



Classification	Official		
Meeting	Performance and Resources Board	Agenda no.	8
Meeting Date	2 February 2023		
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Subject	2022 Employee Engagement Survey Feedback – ‘ONE’		
Type of Report	Information		
PFCC Action Point No.		For Publication	Yes

RECOMMENDATION(S)

None. This report is for information and provides an update on the employee engagement ‘ONE’ survey.

EXECUTIVE SUMMARY

The overall employee engagement score was 82%, which has remained static compared with our 2020 score. Overall survey participation rate was 47%, 657 colleagues; a 9% reduction compared to 2020. Compared with other Fire and Rescue Services who use People Insights, our overall engagement is 4% higher.

Engagement
Focal point



● Your score ● FRS Benchmark

n = 657 of 1394
Responses

47%
Participation

BACKGROUND

Our 2022 employee survey 'ONE' ran from 31 October 2022 to 25 November 2022.

The survey used the same provider, People Insights and the same core questions as 2018 and 2020. This has given us the benefit of longitudinal data. Additional questions focussed on culture, ethics and a question from our Chief Fire Officer, 'what would you most like me to be aware of'.

The survey and post survey actions intend to ensure that there is a clear pathway to review feedback and to turn it into effective action plans that make a difference to our people.

On 6 January 2023, the Service Leadership Team was briefed on the Service feedback and given access to the People Insights dashboard.

On 16 January 2023, the Managers' Briefing session included an overview of the details of a Managers' Support Pack being provided and the launch of the Action Planning toolkit, as well as guidance on next steps, along with details of training and support resources to enable managers to navigate their feedback and deliver their Action Planning Sessions.

OPTIONS AND ANALYSIS

Detailed feedback is in the appendices.

Following the Managers' Briefing, all Extended Leadership Team (ELT) and elected Managers will be receiving a Managers Support Pack which includes:

- *Information specific to their department*
- *Links and resources to help them view, navigate, and interpret your feedback*
- *Supports them in 'training your managers' to deliver action planning sessions*

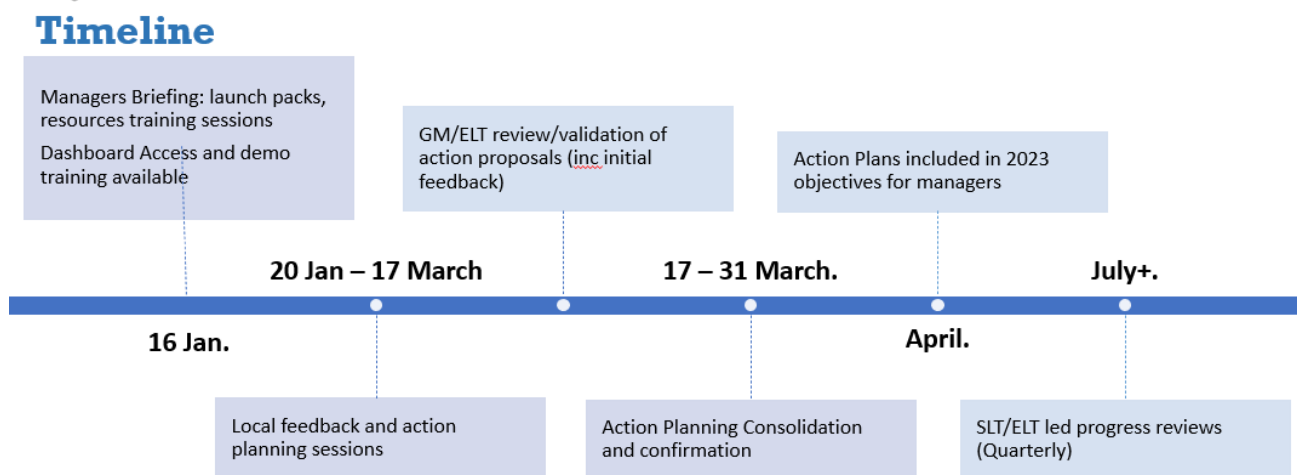
An Action Planning Toolkit was provided which gives a step-by-step guide on how to deliver the session effectively.

Elected Managers will be responsible for cascading their teams feedback and enabling their department managers to deliver Action Planning sessions and ensuring that all actions are captured within the People Insights dashboard.

The Action Planning dashboard is a new software for this this year's survey and provides the format and function to enable all actions to be captured and progress monitored. A quarterly review of progress has been scheduled for July 2023.

Two online workshops will be held during January covering navigating the feedback and action planning session to support manages through the process and understanding the feedback.

Timeline and Next Steps:



By the end of January, all department feedback will be available on the dedicated ONE survey internet page for everyone to access the review. To address any concerns over anonymity, demographics data at the team level will not be displayed.

To enhance our understanding and focus of areas for improvement, a thematic review of the feedback to the open text questions will be completed by the end of February.

Once all the action planning sessions are completed by 31 March 2023, a consolidation and confirmation period with SLT and ELT, which will enable the Service to align actions to the 2023 objectives, ensuring we have a method to agree, deliver and review.

Ongoing quarterly reviews will take place until completion of the schedule of works, with an initial update due in Quarter 2 of 2023/24.

Next steps:

- Sharing feedback with our managers and colleagues
- Delivering Action Planning Sessions
- How we will share the feedback across the Service
- Capturing Actions and reviewing progress

RISKS AND MITIGATIONS

Failure to deliver effectively may impact employee engagement, impacting productivity and employee turnover.

Failure to deliver the training and action planning requirements could result in a failure to meet the HMI inspection audit actions.

LINKS TO FIRE AND RESCUE PLAN

Fire and Rescue Plan

- Promote a positive culture in the workplace
- Be open honest and accessible

People Strategy

- Fair and Inclusive Culture
- Culture – Involved and Valued

FINANCIAL IMPLICATIONS

There are no direct costs, however it should be noted that reduced employee engagement may have a negative impact on productivity, morale and attendance, that may impact staffing costs.

LEGAL IMPLICATIONS

None associated with this report.

STAFFING IMPLICATIONS

A failure to follow next steps may impact employee engagement and reduce future participation as well as contribute to a disengaged workforce impacting, wellbeing, Service culture, Service delivery and productivity.

Ensuring all employees are actively invited and involved in the action planning session will reduce potential implications though, listening to our people and taking proactive and demonstrable steps to change things that matter most to our people.

EQUALITY AND DIVERSITY IMPLICATIONS

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also been given to whether there is impact on people who identify as being part of each of the following protected groups as defined within the Equality Act 2010:

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

HEALTH AND SAFETY IMPLICATIONS

Non identified.

CONSULTATION AND ENGAGEMENT

Our representative bodies and employees groups will be shared updates on progress and next steps as part of ongoing engagement.

FUTURE PLANS

The ONE survey results and actions will be used to support future strategic objectives.

LIST OF BACKGROUND PAPERS AND APPENDICES

Appendix 1 – People Insights Headlines

Appendix 2 - People Insights Score card report