



**Tuesday,  
11 January 2022  
10.00 am**

**Meeting of  
Staffing Committee  
Sadler Road  
Winsford  
CW7 2FQ**

Contact Officer:  
Donna Linton  
Democratic Services

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## **Cheshire Fire Authority**

### **Notes for Members of the Public**

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#### **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 the Training Centre, 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 building. 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.

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#### **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, the Agenda and individual reports are available on the Authority's website ([www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk))

The Agenda is usually divided into two parts. Most business is dealt with in the first part which is open to the public. On some occasions some business may need to be considered in the second part of the agenda, in private session. There are limited reasons which allow this to take place, e.g. as confidential information is being considered about an individual, or commercial information is being discussed.

**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](mailto:equalities@cheshirefire.gov.uk)**

#### **Recording of Meetings**

The Authority audio records its meetings. Please contact Democratic Services for a copy of the recording via [DemocraticServices@cheshirefire.gov.uk](mailto:DemocraticServices@cheshirefire.gov.uk). The recordings are not kept indefinitely.

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## **MEETING OF THE STAFFING COMMITTEE**

**TUESDAY, 11 JANUARY 2022**

**Time : 10.00 am**

**Lecture Theatre - Training Centre, Sadler Road, Winsford, Cheshire CW7 2FQ**

### **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 Staffing Committee**

To approve the minutes of the Staffing Committee held on 8<sup>th</sup> November 2021

(Pages 1 - 4)

##### **2 Exclusion of Press and Public**

(Pages 5 - 6)

#### **Part 2 - Business to be discussed in Private**

##### **3 Appointment of Head of Corporate Communications and Engagement**

(Pages 7 - 26)

The meeting has been arranged to allow Members to interview shortlisted candidates for the post of Head of Corporate Communications and Engagement and agree upon an appointment

##### **4 Service Management Team Implementation Plan - Objective 3**

(Pages 27 - 48)

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**MINUTES OF THE MEETING OF THE STAFFING COMMITTEE held on Monday, 8 November 2021 at Lecture Theatre - Training Centre, Sadler Road, Winsford, Cheshire CW7 2FQ at 12.00 pm**

**PRESENT:** Councillors Bob Rudd (Chair), Mike Biggin, David Brown, Karen Mundry, Stuart Parker and Peter Wheeler

**1 PROCEDURAL MATTERS**

**A Recording of Meeting**

Members were reminded that this meeting would be audio recorded.

**B Apologies for Absence**

Apologies for absence were received from Councillors Micheal Beanland (Councillor David Brown attended as a Substitute Member) and Stef Nelson.

**C Declaration of Members' Interests**

There were no declarations of Members' interests.

**D Minutes of the Staffing Committee**

**RESOLVED:**

**That the minutes of the Staffing Committee held on 23<sup>rd</sup> June 2021 be confirmed as a correct record.**

**L Notes of the Informal Meeting of members of the Staffing Committee**

**RESOLVED:**

**That the notes of the Informal meeting of the Staffing Committee held on 25<sup>th</sup> August 2021 be confirmed as a correct record.**

**2 SARGEANT/MCCLLOUD PENSION DISCRIMINATION - IMMEDIATE DETRIMENT**

The Director of Transformation introduced the report which provided an update on the Sargeant/McCloud Pension Discrimination - Immediate Detriment cases. She explained a Memorandum of Understanding (MoU) had been received on 8<sup>th</sup> October which provided the Service with a framework for processing the cases of detriment.

It was acknowledged that the MoU was not legally binding, but provided a pragmatic

way forward until Government legislation was in place, expected in October 2023.

A Member referred to the uncertainty surrounding the financial implications, with the expectation that the Service would be responsible for payment of the administration costs and the Government the pension costs.

**RESOLVED: That**

**[1] the report be noted; and**

**[2] the intended approach to the handling of the Immediate Detriment cases be endorsed.**

### **3 WORKFORCE PLANNING UPDATE**

Consideration was given to a report of the Head of Service Delivery which provided an update (as at 14<sup>th</sup> September 2021) in respect of the current and predicted operational 'Grey Book' Wholetime levels for the remainder of the financial year 2021-22.

It was noted that there had been an increase in staff leaving the Service early through ill-health/transfer to other fire services, with 15 staff predicted to leave the Service each year through other reasons in addition to the retirement profile.

The recent Crew Manager and Watch Manager promotion boards had been successful with 12 substantive Watch Managers and 19 substantive Crew Managers having been promoted across all departments.

**RESOLVED: That**

**[1] the Workforce Planning update be noted.**

### **4 DISCIPLINE AND GRIEVANCE UPDATE**

Consideration was given to a report of the Head of Human Resources which provided an update on discipline cases, grievances, dignity at work complaints and Performance/Capability procedures within the Service.

The Head of Human Resources highlighted that during 2020 cases were held virtually due to Covid and to ensure they were dealt with in a timely manner. Cases had now reverted to meetings in person.

Page 24, paragraph 9 the figures should have read, 80% to 20% (not 81% to 21%).

**RESOLVED: That**

**[1] the Discipline and Grievance update be noted.**

## **5 SERVICE MANAGEMENT TEAM REVIEW UPDATE AND ACTION PLAN**

The Director of Transformation introduced the Service Management Team Review Update and Action Plan highlighting a number of areas that were now complete.

An update on Objective 1 was given, the Section 151 Officer position was coming vacant due to retirement and the position is currently being advertised.

The Director of Transformation drew Members attention to the timescales for the objectives and advised that the timescale for Objective 3 had been postponed from September 2021 to January 2022.

**RESOLVED: That**

**[1] the Service Management Team Review Implementation Plan (and supplemental Transition Plan) be noted.**

## **6 PRESENTATION ON THE PEOPLE STRATEGY**

The Director of Transformation delivered a presentation which provided an update about developments associated with the People Strategy 2019-22 (the Strategy).

Members were informed that the Strategy was predicated on the 'Steps Framework' which consisted of three main elements: Step In; Step Forward; Step Up. An overview was provided in respect of each of the elements, confirming activities carried out to-date and future intentions. The Director of Transformation gave a presentation which provided further information on the following:-

- Recruitment and Selection
- Equality, Diversity and Inclusion
- Step into Work / Step Forward / Step Up
- Health and Safety
- Engagement and Retention
- 2022-23 People Priorities

The Director of Transformation advised that On-Call Firefighter retention was an ongoing challenge and the Service was working to build relationships with employers. It was noted this was an issue nationally.

The People Strategy 2022-25 was due to be submitted to the meeting of the Fire Authority on 27<sup>th</sup> April 2022 for consideration and approval.

**RESOLVED: That**

**[1] the People Strategy update be noted.**

**7 PRESENTATION ON THE NATIONAL CODE OF ETHICS STANDARDS**

The Consultation and Engagement Officer gave a presentation on the Core Code of Ethics and Core Values which provided further information on the following:-

- NFCC Core Code of Ethics
- CFRS Core Values
- Implementation including gap analysis, development of a Code of Conduct Handbook, revisions to existing documentation.

Members noted that the CFRS Core Values should not be abandoned as these had been produced with staff consultation and were easy to remember and understand.

**RESOLVED: That**

**[1] the presentation be noted.**



## CHESHIRE FIRE AUTHORITY

**MEETING OF:** STAFFING COMMITTEE  
**DATE:** 11 JANUARY 2022  
**REPORT OF:** GOVERNANCE AND CORPORATE PLANNING  
MANAGER  
**AUTHOR:** DONNA LINTON

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**SUBJECT:** EXCLUSION OF THE PRESS AND PUBLIC

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### 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 3

#### Appointment of Head of Corporate Communications and Engagement

##### Paragraph

(1) Information relating to any individual

#### Item 4

#### Service Management Team Implementation Plan – Objective 3

##### Paragraph

(1) Information relating to any individual

**CONTACT OFFICER:** DONNA LINTON, 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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