



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	18 September 2019
<b>OFFICER</b>	Mick Osborne, Deputy Chief Fire Officer/Chief Operating Officer
<b>LEAD MEMBER</b>	Chairman
<b>SUBJECT OF THE REPORT</b>	<b>Senior Management Team Restructure</b>
<b>EXECUTIVE SUMMARY</b>	<p>Following recent changes in personnel, this report sets out the new Senior Management Team (SMT) structure, to deliver the Authority's Corporate and Public Safety Plans as efficiently and effectively as possible. The new SMT structure is set out in <b>Annex B</b>.</p> <p>At the Executive Committee meeting 6 February 2019, following receipt of a paper on 'A Review of the Methodology used to carry out the Senior Management Team Annual Pay Review', the Committee resolved as follows:</p> <p><i>'that a review of the SMT structure and function, to include the third tier, taking account of opportunities for potential collaboration and potential efficiencies to be gained as well as broadening roles be undertaken.'</i></p> <p>The proposed changes take into account the current financial restraints on the Service, while creating capacity to address effectively issues arising from Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services inspection (HMICFRS) which took place in June 2019. It also looks towards the delivery of the 2020-2025 Public Safety Plan due for public consultation this Autumn. The proposal looks to maintain our focus on continuous improvement whilst, consolidating areas of strength, and developing our supporting information technology and intelligence processes to be modern and efficient.</p> <p>The main areas of change are:</p> <ul style="list-style-type: none"> <li>• Removal of the position of Director of People and Organisational Development (DPOD) and transfer these responsibilities to the Deputy Chief Officer/Chief Operating Officer (DCFO/COO);</li> <li>• Reallocation of some of the existing functions between the Heads of Service.</li> </ul>

	The structure is designed to continue to deliver the Service in a focused way with a balance of responsibilities between SMT members, whilst providing some capacity to ensure continuing improvement. The proposals are cost neutral.
<b>ACTION</b>	Noting
<b>RECOMMENDATIONS</b>	That the changes to the structure of the Senior Management Team be noted.
<b>RISK MANAGEMENT</b>	<p>This review developed a revised SMT structure which is appropriately resourced to deliver on known objectives, yet flexible enough to deliver on new or revised priorities.</p> <p>The changes and reporting arrangements for the SMT members provides stability and mitigates aspects of the DPOD role not being replaced.</p> <p>The HR and OD structures have already been subject to a restructure to support the delivery of these functions with the reporting line through DPOD.</p> <p>The structure allows for opportunities for further improvements to performance across the organisation, and for refreshed career pathways introduced where possible.</p>
<b>FINANCIAL IMPLICATIONS</b>	There are no financial implications as a result of this paper as the restructure is cost neutral. Some minor savings (circa £6K) are likely to be released during 2021-2022 onwards.
<b>LEGAL IMPLICATIONS</b>	All statutory and contractual employment issues arising from this review have been, and will be, dealt with in conjunction with the Director of Legal and Governance and in accordance with appropriate Authority policies and procedures.
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	Discussions have been taking place between the three Thames Valley Services around the sharing of senior officers but these are unlikely to come to fruition in the foreseeable future. Therefore, the proposals are designed to deliver what is right for the Service in the foreseeable future. There is nothing in the current proposals which undermines current or future collaborative opportunities. The Head of Service Development will take functional lead for collaboration and Thames Valley Fire Control Service (TVFCS), and the Head of Service Delivery will lead on Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
<b>HEALTH AND SAFETY</b>	Employee well-being, occupational health, attendance management and welfare arrangements are an integral part of the SMT structure and will continue to

	be a priority area of focus.
<b>EQUALITY AND DIVERSITY</b>	<p>Impact assessments have been carried out, and will be reviewed at each core stage of the change process.</p> <p>The Managing Business Change Procedure will be followed, and this was equalities impact-assessed at the time of review, as per standard arrangements.</p> <p>The proposal is designed to develop a new career path for staff from support services to achieve a position on management board.</p>
<b>USE OF RESOURCES</b>	<p><b>The arrangements for setting, reviewing and implementing strategic and operational objectives; Performance monitoring, including budget monitoring; achievement of strategic objectives and best value performance indicators;</b></p> <p>The revised SMT structure supports the delivery of the Public Safety and Corporate Plans, particularly focusing on the 'Optimising the contribution and well-being of our people' strategic enabler.</p> <p>Account has been taken of successful developments undertaken by Buckinghamshire and Milton Keynes Fire Authority (BMKFA), including changes to structures, succession planning, and embedding significant new initiatives to derive greater flexibility from current resources - whilst at the same time maintaining motivation and driving excellence in performance.</p> <p>The new structure will also provide clear delineations for responsibility for the following functions which will continue to be specifically key areas for focus as part of the Public Safety Plan 2020-2025:</p> <ul style="list-style-type: none"> <li>• People, Equality and Diversity;</li> <li>• Service Delivery;</li> <li>• Protection;</li> <li>• Assurance;</li> <li>• Health, Safety &amp; Wellbeing;</li> <li>• Corporate Planning;</li> <li>• Finance, Assets, Information Technology; Information Security;</li> <li>• Capital Programmes (including the Blue Light Hub).</li> </ul> <p><b>Communication with stakeholders;</b></p> <p>A comprehensive consultation and communication plan is being progressed as part of the managing business change procedure. All feedback will be captured, considered, and responses and outcomes publicised.</p>

	<p><b>The system of internal control;</b></p> <p>During the restructure, the Chief Fire Officer will formally monitor progress against the agreed managing-change action plan.</p> <p><b>The medium term financial strategy;</b></p> <p>The revised structure takes into account the forthcoming Public Safety and Corporate Plan development late 2019 and early 2020, and includes the facility to review the People Strategy in early 2020 to align with the Public Safety and Corporate plans.</p>
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<a href="#">A Review of the Methodology used to carry out the Senior Management Team Annual Pay Review – (6 February 2019 – Executive Committee)</a>
<b>APPENDICES</b>	<ul style="list-style-type: none"> <li>• Annex A Current Structure</li> <li>• Annex B Proposed Structure</li> </ul>
<b>TIME REQUIRED</b>	20 minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Mick Osborne</p> <p><a href="mailto:mosborne@bucksfire.gov.uk">mosborne@bucksfire.gov.uk</a></p>