

CHESHIRE FIRE AUTHORITY

MEETING OF: STAFFING COMMITTEE
DATE: 8 NOVEMBER 2021
REPORT OF: CHIEF FIRE OFFICER & CHIEF EXECUTIVE
AUTHOR: ANDREA HARVEY

SUBJECT: SERVICE MANAGEMENT TEAM REVIEW
UPDATE AND ACTION PLAN

Purpose of Report

1. This report provides Members with an outline of 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. It also provides an update on progress.

Recommended: That

- [1] Members note the actions contained in the Action Plan and progress to-date.

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 then current SMT.
3. The review came to a number of conclusions and highlighted some risks, e.g. 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 focus on workforce reform and identified two posts within the current SMT structure that presented opportunities for future savings.

Information

5. The Review presented a number of recommendations, including:
 - 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 the Action Plan attached to this report as Appendix A. It is intended that this Action Plan will provide the audit trail for the implementation of the outcomes of the Review and it is expected that the actions will be completed by Summer 2023.
7. To ensure the appropriate level of scrutiny is afforded to the progress and delivery of the SMT Review, it is intended that progress reports continue to be provided to members of the Staffing Committee.

Financial Implications

8. The delivery of the outcomes from the SMT Review will provide savings of approximately £160,000 over time as outlined below:

Financial year 2021/22

- Removal of ACFO post and establishment of DCFO post
- Increase in budget for Section 151 Officer post
- Removal of Head of Prevention post

Net revenue savings of £46,485 plus on costs – circa £60,000

Financial year 2023/24

- Removal of Director of Transformation post

Net revenue savings of £77,745 plus on costs – circa £100,000

Legal Implications

9. The legal implications associated with the delivery of the SMT Review took into account the requirements contained in the Localism Act and the National Framework.

Equality and Diversity Implications

10. There are no immediate equality and diversity implications relating to the remaining actions contained within the Action Plan.

Environmental Implications

11. None

**CONTACT: DONNA LINTON, CLEMONDS HEY, WINSFORD
TEL [01606] 868804**

BACKGROUND PAPERS:

**INFORMAL MEETING OF MEMBERS OF STAFFING COMMITTEE - SERVICE
MANAGEMENT TEAM UPDATE AND ACTION PLAN REPORT (25 AUGUST 2021)**

**STAFFING COMMITTEE – SERVICE MANAGEMENT TEAM UPDATE AND
ACTION PLAN REPORT (23 JUNE 2021)**