

Appendix 2 – Employee Engagement

The People Strategy Roadshow that was approved as part of the year one People Strategy update was completed within the planned timescales and engaged with a wide range of employees from across the Service (See appendix 7). The information from these sessions fed into the Service’s Culture Survey.

Our HMICFRS staff survey took place in early 2021 with a response rate of 30%. This survey is at a Service level only. Results from this survey were also fed into the Culture Survey working group.

The Service completed internal staff surveys in 2017, 2020 with the most recent survey taking place in January 2022. This survey utilised the framework put in place for the 2020 survey.



A key aim for the 2022 survey was to allow for a focused approach on delivering improved outcomes and communicating this effectively across the Service.

Over 350 staff responded achieving a 76% completion rate, which was in line with the 2020 response rate

Key measures to highlight are:

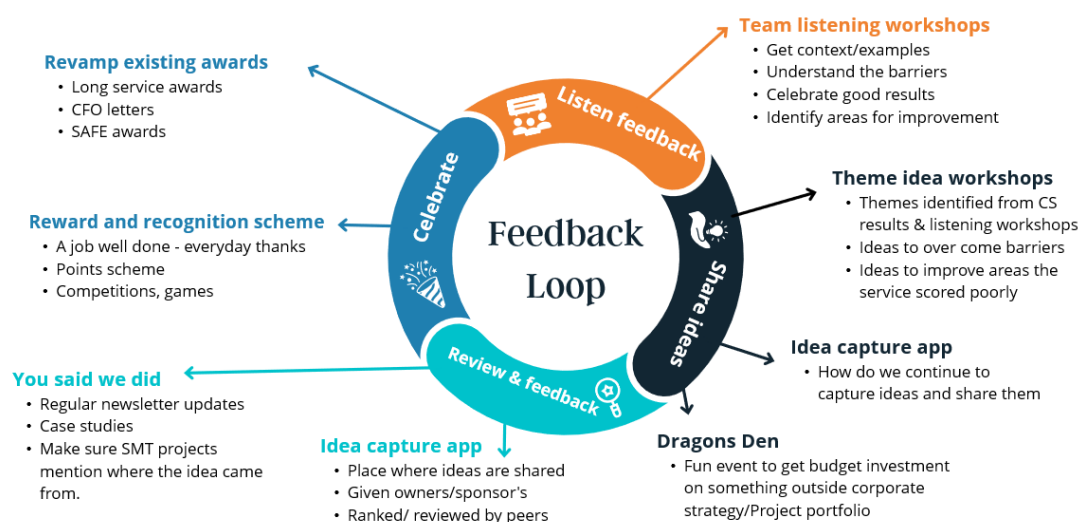
My immediate manager is accessible when needed.	FAV 89%
There is good cooperation and teamwork within my work group.	FAV 87%
My immediate manager supports me in my learning and development	FAV 81%

All the results were measured against previous Culture Survey results to enable the Service to track trends and emerging themes.

The Culture Survey working group meets on a regular basis and consists of employees from across the Service. The team analysed and categorised the main results including 1,212 free text responses to understand the key themes identified by employees.

Following feedback from the 2020 survey, the Culture Survey group committed to completing Service wide “listening workshops” for all staff, the objective was to gain greater context around the results and to develop a plan to address the issues raised.

The “feedback loop” was created and introduced to help remove the issue of people raising ideas and feeling that it disappeared. Year 2 has been focused on Stage 1: Listen to feedback and Stage 2: Share ideas.



The feedback from both the Culture Survey and People Strategy listening workshops has been fed back to relevant department heads and key stakeholders for them to build into their directorate and project plans.

The group continues to provide update to the Service on progress using various communication channels including the service’s internal intranet page and the “Informative” newsletter.

Following the Covid-19 global pandemic the Senior Management Team has been proactively engaging with a wide range of employees through face-to-face meetings at Fire Stations and Service Headquarters. The primary objective for these meetings is to engage with employees and listen and action issues that are raised, this helps to ensure key messages and information are shared in a consistent manner.

The Chief Fire Officer (CFO) continues to produce and publish vlogs on the Services Intranet, this was utilised particularly well during recent periods of high operational demand where the CFO was able to put out communications across the Service in a timely manner, sharing appreciation and providing updates on resourcing needs and payment for recall to duty.

The Service continues to run regular Joint Consultation Framework (JCF) meetings, providing the opportunity for representatives and 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. Policies and procedures are widely circulated for consultation with all employees in advance of JCF to give as many employees as possible the opportunity to comment on new, updated or amended documents.

As the Service continues to recruit in a range of areas and is working proactively engage with new starters. This can range from positive action and familiarisation events, Fire Station open days and community engagement, 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.