

Agenda Item No. 16

Governance, Audit and Scrutiny Committee
16 June 2017

Report by the Director of Public Safety

PUBLIC SAFETY LIGHT TOUCH PEER REVIEW OUTCOMES

REPORT EXECUTIVE SUMMARY

At the GAS meeting 31 March 2017 Members requested a report outlining the outcomes of the light touch peer review of Public Safety conducted by Staffordshire Fire and Rescue Service in September 2016.

In September 2016 Staffordshire Fire and Rescue Service were invited to perform a light touch informal Peer Review of Public Safety arrangements within HFRS. This work was commissioned by the Director of Public Safety, new in post at that time, in order to provide insight and inform certain planning assumptions for the Service Redesign Programme (SRP) review of Public Safety.

The review was conducted over a two day period, following a similar process to formal Peer Review audits, namely:

- A document review of strategic and policy documents relevant to the delivery of Public Safety;
- Meetings with a wide range of managers, staff and partners totaling 104 people.

Outcomes were fed back to the Public Safety leadership team during a hot de-brief and subsequently followed up by a written report and a number of recommendations. Outcomes from the review have been fed into the internal SRP review of Public Safety and have helped to confirm future direction.

The assessment conducted by Staffordshire, unlike a formal Peer Audit, was a light touch review only for the purpose of providing external insight and helping to inform planning.

RECOMMENDATION

1. Members note the content of this report and take assurance from the approach taken to inform the review of Public Safety.

BACKGROUND

2. The SRP review of Public Safety commenced shortly after the appointment of a new Director of Public Safety in July 2016.
3. Initial activity to baseline review current structures, objectives and performance provided sufficient evidence to suggest that a fundamental change in approach was appropriate, with a view to developing a delivery structure that was more effective, more efficient and flexible to adapt to future challenges.
4. In order to provide independent insight into certain areas, Staffordshire Fire and Rescue Service were invited to conduct an informal light touch review as a critical friend. This review was conducted between 20 and 21 September, 2016.
5. The review team provided a number of recommendations for consideration and identified some areas of notable practice, which they took back as learning points for Staffordshire, key points are summarised below:

Recommendations

- a) The vision, direction and pace of public safety activity should link to the objectives of the Strategic Plan;
- b) A longer-term approach to training and up-skilling the workforce should be explored;
- c) A structural review should be considered across the Directorate to ensure that all of the roles are efficient, effective and have a clear opportunity of succession;
- d) Greater use of the Organisation Intelligence Unit (OIU) to ensure that the risk stratification process is developed and understood;
- e) The use of performance data to drive resource allocation and prioritise work should be re-affirmed including an embedded understanding of local performance;
- f) The Service should develop its Safe and Well offer, incorporating operational staff, which can be tailored to the needs of key health partners such as the CCG's and public health partners;
- g) There is an opportunity to explore greater use of volunteers, within specific roles which can complement the work of paid staff;

Notable Practice

- h) The Service is committed to functions not finance (systems thinking approach is evident across the Service);
- i) HFRS is financially sustainable – with a strategic and efficiency plan clearly aligned to improving outcomes for communities and businesses;
- j) The Integrated Care Centre will develop greater opportunities to integrate the work of health and fire for the benefit of the local communities;
- k) The Falls Response work in Hull and North Lincolnshire is a great demonstration of having an adaptive workforce;
- l) HFR Solutions CIC is an advanced venture which clearly demonstrates how FRS's can commercialise and build partnerships with business to sustain income and service delivery for HFRS, whilst clearly benefitting the business sector and wider economic partnerships.

6. Recommendations, and other feedback, arising from the review have been fed into the planning assumptions used to design the future Public Safety structure and delivery approach, approved for implementation by HFA on 17 March, 2017.
7. The timeline for implementation of the re-structure will be phased over a three year period between 2017/18 and 2019/20, a copy of the outline implementation plan is attached at Appendix 1.

STRATEGIC PLAN COMPATIBILITY

8. This review supports Strategic Objective 4 “Making the best use of the resources we have” and Strategic Objective ‘Preventing loss of life, injuries and the community impact from emergency incidents’ within Strategic Plan 2017/20.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

9. It is proposed to reduce the number of FTE posts to 83 and the overall cost in Public Safety from £2,967,343 to £2,783,204 whilst providing managers with the flexibility to vary the number of posts between 73 and 83 as and when vacancies arise in the Directorate, allowing for residual funds to be retained within Public Safety and used in a more flexible manner by managers.

HR IMPLICATIONS

10. Appropriate HR Interventions will continue to be used to ensure the process of restructuring is managed in accordance with employment legislation and good practice HR management principles.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

11. An Equality Assessment is completed for each review area and forms part of the collective consultation with the JCC and wider workforce for the duration of the consultation process.

CORPORATE RISK MANAGEMENT IMPLICATIONS

12. The Service Redesign Programme was a mitigating action for Strategic Risk Number 6: “A Further reduction in external financial support for the four years from 2016/17 to 2019/20”.

HEALTH AND SAFETY IMPLICATIONS

13. None arising directly.

COMMUNICATION ACTIONS ARISING

14. An engagement and communications plan was developed by Corporate Communications for all review activity. Wide ranging engagement took place.

DETAILS OF CONSULTATION AND/OR COLLABORATION

15. Collective consultation took place via the Joint Consultative Committee, individual and wider staff consultation has also been conducted for the Public Safety review.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

16. None.

RECOMMENDATION RESTATED

17. Members note the content of this report and take assurance from the approach taken to inform the review of Public Safety.

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16 June 2017

PUBLIC SAFETY REVIEW - Structural Changes

ID	Task Name	Days	Start	Finish	Resource names	Progress
1	Implement Structural Changes	811	21-Feb-17	31-Mar-20	Director of Public Safety	1%
2	Finalise New Role Job Descriptions	11	21-Feb-17	07-Mar-17	GM Cunningham	100%
3	Re-submit All New Roles For Job Evaluation	22	06-Mar-17	04-Apr-17	GM Cunningham, GM Tharratt	75%
4	Appoint Temporary Inspectors	6	20-Mar-17	27-Mar-17	GM Cunningham	100%
5	Appoint Temporary Advocates	10	20-Mar-17	31-Mar-17	GM Cunningham, HR	100%
6	Send Out Letters To Those At Risk	21	10-Apr-17	08-May-17	GM Tharratt, HR	10%
7	Review Management of Safeguarding	20	03-Apr-17	28-Apr-17	GM Cunningham, GM Tharratt, GM McCourt	0%
8	Open EVR for Current Staff	26	10-Apr-17	15-May-17	HR Director, Director of Public Safety	10%
9	Appoint Locality Managers	30	17-Apr-17	26-May-17	GM Cunningham, GM Tharratt	0%
10	Appoint Community Supervisors	31	24-Apr-17	05-Jun-17	GM Cunningham, GM Tharratt	0%
11	Appoint Temporary SEC Staff	26	03-Apr-17	08-May-17	SM Duffield, SEC Manager	0%
12	Integrate OIU Manager into P/S	65	03-Apr-17	30-Jun-17	GM Cunningham, GM Tharratt, GM McCourt	0%
13	Integrate Comms Manager into P/S	75	20-Mar-17	30-Jun-17	GM McCourt	0%
14	Appoint PSSOs	31	24-Apr-17	05-Jun-17	GM Cunningham, GM Tharratt, Jo Mann	0%
15	Appoint Community Safety Advocates	16	15-May-17	05-Jun-17	Locality Manager, C/S Supervisors	0%
16	Review PSC Advisor Roles	41	01-May-17	26-Jun-17	GM McCourt, SM Duffield	0%
17	Appoint PSSAs	36	12-Jun-17	31-Jul-17	C/S Supervisors, B/S Supervisors	0%
18	Consolidate New Intelligence Led Ways	109	03-Apr-17	31-Aug-17	GM Cunningham, GM Tharratt, Jo Mann	0%
19	Phase Out Home Safety Technician Roles	66	29-Sep-17	29-Dec-17	GM Cunningham, GM Tharratt, HR	0%
20	Phase Out Existing Admin Support Roles	66	29-Sep-17	29-Dec-17	HR	0%
21	Consolidate New Communication Ways	109	03-Apr-17	31-Aug-17	GM McCourt, SM Duffield, Jonathan Clark	0%
22	Consolidate P/S Managerial/Supervision	65	01-Jan-18	30-Mar-18	Director of Public Safety, GM Cunningham	0%
23	Upskill Operational Staff in C/S	411	05-Jun-17	31-Dec-18	C/S WMs	0%
24	Consolidate Ops Staff C/S Development	64	02-Jan-18	30-Mar-18	GM Cunningham, GM Tharratt, GM McCourt	0%
25	Upskill Operational Staff in B/S	739	01-Jun-17	31-Mar-20	B/S WMs	0%
26	Consolidate Ops Staff B/S Development	64	02-Jan-18	30-Mar-18	GM Cunningham, GM Tharratt, GM McCourt	0%
27	Upskill B/S Supervisors	436	01-May-17	31-Dec-18	SM Purchon, WM Hanson	0%
28	Upskill B/S Inspectors	261	01-May-17	30-Apr-18	SM Purchon, WM Hanson	0%
29	Remove Community Safety WM Roles	325	02-Apr-18	28-Jun-19	HR	0%
30	Remove Business Safety WM Roles	326	01-Jan-19	31-Mar-20	GM Cunningham, GM Tharratt, HR	0%
31	Remove 2 x SM Roles	522	01-Jan-18	31-Dec-19	GM Cunningham, GM Tharratt, HR	0%

