ESSEX POLICE, FIRE AND CRIME COMMISSIONER
Essex County Fire & Rescue Service

Meeting	Service Leadership Team	Agenda Item	4d
	Performance and Resources		9
Meeting Date	9 February 2021 22 February 2021		
Report Author:	Colette Black		
Presented By	Colette Black		
Subject	**Ignite 2020 Employee Survey Feedback**		
Type of Report:	Information		

1. RECOMMENDATIONS

1.1 Members of the Board are asked to note the feedback from our employees which is detailed in appendix 1 and appendix 2.

2. BACKGROUND

Our 2020 staff survey, 'Ignite 2020' ran from 16th November 2020 to 6th December 2020. The same question set was used in staff surveys from 2015-2018. This is helpful in providing quantitative longitudinal data. The staff survey was administered on our behalf by People Insights.

In 2019 the Service commissioned RealWorldHR to undertake a listening exercise to gain qualitative insights through face-to-face conversations. In February 2021, RealWorldHR will run focus groups on our behalf. Focus groups will follow up on the themes from the listening exercise and the survey.

3. OPTIONS AND ANALYSIS

Survey feedback can be found at appendix 1 and appendix 2 (attached). The headlines are:

- **Participation rate** – this increased from 35% in 2018 to 56% in 2020.
- **Employee engagement** – our overall engagement score, derived from an average of 5 key indicators, increased from 71% to 82%. This compares favourably against the overall Fire and Rescue Service benchmark of 77%.
- **Indicators** – all indicators saw an improvement from 2018.
- **Narrative** – the free text feedback reflect a positive view of the direction of travel, progress made and the leadership of our Chief Executive Officer/Chief Fire Officer in creating that change. The suggested areas for improvement in the free text are consistent. These will be test out in the focus groups.
- **Variances** – feedback varies widely between areas and locations, less so by gender, ethnicity, age or length of service

Next steps:

- **13 January** – Extended Leadership Team (ELT) discussion around headlines, dashboard access, using data well, action planning.
- **18 January -** Manager Briefing to give managers insight into Service level results and to update on the focus groups approach.
- **26 January -** Cascade communications with Service level results posted onto Intranet and department / station level reports cascaded to individual owners. Engagement with representative bodies to share feedback. Local action planning commences.
- **8-28 February -** RealWorldHR Focus Groups to deep-dive into systemic issues (Fairness, Working Relationships, Capacity).
- **23 February** - Performance and Resources Board provided with headline survey feedback and update
- **March -**Feedback from focus groups analysed and correlated with quantitative data. Action planning finalised.
- **May-** Further report to Performance and Resources Board detailing Action Plans with outputs and timelines

4. BENEFITS AND RISK IMPLICATIONS

4.1 Engaging with our employees through a staff survey is part of our People Strategy and is a control measure for strategic risk - SRR150019:

There is a risk that due to the absence of a positive and supportive culture the Service fails to provide a safe and inclusive culture which ensures the well-being of staff and contributes to attracting a diverse workforce

The feedback from the survey and associated focus groups will be used to inform local action planning. Where possible strategic level action planning will be incorporated into existing plans. For example: People Strategy action plan and the Annual Plan.

5. FINANCIAL IMPLICATIONS

5.1 Survey funded through HR budget.

6. EQUALITY AND DIVERSITY IMPLICATIONS

6.1 The Inclusion and Diversity Business Partner has been commissioned to conduct a review of the survey feedback. The output of that will be an assessment of impact across demographic groups.

7. WORKFORCE ENGAGEMENT

7.1 All of our employees were invited to take part in the survey. 56% chose to do so. This is a significant improvement from 2018 when the completion rate was 35%. The communications plan for sharing feedback incorporates all employees and representative bodies.

8. LEGAL IMPLICATIONS

None specific.

9. HEALTH AND SAFETY IMPLICATIONS

9.1 All free text comments have been read and there are none which raise a direct health and safety concern. All feedback will be used to inform our ongoing approach to wellbeing – this is channelled through our People Strategy.

Attached:
- Appendix 1 – Insight Report (overview)
- Appendix 2 – Scorecard Report (detail)