



Cheshire

Fire & Rescue Service

APPENDIX A



SMT REVIEW IMPLEMENTATION PLAN : 2020 - 2023

INTRODUCTION

Following the commissioning of an independent review of the Service Management Team Structure in July 2020, a decision was made by the Fire Authority to progress a number of recommendations. This action plan outlines how the recommendations will be implemented and is based for the most part on a “task and finish” approach with an expected completion date of 2023.

Once the objectives contained within this plan have been actioned with new processes in place, the following benefits will be realised.

- 1. Additional strategic capacity and resilience at Principal Officer and SMT level and improved succession planning.**
- 2. Reduction in the risk associated with an ageing workforce through more proactive effective retirement support and planning for senior and middle managers.**
- 3. Generation of savings through further embedding of the blue light collaboration arrangements within HR and the redefining and removal of the Head of Prevention and Director of Transformation posts.**
- 4. Creation of more efficient and effective working through the alignment of workforce planning, cultural reform and a series of functional value for money reviews**

It is intended that this Action Plan will be updated and presented to Members of the Staffing Committee for monitoring and review every six months.



Cheshire
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OBJECTIVE 1

Create Additional Strategic Capacity and Resilience for Principal Officers and SMT and improve Succession Planning

Action	Associated Tasks	Timescale	Action Owner	Progress Update
Introduce role of DCFO on 80% gearing of CFO salary.	<ul style="list-style-type: none"> • Create Job Description, Person Specification and Recruitment Pack 	December 2020	Director of Transformation	Complete
	<ul style="list-style-type: none"> • Undertake Recruitment Process and identify appropriate candidate. 	By end January 2021	CFO	Complete DCFO to commence April 2021
Ensure planning, performance and policy is driven at senior level without direct and regular input from CFO	<ul style="list-style-type: none"> • Realign accountability for Operational Policy & Assurance, Protection and Organisational Performance to new DCFO role. 	December 2020	Director of Transformation	Complete
Release capacity for Director of Governance and Commissioning to improve ability to fulfil Monitoring Officer role	<ul style="list-style-type: none"> • Reassign internal contract management of Blue Light Collaboration to reinforce priority level to DCFO role. 	April 2021	Director of Governance and Commissioning	Handover to be arranged with DCFO in April 2021
Disestablish one post of ACFO and recruit to post following retirement of current postholder	<ul style="list-style-type: none"> • Create Job Description, Person Specification and Recruitment Pack 	December 2020	Director of Transformation	Complete
	<ul style="list-style-type: none"> • Undertake Recruitment Process and identify appropriate candidate. 	By end March 2021	Director of Transformation CFO	Assessment Centre scheduled 18/3/21 Members Panel scheduled 30/3/21
Creation of additional capacity within the treasury function to deliver the Capital Strategy	<ul style="list-style-type: none"> • Agree increase in budgeted hours for Section 151 Officer to allow postholder to work up to 2.5 days per week. 	April 2021	Director of Governance & Commissioning	Complete

OBJECTIVE 2

Reduce the risk associated with an ageing workforce through more proactive retirement support and planning for senior and middle managers

Action	Associated Tasks	Timescale	Action Owner	Progress Update
Understand the risks associated with Middle and Senior Management retirement profile to anticipate, plan for, and minimise the impact of turnover	<ul style="list-style-type: none"> Production and evaluation of workforce planning reports outlining predicted turnover and retirement profiles at GM level and above. 	Twice Yearly for CFO review	Head of People Services GM Performance	
	<ul style="list-style-type: none"> Succession Planning meetings set up between Principal Officers Brigade Managers and Head of People Services to identify and discuss risks and actions 	Twice Yearly	Head of People Services	Currently informal meetings and discussions take place between CFO and Director of Transformation
	<ul style="list-style-type: none"> Review contracts of employment for Principal Officer to increase notice period for all future recruits at this level. 	From April 2021 onwards	Head of People Services	
Increase awareness and understanding of pensions tax charges and implications for retirement	<ul style="list-style-type: none"> Delivery of workshops for Station Managers and above on pension tax charges 	Annual	Head of People Services	Workshop Delivered December 2020 to 50 delegates
	<ul style="list-style-type: none"> 121 meetings offered to Group Managers and above within 3 years of potential retirement. 	April 2021	Pension Scheme Manager	Commenced February 2021
Provide more effective retirement support as part of the "Steps" talent management framework	<ul style="list-style-type: none"> Develop a "Step Away" pre-retirement programme to provide support around financial planning, employability skills etc. 	Q4 2021/22	Head of People Services	

OBJECTIVE 3

Generate Savings through the further embedding of the Blue Light Collaboration Arrangements within HR and the Redefining and Removal of two SMT posts.

Action	Associated Tasks	Timescale	Action Owner	Progress Update
Identify elements of the transformation portfolio that can be undertaken by the joint people services function to ensure CFRS realises the benefits associated with further integration and collaboration.	<ul style="list-style-type: none"> Agree the work areas and responsibilities that CFRS wishes to maintain control over. 	By March 2021	Director of Transformation CFO	Complete
Develop a formal plan to transition identified work areas/responsibilities to the joint people services team.	<ul style="list-style-type: none"> Present draft transition plan to Head of People Services outlining incremental approach and indicative timescales 	March 2021	Director of Transformation	Draft transition plan completed and shared with Head of People Services (See Appendix B)
	<ul style="list-style-type: none"> Review capacity and resourcing associated with the transfer of responsibility from the transformation portfolio to the joint people services function. 	June 2021	Head of People Services	
Transform HR service provision through the incremental transfer of elected workstreams from Transformation to the Joint People service.	<ul style="list-style-type: none"> Finalise Plan and agree transition and implementation timetable 	September 2021 – July 2023	CFO Head of People Services Director of Transformation	
Release the post of Director of Transformation	<ul style="list-style-type: none"> Issue notice of redundancy to Director of Transformation 	May 2023	CFO Head of People Services	

Action	Associated Tasks	Timescale	Action Owner	Progress Update
Release the post of Head of Prevention and incorporate the Prevention function elsewhere in the service	<ul style="list-style-type: none"> Issue notice of redundancy to Head of Prevention 	January 2021	ACFO Head of People Services	Complete Last date of service 26 March 2021
	<ul style="list-style-type: none"> Combine Head of Protection and Head of Prevention roles and reissue post holder with revised job description 	April 2021	Head of People Services	
	<ul style="list-style-type: none"> Agree scope and terms of reference for VFM review within the Prevention function 	July 2021	Head of Protection & Prevention DCFO Director of Transformation	

OBJECTIVE 4

Creation of more efficient and effective working through the alignment of workforce planning, cultural reform and a series of functional value for money reviews

Action	Associated Tasks	Timescale	Action Owner	Progress Update
Realign and refocus Director of Transformation role to delivery of transformative workforce reform projects and VFM reviews	<ul style="list-style-type: none"> Develop VFM approach for review by SMT 	May 2021	Director of Transformation CFO	
	<ul style="list-style-type: none"> Agree scope and timetable of VFM reviews and workforce reform projects 	July 2021 – July 2023	Director of Transformation CFO	
	<ul style="list-style-type: none"> Pilot VFM approach with the Prevention function 	July 2021	Head of Protection & Prevention DCFO Director of Transformation	
	<ul style="list-style-type: none"> Agree Terms of Reference and undertake a VFM review of the Communications function 	January 2022	Director of Transformation	Timescales will depend on recruitment to Head of Joint Comms post.
Oversee development of Reverse mentoring programme	<ul style="list-style-type: none"> Review current culture and policies relating to coaching and mentoring within the Service Develop new process to encourage culture of learning 	By Q4 2021/22	Director of Transformation Head of People Services	
Lead on workforce reform programme to strengthen culture and development new ways of working following HMICFRS inspection	<ul style="list-style-type: none"> Identify key themes and develop plan and programme of work to strengthen culture 	TBD based on publication of HMICFRS results	Director of Transformation	
Develop policies and ways of working based on staff	<ul style="list-style-type: none"> Develop and implement new 	May 2021	Director of Transformation	

feedback and lessons learned from the pandemic	working from home protocols		Head of People Services	
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Draft Plan to Redefine Role of Director of Transformation and to transition identified work areas/responsibilities from the Transformation Portfolio to the Joint People Service function or to other roles within SMT.				
Action	Associated Tasks	Timescale	Action Owner	Progress Update
Identify which aspects of the Director of Transformation role will transfer across to the Joint People Service	<ul style="list-style-type: none"> Review Job Description and identify key workstreams and areas of responsibility Consider appetite of the service to retain aspects of the role within the direct control of fire Identify which elements should transfer to the Joint People service 	March 2021	Director of Transformation	Initial Review complete and 8 key areas of work identified.
Area of Work	Associated Tasks/Responsibilities	Proposed Timeline for Transfer	Proposed Portfolio Owner	Comment/Update
Industrial Relations	<ul style="list-style-type: none"> Chair of JCNP – FBU/FOA 	March 2022	Head of People Services	Suggest NB shadows for 3 months from January 2022 for FBU/FOA JCNP before taking over as Chair
	<ul style="list-style-type: none"> Chair of JCNP - Unison 	July 2021	Senior HR BP	
Pensions	<ul style="list-style-type: none"> Pension Scheme Manager 	April 2022	DCFO	IDRP to move across to ACFO
	<ul style="list-style-type: none"> Pension Boards 	April 2022	DCFO	
	<ul style="list-style-type: none"> Assurance and Compliance 	Immediate	Joint People Service	
	<ul style="list-style-type: none"> XPS Contract Management 	Immediate	“	
	<ul style="list-style-type: none"> McCloud Remedy Case 	Ongoing	“	
	<ul style="list-style-type: none"> TPR Surveys 	April 2022	“	
	<ul style="list-style-type: none"> Pension Board Reports 	Immediate		Working in conjunction with Legal and Head of People Services

	<ul style="list-style-type: none"> Pensions Discretions 	Immediate April 2022		
Area of Work	Associated Tasks/Responsibilities	Proposed Timeline for Transfer	Proposed Portfolio Owner	Comment/Update
Mental Health	<ul style="list-style-type: none"> Chair of Mental Health Steering Group Attendance Mgt Forum and oversight of OHU contract 	May 2023 July 2021	ACFO ACFO Head of People Services	
	<ul style="list-style-type: none"> Manage day to day Mental Health Portfolio Line Manager for Mental Health Advisor Delivery of Mental Health Strategy Budget Holder Events and Publications Fire Authority Updates 	June 2023	Head of People Services	
Equality, Diversity & Inclusion	<ul style="list-style-type: none"> Manage day to day EDI Portfolio Line Manager for EDI Advisor Delivery of EDI Strategy Positive Action in Recruitment Budget Holder Events/Prides/Publications Fire Authority Updates Stonewall Submission Annual Gender Pay Gap Report 	TBD	TBD	This area will be considered as part of the transformation, value for money and workforce reform work
		TBD	Joint People Service	
		March 2022	Joint People Service	
Staff Engagement	<ul style="list-style-type: none"> Chair of Core Values Steering Group 	January 2022	Head of Service Delivery	

	<ul style="list-style-type: none"> • Bi-Annual Staff Survey • Line Manager for Policy & Transformation Officer 	<p>May 2023 May 2023</p>	<p>ACFO ACFO</p>	<p>With dotted line to CFO for IRMP and political liaison</p>
Area of Work	Associated Tasks/Responsibilities	Proposed Timeline for Transfer	Proposed Portfolio Owner	Comment/Update
Talent Management	<ul style="list-style-type: none"> • Career/Development Mentoring for SM and above – newly promoted • Promotion Boards – Design, Qs and guidance documentation. Panel Member <ul style="list-style-type: none"> - Station Managers - Group Managers - Area Managers - Brigade Managers • High Potential Development Scheme • Leadership Development Programmes 	<p>2022 Promotion Boards</p> <p>Autumn 2021</p>	<p>Members of SMT</p> <p>Head of People Services</p>	<p>After 2021 no further involvement in development and design. Panel Member only as required for GM and above</p>
		<p>2022</p> <p>Autumn 2021</p>	<p>Head of People Services</p> <p>Head of People Services</p>	<p>Panel Member if required</p> <p>No further direct involvement in design or delivery</p>
Performance Management	<ul style="list-style-type: none"> • Disciplines, Grievance and Dignity at Work • Appraisals Oversight 	<p>Immediate</p> <p>Autumn 2021</p>	<p>Head of People Services + SMT</p> <p>Head of People Services</p>	<p>No further involvement post launch of new 2021 appraisal process</p>
	<ul style="list-style-type: none"> • Review of Joint People Service Delivery & Performance • Pensions Provider Contract • Payroll Provider Contract • OHU Provider Contract 	<p>April 2021</p> <p>Immediate</p> <p>Immediate</p> <p>July 2021</p>	<p>DCFO within BLC remit</p> <p>Head of People Services</p> <p>ACFO</p>	<p>Monthly 121s with Head of People Services recommended to support upskilling and incremental handover</p>

Area of Work	Associated Tasks/Responsibilities	Proposed Timeline for Transfer	Proposed Portfolio Owner	Comment/Update
<p>SMT Miscellaneous</p>	<ul style="list-style-type: none"> • CFO Appraisal • SPOC for Communications <ul style="list-style-type: none"> - Alert Proof Read - Events/Star Awards • NFCC HR Forum & Consultations • SMT Monthly meetings • Annual Pay Policy Statement • Lead Signatory for DBS • Budget Holder – Corporate Training Budget 	<p>June 2023</p> <p>TBD</p> <p>June 2023</p> <p>April 2023</p> <p>April 2023</p> <p>January 2023</p>	<p>Head of People Services</p> <p>Head of People Services</p> <p>Head of People Services</p> <p>ACFO/DCFO</p> <p>ACFO</p>	<p>Currently attending on regular basis</p>

