



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Noted

Date **22 MARCH 2018**

Title **ANNUAL WORKFORCE REPORT**

Report of Director of Human Resources

EXECUTIVE SUMMARY

1. This report provides a high level overview of key workforce data and trends as at January 2018 in relation to establishment management and absence data. It replaces two separate reports that were previously produced for HR Committee. The findings contained within the report will inform the development of Hampshire Fire and Rescue Service's People Strategy and any further areas of policy that may need to be progressed.
2. The headline information presented in this report in respect of establishment is that:
 - Wholetime Duty System (WDS) actual establishment is 13.5 FTE over authorised establishment and is being closely managed by the Resource Management Group (RMG) in order to achieve the savings identified by Service Delivery Redesign.
 - Almost 19% of all wholetime operational employees are in temporary promotions which continue to create demand for fixed term contracts. RMG is seeking to create stability by scrutinising and reducing the number of temporary posts and undertaking a series of appointments and promotions throughout the year.
 - Retained Duty System (RDS) actual establishment is 30 FTE below the authorised establishment level and therefore continued recruitment is critical to maintain operational availability, but must be prioritised based on retained stations RAG statuses.
3. The headline information presented in this report in respect of sickness absence data is that:
 - Overall absence levels have reduced by approximately 20% as a result of a reduction in sickness absence amongst WDS and RDS employees.
 - There appears to be a trend for employees to not provide a reason for their absence to their line manager (or a failure to record it). This limits

the Service's ability to manage the absence appropriately and support the employees return to work as soon as is possible. Therefore, understanding this trend is a priority for the Service.

- Muscular-skeletal and mental health problems account for almost 50% of all working days/shifts lost due to sickness. Therefore, focusing on interventions that prevent and/or reduce the length of these absences, may have a significant impact on overall absence levels.

BACKGROUND

4. Hampshire Fire and Rescue Service (HFRS) recognises that effective workforce planning and establishment management is critical to delivering an efficient service to the public and to meeting its savings under Service Delivery Redesign (SDR). The intention of this report is to provide Hampshire Fire & Rescue Authority (HFRA) with a summary of our current context, an overview of our systems for management and oversight, and an indication of our plans moving forward.
5. This report builds on separate establishment and sickness reports that were previously produced for HR Committee, but is the first time that this data has been shared with HFRA. Where possible reference will be made to data in previous reports to show trends and/or comparison at a national level (particularly in relation to absence information).

ESTABLISHMENT MANAGEMENT

6. This section of the report updates HFRA on the authorised establishment and actual establishment at January 2018 for all employee groups within the Service. The authorised establishment is defined as the level of establishment approved by HFRA, and in respect of WDS employees is the numbers approved as part of SDR. The actual establishment is the number of full time equivalent employees of HFRS.
7. The establishment of the WDS refers to all wholetime operational employees from Chief Fire Officer to Firefighter. The RDS establishment refers to all retained operational employees from Watch Manager to Firefighter. Green Book establishment includes all support staff who are non-operational. Establishment is calculated by full-time equivalent (FTE) rather than headcount of employees.
8. Scrutiny and management of the establishment is undertaken by the Resource Management Group (RMG). The core purpose of RMG is to ensure organisational resilience across HFRS by anticipating, preparing for and effectively managing its people resources at a strategic level. The terms of reference for RMG can be found at Appendix A.

WHOLETIME ESTABLISHMENT

9. The table below shows the authorised and actual establishment of WDS employees at all levels.

Role	Authorised Establishment	Actual Establishment	Variation	Temp promotions and FTC
CFO	1	1	0	
DCFO	1	1	0	
ACO	2	0	-2	
AM	4	3	-1	3
GM	14	14.5	0.5	8
SM	35	34	-1	27
WM	93	87	-6	39
CM	93	91	-2	41
FF	380	405	25	41
Total	623	636.5	13.5	159

10. The actual number of WDS employees is 13.5 FTE above authorised establishment and most of this is at firefighter level. This is due to the Service's decision to base the Service's last intake of wholetime firefighters on our expected vacancies up until March 2019 as we wanted to be able to maintain the establishment until that time without the need for a further costly and workload intensive wholetime recruitment campaign.
11. The Service's turnover for the last three years has been on average 2.5%. This covers the period during Professional Services Redesign where the leaver rate amongst Green Book staff is likely to have been higher than usual, but even if turnover reduces to 2% for 2018 this would be a reduction of 12.5 WDS employees. This would enable us to achieve the headcount reduction and financial savings required by SDR by March 2019.
12. The next priority for RMG is to undertake forecasting beyond March 2019 and then to understand both our financial and workforce challenges in order to determine the focus of our next WDS firefighter recruitment strategy. At this time it looks likely that the next WDS firefighter intake would be in the first half of 2019.

TEMPORARY PROMOTIONS

13. Currently, approximately 19% of the WDS workforce are in temporary promotions. Although the Service is committed to reducing the number of temporary promotions (where appropriate) in order to provide certainty and stability for our employees, large transformational projects such as SDR continue to rely on temporary project roles. The use and creation of further temporary roles is scrutinised through RMG and it is anticipated that as projects draw to a close/become business as usual the numbers of employees in temporary promotions will be reduced over the next 12 months.

14. In addition, at the time of writing the report the Service is advertising for two Assistant Chief Officers with the intention of making permanent appointments by the end of March 2018. This will then lead to a series of substantive promotional appointments at Area, Group and Station Manager which will continue through the year. These appointments are vital to creating workforce stability and reducing the numbers in temporary posts.
15. However, the Service has always made use of temporary promotions to deliver key pieces of work and provide development opportunities for employees. Therefore, whilst RMG considers that the percentage of employees in temporary promotions should reduce, it is not expected that the Service's use of these will cease entirely.
16. Employees who remain in temporary promotions 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.

FIXED TERM CONTRACTS

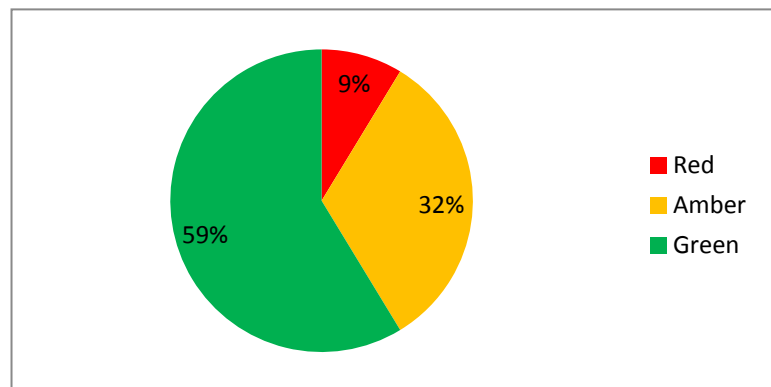
17. There are currently 41 retained firefighters undertaking wholtime firefighter roles on a fixed term contract basis. This number has significantly reduced over the last 12 months as SDR has commenced numerous crewing trials which are based on fire station's new establishment figures. However, fixed term contracts do provide the Service with a flexible workforce which is essential for covering gaps on fire stations created as a result of temporary promotions, secondments and maternity leave etc.
18. 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 gap at a fire station. The Workforce Planning Station Manager also ensures that individual contracts do not exceed 18 months

RETAINED ESTABLISHMENT

19. The actual establishment of retained firefighters is 477 FTE which is 30 FTE below the authorised establishment of 507 FTE which was agreed as part of SDR.
20. This suggests that recruitment activity is required to raise the actual establishment to the authorised establishment. However, in order to fully understand the retained 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.
21. The authorised and actual establishment of each retained fire station can be found in Appendix 2, but the pie chart below shows the breakdown of stations by their RAG status.

- Red status – the actual establishment is over by more than 3 FTE and natural turnover may not be sufficient to reduce to the authorised establishment. A recruitment freeze is in place.
- Amber status – the actual establishment is over by no more than 3 FTE and authorised establishment is achievable through effective workforce planning. A recruitment freeze is in place.
- Green status – the actual establishment is at or under the authorised establishment which could impact on operational availability and therefore recruitment activity should continue.

Figure 1 - RAG Status



22. Overall, there is a clear need to continue recruitment activity at the majority of our retained fire stations, but understanding the RAG status assists local RDS Watch Managers and RDS Support Officers to manage their establishment appropriately, with support from the workforce planning and recruitment teams.

CONTROL ESTABLISHMENT

23. The authorised establishment in Control is 31 FTE, but the actual establishment is 36 FTE. This is as a result of Control being at full establishment and also requiring additional roles for project work within HFRS and secondments to other organisations.

GREEN BOOK ESTABLISHMENT

24. The actual establishment of Green Book employees is 13.50 FTE under the authorised establishment of 258 FTE. A number of these vacancies fall within the Academy where employees and managers are currently in consultation regarding a restructure. In addition, some vacancies are being filled by agency staff after managers have failed to recruit to posts.

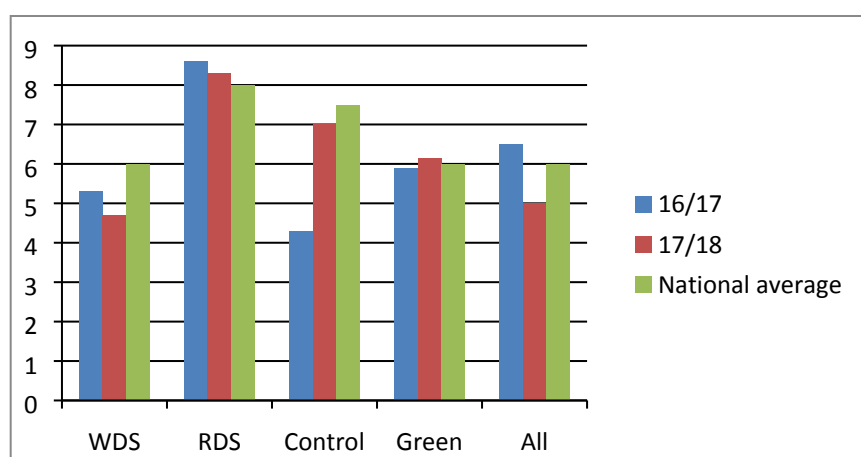
SICKNESS ABSENCE ANALYSIS

25. This reports provides an overview of HFRS' sickness absence profile between April – December 2017 (inclusive). Where possible, comparisons are drawn with the same period in 2016 and/or national data found in the National Fire & Rescue Service Occupational Health Performance Report (April – December 2017). Any emerging trends or patterns, or key concerns or issues identified within the report will be used to inform future activity to improve absence management and inform the Service's approach to wellbeing.

OVERALL ABSENCE LEVELS

26. Analysis of the data shows that overall absence levels have fallen by approximately 20% and remain in line with or beneath the national average across all fire and rescue services. This positive trend is attributable to reductions in absence amongst wholetime and retained employees who make up the majority of the workforce.

Figure 2 - Overall absence levels (days)

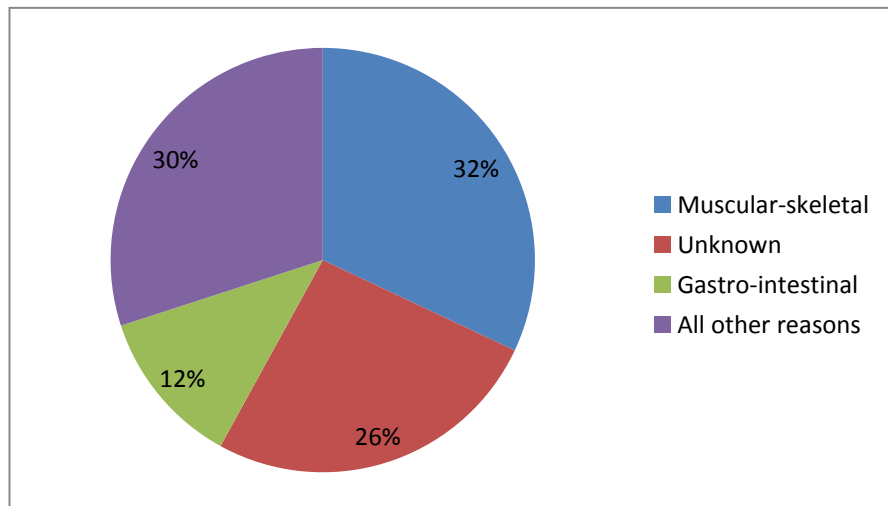


27. The reduction in absence levels amongst WDS employees may be linked to the introduction of crewing arrangements which provide firefighters greater flexibility to swap shifts and work at times that best suit them. Many of these crewing arrangement (which were proposed by the firefighters) are in trial status. This means they are subject to a variety of performance measures and targets which will be fully evaluated before the crewing arrangement can become business as usual. One of the measures relates to improved availability through reduced sickness levels and therefore the greater scrutiny may also have contributed to the reduction in absence levels.
28. Although absence appears to have increased significantly within Control, it is important to note that this is a very small team where the long term absence of one employee can have a significant impact on their overall absence data.

REASONS FOR ABSENCE BY OCCURENCE

29. The three most frequently recorded reasons for absence are muscular-skeletal problems, followed by unknown/unspecified and then gastro-intestinal problems. These three causes of absence were given by employees on 70% of occasions of absence, and this finding does not differ by employment group. The same three reasons were also the most frequently cited in 2016.

Figure 3 - Reasons for absence by occurrence

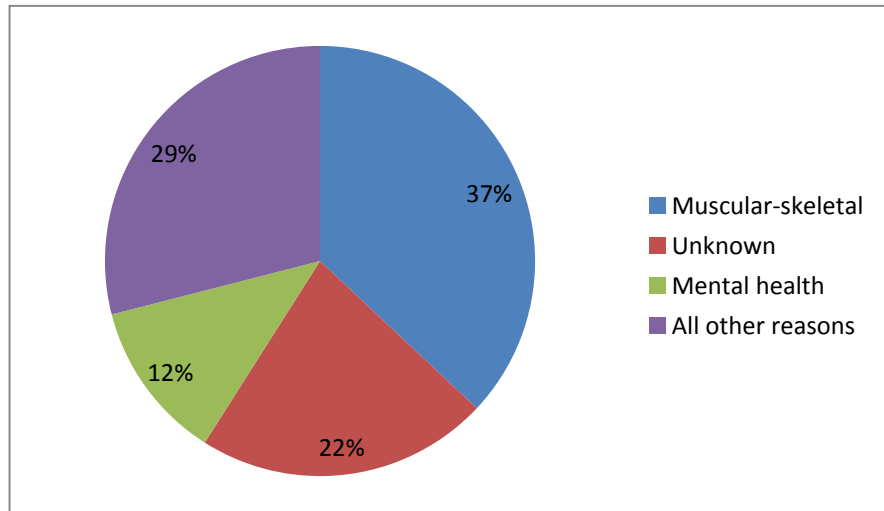


30. For 26% of all absences reported by employees, it would appear that neither the manager or Occupational Health are informed of the reason for their absence. This is a concern for the Service because it means line managers, Occupational Health and HR may not have sufficient information to properly support employees during their period of absence and to facilitate their return to work as promptly as possible. This is not a national trend, as only 5% of absences across all fire and rescue services are recorded as reason unknown. Therefore, it would be to the benefit of the both the Service and our employees to explore this trend, understand why this information is not being provided and/or recorded, and if necessary seek to encourage a change in behaviour.

REASONS FOR ABSENCE BY LOSS OF SHIFTS/DAYS

31. The reasons for absence which result in the greatest loss of shifts/days are muscular-skeletal problems and unknown/unspecified, which combined account for 59% of lost shifts/days in HFRS. However, the third highest cause of lost shifts/days across the Service is mental health concerns such as stress, anxiety and depression. For green book employees, mental health problems cause the biggest loss of working days accounting for over 22% of all absences. These findings, which tally with the national data (particularly in relation to mental health problems), will inform and help prioritise the Service's future plans in respect of employee wellbeing.

Figure 4 - Reasons for absence by loss of shifts

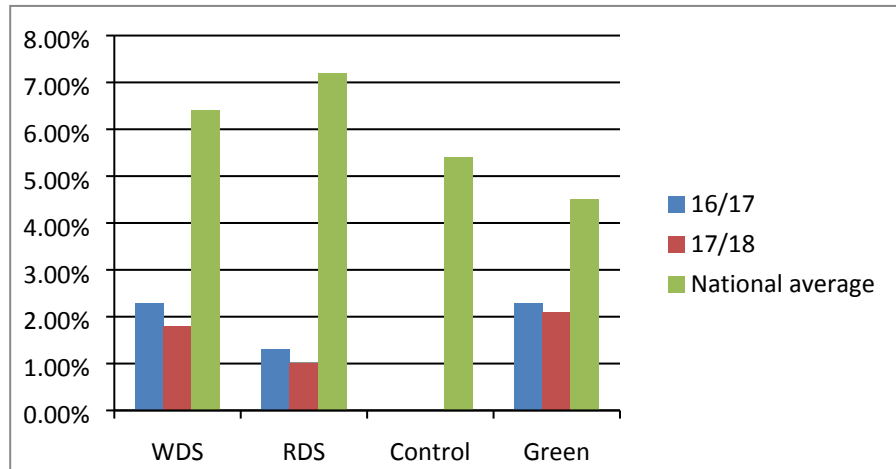


32. In order to make a significant reduction in absence rates and lost days/shifts, the Service needs to prioritise interventions which focus on preventing muscular-skeletal and mental health problems from occurring and when they do, enabling the employee to return to work as quickly as possible. There are already a number of initiatives in place to support employees, including access to fast track physio, the employee assistance line, rehabilitation and recuperation through the Firefighter’s Charity, and the introduction of Mental Health First Aiders.

ABSENCES RELATED TO WORK

33. The data gathered on absences which relate to work covers all injuries and accidents that occur during work time or are recorded as directly attributable to an incident at work. It also encompasses absence which is reported as work related stress. Within HFRS, absences related to work account for a very small percentage of total sickness and has decreased over the last 12 months. The table below shows the percentage of absence which is related to work broken down by employee group.

Figure 5 – Absences related to work



SUPPORTING OUR SERVICE PLAN AND PRIORITIES

34. Establishment management is an important aspect of the People Strategy and workforce planning. It informs our longer term planning for recruitment, promotional activity and career development opportunities. Management of the establishment is overseen by RMG which acts in accordance with corporate aims and objectives and is focussed on ensuring the Service achieves the necessary reduction in establishment as outlined in SDR.

CONSULTATION

35. This report has been compiled in conjunction with RMG and based on data provided by Knowledge Management.

RESOURCE IMPLICATIONS

36. 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 SDR 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.
37. There are no specific additional resource implications identified.

LEGAL IMPLICATIONS

38. There are no specific legal implications contained within the report.

PEOPLE IMPACT ASSESSMENT

39. The data presented for review is considered compatible with the provisions of equality and human rights legislation.
40. Every care has been taken to ensure no individual employees can be identified from the data presented in the report or any of its appendices, particularly in relation to the absence data.

RISK ANALYSIS

41. A number of individuals have been temporarily promoted for several years and deemed to be performing competently in their promotional role. Appointments based on turnover forecasts may not provide sufficient opportunities for all of them to be permanently promoted. This will require careful management to ensure they continue to feel valued and supported and are able to develop for the future. To assist in this, the Service will make use of Workforce Development interventions, provide coaching and ensure quality feedback is given to employees.
42. The reduction in absence is positive, however, the data has flagged possible issues in relation to employees not providing managers with reason for their absence. In addition, muscular-skeletal and mental health problems continue to be the cause of most of the absence so the Service needs to focus on prevention/better management of this type of absence to achieve the biggest reduction in absence.

CONCLUSION

43. This analysis enables HFRA to have an informed overview of all aspects of establishment management and absence data. The HR team along with OH colleagues and managers are all committed to reducing both the establishment and sickness levels in a measured way to achieve the SDR savings.

RECOMMENDATION

44. That the contents of this report be noted by Hampshire Fire and Rescue Authority.

APPENDICES ATTACHED

45. Appendix A - Resource Management Group Terms of Reference
Appendix B – RAG status of retained fire stations

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Appendix A



Resources Management Group (RMG) Terms of Reference

1 Purpose

- 1.1 The core purpose of RMG is to ensure organisational resilience across HFRS by anticipating, preparing for and effectively managing its people resources at a strategic level. It reports to HFRS People Committee.
- 1.2 RMG is a decision making body responsible for:
- Development and delivery of workforce planning and strategic resourcing plans that meet the recruitment and retention needs of the Service;
 - The management of the establishment of all employees;
 - Monitoring and oversight of the implementation of any approved plans to alter the establishment, e.g. Service Delivery/Professional Services Redesign;
 - Approving plans to undertake appointments, transfers and promotions for Grey Book operational staff (Firefighter to Group Manager);
 - Monitor use of all approved allowances and approve new allowance payments;
 - Ensuring the Service is fair and transparent in its management of the establishment and application of processes.
- 1.3 RMG will provide an annual workforce report to the Fire Authority and provides updates on decisions and resourcing plans to HFRS People Committee.

2 Aims and Decision Making Powers of RMG

2.1 Establishment management

- Undertake effective establishment monitoring based on agreed data reports and develop resourcing strategies to maintain the establishment.
- Manage and oversee implementation of planned establishment changes, ensuring appropriate procedures are adhered to.
- Monitor and advise on the use and impact of temporary promotions, fixed term contracts, secondments, career breaks and agency staff to ensure an appropriate balance between stability and agility
- To help the efficient and effective delivery of services by the appropriate provision of staff resources;
- Identify risks to organisational resilience and recommend actions to mitigate these risks

2.2 Appointments and Promotions

- Identify requirement and approve plans resulting in the appointment, transfer and/or promotion of Grey Book employees (Strategic Manager Appointments remain the responsibility of Directors).
- Monitor and provide guidance as necessary for Green Book and Control staff appointments and succession planning arrangements.
- Ensure that progression and promotion opportunities for Green Book staff are maximised.
- Provide high level quality assurance of appointment and promotional processes to ensure consistency, fairness and transparency.

2.3 Recruitment and retention

- Develop and implement resourcing plans to address the strategic recruitment and retention needs of the service.
- Identify numbers for WDS Firefighter recruitment based upon workforce establishment and turnover forecasts, initiate recruitment activity and maintain high level planning and oversight of recruitment campaigns.
- Monitor and review the process for selecting firefighters; adapting and adjusting this where necessary to meet changing organisational needs.
- Monitor and review the RDS recruitment process to ensure efficiency
- Identifying actions to support Risk Critical RDS Stations, primarily from a response perspective
- Identify good practice, particularly in relation to positive action, and promote use of this to support recruitment and retention within the service.
- Quality assure all aspects of recruitment and retention to ensure processes and decisions are fair, open and transparent and critically that they are meeting the needs of the Service in an effective and timely manner.

2.4 Other resource management activities

- Governance of and approval for development of new allowance types
- Oversight of use of approved payment types in addition to wages, and provision of guidance where necessary.
- Including consideration of national and regional developments/initiative and create plans for optimising their application within HFRS
- Develop and implement an apprenticeship programme.

3 Procedures

- 3.1 RMG will meet on a monthly basis, but will operate flexibly using both meetings and virtual discussion to conduct business.

4 Members

4.1 The membership of RMG will comprise the following post holders:

- HFRS HR Business Partners (Chair)
- Station Manager Workforce Planning
- Area Managers (Planning and Do)
- Senior Recruitment Adviser
- Group Manager Academy
- Representatives from Group Commanders, Station Commanders and Knowledge Management
- HFRS Finance Business Partner
- HFRS Inclusion Team Manager

4.2 There will be flexibility for others to attend as necessary according to the agenda for each meeting.

5 Observers

5.1 Representative body and union representatives – open invitation

6 Publication of minutes

6.1 Key notes of decisions, and their rationale and impact will be maintained.

Appendix B

Stn Name	RAG	Future Authorised Establishment (FTE)	Actual Establishment (FTE)	Variance
Alresford 36	Green	11	9.00	-2.00
Alton 05	Yellow	14	14.75	0.75
Andover 31	Green	14	10.50	-3.50
Basingstoke 01	Yellow	10	11.00	+1.00
Beaulieu 49	Red	8	11.75	+3.75
Bishops Waltham 40	Yellow	10	12.00	+2.00
Bordon 03	Green	14	10.75	-3.25
Botley 38	Yellow	9	10.00	+1.00
Brockenhurst 50	Green	9	9.00	-
Burley 52	Green	10	6.75	-3.25
Droxford 41	Green	8	6.50	-1.50
Eastleigh 32	Red	13	19.25	+6.25
Emsworth 26	Yellow	9	10.00	+1.00
Fareham 17	Green	13	11.75	-1.25
Fleet 04	Green	13	8.00	+5.00
Fordingbridge 47	Red	10	14.25	+4.25
Gosport 18	Yellow	10	12.25	+2.25
Grayshott 07	Green	8	8.00	-
Hamble 55	Yellow	9	10.25	+1.25
Hardley 58	Green	10	9.25	-0.75
Hartley Wintney 08	Yellow	11	11.50	+0.55
Havant 16	Yellow	10	10.25	+0.25
Hayling Island 21	Green	14	12.00	-2.00
Horndean 25	Green	11	9.00	-2.00
Hythe 44	Green	11	8.25	-1.75
Kingsclere 09	Green	8	3.50	-4.50
Liphook 13	Green	9	7.75	-1.25
Lymington 43	Yellow	15	16.25	+1.25
Lyndhurst 48	Green	13	4.75	-8.25
New Milton 51	Green	15	14.75	-0.25
Odiham 10	Green	10	9.00	-1.00
Overton 11	Green	10	9.00	-1.00
Petersfield 29	Green	15	12.75	-2.25
Portchester 28	Yellow	9	11.25	+2.25
Ringwood 45	Yellow	13	16.25	+3.25
Romsey 33	Green	15	15.00	-
Rushmoor 02	Green	13	13.00	-
Stockbridge 34	Green	9	5.50	-3.50
Sutton Scotney 35	Green	8	7.25	-0.75
Tadley 12	Yellow	10	11.25	+1.25

Totton 46		11	8.75	-2.25
Waterlooville 19		14	14.00	-
Whitchurch 06		10	3.00	-7.00
Wickham 22		11	7.50	-2.50
Winchester 30		10	11.00	+1.00
Yateley 14		10	9.50	-0.50
Total		507	477	-30.00