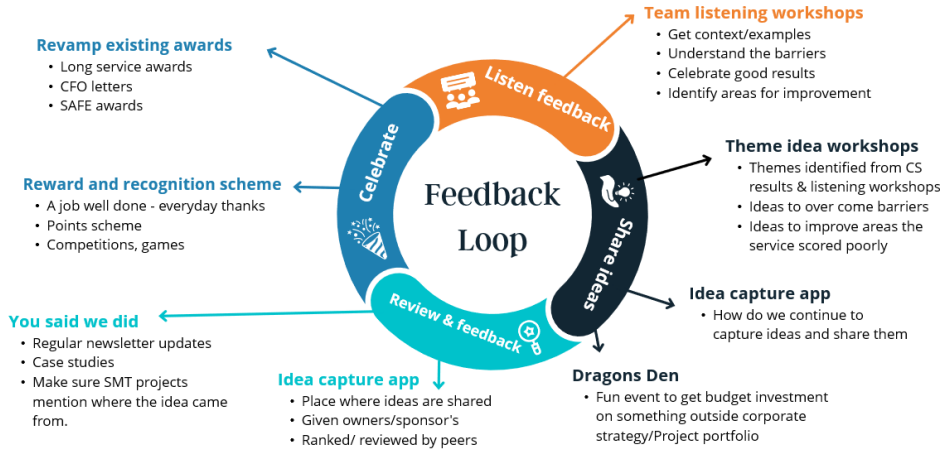


Appendix 2 - Employee Engagement

The Culture survey working group has evolved into the Employee Engagement working group and is made up of employees from across the Service. The group continues to use the ‘feedback loop’ as a tool to encourage idea generation, capture feedback and crucially ensure the Service remains focused on completing the cycle by offering feedback and celebrating success.



Staff Survey



The group has been focused on the key themes highlighted in the 2022 Staff Survey and the listening workshops, these included:



Staff Survey Theme 1 - Recruitment/ Staff availability

Significant work is ongoing to increase recruit to our operational establishment, reducing the Services dependence on Bank Shifts, providing additional resilience and enabling the Service to work against the operational resourcing model.

See Appendix 3 and 4

Staff Survey Theme 2 - Uniform

The feedback on the uniform covered the following:

- Quality
- Fit for Purpose
- Standards
- Badge/Branding
- Availability

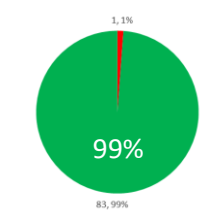
Please note: This excludes Personal Protective Equipment (PPE)

There is a renewed focus on uniform which will allow the Service to review the current provision to ensure value for money whilst providing clothing appropriate to our employee's needs.



In January 2023 a softshell branded jacket was made available to all employees. Feedback was extremely positive.

Are you happy with the quality of your jacket?



The allocation of a branded jacket was just the start.

Engagement sessions are underway with teams across the service to understand their requirements for uniform and feed into the project.

Staff Survey Theme 3 - Training

There was an underlying feeling that the training team were focusing on assessment rather than training. The training team have worked hard to move from assessment

to a mix of training and assessment, this has been further enhanced by utilising the Fire Service College to deliver exercises and additional training.

See Appendix 4

Staff Survey Theme 4 - Reward and Recognition

The Service has invested time and resources into celebrating our employees. Acknowledging and celebrating their achievements bolsters self-esteem. Self-assured teams are effective, driven and will actively seek to improve results and performance.

The Employee and Engagement working group has generated ideas for Reward and Recognition and the focus for the first part of 2023/2024 was to relaunch our People Awards.



The 2023 People Awards took place on Friday 14 July and celebrated the work our employees do from across the Service.



The event was attended by over 100 employees and feedback has been positive.

10. Overall, how satisfied were you with the event?

[More Details](#)

Extremely satisfied	9
Very satisfied	13
Somewhat satisfied	10
Not so satisfied	0
Not at all satisfied	0

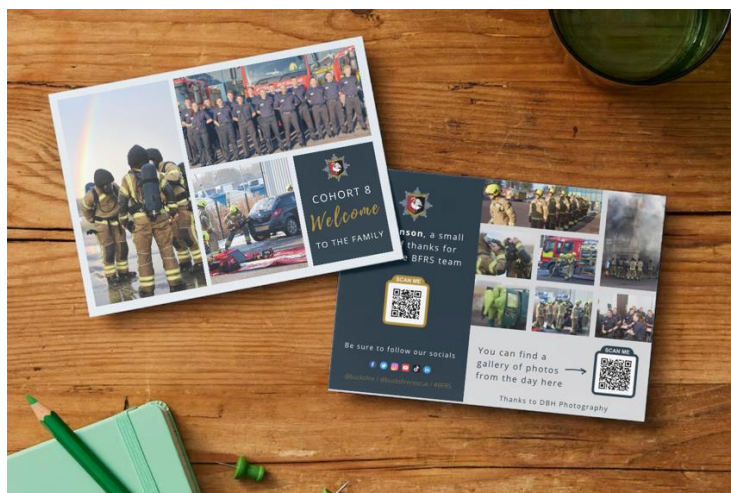


90% of respondents would attend next year.

Pass out Parade.

The Service holds a Pass Out Parade event for each Firefighter Apprentice cohort to celebrate completing their residential training at the Fire Service College. The Marketing and Communication team has commissioned a video of the event <https://youtu.be/9CpfccewGeg> which is used for a momentum for the Apprentices, friends and family and as a recruitment tool.

This year a special edit of the video was produced for every individual and sent them a welcome to the family postcard with a link to their personalised 'graduation video'.



The Employee Engagement Group continue to look for ways to embed the culture of celebrating our people; one way we do this is through social media posts.

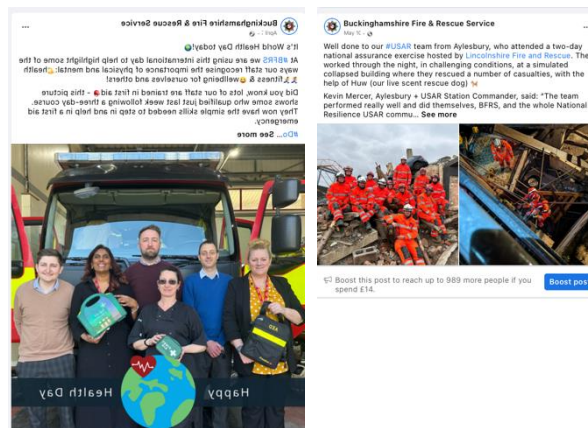
IFE exams



Fundraising events



Additional and specialised skills



Consultation

Policies and procedures are widely circulated for consultation with all employees in advance of going through our formal governance process. This is to give as many employees as possible the opportunity to comment on new, updated or amended documents.

The Service continues to run regular Joint Consultation Forum (JCF) meetings, providing the opportunity for recognised representative bodies to be consulted on forthcoming papers, policies and procedures. This allows constructive two-way dialogue in the early stages with the intention of preventing disagreements or disputes.

As the Service continues to recruit in a range of areas and is working proactively to engage with new starters. This can range from positive action and familiarisation events, to “brew with a crew” events for new starters. Giving new employees the opportunity to meet and speak to other employees and learn about the Service.