



Cheshire

Fire & Rescue Service

Appendix A to Item 5
Staffing Committee
8 November 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.



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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	Complete
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	Complete
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 Mgt 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/SMT review	Head of People Services GM Performance	Complete and now BAU Monthly workforce planning meetings taking place between HR and Service Delivery/Depts. Bi-annual reports submitted to SMT for review and to inform recruitment activity.
	<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. 	Immediate following Staffing Committee Approval	Head of People Services	Complete - 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"> Delivery of workshops for Station Managers and above on pension tax charges 	March 2021	Pension Scheme Manager	Complete - 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. 	July - November 2021	Pension Scheme Manager	Complete - All Principal Officers, AMs and GMs have now been offered 121 meetings with external pensions advisor
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 Joint HR Service 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. 	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"> Finalise Plan and agree transition and implementation timetable for completion by July 2023 	September 2021	CFO ACO Head of People Services Director of Transformation	Meeting deferred to November - expected timescale for agreement of plan and timetable moved to January 2022.

Action	Associated Tasks	Timescale	Action Owner	Progress Update
Release the post of Director of Transformation	<ul style="list-style-type: none"> Issue notice of redundancy to Director of Transformation and delete post of Director of Transformation from establishment 	By July 2023	CFO	
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"> Delete post of Head of Prevention from establishment Combine Head of Protection and Head of Prevention roles and reissue post holder with revised job description 	April 2021	Head of People Services	Complete
	<ul style="list-style-type: none"> Agree scope and terms of reference for VFM review within the Prevention function 	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"> Develop Terms of Reference and Methodology for undertaking VFM reviews 	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"> Develop toolkit and guidance for undertaking of Reviews 	November 2021	Director of Transformation	In progress
	<ul style="list-style-type: none"> Agree timetable of Service Improvement Reviews 	January 2022	SMT	
	<ul style="list-style-type: none"> Commence Service Improvement Reviews 	April 2022	Director of Transformation	
Re-establish dedicated in-house Communications Department	<ul style="list-style-type: none"> Develop Joint PID and set up Project Team Develop Dept structure, job descriptions Launch consultation with staff and rep bodies on structure Run recruitment and select staff Implement new structure 	August 2021 September 2021 TBD TBD By February 2022	Interim Head of Communications in conjunction with Police Partners	Complete Complete Informal briefing held with staff on structure. Formal consultation to commence November 2021
Oversee development of coaching and mentoring toolkit and 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	To be incorporated into NW Coaching and Mentoring Project being led by Director of Transformation. First meeting held July 2021.
Lead on workforce reform	<ul style="list-style-type: none"> Identify key themes and develop 	TBD based on	Director of	Pending publication of White Paper

programme to strengthen culture and development new ways of working following HMICFRS inspection	plan and programme of work to strengthen culture	publication of HMICFRS results	Transformation	outlining Fire Reform Programme 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"> Develop and implement new working from home protocols 	May 2021	Director of Transformation Head of People Services	Complete – Agile Working Policy launched June 2021



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 Chair of JCNP - Unison 	March 2022 July 2021	Head of People Services Senior HR BP	Suggest NB shadows for 3 months from January 2022 for FBU/FOA JCNP before taking over as Chair Transferred
Pensions	<ul style="list-style-type: none"> Pension Scheme Manager Pension Boards Assurance and Compliance XPS Contract Management 	April 2022 April 2022 Immediate Immediate Ongoing	DCFO DCFO Joint People Service “ “	IDRPs to move across to ACFO Working in conjunction with Legal

	<ul style="list-style-type: none"> • McCloud Remedy Case • TPR Surveys • Pension Board Report 	April 2022 Immediate	“	and Snr HR BP
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 Snr HR BP	Transferred ACFO will become senior sponsor for Mental Health within Fire
	<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 • Gender Pay Gap Reporting • Events/Prides/Publications • Fire Authority Updates • Stonewall Submission 	Feb 2022	Head of Communications	Gender Pay Gap Reporting and Positive Action to be done in conjunction with People Services
Staff Engagement	<ul style="list-style-type: none"> • Chair of Core Values Steering Group • Bi-Annual Staff Survey 	April 2022 Feb 2022	Head of Service Delivery Head of Communications	

	<ul style="list-style-type: none"> Line Manager for Policy & Transformation Officer 	Feb 2022	Head of Communications	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
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 	2022 Promotion Boards Autumn 2022 Summer 2022 Autumn 2021	Members of SMT Head of People Services Head of People Services Head of People Services	After 2021 DOT to remain as interview panel member only as required for SM and above DOT to remain as Panel Member as required
Performance Management	<ul style="list-style-type: none"> Disciplines, Grievance and Dignity at Work Appraisals Oversight Review of Joint People Service Delivery & Performance Pensions Provider Contract Payroll Provider Contract OHU Provider Contract 	Immediate Autumn 2021 April 2021 October 2021 TBC TBC	Head of People Services + SMT Head of People Services DCFO within BLC remit Fire Pensions Manager ACFO	Transferred and managed by People Services No further involvement post launch of new 2021 appraisal process Monthly 121s with Head of People Services recommended

Area of Work	Associated Tasks/Responsibilities	Proposed Timeline for Transfer	Proposed Portfolio Owner	Comment/Update
SMT Miscellaneous	<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 • Attendance at NW Regional HR Meeting 	<p>June 2023</p> <p>February 2022</p> <p>June 2023</p> <p>April 2023</p> <p>April 2023</p> <p>January 2022</p> <p>January 2023</p>	<p>Head of People Services Head of Comms</p> <p>Head of People Services Head of People Services</p> <p>Head of People Services ACFO</p> <p>Head of People Services</p> <p>Head of People Services</p>	<p>Already recommended to attend monthly SMT meetings</p>