

Hampshire Fire and Rescue Authority

Human Resources Committee

Item 7

7 May 2014

Professional Services Directorate

Geoff Howsego – Director

Contact: mark.rayner@hantsfire.gov.uk Telephone: 07918 887577

1 Summary

- 1.1 From 1st April 2014, as part of continuing work to be a stronger organisation that makes life safer, HFRS has moved to a 2 Directorate structure. The Service Delivery Directorate will continue to be led by Dave Curry and the new Professional Services Directorate (PSD) will be led by Geoff Howsego.
- 1.2 The PSD will be created by bringing together the teams from HR and Training, Corporate Services, Service Delivery Admin, Health and Safety, Community Risk Intelligence and Marketing and Communications. Additionally there will be the creation of a new Knowledge Management function within the new Directorate to improve our collection, use and leverage of data and information. The PSD will come into operation from 1st April with all teams transferred by August.
- 1.3 The development of the PSD will be closely aligned to the work of the Risk Review Project so we can design our future internal operations against how the service is going to look and feel in the future. There will also be a close connection with the Joint Working in Hampshire programme (delivering services to us from H3). A full review of the new Directorate will be carried out. This will be carried out to provide effective and sustainable services in the future whilst meeting requirement to save £1.4m that will be required due to the financial challenge anticipated due to CSR2. This aspect will be called the Professional Services Redesign (PSR).
- 1.4 This report provides an update on the creation of the new directorate and an overview of the redesign project that will ensure PSD delivers its services in the most effective and efficient manner in the future.

2 Recommendation

- 2.1 That the HR Committee note the establishment of the PSD and support the future review of PSD to meet the needs of the service.

3 Introduction and background

- 3.1 The Directorate Review, commissioned in 2009, made recommendations for the service to move from four to two directorates. The service moved to a three Directorate structure in 2010 and from April 2014 will operate with two – Service Delivery and Professional Services. Service Delivery will continue to be responsible for those areas that directly deliver services to the community. The new

PSD will enable that delivery by providing a suite of professional services to those who need them. This will include some external partners for some parts of the Directorate.

- 3.2 The PSD will be created by bringing together the teams from HR and Training, Corporate Services, Service Delivery Admin, Health and Safety, Community Risk Intelligence and Marketing and Communications. Additionally there will be the creation of a new Knowledge Management function within the new Directorate to improve our collection, use and leverage of data and information. The PSD will come into operation from 1st April with all teams transferred by August.
- 3.3 The Risk Review project will give clarity to the future needs for the delivery of services to our communities. The future PSD will need to provide the required levels of professional support to ensure we operate as a single and cohesive team within HFRS. This will directly link to the on-going development of H3 and wider joint working opportunities with our partners. To achieve this, a full review and redesign of the PSD will be carried out and reported to the Safer Stronger Board in December 2014.

4 Professional Services Directorate

- 4.1 The move to the new directorate will enable the service to focus on improvement and deliver the following outcomes as part of the redesign process.

The future PSD will:

- Create a single directorate that fully supports Service Delivery and meets the long terms needs of the service.
- Place knowledge at the centre of the organisation
- Provide structured support to significant incidents backed up by appropriate training for staff to enable them to provide professional input to help make Hampshire Safer and HFRS Stronger during those incidents.
- Embed Continuous Improvement (CI) within all areas of HFRS activity.
- Deliver the required saving of £1.4m over the period of CSR2.

- 4.2 PSD was formally launched on 1 April. Two face to face briefings have been held for members of teams within the new directorate. Supporting communications have gone out to the whole service and there is an area on the intranet for information on the new PSD.

5 Professional Services Redesign

- 5.1 A Professional Services Redesign (PSR) has been established to undertake the full review and redesign of the Directorate to ensure it meets the future requirements of the service. The project has been structured as follows:

Sponsor	-	Geoff Howsego
SRO	-	Mark Rayner
Project Manager	-	To be appointed
Change Management	-	Emma Chattington
Workstream Leads	-	as required
Quality Assurance	-	Nicki Whitehouse
Senior User(SD)	-	Andy Bowers

5.2 The work on PSR commenced on 1 April 2014 and will be carried along the following principles:

- Full engagement with all PSD staff to enable people to contribute
- Full review existing teams and reporting structures
- Delivery of efficiencies through process and systems improvement
- Direct alignment to Risk Review outcomes

A full report recommending a future structure for the PSD, to align with the proposals from the Risk Review Project will be delivered to the Safer Stronger Board in December 2014.

6 Supporting our corporate aims and objectives

6.1 The proposed creation of the Professional Services Directorate supports the Service Improvement Plan 2013 – 2018.

6.2 The savings target of £1.4m contributes towards the CSR2 financial challenge as authorised by the Safer and Stronger Board.

7 Risk analysis

7.1 The move to a single support directorate will not create any risk to the organisation in itself and has the effect of bringing greater clarity in terms of structure and how the individual teams contribute to the aims of the service.

7.2 The review process is required to deliver an improved, efficient and effective structure and deliver savings of £1.4m. This will place pressure on the existing establishment and will lead to a reduction of posts, to be implemented in the future. This presents a risk to the organisation of potential industrial action and/or staff leaving to pursue new careers leaving a skills gap.

8 People Impact Assessment

8.1 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.

8.2 A People Impact Assessment will be developed as the PSR progresses and this will consider the impacts of any proposals on individuals and groups within the PSD.

9 Environmental and Sustainability impact assessment

9.1 An ESIA will be developed as the PSR progresses and this will consider the impacts of any proposals on individuals and groups within the PSD.

10 Resource implications

10.1 Human Resources

The project requires a dedicated Senior Responsible Officer and a dedicated Project Manager. These have been resourced from within HFRS and the financial implications are provided below within 10.4.

Other resources will be drawn from existing capacity within the service to support

change management and delivery on individual workstreams of the project.

10.2 Physical Resources

None

10.3 Information and Communications Technology Resources

There may be future investment in ICT to support delivery of services and enable efficiencies to be realised. These will be reported on as they are identified to support the overall business case of the new directorate.

10.4 Financial Implications

The newly appointed SRO will conduct a full analysis of the financial requirements to support the effective delivery of this critical piece of work. Once that assessment is complete, a bid for development funding and resources will be routed to Directors for their consideration.

Current funding required as follows:

SRO (Area Manager B excluding FDS) - £72099

Project Manager (Grade K) - 43324

The funding for this has been identified from existing budgets and will be funded by a period of 12 months. It includes NI and pension costs.

10 Consultation

- 10.1 Staff in those areas that are directly affected by the formation of the Professional Services Directorate are aware of the proposed changes in line management that will occur. Consultation with affected staff and RBs will take place as part of the Professional Services Redesign process.

11 Conclusion

- 11.1 Creation of the PSD brings about a significant step forwards in terms of shaping the service to be both safer and stronger, and continuing the services drive towards being the best fire and rescue service. The development of the PSD will be closely aligned to the work of the Risk Review Project so we can design our future internal operations against how the service is going to look and feel in the future.
- 11.2 The Professional Services Redesign (PSR) will deliver a full review of the new Directorate to ensure it provides effective and sustainable services in the future. It will also deliver £1.4m savings that will be required due to the financial challenge anticipated due to CSR2.

12 Background papers

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; and (2) documents that disclose exempt or confidential information defined in the Act.