



# Cheshire

## Fire & Rescue Service

Appendix A to Item 3  
Staffing Committee  
25 August 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> 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"> <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>
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	<b>Complete</b> Notice period extended from 3 months to 6 months for future Principal Officer posts
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 - November 2021	Pension Scheme Manager	SMT 121 meetings mostly completed Dates being scheduled for GM 121 meetings during Autumn 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	Meeting set up between Head of People Services, ACO and DCC to review proposed transition plan, timescales and impact
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 for completion by July 2023</li> </ul>	September 2021	CFO Head of People Services Director of Transformation	

Release the post of Director of Transformation	<ul style="list-style-type: none"> <li>Issue notice of redundancy to Director of Transformation</li> <li>Delete post of Director of Transformation from establishment</li> </ul>	<p>May 2023</p> <p>July 2023</p>	CFO	
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>Delete post of Head of Prevention from establishment</li> <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>	April 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 Terms of Reference and Methodology for undertaking VFM reviews</li> </ul>	July 2021	Director of Transformation	Complete Report submitted and approved by SMT in relation to the approach and methodology for undertaking "Service Improvement Reviews"
	<ul style="list-style-type: none"> <li>Develop toolkit and guidance for undertaking of Reviews</li> </ul>	November 2021	Director of Transformation	
	<ul style="list-style-type: none"> <li>Agree timetable of Service Improvement Reviews</li> </ul>	January 2022	SMT	
	<ul style="list-style-type: none"> <li>Commence Service Improvement Reviews</li> </ul>	April 2022	Director of Transformation	
Re-establish dedicated in-house Communications Department	<ul style="list-style-type: none"> <li>Develop Joint PID and set up Project Team</li> <li>Develop Department structure, job descriptions</li> <li>Launch consultation with staff and rep bodies on structure</li> <li>Facilitate relevant processes to fill structure</li> <li>Implement new structure</li> </ul>	August 2021  September 2021 TBD  TBD By February 2022	Interim Head of Communications in conjunction with Police colleagues	Timescales to be determined once joint Project Initiation document has been finalised and approved
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	To be incorporated into NW Coaching and Mentoring Project being led by Director of Transformation. First meeting held July 2021.
Lead on workforce reform programme to strengthen	<ul style="list-style-type: none"> <li>Identify key themes and develop plan and programme of work to</li> </ul>	TBD based on publication of	Director of Transformation	Pending publication of White Paper outlining Fire Reform Programme

culture and development new ways of working following HMICFRS inspection	strengthen culture	HMICFRS results		and HMICFRS report.
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 launched 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  Working in conjunction with Legal and Head of People Services
	<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		

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	TBD TBD TBD Joint People Service Joint People Service	This area will be considered within the review and establishment of the new in-house Communications function
<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>Talent Management</b>	<ul style="list-style-type: none"> <li>• Career/Development Mentoring for SM and above – newly promoted</li> <li>• Promotion Boards – Design, Qs and guidance documentation. Panel Member <ul style="list-style-type: none"> <li>- Station Managers</li> <li>- Group Managers</li> <li>- Area Managers</li> <li>- Brigade Managers</li> </ul> </li> <li>• High Potential Development Scheme</li> <li>• Leadership Development Programmes</li> </ul>	<p>2022 Promotion Boards</p> <p>Autumn 2021</p>    <p>2022</p> <p>Autumn 2021</p>	<p>Members of SMT</p>          <p>Head of People Services</p> <p>Head of People Services</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>Panel Member as required</p> <p>No further direct involvement</p>
	<b>Performance Management</b>	<ul style="list-style-type: none"> <li>• Disciplines, Grievance and Dignity at Work</li> <li>• Appraisals Oversight</li>      <li>• Review of Joint People Service Delivery &amp; Performance</li> <li>• Pensions Provider Contract</li>      <li>• Payroll Provider Contract</li> <li>• OHU Provider Contract</li> </ul>	<p>Immediate</p> <p>Autumn 2021</p>    <p>April 2021</p> <p>October 2021</p>    <p>TBC</p> <p>TBC</p>	<p>Head of People Services + SMT</p> <p>Head of People Services</p>          <p>DCFO within BLC remit</p> <p>Fire Pensions Manager</p>    <p>ACFO</p>

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