



Classification	Official		
Meeting	Performance and Resources Board	Agenda no.	10
Meeting Date	29 July 2024		
Report Author	Veera Marshall, Head of People Operations		
Presented By	Colette Black, Director of People Services		
Subject	Employee Survey 2024		
Type of Report	Information		
PFCC Action Point No.	NA	For Publication	Yes

RECOMMENDATIONS

This report is for information, and the Board is asked to note:

- The proposed timescales for the Employee Survey 'ONE' outlined in Section 4
- The financial implications outlined in Section 7

EXECUTIVE SUMMARY

We are on track for the One Survey to open on 31 October 2024. To achieve our objectives, we propose renewing our partnership with People Insight to continue to give us the benefit of longitudinal data. Our proposal includes enhancing participation through digitisation and incentivisation. By increasing the participation rate, we can gather more representative views of our workforce, we are aiming to surpass the 47% participation rate from 2022.

BACKGROUND

Our 2022 employee survey 'ONE' ran from 31 October 2022 to 25 November 2022. Our overall employee engagement score in 2022 was 82% which remained static compared with our 2020 score.

Historically, the employee engagement survey has been conducted biennially and our provider has been People Insight. We conducted some independent research into our options, and check-ins with other FRS has confirmed People Insight remains the most popular choice with fire services namely Cheshire, Derbyshire and Merseyside.

The 2022 survey used People Insight as the provider, with the same core question set as 2018 and 2020, which has given us the benefit of longitudinal data. This consistency allows for us to accurately track trends, measure progress, and identify areas for improvement over time.

As we approach the end of our current employee engagement survey cycle, we are running a 'You Said, We Did' initiative- a 10-week Flash Survey Series. This exercise is critical for demonstrating our commitment to listening to employee feedback and acting upon it. By transparently showcasing the changes implemented based on survey responses, we aim to build trust and enhance engagement, and reinforce a culture of continuous improvement.

This initiative is also vital for enhancing our employee engagement strategy and a structured closure process of the One Survey 2022 will provide a clear endpoint to the survey period, allowing us to effectively communicate key findings and actions taken. Furthermore, it provides an opportunity to acknowledge and celebrate the progress made, fostering a sense of achievement and motivating employees for future participation.

OPTIONS AND ANALYSIS

Using the same questions year after year provides a reliable benchmark for assessing employee sentiment and engagement and maintains continuity by retaining 90% of historical survey questions while introducing 10-15% new questions to capture evolving priorities and HMICFRS feedback.

Timeline for implementation:

Date	Activity
September 2024	Pre-launch communication begins
31 October 2024	Survey opens
22 November 2024	Survey closes
December 2024	Results available
January 2025	Feedback to SLT
January – March 2025	Manager visits take place
March 2025	Feedback to SLT on progress
Throughout 2025	Action planning/delivery

With the new enhancements since our last survey in 2022, the look and feel of the People Insight dashboard has changed. Plans to improve participation rates through digitisation include the use of QR codes and online sessions to educate colleagues on the survey process and its importance. This will be supplied FOC (free of cost) by People Insight.

Incorporating a Corporate Social Responsibility (CSR) element into incentivisation programmes can be a powerful way to boost survey participation while aligning with broader community and ethical goals. We propose to introduce a social responsibility initiative by partnering with Eden Reforestation to plant a tree for every survey completed. We will share communications on this initiative periodically to encourage participation.

RISKS AND MITIGATIONS

The One Survey serves as a critical enabler, fostering an environment where employees feel safe and valued to voice their opinions, and confident that their feedback is being heard; and is a control measure for strategic risk SRR150019- 'The Service is committed to continuously developing a positive and kind culture where every employee has the right to be treated fairly, inclusively, with kindness, equality, dignity and respect. There is a risk that we fail to continuously develop a supportive and inclusive working environment to foster such a culture.'

There is a potential risk that some employees might perceive the survey process as inadequate in addressing these needs. To mitigate this risk, we have sought extensive feedback from different levels and departments within the Service, which have been instrumental in shaping the current offering.

LINKS TO FIRE AND RESCUE PLAN

The employee survey is noted in the Interim People Strategy 24-25 and contributes to the positive culture described within the Fire and Rescue Plan.

FINANCIAL IMPLICATIONS

Included within 2024/25 budget, c. £15,000 for use of People Insight.
The cost for every tree planted is 75p and with an aim to achieve 60% participation rate, the proposed cost would be c. £473.

LEGAL IMPLICATIONS

None.

STAFFING IMPLICATIONS

There are no direct staffing implications. This activity is a key part of our employee engagement and is intended to provide key insights, which continues to develop our Service. The project will be managed by the People Operations team.

EQUALITY AND DIVERSITY IMPLICATIONS

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

Employee engagement feedback as the potential to

Race	no	Religion or belief	no
Sex	no	Gender reassignment	no
Age	no	Pregnancy & maternity	no*
Disability	no	Marriage and Civil Partnership	no
Sexual orientation	no		

*The survey will be offered to all employees regardless of whether they are currently in the workplace or not.

With the opportunity to analyse segmented data, this would potentially have a positive impact on the lived experience of underrepresented colleagues within our service.

HEALTH AND SAFETY IMPLICATIONS

It is an employer's duty to protect the health, safety and welfare of their employees' wellbeing. The survey provides an opportunity to identify and respond to workplace stressors that impact on mental health and wellbeing.

CONSULTATION AND ENGAGEMENT

The survey will be accompanied by extensive engagement with our employees. This will be via The Shout, a dedicated Intranet page, Manager Briefings and shared with all our representative bodies. Additionally, there will be focussed engagement with our On Call colleagues via our On Call Liaison Officers (OCLO) to increase take-up.

FUTURE PLANS

This action links to ongoing delivery of our Interim People Strategy Action Plan 24-25.

LIST OF BACKGROUND PAPERS AND APPENDICES

None.