



PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX

Decision Sheet

Essex Police, Fire and Crime Commissioner Fire and Rescue Authority Decision Report

Please ensure all sections below are completed

Report reference number: 110-19
Government security classification (e.g. Not protectively marked/Official - Sensitive):
Title of report: Service Leadership Team and Strategic Level Talent Pool
Area of County/Stakeholders affected: Countywide
Report by: Colette Black
Date of report: 26 September 2019
Enquiries to: Colette Black

1. Purpose of report

To update the Commissioner on the structure of the Service Leadership Team (SLT) and use of the strategic level talent pool to fill roles on a development basis.

The reports follows on from the SLT Selection report in February 2019 which confirmed the appointment of 3 roles to support the Chief Executive/Chief Fire Officer:

- Deputy Chief Fire Officer (seconded/fixed term)
- Director of Corporate Services (permanent)
- Director of Innovation, Risk and Future Development (permanent)

As detailed in the selection report, the internal appointment to the Director of Innovation, Risk and Future Development created a vacancy for Director of Operations.

2. Recommendations

- Note the updated SLT structure to incorporate the role of Assistant Chief Executive Officer – People, Values and Culture as a development post to fulfil the need described below.
- Note appointments to development posts.
- Agree continued development of the strategic level talent pool.

3. Benefits and Costs of the Proposal

FTE	Role	Salary
1	Deputy Chief Fire Officer (DCFO)	£125,000
1	Director of Operations (development post holder – reporting into DCFO)	£89,141
1	Director of Corporate Services	£115,000
1	Director of Innovation, Risk and Future Development	£118,029
1	Assistant Chief Executive Officer – People, Values and Culture (development post holder)	Initial: £87,784 6 months: £92,227 One year: £94,292
Total = 5		

4. Background and proposal

In August 2018, the Police, Fire and Crime Commissioner approved a new SLT structure to lead the Service. The process began to fill the posts and the SLT Selection Report dated 1 February 2019 details the appointments made as a result of the selection process.

The SLT selection process identified three further pressing needs to be addressed:

1. Succession planning and capacity building at a strategic level - Our workforce planning means we know that 13 of our senior leaders (Group Manager level and above) are likely to retire in the next 5 years. We have an urgent need to plan for this significant skills gap.
2. People, Culture and Values - We also have an urgent need to respond to the national learning that has been shared by HMICFRS from its Tranche 1 inspections, the Fire and Rescue Plan, our own Peer Review and employee / representative body feedback.
3. Deputy CFO – We need to start planning now for permanent recruitment to have a candidate in place by April 2020 at the earliest.

Strategic Level Talent Pool

In December 2018, we concluded that we had seen the most potentially appointable candidates at strategic level that were willing and able to work in Essex. To have a potentially suitable cohort of candidates for the roles of Deputy CFO and Director of Operations, and to meet our current capacity requirements, particularly around People, Values and Culture and our anticipated future skills gaps we agreed the need to prepare and invest now in 'developing our own' internal and external candidates.

Our experience and position is the same as other Fire and Rescue Services in the region, which is that there is limited talent available that wants to move between fire services. Recent conversations with the Chief Fire Officers of Kent and Essex Sussex have confirmed that they are developing internal talent as a result of 'failed' recruitment processes.

As well as running a planned Strategic Level Talent Pool in September 2019, we have invited several of the candidates who performed well and showed promise through the assessment processes to be part of our current Strategic Level Talent pool. The candidates who scored well in any of our recent SLT recruitment process will not need to be reassessed to enter the pool; they have just been through an assessment process and will be / have been invited into the pool.

The candidates who joined, or who will join, the strategic talent pool have been / will be offered development opportunities and assignments that develop their senior leadership skills. Candidates who did not go through the recent assessment process for SLT roles but who would like to enter the Strategic Talent Pool will be able to apply to enter the pool. The application process will mirror our other talent pools and be PQA / assessment based.

Internal and external candidates in the Strategic Level Talent Pool have had / will have access to apply for a range of development assignments (external candidates will be asked to be seconded from their current organisations). The length of the development option is dependent on the opportunity that is available. Development assignments that we currently have available are:

- Operational Training – Quality Assurance (0.5 FTE – already budgeted) – 12 months
- On-Call Programme – (0.5 FTE – already budgeted) - 12 months

Those development opportunities that we have already filled are:

- Director of Operations – see explanation below (1 FTE – already budgeted) - 12 months
- People, Culture and Values – high level support to CFO/CEX (1 FTE – budgeted after August 2019) - 2 years

As part of the talent pool development opportunities, it is also our intention to work alongside other Fire and Rescue Services to develop short external secondments to other Fire and Rescue Services, and other organisations. This supports both our local need, and a wider regional need, to ensure that our internal talent pool sees and experiences how others work and can bring that experience back to Essex. It means we are also likely to host candidates from other services who can bring their experience to Essex.

This meets principles outlined either explicitly or implicitly in both the Fire and Rescue Plan and by Her Majesty's Inspectorate.

Details of development role opportunities

Quality Assurance - (0.5 FTE – already budgeted) - 12 months

We hear the critique from some colleagues that 'the quality of training has gone downhill'. We need to be clear about the reality and perception and be ready to address this.

Our recent statistics confirm that employees feel satisfied or very satisfied with the quality of training provided. We need to evaluate whether this level of satisfaction is the same as the training being of excellent quality. This role will be responsible for ensuring that our quality

assurance framework is fit for purpose, that it is utilised and that quality of training delivered is excellent.

We have not appointed to this development opportunity yet.

On Call Development Programme - (0.5 FTE – already budgeted) - 12 months

Our on-call firefighters are a vital part of our fire cover. In common with the rest of UK FRS, recruiting on-call firefighters to keep on-call stations operational has become increasingly difficult. The model our on-call colleagues work to is dated and we are not meeting our availability targets.

The programme brings together a range of projects and activities currently in progress. The extent and range of change needed in order to develop the duty system to become effective, efficient, and sustainable and meet the needs of our people, the service, our users and stakeholders is significant. This development role will work as part of the programme team to:

- Coordinate disparate projects and pieces of work affecting on-call;
- Motivate and support on-call employees to be involved to help design and become part of solutions;
- Create opportunities and support wide ranging stakeholder engagement and involvement;
- Create a supportive environment that will be ready for change;
- Connect our Service Leadership Team and managers to programme delivery teams – providing traction and momentum for change;
- Be flexible in approach – be open to new ideas and be well informed.

People, Culture and Values – high level support to CFO/CEx (1 FTE – budgeted after August 2019) – Two years initially

We have appointed to this development post to create additional high-level capacity in this arena. The need for this additional capacity has come into sharper focus since the publication of the Fire and Rescue Plan, the Peer Review and the HMICFRS report (these have all been received since the original structure was published and approved).

The HMICFRS report, which summarises the findings from the tranche 1 inspections of 14 Fire and Rescue Services (FRSs) makes it very clear that the 'people' pillar of inspection is the area of greatest concern. Of the 14 FRS inspected, one was judged to be 'inadequate', 10 'require improvement' and 3 were 'good'. This role mirrors the Assistant Chief Fire Officer – IRMP role (this role comes to an end in August 2019) and is styled as Assistant Chief Executive Officer – People, Culture and Values. The role reports directly to the CFO/CEx who leads this priority. The key functions of the ACEO People, Culture and Values role are:

- Delivering the People strand of the HMICFRS inspection framework
- Deliver the People strands of the Fire and Rescue Plan
- Promoting a positive culture
- Leading a transformational Leadership and Development function
- Workforce planning and development
- Inclusion and diversity
- Industrial relations (alongside the Deputy Chief Fire Officer)
- People performance
- People related change
- Bullying and harassment

Director of Operations - 1 FTE – already budgeted - 12 months

We have appointed to this role as one of our Strategic Level talent pool development roles (outlined above) with a range of support in place. Having recently scoped the market for candidates at Deputy Chief Fire Officer and Director level, we had a strong awareness of the candidates who may be available for this role and believe that we are unlikely to fill this role with a 'ready-made' candidate.

The role exists to protect and save life, property and the environment by leading, developing and strategically supporting the Authority's prevention, protection and response functions in line with the Authority's statutory and legal responsibilities.

Conclusion

Delivery of the enhanced SLT structure and the ongoing talent pool approach ensures that we have:

- Planned effectively for succession and capacity at a strategic level
- Developed a pool of potential candidates for our permanent Deputy CFO recruitment
- With regard to People, Culture and Values, created the capacity to respond to the national learning that has been shared by HMICFRS from its Tranche 1 inspection, the Fire and Rescue Plan, our own Peer Review and employee / representative body feedback.

5. Strategic Priorities

This proposal enables a strategic priority in the Fire and Rescue Plan; to promote a positive culture in the workplace.

6. Operational Implications

This proposal helps to ensure we have the right people to deliver our core functions.

7. Financial Implications

As detailed above.

8. Legal Implications

None identified.

9. Staffing and other resource implications

As detailed above.

10. Equality and Diversity implications

It is vital that our talent pool and recruitment processes are run with a diverse board and the involvement of assessors trained to be aware of unconscious bias. We utilise Hay evaluation to ensure pay offers are in line with the market median and free of bias.

We are aware that the appointment of women at senior levels has made / will make a significant difference to our gender pay gap. We are committed to take steps that close the gap at every level.

11. Risks

This proposal is a control measure to the risk of not having the right people with right skills in the right place.

12. Governance Boards

The SLT has been updated verbally regarding the above.

13. Background papers

The SLT Selection Memo from Jo Turton to Roger Hirst dated 1 February 2019 provides additional background.

Decision Process

Step 1A - Chief Fire Officer Comments

(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

Signed in absence due to of CPO due to sickness
However interest declared to Monitoring officer
prior to signature

Sign: *[Signature]* DFO

Step 1B – Consultation with representative bodies

(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)

N/A

Step 2 - Statutory Officer Review

The report will be reviewed by the Essex Police Fire and Crime Commissioner Fire and Rescue Authority's ("the Commissioner") Monitoring Officer and Chief Financial Officer prior to review and sign off by the Commissioner or their Deputy.

Monitoring Officer

Sign: *[Signature]*
Print: *P. Beattie-Brewer*
Date: 28 October 2019

Chief Financial Officer

Sign: *[Signature]*
Print: *G. McQuinn*
Date: 27/11/2019

Step 3 - Publication

Is the report for publication? YES/NO

If 'NO', please give reasons for non-publication (state 'none' if applicable)

.....
N/A
.....

If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision.

Step 4 - Redaction

If the report is for publication, is redaction required:

1 Of Decision Sheet YES/NO

2 Of Appendix YES/NO

If 'YES', please provide details of required redaction:

.....N/A.....

Date redaction carried out:

If redaction is required, the Chief Financial Officer or the Monitoring Officer are to sign off that redaction has been completed.

Sign:

Print:

Date signed:

Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner

I agree the recommendations to this report:

Sign:

Print:

Date signed: 28/2/19

I do not agree the recommendations to this report because:

.....
.....

Sign:

Print:

Date signed:



Essex County
Fire & Rescue Service

Memorandum

To Roger Hirst
From Jo Turton
Date 1 February 2019
Subject Selection process for SLT Roles

Introduction

This report sets out key information regarding the appointment process used to identify and select successful candidates for the following roles in our senior structure:

- Deputy Chief Fire Officer
- Director of Corporate Services
- Director of Innovation, Risk and Future Development

The roles above were agreed in a decision sheet dated 19th June 2018. The selection process used to recruit to the structure was as agreed in a decision sheet dated 30th August 2018.

The aim of this report is to provide the outcomes of the recruitment processes and to confirm the assessment and selection processes used to select candidates for the vacant roles.

A separate paper titled 'Strategic Level Talent Pool' details the next steps that we need to take to build capacity, respond to recent developments and plan for anticipated retirements and turnover.

Advertising, Applications and Shortlisting

Independent search consultants, Gatenby Sanderson, were commissioned to manage the advertising, application and shortlisting process on behalf of Essex Country Fire and Rescue Service (ECFRS). Advertisements were placed in a range of national media. Gatenby screened and pre-interviewed applications and provided Jo Turton, Chief Fire Officer/Chief Executive with a long list. Members of the various interview panels supported Jo in selecting shortlists to attend the assessment days.

Assessment Process

The assessment processes were designed to assess the relevant competencies and values for each of the roles. The competencies used were taken from the national framework (Strategic Management Level – Generic Bars). The assessments used were:

- a. Media exercise – conducted by an independent journalist (Deputy role only)
- b. Internal stakeholder panel (unscored feedback)
- c. Written assignment (unseen by candidates prior to assessment day)
- d. Presentation exercise (prepared by candidates ahead of assessment day)
- e. Competency based interview (questions linked to national framework of personal qualities and attributes)

Ahead of their assessment day, each candidate was provided with a briefing by independent search consultants, Gatenby Sanderson. This was reemphasised on arrival at ECFRS and all assessments were clearly explained.

Following the conclusion of each assessment, the panel considered the candidates performance against each competence and rated it using the rating matrix associated to the generic bars (score of 1-4 against each competence). For a candidate to be potentially appointable, average scores needed to be above 75% of the total possible score.

Interview Panels

Deputy Chief Fire Officer – Friday 2nd November 2018 (further assessment day held Monday 31st December – detail below)

- Jo Turton – Chief Fire Officer/Chief Executive
- Jane Gardner – Deputy Police, Fire and Crime Commissioner
- Mark Hardingham - Chief Fire Officer, Suffolk Fire and Rescue Service (2nd November only)
- Colette Black – Observer/Human Resources Representative (2nd November only)

Director of Corporate Services – Thursday 13th December 2018

- Jo Turton – Chief Fire Officer/Chief Executive
- Jane Gardner – Deputy Police, Fire and Crime Commissioner
- Charles Kerr – Director of Finance and Corporate Services, Kent Fire and Rescue Service
- Eugene Mullen – Observer/Human Resources Representative

Director of Innovation, Risk and Future Development – Monday 17th December 2018

- Jo Turton – Chief Fire Officer/Chief Executive
- Jane Gardner – Deputy Police, Fire and Crime Commissioner
- Richard Puleston - Director Strategy, Insight, Engagement, Essex County Council
- Colette Black – Observer/Human Resources Representative

Each of the panels received the following guidance / training:

- a. A physical pack detailing the assessment process (Strategic Management Level – Generic Bars), core criteria (role profile and person specification) and assessment exercises including a rating methodology.
- b. Interview questions including links to the national competency framework and positive indicators.

- c. A briefing delivered by Jo Turton and the Assistant Director of HR, Colette Black, who is a qualified Chartered Fellow of the Institute of Personnel and Development.

Outcomes

Deputy Chief Fire Officer

The first assessment day, 2nd November 2018, did not yield an appointable candidate.

The role was readvertised as a temporary Fire and Rescue Service secondment. The seconded candidates were assessed on 31st December 2018 by a proportion of the initial panel. External candidate, Rick Hylton, met the appointable standard and the Chief Fire Officer agreed that he should be appointed to the role of Deputy Chief Fire Officer as a secondee from Cambridgeshire Fire and Rescue Service for a period of 12-18 months.

A separate paper titled 'Strategic Level Talent Pool' details proposed next steps to fill the permanent vacancy.

Director of Corporate Services

After completing all assessments, the panel concluded that an external candidate, Karl Edwards, was appointable and the Chief Fire Officer agreed that he should be appointed to the role of Director of Corporate Services.

Director of Innovation, Risk and Future Development

After completing all assessments, the panel concluded that an internal candidate, Dave Bill, was appointable and the Chief Fire Officer agreed that he should be appointed to the role of Director of Innovation, Risk and Future Development.

This internal appointment creates a vacancy; Director of Operations. The separate paper titled 'Strategic Level Talent Pool' details proposed next steps to fill this vacancy.

The Chief Fire Officer consulted with Mr Roger Hirst, Police, Fire and Crime Commissioner before each appointment was confirmed.

