



# Cheshire

## Fire & Rescue Service

Appendix A to Item 4  
Staffing Committee  
23 June 2021



**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**  
Fire & Rescue Service

## 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"> <li>• Create Job Description, Person Specification and Recruitment Pack</li> </ul>	December 2020	Director of Transformation	<b>Complete</b>
	<ul style="list-style-type: none"> <li>• Undertake Recruitment Process and identify appropriate candidate.</li> </ul>	By end January 2021	CFO	<b>Complete</b> <b>DCFO to commence April 2021</b>
Ensure planning, performance and policy is driven at senior level without direct and regular input from CFO	<ul style="list-style-type: none"> <li>• Realign accountability for Operational Policy &amp; Assurance, Protection and Organisational Performance to new DCFO role.</li> </ul>	December 2020	Director of Transformation	<b>Complete</b>
Release capacity for Director of Governance and Commissioning to improve ability to fulfil Monitoring Officer role	<ul style="list-style-type: none"> <li>• Reassign internal contract management of Blue Light Collaboration to reinforce priority level to DCFO role.</li> </ul>	April 2021	Director of Governance and Commissioning	<b>Complete</b>
Disestablish one post of ACFO and recruit to post following retirement of current postholder	<ul style="list-style-type: none"> <li>• Create Job Description, Person Specification and Recruitment Pack</li> </ul>	December 2020	Director of Transformation	<b>Complete</b>
	<ul style="list-style-type: none"> <li>• Undertake Recruitment Process and identify appropriate candidate.</li> </ul>	By end March 2021	Director of Transformation CFO	<b>Complete</b> <b>Paul Binyon appointed from Royal Berkshire – Start Date 17/5/21</b>
Creation of additional capacity within the treasury function to deliver the Capital Strategy	<ul style="list-style-type: none"> <li>• Agree increase in budgeted hours for Section 151 Officer to allow postholder to work up to 2.5 days per week.</li> </ul>	April 2021	Director of Governance & Commissioning	<b>Complete</b>

## 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 Mgt retirement profile to anticipate, plan for, and minimise the impact of turnover	<ul style="list-style-type: none"> <li>Production and evaluation of workforce planning reports outlining predicted turnover and retirement profiles at GM level and above.</li> </ul>	Twice Yearly for CFO review	Head of People Services GM Performance	
	<ul style="list-style-type: none"> <li>Succession Planning meetings set up between Principal Officers Brigade Managers and Head of People Services to identify and discuss risks and actions</li> </ul>	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"> <li>Review contracts of employment for Principal Officer to increase notice period for all future recruits at this level.</li> </ul>	Immediate following Staffing Committee Approval	Head of People Services	Proposal to extend notice period from 3 months to 6 months to be discussed at Staffing Committee June 2021.
Increase awareness and understanding of pensions tax charges and implications for retirement	<ul style="list-style-type: none"> <li>Delivery of workshops for Station Managers and above on pension tax charges</li> </ul>	March 2021	Pension Scheme Manager	<b>Complete - Workshop Delivered December 2020 to 50 delegates</b>
	<ul style="list-style-type: none"> <li>121 meetings offered to Group Managers and above within 3 years of potential retirement.</li> </ul>	July 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"> <li>Develop a "Step Away" pre-retirement programme to provide support around financial planning, employability skills etc.</li> </ul>	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"> <li>Agree the work areas and responsibilities that CFRS wishes to maintain control over.</li> </ul>	By March 2021	Director of Transformation CFO	<b>Complete</b>
Develop a formal plan to transition identified work areas/responsibilities to the joint people services team.	<ul style="list-style-type: none"> <li>Present draft transition plan to Head of Joint HR Service outlining incremental approach and indicative timescales</li> </ul>	March 2021	Director of Transformation	<b>Draft transition plan completed and shared with Head of People Services (See Appendix B)</b>
	<ul style="list-style-type: none"> <li>Review capacity and resourcing associated with the transfer of responsibility from the transformation portfolio to the joint people services function.</li> </ul>	July 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"> <li>Finalise Plan and agree transition and implementation timetable</li> </ul>	September 2021 – July 2023	CFO Head of People Services Director of Transformation	
Release the post of	<ul style="list-style-type: none"> <li>Issue notice of redundancy to</li> </ul>	May 2023	CFO	

Director of Transformation	Director of Transformation			
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"> <li>Issue notice of redundancy to Head of Prevention</li> </ul>	January 2021	ACFO Head of People Services	<b>Complete</b> <b>Last date of service 26 March 2021</b>
	<ul style="list-style-type: none"> <li>Combine Head of Protection and Head of Prevention roles and reissue post holder with revised job description</li> </ul>	April 2021	Head of People Services	<b>Complete</b>
	<ul style="list-style-type: none"> <li>Agree scope and terms of reference for VFM review within the Prevention function</li> </ul>	February 2022	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"> <li>Develop VFM approach for review by SMT</li> </ul>	July 2021	Director of Transformation CFO	
	<ul style="list-style-type: none"> <li>Agree scope and timetable of VFM reviews and workforce reform projects</li> </ul>	January 2022	Director of Transformation CFO	
	<ul style="list-style-type: none"> <li>Agree Terms of Reference and undertake a VFM review of the Communications function</li> </ul>	January 2022	Director of Transformation	Timescales will depend on recruitment to Head of Joint Comms post.
Oversee development of coaching and mentoring toolkit and reverse mentoring programme	<ul style="list-style-type: none"> <li>Review current culture and policies relating to coaching and mentoring within the Service</li> <li>Develop new process to encourage culture of learning</li> </ul>	By Q4 2021/22	Director of Transformation Head of People Services	In progress – proposals to be reviewed by SMT in June 2021 and incorporated as a project on the NW HR Development Forum
Lead on workforce reform programme to strengthen culture and development new ways of working following HMICFRS inspection	<ul style="list-style-type: none"> <li>Identify key themes and develop plan and programme of work to strengthen culture</li> </ul>	TBD based on publication of HMICFRS results	Director of Transformation	
Develop policies and ways of working based on staff feedback and lessons learned from the pandemic	<ul style="list-style-type: none"> <li>Develop and implement new working from home protocols</li> </ul>	May 2021	Director of Transformation Head of People Services	<b>Complete – Agile Working Policy to be implemented June 2021</b>



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"> <li>Review Job Description and identify key workstreams and areas of responsibility</li> <li>Consider appetite of the service to retain aspects of the role within the direct control of fire</li> <li>Identify which elements should transfer to the Joint People service</li> </ul>	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
<b>Industrial Relations</b>	<ul style="list-style-type: none"> <li>Chair of JCNP – FBU/FOA</li> </ul>	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"> <li>Chair of JCNP - Unison</li> </ul>	July 2021	Senior HR BP	
<b>Pensions</b>	<ul style="list-style-type: none"> <li>Pension Scheme Manager</li> </ul>	April 2022	DCFO	IDRP to move across to ACFO
	<ul style="list-style-type: none"> <li>Pension Boards</li> </ul>	April 2022	DCFO	
	<ul style="list-style-type: none"> <li>Assurance and Compliance</li> </ul>	Immediate	Joint People Service	
	<ul style="list-style-type: none"> <li>XPS Contract Management</li> </ul>	Immediate	“	
	<ul style="list-style-type: none"> <li>McCloud Remedy Case</li> </ul>	Ongoing	“	
	<ul style="list-style-type: none"> <li>TPR Surveys</li> </ul>	April 2022	“	
	<ul style="list-style-type: none"> <li>Pension Board Report</li> </ul>	Immediate		Working in conjunction with Legal and Head of People Services



Area of Work	Associated Tasks/Responsibilities	Proposed Timeline for Transfer	Proposed Portfolio Owner	Comment/Update
<b>Mental Health</b>	<ul style="list-style-type: none"> <li>• Chair of Mental Health Steering Group</li> <li>• Attendance Mgt Forum and oversight of OHU contract</li> </ul>	May 2023  July 2021	ACFO  ACFO Head of People Services	ACFO will become senior sponsor for Mental Health within Fire.
	<ul style="list-style-type: none"> <li>• Manage day to day Mental Health Portfolio</li> <li>• Line Manager for Mental Health Advisor</li> <li>• Delivery of Mental Health Strategy</li> <li>• Budget Holder</li> <li>• Events and Publications</li> <li>• Fire Authority Updates</li> </ul>	June 2023	Head of People Services	
<b>Equality, Diversity &amp; Inclusion</b>	<ul style="list-style-type: none"> <li>• Manage day to day EDI Portfolio</li> <li>• Line Manager for EDI Advisor</li> <li>• Delivery of EDI Strategy</li> <li>• Positive Action in Recruitment</li> <li>• Gender Pay Gap Reporting</li> <li>• Events/Prides/Publications</li> <li>• Fire Authority Updates</li> <li>• Stonewall Submission</li> </ul>	TBD  TBD March 2022	DCFO  Joint People Service Joint People Service	This area will be considered as part of the transformation, value for money and workforce reform work
<b>Staff Engagement</b>	<ul style="list-style-type: none"> <li>• Chair of Core Values Steering Group</li> <li>• Bi-Annual Staff Survey</li> <li>• Line Manager for Policy &amp; Transformation Officer</li> </ul>	April 2022  May 2023 May 2023	Head of Service Delivery ACFO ACFO	With dotted line to CFO for IRMP and political liaison



Area of Work	Associated Tasks/Responsibilities	Proposed Timeline for Transfer	Proposed Portfolio Owner	Comment/Update
<b>SMT Miscellaneous</b>	<ul style="list-style-type: none"> <li>• CFO Appraisal</li> </ul>	June 2023	Head of People Services	
	<ul style="list-style-type: none"> <li>• SPOC for Communications               <ul style="list-style-type: none"> <li>- Alert Proof Read</li> <li>- Events/Star Awards</li> </ul> </li> </ul>	TBD	ACFO	
	<ul style="list-style-type: none"> <li>• NFCC HR Forum &amp; Consultations</li> </ul>	June 2023	Head of People Services	
	<ul style="list-style-type: none"> <li>• SMT Monthly meetings</li> <li>• Annual Pay Policy Statement</li> </ul>	April 2023	Head of People Services	
	<ul style="list-style-type: none"> <li>• Lead Signatory for DBS</li> </ul>	April 2023	ACFO	
	<ul style="list-style-type: none"> <li>• Budget Holder – Corporate Training Budget</li> </ul>	January 2022	Head of People Services	
	<ul style="list-style-type: none"> <li>• Attendance at NW Regional HR Meeting</li> </ul>	January 2023	Head of People Services	