

MERSEYSIDE FIRE AND RESCUE AUTHORITY

MEETING OF THE:	POLICY & RESOURCES COMMITTEE		
DATE:	10 DECEMBER 2020	REPORT NO:	CFO/066/20
PRESENTING OFFICER:	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	MIKE PILKINGTON
OFFICERS CONSULTED:	MIKE REA		
TITLE OF REPORT:	REVIEW OF AREA MANAGER STRUCTURE		

APPENDICES:

Purpose of Report

1. To advise Members of proposed changes to the Area Manager structure as the first part of a senior management restructure.

Recommendation

2. That Members;
 - a. Approve the establishment of the 4th Area Manager position (AM Protection), currently established on a temporary basis, into a permanent role as part of the Authorised 642 FTE Grey Book Establishment.
 - b. Note the intention to review contractual arrangements for Area Managers to improve efficiency and effectiveness across the Authority.
 - c. Note that subject to approval the Area Managers will cover the 4 statutory areas – Prevention, Protection, Response and Preparedness.

Introduction and Background

3. In 2018 the Authority, recognising the changing environment and new and emerging risks, took the decision to reintroduce the ACFO role into MFRA. This new structure with the resulting improved organisational resilience has been proven effective most recently in mitigating the impact of the Covid-19 pandemic and allowing for MFRA officers to provide sector leadership both nationally and regionally alongside continued delivery of an effective FRS locally under our business continuity arrangements.
4. With the introduction of the ACFO the Authority operated with 3 Area Managers covering the functional roles of Operational Response, Operational Preparedness, and Community Risk Management (Prevention and Protection).

5. This was subsequently amended by the CFO in December 2019 following the publication of the Phase 1 Report of the Grenfell Tower Inquiry. This report included a review of, and recommendations for FRSs nationally with a specific focus on Protection activity.
6. As a result, and in recognition of the increased demands placed upon the Authority, an interim revised senior manager structure was implemented across the Area Manager group with a temporary 4th Area Manager created. This enabled the Authority to split the Community Risk Management function into two separate functions covering the key Prevention and Protection areas each headed by an Area Manager.
7. The interim AM management structure has facilitated an increased focus on Protection activity to ensure the Authority can deliver on the recommendation contained within the report. This has been supplemented by the Authority's bold decision to reinvest resources into Response and Protection as part of the IRMP Supplement 2019/21.
8. Following the retirement of the Director of Legal, Procurement and Democratic Services in April 2020 the CFO has now commenced a review into the organisational structure and membership of the Strategic Leadership Team, and senior managerial positions to ensure structures and functions remain effective and efficient for the future.
9. The first part of this review has focused on the Area Manager structure and the CFO recommendation based on the ongoing and increasing demands placed upon the Authority that the temporary Area Manager post created in December 2019 is made a permanent part of the organisational establishment.
10. As part of the creation of a new Area manager role the CFO has requested the Director of People & Organisational Development review the existing contractual arrangements applicable to the AM role to ensure continued efficiency and effectiveness in the delivery of the role.
11. A further report will be brought to Authority outlining this 2nd stage of the managerial changes proposed, and identifying the full financial effect of the restructure.

Equality and Diversity Implications

12. The creation of a 4th Area manager role on a permanent basis does not have any direct equality and diversity implications.
13. Indirectly providing further senior manager roles provides further career development opportunities for staff.
14. The post will be advertised in accordance with the Authority recruitment policy

Staff Implications

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15. Establishing this new role will not result in an increase to the agreed 642 FTE grey book establishment that resulted from the £1M reinvestment outlined in IRMP Supplement 2019/21. A substantively vacant grey book post currently used to fund a retained working pilot will be converted to an AM role as part of this change.

Legal Implications

16. The legal framework the Authority operates under in terms of its Protection Activity is under review and it is vital that organisational resources are allocated and in place to ensure the Authority meets its obligations.
17. Any restructure or recruitment to a permanent post will adhere to the legal requirements within Employment and the Authority's policies.

Financial Implications & Value for Money

18. The 4th Area Manager that was created in December 2019 on a temporary basis and was funded via the central Government grant received to support the Authority's Protection workloads.
19. The net cost to create a 4th AM role permanently is £59K per annum which will be fully funded from within existing management lines within a revised management structure.

Risk Management, Health & Safety, and Environmental Implications

20. The restructure will provide the capacity for the Authority departments to address all requirements in relation to risk management, Health and safety and environmental implications.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

21. This restructure supports our mission and ensures the Authority resources are allocated effectively to deliver against its priorities.

BACKGROUND PAPERS

GLOSSARY OF TERMS