

# CHESHIRE FIRE AUTHORITY

**MEETING OF:** STAFFING COMMITTEE  
**DATE:** 23 JUNE 2021  
**REPORT OF:** CHIEF FIRE OFFICER & CHIEF EXECUTIVE  
**AUTHOR:** ANDREA HARVEY

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**SUBJECT:** SERVICE MAMAGEMENT TEAM REVIEW  
UPDATE AND ACTION PLAN

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## Purpose of Report

1. This report provides Members with an update on progress regarding the actions associated with the independent Service Management Team (SMT) review that was presented to, and approved by, the Fire Authority on 9 December 2020.

## Recommended: That

- [1] Members review the progress made against the actions contained within the plan.

## Background

2. An independent review of the SMT structure was commissioned in July 2020 and was carried out by RealWorldHR Limited. The review team was charged with assessing a key question: is the Service Management Team structure fit for purpose and sustainable? The review took into account national benchmarking, a study of the Service's retirement profile, a review of the pensions landscape and a data gathering exercise that involved interviewing every member of the current SMT.
3. The review came to a number of conclusions and highlighted some risks with the potential impact of retirements due to the age profile of SMT, capacity pressures in some areas, and the need to further embed the Blue Light Collaboration arrangements.
4. Emphasis was also placed on the need to put focus around workforce reform and identified two posts within the current SMT structure that could be released over time and generate savings.

## Information

5. The review presented a number of recommendations which revolved around the following:

- Establishing the post of Deputy Chief Fire Officer and removing one of the Assistant Chief Fire Officer posts.
  - Increasing the contractual hours of the Section 151 Officer post.
  - Redefining the role of the Director of Transformation to focus on short term workforce reform and value for money reviews.
  - Reassigning responsibilities associated with the Director of Transformation role to the joint HR team to realise the savings associated with the longer-term collaboration arrangements.
  - Generating savings through the release of the post of Head of Prevention in 2021 and the release of the post of Director of Transformation in 2023.
6. The recommendations have been incorporated into a high level action plan attached at Appendix A. This is accompanied by a more detailed plan in respect of the proposed phasing out of the Director of Transformation role at Appendix B. It is intended that these action plans will provide the audit trail for the implementation of the SMT review with an expected delivery date of July 2023.
7. To ensure the appropriate level of scrutiny is afforded to the progress and delivery of the SMT review, it has been agreed that progress reports will be provided to members of the Staffing Committee on a quarterly basis.

### **Financial Implications**

8. As previously outlined the delivery of the SMT review will provide savings of approximately £160,000 by 2023/24.

### **Legal Implications**

9. The actions associated with the Review will see some changes that involve legal issues. Wherever this is the case suitable legal and HR advice will be sought and relied upon..

### **Equality and Diversity Implications**

10. To ensure the Service was in compliance with its own policies and aspiration to be an inclusive employer, the recruitment of the DCFO post was subject to both internal and external advertising. This resulted in the appointment of an external candidate.

### **Environmental Implications**

11. None

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**BACKGROUND PAPERS: NONE**