



AGENDA ITEM: 7

NORTH WALES FIRE AND RESCUE AUTHORITY EXECUTIVE PANEL

11 May 2015

DELIVERING WITH LESS – WORKFORCE RECONFIGURATION

Report by Dawn Docx, Deputy Chief Fire Officer

Purpose of Report

- 1 To present to Members the report on 'Delivering with Less – workforce reconfiguration' as prepared by the Wales Audit Office.

Background

- 2 The Auditor General for Wales (AGW) had previously set out his programme of all Wales national studies for 2014-15. The programme included a study on "delivering with less", to examine how authorities were managing the delivery of a service in the context of reduced resources. The AGW is aware that the FRAs in Wales have recognised the challenges facing local government and have been seeking to achieve savings as well as ensuring compliance with statutory duties and Welsh Government expectations.

Information

- 3 Following discussion with senior officers it was determined that a review which focussed on the largest area of expenditure, employee costs, would be most beneficial. In NWFRA, the AGW looked at the changes that the Authority has made through the implementation of a 'rostering for duty' crewing system at its full time and day crewed stations. The AGW sought answers to the question: "Have arrangements for implementing changes made to workforce configuration effectively managed risks and improved the way in which resources are utilised?"

- 4 The study concluded that: efficiency savings have been achieved by re-configuration of the workforce, whilst there has been clear leadership and direction limitations in available documentation have weakened the ability of the Authority to evaluate and use lessons for the future. The reasons for this conclusion were:
 - the Authority has made efficiency savings through workforce changes over the past three years and had identified further possibilities of achieving savings through workforce re-configuration
 - options were researched and clear leadership and direction was provided to implement change in negotiation with workforce representatives
 - some aspects of the initiative are supported by clear documentation, others are not, weakening formal arrangements for evaluation and future planning.
- 5 Due to the purdah period, the WAO is unable to release the report until 8 May 2015, therefore the report will be tabled at the Executive Panel meeting and a member of staff from WAO will be at the meeting to discuss the report further.
- 6 Members are asked to note the information provided.