

**SENIOR MANAGEMENT REVIEW –
HUMBERSIDE FIRE AND RESCUE SERVICE**

SUMMARY

1. At the Chair's Agenda meeting, attended by all members of CMT and the Chair of the Authority, prior to the Authority meeting of 16th December 2013 which ratified his appointment, the CFO (Designate) requested that a report to proceed to appoint an Assistant Chief Fire Officer (to the resultant vacancy on CMT) be deferred until he had time to consider the future management structure of the Service under his leadership, this was agreed.
2. In addition to the above, the Service Policy states that when any post, other than that of a firefighter becomes vacant an objective assessment will be made to determine:-
 - (a) Whether there is a continuing need for the post. This will take account of organisational requirements and future plans including any implications arising from Humberside Fire Authority's IRMP;
 - (b) Whether it would be feasible and of net benefit to the Service to convert a continuing vacant uniformed post to a non-uniformed post and vice versa; and
 - (c) Whether there is a need to revise the job role.
3. In order to make that objective assessment of such a senior role in the organisation it is felt that it is necessary to carry out a wider review of the two most senior levels of management. This is because the ACFO post provides a leadership role on CMT and for a specific Directorate as well as operational incident command role both at Strategic Co-Ordination Group level (Gold Command) and on the incident ground at Silver Command providing resilience to the Area Manager cadre. This means that the assessment of the ACFO post cannot be undertaken in isolation of both CMT and Area Managers.
4. In addition to the above, given the recent Operational Efficiency Programme (OEP) which has seen a budget reduction approval of some £2.5m leaving an anticipated 3m deficit by 2016/17, it is now timely to commence work on a wider service review (A Service Wide Efficiency Review is included in the draft Strategic Plan 2014-17 for approval elsewhere on this agenda) commencing with the two most senior levels of management.
5. Notwithstanding such a review, there is also a pressing need to ensure the Service's resilience and continuity at Gold Command level beyond 1 April 2014. To this end it is proposed a process of rotating 'acting up', for operational cover purposes only, of Area Managers be initiated to provide this resilience temporarily until the review is concluded and its outcomes implemented.

RECOMMENDATIONS

6. (a) Members approve the commencement of a review of the two most senior levels of service management (CMT and Area Managers) with recommendations to be brought to the Authority meeting of 25th April 2014.
- (b) Members approve the initiation of a rotating 'acting up' process between Area Managers to provide strategic Gold Command resilience for the Service temporarily from 1st April 2014 until the review is concluded and its outcomes implemented.
- (c) Members approve one of the following options to facilitate a review which are detailed in the body of the report:-
 - (i) The review be carried out by an external independent consultancy in conjunction with the CFO (Designate)
 - or
 - (ii) The review is carried out by the CFO (Designate).

BACKGROUND

7. At the Chair's Agenda meeting prior to the Authority meeting of 16th December 2013 ratifying his appointment, the CFO (Designate) sought to defer the appointment of an ACFO to the vacancy on the current CMT to allow him some time to consider the future management structure of the Service he will lead from 1 April 2014. All of CMT and the Chair of the Authority were in attendance and it was agreed that was the right course of action.
8. Since that time the Service Operational Efficiency Programme (OEP) has been considered by the Authority and some £2.5m of budget reductions have been approved. These reductions are entirely concerned with operational firefighting roles, whereas the Authority are acutely aware, the bulk of Service costs lie.
9. However, as has been reported to the Authority previously, the anticipated budget deficit of £3m by 2016/17 cannot be met by reductions to front line/operational services alone. It is therefore prudent to now commence a wider review into the necessary support and management functions required to meet the needs of a significantly smaller Service, and if possible, deliver further efficiencies. The intention to carry out that review is also included in the draft Strategic Plan 2014/17 which is elsewhere on this agenda.
10. Whilst such a wider service review will take some time, it will be completed, as was the OEP, to meet the necessary budget reduction deadlines. In order to initiate such a review and implement and manage its outcomes into the future, it is necessary to first review the broad structure of the Service and the resultant necessary senior management functions.
11. To this end it is proposed that the current CMT and Area Manager positions (excluding the CFO and DCFO posts which were approved by the Authority at its meeting of 16th December 2013) are reviewed (7 posts, 1 currently vacant) and that any proposals for change are reported to the Authority meeting of 25th April 2014.
12. Members will no doubt be aware that during the engagement and consultation phases of the OEP many questions were raised regarding the need to find efficiencies across the whole of the Service and not just from its operational activity. Such questions were consistently answered with an undertaking to commence such

a wider review as a consequence of the OEP approvals which were decided at the Special Meeting of the Authority on 31st January 2014. This proposal to initiate a review of senior management posts, if approved, sets that process in train.

13. Further to the rationale for carrying out a review of senior management positions there is a pressing need to provide business continuity and operational resilience at Gold Command level under the Service's current arrangements following the retirement of the current Chief Fire Officer on 31st March 2013.
14. Regardless of the Authority's decision to approve this review, there will be a need to temporarily provide resilience from 1st April 2014 in order to maintain the Service Gold Command Rota which provides an on-duty strategic management response on a 24/7 basis.
15. Given this need it would seem prudent to initiate a process of rotating 'acting up' to provide this resilience from the current cadre of Area Managers. In doing this the Authority has the flexibility, subject to approving the review, to determine the permanent need for a uniformed ACFO or delete the post completely depending on the review's outcome. The 'acting up' would only take place for operational cover and only on days when there were gaps in the cover provided by the remaining two permanent Principal Officers.
16. To enable this to take place and still retain a reasonable speed of response of a Principal Officer the new CFO and DCFO would temporarily change their cover arrangements to increase their availability to ensure that when the initial cover was being provided by the Area Manager one of them could still respond to an incident, in addition to the Area Manager, within 8 hours, whilst that isn't a sustainable position long term and limits the flexibility of those officers it is felt that for the temporary period it can be achieved.
17. There are two very good reasons for providing resilience in this way for a time limited, temporary period. Firstly, there would be no perceived, or otherwise, advantage to an individual carrying out the role of ACFO temporarily should they consequently be an applicant for the post on a permanent basis if the review recommends the posts retention in the structure. Secondly, the pension effects of four Area Managers acting up in this way, as opposed to one being temporarily promoted, are negligible.
18. Subject to the Authority's approval to commence the review there are broadly two ways in which it could be completed which are outlined in the following paragraphs.
19. Traditionally such reviews have drawn on the services of external consultants experienced in such work. Some initial research has been carried out and a suitable company has been identified who is capable of carrying out the review within the timescales at a cost of £15k + VAT + expenses.
20. Such a review would consider the following:-
 - Appropriateness of levels of Authority and spans of control.
 - An operating model that delivers effective management and support.
 - The make-up of a senior management team structure that would drive the organisation forward.
 - The operational needs of the Service at SCG level (Gold Command) and TCG level (Silver Command)
21. Alternatively, given the relatively small number of posts involved it would be possible for the CFO (Designate) to utilise his experience and knowledge of the organisation as a whole and his most recent career experience as both an Area Manager and

CMT member to carry out this part of the wider review himself, in close collaboration with the DCFO (Designate). Of course, this option would be cost neutral to the Service.

STRATEGIC PLAN COMPATIBILITY

22. This review is compatible with the draft Strategic Plan 2014/17 which is elsewhere on this agenda, particularly Strategic Objective 4: "Making the best use of the resources we have" and also the intention to carry out a Service Wide Efficiency Review
23. That objective has an associated work plan which includes a commitment to "continue to work with the Fire Authority to identify how savings can be made and initiate a service wide efficiency programme".

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

24. From a financial perspective the worst case scenario resulting from the review would be one of overall cost neutrality i.e. 'stay as we are today', plus the cost of consultancy should that be the Authority's preferred option.
25. With regard to consultancy costs, if that is the preferred option, these would be taken from the Service earmarked 'Change Management' reserve.
26. However, it remains a fact that the Service has been steadily reduced in size in recent years and it is incumbent on the CFO (Designate) to ascertain and report to the Authority whether the Service can be managed and supported more efficiently and therefore release savings as a result.
27. Any savings identified would contribute to the remaining £3m budget deficit that is predicted by 2016/17.

LEGAL IMPLICATIONS

28. There are no direct legal implications arising from an approval to carry out a senior management review, however, subject to the outcome of the review suitable legal advice will be sought with regard to any employment law implications.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

29. An equality impact assessment of any proposals will be completed prior to the Authority considering the outcomes of the review. There may be a number of HR implications as a result of this review and the appropriate specialist advice will be sought as necessary.

CORPORATE RISK MANAGEMENT IMPLICATIONS

30. A service wide efficiencies review incorporating a specific review of the most senior management tiers will form a significant part of the mitigation in place for the strategic risks relating to the reductions in external financial support to the Service.
31. The risk levels will be adjusted dependent on Authority approvals for review and subsequent implementation of proposals.

HEALTH AND SAFETY IMPLICATIONS

32. None arising directly from this proposal, any impacts on corporate health and safety matters as a result of proposals to change senior management structures will be fully accounted for.

COMMUNICATION ACTIONS ARISING

33. Communication will take place regarding any options that the Authority approves for implementation.

DETAILS OF CONSULTATION

34. Any staff groups, individuals or representative bodies will be appropriately consulted prior to the implementation of any proposals.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

35. None.

RECOMMENDATIONS RESTATED

36. (a) Members approve the commencement of a review of the two most senior levels of service management (CMT and Area Managers) with recommendations to be brought to the Authority meeting of 25th April 2014.
- (b) Members approve the initiation of a rotating 'acting up' process between Area Managers to provide strategic Gold Command resilience for the Service temporarily from 1st April 2014 until the review is concluded and its outcomes implemented.
- (c) Members approve one of the following options to facilitate a review which are detailed in the body of the report:-
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- (ii) The review is carried out by the CFO (Designate).

D SANDERS

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