



**Monday,
30 October 2017
1.30 pm**

**Meeting of
Staffing Committee
Fire Service HQ
Winsford**

Contact Officer:
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Democratic Services

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Cheshire Fire Authority

Notes for Members of the Public

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Copies of the Agenda will be available at the meeting. A copy can also be obtained from the contact officer named on the front of the Agenda. Alternatively, individual reports are available on the Authority's website (www.cheshirefire.gov.uk)

The Agenda is usually divided into two parts. Members of the public are allowed to stay for the first part. When the Authority is ready to deal with the second part you will be asked to leave the meeting room, because the business to be discussed will be of a confidential nature, for example, dealing with individual people and contracts.

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MEETING OF THE STAFFING COMMITTEE

MONDAY, 30 OCTOBER 2017

Time : 1.30 pm

**Leadership Team Conference Room - Fire Service, Clemonds Hey,
Winsford, CW7 2UA**

AGENDA

1 PROCEDURAL MATTERS

1A Recording of Meeting

Members are reminded that this meeting will be audio-recorded.

1B Apologies for Absence

1C Declaration of Members' Interests

Members are reminded that the Members' Code of Conduct requires the disclosure of Statutory Disclosable Pecuniary Interests, Non-Statutory Disclosable Pecuniary Interests and Disclosable Non-Pecuniary Interests.

1D Minutes of the last meeting

To approve the minutes of the Staffing Committee held on 29th March 2017.

(Pages 1 - 4)

2 Blue Light Emergency Response Vehicle Personal Tax Changes and Future Options

(Pages 5 - 10)

3 Service Transformation Plan

(Pages 11 - 22)

4 Staff Engagement Survey Update

The Director of Transformation will present a summary of the outcomes of the Staff Engagement Survey.

5 Exclusion of Press and Public

(Pages 23 - 24)

Part 2 - Business to be discussed in Private

6 Disciplinary and Grievance Update

The Deputy Chief Fire Officer and the Director of Transformation will provide an update on current disciplinary and grievance matters.

7 Re-employment : Advocate

The report of the Director of Transformation seeks approval for the re-employment of a retired employee to the role of advocate.

(Pages 25 - 28)

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MINUTES OF THE MEETING OF THE STAFFING COMMITTEE held on Wednesday, 29 March 2017 at P O Conference Room - Fire Service Headquarters, Winsford, Cheshire at 12.00 pm

PRESENT: Councillors B Rudd, S Nelson, D Flude and E Johnson

1 PROCEDURAL MATTERS

A Apologies for Absence

No apologies were received for this meeting.

B Declaration of Members' Interests

There were no declarations of Members' interests.

C Minutes of the last meeting

RESOLVED: That

The minutes of the meeting of the Staffing Committee held on 13th January 2017 be approved as a correct record.

2 CONSULTATION - RE-ENGAGEMENT OF SENIOR FIRE OFFICERS POST-RETIREMENT

The Chief Fire Officer and Chief Executive introduced the report which provided an overview of a Government consultation on proposals to limit the practice of re-engaging senior fire officers who have retired, through an amendment to the Fire and Rescue National Framework (the Framework). Members were asked to agree the response to the consultation and a draft response was attached for consideration.

It was noted that Cheshire Fire Authority had already adopted a policy (re-employment and pension abatement policy) that prohibited the re-engagement of senior officers after they had retired. None of the proposed amendments outlined in the consultation contradicted the Authority's policy and the draft response to the consultation supported the principles behind the proposed amendments while making the point that local FRAs were already able to introduce these requirements, which Cheshire had done a number of years ago.

RESOLVED: That

[1] the draft consultation responses be agreed and submitted to the Government emphasising that Cheshire had maintained a policy to this effect for a number of years.

3 ARRANGEMENTS FOR HEAD OF FINANCE AND TREASURER

The Chief Fire Officer and Chief Executive introduced the report which provided information for Members in respect of the interim arrangements for the performance of the duties and responsibilities of the Head of Finance and Treasurer (Section 151 Officer) for the Fire Authority.

He explained the current position in respect of existing roles and the proposed arrangements by which the Constabulary's Head of Finance will act in the role of fire Head of Finance and Treasurer (Section 151 Officer) on an interim basis. The role of Head of Finance will continue once the joint team is created and options to fill the fire Treasurer (Section 151 Officer) role long-term would be explored further. In the meantime, in the event of a conflict of interest fire would secure separate financial advice.

RESOLVED: That

[1] the interim arrangements for the Head of Finance and Treasurer (Section 151 Officer) be endorsed.

4 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That

That under Section 100(A) (4) of the Local Government Act 1972, as amended by the Local Government (Access to Information) Order 2006, the press and public be excluded from the meeting for the items of business listed below on the grounds that they involve the likely disclosure of exempt information as defined in Schedule 12A to the Act in the paragraphs indicated:

Item 5: Case Work Update

Item 6: Senior Management Team Restructure

Item 7: Interview for the post of Director of Governance and Commissioning

Item 8: Interview for the post of Director of Transformation

Paragraph

(1) Information relating to any individual

5 CASE WORK UPDATE

The Head of People and Development provided Members with an update on the current case work being undertaken.

RESOLVED: That

[1] the update be noted.

6 SENIOR MANAGEMENT TEAM RESTRUCTURE

The Chief Fire Officer and Chief Executive presented the proposed revisions to the Senior Management Team structure to be implemented from 1st April 2017.

RESOLVED: That

[1] The revised Service Management Team structure from 1st April 2017 be noted.

7 INTERVIEW FOR THE POST OF DIRECTOR OF GOVERNANCE AND COMMISSIONING

The Committee conducted an interview with the Head of Legal and Democratic Services in respect of the new role and proposed responsibilities for the post of Director of Governance and Commissioning.

RESOLVED:

[1] That Andrew Leadbetter be appointed to the post of Director of Governance and Commissioning with effect from 1st April 2017.

8 INTERVIEW FOR THE POST OF DIRECTOR OF TRANSFORMATION

The Committee conducted an interview with the Head of People and Development in respect of the new role and proposed responsibilities for the post of Director of Transformation.

RESOLVED:

[1] That Andrea Harvey be appointed to the post of Director of Transformation with effect from 1st April 2017.

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CHESHIRE FIRE AUTHORITY

MEETING OF: STAFFING COMMITTEE
DATE: 30TH OCTOBER 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: PHILL COOPER/JERRY FAULKNER

SUBJECT: BLUE LIGHT EMERGENCY RESPONSE
VEHICLE PERSONAL TAX CHANGES AND
FUTURE OPTIONS

Purpose of Report

1. To inform Members about changes to the rules concerned with the calculation of taxable benefits for officers who are provided with Blue Light Emergency Response Vehicles.
2. To explain the impact of the changes and make recommendations aimed at providing affected officers with options for vehicle provision.

Recommended: That Members

- [1] Approve continuation of the current vehicle lease scheme for officers choosing to remain in the scheme;
- [2] Allow officers to 'Opt-out' of the lease scheme, instead providing their own vehicle for business use in accordance with existing 'Essential User' terms and conditions and subject to guidelines to be maintained by the Fleet Manager;
- [3] Allow officers to 'Opt-out' of the lease scheme, instead electing to be provided with a pool vehicle with no personal use permitted; and
- [4] Confirm that, given the circumstances, officers impacted by the tax change that decide to terminate their lease during the current financial year will not be required to pay any penalties for the early return of the vehicle.

Background

3. Around 25 officers need a Blue Light Emergency Response Vehicle (ERV) for the purpose of fulfilling their operational cover and response requirements. They are currently required to lease an ERV through a scheme facilitated by the Authority.
4. Officers have access to the Government Fleet Portal, to lease a vehicle of their choice (subject to certain restrictions to ensure that vehicles chosen are fit for purpose and reflect the standards of the Service).

5. The provision of ERVs through the lease scheme is currently cost neutral to the Authority. Officers make a financial contribution equivalent to any excess of lease cost over the value of essential user allowance and mileage expenses that they would otherwise be entitled to claim had they provided their own vehicle.
6. The ERV is fitted with blue lights and is also available for private use by the officer and their family. It is therefore considered by HMRC to be a taxable asset/benefit of employment and as such officers incur a personal tax charge in respect of the ERVs.

Changes to Personal Taxation for Lease and Provided Vehicles

7. HMRC have recently announced that from the start of the current 2017/18 tax year, ERV drivers who use Authority-provided vehicles for personal use will no longer be able to reduce their taxable liability by making a deduction for their business use. This is the case if there is any private mileage. Therefore all officers are now liable to be taxed on the full cost of the Authority-provided ERV.
8. HMRC did not publicise the change and it has caused consternation nationally with the National Fire Chiefs Council Finance Network and the Authority's professional tax advisors seeking to establish if the impact of the change was intentional. HMRC is adamant that a business use deduction will no longer be allowed and this has significant financial implications for officers.

Impact of Changes

9. The table below demonstrates the difference between the taxation treatment in 2016-17 and under the new rules in 2017-18 using example values.

EXAMPLE ONLY – Not specific to any individual officer	Previous Treatment to 2016-17	New Rules from 2017-18
Cost of Providing Vehicle	£7,000	£7,000
Less employee contribution	£1,000	£1,000
Cash Equivalent taxable value	£6,000	£6,000
Deduction for business use proportion (est 60%)	-£3,600	Not Allowable
Benefit in Kind - subject to tax	£2,400	£6,000
Tax payable at 20% (Basic rate taxpayer)	£480 per annum / £40 per month	£1,200 per annum / £100 per month
Tax payable at 40% (Higher rate taxpayer)	£960 per annum / £80 per month	£2,400 per annum / £200 per month

10. Some analysis of existing officers shows that they face an increase in their personal tax liability of between £25 and £250 per month dependent upon their current vehicle and the number of business miles that they have normally undertaken.
11. Although this is a personal tax liability change, it clearly has a significant financial impact on our current officers which they cannot avoid as they are currently required to source an ERV through the Authority's lease scheme.
12. In view of this, all impacted officers have received two information emails making them aware of the change. In addition they have all been offered individual meetings with the Fleet Manager and a member of the Finance team to ensure that they understand the change and the financial impact for them personally.

Future Vehicle Provision for Flexi Duty Officers

13. Officers believe that the Authority should no longer insist that officers be required to take a leased vehicle. Officers have been consulted in order to inform and determine a way forward. The following paragraphs outline what are believed to be viable options for officers to consider.

Option 1 – Remain in the current lease scheme

14. Officers may choose to remain on the current lease scheme accepting the increased personal tax liability.
15. Feedback suggests that this will continue to be the preferred option for many officers.
16. There would be no operational or financial impact on the Authority in respect of any officers choosing this option.

Option 2 – Allow Flexi Duty officers to provide their own vehicle

17. Officers could return their current leased vehicle and arrange to provide their own vehicle (with restrictions on age, vehicle type and with mandatory Fleet Service inspections).
18. Feedback suggests a significant minority of the officers are likely to consider this option as their preference in order to avoid future vehicle related tax liabilities.
19. This option would have no operational impact as officers would be required to have the vehicle available to fulfil their role. There will however be some impact on our Fleet Services team who will be required to regularly inspect officer-provided vehicles to ensure that they remain roadworthy and suitable to be used on Service business.
20. Officers will be responsible for all running costs including insurance, repairs and maintenance. They will also be required to give permission for blue lights to be fitted to their vehicle and to accept any implications for their vehicle on removal.

21. Officers providing their own vehicle will be entitled to an essential user lump sum allowance and additional mileage payments. This option would, however, be cost neutral for the Authority.
22. The Fleet Manager would need to establish and maintain suitable written guidelines, which would include requirements relating to age, vehicle type and a requirement to allow regular inspections.

Option 3 – Provision of Pool Vehicles with no personal use permitted

23. Officers could be given the option of using a pool vehicle which would only be made available when on duty. The terms of use would specify that no private mileage would be allowed except where it is incidental to a period when they are on call. The ERV would then be exempt from a tax charge.
24. This is the least popular option with officers as they would have to travel to/from their work base to pick up/drop off the vehicle whenever they started or finished a duty/on-call period. Many have identified that this would impact on their efficiency and some believe that it would be impractical in their current roles.
25. Officers in temporary positions who are not eligible for the existing lease scheme are already given this option and for some it works well. It is therefore recommended as an additional approved option for officers.
26. This option would have no additional financial impact on the Authority as a suitable marked vehicle could be provided with the cost of the essential use lump sum/mileage allowance (which would no longer be payable for those choosing the pool car) option.

Termination Costs

27. When officers commit to a vehicle lease they understand that, except in exceptional circumstances, they will be required to pay any termination penalty as a result of returning the vehicle before the end of the contracted lease term.
28. In view of the significant additional financial burden that officers are now facing as a result of these unexpected personal tax changes, it is recommended that should officers impacted by the tax change decide to terminate their current lease within the current tax year then no termination fee will be levied by the Authority.
29. It is estimated that the termination penalty cost of returning all current leased vehicles early would not exceed £20k. Indications are however that around 70% of officers will retain their current leased vehicle, and the Fleet Manager is confident that through pro-active management of any returns through our current pool car fleet, it will be possible to avoid most return penalties.
30. The benefit to impacted officers will be freedom to take action to mitigate their personal tax position immediately without any financial penalty. For

the Authority it will assist in a speedy and co-ordinated transition from the current arrangements by the end of the current financial year.

31. It is therefore recommended that the Authority covers any early termination costs.

Financial Implications

32. There should be no additional financial implications for the Authority resulting from the alternative vehicle provision options recommended in this report.
33. If Members confirm the options outlined in the report it is possible that lease vehicles will be returned early and that there will be charges, but every effort will be undertaken to minimise these.

Legal Implications

34. The recommended options will need to be considered by officers and their choices documented. It is not anticipated that there will be any adverse legal implications for the Authority.

Equality and Diversity Implications

35. There are no equality and diversity implications from this report.

Environmental Implications

36. There are no direct environmental implications from this report. Future operational guidelines on appropriate vehicles to be used on Cheshire Fire and Rescue Service business can however be used to encourage more environmentally friendly vehicle choices in the future.

CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD

TEL [01606] 868804

BACKGROUND PAPERS: NONE

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CHESHIRE FIRE AUTHORITY

MEETING OF: STAFFING COMMITTEE
DATE: 30TH OCTOBER 2017
REPORT OF: DIRECTOR OF TRANSFORMATION
AUTHOR: ANDREA HARVEY

SUBJECT: SERVICE TRANSFORMATION PLAN

Purpose of Report

1. To present the Service Transformation Plan (the Plan) which will be used to monitor a range of actions associated with the Home Office's Fire Reform Programme.

Recommended: That Members

- [1] Note the content of the Plan; and
- [2] Agree to receive regular updates on progress against the actions outlined in the Plan.

Background

2. In January 2016, responsibility for the Fire and Rescue Service within Government transferred from the Department for Communities and Local Government (DCLG) to the Home Office.
3. In line with the commitments made in the 2015 Conservative Party General Election manifesto, this move has translated into a clear drive for fire service reform under the following three headings:
 - Workforce Reform
 - Efficiency and Collaboration
 - Accountability and Transparency
4. The current Fire Reform Programme has broad cross party support and therefore the themes within the Plan (which is appended to this report) should stand the test of time. It is, however, intended as a working document and it is likely that the actions outlined within the Plan will continue to evolve.
5. The Plan is also intended to highlight the ongoing work within the Service to drive continuous improvement and to highlight how some of the key priorities outlined in the IRMP 2017/18 and elsewhere, will be delivered.

6. In developing the Plan consideration was given to the recommendations contained within the Adrian Thomas report “Independent Review of Conditions and Service for Fire and Rescue Staff in England”, building on the earlier reports of Sir Ken Knight and others.
7. The Plan also links to the outcomes of the staff engagement survey, the National Fire Chiefs Council’s People Strategy and the Service’s Equality, Diversity and Inclusion Strategy action plan.
8. With all of these linkages, it is expected that the Plan will become one of the Service’s key documents that will provide valuable evidence to Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and a demonstration that the Service has a robust transformation agenda in place.

Financial Implications

9. Financial implications will be considered for the relevant matters in the Plan.

Legal Implications

10. Legal implications will be considered for the relevant matters in the Plan.

Equality and Diversity Implications

11. The Plan will incorporate a number of actions that relate to equality and diversity and will be closely aligned with the Service’s Equality, Diversity and Inclusion Strategy.

Environmental Implications

12. There are no environmental implications.

**CONTACT:
JOANNE SMITH, FIRE SERVICE HQ, WINSFORD
TEL [01606] 868804**



INTRODUCTION

In January 2016, responsibility for the fire and rescue service within Government transferred from the Department for Communities and Local Government (DCLG) to the Home Office.

In line with the commitments made in the 2015 Conservative Party General Election manifesto, this move has translated into a clear drive for fire service reform under the following key headings:

- **Workforce Reform**
- **Efficiency and Collaboration**
- **Accountability and Transparency**

The current Reform Programme has broad cross party support and therefore the themes within this Transformation Plan should stand the test of time. It is however intended as a working document and it is likely that the actions outlined within the plan will continue to evolve. The document is also intended to highlight the ongoing work within Cheshire Fire and Rescue Service to drive continuous improvements in these three areas, and to highlight how some of the key priorities outlined in the Integrated Risk Management Plan 2017/18 and elsewhere, will be delivered.

In developing this plan consideration was given to the recommendations contained within the Adrian Thomas “Independent Review of Conditions and Service for Fire and Rescue Staff in England” report, building on the earlier reports of Sir Ken Knight and others. This Plan also links to the outcomes of the staff satisfaction survey, the CFOA People Strategy and the Equality, Diversity and Inclusion Strategy action plan.

WORKFORCE REFORM

Objective	Measures and Accountable Actions	Timescale	Action Owner
Develop Cultural Values and Behaviours that make CFRS a great place to work			
<p>Undertake a review to determine the suitability of, and engagement with, the current suite of Core Values and other cultural drivers.</p> <p>Support people through change so they feel valued and we maintain motivation to offer good service to both colleagues and customers.</p>	Review Service's approach to Staff Engagement to ensure we are promoting high morale and performance.	By July 2017	Director of Transformation
	Review opportunities to reinforce the Service's commitment to a culture that is free from bullying and harassment.	By March 2018	Director of Transformation
	Ensure the Dignity at Work Policy promotes trust and transparency and is widely available and understood.	By Dec 2017	Equality & Inclusion Officer
	Scope the viability of introducing a "First Contact" scheme to further support staff who believe they are victims of bullying and harassment as an alternative to the external Safecall route.	By Jan 2018	Equality & Inclusion Officer
	Establish and circulate good practice guidance on communications, change management, constructive challenge and empowerment.	By Dec 2017	Director of Transformation/ Communications Manager
	Encourage people to have a voice and offer constructive challenge	Ongoing	All Managers
Incorporate Culture, Values and Behaviour onto all CFRS induction and leadership development programmes.	Ongoing	Director of Transformation	

Strengthen ability to provide good service by diversifying our staff and creating a fair and equal place to live.			
Launch new equality, diversity and inclusion strategy and develop communications and training strategy to support launch.	Develop career pathways for cadets and young people engaged on youth engagement programmes to retain talent and widen diversity.	April 2018	Head of Prevention
	Develop mentoring schemes for young people engaged on Princes Trust and Apprenticeship programmes	By April 2018	Director of Transformation
	Develop positive action campaigns for 2017 Wholetime and apprenticeship recruitment	By September 2017	Director of Transformation
	Ensure jobs are promoted as more varied than response to fire e.g. trauma care, co-responding, safe and well visits to help women/BME see a more attractive role/career route.	Ongoing from Feb 2017	Head of Prevention/Equality & Inclusion Officer
	Develop 4 week fitness programme and a buddying programme for prospective Wholetime or apprentice recruits prior to practical testing.	By September 2017	Head of OPA/Fitness Advisor
	Ensure Policies reflect the aspiration to be an employer of choice and support family friendly processes and working patterns where possible.	Ongoing Review per policy timetable	Director of Transformation/Rep Bodies
Strengthen leadership and line management to support organisational change and delivery for customers.			
Ensure the “Step Up” element of the talent management agenda provides a comprehensive range of inspirational leadership development programmes	Develop leadership development programme for Crew Managers and Green Book supervisors	By March 2018	Director of Transformation
	Align dates of 2017/18 WM Step Up Development Programme with Promotion Board outcomes to ensure timely development of newly promoted staff	By October 2017	Director of Transformation/Head of Service Delivery
	Extend coaching and mentoring programmes to increase the number of qualified coaches and mentors within the Service.	By March 2018	Director of Transformation

<p>Continue to develop the “Step Forward” agenda within CFRS and identify opportunities to identify and develop talent in line with workforce planning predictions.</p> <p>Engage and contribute to national leadership initiatives and work</p>	Continue to develop and promote the High Potential Development Scheme and capitalise on opportunities to shape the national HPDS agenda.	By March 2018	Director of Transformation
	Extend roll out of 360 feedback to Watch Managers and Green Book equivalents as part of Leadership Development programmes.	By March 2018	Director of Transformation
	Evaluate the current WM Development Programme to ensure development is varied and flexible and achieves desired learning outcomes. Scope options for accreditation of programme.	By Dec 2017	Director of Transformation
	Design annual development days for Senior Management team to promote collaboration and ownership for supporting each other’s needs.	2 Per Year	Director of Transformation
	Formalise arrangements for succession planning ensuring processes are transparent and inclusive.	By October 2017	Director of Transformation
	Review existing arrangements for allocating staff to temporary and acting opportunities	By September 2017	Head of Service Delivery
	Conduct annual career development meetings with all SMs and GMs with a view to agreeing bespoke development plans that are in line with training needs, individual and organisational aspirations.	Ongoing	HODS/Director of Transformation
Contribute to the development of a National Mentoring Scheme which allows for people who are seeking vertical progression.	As per NFCC timetable & Priority	Director of Transformation	

streams	Explore use of Action Learning Sets through Skype to join up people in progression.	NFCC Timetable	Director of Transformation
	Engage in national management/graduate entry programme and/or national advertising/recruitment campaigns.	NFCC Timetable	Director of Transformation
	Develop and share operational e-learning content	NFCC Timetable	Head of Operational Policy & Assurance
Expand the Service's commitment to offering meaningful apprenticeship programmes			
Capitalise on opportunities to draw down funding to offset the Levy.	Develop a higher apprenticeship scheme within CFRS for middle managers	Proposal by Oct 2017	Director of Transformation
	Scope the viability of using an apprenticeship framework with trainee firefighters.	By October 2017	Director of Transformation/Head of OPA
	Scope opportunities to widen apprenticeship opportunities within Prevention, Protection and OPA.	Ongoing	All HODS
Develop Ways of Working that respond to Service Model Needs			
Continue to review and develop appropriate crewing arrangements to meet risk and demand.	Ensure equality impacts and wellbeing are built into processes and considered as part of reviews of crewing and duty systems.	Mandatory for all reviews	Head of Service Delivery
	Ensure effective provisions are in place to maximise the recruitment and retention of availability of on call firefighters.	Linked to ERP2 timetable	Head of Service Delivery
	Identify an appropriate CFRS representative to engage and contribute to the national awareness programme for the retained duty system.	By September 2017	DCFO/Head of Service Delivery

<p>Offer appropriate reward and recognition to attract the best staff in balance with what is affordable to our communities</p>	<p>Ensure Pay Policy is clear and all aspects of the remuneration packages for senior officers are identifiable in one place on the website.</p> <p>Review the pay and recognition for On Call Firefighters to ensure it is appropriate and forms part of the attraction strategy.</p>	<p>April each year</p> <p>Linked to ERP2 timetable</p>	<p>Director of Transformation/Director of Governance & Commissioning</p> <p>Head of Service Delivery</p>
<p>Maximise the Wellbeing of our People</p>			
<p>Explore opportunities to further the Service's commitment to staff wellbeing in the areas of mindfulness, coaching, mentoring and trauma support – including by fully embedding the Mind blue-light programme.</p>	<p>Scope the viability introducing Mindfulness Training & awareness into the Service.</p> <p>Use best practice and continuously review to ensure safe systems of work. NOG guidance and other elements of learning will ensure a focus on fire fighter safety.</p>	<p>By March 2018</p> <p>Ongoing</p>	<p>Director of Transformation</p> <p>Head of Operations, Policy & Assurance</p>

EFFICIENCY AND COLLABORATION

Objective	Measures and Accountable Actions	Timescale	Action Owner
Engage with, shape and influence national initiatives to improve national collaboration and sector responses to key issues i.e. Procurement and R&D activities.	Identify appropriate CFRS representative and ensure attendance at key meetings in respect of national developments, including Procurement and R&D.	By October 2017	Head of OPA/Director of Governance & Commissioning
	Undertake an evaluation of expenditure in the areas of facilities management and training procurement in preparation for the 2017 Basket of Goods exercise.	By October 2017	Head of Procurement/ Director of Governance & Commissioning
Keep abreast of reform of NJC, Grey Book Terms and Conditions of Service and Industrial Relations protocols.	Participate as required in the reform of NJC, Grey Book Terms and Conditions of Service and Industrial Relations protocols.		Director of Transformation/Head of Service Delivery
Explore opportunities for future operational collaboration with Cheshire Constabulary, regional FRS and local partners.	Undertake a review of current collaboration and determine viability and appetite of wider collaboration in respect of road safety, prevention and the health and wellbeing agenda.	By March 2018	DCFO
Implementation work for Oracle Payroll system as part of the BLC Project. Ensure continuity of service for payroll and pensions.	Ensure complete migration of staff data from CFRS HR System and Kier Payroll/pensions systems to Oracle with contingency arrangements for loss of data in place as appropriate.	By March 2018	Director of Transformation
	Undertake data cleansing exercise prior to migration of data from CFRS systems to Oracle.	By December 2017	Director of Transformation
	Work with procurement to ensure effective termination of contracts as required prior to transfer of transactional activities to MFSS.	Payroll June 2018 Pensions Sep 2018 ABS February 2018	Director of Transformation/Head of Procurement

ACCOUNTABILITY AND TRANSPARENCY

Objective	Measures and Accountable Actions	Timescale	Action Owner
Strengthen relationships with Trade Unions and promote early engagement to promote more efficient and cooperative working.	Industrial Relations Workshop facilitated by ACAS.	By June 2017 Complete	Director of Transformation
	Review of Trade Union Protocol renewing commitment to engage and work effectively with representative bodies in respect of policy reviews and change programmes.	By December 2017	Director of Transformation
Promote transparent and visible leadership and ensure effective flow of communication between staff and management	Launch "Back to the Floor" initiative to raise profile of middle and senior managers	By February 2017 Complete	Head of Service Delivery
	Develop an online quarterly CFO blog/briefing campaign	By September 2017	Head of Comms
	Launch staff survey with new emphasis on local accountability and action planning to promote joint working between staff and managers to resolve and/or improve local issues.	By July 2017 Complete	Director of Transformation/Head of Comms
	Provide training to managers to support the Service's approach to staff engagement and to ensure solutions are developed at a team level.	By October 2017	External Provider/Director of Transformation
Ensure the Service maintains a standard of professional qualification through the achievement of the IFE	Extend range of IFE support interventions ensuring they are accessible and relevant	Ongoing	Director of Transformation
	Review the IFE standards required for promotion during 2017	By June 2017 Complete	Director of Transformation/DCFO
Undertake the necessary preparation for the launch of the new Inspectorate	Recruit a full time officer to coordinate the process	By March 2017 Complete	Head of Protection & Organisational Performance

	<p>Undertake a themed desktop review in preparation for the inspection around diversity and inclusion.</p> <p>Review potential inspectorate requirements in respect of collaboration and flexible deployment.</p>	<p>By July 2017</p> <p>By October 2017</p>	<p>Director of Transformation</p> <p>Head of Protection & Org Performance/Head of Service Delivery</p>
<p>Ensure the CFRS website is fully accessible and easy to navigate, with up to date and timely publication of both local and nationally required information and performance data – in preparation for launch of national Fire.gov.uk website</p>	<p>Launch new website ensuring diversity and crystal mark standards are met.</p> <p>Review the opportunity to incorporate voice software for greater accessibility</p> <p>Update departmental aspects of external website</p>	<p>By September 2017</p> <p>By September 2017</p> <p>By September 2017</p>	<p>Communications Manager</p> <p>Communications Manager/ICT</p> <p>HODS</p>
<p>Remain open to change and actively seek out opportunities to drive continuous improvement</p>	<p>Commission a project to fully review the improvements achieved in the Police in the areas of targeted attraction, lawful positive action, recruitment and retention and career progression.</p>	<p>TBC</p>	<p>Director of Transformation</p>

CHESHIRE FIRE AUTHORITY

MEETING OF: STAFFING COMMITTEE
DATE: 30TH OCTOBER 2017
REPORT OF: GOVERNANCE AND CORPORATE PLANNING
MANAGER
AUTHOR: JOANNE SMITH

SUBJECT: EXCLUSION OF THE PRESS AND PUBLIC

Exclusion of the Press and Public

Recommended:

That under Section 100(A) (4) of the Local Government Act 1972, as amended by the Local Government (Access to Information) Order 2006, the press and public be excluded from the meeting for the items of business listed below on the grounds that they involve the likely disclosure of exempt information as defined in Schedule 12 A to the Act in the paragraphs indicated:

Item 6: Disciplinary and Grievance Update

Item 7: Re-employment: Advocate

Paragraph

- (1) Information relating to any individual
- (2) Information that is likely to reveal the identity of an individual

CONTACT OFFICER: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD
TEL: [01606] 868804

BACKGROUND DOCUMENTS: NONE

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

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