Shropshire and Wrekin Fire and Rescue Authority

Standards and Human Resources Committee

17 March 2015

**Amendments to Brigade Manager Roles and Responsibilities arising from the**

**Public Value Programme**

Report of the Chief Fire Officer

For further information about this report please contact John Redmond,

Chief Fire Officer, on 01743 260201

1. Purpose of Report

This report informs the Committee of the changes to the Brigade Manager Team, which have resulted from implementation of the Public Value Programme.

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|  | RecommendationsThe Committee is asked to note the changes in roles and responsibilities for Brigade Managers, which have resulted from implementation of the Public Value Programme.  |

1. Background

In 2010 the Fire Authority initiated work to produce a cost reduction programme, entitled “Public Value”, in response to the Government’s austerity measures. The Public Value Programme was implemented in 2011 and set out plans to meet the £3.2m cost reduction required from the Service budget. This would take place over a four-year period up to March 2015.

1. Public Value Programme 2011 to 2015

One of the elements of the Public Value Programme was to reduce the numbers of Executive Level Officers from four to three, with the deletion of the Assistant Chief Fire Officer Operational Support role. The changes were made in year three, following the appointment of a new Chief Fire Officer in July 2013.

1. Service Management Structure

The responsibilities for each of the three remaining Executive Officer (EO) roles, Chief Fire Officer (CFO), Deputy Chief Fire Officer (DCFO) and Assistant Chief Fire Officer (ACFO), were reviewed by the CFO and a revised, but initially temporary, management structure was put in place up to August 2014. This period allowed a review of the management structure and the changes required to absorb the workload of the deleted EO post. A final management structure was implemented on the 1 August 2014, just prior to the appointment of the new Deputy Chief Fire Officer, Rod Hammerton, on the 4 August 2014.

 The review undertaken by the CFO concluded that the most effective structure would be to divide the responsibilities of the Service between two areas, Operational Delivery and Corporate Services. This has resulted in the job roles expanding to absorb the responsibilities previously undertaken by the ACFO Operations and Corporate Planning. The outcome has been an increase in the span of responsibility for both the DCFO role and the former ACFO Human Resources and Development role. It has also entailed the ACFO role undertaking a Gold Command role for the Service.

1. Changes in Roles

**CFO Role**

There have been minimal changes to responsibilities since the reduction of one Executive officer.

**DCFO Role**

Previous responsibilities of the DCFO role were:

* Operational Response; and
* Prevention and Protection.

The line manager responsibilities consisted of three Area Managers.

Current responsibilities are:

* Operational Response;
* Prevention and Protection;
* Operational Training; and
* Operations Department.

The line manager responsibilities consist of four Area Managers (which will reduce to three from May 2015).

**ACFO Role**

Previous responsibilities of the ACFO (Human Resources and Development) were:

* Human Resource Team
* Training and Development Team
* Equality and Diversity

The line management responsibilities consisted of one Area Manager and one non-uniformed senior manager.

In the new role of ACFO Corporate Services the responsibilities are as follows (please see the Job Description attached as an appendix):

* Human Resources
* Planning and Performance
* Corporate Risk Management
* Information Communications Technology
* Management and Administrative Support
* Democratic Services
* Development

The line management responsibilities have now increased to six senior managers at grade 10 and above. The Area Manager no longer reports to the ACFO Corporate Services.

The changes also mean that the post-holder has been required to return to full-time working, having previously been working 80% of full-time hours.

**Gold Command**

In addition to the above, the post is now required to form part of the Gold Command rota to replace the loss of the deleted post on that rota with responsibility to assume the role of command for the Service during appropriate incidents.

1. Conclusion

As a result of the reduction of one Brigade Manager there have been some changes, on a varied scale, to the level of responsibilities for the remaining posts, with the ACFO post being most significantly altered, both in terms of the range of management responsibilities and the requirement to participate in the Gold Command rota.

1. Financial Implications

In deleting one Brigade Manager post (ACFO Operational Support) the target for the Public Value Programme was a saving of £100,000.  This has been achieved through a saving of £120,000, less a cost of £16,000 for the addition of the previously non-operational post of ACFO Corporate Services to the Gold Command rota.

1. Legal Comment

There are no legal implications arising directly from this report.

1. Initial Impact Assessment

This report contains merely statements of fact / historical data. An Initial Impact Assessment is not, therefore, required.

1. Equality Impact Assessment

An Equality Impact Assessment has been completed.

1. Appendix

ACFO Corporate Services Job Description

1. Background Papers

There are no background papers associated with this report.

**Shropshire Fire and Rescue Service**

**Initial Impact Assessment (IIA)**

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| **Initial Impact Assessment of** | **Reduction of BM from 4 to 3 posts** |
| **Completed by****(see purpose below)** | **J Redmond** |
| **Date Completed** | **21.1.15** |
|  | Please tick the appropriate box and state which option |
| **This is a:** |  |
| Report (CFA/Committee/SMT/Other) | 🞏x Brigade Managers Employment Panel |
| Brigade Order (state Service Area) | 🞏 |
| Project (STP/C+C/Other) | 🞏 |
| Other (please state) | 🞏 |

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| **Purpose** This IIA provides a summary assessment of factors that may/will impact upon the community or Authority/Service. Where either a positive or negative impact is identified, further details should be provided and continued, if required, into a Full Impact Assessment (FIA). The decision to proceed to an FIA will be made case by case and should be based on experience and impact. This will be considered by the Lead Officer and Line Manager and signed off by the Line Manager. An IIA will not be required, where a document is presenting only historical or factual information. |

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| **Factor** | **Impact?** | **Details of likely/actual impact (positive or negative) plus mitigating actions of negative impacts (continue details overleaf, if necessary)** |
| **Yes** | **No** |
| Capacity | x |  | * The reduction of x1 BM has had an impact on the capacity of the Service. An adjustment in the responsibilities is incorporated in a revised JD and structure
 |
| Community Safety |  |  |  |
| Environment |  |  |  |
| Equality and Diversity |  |  | **If ‘Yes’ is ticked, you must complete an Equality Impact Assessment, please see guidance attached below.** |
| Health and Safety |  |  |  |
| Human Rights, incl. Data Protection Act |  |  |  |
| ICT |  |  |  |
| Public Value | x |  | The changes made are as a result of the outcome of the public Value Programme |
| Reputation |  |  |  |
| Security |  |  |  |
| Service Delivery |  |  |  |
| Partnership Working |  |  |  |
| Training |  |  |  |
| Other (please state) |  |  |  |
|  |  |  |
| Is a Protective Security Marking required (see guidance for definitions of descriptors)? Y/N |
| If so, is it Protect – Personal x🞏 Protect – Commercial 🞏 Protect – Legal 🞏 |

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| **Further Details** |
| **Factor** | **Impact****+ or -** | **Where the impact is negative, what mitigating actions will be taken?**  |
| **Capacity** | -ve | - The capacity of the Service has been reduced at BM level from 4 to 3 A restructure and realignment of responsibilities has been implemented. This has included changes to Job Descriptions for the DCFO and ACFO (CS) |
| **Public Value** |  | This is part of the Public Value programme.  |
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| **Is a full impact assessment required?**no |

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| **SFRS-logo-3-black-white** | **Initial Impact Assessments - Equality and Diversity Guidance** |

The Initial Impact Assessment (IIA) template provides a framework for assessing the likely impact of our services, employment conditions and policies on our service users, local communities and employees. Equality and diversity is one of these impacts, and this guidance is to help staff who complete assessments to identify any positive or negative equality impacts of our services, employment conditions and policies.

1. **Why do we assess equality impacts?**

We need to make sure that our policies and services do not discriminate against any communities or individuals who are disadvantaged or experience discrimination, and that we identify policies and services which actively support members of those communities who work as our employees or use our services.

When assessing the equality and diversity impact you need to consider:

1. Do the services, employment conditions or policies reflect high ethical standards?
2. Are the services, employment conditions or policies accessible and appropriate?
3. Are different groups treated equally and fairly by the services, employment conditions or policies?
4. Do the services, employment conditions or policies meet our duties under equality legislation?
5. Can we make any possible improvements to the services, employment conditions or policies?
6. Are there any ways in which we could become a better employer?
7. Are there any ways in which we could be a better provider of services?

If the answer to any of the questions 1 - 4 is ‘no’, and if the answers to any of the questions 5 – 7 is ‘yes’ there will be a negative equality impact. If the answer to any of the questions 1 - 4 is ‘yes’, and if the answers to any of the questions 5 – 7 is ‘no’ there will be either a positive or neutral equality impact. Where an equality impact – positive or negative – is identified, you will need to complete an Equality Impact Assessment.

2. **Some background points**

* Anybody can assess equality impacts – you don’t need to be an equality ‘expert’.
* Discussion with other people and imagination are both important in assessing equality impacts.
* The importance of assessing equality impacts is about the action taken as a result and the outcomes of those actions.
* The time and effort involved in assessing equality impacts should be in proportion to the importance and relevance of the policy, service or employment condition.
* You don’t need huge amounts of evidence to assess equality impacts. The will always be some information, and more will almost always be available if you look for it, especially through talking with other people.

3. **The IIA Template**

It is possible to have both positive and negative equality impacts from the same issue. For example: **[Please note – this a case study – it is not a real proposal]**

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| **Initial Impact Assessment of** | Introduction of changed car parking arrangements at Brigade HQ  |
| **Completed by****(see purpose below)** | Jo Bloggs |
| **Date Completed** | XX/XX/2014 |
|  | Please tick the appropriate box and state which option |
| **This is a:** |  |
| Report (CFA/Committee/SMT/Other) | 🞏 |
| Brigade Order (state Service Area) | 🞏 |
| Project (STP/C+C/Other) | 🞏✓ |
| Other (please state) | *🞏 Change in employment conditions*  |
|  |
| **Purpose** This IIA provides a summary assessment of factors that may/will impact upon the community or Authority/Service. Where either a positive or negative impact is identified, further details should be provided and continued, if required, into a Full Impact Assessment (FIA). The decision to proceed to an FIA will be made case by case and should be based on experience and impact. This will be considered by the Lead Officer and Line Manager and signed off by the Line Manager. An IIA will not be required, where a document is presenting only historical or factual information. |

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| --- | --- | --- |
| **Factor** | **Impact?** | **Details of likely/actual impact (positive or negative) plus mitigating actions of negative impacts (continue details overleaf, if necessary)** |
| **Yes** | **No** |
| Equality and Diversity | ✓ |  | **If ‘Yes’ is ticked, you must complete an Equality Impact Assessment.**

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| **+** | Availability of three more designated disabled parking bays |
| **-** | Greater off-site walking distances to reach cars – may impact after dark on some women employees |

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**Please note**: if you tick ‘yes’ on the equality and diversity section, you ***must*** complete an Equality Impact Assessment.

4. **Further guidance and support**

Further guidance and support on completing the Equality and Diversity section of the IIA is available from the Equality and Diversity department – Laura Kavanagh-Jones, E & D Assistant (extn 1189) or Natalie Parkinson, E & D Officer (extn 1236).

For guidance on completing other sections of the IIA please contact Sharon Lloyd, (extn 1210)

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| **Post** | Assistant Chief Fire Officer(Corporate Services) | **Post No** | H10000010 |
| **Line Manager** | Chief Fire Officer | **Location** | Headquarters, St Michael’s Street, Shrewsbury |
| **Directorate** | Corporate Services | **Section** |  |
| **Scale** | Brigade Manager | **Current Salary** | £90,020 |
| **Hours** | Full time | **Status of Post** | Permanent  |

#  Job Purpose

To be responsible for the management, direction and performance of Shropshire Fire and Rescue Service as a member of the Brigade Management Team. To ensure that it fulfils its statutory and non-statutory obligations to the community, and recommendations are implemented as directed by the Members of the Combined Fire Authority and its committees.

1. **Major Tasks**
	1. To be proactive in promoting the Service vision, aims and values and act as an ambassador of the Authority in the community. Take responsibility and accountability for the performance and achievement of corporate objectives though the effective management of functional teams and continuous self-development.
	2. As a Member of Service Management Team, to contribute to the formulation and review of policy and strategic direction for the whole Service.
	3. To provide professional advice and assistance to the members of the Combined Fire Authority, producing reports, briefings and research documents as appropriate. Represent the Service and the Authority at key events at local, regional and national level that enhance and support the reputation of the Authority as a progressive organisation and raise the civic awareness of the wider role of Shropshire Fire and Rescue Service.
	4. To conduct consultation and negotiation with representative bodies in order to manage change in a constructive and positive climate of strong employee relations.
	5. To champion and promote continuous improvement and efficiency achieving improved value for money and high quality outcomes for the residents of Shropshire Telford and Wrekin.
2. **Job Activities**
	1. Take personal responsibility for the leadership and management of the Corporate Services function.
	2. Develop the Authority’s corporate statutory documents including the five year Service Plan in conjunction with the Service Management Team and the Authority Treasurer.
	3. Assist in providing the Authority’s Statement of Assurance and key governance documents in conjunction with the Clerk and Treasurer to the Authority.
	4. Provide strategic oversight of corporate and business planning, corporate risk management, performance management, contract management (in conjunction with the Head of Resources) and related corporate services.
	5. Provide strategic oversight of the Service Transformation programme ensuring the Authority’s strategies, policies and projects are carried through within the current and future financial resources available to the Authority. Lead the development of options for a new business model for the Service in light of ongoing national Government austerity measures and changes in national policy for blue light services.
	6. Lead on Organisational Development to reflect modern principles of Human Resources management, business process improvement and a values driven culture.
	7. Represent the Service as the Executive Officer on appropriate boards/bodies and partnerships that leverage ongoing efficiencies, shared services, collaborative working and improvement in outcomes for the residents of Shropshire Telford and Wrekin.
	8. Set targets and objectives for Corporate Service teams. Monitor delivery and identify areas for continuous and sustainable performance improvement.
	9. Select, manage and develop teams and individuals to ensure the current and future needs of the Service, communities and key stakeholders are met. Ensure all staff within the Directorate have the opportunity to develop their full potential to meet Service priorities.
	10. Represent the Service at events that present a significant risk to the community, providing strategic leadership and support in multi-agency incidents ensuring effective support to all Service staff involved in resolving the incident, including participation in gold command.

# Other Tasks and Considerations

4.1 To ensure that the Brigade policies on equality and diversity at work are implemented, monitored and adhered to at all times, in order to achieve a working environment that promotes equality and diversity. Be sensitive to the feelings and needs of others.

4.2 To support the organisation in embedding the ‘core values’, strategic aims and corporate objectives.

4.3 To ensure all duties are carried out in accordance with the Authority’s IT Security Policy.

4.4 To comply with the Health and Safety responsibilities set out in Appendix A to this job description.

4.5 Ensuring information is securely maintained and treated confidentially in accordance with Service policy, the Data Protection Act and other Information Acts.

4.6 Maintain proper administrative procedures and records in accordance with Service policy, orders and instructions including documenting and recording work activity.

4.7 Ensure that any defect of Service premises, accommodation, furnishings, vehicles fixtures and fittings are reported in accordance with specified procedures.

4.8 To carry out such other duties as may be directed, commensurate with the grading of the post.

4.9 The Chief Fire Officer will, from time to time, change references and principal accountabilities of Service Leadership Team members.

4.10 This post is designated as politically sensitive under the 1989 Local Government and Housing Act by virtue of being a designate post, and as such will comply with these regulations.

4.11 To function as a strategic manager as part of the Service’s Executive Rota and provide strategic advice to support and resolve operational incidents. The post-holder must be prepared to reside within a geographic area agreed by the Chief Fire Officer.

# 5 Links to Role Map

Provide strategic advice and support to resolve operational incidents **EFSM1**

Plan implementation of organisational strategy to meet objectives **EFSM4**

Evaluate organisational performance against agreed measures **EFSM5**

Lead organisational strategy through effective decision-making **EFSM7**

Select personnel for employment **EFSM8**

Manage the performance of teams and individuals to achieve objectives **EFSM13**

Develop teams and individuals to enhance work based performance **EFSM14**

Manage yourself to achieve work objectives **EFSM16**

Exchange information to ensure effective service delivery **EFSM20**

**Safety Responsibilities Appendix A**

**Individual Employees**

* Each employee is responsible for their own acts or omissions and the effect that these may have upon the safety of themselves or any other person.
* Every employee must use safety equipment or personal protective equipment (PPE) in a proper manner and for the purpose intended.
* Any employee who intentionally or recklessly misuses anything supplied in the interests of health and safety will be subject to disciplinary procedures.
* Every employee must work in accordance with any health and safety instruction or training that has been given.
* No employee may undertake any task for which they have not been authorised and for which they are not adequately trained.
* Every employee is required to bring to the attention of their supervisor/manager any hazard or perceived shortcoming in our safety arrangements.
* Every employee must report any near miss, accident or dangerous occurrence that they witness or are involved in.
* All employees must co-operate with their employer to ensure legal requirements are met and the highest standards of safety management are maintained.
* Every employee must observe correct manual handling techniques when lifting carrying or moving a load.
* Every employee must follow the Brigade General Health and Safety Rules.