

# Local issues raised

## Departments

This document reports any dept-specific issues raised, which sit alongside the Summary of Themes reported from multiple locations. Local issues and wellbeing matters which relate to specific individuals have been excluded for confidentiality reasons

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Large <b>workload</b> for a small team, waiting for roles to be filled</li> <li>• Challenging to reach a <b>large audience</b> on different working patterns, aware there can be gaps in comms.</li> <li>• Can only communicate what the team know about, <b>not always told</b> in a timely way</li> <li>• <b>IRS</b> access is useful but the job is harder when it goes down</li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• It is a close knit team but that can make it <b>harder to challenge each other</b> or address issues</li> <li>• Don't always <b>feel heard</b> because it is a small team</li> <li>• Other staff don't understand the <b>comms role</b> and some think of it as an admin team. Can feel like people approach the team just to 'tick a box'</li> <li>• Professional skills not always recognised or respected, some people don't recognise the benefits of the profession, some do not want to take their <b>professional advice</b> that there are better ways to do things</li> <li>• Some have experienced rude or sarcastic <b>remarks</b> from a small number of firefighters or managers and can find it hard to stand up to them</li> <li>• Would help if firefighters better understood their own <b>role in comms</b>, e.g. use of Twitter for safety advice at incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Proud to work for the Service</li> <li>• Supportive manager who is a good mentor</li> <li>• Team is a lot better than it used to be</li> <li>• Have good access to training</li> <li>• Cross-cover builds skills and makes it different</li> <li>• Going out to stations has resulted in a change in behaviours towards the team</li> <li>• On Call are more engaged with communications</li> </ul>	<ul style="list-style-type: none"> <li>• More responsibility and opportunities within roles/ department</li> <li>• Role specific training</li> <li>• More influence at strategic level</li> <li>• Have some objectives that are linked to strategic priorities</li> </ul>

# Community Fire Safety

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• High <b>workloads</b>, some feel overloaded. Have vacancies or leavers not replaced</li> <li>• <b>Timeframes</b> can be challenging</li> <li>• Some feel that some teams within Community Safety are better <b>resourced</b> than others</li> <li>• Difficult to resource all the <b>event requests</b> that are made, especially weekends</li> <li>• Demands from <b>partner agencies</b> can put pressure on the team</li> <li>• Some feel working with <b>police</b> is all one way, what do police do for fire?</li> <li>• Big <b>turnover</b> of operational line managers affects stability / continuity</li> <li>• Some would like more <b>engagement</b> from operational staff for prevention work</li> <li>• Can be stressful when all the phones are going. Working hard to <b>cover gaps</b> so people don't realise the team is struggling (SWF)</li> <li>• <b>Flexible working</b> can make it difficult to cover some times of the week</li> <li>• Perception that some team members are unwilling to <b>cover</b> all locations</li> <li>• Need more <b>joined up working</b> with other departments /stations / teams so there is visibility of work / calls that might be generated</li> <li>• Some feel there could be more clarity on <b>targets</b> and outputs; some feel there needs to be a better Community Safety strategy to deliver against</li> <li>• Get requests for historic <b>data</b> the team doesn't hold, can be stressful</li> <li>• <b>CRM</b> is not user friendly, using work-arounds, have to duplicate work in different systems, some think processes are over-engineered and could be simplified</li> <li>• <b>Civica</b> does not accommodate recording overtime correctly</li> <li>• <b>iPads</b> don't have mobile data even though staff need to access information when out and about</li> </ul>	<ul style="list-style-type: none"> <li>• Proud of work</li> <li>• Good work with the community</li> <li>• Good team</li> <li>• Supportive management in some teams</li> <li>• Talented workforce</li> <li>• Volunteers are great</li> <li>• Cadet instructors go above and beyond</li> <li>• Some have good training opportunities</li> <li>• Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Some would like more strategic direction</li> <li>• Some would like more guidance and support</li> <li>• Better communication in the department</li> <li>• Some would like the whole team to be located together</li> <li>• More opportunity and notice to be able to attend events and working groups at KP</li> <li>• Presentation training</li> <li>• White board for planning and briefings</li> <li>• Table and chairs for events</li> <li>• HGV training for CSOs so they can take bigger vehicles to events</li> <li>• Clarity on career paths and which roles are grey book / green book</li> <li>• Progression opportunities</li> <li>• Shadowing other roles</li> <li>• More people could come to see what we do</li> </ul>

## Local issues raised – cont.

### Working relationships

- Some stations are more **co-operative** with community safety work than others
- Some find there is less of an ‘us and them’ **attitude** from firefighters now
- Staff at non-KP locations can feel **forgotten** about

### Management of change

- Slow to get **direction** on future plans, e.g. how many courses/school visits to plan for
- Poor **communication** on moving Community Builders into groups and unclear on work allocation
- Hay review of which roles were **grey book or green book** was seen by some as not progressed because grey book staff didn’t like the outcome

### Recognition and reward

- Some people don’t feel they get much **appreciation**
- Some feel that other teams do not like CFS winning external **awards**, but it is good for external funding applications
- Some feel there is little **recognition** of the number of calls handled and that the team is giving safety advice by phone, not just booking visits

### Communication

- Some feel that **communication** in the department could be improved

### Training and development

- Green book staff don’t get as many **progression** opportunities as grey book
- Some struggle to **access** training because of workload
- Some have to find their own **development opportunities**

## Local issues raised – cont.

### Facilities and equipment

- CSOs are provided with a **gazebo** that can't be put up by one person, and smaller gazebos are too small
- Could do with a **phone system** better suited to call handling (SWF)
- Office and toilet at South Woodham Ferrers require **renovation**, appears to have been missed (other offices at SWF were redecorated)
- Some females find the **uniform** poorly fitting

### Fairness

- Some perceive that grey book staff are **prioritised** over green book, e.g. on how quickly issues are resolved, and on terms and conditions
- Some feel that there is not always a fair **allocation of work** across team members, some are allowed to 'get away' with not doing tasks that others are expected to do

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Some individuals are experiencing high <b>workloads</b></li> <li>• Can be difficult when team members are <b>absent</b></li> <li>• Not always able to attend <b>meetings</b> because of work</li> <li>• Some have not had regular <b>appraisals</b></li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• Some do not feel very <b>integrated</b> with the Property team</li> <li>• Some individuals have experienced <b>interpersonal issues</b> in the team</li> </ul> <p><b>Management of change</b></p> <ul style="list-style-type: none"> <li>• Had been issues with the <b>job evaluation</b> process and felt there could have been better support through it</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Can be <b>inconsistent</b> training on systems so people do things in different ways</li> </ul>	<ul style="list-style-type: none"> <li>• Good team</li> <li>• Enjoy the job</li> <li>• Air con was installed when requested</li> <li>• Some report good relationships with line manager</li> <li>• Some have had good support from HR</li> </ul>	<ul style="list-style-type: none"> <li>• Some would like more development opportunities</li> <li>• Some would like more visible line management</li> <li>• Progress with vacancies in catering</li> <li>• More time for training temps or a bank of cover for front of house</li> <li>• Quicker resolution to interpersonal issues</li> </ul>

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Some report high <b>workloads</b>, it is a small team for the amount of work, some feel under a lot of pressure. Team members left but were not replaced. Some feel the Service needs its own qualified Finance Director</li> <li>• Some are concerned about a perceived lack of succession planning (generally) and <b>contingency</b> in the team</li> <li>• Some feel processes could be more <b>streamlined</b> or automated but there is little appetite for it</li> <li>• <b>Procedures</b> are not always followed by others in the Service, causing work for finance, some perceive there is no ‘comeback’</li> <li>• Some perceive there is <b>silos working</b> and finance is not always notified in a timely way</li> <li>• <b>IT systems</b> don’t integrate so there is duplication</li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• Some feel there could be a more supportive <b>management style</b></li> <li>• Some feel finance is left to ‘say no’ to decisions because others don’t want to make <b>decisions</b></li> <li>• Some do not always feel <b>valued</b></li> </ul>	<ul style="list-style-type: none"> <li>• Proud to work for the Service</li> <li>• Good team</li> <li>• Flexibility</li> <li>• Some are positive about line management</li> <li>• Team is able to utilise their strengths</li> </ul>	<ul style="list-style-type: none"> <li>• Resilience in the team and cross-skilling to cover</li> <li>• Succession planning</li> <li>• More development opportunities</li> <li>• Better use of IT, less paper</li> <li>• Information about future collaboration</li> <li>• Make the hard decisions</li> <li>• Make managers accountable</li> <li>• Communicate the finance policies/ processes</li> </ul>

# Fleet Services (Includes Technical Services)

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Some feel vehicles are <b>taken for granted</b> by some operational staff and having multiple drivers means there is no accountability for damage</li> <li>• Staffing changes mean it is not always clear who is <b>responsible</b> for a vehicle</li> <li>• Less <b>variance</b> in fleet vehicles would be more cost effective</li> <li>• Work is made harder when operational staff do not understand <b>vehicle regs</b></li> <li>• Some feel the service is more <b>reactive</b> than proactive</li> <li>• Some feel there is no need for reporting <b>time</b> in 6min blocks</li> <li>• <b>IT systems</b> don't integrate, data extraction can be clunky and they don't always suit Fleet, e.g. Civica recording times for overtime</li> <li>• Locked down <b>mobile phone functionality</b>, can't send photos of vehicle issues when off site</li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• Can feel <b>isolated</b> from HQ</li> <li>• Technical Services do not always feel <b>integrated</b> within Fleet, their main interactions are with operations and health and safety</li> <li>• Some feel there can still be some <b>lack of engagement</b> from some operational staff, but it is getting better</li> <li>• Line managers do not always take on board engineers' <b>advice</b> when out on jobs</li> <li>• Some feel there is a lack of <b>respect</b> towards Fleet staff from either HQ or operational staff</li> <li>• Some feel there is a need for more consistent <b>line management</b> and for issues raised to be dealt with</li> </ul>	<ul style="list-style-type: none"> <li>• Pride in what the team does</li> <li>• Good relationships and teamwork within the team</li> <li>• Team managers are approachable</li> <li>• Technical Services manager is supportive to the team</li> <li>• Good team briefings and comms within the team</li> <li>• Good training</li> <li>• Workload is manageable</li> <li>• Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Clarity and transparency on potential move</li> <li>• Consistent and stable decision making – not changing minds</li> <li>• Clearer direction and information not in 'management speak'</li> <li>• Confirmation of direction on fleet collaboration</li> <li>• Review of car lease scheme</li> <li>• More practical hands-on training</li> <li>• Resolve issues with incorrect pay / overtime</li> <li>• Recognition of market rate in pay</li> <li>• Opportunity to build relationships with other departments</li> <li>• More social interaction, e.g. Christmas party</li> <li>• Fewer restriction on phone functionality</li> <li>• Better end user engagement</li> <li>• More SLT visibility</li> </ul>



## Local issues raised – cont.

### Management of change

- Potential **collaboration and relocation** is a big cause of concern. There has not been sufficient communication leading to rumours and it impacts morale. Some are concerned about potential for job losses
- Not clear on what happened following the **review of Lexden site**
- **Changes in SLT** mean having to explain again how Fleet works
- Some feel **decisions** are made by people who do not understand Fleet. It is not always clear who is making decisions or how to feed in ideas or how the department is represented at SLT
- Lack of **continuity** of staff on Fleet projects
- Some feel staff are **not engaged** enough before decisions are made, e.g. on fire engine renewal
- Some feel the green book **Hay review of pay** was poorly handled with poor communication and felt unsupported through the process

### Recognition and reward

- Would like more **recognition** of their contribution, e.g. thanked for working over Christmas
- Experienced a number of issues with **pay** when Civica introduced
- Some feel pay is not in line with **market rate**. Pay rises are absorbed into market rate, so no actual increase in pay. Some feel the national skills shortage is not recognised
- Some are not clear on the **rationale** for the pay structure, spot points etc.
- Would like paper **payslips** and believe they were promised these

### Communication

- Need comms which recognises not everyone sits at a **computer**
- Don't always get **corporate announcements**

### Training and development

- Lack of **career progression** opportunities
- Training could be better **tailored** to individual needs / different learning styles
- **Talent pool** does not meet the needs of Fleet
- **Appraisals** could be better tailored towards Fleet

# Fleet Services (Includes Technical Services)

## Local issues raised – cont.

### Facilities and equipment

- **Lexden** site has broken windows, broken heating, leaking roof, staff concerned about asbestos
- Limited **parking** at Lexden
- **Wifi** is poor
- **Link phones** do not work properly
- Would be more efficient if they had **oil guns**

### Policies and processes

- Policies/processes don't always suit Fleet, or there is a lack of understanding of **how Fleet operates**
- Mixed messages on whether **annual leave** can be carried forward

# HR (includes Fitness, HR, L&D, Occ Health, Pensions)

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Very heavy <b>workloads</b> in some teams, exacerbated by work generated by Civica implementation. Some duplication of effort and time spent logging work on system</li> <li>• Some would like more <b>strategic planning</b> and co-ordination of work. There are some big pieces of reactive work</li> <li>• <b>Projects</b> are started but not completed, making it harder to get buy-in when they re-start</li> <li>• Some would like more <b>direction</b> and clarity on role</li> <li>• Lack of <b>stability</b> in the team. Fixed term contracts cause insecurity</li> <li>• Limited <b>contingency</b> in some smaller teams, e.g. pensions</li> <li>• <b>Posts</b> in the team were lost on the expectation that Civica would reduce workloads but this has not happened</li> <li>• Some feel HR <b>caseloads</b> are too big and they cannot give enough support to managers</li> <li>• Some experience more <b>out-of-hours</b> work than was anticipated/communicated. Some think the Thursday HR cover until 8pm does not feel voluntary and could be more effective with a mobile phone from home as calls are rare</li> <li>• Limited <b>resource</b> for On Call recruitment, e.g. training places, and lack of clarity on who does what in the process</li> <li>• Can be difficult to arrange <b>fitness tests</b> with some On Call stations</li> <li>• Difficult to get some <b>information</b> since Civica was introduced, e.g. starters and leavers list, historic data</li> <li>• Some are concerned that Civica will not be fully utilised and they will always <b>have to 'make do'</b></li> <li>• <b>iPads</b> for fitness tests don't always stream the soundtrack correctly which is stressful for candidates, it worked better when the soundtrack was loaded to the iPad but IT policy changed</li> </ul>	<ul style="list-style-type: none"> <li>• Proud to work for the Service</li> <li>• Flexibility</li> <li>• Manager is supportive</li> <li>• Things are going in the right direction</li> <li>• Behaviours are improving</li> <li>• Positive relationships within own teams</li> <li>• Approach of more informal resolution and mediation</li> <li>• Ability to go out to stations</li> <li>• Get regular appraisals and 1:1s</li> <li>• Customers do not direct their frustration at the team personally</li> <li>• More positive relationship now with stations, particularly since visiting stations</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the HR restructure [<i>live issue at time of meetings</i>]</li> <li>• Stability in the team</li> <li>• More resource; capacity to visit stations more</li> <li>• Better working relationships within HR</li> <li>• Better communication within HR and between teams within HR</li> <li>• More development opportunities and job enrichment</li> <li>• Career path</li> <li>• Some would like more feedback</li> <li>• Better utilisation of skill sets</li> <li>• Longer-term talent planning</li> <li>• Service needs to be strategic and deliver on projects</li> <li>• Better planning</li> <li>• iPad for each of fitness team, with working soundtrack</li> </ul>

# HR (includes Fitness, HR, L&D, Occ Health, Pensions)

## Local issues raised – cont.

### Working relationships

- Aware of the **reputation** of HR in the rest of the Service, but improving with more interaction with stations
- Pockets of low **morale**
- Pressure means people can be **snappy** with each other
- There were a number of instances of individuals experiencing **interpersonal issues**, e.g. whispering, gossiping, cliques
- Previous **mistrust** from some operational staff towards the fitness team (because of implications of not passing fitness assessment), but this is improving
- Some would like the teams in HR to **work more closely** with each other

### Management of change

- Some feel the Service needs to be more **proactive** and less reactive
- Many feel the **HR restructure** was poorly timed, took too long and there was not enough communication and clarity and no response to queries, which was a major stressor. There was a particular concern over multi-skilling and what that meant in practice. Some did not understand the rationale for decisions made in the process
- The **job evaluation** process/outcome was a stressor for some

### Training and development

- Some feel Service managers need more **development** to manage processes and behaviour
- Some feel more **IT training** (Excel, mail-merge) would make the department more efficient

### Facilities and equipment

- Occ Health are tight for **space** when all are in, but have work-arounds in place and it is more discreet to be located away from the main office

### Policies and processes

- Some feel the department is too **process-driven**. Some feel the department needs slicker process and to work out information-sharing processes
- Many policies are **out of date** and have been in discussion with unions for a long time. Some feel there are too many policies
- Having no published **fitness policy** makes it difficult for the fitness team to advise people

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Need an <b>ICT strategy</b>, was underinvestment in systems in previous years</li> <li>• Maintaining <b>out-of-date systems</b>, takes longer and is a risk</li> <li>• Old <b>infrastructure</b> to support, e.g. out of date laptops</li> <li>• Have some '<b>single points of failure</b>' in the team</li> <li>• Stressful to determine <b>priority</b> when two system incidents happen at once</li> <li>• Can feel <b>pulled in different directions</b></li> <li>• Processes could be <b>streamlined</b>, there is lots of red tape, decision-making can be slow</li> <li>• Need access to <b>information</b> on starters/leavers/movers</li> <li>• <b>IT call-out rota</b> was a stress in the past but improved since split into week/weekend, more on the rota, more clarity on what is 'urgent'</li> <li>• Lack of clarity on <b>out-of-hours support</b> for On Call e.g. not meant to be for password resets but limited communication of auto-reset facility. Can be difficult to push back on non-urgent calls</li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• IT <b>systems</b> not seen positively by the Service</li> <li>• A few said there have been <b>morale</b> problems. Some feel blamed for poor systems or poor implementation that is not their fault e.g. Civica, or users blame the systems instead of own lack of skills</li> <li>• Sometimes users moan to each other but <b>don't log problems</b></li> <li>• <b>Going out to stations</b> works well</li> </ul>	<ul style="list-style-type: none"> <li>• Proud to be part of the Service</li> <li>• Flexibility</li> <li>• Less stressful environment than some IT teams</li> <li>• Restructure and filling posts has helped</li> <li>• Loyal team</li> <li>• Have more support and face-to-face discussions now</li> <li>• Lots of opportunities in the Service</li> <li>• Some have been given development opportunities</li> <li>• More respect between people and teams now. Stations have all been welcoming. Service users are nice</li> <li>• Feel more appreciation, people say thank you</li> <li>• Appreciation shown by SLT</li> <li>• Police collaboration could be an opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Comms to the Service about what ICT do</li> <li>• Upgrading the network and investment in infrastructure</li> <li>• More development and training</li> <li>• Cross-skilling so no single points of failure</li> <li>• Continue interaction with stations</li> <li>• Have a test lab</li> <li>• Better use of technology and less paper based</li> <li>• Honesty about systems that are not meeting needs and what will happen</li> <li>• More training for end users</li> </ul>

**Local issues raised - cont.****Management of change**

- Green book **Hay review** went on for a long time, impacted morale and motivation
- Department found out about potential **police collaboration** by accident, but response was well handled by the CFO. Some concerns about potentially working from police site which is portacabins with no access to parking or canteen
- Lack of clarity on **structure** in ICT and manager role, reporting lines, responsibilities
- **Handover** of projects to business as usual is not always done well

**Training**

- Need more **informal** sharing of knowledge in the team
- Mixed views on **formal training**, some would like more qualifications

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• <b>Workload</b> can be stressful for some, particular peaks in the month/year, but noted that is the nature of payroll work</li> <li>• Implementation of <b>Civica</b> caused additional work</li> <li>• Not many of the team are <b>permanent</b>, which causes uncertainty</li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• Team was affected by the loss of a popular team member</li> <li>• Individuals have experienced <b>interpersonal issues</b> and team dynamics were a concern</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• <b>Information</b> is not always shared well between departments</li> </ul> <p><b>Training and development</b></p> <ul style="list-style-type: none"> <li>• Small team so not much opportunity for <b>progression</b></li> <li>• Don't always have time for <b>training</b> because of workload</li> </ul>	<ul style="list-style-type: none"> <li>• Proud of the work the fire service does</li> <li>• Positive to run payroll internally</li> <li>• Good teamwork</li> <li>• Good relationship with HR and Finance</li> <li>• Good relationships for the team across the Service</li> <li>• Users were patient and most were supportive during system implementation</li> <li>• Good opportunities for training</li> </ul>	<ul style="list-style-type: none"> <li>• Stabilise staffing</li> <li>• Going to stations to see Civica from user perspective</li> <li>• Some would like more training</li> </ul>

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• <b>Workload</b>, can be stressful to get work done when others are off</li> <li>• Could provide more data insight with more <b>resource</b></li> <li>• Can be difficult to get people/departments to <b>provide information</b> and complete data, not seen as important, and some want to use manual systems instead of IT</li> <li>• Would help to have <b>better co-ordination</b> with projects and more strategic direction</li> <li>• Issues with <b>IT systems</b> impact the ability to get data, e.g. IRS. Systems don't talk to each other</li> </ul> <p><b>Facilities and equipment</b></p> <ul style="list-style-type: none"> <li>• <b>Open plan office</b> noise can be distracting for this kind of work</li> <li>• Whiteboard and breakout table would be useful</li> </ul>	<ul style="list-style-type: none"> <li>• Proud to work for the Service</li> <li>• Good team</li> <li>• Good manager</li> <li>• Flexibility</li> <li>• Good training and development</li> <li>• Get appreciation</li> </ul>	<ul style="list-style-type: none"> <li>• More understanding of what the team and other departments do</li> <li>• Better visibility of SLT's priorities and rationale</li> <li>• Need integrated IT systems and data</li> <li>• More joined up working</li> </ul>



# Property (includes Water Section)

Local issues raised	Positives	What would help to thrive
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• <b>Workload</b> can be quite heavy</li> <li>• Takes a long time to get <b>decisions</b>, e.g. on station closures, plans for workshops building</li> <li>• There can be a lot of <b>red tape</b> and bureaucracy</li> <li>• Can be difficult to get <b>strategies</b> from other teams to inform the property plan</li> <li>• Can be difficult to keep stations on the run during refurbishment, which prolongs <b>timescales</b></li> <li>• Would help to be able to enter data straight into <b>iPads</b></li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• Mixed views on <b>management style</b> in the department</li> <li>• Some had not met the new DCFO [<i>at the time of discussions</i>]</li> </ul> <p><b>Management of change</b></p> <ul style="list-style-type: none"> <li>• Morale and motivation impacted by green book <b>Hay review</b> of pay, some felt it was poorly handled and took too long</li> </ul> <p><b>Training and development</b></p> <ul style="list-style-type: none"> <li>• Limited opportunities for <b>career development</b></li> </ul>	<ul style="list-style-type: none"> <li>• Pride in the department and Service</li> <li>• Good team</li> <li>• Flexibility</li> <li>• Training is good</li> <li>• Team runs more smoothly now and manager communicates more</li> <li>• Water team now included in team meetings</li> <li>• People are helpful, good relationship with stations</li> <li>• Senior managers give positive feedback on property improvements</li> <li>• Software system works well</li> </ul>	<ul style="list-style-type: none"> <li>• Need a clear strategy</li> <li>• More opportunity for career progression or development/secondment</li> <li>• Better understanding of what other departments do</li> </ul>

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<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• People are feeling extreme <b>workload</b> pressure. Concern about future staffing, time taken to train people, impact of training people on time to deliver work, impact on meeting building regs timescales. Admin resource was cut, temporary admin support ended too soon</li> <li>• <b>IT systems</b> are slow and crash. Tablets do not sync properly. Have a number of manual work-arounds for CRM. Some estimate losing 10-20% of time on IT problems. FSO40 forms do not match the screen, takes 30-45mins to input each.</li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• Line managers have too much work to be able to <b>support</b> the team as much as managers and staff would like</li> <li>• Conscious of the <b>knock-on effect</b> of the team not turning work around</li> <li>• Some feel <b>isolated</b> being in a distributed team</li> <li>• Some feel there is a <b>divide</b> between grey and green book staff</li> <li>• Some have previously experienced <b>poor behaviour</b> when not able to keep up with the workload</li> </ul> <p><b>Recognition and reward</b></p> <ul style="list-style-type: none"> <li>• Small team, feels <b>forgotten</b> about</li> <li>• Admin feel they are not always <b>listened to</b></li> </ul> <p><b>Training and development</b></p> <ul style="list-style-type: none"> <li>• No <b>career path</b></li> <li>• Some would like more training, e.g. on systems</li> <li>• Officers have multiple <b>Task</b> books to maintain</li> <li>• Some confusions about DDOR and maintaining <b>competence</b></li> </ul>	<ul style="list-style-type: none"> <li>• Good working relationships</li> <li>• Colleagues are supportive</li> <li>• Some are positive about the training received</li> </ul>	<ul style="list-style-type: none"> <li>• Resolve staffing issues</li> <li>• Workforce planning taking account of training time</li> <li>• Reasonable workloads</li> <li>• Ability to take part in wider Service activity (can't now because of workload)</li> <li>• Some would like more department meetings</li> <li>• Some would like more contact between Service Delivery Hubs</li> <li>• Time for training</li> <li>• Would like to replace office Christmas tree at Harlow, would make team feel valued</li> </ul>

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<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• High <b>workload</b>. Feels pressurised if there is not enough time to plan training or adjust training based on feedback</li> <li>• Some would like to deliver more training to operational staff, not just do <b>assessments</b></li> <li>• Some feel operational staff should take more <b>ownership</b> of their training / learning, e.g. practicing between assessments, attending all days of a course</li> <li>• Some feel there should be more <b>post-course follow-up</b> with trainees</li> <li>• Can be <b>reactive</b> rather than proactive</li> <li>• No time to get <b>organised</b>, e.g. maintaining admin, files</li> <li>• <b>Civica</b> is not flexible enough to use for course bookings</li> </ul> <p><b>Training and development</b></p> <ul style="list-style-type: none"> <li>• Need clear <b>career paths</b>, can be difficult to move out of training</li> <li>• Need time for own training and <b>development</b>, difficult to complete Task</li> </ul>	<ul style="list-style-type: none"> <li>• Proud to work for the Service</li> <li>• Team managers are supportive</li> <li>• Good team spirit</li> <li>• Good health monitoring from occupational health</li> <li>• Positive about additional investment in training</li> <li>• Get the equipment that is needed</li> <li>• Moving in the right direction</li> </ul>	<ul style="list-style-type: none"> <li>• More resource in training, resource for training and not just assessment</li> <li>• More time for team meetings, 1:1s, appraisals, communications cascade</li> <li>• Time for own development</li> </ul>

# Other Departments

Comments have been collated for teams where we saw fewer than three people, to preserve confidentiality. This section reflects feedback from people in the following teams:

- Business Development
- Central Resource Team
- Central Stores
- Health & Safety
- Innovation & Change
- Operations
- Purchase & Supply
- Risk

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<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Can be a lack of appreciation for <b>how long some activities take</b></li> <li>• <b>Short-staffed</b> in Central Stores</li> <li>• Service is <b>reactive</b> and could be more proactive</li> <li>• Not always a good or timely <b>flow of information</b> between departments</li> <li>• <b>IT systems</b> don't integrate and there is duplication</li> <li>• There is no <b>availability system</b> for Central Resourcing Team</li> </ul> <p><b>Working relationships</b></p> <ul style="list-style-type: none"> <li>• Some teams feel <b>overlooked</b>, forgotten or what they do is not understood</li> </ul> <p><b>Management of change</b></p> <ul style="list-style-type: none"> <li>• Uncertainty around <b>collaboration</b> with the police</li> <li>• <b>Subject matter experts</b> are not always consulted or involved in changes affecting their work</li> </ul> <p><b>Training and development</b></p> <ul style="list-style-type: none"> <li>• Lack of <b>career path</b> in some departments</li> </ul>	<ul style="list-style-type: none"> <li>• Pride in the job, proud to work for the Service</li> <li>• Good relationships within teams</li> <li>• Some have good development opportunities</li> <li>• H&amp;S roadshow got good feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Some would like more direction / clarity on priorities</li> <li>• Be more proactive and less reactive</li> <li>• More integration and interaction between people/teams</li> <li>• More interaction with stations</li> <li>• Stores and equipment at one site</li> <li>• Communication on potential collaboration</li> <li>• More opportunities to attend forums / working groups</li> <li>• Some would like more development</li> <li>• Would prefer Change team to be located together</li> </ul>