



**Wednesday,
16 January 2019
10.00 am**

**Meeting of
Brigade Managers' Pay
and Performance
Committee
Clemonds Hey
Winsford**

Contact Officer:
Donna Linton
Democratic Services

Fire Service, Clemonds Hey, Winsford, Cheshire, CW7 2UA

Tel: 01606 868804
E-mail: donna.linton@cheshirefire.gov.uk

Cheshire Fire Authority

Notes for Members of the Public

Attendance at Meetings

The Cheshire Fire Authority welcomes and encourages members of the public to be at its meetings and Committees. You are requested to remain quiet whilst the meeting is taking place and to enter and leave the meeting room as quickly and quietly as possible.

All meetings of the Authority are held at Sadler Road Winsford. If you plan to attend please report first to the Reception Desk where you will be asked to sign in and will be given a visitors pass. You should return your pass to the Reception Desk when you leave the building. There are some car parking spaces available on site for visitors at the front of the Sadler Road. Please do not park in spaces reserved for Fire Service personnel.

If you feel there might be particular problems with access to the building or car parking please contact the Reception Desk at Sadler Road Winsford Tel (01606) 868700.

Questions by Electors

An elector in the Fire Service area can ask the Chair of the Authority a question if it is sent to the Monitoring Officer at Fire Service HQ to arrive at least five clear working days before the meeting. The contact officer named on the front of the Agenda will be happy to advise you on this procedure.

Access to Information

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.

This agenda is available in large print, Braille, audio CD or in community languages upon request by contacting; Telephone: 01606868414 or email: equalities@cheshirefire.gov.uk

Recording of Meetings

Anyone attending the meeting should be aware the Authority audio-records its meetings. There is a protocol on reporting at meetings which provides further information. Copies are available on the Service's website www.cheshirefire.gov.uk or alternatively contact Democratic Services for details

Fire Evacuation

If the Fire Alarm sounds you should make your way to the nearest exit as quickly as possible and leave the building. Please follow any instructions from staff about evacuation routes.



MEETING OF THE BRIGADE MANAGERS' PAY AND PERFORMANCE COMMITTEE

WEDNESDAY, 16 JANUARY 2019

Time : 10.00 am

Conference Room - Clemonds Hey, Cheshire

AGENDA

Part 1 - Business to be discussed in public

1 PROCEDURAL MATTERS

1A Apologies for Absence

1B 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.

1C Minutes of the last meeting

To approve the minutes of the meeting of the Committee held on 31st October 2018

(Pages 1 - 2)

2 Brigade Manager Structure Pilot

(Pages 3 - 12)

3 Exclusion of the Press and Public

(Pages 13 - 14)

Part 2 - Business to be discussed in private

4 2019 Principal Officer Remuneration Review

(Pages 15 - 24)

Report of the Authority's HR Consultant

This page is intentionally left blank



MINUTES OF THE MEETING OF THE BRIGADE MANAGERS' PAY AND PERFORMANCE COMMITTEE held on Wednesday, 31 October 2018 at Conference Room - Clemonds Hey, Cheshire at 10.00 am

PRESENT: Councillors S Nelson (Chair), D Flude, E Johnson, G Merry, S Parker and M Tarr

1 PROCEDURAL MATTERS

A Apologies for Absence

Apologies for absence were received from Councillor B Rudd (Chair).

B Declaration of Members' Interests

There were no declarations of Members' Interest.

C Minutes of the Brigades Managers' Pay and Performance Committee

RESOLVED That:

That the minutes of the Brigade Managers' Pay and Performance Committee held on 5th June 2018 be confirmed as a correct record.

2 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED 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 3: Chief Fire Officer – Performance Appraisal and Development Scheme (Interim Review)

Paragraph

(1) Information relating to any individual

3 APPRAISAL OF CHIEF FIRE OFFICER AND CHIEF EXECUTIVE (INTERIM REVIEW)

Members had previously agreed key objectives and personal development objectives for the Chief Fire Officer and Chief Executive for 2018-2019 at an appraisal discussion on 5th June 2018. In accordance with the Service's Staff

Appraisal scheme the interim appraisal review meeting should take place at the mid year point to review and consider progress against the objective, and update objectives and development plans as required.

The Director of Transformation confirmed the process and the Chief Fire Officer and Chief Executive presented progress needs against these objectives and also against the personal development objectives that had been agreed in June 2018.

The Chief Fire Officer's Appraisal 2019/20 has been set to take place on 27th March 2019.

RESOLVED That:

- [1] The progress against the key objectives in the Chief Fire Officer and Chief Executive's appraisal for 2018-19 be noted.**

CHESHIRE FIRE AUTHORITY

MEETING OF: BRIGADE MANAGERS' PAY & PERFORMANCE COMMITTEE
DATE: 16 JANUARY 2019
REPORT OF: CHIEF FIRE OFFICER & CHIEF EXECUTIVE
AUTHOR: ANDREA HARVEY

SUBJECT: BRIGADE MANAGER STRUCTURE PILOT

Purpose of Report

1. This report provides information about the pilot of the temporary brigade manager structure and seeks Members support for the introduction of a new brigade manager structure which will increase the resilience, capacity and visibility of senior officers.

Recommended: That Members

- [1] Recommend the new brigade manager structure to the Fire Authority as shown at Fig 1, paragraph 8.
- [2] Note, subject to the approval of the new brigade manager structure by the Fire Authority, the proposed selection process for the permanent recruitment of two Assistant Chief Fire Officers as outlined at paragraphs 14 and 15.

Background

2. Over the course of the last decade there have been a number of brigade management structures that have been in operation within Cheshire Fire and Rescue Service. These are summarised in the table below:

| Year | Chief Fire Officer | Deputy Chief Fire Officer | Assistant Chief Fire Officer |
|------|--------------------|--|------------------------------|
| 2007 | 1 | 3* * Included non operational director post | |
| 2009 | 1 | 2 | |
| 2010 | 1 | 1 | 1 |
| 2016 | 1 | 1 | |

3. As can be seen in the table the Service halved the brigade manager establishment from 4 to 2. The most recent reduction was made in 2016 when an Assistant Chief Fire Officer (ACFO) post was deleted after the post holder retired. This was necessary due to ongoing austerity, budget cuts and the need to demonstrate value for money. Although the elimination of the ACFO post generated tangible savings, with only two brigade managers remaining, this created a potential risk that such a lean structure could impact on operational resilience. There was also a question-mark about whether it would be sustainable in the long term.
4. Despite this, up until earlier this year when Chief Fire Officer and Chief Executive (CFO) Paul Hancock retired, both the CFO and the Deputy Chief Fire Officer (DCFO) demonstrated the ability to manage their increased workloads and as a result the reduced brigade manager structure did not falter nor put the Service at risk. The critical success factor was a highly effective and cooperative working relationship between the CFO and DCFO that had been established over a nine year period of working together as experienced brigade managers within Cheshire Fire and Rescue Service.
5. The increased workloads and competing demands on their time have, however, inadvertently created a disconnect between the brigade managers and the staff. Staff survey results have highlighted the need for the brigade managers to be seen across the organisation as visible and accessible and both direct and indirect staff feedback has amplified this as critical factor in strengthening organisational culture, developing staff engagement and improving morale.

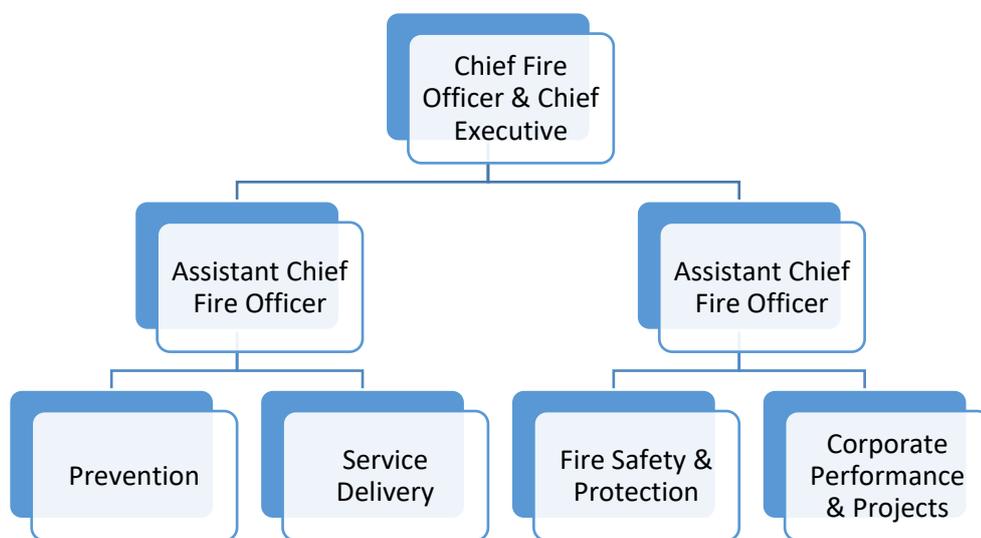
Information

6. In recognition of the need to have a sustainable brigade manager structure with sufficient capacity to lead effectively whilst supporting the initial development and settling in of a new CFO, the Fire Authority agreed to pilot a revised brigade manager structure for a period of six months.
7. To support the pilot an internal recruitment process was undertaken and two substantive Area Managers were appointed into two temporary ACFO posts for the duration of the pilot which ran from 1 July – 31 December 2018. No one was designated as DCFO during this period.
8. The temporary structure shown in the diagram on the next page was designed around a number of important principles.
 - It was recognised that the portfolio of the DCFO post was disproportionate, with responsibility for all of the Service's directorates with the exception of Corporate Communications and Business Intelligence. The new structure required the apportionment of the responsibilities between the two ACFO posts to be appropriately

focused, realistic and sustainable with no more than four direct reports each.

- The new structure also considered the need for maintaining a sustainable out-of-hours rota for gold command and operational resilience whilst also ensuring that the brigade managers could achieve an appropriate work-life balance.
- Of significant importance was the need to create roles that had sufficient capacity to enable brigade managers to drive positive cultural change through more direct engagement with staff and more effective, timely and frequent communications.

Fig 1.0 – Structure – 6 month pilot



9. At the point of evaluation it is clear that the new structure has fulfilled the design principles and has seen a significant improvement in the ability of the brigade managers to apply sufficient time and focus to their areas of responsibility. One to ones and communication with direct reports have been more frequent and the introduction of two ACFOs has allowed the CFO to step away from the day to day business in order to focus more on the strategic, political and partnership aspects of his new role.
10. The new structure has also enabled significant progress to be made in addressing the challenge and stated problem of staff engagement, visibility and accessibility. The table below illustrates the improved visibility and engagement with staff over the six month trial period compared with the same period during 2017 under the previous brigade manager structure. It is the intention of the CFO to maintain a published list of brigade manager visits to fire stations to ensure that staff engagement and visibility of senior officers remains a key priority and that the significant increase is maintained from year to year.

| July 1 st – 31 st December | Number of Visits to Staff Groups/Watches | Number of Brigade Managers |
|--|--|----------------------------|
| 2017 | 17 | 2 |
| 2018 | 75 | 3 |

11. As part of the evaluation of the pilot and prior to submitting the structure to Members as a formal recommendation, wider research was also carried to understand and compare the brigade management structures within other fire and rescue services. A summary of this research which was conducted by an independent HR consultant is covered in Appendix A to this report.
12. In respect of the national comparisons it is worthy of note that there is an increasing trend across the sector for services to revert back to having two ACFO posts within their brigade manager structures. This pattern also includes some services who have reverted back from the previous trend of having non operational director level posts in their brigade manager structures, to re-establish operational ACFO roles. This is particularly noticeable where new CFOs have been appointed and are seeking the necessary support and operational resilience.

Recommendations

13. Based on an evaluation of the pilot and a realisation of the benefits and improvements that can be expected with the proposed new structure, it is recommended that the structure outlined at fig 1.0 is recommended by Members to the Fire Authority.
14. Subject to this structure being approved, a national recruitment campaign would be required and could begin in late February inviting both internal and external applications. The first stage of the selection process would comprise of a technical interview, a behavioural interview, a psychometric assessment and a media assessment. As has been done in the past for senior appointments the make up of the assessment panels would include independent assessors from outside of the Service.
15. The second stage of the selection process would comprise of an interview and presentation to be assessed by Members of the Brigade Managers' Pay and Performance Committee. The selection process could be completed by the first week in April 2018 and subject to potential notice periods, it is anticipated that the posts could be filled by May/June 2019.

Financial Implications

16. In developing this proposal consideration was given to the following financial impacts:
 - Difference in the salary of the previous CFO and the current CFO
 - Savings associated with the deletion of the DCFO post

- Additional savings associated with the deletion of a Group Manager B post within the Transformation Team
17. A breakdown of costs comparing the proposed structure with the cost of the previous structure is contained in Appendix B to this report. As can be seen the total additional cost of the new structure, including employer costs, is £8,401. This is being funded from reserves in this financial year and would need to be built into the base budget in subsequent years.

Legal Implications

18. There are no direct legal implications associated with this proposal other than ensuring that the recruitment and selection process adheres to employment law and best practice.
19. The Fire Authority's Constitution does not specifically require the Authority to approve a decision like this. However, officers believe that such a decision might be considered to be a key decision that merits the involvement of all Members.
20. The Fire and Rescue National Framework for England 2018 includes a requirement at paragraph 6.10 concerned with the filling of certain posts. It states: To ensure greater fairness and the exchange of talent and ideas, all principal officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning.

Equality and Diversity Implications

21. By advertising these posts externally and using independent assessors we are demonstrating our commitment to equality and inclusion and the Equality and Diversity Officer will be undertaking an equality impact assessment on the proposed selection process.

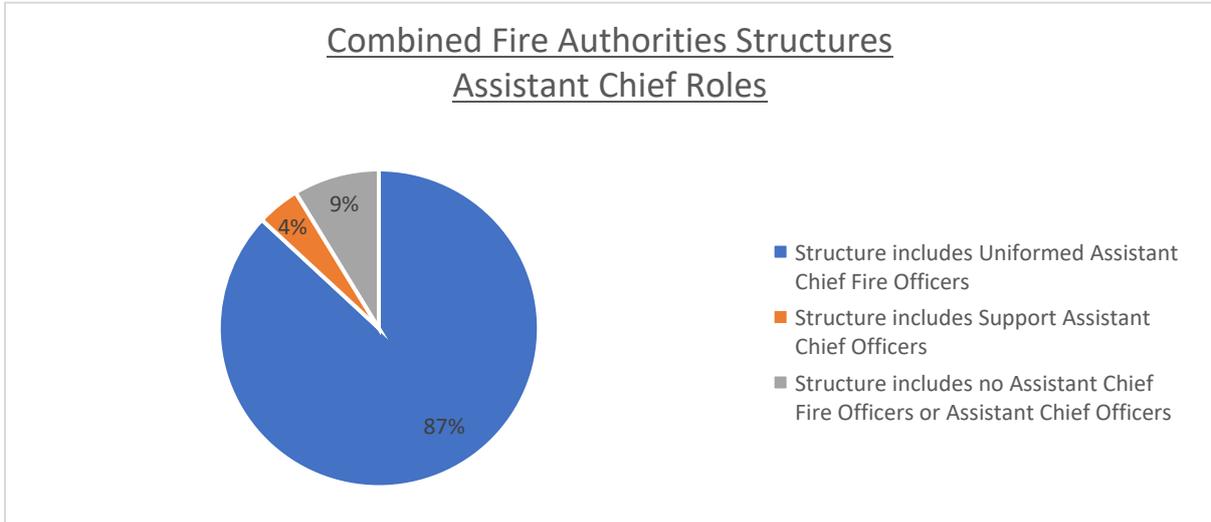
Environmental Implications

22. Technology will be utilised as far as is practicable to ensure that the recruitment process and associated documentation supports the organisation's commitment to reducing environmental costs and the carbon footprint.

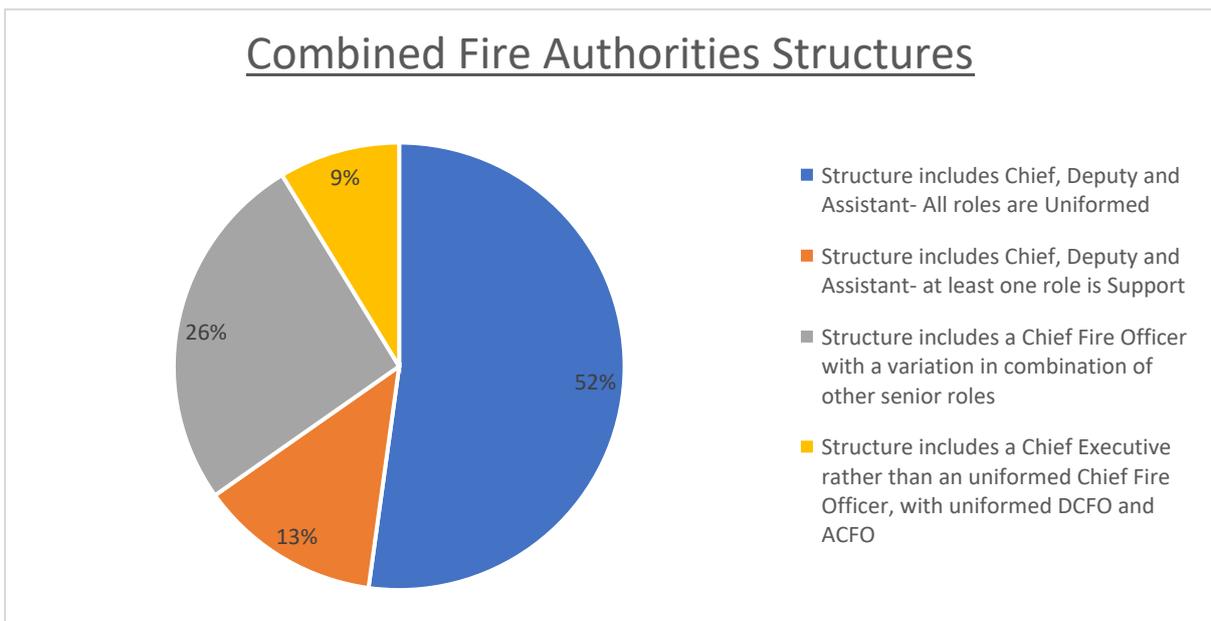
CONTACT: DONNA LINTON, CLEMONDS HEY, WINSFORD
TEL [01606] 868804
BACKGROUND PAPERS: NONE

This page is intentionally left blank

| | Structure includes Uniformed Assistant Chief Fire Officers | Structure includes Support Assistant Chief Officers | Structure includes no Assistant Chief Fire Officers or Assistant Chief Officers |
|-----------------|--|---|---|
| Number of CFA's | 20 | 1 | 2 |



| | Structure includes Chief, Deputy and Assistant- All roles are Uniformed | Structure includes Chief, Deputy and Assistant- at least one role is Support | Structure includes a Chief Fire Officer with a variation in combination of other senior roles | Structure includes a Chief Executive rather than a uniformed Chief Fire Officer, with uniformed DCFO and ACFO |
|-----------------|---|--|---|---|
| Number of CFA's | 12 | 3 | 6 | 2 |



This page is intentionally left blank

| Current | Salary | Allowances | Total | Total without ERs costs | Ers pension | Pension Scheme | Ers NI | Apprentice Levy | Total Salary + ERs Costs | |
|-----------------|-------------|----------------|-------------|-------------------------|-------------|----------------|------------|-----------------|--------------------------|--------------------------|
| CFO | £159,023.44 | £926.04 | £159,949.48 | | £34,508.09 | 1992 | £20,946.40 | £799.75 | £216,203.71 | |
| DCFO | £135,794.46 | £926.04 | £136,720.50 | | £19,418.61 | 2015 | £17,740.80 | £683.60 | £174,563.51 | |
| GMBC + CPD | £50,270.00 | £10,807.00 | £61,077.00 | £357,746.98 | £10,908.59 | 1992 | £7,301.99 | £305.39 | £79,592.97 | Total £470,360.19 |
| Proposed | | | | | | | | | | |
| CFO | £146,450.00 | £926.40 | £147,376.40 | | £20,942.35 | 2015 | £19,211.31 | £736.88 | £188,266.94 | |
| ACFO | £109,837.50 | £926.40 | £110,763.90 | | £15,706.76 | 2015 | £14,158.79 | £553.82 | £141,183.27 | |
| ACFO | £109,837.50 | £926.40 | £110,763.90 | £368,904.20 | £23,834.74 | 1992 | £14,158.79 | £553.82 | £149,311.24 | Total £478,761.45 |

Variance **£11,157.22**

Variance **£8,401.27**

This page is intentionally left blank

CHESHIRE FIRE AUTHORITY

MEETING OF: BRIGADE MANAGERS' PAY AND PERFORMANCE
COMMITTEE
DATE: 16 JANUARY 2019
REPORT OF: GOVERNANCE AND CORPORATE PLANNING
MANAGER
AUTHOR: DONNA LINTON

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 4

2019 Principal Officer Remuneration Review

Paragraph

(1) Information relating to any individual

**CONTACT OFFICER: DONNA LINTON, FIRE SERVICE HQ, WINSFORD
TEL: [01606] 868804**

BACKGROUND DOCUMENTS: NONE

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank