

Hampshire Fire and Rescue Authority

Human Resources Committee

26 January 2017

Item: 10

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 October 2016. It identifies variations across all employee groups since the last report to HR Committee in October 2016. It also provides HR Committee with information about recruitment and promotional activity and the impact on numbers of temporary promotions.
- 1.2 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). The establishment numbers used in this report are the current establishment before implementation of service changes arising from Service Delivery Redesign (SDR).
- 1.3 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. Establishment is calculated by full-time equivalent (FTE) rather than headcount of employees.
- 1.4 The headline figures over the last quarter are that
 - WDS authorised establishment has increased by 2 FTE to 679.75 FTE and actual establishment has also increased by 9 FTE to 715 FTE. The Service is 35.25 FTE above establishment due to the number of temporary contracts and promotions in place.
 - RDS actual establishment has decreased by 14.2 FTE since the last report to 492.88 FTE and is 159.12 FTE under the RDS authorised establishment.
 - Green Book establishment has increased by 17.9 FTE to 249.93 FTE which is 4.07 FTE under the authorised establishment of 254 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 Given the limited changes in headline figures over the last quarter, it is recommended that HR Committee receive this report every six months instead.

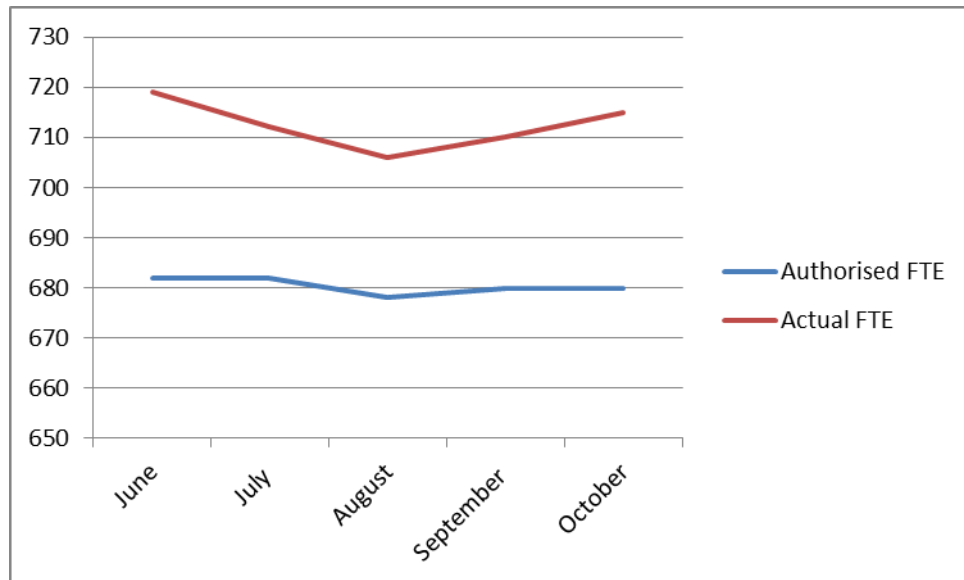
3 Recruitment

- 3.1 In the last Establishment report to HR Committee, the Service confirmed that it had identified a requirement to recruit approximately 40 FTE new wholetime firefighters by March 2018.
- 3.2 The first 20 FTE posts were offered to existing RDS employees and these have been successfully appointed and posted to fire stations throughout the County. Of these appointments 3FTE are female fire fighter appointments.
- 3.3 The external recruitment campaign is intended to secure appointment to the other 20 FTE WDS appointments by March 2018. In total 812 applications were received in response to the campaign. Following an intensive shortlisting process undertaken by Station Managers, 278 candidates were invited to complete an online Situational Strengths Test. This was a multiple choice assessment based on scenarios that firefighters are likely to experience in their role. Only 138 candidates passed the Situational Strengths Test.
- 3.4 The 138 candidates were then required to undertake online literacy and numeracy assessments and the top 75 were invited to attend fitness and physical selection tests during late November. This consists of completing a “bleep test” to ensure candidates have a satisfactory fitness level and then completion of seven physical functional tests such as ladder lifts and equipment carry. 55 candidates successfully passed these assessments and have been invited to interviews in January 2017.
- 3.5 The top candidates from the interviews will commence a new recruits course in mid April 2017. This 3 month period allows for completion of notice periods and appropriate pre-employment checks, such as medical and references.
- 3.6 The external recruitment campaign included a series of initiatives aimed at attracting applications from females. 79 applications were received from females and 23 were taken to online assessments. 5 females passed the online assessments and were invited to attend the fitness and physical assessment days, 2 of whom have been invited to an interview.
- 3.7 At the end of the recruitment process, an evaluation will be undertaken to explore lessons learned and identify how future recruitment activities can be improved. The evaluation will specifically look at our initiatives aimed at encouraging applications from females, how they fared through the process and whether there were any particular parts of the process that caused them difficulties, This review will help to inform any positive action we may want to take in the future to improve the diversity of our workforce particularly in relation to females and BME.

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 increased since the last report to HR Committee.



4.1.2 The actual number of WDS employees is 35.25 FTE above authorised establishment. As the Service progresses with implementation of SDR, the number of temporary project roles continues to increase and this is resulting in increasing use of temporary promotions. Although the Service is seeking to reduce the use of temporary promotions through the middle manager review, it is anticipated that the numbers will remain significant until March 2019.

4.2 Temporary promotions

4.2.1 The Service is committed to reducing the number of temporary chains (where appropriate) in order to provide certainty and stability for our staff. At the time of writing the report, the Service is half way through completing its review of middle managers which is an essential part of moving towards the new 7 group structure as outlined in SDR.

4.2.2 The 14 substantive operational group managers that are required in SD Redesign have been appointed and there are currently only 3 temporary group managers. This is a reduction of 3 temporary group managers over the last 6 months.

4.2.3 The process for appointing 7 substantive operational station managers is under way and appointments should be made in mid December 2016. This will ensure the agreed establishment of 35 operational station managers is in place. There will also be a review of temporary station managers posts with the intention of reducing these where appropriate at the end of the financial year.

4.2.4 Those who remain in temporary promotion will continue to be supported and

offered opportunities for development so that they are likely to be successful in securing substantive promotional opportunities in the future.

4.3 Fixed term contracts

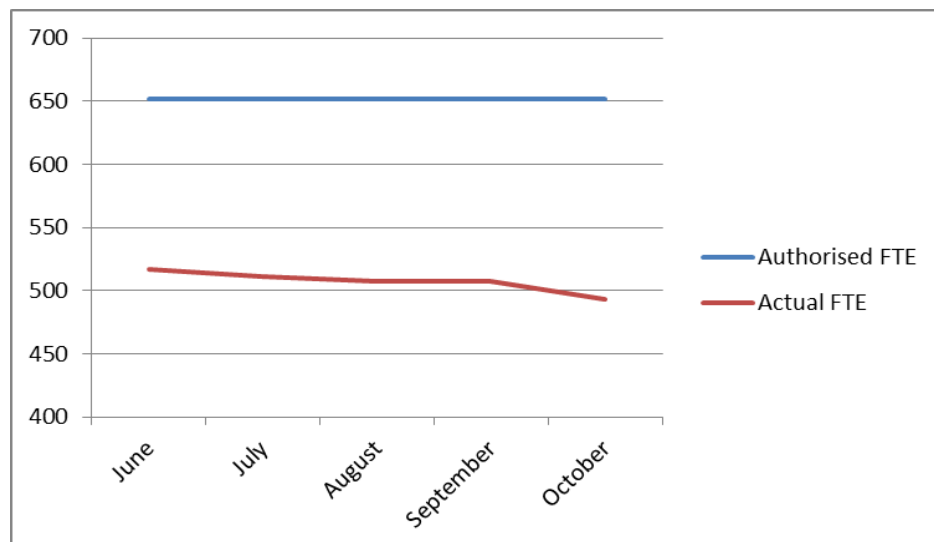
4.3.1 There are currently 72 retained firefighters undertaking wholtime firefighter roles on a fixed term contract basis. This is a decrease of 4 FTE since the last report to HR Committee. The reduction is as a result of the vacancies being filled by new WDS firefighters who have transferred from the RDS. Over the next 12 months the number of firefighters on fixed term contracts should reduce further as a result of our WDS recruitment and the removal of 16 firefighter posts from across Basingstoke and Southsea fire stations as part of SDR.

4.3.2 However, fixed term contracts do provide the Service with a flexible workforce which will be essential during the implementation of SDR and trials of different crewing systems on some fire stations. Therefore, it is anticipated that this is a workforce model that will continue for some years to come.

4.3.3 The use of fixed term contracts is closely managed by the Workforce Planning Manager who advises managers when they can use a fixed term contract to cover a vacancy at a fire station. The Workforce Planning Manager also ensures that individual contracts do not usually exceed 18 months.

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.

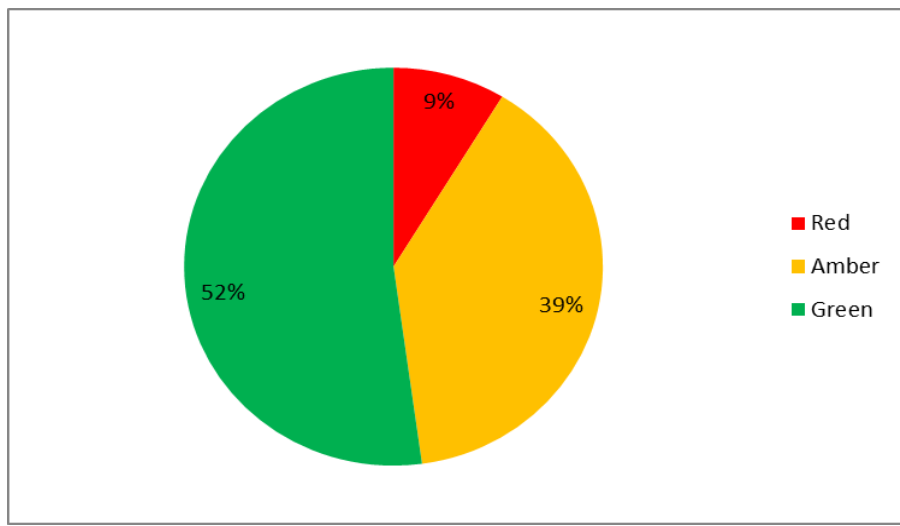


4.4.2 The actual establishment of retained employees has decreased by 14.2 FTE to 492.88 FTE and is 159.12 FTE under current establishment of 652. However it is also below the future establishment under SDR of 507 FTE.

4.4.3 This would suggest that further recruitment activity is required to maintain actual establishment at a level that provides sufficient operational cover. However, whilst the overall actual RDS establishment may be under the authorised establishment, it is necessary to look into the detail of each retained fire station

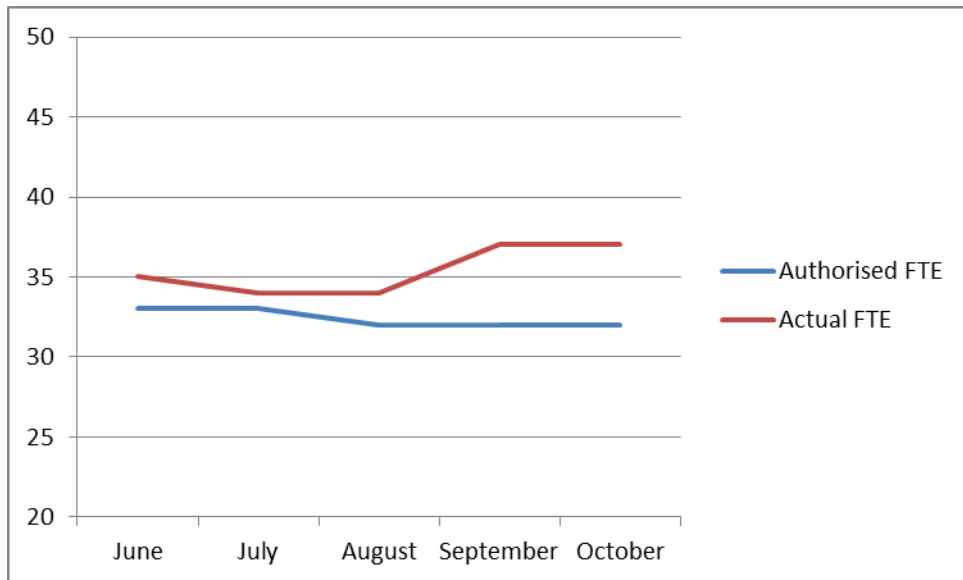
and identify their RAG (Red, Amber, Green) status before recommending whether any recruitment activity is needed. This is being managed locally by the watch managers and station commanders with support from the workforce planning and recruitment teams. Work will be undertaken in 2017 to improve RDS recruitments in key areas, although this will be undertaken within the context of a review of RDS contractual arrangements within SDR.

- 4.4.4 The actual and authorised establishment of each RDS fire station can be found in Appendix 1, but the pie chart below shows the break down of retained stations by their RAG status. The key difference since the last report to HR Committee is that the number of stations with a red status has reduced by 11% and the number of stations with green status has increased by the same amount.



4.5 Control Establishment

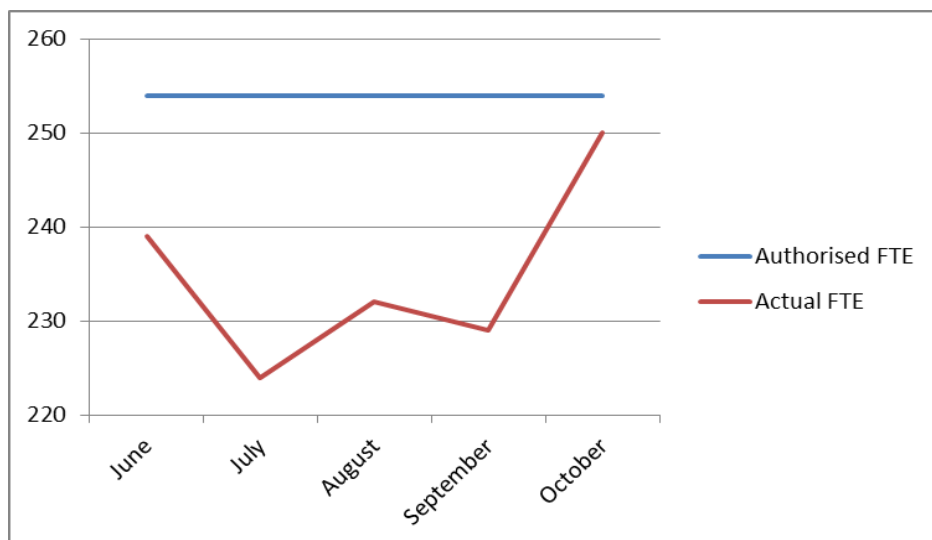
- 4.5.1 Since the last report to HR Committee, the authorised establishment in Control has reduced by 3 FTE to 32 FTE, but the actual establishment has increased to 37 FTE. This is a result of Control being at full establishment, but also needing some additional temporary roles for project work within HFRS and secondments to other organisations.
- 4.5.2 This graph tracks the actual and authorised establishment since the last HR Committee report.



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

4.6.1 Green Book actual establishment has increased by 17.9 FTE since the last report to HR Committee and is now at 249.93 FTE which is 4.07 FTE below the authorised establishment of 254 FTE. The majority of these appointments have been to roles supporting projects such as Service Delivery Redesign and ICT Transformation.

4.6.2 The graph below tracks the actual and authorised establishment of Green Book Staff since the last report to HR Committee.



5 Supporting our corporate aims and objectives

5.1 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.

5.2 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 outlined in the SDR.

6 Risk analysis

6.1 The number of temporary promotion and fixed term contracts are necessary at the current time to allow flexibility in preparation for the implementation of SDR. Measures are in place to review and reduce temporary arrangements where this is appropriate.

6.2 A number of individuals have been temporarily promoted for several years and if they are not appointed substantively as part of the middle manager review, this will require careful management to ensure they continue to feel valued and supported and are able to develop for the future. The Service is making effective use of Workforce Development colleagues to provide coaching and other developmental support where necessary.

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 format 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

| <u>Role</u> | <u>Scope of Role</u> | <u>Authorised Establishment (FTE)</u> | <u>Actual Establishment (FTE)</u> |
|---|----------------------|---------------------------------------|-----------------------------------|
| - | - | <u>(as per 01/09/2016)</u> | <u>(as per 31/08/16)</u> |
| Principal Officers | | 2 | 2 |
| Assistant Chief Officers | | 2 | 2 |
| Area Managers | B | 5 | 5 |
| | A | 0 | 1 |
| Group Managers | B | 16.5 | 21 |
| | A | 0 | 0 |
| Station Managers | B | 34.25 | 33.5 |
| | A | 0 | 6 |
| Watch Managers | B | | |
| | | 92 | 86 |
| | A | 2 | 12 |
| Crew Managers | | 90 | 86 |
| Firefighters | | | |
| | | 436 | 460.5 |
| RDS Firefighters on WDS fixed term contracts. | | | |
| | | 0 | 72* |
| Total | | 679.75 | 715.00 |

* Also included in Firefighter overall numbers.

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

| <u>Role</u> | <u>Authorised Establishment (FTE)</u> | <u>Actual Establishment (FTE)</u> |
|-------------------|---------------------------------------|-----------------------------------|
| Station Manager B | 2.25 | <u>2.25</u> |
| Watch Manager A | 47 | 40.00 |
| Crew Manager | 117 | 81.00 |
| Ff | 485.75 | 369.63 |
| Total | 652 | 492.88 |

Table 3: Table shows a breakdown in the actual number of Control Room staff in post (FTE) in Control Room compared to the authorised establishment (FTE).

| <u>Authorised Establishment FTE</u> | <u>Actual Establishment FTE</u> |
|-------------------------------------|---------------------------------|
| 32 | 37 |

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

| | <u>Authorised Establishment (FTE)</u> | <u>Actual Establishment (FTE)</u> |
|--------------|---------------------------------------|-----------------------------------|
| IST | 21 | 20.25 |
| | FTE | FTE |
| Other | 233.00 | 229.68 |
| | 254.00 | 249.93 |

Table 5: 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 | Green | 11 | 9.00 | -2.00 |
| Alton 05 | Green | 14 | 12.50 | -1.50 |
| Andover 31 | Green | 14 | 10.25 | -3.75 |
| Basingstoke 01 | Yellow | 10 | 10.80 | +0.80 |
| Beaulieu 49 | Red | 8 | 11.75 | +3.75 |
| Bishops Waltham 40 | Green | 12 | 11.38 | -0.62 |
| Bordon 03 | Red | 14 | 10.00 | +4.00 |
| Botley 38 | Yellow | 9 | 10.29 | +1.29 |
| Brockenhurst 50 | Green | 9 | 8.25 | -0.75 |
| Burley 52 | Green | 10 | 8.25 | -1.75 |
| Droxford 41 | Green | 8 | 4.50 | -3.50 |
| Eastleigh 32 | Red | 13 | 18.63 | +5.63 |
| Emsworth 26 | Yellow | 9 | 10.25 | +1.25 |
| Fareham 17 | Yellow | 13 | 14.00 | +1.00 |
| Fleet 04 | Green | 13 | 8.80 | +4.20 |
| Fordingbridge 47 | Red | 10 | 13.75 | +3.75 |
| Gosport 18 | Yellow | 10 | 10.50 | +0.50 |
| Grayshott 07 | Green | 8 | 7.25 | -0.75 |
| Hamble 55 | Yellow | 9 | 10.75 | +1.75 |
| Hardley 58 | Yellow | 10 | 11.29 | +1.29 |
| Hartley Wintney 08 | Green | 11 | 9.75 | -1.25 |
| Havant 16 | Yellow | 10 | 10.75 | +0.75 |
| Hayling Island 21 | Green | 14 | 13.75 | -0.25 |
| Horndean 25 | Green | 11 | 8.00 | -3.00 |
| Hythe 44 | Green | 11 | 9.75 | -1.25 |
| Kingsclere 09 | Green | 8 | 7.25 | -0.75 |
| Liphook 13 | Green | 9 | 7.25 | -1.75 |
| Lymington 43 | Yellow | 15 | 16.50 | +1.50 |
| Lyndhurst 48 | Green | 13 | 8.05 | -4.95 |
| New Milton 51 | Yellow | 15 | 16.50 | +1.50 |
| Odiham 10 | Green | 10 | 8.50 | -1.50 |
| Overton 11 | Green | 10 | 8.79 | -1.21 |
| Petersfield 29 | Green | 15 | 14.25 | -0.75 |
| Portchester 28 | Yellow | 10 | 11.00 | +1.00 |
| Ringwood 45 | Yellow | 14 | 16.25 | +2.25 |
| Romsey 33 | Yellow | 15 | 17.25 | +2.25 |
| Rushmoor 02 | Green | 13 | 8.29 | -4.71 |
| Stockbridge 34 | Green | 9 | 5.75 | -3.25 |
| Sutton Scotney 35 | Green | 8 | 7.29 | -0.71 |
| Tadley 12 | Yellow | 10 | 10.25 | +0.25 |
| Totton 46 | Yellow | 10 | 11.00 | +1.00 |
| Waterlooville 19 | Yellow | 14 | 14.75 | +0.75 |
| Whitchurch 06 | Green | 10 | 6.75 | -3.25 |
| Wickham 22 | Yellow | 11 | 11.13 | +0.13 |
| Winchester 30 | Green | 10 | 5.79 | -4.21 |
| Yateley 14 | Yellow | 10 | 11.00 | +1.00 |