

## **CHESHIRE FIRE AUTHORITY**

**MEETING OF:** STAFFING COMMITTEE  
**DATE:** 8<sup>TH</sup> MAY 2018  
**REPORT OF:** DIRECTOR OF TRANSFORMATION  
**AUTHOR:** ANDREA HARVEY

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**SUBJECT:** STAFF ENGAGEMENT CORPORATE ACTION  
PLAN 2018

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### **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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