



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 18/46

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	28 September 2018
SUBJECT OF THE REPORT	Senior Management Restructure
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For approval
EXECUTIVE SUMMARY	<p>Our Medium Term Financial Plan (MTFP) sets out the need to make £1.2 million savings in 2019-20 with further savings requirements in future years.</p> <p>We have robust plans in place to realise the required savings. As part of this savings programme senior management restructuring is necessary.</p> <p>The proposed changes to the responsibilities of the Deputy Chief Fire Officer to realise £95.5k of savings within the Strategic Leadership Team require Dorset & Wiltshire Fire and Rescue Authority (the Authority) approval.</p>
RISK ASSESSMENT	Failure to make the savings set out in the MTFP places a significant financial risk on the Authority to achieve a balanced budget going forward.
COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report
BUDGET IMPLICATIONS	The proposed annual savings from this senior management restructuring exercise is £95.5k.

RECOMMENDATIONS	It is recommended that Members: <ol style="list-style-type: none">1. Agree to the Deputy Chief Fire Officer assuming additional responsibilities and receiving a commensurate uplift in pay to align with that set by other fire & rescue services in England.
BACKGROUND PAPERS	None
APPENDICES	None
REPORT ORIGINATOR AND CONTACT	Name: Ben Ansell, Chief Fire Officer Email: ben.ansell@dwfire.org.uk Tel: 01722 691075

1. Introduction

- 1.1 The Strategic Leadership Team (SLT) have been able to utilise the skills and experience of team members in a variety of different roles to help deliver a complex change and reform agenda. Under the leadership of the Chief Fire Officer (CFO), members of SLT have been actively reviewing their portfolios and gaining a deeper understanding of the capacity, skills and experience of their teams. This has seen a number of structural changes occurring as a result, including within SLT itself.
- 1.2 As Members are aware our Medium Term Finance Plan (MTFP) sets out a need to make £1.2 million savings in 2019-20 with further savings required in future years.
- 1.3 As part of this programme of work savings at a senior and middle management level is necessary.
- 1.4 Advice from the Clerk & Monitoring Officer has confirmed that general staffing and structure arrangements are a matter delegated to the CFO. However, a key area of this programme is a proposed senior level restructure requires Dorset & Wiltshire Fire and Rescue Authority (the Authority) approval. This relates to the proposed changes to the responsibilities of the Deputy Chief Fire Officer (DCFO).

2. Deputy Chief Fire Officer

- 2.1 In July 2017, the Authority approved a paper regarding the introduction of a DCFO post through uplifting the role of an existing member of SLT.
- 2.2 With the need to realise savings, it is proposed that an Assistant Chief Fire Officer (ACFO) post is not replaced and that with effect from 1 April 2019, the DCFO post carries an operational commitment to maintain required levels of strategic command capacity.
- 2.3 In readiness for this operational role, the DCFO has undertaken the following development to enable him to become a Level 4 Strategic Incident Commander:
 - Strategic Incident Command Management Coaching
 - Technical Equipment Briefings
 - Emergency Fire Appliance Driving (EFAD) Car
 - Fitness Assessment
 - Multi Agency Gold Incident Command (MAGIC) provided by the Fire Service College

- Multi Agency Gold Incident Command (MAGIC) provided by the Civil Contingencies Unit
- Media Training
- Shadowing at Level 4, attendance at multi-agency incidents involving 12-15 pumps)
- Operated at Gold to support the recent Salisbury and Amesbury major incidents
- Attended Gold planning events (e.g. Bournemouth Air Show)
- Attended 3 yearly high risk sites under the Control of Major Accidental Hazards legislation.

- 2.4 In order to be assured of the long-term effectiveness of these arrangements and demonstrate competence, the CFO asked the DCFO to shadow and work alongside an existing principal officer. This trial commenced in April 2018 and culminated in a four hour externally facilitated Level 4 Strategic Command Assessment in which he performed very effectively and successfully passed. He is also in the final stage of completing the externally accredited Skills for Justice award in Strategic Incident Command in Fire and Rescue Services. In consultation with the Chairman and Clerk & Monitoring Officer the DCFO has not received any additional payment during this shadowing and development phase.
- 2.5 Currently within the Dorset & Wiltshire Fire and Rescue Service (the Service), the level of DCFO pay is approximately 71% of that of the CFO, as the DCFO receives a salary that is reduced to reflect the non-operational nature of the role. In line with many other fire and rescue authorities, it is proposed that as an operational officer, the DCFO's pay will be raised to reflect 80% of the CFO's salary. This will require an uplift of approximately £13.5k. to basic salary of £117,700.
- 2.6 This will take effect upon the retirement of the ACFO anticipated in March 2019. The comparable savings from the reduction of the ACFO post are approximately £109k (plus oncosts), giving a net saving of £95.5k plus on-costs.

3. Summary and key points

- 3.1 As we continue to respond to the financial challenges outlined in our MTFP, the proposed SLT restructure provides considerable savings at senior management level yet maintains robust strategic capacity, expertise and enables a seamless transition at a time of complex change.

September 2018