recruitment. The internal recruitment process has concluded and 20 candidates have been offered roles on the WDS. These will take up appointments from October 2016 and accordingly are not included in the actual establishment numbers included in this report.

3.4 An analysis of the make up of the 20 new wholetime firefighters has identified that:

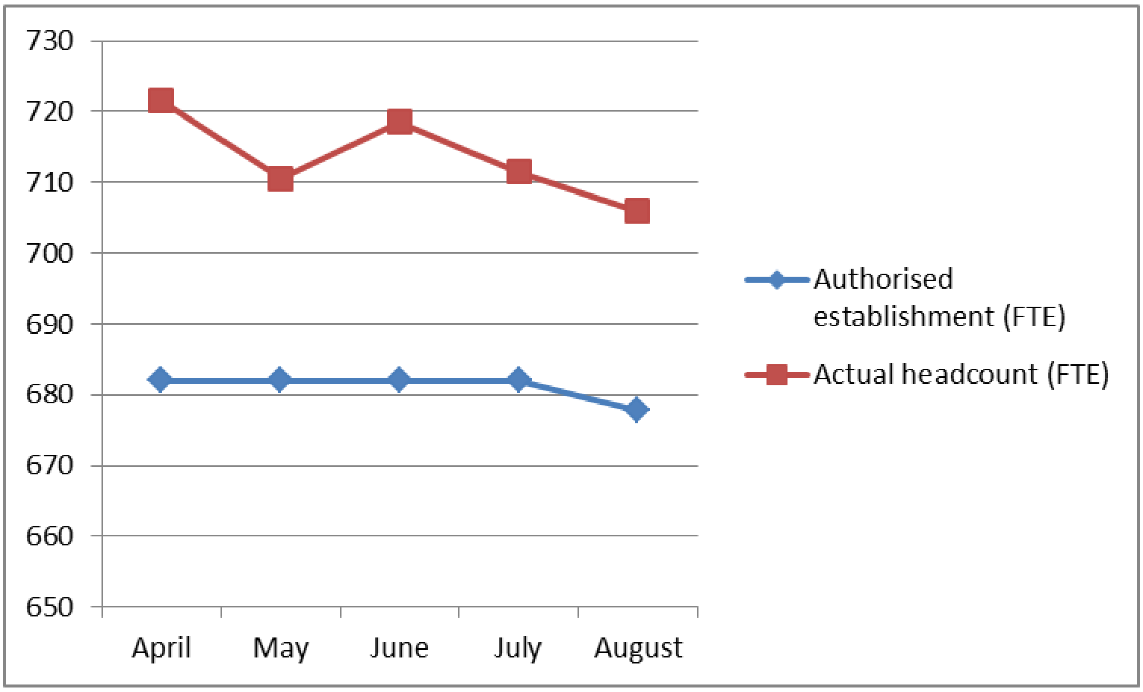
- 3 out of the 20 recruited are females (15%) which is the highest proportion of females the Service has ever recruited to the WDS at one time;
- 11 are currently working as wholetime firefighters on fixed term contracts;
- and 15 (75%) of the 20 recruited are younger than our current average employee age of 42 years old and 30% were younger than 29 years old.

3.5 The external recruitment opened for applications in mid September and 812 applications were received in 48 hours, which are currently being shortlisted. In order to increase the diversity of our workforce, the Service actively sought to attract applications from females as part of this recruitment campaign. To support this, representatives from the Service attended events throughout the Summer such as Race for Life and Pretty Muddy to engage, inform and encourage females to apply. Other under-represented groups will be targeted as part of future recruitment campaigns. A verbal update on the external recruitment campaign will be available by the meeting of HR Committee on 12 October 2016.

4 Authorised and Actual Establishment as at 31 August 2016

4.1 Wholetime (WDS) Establishment

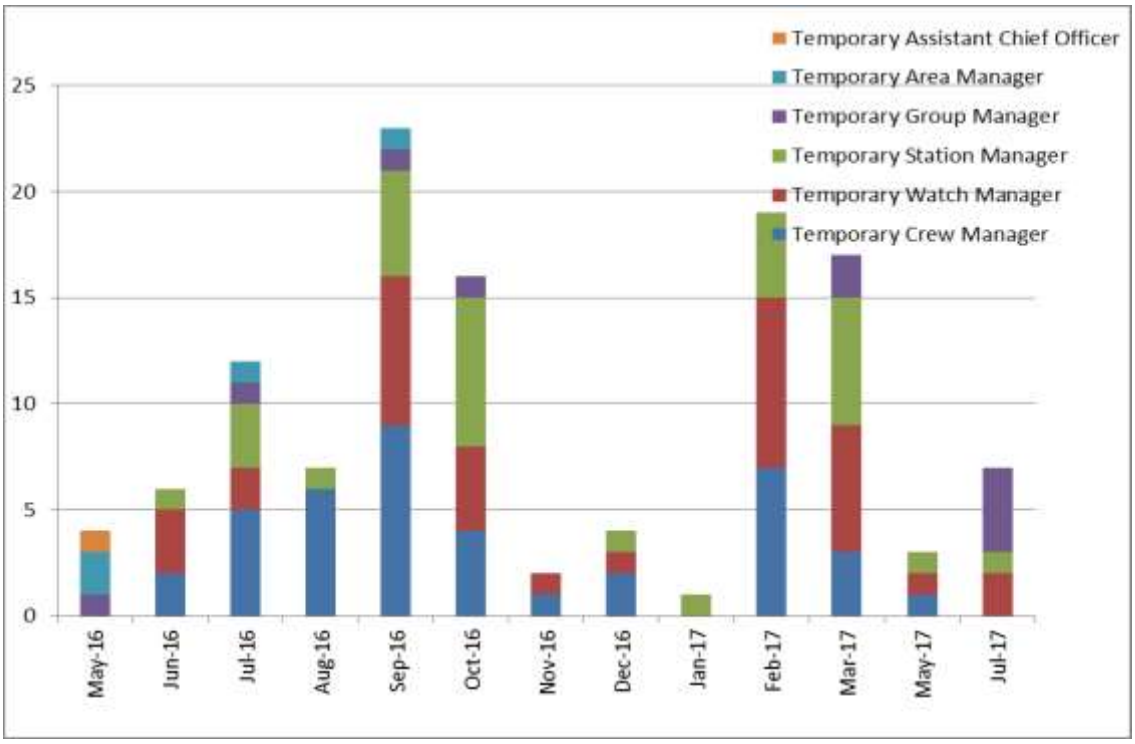
4.1.1 The graph below tracks the actual establishment (FTE) of WDS staff compared to the authorised establishment (FTE), both of which have reduced since the last report to HR Committee.



4.1.2 The actual number of WDS employees remains at 28.25 FTE above authorised establishment. This is due to the number of temporary contracts and promotions in place which are supporting a significant number of project roles focused upon SD Redesign and other aspects of service improvement as well as covering for staff absences. The reduction in actual establishment is a result of recent retirements and activity to start to bring middle management toward the future required establishment.

4.2 Temporary promotions

4.2.1 The following graph shows the projected end dates of current temporary promotions up until July 2017. The Service is committed to reducing the number of temporary chains (where appropriate) in order to provide certainty and stability for our staff. The Service has made some progress through the permanent appointment of two Area Managers and three Group Managers and the planned appointment of five Station Managers. However, it is anticipated that there will continue to be a significant number of temporary promotions during the transition to and implementation of the new establishment under Service Delivery Redesign.

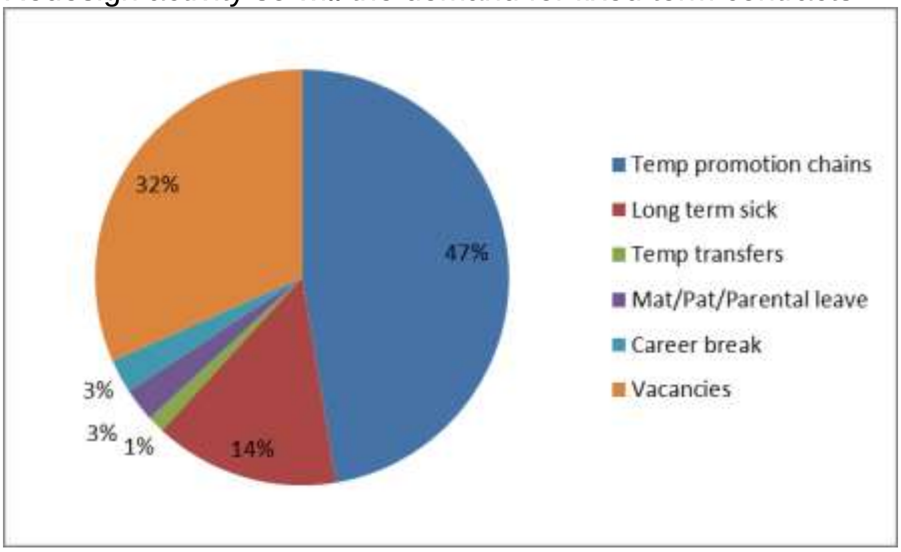


Fixed term contracts

4.3

4.3.1 There are currently 76 retained firefighters undertaking wholetime firefighter roles on a fixed term contract basis. This is a decrease of 1 FTE since the last report to HR Committee. These contracts are offered for a period between 6-18 months to cover temporary promotion chains, maternity leave, career breaks or long term sickness. There is also an agreement that they can be used to cover vacancies that might otherwise result in a fire station being off the run.

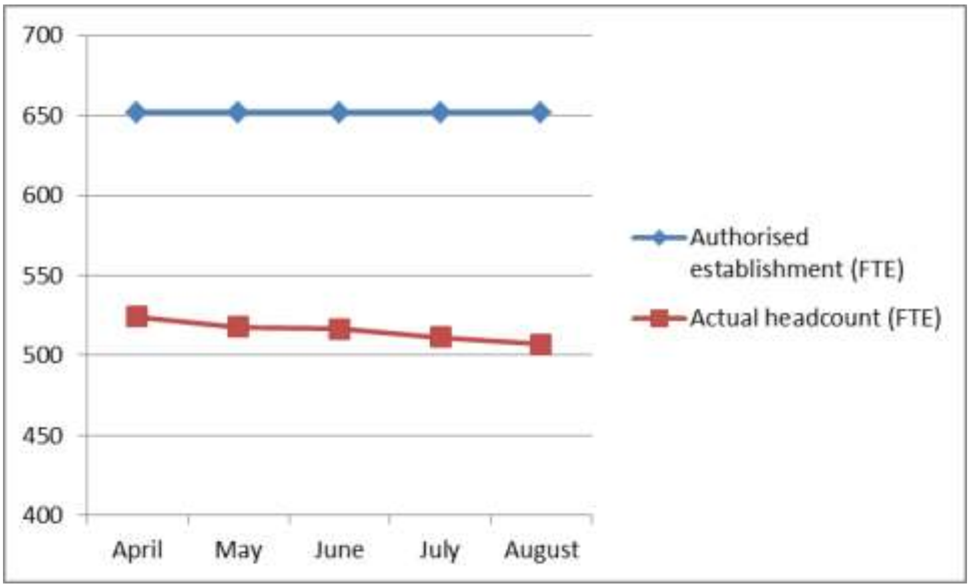
4.3.2 The pie chart below shows that just under 50% of fixed term contracts are as a result of temporary promotion chains. Therefore, there is a direct correlation which means that as temporary promotions reduce under Service Delivery Redesign activity so will the demand for fixed term contracts.



4.3.3 Whilst this use of retained firefighters on fixed terms contracts provides the Service with a fairly flexible workforce which is useful during the implementation of change, it is not sustainable in the long term particularly when there are also vacancies. In order to reduce the use of fixed term contracts, the Service has undertaken the recruitment exercise (described earlier in this report) which allowed retained firefighters to transfer to the wholetime duty system. This will result in the appointment of 20 new wholetime firefighters who will be posted to fire stations throughout October.

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

4.4.1 The graph below shows the actual number of FTE RDS employees compared to the authorised establishment.



4.4.2 The actual establishment of retained employees has decreased by 17.13 FTE to from 524.21 to 507.08 since the last report to HR Committee. This is 144.92 (FTE) under establishment and represents 78% of authorised establishment.

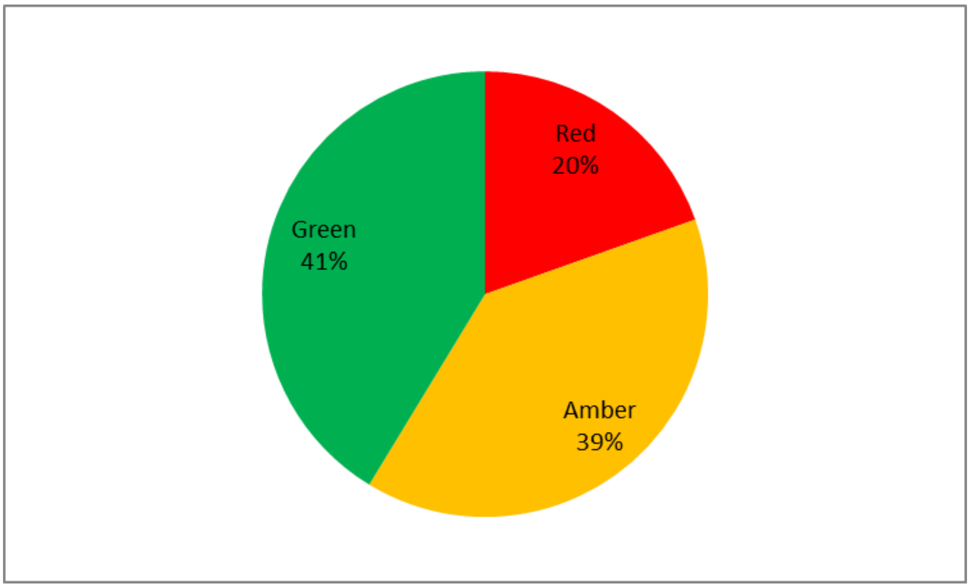
4.4.3 However, the authorised establishment following Service Delivery Redesign will be 507 (FTE) retained employees. Therefore, the current actual establishment is only 0.08 over what it needs to be by March 2019. However, whilst the overall RDS establishment may almost be correct, the actual establishment at each fire station is not correct. Due to requirements to live/work within four minutes of the fire station, it is not easy to redeploy retained employees to other fire stations.

4.4.4 Therefore, as recommended in the last report to HR Committee, the Service has conducted a review of each retained fire station comparing their actual FTE with their future agreed establishment. The Service has developed a RAG (Red, Amber, Green) status to categorise the stations which is explained below.

- Red Status – the actual establishment is over by more than 3 FTE and natural turnover may not be sufficient to achieve the necessary reduction by March 2019. A recruitment freeze is in place.

- Amber Status - the actual establishment is over by no more than 3 FTE and the Service anticipates achieving the necessary reduction by March 2019 through natural turnover. A recruitment freeze is in place.
- Green Status – the actual establishment is under and therefore recruitment activity can continue. A plan will be produced to support RDS recruitment in more difficult to recruit areas.

4.4.5 The pie chart below shows the break down of retained stations by their RAG status. In order to track the Service's progress toward achieving the necessary reduction at the Red and Amber status fire stations, it is recommended that this is reported to HR Committee in future establishment reports.



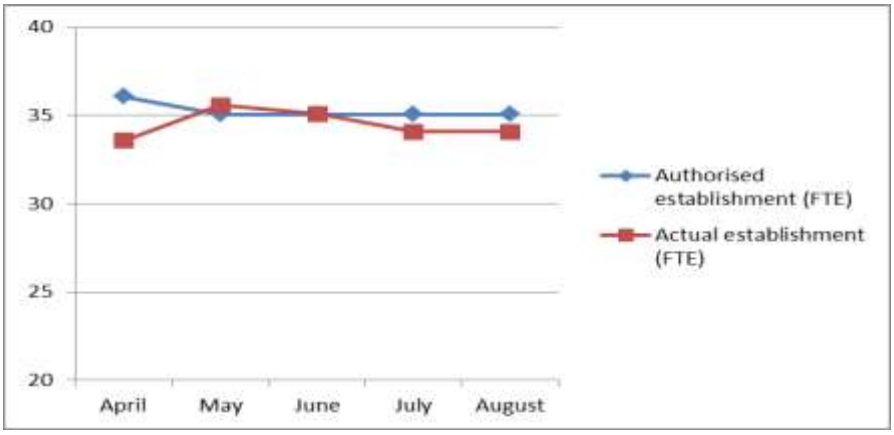
4.5 <u>RDS Recruitment</u>

4.5.1 There are a number of retained fire stations that have historically had difficulties recruiting and retaining RDS firefighters, such as Grayshott, Kingsclere, Droxford and Fleet. We are actively seeking to recruit in these areas by running firefighter specific recruitment days, and by attending local recruitment fairs. In addition, all those who apply for the wholetime firefighter vacancies, but are unsuccessful in the process, will be encouraged to make contact with their local retained fire station to see if they are eligible to apply for a role there.

4.6 <u>Control Establishment</u>

Since the last report to HR Committee, the authorised establishment in Control has reduced by 1 FTE and the actual establishment has increased by 0.50 FTE, but remains 0.99 FTE under establishment. However, they have recently advertised the vacancy so should be at full establishment in the next few months.

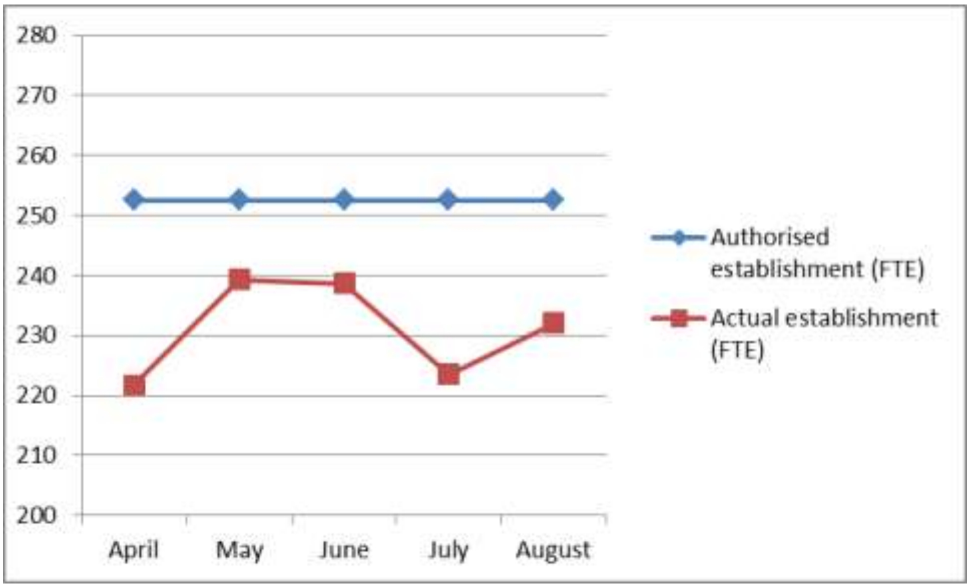
4.6.1 This graph tracks the actual and authorised establishment since the last HR Committee report.



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

4.7.1 Green Book actual establishment has increased by 10.33 FTE since the last report to HR Committee and is now at 232.03 FTE which is 20.47 FTE below the authorised establishment. The majority of these appointments have been to roles supporting projects such as Service Delivery Redesign and ICT Transformation.

4.7.2 This graph tracks the actual and authorised establishment of Breen Book Staff since the last report to HR Committee.



5 Supporting our corporate aims and objectives

5.1 Management of the establishment has been undertaken in accordance with corporate aims and objectives and is focussed on ensuring the Service achieves the necessary reductions in establishment as outline in the Service Delivery Redesign.

6 Risk analysis

6.1 The number of temporary contracts are necessary at the current time to allow flexibility in preparation for the implementation of service delivery proposals. However, these require careful management and monitoring to ensure on-going resource to support operational delivery.

7 People impact assessment

7.1 The data presented for review is considered compatible with the provisions of equality and human rights legislation.

8 Environmental and sustainability impact assessment

8.1 There are no environmental impacts identified.

9 Resource Implications

9.1 All posts above the authorised establishment have identified funding streams from either existing pay budgets or external funding sources. Many of the posts are associated with Service Delivery Redesign and are being funded through the agreed implementation budget. There are no temporary posts that have not been through the approved variation to establishment process which requires authorisation from the budget holder, finance and HR.

9.2 There are no specific resource implications identified.

10 Consultation

10.1 This report has been compiled in conjunction with the Finance department and RMG, and based on data provided by Knowledge Management.

11 Background Papers

11.1 None

Appendix 1

This appendix provides detailed tables of the data that is analysed and presented in graphical formal for the HR Committee Report.

Table 1: This table shows a breakdown in the actual number of WDS staff in post (FTE) compared to the authorised establishment (FTE). It also includes reference to any externally/other funded posts

Role	Scope of Role	Authorised Establishment (Post Count)	Externally/Other Funded posts (Post Count)	Actual Establishment (fte)
Chief and Deputy Chief Officers		2	0	2
Assistant Chief Officers		2	0	3
Area Managers	B	4	4	5
	A	0	0	1
Group Managers	B	16.5	4.5	21
	A	0	1	1
Station Managers	B	34.25	17.6	34.5
	A	0	8	6
Watch Managers	B	92	9	85
	A	2	2	8
Crew Managers		90	8	86
Firefighters		436	3	454.5
RDS Firefighters on WDS FTC's		0	0	76 (included in FF Actual Numbers.)
Total		**677.75**	**57.1**	**706.00**

Table 2: This table shows a breakdown in the actual number of RDS staff in post (FTE) compared to the authorised establishment (FTE)

Role	Authorised Establishment (FTE)	Actual Establishment (FTE)
Station Manager B	2.25	2.25
Watch Manager A	47	39.00
Crew Manager	117	83.75
Ff	485.75	382.08
Total	**652**	**507.08**

Table 3: This table shows the actual establishment at each retained fire station compared with the future authorised establishment. There is a RAG (Red, Amber, Green) Status which is explained below.

- Red Status – the actual establishment is over by more than 3 FTE and natural turnover may not be sufficient to achieve the necessary reduction by March 2019. A recruitment freeze is in place.
- Amber Status - the actual establishment is over by no more than 3 FTE and the Service anticipates achieving the necessary reduction by March 2019 through natural turnover. A recruitment freeze is in place.
- Green Status – the actual establishment is under and therefore recruitment activity can continue.

Stn Name	RAG	Future Authorised Establishment (FTE)	Actual Establishment (FTE)	Variance
Alresford 36		11	11.00	0.00
Alton 05		14	13.00	1.00
Andover 31		14	10.75	3.25
Basingstoke 01		10	10.80	0.80
Beaulieu 49		8	11.00	3.00
Bishops Waltham 40		12	11.87	0.13
Bordon 03		14	10.75	3.25
Botley 38		9	12.00	3.00
Brockenhurst 50		9	9.25	0.25
Burley 52		10	8.25	1.75
Droxford 41		8	5.25	2.75
Eastleigh 32		13	15.25	2.25
Emsworth 26		9	11.25	2.25
Fareham 17		13	11.25	1.75
Fleet 04		13	8.80	4.20
Fordingbridge 47		10	13.50	3.50
Gosport 18		10	11.00	1.00
Grayshott 07		8	7.25	0.75
Hamble 55		9	11.75	2.75
Hardley 58		10	13.05	3.05
Hartley Wintney 08		11	11.75	0.75
Havant 16		10	10.75	0.75
Hayling Island 21		14	13.75	0.25
Horndean 25		11	9.00	2.00
Hythe 44		11	11.50	0.50
Kingsclere 09		8	8.00	0.00
Liphook 13		9	7.75	1.25
Lymington 43		15	18.50	3.50
Lyndhurst 48		13	9.05	3.95
New Milton 51		15	18.25	3.25
Odiham 10		10	8.50	1.50
Overton 11		10	10.30	0.30

Petersfield 29		15	16.50	1.50
Portchester 28		10	15.50	5.50
Ringwood 45		14	18.00	4.00
Romsey 33		15	19.00	4.00
Rushmoor 02		13	9.80	3.20
Stockbridge 34		9	7.50	1.50
Sutton Scotney 35		8	6.50	1.50
Tadley 12		10	11.25	1.25
Totton 46		10	11.00	1.00
Waterlooville 19		14	15.75	1.75
Whitchurch 06		10	8.00	2.00
Wickham 22		11	12.10	1.10
Winchester 30		10	6.50	3.50
Yateley 14		10	11.75	1.75

Table 4: Table shows a breakdown in the actual number of Control Room staff in post (FTE) in Control Room compared to the authorised establishment (FTE).

Authorised Establishment FTE	Actual Establishment FTE
35.06	**34.07**

Table 5: Table shows a breakdown in the actual number of Green Book staff in post (FTE) compared to the authorised establishment (FTE).

	Authorised Establishment (Full Time Equivalent FTE)	Actual Establishment Full time Equivalent (FTE)
IST	21	6.08
Other	231.5	225.95
	252.5	**232.03**