

Status of Report: Public

Agenda Item:

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Meeting: Combined Fire Authority

Date: 3rd June 2015

Subject: Appointment of a Temporary Deputy Chief Fire and Rescue Officer

Report by: The Chief Fire and Rescue Officer

Author: Richard Chandler

For: Decision

1. Purpose

The purpose of this report is to present a proposal for the appointment of a Temporary Deputy Chief Fire and Rescue Officer (DCFO) for the approval of the Combined Fire Authority (CFA).

2. Executive Summary

It is proposed that the current vacant DCFO post is filled on a temporary basis allowing the new Chief Fire and Rescue Officer (CFO) the time to implement a new reduced organisational structure in September 2016.

3. Report Detail

Background

- 3.1 The current senior management structure has been in place since the CFA agreed to disestablish the posts of an Area Manager (February 2011) and an Assistant Chief Fire and Rescue Officer (February 2012), both were in the Corporate Resources Directorate. As a consequence, the references associated with the disestablishment of the 2 posts were redistributed amongst the remaining Directors and members of the Senior Management Team (SMT). The decision of the CFA ultimately reduced the number of directorates from 4 to 3 and at the same time achieved an efficiency saving of £80,930 in 2011/12 and a further £139,770 in 2012/13.
- 3.2 In June 2014 as part of its longer-term austerity planning requirements, the CFA approved further revisions/reductions to management structure as follows:
- Reduction of the non-operational Area Manager establishment by deletion of the Head of ICT post with effect from 4 to 3 from 1st April 2015 following

the completion of the Support Staff Review which has now been achieved.

- Reduction of the Director establishment from 3 to 2 with effect from 12th September 2016.
- Reduction of the Group Manager establishment from 7 to 6 with effect from 1st April 2015 and from 6 to 5 with effect from 1st July 2017.

3.3 Following the retirement of the previous CFO on 29th April 2015 and the subsequent internal promotion of the DCFO opportunities have arisen to achieve:

- A better alignment of references within the directorate and area functions to facilitate improved workload balance.
- A management structure arrangement that will better enable the transition to a 2 directorate management model in 2016/17.
- A much earlier efficiency saving than has already been accounted for through the reduction of a Group Manager post 2 years earlier than planned.

The Proposals

3.4 To facilitate delivery of the change to management structure proposals it is proposed to appoint a Temporary DCFO through the temporary promotion of the Assistant CFO/Director of Community Services (ACFO) with effect from 4th June 2015. The current ACFO has indicated his intention to retire from the CFA on 12th September 2016.

3.5 A condition of the appointment of the ACFO to the position of Temporary DCFO is that upon receipt of his new contract and prior to taking up the temporary post the ACFO will tender his written resignation from the organisation ending his employment on 12th September 2016. This will then be formally accepted by the CFO. The ACFO is in agreement with this proposed arrangement.

3.6 A reduction in a Group Manager post 2 years earlier than planned.

The Benefits

3.7 The main benefits associated with the proposal from a management perspective are as follows:

- They do not conflict with plans that have already been agreed by the CFA and as such, will demonstrate a commitment to the decisions already agreed.
- They will yield another financial saving in 2015/16 as a direct consequence of reducing the number of Group Managers 2 years earlier than planned.
- They will provide the new CFO with more time to plan and deliver all of the necessary changes to facilitate revisions to the strategic leadership in support of the transition from a 3 to a 2 directorate management model in 2016/17.
- They will provide the new CFO with more time to develop internal talent so

that the gaps that will appear at the strategic leadership level of the organisation due to retirements can be filled. They will provide the new CFO with more time to implement a robust succession planning strategy applicable to all middle and senior management roles. This will require the detachment of staff to complete core progression development programmes i.e. the Executive Leadership Programme and this will be achievable without compromising internal management and command capacity.

- They will not affect the resilience of the strategic command duty system (Gold Rota) and there will be no need to negotiate revisions to it. The main benefit being that operational capacity will not be compromised and that no additional costs will have to be accounted for.
- They will enable the strategic leadership capacity to be maintained at this vital time when workloads are significant due to the scope of change that has to be developed and delivered e.g. the Tri-Service Fire Control solution, closer working/collaboration with East Midlands Ambulance Service and Leicestershire Police, the potential collaboration of support functions and the delivery of the Operational Change Project.
- They maintain the capacity at principal officer level to deliver against the corporate demands placed upon the CFO, DCFO and Directors. As CFA members will acknowledge, the CFO and DCFO roles are completely different.
- They provide an opportunity for preparation of the functions in the period leading up to the transition from a 3 to a 2 directorate management model in 2016/17. This will so far as is reasonably practicable ensure that the transition is achieved smoothly.

Summary

- 3.8 If the CFA approves the proposals set out in this report, they will have no effect on the delivery of the final and outstanding element to reduce the number of directors that will be implemented on 12th September 2016 and consequently reduce the number of directorates from 3 to 2. It will also allow for opportunity to accelerate the disestablishment of the Group Manager post by 2 years.

4. Report Implications / Impact

4.1 *Legal (including crime and disorder)*

These are covered in the report.

4.2 *Financial (including value for money, benefits and efficiencies)*

The proposed revisions to the management structure of LFRS will yield an earlier efficiency saving than has already been accounted for through the reduction of a Group Manager post 2 years earlier than planned.

4.3 *Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)*

The proposed revised management structure will ensure that capacity and resources are maintained to deliver the agreed CFA priorities. Furthermore, it will ensure that robust arrangements are established in order to ensure that all risk related matters are addressed prior to the transition to the new directorate management model in September 2016. The bringing forward of the reduction of the Group Manager establishment is adequately accounted for in the revised structure ensuring that cutover will be achieved seamlessly.

4.4 *Staff, Service Users and Stakeholders (including the Equality Impact Assessment)*

SMT have been advised of the contents of this report. Since July 2013 following guidance from the Department for Communities and Local Government all temporary promotions are paid as an Additional Pension Benefit. This means that additional pension is only earned for the period covered by the temporary promotion and does not have a significant long term effect on an individual's pension.

4.5 *Environmental*

Not applicable.

4.6 *Impact upon Our Plan Objectives*

Approval of new management structure arrangements will ensure that all of the CFA's agreed plans and objectives will be achieved.

5. *Recommendations*

The CFA is asked to agree to the temporary promotion of the ACFO/Director of Community Services to the vacant post of DCFO with effect from 4th June 2015 until 12th September 2016.

6. *Background Papers*

None.

7. *Appendices*

None.