

**HAMPSHIRE COUNTY COUNCIL****Report**

<b>Committee:</b>	River Hamble Harbour Board
<b>Date:</b>	26 March 2010
<b>Title:</b>	Proposed Harbour Office staffing structure
<b>Reference:</b>	1340
<b>Report From:</b>	Director of Culture, Communities and Rural Affairs

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## 1. Summary

- 1.1 This report deals the future management structure of the River Hamble Harbour Office as requested by the Hamble Harbour Board. The proposed structure seeks to clarify the senior leadership, strategic and operational roles within the Harbour office team and to maximise efficiency and effectiveness in relation to the utilisation of staff resources.

## 2. Harbour Office management structure

- 2.1 Following the resignation of the Harbour Master, it is appropriate to consider the future management structure and staffing of the Harbour Office, with a view to optimising delivery of statutory responsibilities and other core services. This report also takes into consideration the recommendations of the Select Committee.
- 2.2 The report focuses upon strengthening and clarifying senior roles within the Harbour office and identifies clear accountability and responsibility in terms of the team. To support this, the role profiles of the two new roles in the office, along with their working titles, are attached to this report, together with that of the re-titled Environment and Development Manager. In addition, the background to the overall staffing levels required to run the Harbour team effectively are set out in this report.
- 2.3 There are two key drivers which determine the required number of staff for the Harbour Office;
- a. The requirement is to staff the Harbour Office for 364 days per year (it is closed on Christmas Day). Actual hours vary depending on the time of year and day of the week, as follows:

Summer (1 May - 30 September) 0700 – 2200 (frequently until 2359 on Fridays, Saturdays and Sundays)

Spring and Autumn (21 March – 30 April, 1 October – 21 October) (exact dates depend on when the clocks change) 0700 – 1800.

Winter (22 October – 20 March) 0800 – 1800

Lone working rules require that two people should be on duty at any one time. Allowing for leave, Bank Holidays, training, sick leave, etc, the schedule above requires about 7.5 FTEs, each working 37 hours per week, rising to 8.0 FTEs and three seasonal coxswains during the summer. The main reason that the difference between the winter requirement and summer requirement isn't larger is because many staff have to take their annual leave outside the main summer period.

This calculation is complicated by the fact that three people have to be available during the lunch period, so that each can take a lunch break whilst adequate cover is maintained.

- b. There is a considerable amount of work which has to be done on a day-to-day basis to fulfil the statutory obligations of the Harbour Authority and the management of the mid-stream moorings for The Crown Estate (the impact of the work undertaken for The Crown Estate was reported to the last meeting of the Harbour Board.) This work requires experienced people with considerable technical skills or knowledge. It is almost all carried out by members of the Harbour Office staff, many of whom work a normal working day in order to match the other organisations with whom they have to liaise. The actual volume of work varies considerably, but experience has shown that there is usually work for 9 FTEs. However, a little consolidation, flexibility and the judicious use of overtime could reduce this to about 8.0 FTEs.

### **3. Current and proposed staffing structure**

#### **3.1 The current staffing is as follows:**

Marine Director (and acting Harbour Master) – full time  
Assistant Harbour Master (Office Manager) (and acting Deputy Harbour Master) – full time  
Assistant Harbour Master (Environment) – full time  
Assistant Harbour Masters (Patrol/Moorings) – 3 x full time  
Admin Assistant – 0.8 FTE  
Weekend Assistant – approx 0.6 FTE

Total = 7.4 FTEs (the Cleaner is not included in the above)

3.2 The current staffing is tight, with only 7.4 FTEs available to meet the operational hours during the winter months. Additional help, currently in the form of 4 Seasonal Coxswains, is required during the summer months, but the rosters would be easier to manage if there were 4 Patrol Officers and just 3 Seasonal Coxswains during the summer. This would involve appointing a fourth full time Assistant Harbour Master (Patrol/Moorings) from early May to late September (5 months). This would generate the required 8.0 FTE. Additional flexibility to meet periods of high workload can be provided by extending the working week of the Weekend Assistant on an 'as required' basis – i.e. increasing from 3 days per week to 4 days per week when required (on overtime).

3.3 Consequently, the proposed staffing structure is as follows:

Marine Director and Harbour Master – full time.

Deputy Harbour Master and Harbour Operations Manager – full time.

Environment and Development Manager – full time.

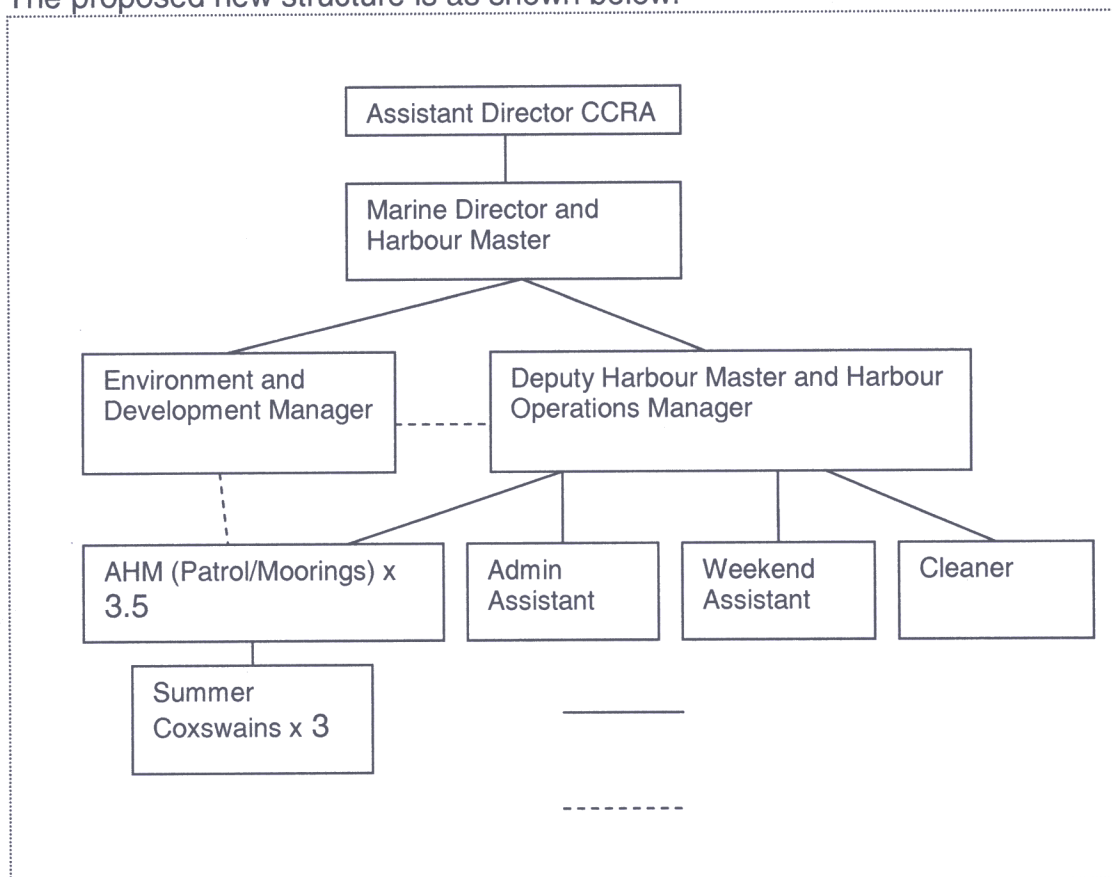
Assistant Harbour Master (Patrol/Moorings) – 3 x full time + 1 x FTE summer only

Seasonal Coxswains – 3 x full time, summer months only (to be appointed)

Admin Assistant – 0.8 FTE (Monday – Thursday)

Weekend Assistant – 0.6 FTE (Friday – Sunday)

3.4 The proposed new structure is as shown below:



**4. Implications**

- 4.1 Two posts require new role profiles- the Marine Director/Harbour Master and the Harbour Operations Manager/Deputy Harbour Master. The role profile for the Environment and Development Manager requires substantial revision. Other role profiles will require minor amendments to reflect changes in job titles and line management arrangements. Role profiles for the senior posts will require assessment for grading purposes - drafts are at Appendices 1, 2 and 3. The role profiles for seek to clearly define the leadership function within the Harbour Office team and to clarify the division of statutory, strategic and operational responsibilities.
- 4.2 This arrangement would permit considerable savings on the existing salary bill, when compared to the budget for 2009/10. Some of the posts in the proposed new structure are currently being evaluated, and for that reason, it is not possible, at this stage, to say precisely what the financial impact will be. However, when taking into account the range of potential outcomes, it can be anticipated that in a full year of operation of the proposed structure, staffing costs will be at least £30,000 lower than budgeted in 2010/11.
- 4.3 There is, of course, a risk that this lean-staffed proposal may not work in practice and experience may prove the need for additional office

management support. The Marine Director is confident that the structure will work and it is important to test it if worthwhile financial savings and efficiencies can be achieved. A review should take place 6 – 9 months after implementation, to ensure that the new system is working as intended, that theory matches practice and that workloads are divided appropriately between staff.

- 4.4 Once approved, the new management arrangements will be implemented with the minimum disruption possible in order to secure the continued smooth running and effectiveness of the team. Initial staff consultation on the proposed arrangements is underway and will be fully considered prior to implementation. All possible steps will be taken to maintain an effective dialogue with the team and support them through this process.

## **5. Recommendation**

### **5.1. It is recommended that the River Hamble Harbour Board agrees the following:**

- a. That the proposed new management structure for the River Hamble Harbour office be approved in principle;**
- b. That the results of the role evaluations (in terms of overall financial implications of the structure) be reported to Board members prior to implementation;**
- c. That to secure and sustain operational effectiveness every effort should be made to implement the new structure in full by 31 July 2010 at the latest, and;**
- d. That a review should be carried out 6 – 9 months after implementation.**

**CORPORATE OR LEGAL INFORMATION:****Links to the Corporate Strategy**

<b>Hampshire safer and more secure for all:</b>	no
Corporate Business plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Business plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	no
Corporate Business plan link number (if appropriate):	

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None