

Hampshire Fire and Rescue Service

Human Resources Committee

13 July 2010

Reviewing Staff Numbers Objective Update

Report by Wendy Lambert

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1 Summary

- 1.1 One of the objectives in the Hampshire Fire and Rescue Service (HFRS) Plan 2010-2013 (the Service Plan) is to review our staff numbers in all areas of the Service. This has become known as the 'All Staff Review'. The aim is to ensure that we employ the right number of staff to deliver our services efficiently and effectively at a time when public funding will be under severe pressure.
- 1.2 The All Staff Review objective draws together the outcomes from the Directors review completed in 2009 plus reviews and work currently being undertaken such as Efficient and Flexible Crewing (EFC) and Retained Duty System (RDS) projects as well as the Fleet Management Centre (FMC) review.
- 1.3 This report focuses on the work required to review all other areas of the service not already being considered either in the work detailed above in paragraph 1.2, or other specific reviews and reorganisations planned or taking place across the service. Within this report we will refer to this simply as the 'Staffing Review'. At their meeting on 7 June 2010, the Service Management Team approved the principles and approach to the Staffing Review as set out in this report.

2 Recommendation

- 2.1 That HR Committee support the principles and approach to the Staffing Review Project as set out in this report.

3 Introduction

- 3.1 HFRS has a good track record in delivering efficiency savings whilst looking for opportunities to make improvements in the way we deliver our services. By the end of 2009/10 we had exceeded the £3.2m target for cashable savings required by the Government in 2011, with most of those savings

coming from staffing reductions and efficiencies.

3.2 In planning for the future, a review of Directors was undertaken in 2009. The result was that the Specialist Response and Strategic Projects (SP&SR) Directorate was removed from the management structure and the teams and functions within it transferred to the Service Delivery (SD) and Human Resources (HR) Directorates in January this year. The number of Directors reduced from four to three. The FMC was temporarily placed within the HR Directorate within the developing Project and Programme Management infrastructure. The aim was to complete the development work falling from the FMC Review before passing this into the Corporate Service Directorate. However, due to a number of events and organisational changes made, the responsibility for the FMC, and the completion of that development work has passed to the Corporate Service Director with immediate effect.

3.3 We prepared the Service Plan for 2010-2013 in anticipation of a time when public sector budgets will be under increased and significant pressure. In the consultations on the proposed objectives and budget our staff, partners and the public agreed that we should seek to deliver efficiency savings by reviewing staff numbers in all areas of the Service. This was to help ensure that we have the right number of staff with the appropriate skills to deliver our services in the future.

4 **Review Process**

4.1 A Project Board has been set up to review staffing in our organisation to deliver the objective set out in our plan. Expressions of interest for the project manager position were sought and an appointment has been made. The initial project start up meeting took place on 14 June 2010. The review is not just about the numbers of staff we have. It will also focus on the way the organisation is set up and structured to deliver its current services. It will identify improvements that will develop the service so it can be more efficient and effective in the future in a financial climate that will challenge all areas of the public sector.

4.2 The key work of the project board will include the following:

4.2.1 Ensure that processes are put in place to review all staff groups apart from:

- Directors (which were reviewed in 2009).
- 'Whole time' grey book watch based staff at fire stations whose numbers are being reviewed by the Efficient and Flexible Crewing project.
- Retained Duty System grey book personnel at fire stations who are being reviewed as part of the Retained Duty System project.
- Green book staff working in areas where reviews are currently in progress such as the Fleet Management Centre Review Project.

4.3 Take into consideration existing projects, policies and processes that have

implications for staff, for example:

- 4.3.1
 - People Impact Assessments (PIA) (soon to be re-launched as a holistic Impact Assessment (IA)).
 - Process Improvement Team schedule of work.
 - Savings Team.
 - Appointments, Transfers & Promotions Panels (eg sign off of development programmes).
 - Redundancy and Redeployment Policy (SO/1/23).
 - Establishment and Service Structure Policy (SO/1/1).
- 4.4 Undertake benchmarking against other organisations e.g. NHS, other FRS's, HCC and the private sector.
- 4.5 Arrange for external scrutiny and quality assurance of the project.
- 4.6 Produce a PID, project timelines, a communications strategy, consultation plans and all other relevant tools or systems required of an effectively managed project.

5 **Review Methodology**

- 5.1 The review will be carried out using the following principles:
 - Keep it simple.
 - Focus on what we do, and how we do it.
 - All line managers should undertake the reviews in such a way that staff feel they have been 'worked with' as opposed to 'done to'.
 - Look for interdepartmental efficiencies by ignoring existing organisational boundaries.
 - We will put 'clearing house' arrangements in place to manage staff movements locally in the first instance (eg move staff within current department whenever possible).
 - We will minimise adverse effects on staff by holding vacancies as potential opportunities for staff put at risk.
 - Full consultation and involvement with staff and Representative Bodies.
 - We will use the appropriate Job Evaluation scheme to establish the right level for any new or substantially alter posts.
 - Moderation will be applied to ensure fairness and consistency across the service.
 - The principles of 'Peer Review' will be used.
 - External scrutiny and/or expertise will be employed as necessary.
 - A standard set of questions will be issued to managers for guidance in carrying out their reviews.
 - Standard pro formas will be issued to managers for their responses.
 - A scrutiny panel will examine the returns.
 - We will use similar briefing techniques for managers to those used for

Project Engage to initiate the work.

6 **Communications**

6.1 Maintaining good communications with staff throughout the review period is crucial to the success of the project. A communications strategy will set out how this will be done. Staff will be kept informed of the progress of the review using a range of media including: Routine Notice, Top Line Briefing, Senior Manager visits, Extra, Exchange, Frequently Asked Questions, staff forums, intranet, email, face to face etc. The Marketing and Communications Department will therefore be key partners in the successful delivery of this work.

7 **Contribution to corporate aims and objectives**

7.1 Reviewing our staff numbers is an objective in the Fire and Rescue Service plan 2010 to 2013.

8 **Resource implications**

8.1 Human resources

Project board membership at 30 May 2010 is as follows

Project Executive: Geoff Howsego
Project Lead: Wendy Lambert
Project Manager: Secondment opportunity – closing date 6 June 2010, immediate start
Project Facilitator: Michelle Carlton
Senior User: Dave Curry
Service Members: Laura Cadd, Keely Stafford, Kathy Bowden-Ellis, Bob Wythe, Maureen Matthews, Paul Drake,
Fire Authority Member: Adrian Evans
Representative bodies: TBC

8.2 Financial implications

The cost of the project manager can be met from the area manager vacancy on Service Management Team following the resignation of an Assistant Chief Officer. This post has been filled on a temporary basis by an Area Manager. That Area Manager post has not been back filled with the work either transferring with the post holder, or being transferred to other managers. Therefore the funding for an Area Manager B is available to fund this post.

	£
Area Manager B (HR) efficiency saving	- 108,000
Group Manager Dev/Green book equivalent	54,000

9 **People Impact Assessment**

A People Impact Assessment (or it's replacement Impact Assessment (IA)) will be completed as part of the project.

Background information (Section 100D of Local Government Act 1972)

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:

HFRS plan 2010-2013 <http://www.hfrs.net/index/corporateservices/plan.htm>

Note: The list excludes: (1) published works; and (2) documents that disclose exempt or confidential information defined in the Act.

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