



**Tuesday,
8 May 2018
10.30 am**

**Meeting of
Staffing Committee**

Contact Officer:
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Cheshire Fire Authority

Notes for Members of the Public

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MEETING OF THE STAFFING COMMITTEE

TUESDAY, 8 MAY 2018

Time : 10.30 am

**Leadership Team Conference Room - Fire Service, Clemonds Hey,
Winsford, CW7 2UA**

AGENDA

Part 1 - Business to be discussed in public

1 PROCEDURAL MATTERS

1A Apologies for Absence

1B Declaration of Members' Interests

Members are reminded that the Members' Code of Conduct requires the disclosure of Statutory Disclosable Pecuniary Interests, Non-Statutory Disclosable Pecuniary Interests and Disclosable Non-Pecuniary Interests.

1C Minutes of the last meeting

To approve the minutes of the Staffing Committee held on 7th March 2018.

(Pages 1 - 2)

ITEMS REQUIRING DISCUSSION/DECISION

2 Service Transformation Plan

(Pages 3 - 26)

3 Staff Engagement Corporate Action Plan 2018

(Pages 27 - 36)

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MINUTES OF THE MEETING OF THE STAFFING COMMITTEE held on Wednesday, 7 March 2018 at Leadership Team Conference Room - Fire Service, Clemonds Hey, Winsford, CW7 2UA at 1.30 pm

PRESENT: Councillors B Rudd, S Nelson, G Merry and S Parker

1 PROCEDURAL MATTERS

A Apologies for Absence

No apologies for absence were received for this meeting.

B Declaration of Members' Interests

There were no declarations of Members' interests.

C Minutes of the last meeting

RESOLVED: That

The minutes of the meeting of the Staffing Committee held on 30th October 2017 be confirmed as a correct record.

2 IMPLICATIONS OF DECISIONS MADE IN RESPECT OF THE DUTY SYSTEMS FOR THE SECOND FIRE ENGINES AT CREWE AND ELLESMERE PORT

The Chief Fire Officer and Chief Executive introduced the report which provided an update in relation to the existing cohorts of on-call firefighters at Crewe and Ellesmere Port following the decisions made in respect of the duty systems for the second fire engines at Crewe and Ellesmere Port at the meeting of the Fire Authority on 14th February 2018.

He summarised the main points in the report and explained that it was possible to accommodate the wishes of the on-call, firefighters with the majority wishing to become wholetime firefighters. Members endorsed the proposed outlined to support the individuals in their migration from the on-call to wholetime duty system. They were also content that the Service had assisted any individual that decided not to or was unable to complete the migration by making some form of payment to them in recognition of their efforts.

RESOLVED: That

[1] the position of the existing cohorts of on-call firefighters at Crewe and Ellesmere Port be noted;

[2] the proposal to redeploy the on-call firefighters in the existing cohorts at

Crewe and Ellesmere Port elsewhere within the Service be endorsed; and

[3] the proposal to facilitate the redundancy of the on-call firefighters at Crewe and Ellesmere Port who do not wish to be redeployed elsewhere within the Service be endorsed.

3 WORKFORCE UPDATE

The Chief Fire Officer and Chief Executive provided Members with a table showing figures for wholetime firefighters, on-call firefighters and support staff. He explained that the figures were validated by the Home Office and showed Members the data on the Home Office website.

RESOLVED: That

[1] the Workforce Update be noted.

4 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That

That under Section 100(A) (4) of the Local Government Act 1972, as amended by the Local Government (Access to Information) Order 2006, the press and public be excluded from the meeting for the items of business listed below on the grounds that they involve the likely disclosure of exempt information as defined in Schedule 12A to the Act in the paragraphs indicated:

Item 5: Interview for the Head of Protection and Organisational Performance

Paragraph

(1) Information relating to any individual

5 INTERVIEW FOR THE POST OF HEAD OF PROTECTION AND ORGANISATIONAL PERFORMANCE

The Committee conducted an interview with the shortlisted candidate for the position of Head of Protection and Organisational Performance.

RESOLVED: That

[1] Lee Shears be appointed to the post of Head of Protection and Organisational Performance.

CHESHIRE FIRE AUTHORITY

MEETING OF: STAFFING COMMITTEE
DATE: 8th MAY 2018
REPORT OF: DIRECTOR OF TRANSFORMATION
AUTHOR: ANDREA HARVEY

SUBJECT: SERVICE TRANSFORMATION PLAN

Purpose of Report

1. To close down the Service Transformation Plan 2017/18 ('the 17/18 Plan) and to present the new Service Transformation Plan 2018/19 ('the 18/19 Plan) attached at Appendix A, which will be used to monitor a range of actions associated with the Home Office's Fire Reform Programme.

Recommended:

2. That Members

[1] Approve the 2018/19 Service Transformation Plan

Background

3. In January 2016, responsibility for the Fire and Rescue Service within Government transferred from the Department for Communities and Local Government (DCLG) to the Home Office.
4. In line with the commitments made in the 2015 Conservative Party General Election manifesto, this move has translated into a clear drive for fire service reform under the following three headings:
 - Workforce Reform
 - Efficiency and Collaboration
 - Accountability and Transparency
5. In order to address the fire service reform agenda, the Service developed a Transformation Plan for 2017/18 (the 17/18 Plan) to capture actions necessary to respond and to progress the local agenda. The 17/18 Plan highlighted how some of the key priorities identified by the Service would be delivered and also gave consideration to the recommendations contained within the Adrian Thomas report, the outcomes of the staff engagement survey, the National Fire Chiefs Council's (NFCC) People Strategy and the Service's Equality, Diversity and Inclusion Strategy action plan.
6. The 17/18 Plan was approved by Members at Staffing Committee in October 2017. They agreed that the Transformation Plan would be

updated annually, to ensure that it remained relevant and fit for purpose in responding to national and local developments. As such, the 18/19 Plan has been developed.

7. As can be see in the section below, a significant amount of progress has been made against the objectives that were agreed in the 2017/18 Plan. Where actions have not been completed or where slippage has been encountered, these actions will be carried forward to the 2018/19 Plan.
8. In formulating the objectives for the 2018/19 Plan, reference has also been made to the LGA Fire Vision 2024 document, the key workstreams associated with the delivery of the NFCC People Strategy, the LGA Equality Framework for Fire and Rescue Services and the most recent recommendations arising from the NJC Inclusive Fire Service Group in Circular NJC/1/18 dated 25 January 2018.
9. It should be noted that the Transformation Plan also functions as the Service's People Strategy, outlining the key areas of focus for the next year in respect of the wider people and local talent management agenda.

End of year summary against the 2017/18 Plan

Workforce Reform

- Reviewed Service's approach to Staff Engagement
- Scoped the viability of introducing a "First Contact" scheme to further support staff who believed they were victims of bullying and harassment as an alternative to the external Safecall route.
- Reviewed opportunities to reinforce the Service's commitment to a culture free from bullying and harassment.
- Improved communication of change to staff to assist with understanding and preparation for change: and incorporated change management on leadership programmes.
- Incorporated Culture, Values and Behaviour onto all CFRS induction and leadership development programmes.
- Launched new equality, diversity and inclusion strategy
- Developed positive action campaigns for 2017 Wholetime and apprenticeship recruitment
- Ensured Policies reflected the aspiration to be an employer of choice and support family friendly processes and working patterns where possible – specifically the launch of a 'best in class' maternity policy.
- Developed leadership development programme for Crew Managers and Green Book supervisors
- Aligned dates of 2017/18 WM Step Up Development Programme with Promotion Board outcomes to ensure timely development of newly promoted staff
- Extended roll out of 360 feedback to Watch Managers and Green Book Supervisors.

- Designed annual development days for Senior Management team to promote collaboration and ownership for supporting each other's needs.

Efficiency and Collaboration

- Undertook an evaluation of expenditure in the areas of facilities management and training procurement in preparation for the 2017 Basket of Goods exercise.

Accountability and Transparency

- Carried out an Industrial Relations Workshop facilitated by ACAS.
- Launched "Back to the Floor" initiative to raise profile of middle and senior managers
- Launched staff survey with new emphasis on local accountability and action planning to promote joint working between staff and managers to resolve and/or improve local issues.
- Ran workshops for managers to support the Service's approach to staff engagement and to ensure solutions are developed at a team level.
- Reviewed the IFE standards required for promotion during 2017
- Recruited a full time officer to coordinate the HMICFRS process
- Undertook a themed desktop review in preparation for HMICFRS around diversity and inclusion.
- Reviewed potential inspectorate requirements in respect of collaboration and flexible deployment
- Launched a new website ensuring diversity and crystal mark standards are met.
- Reviewed the opportunity to incorporate voice software on the website for greater accessibility

Proposed new objectives for the 2018/19 Plan

10. Following a review of: the NFCC People Strategy; the NJC Inclusive Fire Service Group Recommendation Strategies; the LGA Fire Vision 2024; and the LGA Equality Framework for Fire and Rescue Services, a number of new objectives need to be incorporated within this year's Plan. The new actions also link to the outcomes of the staff engagement survey and the Service's Equality, Diversity and Inclusion Strategy action plan.
11. These have been incorporated into the draft 2018/19 Plan attached at Appendix A. Examples of some of the new proposals include:
 - Promote sources of support for bullying and harassment through a 'Who Do I Turn To?' awareness campaign and associated training.
 - Develop recruitment and promotion targets and campaigns to help achieve the targets set out in the LGA Fire Vision 2024. Include resultant actions in the Equality, Diversity and Inclusion Action Plan 2018/19.

- Undertake a desktop review using the Blue-Light Workplace Well-being Charter (Oskar-Kilo) prior to full implementation
- Launch the new MFSS self service technology and ensure good offer of training, information and communication in order to reduce dependency culture and promote personal accountability
- Strengthen relationships with Trade Unions and promote early engagement to promote more efficient and cooperative working.

Timescales and responsibility for the above actions are outlined in the 2018/19 Plan attached at Appendix 1.

Financial Implications

12. Financial implications will be considered for the relevant matters in the Plan.

Legal Implications

13. Legal implications will be considered for the relevant matters in the Plan.

Equality and Diversity Implications

14. The Plan will incorporate a number of actions that relate to equality and diversity and will be closely aligned with the Service's Equality, Diversity and Inclusion Strategy.

Environmental Implications

15. There are no environmental implications.

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INTRODUCTION

The Government's reform programme for fire and rescue, first outlined in 2016, is a key driver of change for services across England to modernise the sector and ensure it is fit for the changing demands it faces and the communities we serve. The reform programme is structured according to three headline themes, or pillars:

Workforce Reform

Efficiency and Collaboration

Accountability and Transparency

However, it is the intention that the fire sector itself, through work undertaken locally and also nationally through the National Fire Chiefs Council (NFCC), owns and drives this transformation to reform the workforce, improve the way in which services work together and with others and also become more transparent and accountable in the way services are provided to local communities.

The Service's Transformation Plan ('the Plan') is intended to highlight the ongoing work within Cheshire Fire and Rescue Service to drive continuous improvements against the three pillars of reform. The Plan is updated on an annual basis to ensure that its focus remains relevant and that the Service can be dynamic in its response to both national and local reform agendas.

As there is currently a strong emphasis nationally on workforce reform, the 2018/19 Plan also represents the Service's People Strategy for 2018/19. As such, the Service can ensure a fluid and adaptable forward looking People Strategy, which in particular builds on the principles contained in the NFCC People Strategy.

In developing this plan, consideration was given to the recommendations contained within several key documents including the Independent Review of Terms and Conditions in the Fire and Recue Service by Adrian Thomas; the NFCC People Strategy; the Local Government Association's Vision 2024 document and the most recent recommendations of the NJC Inclusive Fire Service Group set out in Circular NJC/1/18 dated 25 January 2018, as well as internal documents including the Equality, Diversity and Inclusion and Staff Engagement action plans. The plan will reference where particular actions and objectives have been included in response to these influences.

WORKFORCE REFORM

Driver	Objective	Measures and Accountable Actions	Timescale	Action Owner
Develop Cultural Values and Behaviours that make CFRS a great place to work				
Adrian Thomas review NFCC People Strategy Staff Engagement Survey 2017	Ensure appropriate policies and support mechanisms are in place to promote a fair and inclusive culture where staff are appropriately recognised and managed. Aim to become an Employer of Choice.	Review the Service's approach to discipline and grievances and produce an annual casework analysis report to the Staffing Committee.	By Q3 2018/19	Director of Transformation
		Promote sources of support for bullying and harassment through a 'Who Do I Turn To?' awareness campaign and associated training	By Q3 2018/19	Director of Transformation/Equality & Inclusion Officer/ Corporate Communications/ Head of HR
		Ensure that bullying and harassment awareness training is included in all Step Up leadership development programmes	By Q3 2018/19	Director of Transformation/Head of HR
		Implement recommendations associated with corporate review of pay and recognition	By Q4 2018/19	Head of Service Delivery Head of HR

		Launch and monitor progress made against the Corporate and Local Action Plans arising from the 2017 staff engagement survey	By annual update to Staffing Committee	Director of Transformation/ Policy and Transformation Officer
	Promote trust through enhancing effective communication, feedback and collaborative problem solving.	Encourage people to have a voice and offer constructive challenge and improve access to middle and senior managers	Ongoing	All Managers
		Foster closing working relationships between staff, (operational and support) management, and representative bodies.	Ongoing	All Managers
Strengthen ability to provide good service by diversifying our staff and creating a fair and equal place to live.				
NFCC People Strategy	Embed and promote Equality, Diversity and Inclusion Strategy 2017-2020	Launch and implement Equality, Diversity and Inclusion Action Plan 2018/19	By Q1 2018/19	Equality and Inclusion Officer
		Incorporate actions arising from the Gender Pay Gap Report and analysis 2017 into the Equality, Diversity and Inclusion Action Plan 2018/19	By Q1 2018/19	Equality and Inclusion Officer

NJC IFSG Improvement Strategies		Incorporate equality, diversity and inclusion related best practice from the NJC IFSG Improvement Strategies into the Equality, Diversity and Inclusion Action Plan 18/19	By Q1 2018/19	Equality and Inclusion Officer
		Continue to develop internal career pathways for cadets and young people engaged on youth engagement programmes to retain talent and widen diversity.	Ongoing	Head of Prevention
		Develop and re-launch the Prince's Trust mentoring scheme to support progression routes for young people on completing the Team programme	By Q2 2018/19	Head of Prevention
NFCC People Strategy	Identify and tackle barriers to equality of opportunity and improve fairness and diversity across the Service.	Undertake a review of family friendly policies to ensure they reflect the aspiration to be an employer of choice and to promote a family friendly and inclusive culture. Make best use of national model policies in the course of this review.	By Q4 2018/19	Equality and Inclusion Officer/Head of HR/Rep bodies
		Undertake a review of the flexible working policy and accompanying Equality Impact Assessment to ensure that it is inclusive and effective in encouraging the retention progression of under-represented groups.	Q2 2018/19	Equality & Inclusion Officer

		Develop a reporting mechanism to highlight any gaps in staff members understanding of the needs and differences of our communities, with a view to identifying an appropriate training intervention.	Q3 2018/19	Equality & Inclusion Officer
		Undertake a review of the communications and messaging for operational recruitment to ensure that jobs are promoted as more varied than response to fire e.g. trauma care, co-responding, safe and well visits to help women/BAME communities see a more attractive role/career route.	Q1 2018/19	DCFO/Director of Transformation Equality & Inclusion Officer/ Head of HR Corporate Communications
		Develop 4 week fitness programme and a buddying programme for prospective Wholetime or apprentice recruits prior to practical testing.	By Q2 2018/19	Head of OPA/Fitness Advisor
LGA Fire Vision 2024		Set up a specific working group to develop and oversee the running of positive action campaigns for 2018 wholetime firefighter recruitment	Q1 2018/19 onwards	Director of Transformation/Equality and Inclusion Officer
LGA Fire Vision 2024		Work towards the achievement of recruitment and promotion targets set out in the LGA Fire Vision 2024. Include resultant actions in the Equality, Diversity and Inclusion Action Plan 2018/19.	Q1 2018/19 onwards	Director of Transformation/Equality and Inclusion Officer

NFCC People Strategy		Ensure local recruitment campaigns capitalise on the work being undertaken by the NFCC to generate recruitment and positive action campaigns.	NFCC Timetable	Director of Transformation/Equality and Inclusion Officer
LGA Equality Framework for Fire and Rescue Services		Carry out a benchmarking exercise against the LGA Equality Framework and add any resultant actions into the Equality, Diversity and Inclusion Action Plan 2018/19	By Q1 2018/19	Equality and Inclusion Officer
NFCC People Strategy		Contribute to the development of NFCC reporting mechanisms and categories for equality monitoring data	NFCC Timetable	Equality and Inclusion Officer
		Scope opportunities to enhance and strengthen the Equality Impact Assessment process and share information with the NFCC	Q3 2018/19	Equality and Inclusion Officer
Strengthen leadership and line management to support organisational change and delivery for customers.				
NFCC People Strategy Staff Engagement Survey 2017	Ensure the “Step Up” element of the talent management agenda provides a comprehensive range of inspirational leadership development programmes, which provide understanding of situational needs and	Review current arrangements for High Potential Development with a view to extending the Scheme to internal staff.	By Q4 2018/19	Director of Transformation Head of HR

	recognise that failure is part of growth.	Review the Step Up Development Programme to ensure the learning offers an appropriate blend of organisational leadership and incident command leadership.	By Q3 2018/19	Director of Transformation/Head of HR
		Develop bespoke development plans for each member of SMT providing access to the national mentoring scheme, national secondment scheme and bespoke leadership development opportunities as required	By Q4 2018/19	Director of Transformation/NFCC Workforce Committee
NFCC People Strategy	Continue to develop the “Step Forward” agenda within CFRS and identify opportunities to identify and develop talent in line with workforce planning predictions. Ensure the process remains open and highly innovative, and recognises a range of career paths.	Conduct annual career development meetings with all SMs and GMs with a view to agreeing bespoke Step Up development plans that are in line with training needs, individual and organisational aspirations.	Ongoing	HODS/Director of Transformation
		Review existing arrangements and reduce the allocation of staff to temporary opportunities	By Q3 2018/19	Head of Service Delivery/Director of Transformation

		Undertake a review upon conclusion of the 2018/19 promotion board cycle to ensure that the Step Up selection processes consistently and adequately assess leadership behaviours regardless of role and are open and transparent.	By Q4 2018/19	Director of Transformation/Head of HR
	Engage and contribute to national leadership initiatives and work streams	Update the Steps Talent Management Framework and all associated documentation to incorporate the new national PQAs and leadership behaviours.	Q4 2018/19	Head of HR
		Contribute to the development of a National Mentoring Scheme which supports people who are seeking vertical progression.	As per NFCC timetable & Priority	Director of Transformation
		Develop a national best practice recruitment and selection toolkit that contains model job descriptions, and model entry criteria into all roles	By Q4 2018/19	Director of Transformation for NFCC Workforce Committee
		Explore use of Action Learning Sets through Skype to join up people in progression.	NFCC Timetable	Director of Transformation
		Act as regional lead for NFCC Workforce Reform and contribute to development and implementation of national People Strategy	Ongoing	Director of Transformation

Expand the Service's commitment to offering meaningful apprenticeship programmes				
NFCC People Strategy	Capitalise on opportunities to draw down funding to offset the Levy.	Develop a higher apprenticeship scheme within CFRS for middle managers	By Q3 2018/19	Head of HR
		Introduce the new firefighter trailblazer apprenticeship framework for all wholetime recruits	By Q4 2018/19	Director of Transformation/Head of OPA/Head of HR
		Introduce a mechanism to scope opportunities to widen apprenticeship opportunities within Prevention, Protection and OPA.	Q1 2018/19	Head of HR
		Support the NFCC in the alignment of its proposed Leadership Framework to apprenticeships and review internal schemes as appropriate	NFCC timetable	Director of Transformation
		Develop a national apprenticeship policy for NFCC Workforce Committee	By Q1 2018/19	Director of Transformation

Develop Ways of Working that respond to Service Model Needs				
NFCC People Strategy	Ensure the Service understands the skills and capabilities of the workforce and effectively identifies and addresses capability gaps to respond to future requirements. By doing so, ensure the safety of all members of staff and respond to organisational learning.	Ensure a system is in place to identify gaps in workforce capability and resilience in order to tailor workforce plans to meet longer term demand.	Ongoing	Head of Service Delivery/Head of OPA
		Undertake a review of the corporate training plan to ensure training plans are used to develop and maintain competence and capability.	Ongoing	Head of OPA
		Ensure equality impacts and wellbeing are built into processes and considered as part of reviews of crewing and duty systems.	Mandatory for all reviews	Head of Service Delivery Equality & Inclusion Officer
		Ensure effective provisions are in place to maximise the recruitment and retention of availability of on call firefighters.	Linked to ERP3 timetable	Head of Strategic Projects
		Identify an appropriate CFRS representative to engage and contribute to the national awareness programme for the retained duty system.	Ongoing	DCFO/Head of Service Delivery

	Offer appropriate reward and recognition to attract the best staff in balance with what is affordable to our communities	Ensure Pay Policy is clear and in accordance with NFCC model policy (as and when developed), and that all aspects of the remuneration packages for senior officers are identifiable in one place on the website.	April each year	Director of Transformation/Director of Governance & Commissioning
		Review the pay and recognition for On Call Firefighters to ensure it is appropriate and forms part of the attraction strategy.	Linked to ERP3 timetable	Head of Strategic Projects
NJC IFSG Improvement Strategies		Consider ways (if necessary and appropriate) to increase the variety of On Call Firefighter's roles so as to retain their interest and commitment.	By Q4 2018/19	Head of Strategic Projects
NFCC People Strategy	Ensure staff are appropriately and adequately trained	Work with the NFCC to develop shared e-learning platforms and modules, which are accessible and relevant to CFRS staff	NFCC Timetable	Head of OPA/Head of HR
		Review and enhance the internal e-learning offer	By Q2 2018/19	Head of OPA

Maximise the Wellbeing of our People				
NFCC People Strategy	Embody a clear vision for the wellbeing agenda by exploring opportunities to further the Service's commitment to staff wellbeing and addresses stigma and taboo issues. Demonstrate that wellbeing is a priority and embed associated behaviours across the Service	Evaluate the feedback from the mindfulness training pilot and determine next steps	By Q4 2018/19	Director of Transformation Head of OPA/Health & Safety Manager
		Undertake a desktop review using the Blue-Light Workplace Well-being Charter (Oskar-Kilo) prior to full implementation	Ongoing	Director of Transformation/ Health and Safety Manager
NJC IFSG Improvement Strategies		Develop a mental health and wellbeing action plan for members of staff, looking at mental health, fitness, nutrition and other lifestyle issues as necessary.	By Q4 2018/19	Director of Transformation Health and Safety Manager
		Use best practice and continuously review to ensure safe systems of work. NOG guidance and other elements of learning will ensure a focus on fire fighter safety.	Ongoing	Health and Safety Manager
NJC IFSG Improvement Strategies	Scope the viability of introducing a staff feedback/suggestion scheme to address practical (rather than personal) issues	By Q4 2018/19	Policy & Transformation Officer	

NJC IFSG Improvement Strategies		Evidence a proactive approach to support an ageing workforce, including (but not limited to) promotion of menopause awareness to all staff	Ongoing	Health & Safety Manager
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EFFICIENCY AND COLLABORATION

Driver	Objective	Measures and Accountable Actions	Timescale	Action Owner
LGA Fire Vision 2024	To collaborate and share best practice	To seek opportunities to work not just with other Fire and Rescue Services, but also with other emergency services and local partners as and when appropriate. Collaboration and sharing best practice will include (but is not limited to) areas such as training, recruitment, policy development and procurement.	Ongoing	All
	Engage with, shape and influence national initiatives to improve national collaboration and sector responses to key issues i.e. Procurement and R&D activities.	Identify appropriate CFRS representative and ensure attendance at key meetings in respect of national developments, including Procurement and R&D.	By Q2 2018/19	Head of OPA/Head of Procurement and Contracts
	Keep abreast of reform of NJC, Grey Book Terms and Conditions of Service and Industrial Relations protocols.	Participate as required in the reform of NJC, Grey Book Terms and Conditions of Service and Industrial Relations protocols.	NJC/NFCC timetable	Director of Transformation/Head of Service Delivery

	Explore opportunities for future operational collaboration with Cheshire Constabulary, regional FRS and local partners.	Undertake a review of current collaboration and determine viability and appetite of wider collaboration in respect of road safety, prevention and the health and wellbeing agenda.	Ongoing	DCFO
LGA Fire Vision 2024	Maximise the added value and increased efficiency of digital solutions	Continue to research and monitor opportunities for use of new digital technologies	Ongoing	Head of IT
NFCC People Strategy	Strengthen the internal customer service culture and break down barriers between different areas of the organisation	Complete the collaboration programme with Cheshire Police to deliver MFSS arrangements. Embed ways of working and develop relationships between fire and joint corporate services. Introduce effective monitoring of services being provided by Cheshire Police/MFSS	By end Q4 2018/19	Director of Governance and Commissioning
	Implementation work for Oracle Payroll system as part of the BLC Project. Ensure continuity of service for payroll and pensions.	Ensure complete migration of staff data from CFRS HR System and Kier Payroll/pensions systems to Oracle with contingency arrangements for loss of data in place as appropriate.	By Q3 2018/19	Head of HR
		Undertake data cleansing exercise prior to migration of data from CFRS systems to Oracle.	By Q3 2018/19	Head of HR

		Work with procurement to ensure effective termination of contracts as required prior to transfer of transactional activities to MFSS.	Payroll October 2018 Pensions October 2018 ABS October 2018	Director of Transformation/Head of Procurement and Contracts
	Ensure alignment and preparation for uk.frs.com website roll out	Monitor developments and participate in project as and when required and appropriate	Ongoing	Head of Operations, Policy & Assurance
	Ensure Cheshire Fire and Rescue Service incorporates and addresses any outcomes from the Sir Martin Moore-Bick public inquiry and Dame Judith Hackitt review	Monitor developments and address actions as soon as reports are published	As per report timetable	Head of Protection and Organisational Performance
	Ensure Cheshire Fire and Rescue Service is aligned to new national framework and resultant NOGs on release and any implications are addressed	Monitor developments and address resultant actions as framework is released.	As per framework timetable	Head of OPA

ACCOUNTABILITY AND TRANSPARENCY

Driver	Objective	Measures and Accountable Actions	Timescale	Action Owner
NFCC People Strategy	Build trust in relationships to allow disagreement and challenge to be seen as part of a positive culture and encourage partnership working with rep bodies	Strengthen relationships with Trade Unions and promote early engagement to promote more efficient and cooperative working.	Ongoing	Director of Transformation/SMT/Head of HR
		Review of Trade Union Protocol renewing commitment to engage and work effectively with representative bodies in respect of policy reviews and change programmes.	By Q4 2018/19	Director of Transformation/Head of HR
	Promote transparent and visible leadership and ensure effective flow of communication between staff and management	Continue to deliver an online quarterly CFO blog/briefing campaign	Ongoing	Head of Communications
		Extend “Brew with the Boss” sessions to incorporate leadership programmes and green book audiences.	Ongoing	SMT
Ensure the Service maintains a standard of professional qualification through the achievement of the IFE	Extend range of IFE support interventions ensuring they are accessible and relevant and undertake analysis of IFE results for SMT review.	Q4 2018/19	Head of HR	

	Prepare the Service for the HMICFRS inspection process	<p>Ensure the service is prepared for the July 2nd inspection date</p> <p>Ensure the service meets all of the pre fieldwork timescales</p> <p>Review potential inspectorate requirements and develop responses accordingly</p> <p>Following inspection develop and implement action plans as required</p>	<p>Q2 2018/19</p> <p>Q3/Q4 2018/19</p>	Head of Protection & Org Performance/Head of Service Delivery
	Ensure the CFRS website is fully accessible and easy to navigate, with up to date and timely publication of both local and nationally required information and performance data – in preparation for launch of national Fire.gov.uk website	Update departmental aspects of external website	By Q2 2018/19	Head of Corporate Communications
	Remain open to change and actively seek out opportunities to drive continuous improvement	Identify the best practices and improvements achieved in the Police in the areas of targeted attraction, lawful positive action, recruitment and retention and career progression with a view to driving improvements within CFRS.	Q2 2018/19	Head of HR

CHESHIRE FIRE AUTHORITY

MEETING OF: STAFFING COMMITTEE
DATE: 8TH MAY 2018
REPORT OF: DIRECTOR OF TRANSFORMATION
AUTHOR: ANDREA HARVEY

SUBJECT: STAFF ENGAGEMENT CORPORATE ACTION PLAN 2018

Purpose of Report

1. To present the draft Staff Engagement Corporate Action Plan 2018 ('the Plan'), arising out of the results and feedback from the Staff Engagement Survey 2017. The Plan is attached at Appendix A.

Recommended:

2. That :

[1] the Staff Engagement Corporate Action Plan 2018 (attached as Appendix A) be approved.

Background

3. The Service has committed to undertaking a staff engagement survey every two years to inform perceptions of how staff view the Service and work as part of the organisation. The survey is a key part of the Service's process of engaging with staff to improve workplace culture and processes.
4. Following the 2017 survey, it was agreed to undertake a different approach to developing the action plan than had been the case in previous years. The purpose of the new approach was to generate more local involvement and engagement in shaping the actions to take forward to make the organisation a better place to work.
5. Following the survey in July 2017, headline results were presented to staff and representative bodies during the Autumn of 2017. The headline presentations preceded a round of local briefings with teams; led by Heads of Department, Service Delivery Managers and Station Managers held during Winter 2017/2018.
6. The purpose of these briefings was to discuss the results of the survey at a more local level and to determine and prioritise actions which can be undertaken by stations or departments individually help to drive improvements. It is understood that there will, in many cases, be issues that cannot be resolved locally and require corporate direction or the

involvement of a number of teams. These actions have, therefore, been fed upwards from local discussions and the survey results and are captured within this corporate action plan.

7. Progress against the Plan will be monitored by Service Management Team and also through Cheshire Fire Authority's Staffing Committee on a bi-annual basis.

Local Action Plans

8. As well as the Plan, stations have produced local action plans to capture the results of the discussions referred to at paragraph 6 above. There are 12 local action plans, with some covering more than one station. Whilst the local action plans naturally contain bespoke issues relating to each station, common themes (as follows) can be discerned from these plans:

- Conditions of facilities on stations, such as chairs and kitchen equipment;
- Communication styles and frequency;
- Improving reward and recognition policies; and
- Visibility of senior managers.

9. These themes can also be seen in the Plan and are being progressed.

Financial Implications

10. Financial implications will be considered for the relevant matters in the Plan.

Legal Implications

11. Legal implications will be considered for the relevant matters in the Plan.

Equality and Diversity Implications

12. The Plan will incorporate a number of actions that relate to equality and diversity and will be closely aligned with the Service's Equality, Diversity and Inclusion Strategy.

Environmental Implications

13. There are no environmental implications.

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STAFF ENGAGEMENT CORPORATE ACTION PLAN

INTRODUCTION

The Service has committed to undertaking a staff engagement survey every two years to inform perceptions of how staff view the Service and working as part of the organisation. The survey is a key part of the Service's process of engaging with staff to improve workplace culture and processes.

Following the 2017 survey, it was agreed to undertake a different approach to developing the action plan than had been the case in previous years. The purpose of the new approach was to generate more local involvement and engagement in shaping the actions to take forward to make the organisation a better place to work.

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Progress against this action plan will be monitored by Service Management Team and also through Cheshire Fire Authority's Staffing Committee on a bi-annual basis.

RECOGNITION AND FEELING VALUED

Objective	Actions and Measures	Timescale	Owner	Progress
Reviewing the STAR Awards	Review the nomination process and format of the STAR Awards	By end Q1 2018	Corporate Communications	
Promoting local recognition	Introduce local recognition budgets for Group Managers and support staff equivalents to reward good performance.	Q2 2018	Heads of Department / Finance	
	Ensure that staff recognition is conducted in a timely manner after the completion of relevant incident, task or project.	Effective Immediately By end Q1 2018	All Corporate Communications	
	Introduce a recognition section to the Green Bulletin and intranet to enable staff to be recognised by both managers and peers.			
Empowering managers to provide recognition	Introduce recognition as a new topic on Module 2 of the Step Up Development programmes	Q2 2018	OD Manager	
Involving staff	Ensure staff input on relevant working groups regarding the replacement of resting chairs and the development of new stations or refurbishments.	Effective Immediately	Head of Service Delivery	
	Refresh equality and inclusion awareness for staff	Q3 2018	E&I Officer	

Promoting staff wellbeing	Launch communications campaign to promote awareness of all avenues of wellbeing support available to staff e.g. SafeCall, Dignity at Work, Mindfulness et al.	Q3 2018	HS&W Manager, E&I Officer Corporate Communications	
	Extend provision of Mindfulness Training across the Service and ensure accessibility to operational staff.	By end Q4 2018	Human Resources	
	Design and deliver a series of workshops to raise awareness in respect of addressing and supporting staff with bullying and harassment concerns/complaints.	Q3	Director of Transformation/ Human Resources	
	Support grey and green book staff participation in the revised 'Global Corporate Challenge'	Q1/Q2	Director of Transformation Corporate Communications	
Recognising service	Review and revise selection of retirement gifts to promote choice and flexibility.	Q1 2018	Human Resources	
	Provide retiring staff with opportunity to have exit interview with Brigade Manager/Head of Department prior to retiring.	Q1	Human Resources	

MANAGEMENT ACCESSIBILITY AND VISIBILITY

Objective	Actions and Measures	Timescale	Owner	Progress
Fostering closer working relationships	Provide opportunities for non operational staff and operational staff to participate in joint events to increase understanding of respective roles.	Q1 – Q4	Corporate Communications Head of Service Delivery/Prevention	
Increasing the accessibility and visibility of managers	Introduce a programme of 'Brew with the Crew' at different locations, open to all staff	Q2 2018	Head of Service Delivery	
	Alternate the locations of regular management meetings such as SMT	Effective Immediately	All	
	Managers to hot-desk' at different locations where possible	Effective Immediately	All	
	Introduce a regular Principal Officer video blog update on the intranet	Effective Immediately	Corporate Communications	
	Repeat the previous 'back to the floor' initiative for Group Managers and above	Q2 2018	Head of Service Delivery	

COMMUNICATION AND CHANGE

Objective	Actions and Measures	Timescale	Owner	Progress
Communicating changes effectively	Re-introduce a quarterly newsletter providing updates on projects from across the Service	By end Q1 2018	Corporate Communications	
	Introduce an online ideas forum to allow sharing of best practice, ideas and experiences	Q3 2018	Corporate Communications	
	Provide reasons to staff as to why any suggestions emerging from the staff engagement survey will not be progressed or included in the corporate action plan.	Q2 2018	Corporate Communications	
	Develop a visible record of progress against the corporate action plan based on RAG system	Q2 2018	Corporate Communications	
Improving how we communicate	Review the language and style of corporate letters issued to staff	By end Q2 2018	Human Resources	
	Review e-learning content to ensure relevance and compliance with current policy	By end Q2 2018	Head of Operational Policy and Assurance	
	Examine ways in which the Service can address any 'rumour mill', while respecting the privacy of individuals in respect of discipline cases.	Q2	Human Resources Corporate Communications	

COMMON SENSE PRINCIPLES

Objective	Actions and Measures	Timescale	Owner	Progress
Supporting and developing our staff	Scope the introduction of a progression payment system for the completion of blue books by on-call firefighters	End Q4 2018/19	Head of Service Delivery	
	Introduce a process of pre-alerting for on-call firefighters	End Q4 2018/19	Head of Service Delivery	
	Review the IRD toolkit to provide more guidance as to when an IRD would and would not be appropriate	Q3 2018	Human Resources	
	Review the format of Insight Days to maximise their benefit	By end Q3 2018	Head of Service Delivery	
	Review the Corporate Documents system to make navigation more user-friendly	Q3 2018	Corporate Communications	
	Review the IFE requirements for eligibility to apply for a promotion board	Q1 2018	Director of Transformation	
	Reduce the number of temporary operational positions across the service.	By end Q3 2018	Director of Transformation	

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