

Salcombe Harbour Board – 24 October 2006

REORGANISATION OF SALCOMBE HARBOUR PERSONNEL STRUCTURE

Report of Head of Service Salcombe Harbour

Statutory Powers: Pier and Harbour Order (Salcombe) Confirmation Act 1954

Financial Implications

1. The total employee cost of the new structure is £284,316 compared with £293,432 for the old structure representing an annual saving of £9,116. However, over a period of years, presuming all staff remained in post and advanced up the pay scales to their maximum possible grades all at the same time there would be a cost increase of £10,880. This would be reduced by up to £4,500 by reducing the seasonal staff requirement and a further £3,000 saving on overtime payments leaving a potential additional cost of £3,380.

Purpose

2. The purpose of this report is to inform the Harbour Board on the changes to the Salcombe Harbour staff structure.

Recommendations

That the Harbour Board note the changes to Salcombe Harbour Staff Structure.

Background

3. The harbour personnel structure, detailed at Appendix 1, had been incomplete since the departure of the Deputy Harbour Master in August 2004. The personnel situation had been further aggravated by the departure of the Harbour Engineer in December 2005, the Harbour Master in February 2006 and the Boat Maintenance Person in May 2006. These vacancies have been covered by the employment of casual staff and by personnel acting up.
4. The result of carrying so many gaps in the organisation has been a severe lack of flexibility within the permanent staff to cover absence for leave and sickness and the casual staff have not been afforded an appropriate level of training. As a consequence, the Service has carried increased risk and the quality of service and staff morale have suffered.
5. There was concern over the viability of the staff structure in 2004 and a study was commissioned with Teignbridge District Council, which reported in February 2005. This report made a number of recommendations, many of which were comments on working practices rather than organisational issues. One area highlighted by this study which still existed was the difficult situation within the moorings team, who work to two different line managers depending on the season. This had resulted in a fundamental issue of no clear line management and an absence of coherent planning. Notwithstanding the report, none of the recommendations had been addressed.

Issues

6. Issues that were identified included:
 - a. There was no cover for the Harbour Master for routine absences, leave or sickness.
 - b. Line management for the moorings team changed according to the season between the Office Manager (summer) and Harbour Supervisor (winter).
 - c. There was no flexibility within the moorings personnel to cover leave or absences or to respond to emergencies, particularly during busy periods when multiple boats are arriving and require attention. Emergencies include vessels dragging anchors, requiring tows to moorings
 - d. Workforce demographics and knowledge capture. The moorings team are highly knowledgeable and experienced, but there was no means to pass on their knowledge and train the next generation of mooring officers.
 - e. Inability of the Harbour Authority to conduct routine maintenance.
 - f. To re-structure the staff organisation without increasing costs.

Solutions

7. Following appointment of the new harbourmaster and detailed consideration of the options, the solutions set out below have been implemented:
 - a. To promote the Harbour Supervisor, the Harbour Manager and Senior Moorings Officer to Assistant Harbour Master status.
 - b. To establish the moorings team as a clearly defined operation, with the Senior Mooring Officer becoming the line manager, responsible in the summer for on water operations, meeting and directing visitors, patrolling the Harbour, being the Harbour Masters permanent representative on the water and in the winter, being responsible for the maintenance of all moorings and safety afloat.
 - c. To incorporate the Patrol Officer within the Moorings department. This will improve flexibility, co-operation and efficiency.
 - d. To establish a permanent post for an assistant mooring officer. This will provide the opportunity and mechanism for knowledge and experience to be passed on, with the added advantages of increased flexibility to respond to peaks of activity and a reduced requirement for seasonal staff, particularly at the shoulders of the season.
 - e. The vacant Boat Maintenance position has been filled and the Harbour Engineer and Assistant Moorings Officer are being recruited.

- f. To fund the promotions and the establishment of an Assistant Moorings Officer the Deputy Harbour Master's post has been disestablished. Although this represents a risk, the fact that the current Office manager and harbour Supervisor have fulfilled these functions for the last six months without a harbour master and for the past two years since the retirement of the Deputy Harbour Master, the risk is considered to be acceptable when assessed against the potential gains.
8. The revised harbour personnel structure is at Appendix 2. This dispenses with the Deputy Harbour Master's post, establishes a moorings line manager, enriches the 3 line managers to Assistant Harbour Master status, moves the Patrol Officer to be part of the moorings team and establishes an assistant moorings officer and should deliver the following advantages:
- To enrich the service delivery level of the organisation
 - To provide a flat organizational structure which lends itself to matrix management and increased flexibility
 - To provide depth and flexibility at the management level to provide out of hours cover and for absences of the Harbour Master
 - To "free up" the Harbour Master to focus on strategic issues affecting the harbour and to actively undertake his role within CMT
10. The potential disadvantages are seen as:
- Potential risk of failure of service delivery
 - Public perception of not having a deputy harbour master

Job Evaluation

11. The new personnel structure has been implemented and the Harbour Staff will evaluate their posts against revised Job Descriptions. The staff have been appraised of the fact that there may be further adjustments to their grades following Single Status Job Evaluation.

Financial Implications

12. The cost of implementing the new structure, comparing current maximum salary and overheads against the proposed structure current salary and overheads would represent an annual saving of £9,116. However, over a period of years, presuming all staff remained in post and advanced up the pay scales to their maximum possible grades all at the same time there would be a cost increase of £10,880. This would be reduced by up to £4,500 by reducing the seasonal staff requirement and a further £3,000 saving on overtime payments leaving a maximum possible additional cost of £3,380. This is a worst case scenario, currently there is a £10,000 difference between actual costs and potential maximum costs. With a natural turn over of staff it is unlikely that this maximum figure will ever be achieved.

	Current Salary	Maximum Salary	Current Overheads	Maximum Overheads	Total Initial Employee Cost
Current Structure	£250,541 ¹	£245,650	£42,891	£41,054	£293,432
Proposed Structure	£243,869	£254,800	£40,447	£42,784	£284,316

Council Priorities and Value for Money

13. The proposed structure has the benefit of strengthening the service delivery element and directly contributing towards the Councils priorities for good jobs and value for money by moving away from a reliance on casual labour and enabling training and investment in the permanent staff.

Risk Assessment

Risk	Mitigation
The enriched posts of the Assistant Harbour Masters fail to provide the level of management required for Salcome Harbour to operate safely and efficiently.	<ul style="list-style-type: none"> • Training and support will be made available to ensure the effective introduction of the enriched job descriptions. • Two of the three personnel involved have, during the past 2 years, been fulfilling the enhanced responsibilities without the recognition for their increased responsibilities.
Equalities and Discrimination, particularly Race Equality	The posts to be filled will be vetted and advertised in accordance with Council directives.
Health and Safety	Required Health and Safety training will be provided, a move away from casual employees will facilitate this process.
Employment Legislation	<ul style="list-style-type: none"> • Advice sought from Personnel Service on processes and procedures • Full union consultation took place prior to implementation
Impact on Council's Reputation	Increased efficiency should, in time improve the level of service output delivery quality, thus enhancing the Council's reputation
Impact on priorities, targets and/or commitments	The proposed structure should ensure a more sustainable future for the harbour workforce, with natural progression and promotion opportunities, thus contributing to the provision of good jobs, moving away from a reliance on casual labour
Financial Risks	The proposal should not cost the budget more, indeed a small saving will be realised initially

¹ Inflated by £9,000 by additional payment to Acting Harbour Manager to cover vacancy in Harbour Master post. This has been factored into both current salary figures for the current and proposed structure.

Conclusion

14. For over two years Salcombe Harbour has had a depleted and difficult organisational structure which has adversely affected service output and staff morale.
15. The disestablishment of the Deputy Harbour Master's post to fund the enriched posts for line managers and the service delivery level of the Harbour organisation should provide more flexibility, a flatter organisational structure which is focused on service delivery whilst providing enhanced job prospects within the structure to ensure knowledge capture and a sustainable workforce for the future.

I A Gibson
Head of Service Salcombe Harbour

Harbour Board
24 October 2006

Background Documents:

Teignbridge District Council's report "Overview of Salcombe Harbour Staffing Structure" dated February 2005.

Appendices:

1. Salcombe Harbour Staff Structure (old).
2. Salcombe Harbour Staff Structure (new).