

# CHESHIRE FIRE AUTHORITY

**MEETING OF:** STAFFING COMMITTEE  
**DATE:** 31 OCTOBER 2018  
**REPORT OF:** DIRECTOR OF TRANSFORMATION  
**AUTHOR:** GRAEME WORRALL

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**SUBJECT:** STAFF SURVEY CORPORATE ACTION PLAN  
UPDATE

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## Purpose of Report

1. This report will provide Members with an update on progress against the corporate action plan developed to address the outcomes of the 2017 Staff Engagement Survey.

## Recommended:

[1] That the content of this report is noted.

## Background

2. Following the 2017 Staff Engagement Survey, officers undertook an exercise to solicit feedback from across the organisation to determine if the results mirrored the experiences of staff and to inform the development of an action plan aimed at dealing with key issues.
3. This resulted in the development of both local action plans and a corporate action plan to address the findings of the Staff Engagement Survey. Local action plans are specific to each particular fire station or department, with actions progressed locally via Station Managers or Service Delivery Managers and reported to the Staff Engagement Group, which consists of members of Service Management Team, Service Delivery Managers and On-Call Support Officers.
4. Progress against the corporate action plan is regularly monitored at meetings of the Staff Engagement Group. It was agreed that progress against the corporate action plan would also be reported to Staffing Committee on a six-monthly basis.

## Information

5. The corporate action plan, available for staff to view on the Service's intranet, is structured into four overarching themes; Recognition and Feeling Valued; Management Accessibility and Visibility; Communication and Change; and

Common Sense Principles. Progress against each of these themes is outlined below.

## **6. Recognition and Feeling Valued**

- a. The format of the 2018 STAR Awards has been reviewed and amended, with the re-introduction of award categories, the introduction of a judging panel comprising staff from across the organisation and hosting the event as a night-time celebration. In addition, unsuccessful nominations may attract an alternative award such as Chief Fire Officers' Commendation or Letter of Appreciation, ensuring that good work is recognised.
- b. A recognition section has been included within the weekly Green Bulletin, enabling staff from across the Service to recognise their colleagues in a timely manner.
- c. The retirement policy has been amended to provide staff with the opportunity to have an exit interview with a Principal Officer or Head of Department prior to retiring and to request a presentation from a Principal Officer, if desired.
- d. The Service has provided funding to support 100 staff taking part in a revised 'Global Corporate Challenge', to support health and wellbeing.
- e. Specific awareness sessions for Watch Managers in relation to bullying and harassment and supporting staff concerns are scheduled to take place during December 2018.
- f. A review of the Pay and Recognition Policy has taken place. Progress is being made to introduce a small budget for Group Managers to recognise their staff in a timely manner, as well as increasing choice for staff in relation to retirement gifting. There are some implications regarding tax liabilities which need to be resolved prior to these changes being introduced.

## **7. Management Accessibility and Visibility**

- a. Regular Principal Officer video blogs have been created to inform staff about particular issues and posted on the Service intranet; with more planned in throughout the year.
- b. The Chief Fire Officer is continuing to visit all teams across the Service. In addition, a regular programme of Principal Officer visits for the next three years (to 2021/2022) is currently being scheduled into diaries. The approach to annual staff consultation, underway currently, has been redesigned so that all teams will be visited by members of Service Management Team during the consultation period.

## **8. Communication and Change**

- a. An awareness poster showing progress against the main themes of the corporate action plan using a 'traffic light' system has been developed and is being distributed to local teams and placed on the intranet.
- b. A staff newsletter outlining progress to date and explaining why certain ideas cannot be progressed is being developed for release during Autumn 2018.
- c. Staff were critical of some of the electronic learning and development resources. A review has taken place to ensure that the resources reflect current practises and procedures and are of a good quality.

## **9. Common Sense Principles**

- a. In the past operational staff were required to achieve a number of Institute of Fire Engineers (IFE) qualifications to become eligible for entering a promotion board process. Following a review, the requirements have been reduced and now there is a focus on what is necessary.
- b. A significant number of operational staff who were previously in a temporary position as a result of crewing and shift changes have now been provided with permanent postings.
- c. Particular actions within the corporate action plan regarding on-call firefighters are being progressed by officers as part of a wider strategy to make improvements to the on-call duty system.

## **Financial Implications**

10. The implications regarding the introduction of local recognition budgets is outlined within the main section of the report.

## **Legal Implications**

11. None

## **Equality and Diversity Implications**

12. None

## **Environmental Implications**

13. None

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**BACKGROUND PAPERS: NONE**