Findings from the 2019 Staff Survey

Report of the Chief Fire Officer

For further information about this report please contact Rod Hammerton, Chief Fire Officer, on 01743 260201 or Donna Trowsdale, Development Officer on 01743 260187.

1   Purpose of Report

This report provides the Committee with an overview of the 2019 staff survey results, together with actions taken and recommendations going forward.

2   Recommendations

The Committee is asked to note the contents of the report.

3   Background

The 2019 survey closed on 4 December 2019 with an above average return rate of 64% (a total of 353 responses out of 548); which is the highest response rate the Service has achieved.

This is also the highest return rate across the other Fire and Rescue Services that People Insight (the company who managed the survey on our behalf) work with.

Our engagement score is also the highest it's been, at 89%, which puts the Service into the upper quartile of organisations who undertake these surveys. The average engagement score of other Fire and Rescue Services is 77%.

4   Overview of results

A copy of the overall report for the Service can be found at Appendix A.

There has been a general improvement in the majority of themes, particularly in the following areas:

- Leadership
- Resources

Responses indicated a significant improvement in senior managers being open and approachable, increased confidence in senior managers and evidence of them adhering to the Services' values. Responses also indicated an increase in satisfaction with the Services' IT infrastructure.

The five questions that make up the engagement score have all improved since 2017. Some notable increases in scores are:

- 86% of respondents said they got a sense of achievement working for Shropshire Fire and Rescue Service (an increase of 3 points)
- 95% of respondents said they understood how their work helps Shropshire Fire and Rescue Service achieve its aims (an increase of 1 point)
- 71% of respondents saw evidence of senior managers adhering to the Services' values (an increase of 9 points)

The survey also highlighted some areas for focus going forward as there had been a decline in satisfaction in these areas since the 2017 survey:

- 45% of respondents felt as though their last IPDR had helped them improve in their job (a decrease of 9 points)
- 63% of respondents said they were clear how they could progress their career within the Service (a decrease of 5 points)

The survey also provided the opportunity for employees to respond to three open text questions. A snapshot of comments from these reports can be found at Appendix B.

Two areas highlighted by People Insight during their analysis of data for further focus are:

1. **Undertake a refresh of the IPDR process, including staff in its design.**
   This piece of work is already underway and is nearing completion as it was highlighted as an action following the HMICFRS inspection. Staff from wholetime, on-call and non-uniform have fed into the design of the process.

2. **Ensure that promotion processes are clear**
   A new promotion process is due to launch in April 2020 that is applicable to both wholetime and on-call and is aligned to the new NFCC Leadership Framework.

5   Actions taken

Three staff feedback sessions have been held across the Service, hosted by People Insight, giving an overview of the survey responses, highlighting areas of strength and areas for further focus.

A Sharepoint site has been created where the overview report and presentation slides can be found. Regular updates will be shared via this platform and The Pink.

6 Next steps

Individual team reports (that met the threshold for responses) will be shared with Managers, so they can raise any issues highlighted at team level. This feedback will feed into the action plans which will be created with Rep Bodies and shared with staff.

Communication will continue with staff regarding progress against the actions to ensure a connection is made between "You Said, We Did.." in response to the survey.

Our intention is to:

a)   repeat the survey in 18 months' time to evaluate progress against the actions identified (April 2021), and;

b)   benchmark our results from the 2021 survey to the organisations that sit within the upper quartile, as recommended by People Insight.

7 Capacity

There are no capacity issues arising from this report.

8 Collaboration / Partnership Working

Not applicable.

9 Community Safety

There are no community safety impacts arising from this report.

10 Environmental

There are no environmental impacts arising from this report.

11 Equality Impact Assessment

There are no equality or diversity implications arising from this report.

12 Financial Implications

There are no financial implications arising from this report.

13 Health and Safety

There are no health and safety implications arising from this report.

14 Human Rights (including Data Protection)

There are no human rights impacts arising from this report.

15 ICT

There are no ICT implications arising from this report.

16   Legal Comment

There are no legal implications arising from this report.

17   Public Value / Service Delivery

There are no public value/service delivery impacts arising from this report.

18   Reputation

There are no reputational impacts arising from this report.

19   Security

There are no security impacts arising from this report.

20   Training

Not applicable

21   Appendices

Appendix A – SFRS overview report.

Appendix B – Free text comments.

22   Background Papers

There are no background papers associated with this report.

Putting Shropshire's Safety First

Appendix A to report on
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Strategy and Resources Committee
12 March 2020

Shropshire FRS 2019: Scorecard report

Scorecard report

Impact	Question	Theme	Response favourability	Comparison
◉	I get a sense of achievement from working at Shropshire Fire & Rescue Service	**My Job**	86% / 10% / 4%	0
◉	I feel valued and recognised for the work that I do	**Recognition**	62% / 24% / 14%	0
◎	I understand how the work I do helps Shropshire Fire & Rescue Service to achieve its aims	**Goal Clarity**	95% / 4% / 1%	0
◎	I see evidence of senior managers adhering to the Shropshire Fire & Rescue Service's values	**Leadership**	71% / 25% / 5%	0
◎	I believe that Health and Safety is something that Shropshire Fire & Rescue Service takes very seriously	**Health and Wellbeing**	89% / 8% / 3%	0
◎	I feel Shropshire Fire & Rescue Service treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age.	**Culture**	77% / 16% / 7%	0
◎	People communicate openly here regardless of position or level	**Employee Voice**	69% / 17% / 14%	0
◎	I have confidence in senior managers	**Leadership**	69% / 23% / 8%	0
◎	I have the freedom I need to get on with my job	**My Job**	75% / 17% / 8%	0
◎	I am clear about what I am expected to achieve in my job	**Goal Clarity**	95% / 4% / 1%	0
◎	I have a good understanding of the Shropshire Fire & Rescue Service values	**Goal Clarity**	88% / 10% / 2%	0
◎	I have the knowledge and skills I need to do my job well	**Learning and Development**	91% / 8% / 1%	0
◎	Shropshire Fire & Rescue Service does enough to support my mental health at work	**Health and Wellbeing**	67% / 23% / 10%	0
◎	Senior managers are open and approachable	**Leadership**	79% / 14% / 7%	0
◎	Senior managers do what they say they are going to do	**Leadership**	54% / 36% / 10%	0
◎	I always get the right type and amount of information that I need to do my job well	**Resources**	63% / 25% / 12%	0

People**i**nsight

Statement	Category	Favourable	Neutral	Unfavourable	
I believe action will be taken as a result of this survey	Employee Voice	45%	37%	17%	0
We are good at sharing ideas to make things work better	Collaboration	80%	16%	4%	0
I have the right opportunities to learn and grow at work	Learning and Development	66%	22%	12%	0
Shropshire Fire & Rescue Service supports staff through periods of change	Service Transformation Programme	59%	30%	10%	0
In my role I strive to ensure that Shropshire Fire & Rescue Service works as much as possible in partnership with others	My Job	84%	14%	2%	0
My last IPDR was useful in helping me improve how I do my job	Learning and Development	45%	37%	18%	0
I feel that Shropshire Fire & Rescue Service considers the impact on people when making decisions	Service Transformation Programme	58%	29%	13%	0
I understand the aims and objectives of Shropshire Fire & Rescue Service	Goal Clarity	92%	7%	2%	0
In the last week, I have received thanks or praise for doing good work	Recognition	57%	20%	22%	0
My job makes the best use of the skills and abilities that I have	My Job	75%	12%	14%	0
Decision making by senior managers is transparent	Leadership	44%	40%	16%	0
Mistakes are not criticised - we learn from them	Culture	58%	26%	16%	0
I have received the training and development I need to do my job well and safely	Learning and Development	85%	11%	4%	0
My manager takes time to coach me and develop my skills	Management Effectiveness	64%	23%	12%	0
The Executive Team provide a clear vision of the overall direction of Shropshire Fire & Rescue Service	Goal Clarity	69%	26%	5%	0
Poor performance is addressed effectively	Culture	44%	30%	26%	0
Different parts of the Service work well together	Collaboration	56%	31%	13%	0
When changes are made at work, the reasons for change are communicated clearly	Culture	52%	28%	20%	0

Question	Category	Favourable	Neutral	Unfavourable	Score
My manager gives me regular feedback on how I am doing	Management Effectiveness	67%	20%	13%	0
I am aware of the Health and Wellbeing information on the portal	Health and Wellbeing	81%	10%	8%	0
I have an awareness of the Workplace Charter and understand what behaviours are expected of me at work	Culture	80%	13%	7%	0
I am satisfied with the physical environment in which I work	Health and Wellbeing	76%	11%	12%	0
I am clear on what I need to do in order to progress my career within Shropshire Fire & Rescue Service	Learning and Development	63%	20%	16%	0
My manager treats people fairly and with respect	Management Effectiveness	85%	10%	5%	0
Health and Wellbeing inititatives are communicated effectively throughout the Service	Health and Wellbeing	68%	22%	10%	0
I am comfortable to speak up and constructively challenge how things are done	Employee Voice	76%	14%	10%	0
I have the equipment and resources I need to do my work properly	Resources	78%	13%	9%	0
I am able to strike the right balance between my work and home life	Health and Wellbeing	58%	25%	17%	0
Service wide communication is good	Collaboration	46%	33%	22%	0
The reasons for change are well communicated to me	Service Transformation Programme	56%	33%	11%	0
People in my team deliver what they say they will	Collaboration	83%	14%	3%	0
My opinion is sought on decisions that affect my work	Employee Voice	60%	23%	18%	0
My working time is flexible	Culture	62%	18%	20%	0
People are consulted with before major changes and important decisions are made	Service Transformation Programme	63%	25%	12%	0
I can decide when to take a break	Culture	67%	21%	12%	0
Shropshire Fire & Rescue Service does enough to support my physical health at work	Health and Wellbeing	60%	20%	19%	0
I do not have unachievable deadlines	Culture	71%	22%	7%	0

Question	Category	Bar	Score
I understand the need for change at Shropshire Fire & Rescue Service given the challenges faced by the service	**Service Transformation Programme**	85% / 14% / 1%	0
I know how to access Occupational Health Support	**Health and Wellbeing**	84% / 10% / 6%	0
The organisation's IT infrastructure is adequate for my needs	**Resources**	37% / 25% / 37%	0
Disagreement/arguments don't happen often between teams	**Culture**	34% / 31% / 35%	0
Working here makes me want to do the best work I can	**Overall Experience**	91% / 6% / 3%	0
I am proud to say I work for Shropshire Fire & Rescue Service	**Overall Experience**	90% / 9% / 1%	0
If asked, I would recommend to friends and family that Shropshire Fire & Rescue Service is a good place to work	**Overall Experience**	83% / 12% / 5%	0
I care about the future of Shropshire Fire & Rescue Service	**Overall Experience**	97% / 3%	0
I would still like to be working at Shropshire Fire & Rescue Service in two years' time	**Overall Experience**	87% / 8% / 5%	0

Appendix

Dashboard: Engagement 2019
Dashboard hierarchy type: none
Response count: 353
Panel count: 548
Participation: 64%
Comparison: Survey Overall
Report produced: 23 December 2019

Appendix B to report on
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The highlights from the 'free text questions' were as follows:

What changes have you seen since the last survey?

- "I've noticed a massive improvement in management styles and there appears to be more openness and approachability of senior managers"
- "IT has got better but still needs improvement. Senior management are aware of the feelings of some of the workforce and are attempting to make it better but this will take time"
- Every email received from management now thanks us for our efforts and support"
- "There's a greater emphasis on health and wellbeing and an increasing positive culture"
- "Fire Service Rota has made being on-call significantly easier"

What is the best thing about working for Shropshire Fire and Rescue Service?

- "I feel working for the Service in general still holds high esteem within the community and it makes me proud to be a part of that"
- "Learning new skills, putting yourself into situations you wouldn't normally"
- "It provides a workplace where I enjoy coming to due to my colleagues and the environment. Personally, I am fulfilled with challenge and excitement on a regular basis"

What one thing would you change about working for Shropshire Fire and Rescue Service?

- "Development opportunities are few and far between, this can be frustrating"
- "Better understanding for the on-call system as we do not get recognition for a lot of hard work done in our own time that we do without claiming for"
- "More clear career paths and transparent promotion processes"