

Qualitative Feedback

Qualitative feedback

- SFRS asked Brunel University London to review the implementation of Phase 2 of the Making Surrey Safer Plan taking into account COVID-19, outcomes from the Grenfell Tower Report and new legislation
- As part of the assurance of Phase 2, the Service Leadership Team (SLT) wanted to ensure that staff were given the opportunity to provide their feedback on the implementation of Phase 1 changes
- The feedback from staff was brought together into themes and provided to Brunel University London. To ensure transparency the feedback was made available to staff

Qualitative feedback

The feedback from staff was sought through the following engagement mechanisms:

- Face-to-face engagement with staff which is carried out on a weekly basis by all members of SLT and the Transformation Team
- Chief Fire Officer monthly meetings with managers from across the service
- Transformation feedback via the email address which has been made available to all personnel within the service sfrstransformation.feedback@surreycc.gov.uk

Feedback was collected from over 44 staffing groups from fire stations.

The following slides provide an overview of some of the key areas where action was taken forward as a result of the feedback.

The following change is taking place as a result of feedback:

Exit interviews

- Exit interviews have been reviewed and updated and these are offered to all staff to explore reasons for leaving

Recruitment:

- Neighbouring services continue to recruit, and we are putting in place measures to ensure we not only succeed in recruitment but retain our staff. This includes L&D programmes, flexible and agile working career pathways and mentoring.
- Recruitment is remaining a priority and the process has been updated to ensure the NFCC Behavioural Framework sits at the heart of the process. This ensures that successful applicants have the same values and behaviours as the service.

Skills/Learning and Development

- § To ensure that we have the right skills in place at the right time we have in place workforce planning procedures which are reported through our revised governance framework
- § The service learning and development provision is under review. An essential part of the review will feature how water and other specialist training is provided to meet the needs of the Service Delivery Team.
- § Planned changes to the use of Incident Monitoring Officer roles on the incident ground will help support the continuous professional development of commanders at all levels.

The following change is taking place as a result of feedback:

Improving Communications and Relationships

- SLT are looking for opportunities to recognise the contribution of staff, including publicising staff actions through social media and service communications, local certificate presentation and the annual Awards and Commendations even which was held on-line this year due to COVID-19
- SLT is working hard to improve trust through honesty and openness and continuing to show how feedback is influencing change
- A Communications and Engagement plan has been developed which will focus on improving the way we communicate with staff. Our new monthly SFRS Staff Newsletter has been created and implemented as a result of this.

Monitoring Making Surrey Safer Plan

- The service will continue to monitor the Making Surrey Safer Plan

Targets

- The revised targets have been created using the 'Time Available Performance Setting' methodology. The target numbers are due to the amount of forecasted available time a frontline appliance has to engage in Community Resilience

The following change is taking place as a result of feedback:

Engagement within procurement

- There have always been user engagement processes in place when purchasing new equipment. This works by end users providing the Logistics team with their requirements and they then ensure all relevant parties are engaged in the process. These processes have been recently strengthened by the revised Resources working Group as part of the Service Governance processes.
- Prior to the procurement process the end users are involved again to ensure the specification meets their needs. The final decision is made taking into account the consensus of those involved. This approach will be taken forward consistently across the service

Standard Operating Procedures

- Work is underway to align standard operating procedures through the implementation of National Operational Guidance uniformly across East Sussex, West Sussex and Surrey Fire and Rescue Services