



PEOPLE STRATEGY

2019 - 2022



Foreword

Our People - 'Changing lives and saving lives' every day...

Cheshire Fire and Rescue Service's vision is a Cheshire where there are no deaths, injuries or damage from fires and other emergencies which requires us to protect our communities, rescue people and protect the economic, environmental and community interests. Our core strength in achieving this is in our people who are proud to work for an organisation connected closely with its communities and who are genuinely committed to changing and saving people's lives.

Attracting the best staff to work for Cheshire Fire & Rescue Service is a key factor that assists us in delivering our strategic people aims and ensure we consistently provide an excellent experience for them and the communities they support. Through this strategy and the associated annual delivery plan we aim to reinforce our commitment to supporting, developing and enabling our staff to provide the best possible fire and rescue service to our communities.

One of our key priorities for Cheshire Fire and Rescue Service in respect of this People Strategy is also to build upon our reputation for being a high performing, compassionate and inclusive employer and to create a culture where everyone feels they are treated fairly, enjoys their work in a welcoming and collaborative environment and recognises that their contributions are valued.

Every day our workforce strives to be the best they can be in changing and saving lives and through the delivery of this strategy, we are confident that Cheshire Fire and Rescue Service will continue to provide a diligent, responsive and adaptable service that is valued by our communities and a workforce that we are very proud to lead.



Mark Cashin
Chief Fire Officer and
Chief Executive



Councillor Bob Rudd
Fire Authority Chair

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Introduction

The environment and the way that the Fire and Rescue Service operates has changed in the past ten years with the overall reduction of fires, greater collaborative working with partner agencies, and an increased emphasis on national resilience against a backdrop of austerity and shrinking budgets.

Recently the Government's fire reform agenda set out a clear direction of travel to ensure services are effective, accountable, transparent and reflective of the diverse communities they service. This is underpinned by Her Majesty's Inspectorate of Fire and Rescue Services regime and the national framework that sets out the overall strategic direction for fire and rescue authorities.

As highlighted through documents such as the Fire and Rescue National Framework, Thomas Review and Local Government's Association Fire Vision 2024, a key challenge for the fire sector is workforce transformation. Key to this is to drive change through improving workplace culture; engagement with staff and ensuring organisations are reflective of their community.

People are our greatest asset and in times of increased austerity and changing demands, appreciating the value of staff and embracing a changing workforce and working environment is more important than it has ever been.

Our People Strategy is shaped by what we are trying to achieve in the context of the above. It will set the direction and focus for people related activity and will also incorporate the six areas of improvement outlined in the National People Strategy which was approved by the National Fire Chief's Council in 2017.

- Strengthen Leadership and Line Management to support organisational change and service delivery to the public
- Developing cultural values and behaviours which make Fire & Rescue a great place to work
- Ways of working that respond to service model needs
- Provide excellent training and education to ensure continuous improvement of services to the public
- Strengthen our ability to provide an excellent service by diversifying our staff and creating a fair & equal place to work
- Continue to support the health and wellbeing of all our staff

Key principles of the People Strategy

The People Strategy is an integral part of the way we work and ownership for its delivery rests across the Service.

In order to support the delivery of this strategy we have adopted some underpinning principles, some of which have been devised locally and some which are laid out in the national People Strategy.

These are as follows:

- We trust our people to make decisions and will give them the skills and knowledge to do this.
- We understand the importance investing in the health and wellbeing of all of our staff.
- We will understand what our people do and will provide them with regular feedback to support and develop them, build confidence and challenge underperformance where necessary.
- We understand the importance of engaging staff in decisions and will listen and involve our people in improving our services and take account of their health and wellbeing.
- As leaders we will lead by example, articulating the behaviours and standards expected of the Service.
- We will continue to strive to be a reflective and inclusive organisation where opportunities, promotion and reward are based on merit.
- We want to be an Employer of Choice.
- Firefighter safety and the safety of everyone that works for us is important to us.
- We will provide clarity on the decision-making levels, accountability and processes without unnecessary hierarchy, and empower operational staff to use operational discretion.
- We will focus on clear and consistent communication of key messages using a wide range of engagement methods.
- We will build trust between us all to allow constructive disagreement and challenge to be seen as part of a positive culture.

People commitments and core values

Cheshire Fire & Rescue Service has a suite of core values that set out the attitudes, behaviours and commitment expected of everyone employed by the Service. These are:



Developing and respecting our people

Valuing our people and constantly developing their diverse range of talents, learning from all that we do.



Putting customers first

Ensuring that our people and communities are at the heart of all that we do, striving to meet their differing needs and expectations.



Working together

Working in partnership with others for the future of Cheshire and its citizens.



Aiming for excellence

Constantly seeking ways to improve the things that we do and the way that we do them.



Delivering our promise

Acting with integrity and taking personal responsibility for making the right thing happen.



Promoting equality and diversity

Embracing diversity and finding ways to improve our services and the safety and prospects for individuals and communities.

The Service's Core Values are integral to the People Strategy as they define the principles that guide Cheshire Fire and Rescue Service's internal culture as well as its relationships with external communities, stakeholders and partners. These Core Values which have now been embedded within the Service for 9 years will be revisited during 2019 to ensure they are still relevant for the Service's vision for cultural change.

People Strategy Framework

Cheshire has introduced a framework that encompasses and structures the Service's strategic people priorities and objectives. This is referred to as the "Steps" Framework and breaks the people priorities into the 3 key stages of employment:



People challenges and priorities

Step In



The 'Step In' element of the framework cover all aspects of attraction, recruitment and selection to focus on putting the right people with the right skills in the right jobs and ensures the service upholds high standards of transparency and fairness in its selection methodologies.

Recruitment and Selection

Over the course of the next year we will also be reviewing our approach to recruitment following the introduction of a revised set of Core Values. A values/strengths based approach will be considered a means of removing barriers to entry and we remain committed to exploring additional ways of promoting the fire and rescue service an attractive long term career proposition for

people from all areas of the community. We will also review the methodologies, technologies and processes currently in use to ensure the candidate journey is positive and engaging whilst remaining robust, fair and non-discriminatory whilst securing the best candidates.

There is also a need to reconsider the approach in respect of On Call Recruitment which is an ongoing challenge in terms of both attraction and retention. Much work has been undertaken in recent times to target local communities with dedicated project teams assigned to review reward and retention issues, but this needs to continue to secure more innovative and sustainable recruitment practices. An imperative is developing closer partnership working with local employers and we need to undertake a further review as to how we can enrich the perceived value of the role in order to improve on call availability and retention.

A key area of focus in respect of attraction, recruitment and selection is in achieving a workforce that is reflective of the community with particular emphasis on the recruitment of females who are currently very under represented within the organisation. Efforts will continue to be made to draw people from diverse groups to the service and highlight what a good place it is to work and build a career. Utilising on line technology and social media for advertising, familiarisation workshops, career fairs and direct approaches to organisations and networks have been key areas of activity and will continue, as we aim to attract talent for the future.

Equality and Inclusion

The Service has invested significant effort and resources to support diversity and inclusion within the workplace and openly promotes and fosters everybody's right to be different, to be valued as an individual and to be afforded dignity in the workplace without fear of discrimination. The Authority is highly committed to being an open, inclusive employer and is proud to have been named in the Top 100 employers within the Stonewall Workplace Equality Index for the past six years and has been the best performing emergency service in the country for the past three years. This demonstrates our commitment to the lesbian, gay, bisexual and transgender community.

The Service will continue to support positive action and other community events to help encourage recruitment from under-represented groups, such as women and black and ethnic minority residents, to make the organisation more reflective of the community. To assist with this a dedicated positive action steering group has been established to ensure we are focused in respect of targeting under-represented groups and raising awareness about career opportunities within our organisation.

The 'Step In' people agenda is led from the top of the organisation with Fire Authority Members and Chief Officers providing visible leadership ensuring staff, partners and communities witness the personal commitment to diversity, equality and inclusion the Service has. The wider work that the Service engages in to promote a diverse and inclusive workforce, is detailed in the Equality, Diversity and Inclusion strategy¹

and action plan. This outlines the regular interaction with staff networks to develop policy and practice and as a Service who is seen as a national leader in the area of LGBT, we will continue to host national conferences in conjunction with Stonewall and our partners to encourage the sharing of best practices and to further explore and develop strategies around a diverse workforce.

The Gender Pay Reporting that came into effect in 2018 and the Public Sector Equality Duty, requires organisations to publish pay data. With these statutory obligations in mind we fully intend to continue to embed diversity, equality and inclusion into all that we do.

Step into Work

There is also a strong appetite within the 'Step In' element of the People Strategy to ensure that opportunities for young people and the provision of a spectrum of meaningful apprenticeships is incorporated within the Service's attraction strategy. In 2014 we launched our "Step into Work" programme which extended our range of youth engagement initiatives to improve the skills and employability of young people within Cheshire. A varied and interactive work experience programme was designed and is still offered to enthuse and develop work-essential skills such as team working and communication. Within this People Strategy we need to explore other ways of engaging with young people in schools and colleges and become more proactive in raising awareness of the Fire Service as a career option. Special emphasis will also be put into breaking down perceptions about the role and some of the stereotyping that may prevent potential female future recruits from applying.

¹ Link to strategy www.xxxxxxxxxx

In 2016 the Service launched a new apprenticeship programme aimed at developing modern day firefighters. The intention of the programme was to develop individuals in a wide range of disciplines to reflect the changing role of the Fire and Rescue Service nationally. As this programme has proved to be both popular and successful in providing a rich blend of operational and non operational learning, it is intended that this programme will continue to be a point of entry for new recruits following its transfer in 2019 onto a new trailblazer framework. Within this People Strategy there is also a strong appetite to explore other apprenticeships, including higher apprenticeships, as both points of entry to the Service and for development purposes.

The other area of within the 'Step In' element of the Strategy is about ensuring new recruits

into the organisation are given comprehensive induction there is a strong commitment to ensuring that once hired, all new recruits, regardless of role, receive high levels of support to adequately equip them for success within the Service. Historically induction has revolve around early meetings with line managers, e-learning and attendance on corporate induction programmes within the first three months of service. This has since been reviewed to offer a more blended approach to induction ensuring new starters have access to information and are provided with skills and relevant knowledge in the early stages of their employment in a variety of ways. This is an area that we need to keep refining based on feedback and based on the needs of specific roles.



'Step In' People Commitments

Recruitment & Selection

Recruitment of the right people; with the right skills, attitude and values at the right time using effective and efficient selection methodologies.

Equality and Inclusion

Elimination of all forms of discrimination and achievement of a workforce that is truly representative of the community underpinned by a strong reputation for being a diverse, fair and inclusive employer.

Step Into Work

Extended range of youth engagement initiatives to improve employability skills and the creation of a pipeline of potential talent for future permanent posts.
Establishment of an induction process which provides comprehensive role specific onboarding for all new staff and ensures they are equipped with relevant information to successfully start their new career.



People challenges and objectives

Step Forward



The 'Step Forward' element of the framework focuses on the need to establish robust mechanisms to maximise the workforce capacity and sustainability of our people through strategic workforce planning, matching resources with finances. It also relates directly to the need to ensure a more proactive approach to succession and career planning in order to align individual career aspirations with the need to futureproof the business. In order to maximise the capacity of our people this aspect of the People Strategy also places heightened emphasis on wellbeing and the need to create a healthy working environment that is conducive and beneficial to our people.

In respect of ensuring that our service is sustainable for the future there is an overlap with the work described within the 'Step In' element of the People Strategy. Strategic workforce planning helps us to get the best out of our existing talent by providing an accurate picture of the availability, composition, age structure and capabilities of the workforce. The overlap in creating and maintaining a sustainable workforce is in the requirement for us to take appropriate action

to recruit and retain the right people; address key future and occupational skills shortages; promote jobs; careers and the concept of employability; develop and motivate talent and address diversity and inclusion issues. Given our ageing workforce we also understand that it is essential to act now to attract a new generation of employees and in turn provide opportunities for succession planning and our current employees to pass on their invaluable skills and knowledge.

Workforce Capacity

Workforce capacity and establishment planning is a key function which is subject to both monthly and quarterly scrutiny at middle and senior management level. A priority within these discussions is to align recruitment planning, promotion board planning and manage postings and transfers of uniformed personnel whilst maintaining business continuity and operational effectiveness. Whilst we have developed a forensic way of forecasting workforce capacity more work is required to ensure workforce planning techniques can mature from a spreadsheet of staff posts to systems based reporting which will facilitate managers analysing performance on a monthly basis.

Further development is also planned in conjunction with police partners which will include the implementation of new modern online systems. These new systems will automate the workforce planning process whilst also allowing managers easier access to people data in relation to establishment, capacity, capability, sickness and performance reporting.

Career Planning

In respect of career planning it is essential for the Service to raise awareness in respect of different career options, career pathways and routes of entry into the service. Not only will this form part of the overarching attraction strategy but it is also important to ensure that internal staff can recognise how their transferrable skills may assist them in the future.

Examples of career pathways may be from cadet to apprentice to firefighter. Other avenues may be capitalising on opportunities for green book staff to move into on call or other operational roles. Consideration is also being given to the ability to 'fast track' high performing individuals who display high potential. Currently there is an external high potential development scheme but it is intended to either extend this scheme to, or develop a similar scheme for, internal staff.

One of the fundamental tools that has highlighted the value of career planning and discussions at an individual level was the introduction of the new leadership appraisal process in 2016. The emphasis that this has placed on individual career aspirations provided valuable intelligence to support the planning, development and longer term deployment of staff. Although there is intent to review the way in which appraisal discussions are managed there is a strong appetite not to lose sight of the value and importance of engaging with staff to gain an understanding of their career aspirations to support workforce and succession planning whilst maximising the potential of staff.

Health and Wellbeing

Within the People Strategy and directly linked to the work around workforce capability and career planning is a strong commitment to creating a healthy environment that is conducive and beneficial to our people. Having an environment which allows people to flourish and achieve their full potential is essential to ensuring that the Service is fit for both current and future demands.

Our communities depend on our people and so their health and wellbeing is of paramount importance to us. People who work responsibly and safely improve organisational capability and this in turn reflects upon the service to the community. Staff who know they have safe working arrangements and feel supported in the workplace are healthier, happier and more motivated.

Therefore the physical, psychological (health) and social (wellbeing) aspect of what we do is considered as a key priority provided in this area. Our People Strategy sets out to develop:

- A compassionate culture that fosters employee safety and wellbeing
- Early intervention and prevention to minimize employee sickness
- Encouragement of staff to manage their own safety, health and wellbeing, understanding where to go for information to make informed choices
- Upskilling managers to support staff in maintaining their safety, health and wellbeing and keeping their staff in work or assist in getting their staff to return to work, if appropriate, with reasonable adjustments.

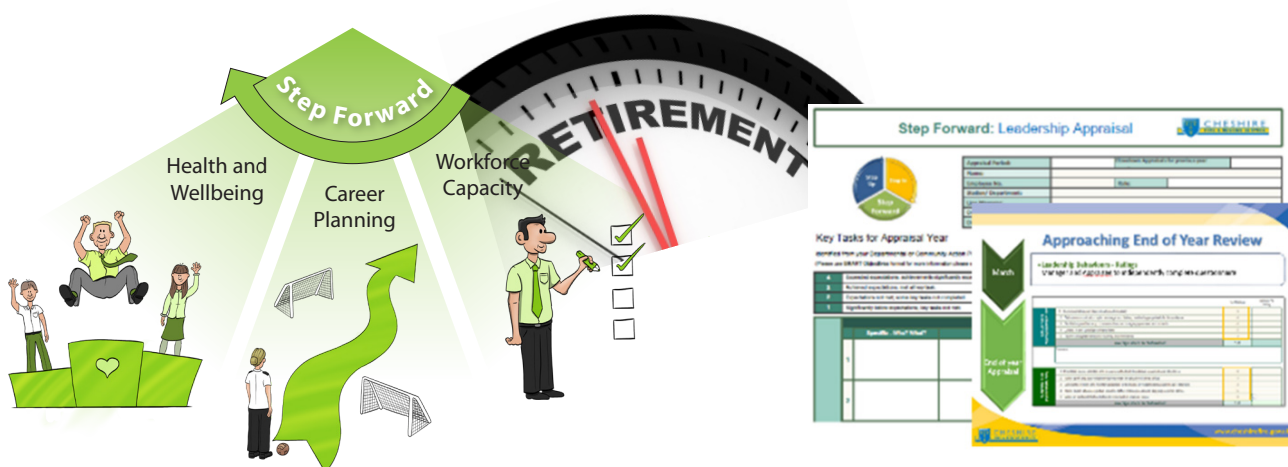
Occupational health services are integral to the services offered and our contract is with highly qualified professional medical staff who are available on-site to provide medical support and advice to individuals and managers to assist with return to work. In order to ensure the occupational health service is comprehensive the Service provides support by investing in a wide range of medical treatments, including counselling, physiotherapy, consultant appointments, tests, equipment and aids for work.

To date, through our strong commitment to the wellbeing of staff and investment of time and resources to managing staff absence and wellbeing, the Service has maintained a very low level of both long and short term sickness which has been recognized nationally. We will continue to keep our focus on wellbeing and maintain our focus on firefighter safety, the reduction of accidents, RIDDOR and muscular-

skeletal problems which underpin need to underpin much of our thinking in relation to workforce design and wellbeing.

The increase in awareness of mental illness has also been acknowledged as a key issue and the MIND pledge has been entered into. Being a compassionate organisation that fosters wellbeing and breaking down the stigma of mental illness continues to be one of our key commitments and further investment will be entered into as part of this strategy to extend the support that we offer staff such as ensuring mindfulness training is accessible to all staff.

Senior managers lead the way in supporting and promoting health, safety and wellbeing in the workplace. They will continue to lead by example providing visibility, supporting and promoting best practice and challenging processes and activity where safety or wellbeing may be at risk.



'Step Forward' People Commitments

Workforce Capacity

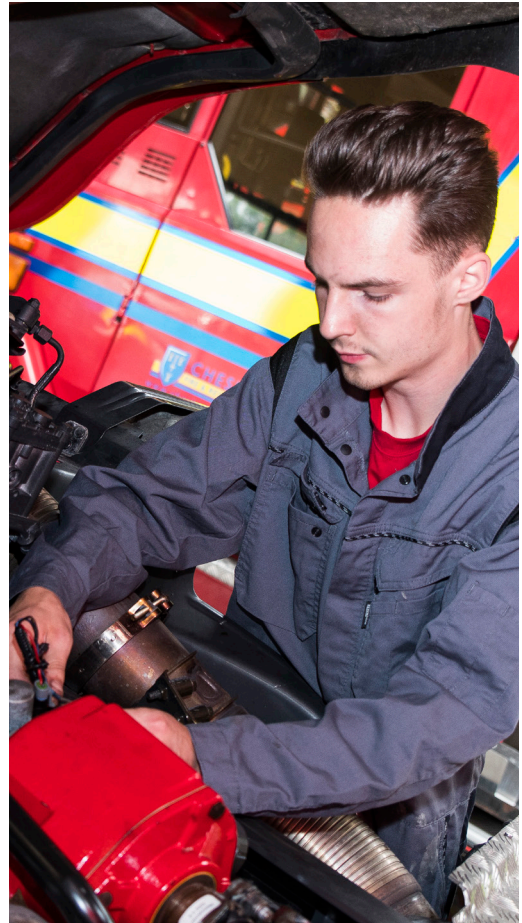
The Service is equipped with an understanding of the skills and capabilities of the workforce and able to identify and address gaps to respond to future requirements.

Career Planning

Career pathways and alternative career entry routes developed that attract, retain and maximise the potential of staff and strengthen the service's ability to gather valuable intelligence for succession and workforce planning purposes.

Staff Wellbeing

A healthy workforce with promotion of wellbeing for all our staff incorporating the use of NOG guidance and other elements of learning to maintain safe and healthy systems of work.



People challenges and objectives

Step Up



The 'Step Up' element of the framework revolves around ensuring people have the appropriate skills, knowledge and practical skills to fulfill their roles as professionals, and focuses on strengthening leadership, culture and staff engagement at all levels of the organisation.

Within this element there are tangible links to the work that is ongoing at a national level and our People Strategy seeks to adopt the professional standards outlined with the Fire Professional Framework and will be aligning its leadership development to the new Leadership Framework developed by the National Fire Chief's Council Workforce Committee.

Cheshire strives for continuous improvement and places a heavy emphasis on learning and building capability. Developing our people is also one of the service's current core values. As an existing priority therefore, our People Strategy naturally aligns with the proposals in the National People Strategy which identify leadership, cultural values, behaviours, and training and education as areas requiring improvement.

Professional Development

Work has already commenced to map some of the existing standards outlined within the Fire Professional Framework to the qualifications and standards already required within Cheshire, either upon entry to the service or for purposes of progression.

We have been proactive in becoming early adopters in respect of the new Operational Firefighter Apprenticeship and seek to extend this further along with a broadening of the overall apprenticeship portfolio at both entry, supervisory and middle management levels. The service will also continue to be strong advocates of staff studying for academic qualifications such as the Institute of Fire Engineers and degree level qualifications. The acquisition of these qualifications alongside the respective incident command assessments are, and will continue to, represent part of the eligibility criteria for progression. To ensure these professional requirements remain inclusive we intend to continue investing in providing tutors and study support for staff undergoing a course of academic study.

Leadership Development

Leadership is a key area of emphasis for the service and needs to be exhibited at all levels of the organisation. Delivering an excellent service to our communities and being adaptable to the evolving requirements of a 'modern fire service' is key to our leadership and management focus for the future.

More than ever before we need leaders who are both operationally and professionally competent as well as being capable of creating a compelling vision for the future to inspire and motivate others. We need resilient leaders who will take responsibility for continuous improvement in our performance as a public service and bring other people with them. We also need leaders who are able to collaborate across different functions internally as well as being able to cross traditional boundaries with other agencies to achieve more efficient and joined up services for the communities we serve.

In selecting these leaders we strive to ensure that our promotion board processes are fit for purpose, fair and transparent. In support of this a fictional fire and rescue service is used as the basis for written assessments and guidance documents are provided to ensure candidates are aware of the process and can prepare accordingly. During 2019 there will be a review of the promotion processes to ensure that the methodologies are still appropriate to ensure the most suitable candidates are promoted based on merit.

To date we have offered a wide range of interventions to upskill and support our existing and future leaders. These interventions include leadership and incident command training, coaching, mentoring, use of psychometric assessments, e-learning, internal and external bespoke leadership

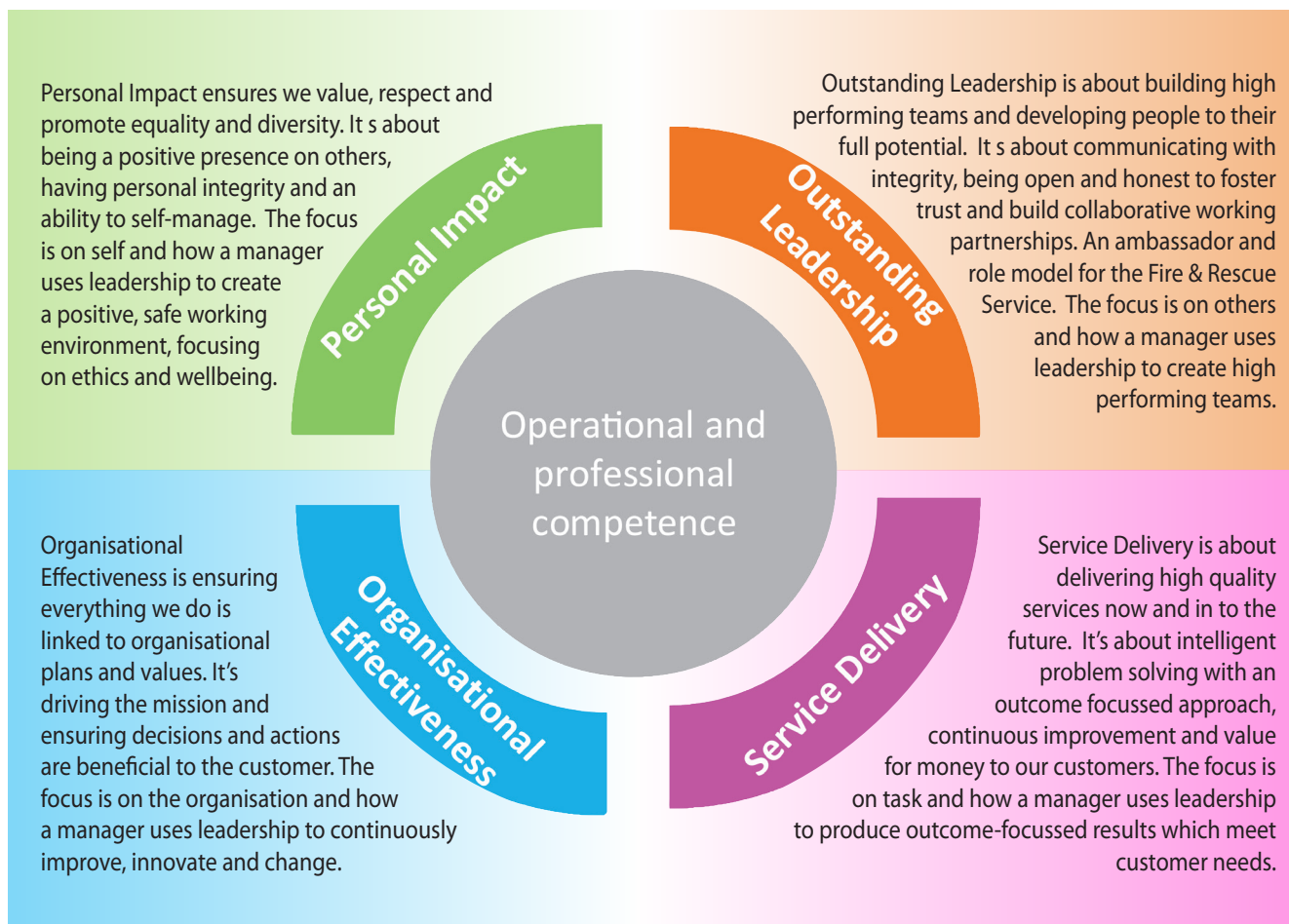
development training and most recently the "Step Up Development Programme" which is offered to Watch and Crew Managers and their green book counterparts.

Cheshire does not rely on traditionally classroom based learning, but we need to continue to transform to meet future needs and adopt more blended learning approaches. Technology should be embraced but not over relied upon in terms of e-learning.

Managers and staff are encouraged to use the appraisal system to discuss performance, career aspirations and readiness for promotion although based on feedback from the staff survey in respect of the appraisal system the performance element of the process will be subject to review during 2019. We will also be advocating that future discussions around performance, career aspirations and readiness for promotion will reference the new leadership framework.

We will be adopting the Leadership Framework because with the refreshed PQAs it provides a simple and more consistent approach to leadership and development for all staff, irrespective of discipline, role or function. The Framework brings together the "what and the how" combining traditional operational and professional competence with behavioural expectations. The framework is built around four quadrants as below, and is differentiated by five levels of leadership ranging from a firefighter or entry level support staff or senior leadership.

This framework and the leadership behaviours will be incorporated into a range of people processes over the course of the next year, including interview assessments, promotion board assessments, appraisals and career planning discussions.



Our leaders are vital to the success and the success of our People Strategy. We aim to further develop leadership and management skills and capacity throughout the service including a continuation of our engagement at Member level. We want to develop leaders and managers who are visible and accessible, take responsibility and lead by example, portraying the service's behaviours, values and standards at all times. We will equip managers to be actively involved in their own learning and the learning of our future leaders as coaches and mentors.

Engagement and Retention

The investment in leadership will also be an important catalyst for achieving the culture that we desire. Although we have the foundations of an existing positive and inclusive culture, the results of the 2017 staff survey highlighted areas where we can strengthen our culture and improve overall engagement and staff satisfaction.

We are very keen to fully understand the issues that affect staff morale and in turn performance. Staff engagement is a key

priority for us and an area that we will seek to find out more from our people about what affects their happiness at work. One of the vehicles that has been used for this is a confidential staff survey and as a result of the heightened emphasis placed around staff engagement and culture, whilst this is a key element of the People Strategy, it has been established as a separate workstream with its own forum and action plan.

The underlying ethos of the recent survey was to ensure that the objective to improve culture and staff engagement did not revolve solely around a survey diagnostic but rather around a

wide range of actions and projects that involve staff in developing new ways of working and identifying solutions to highlighted areas of improvement. A key to this has also been senior management visibility and proactive engagement with the Trade Unions to encourage positive and collaborative working and to promote sustainable employee engagement.

In addition we have established regular working with our networks, staff associations and trade unions in order to get closer to the issues and seek collective solutions for our people.



'Step Up' Key People Objectives

Professional Development

The adoption of the National Professional standards with a clear understanding of entry and progression criteria into roles at all levels and familiarity of what constitutes the type, and level of skill, experience and knowledge required.

Leadership Development

Leadership behaviours that exemplify the values and standards of the Service instilled in all staff regardless of role, enabling them to work effectively in collaboration/partnership with others.

Retention and Engagement

The achievement of a positive organisational culture that is based on trust, strong employee engagement, commitment and staff longevity.



People Strategy Delivery and Governance

The People Strategy is an integral part of the way we work and ownership for its delivery rests across the Service.

Role of the Fire Authority and Service Management Team

Both Members of the Fire Authority and Service Management Team (SMT) believe in this strategy and that it will help to deliver the Service's vision for the future in respect of its People. Leading by example, our Members of the Fire Authority and SMT will set the standard for what is expected of all staff in enabling this strategy to be delivered by 2022.

Role of Cheshire Constabulary

The Joint Services People Board will have overarching responsibility for monitoring and updating on the plan and where the joint HR function are responsible for the delivery of objectives, the People Board will have responsibility for determining how the respective priorities will be resourced. Responsibility for the identification of priorities for action within the Strategy rests with SMT, which will include the Joint Head of HR.

Progress against the Plan will be reported to the Staffing Committee on a bi-annual basis.

Role of all staff

This strategy will only be successful if all staff within Cheshire Fire and Rescue Service support it, making the vision of what the Service will look like from a people perspective, a reality. In supporting this strategy, employees will not only assist in enabling the actions outlined but they will also demonstrate their support through their behaviour and attitudes.

The table on page 22 below illustrates the measures in place to ensure the People Strategy and associated objectives and delivery plans form part of the Service's performance management framework ensuring assurance and scrutiny of the actions assigned and outcomes identified.

People Strategy Delivery Measures

	Measure	Frequency	Responsibility
PRIMARY	<ul style="list-style-type: none"> People Strategy Annual Delivery Plan People Strategy Annual Delivery Plan People Strategy Annual Delivery Plan 	<ul style="list-style-type: none"> Monthly Quarterly Bi-Annual 	<ul style="list-style-type: none"> People Board SMT Staffing Committee
STEP IN	<ul style="list-style-type: none"> Equality and Diversity Data Equality, Diversity & Inclusion Action Plan Positive Action Action Plan Firepride Allies Action Plan Limitless Action Plan Stonewall Assessment Gender Pay Gap Probation/Induction Reviews Pay Policy Review 	<ul style="list-style-type: none"> Quarterly Quarterly Quarterly Quarterly Quarterly Published Annually Monthly during 1st six months Annually 	<ul style="list-style-type: none"> } } } } } } } Line Manager Head of HR
STEP FORWARD	<ul style="list-style-type: none"> Monitoring of Grievances, Conduct and Dignity at Work Cases Reporting of Casework Individual Performance Discussions Career Planning Discussions Exit Interviews and Attrition Rates Workforce/Establishment Planning Reviews Workforce Planning Monitoring Recruitment against vacancies Sickness Absence Monitoring Succession Planning Reviews Industrial Relations Management Conferences 	<ul style="list-style-type: none"> Quarterly Annual Bi-Annual Annual Monthly Monthly Quarterly Quarterly Monthly Bi-Annual Monthly Bi-Annual 	<ul style="list-style-type: none"> People Board Staffing Committee Line Manager Line Manager People Board Service Delivery Managers/HR People Board People Board ACFO/Attendance Management Board CFO JCNP SMT
STEP UP	<ul style="list-style-type: none"> Staff Engagement Survey Staff Engagement Corporate Action Plan Monitoring Staff Engagement Action Plan Reporting Promotion Board Moderation 	<ul style="list-style-type: none"> Every 2 Years Quarterly Bi-Annual Annual – for every process 	<ul style="list-style-type: none"> All Service Staff Engagement Forum Staffing Committee Head of HR



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