

Themes

Leadership

Development & Learning

Communications & Engagement

Vision & Values (THRIVE & CCOE)

Equality, Diversity & Inclusion

Leadership



Positive Indicators	Negative Indicators
+ Back to the front days	- Clear direction and feedback
+ Perception grown that leaders do care	
+1:1's with line manager	

Qualitative Feedback (Independent reports, 2021)

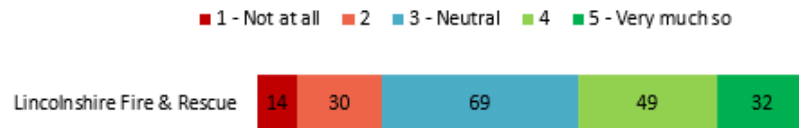
- **Providing purpose** - There is a view that this work is only being undertaken to please HMICFRS and that there isn't real buy in from the "top" (culture review).
- **Presence and visibility** - There is a view that the senior leadership team are not always approachable and that there is a lack of understanding of current frontline issues. Going forward, individuals want to see SLT lead by example get out and see other departments and understand their roles.
- **Building trust** - Staff want to see stability within SLT. There has been so much movement and much of it temporary which impacts what we are able to do and impacts the delivery of messages and priorities. Staff want to see transparency, delivery on the change proposed and publish minutes of key meetings.
- **Clear direction and accountability** – Staff want leaders to follow through and feedback when people submit ideas etc. People need to understand rationales for things if you want to take them on the journey. Need clear direction and feedback e.g., where want to focus enquiries, what is important to develop, how they want things done etc. Good to have autonomy but need clear direction so working the right way.
- **1:1's/ PDR's** – Majority of people find these useful and positive. People valued having these planning in with documented outcomes, focused on them, their roles, wellbeing and development. Some praised the use of MS Teams for 1:1's for teams not based together. Some teams are not staffed to enable regular 1:1's or located where these can be held privately. Feedback was to enable 6–8-week regular meetings that are scheduled privately.



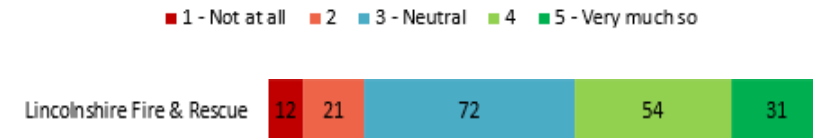
Leadership

Staff Survey (2021)

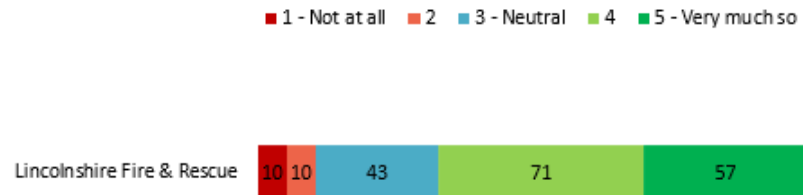
Is your Director or Chief Fire Officer available and approachable?



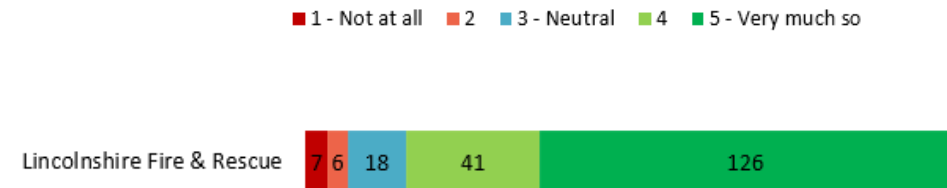
Is your Assistant Director or Assistant Chief Fire Officer available and approachable?



Is your Head of Service or Fire Area Manager available and approachable?




Is your line manager available and approachable?



Leadership

Action taken so far:

- Regular back to the front days
 - Leadership development days
 - Station visit review – focused on staff engagement
 - Staff engagement sessions
 - ‘Ask SLT’ platform on intranet
 - ‘You said, we did’ feedback product launched
 - Improvement to 1:1’s and PDR’s
 - Recruitment for full substantive Senior Leadership Team. Embedded.
- 

Talent, Learning & Development



Positive Indicators	Negative Indicators
+operational training provision and promotion opportunity is strong	- Development and promotion opportunity limited for non-operational staff
+ Desire for more development for whole workforce	- Some specialist roles not attractive due to fear of being “stuck”

Qualitative Feedback (Independent reports, 2021)

- **Project management skills development** - Interest for project management skills training or potential other project development opportunities such as secondments.
- **Social learning groups** – where people are going through online learning, prep for exams, learn new policies or tools etc., providing space for them to connect and learn together.
- **Career progression** – There is a feeling that there are some specialist areas and roles people do not want to go into as they won't get to move back out. People understand CPF process but need consistency in how people are supported to go through it. The general view is that operational training provision and promotion opportunity is strong, but outside of operational roles it is more limited. This has an impact on how valued people feel within their roles.
- **Talent Development**- People felt there is a need to recognise transferable skills and experience rather than just what your current T&Cs are or the current position you are in. Provision of feedback and support on development plans when people are not successful at interviews/promotion process. Similarly, development plans and discussions about how you reach your next role, what you need to be doing etc.
- **Mentoring**- Strong interest in mentoring but most feel the service is too lean to enable it.
- **Workforce and succession planning** - Feedback suggested a need for proper workforce planning and succession planning. For these to take account of time needed for development, supervision, handovers etc.
- **Role induction** - Many people fed back on a need for guidance on roles to set standards for when people move into them e.g. Role of a Crew Manager, Watch Manager etc. Similarly, this was raised for managing inductions in different areas of the service. People are starting to develop their own but could look at this more holistically.



Talent, Learning & Development

Staff Survey (2021)

Do you have a fair opportunity to progress and develop your career?

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so

Lincolnshire Fire & Rescue



Do you feel that your one-to-ones are effective in supporting you in your role and with any development needs?


■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so

Lincolnshire Fire & Rescue



Talent, Learning & Development

Action taken so far:

- Pilot talent management process
 - Pilot talent conversations
 - Refreshed promotion and selection process
 - Embedding IRB & SRB meetings
 - Improved PDR's for all staff and 1-2-1 process
 - Reviewed Progression process for staff
 - Delivered Program Management skills to relevant officers
 - Implemented mentoring process for supervisory and middle managers for operational response roles.
 - Implemented mentoring process and access to NFCC mentoring portal
 - Developed and adopted NFCC Supervisory Leadership Development Program.
- 

Communications & Engagement



Positive Indicators	Negative Indicators
+ opportunity to join SLT forums	- People attending SLT forums in personal time
+ Improvement in proactivity about communicating issues and organisational learning	- Feeling of risk when challenging or 'speaking up'

Qualitative Feedback (Independent reports, 2021)

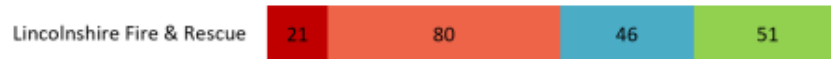
- **Training on feedback and organisational learning** - Potential additional actions may include training on providing and giving feedback for Managers at all levels.
- **Proactive and organisational learning** – Be more proactive in communicating issues and learnings. In addition, development work on being a learning culture when issues do arise and using a reflective model such as 'What, so What, What Next' (Rolfe,2001)
- **Providing challenge** - People shared that they find leadership forums good for communication and asking questions but less so for giving feedback and challenge. Some feel there is an element of risk in speaking up if you want to progress or feel not relevant to everyone there. Managers to support challenge more. need to listen to different viewpoints without becoming defensive so can learn from each other.
- **Transparency at all levels** - Get better at communicating timelines around activity and reviews. Where things are not possible need Senior Leaders to be able to explain their responses, sharing why things are or are not possible to help others understand and be able to share those messages and take people on the journey.
- **Alternative suggestions for employee voice** – having a drop box before/after an SLT session, FAQs, etc. Lots of suggestions for wider range of communications methods.
- **Communication with diverse employee groups** – Need to develop a comms and engagement plan/ strategy that is fit for purpose for on-call, whole time, non-ops, etc. Enabling 2-way dialogue with stations, letting them feedback to HQ and share examples of national standards, HMIC inspections etc.

Communications & Engagement

Staff Survey (2021)

How regularly do you have a one-to-one or supervision meeting with your manager?

■ Not at all ■ Infrequently ■ Every two months ■ At least monthly



Are your contributions recognised and valued by your Assistant Director or Assistant Chief Fire Officer?

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so



Do you feel that your one-to-ones are effective in supporting you in your role and with any development needs?

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so



Communications & Engagement

Action taken so far:

- EDI inbox – confidential channels for raising issues or challenges, managed by LCC senior HR team
- Thrive Inbox – confidential channels for raising issues and suggestions
- SLT regular back to the front sessions
- ‘You said, we did’ feedback
- Development of LFR Intranet
- ‘Ask SLT’ platform on Intranet
- Increased in ‘face to face’ engagement sessions in all areas.



Vision & Values

Qualitative Feedback (Independent reports, 2021)

Positive Indicators	Negative Indicators
+ Increase in communication and engagement from leaders	- Distrust in some service leaders

- **Role Model**- Staff need to see senior leaders consistently demonstrating values and EDI, showing openness and honesty.
- **Understanding change**- Comments were made by some that this work would take time and that there would be no “quick wins”, suggesting that one couldn’t “build a skyscraper when there are bungalows all around” and views that there first needs to be a developed understanding of why the Service needs to change.
- **THRIVE** - thrive just appeared, how does it fit with LCC values. Share stories of what people are doing in different areas that demonstrate THIRVE - bring it to life. Would want SLT to lead on this and how they are using THRIVE. Maybe also find a way for people being able to share what they have seen in others to demonstrate THRIVE.
- **Workforce Planning** – the need for long term horizon scanning and workforce planning was a re-occurring theme where staff reported a need to understand the services long term strategy for service delivery.
- **One Council** - Further work is required on understanding LFR’s scope within the operation of ‘One Council’

Vision & Values

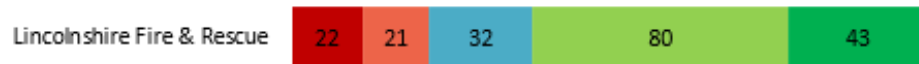
Staff Survey (2021)

Do the Council’s values of “Professional, Respectful and Reflective” provide a clear framework within which you and your team operate – placing the public and integrity at the heart of the Council’s business?



Do you have the freedom and empowerment to organize your own work and try new ways of doing things?

■ 1 - Not at all ■ 2 ■ 3 - Neutral ■ 4 ■ 5 - Very much so



Vision & Values

Action taken so far:

- Thrive and Core Code of Ethics roll out and embedded
- SLT visibility and engagement across the service through development days, back to the front days, etc.
- Focus on purpose of LFR – ‘to keep the people of Lincolnshire safe and well’. ‘Golden thread’ through Service and Dept. plans
- Created Strategic Resourcing Board to focus on workforce planning and future workforce needs



Equality, Diversity and Inclusion



Positive Indicators

Negative Indicators

+ keenness to learn and generally positive attitude

- Lack of understanding of EDI challenges and benefits

interest in EDI training roll-out

- Staff feeling “less able” to call things out

- Perception of positive action

Page 42

Qualitative Feedback (Independent reports, 2021)

- **Awareness and understanding** - On call staff generally have very little understanding of EDI issues, although there is a keenness to learn and a generally positive attitude towards the principles. There is an understanding in some areas that as the Service is made up of majority straight white men, it can be difficult for them to fully comprehend the perspective of those who are in a minority. It was also stated that “a lot of people don’t think it has anything to do with them or doesn’t apply to them anyway”.
- **Inclusion**- Surprisingly, a small number of staff who had worked in non-firefighting roles said that they felt more included in the FRS, than when they worked in equivalent roles in the County Council. There was an issue described about the perception of Millennials being “offended by everything” so that some staff of that age group felt less able to “call things out” for fear of being perceived as “challenging for challenge’s sake” and a worry of what might happen to them if they did challenge. There is a level of frustration around the size of the shower blocks and the lack of specific changing facilities at the new joint ambulance and fire station, with a strong perception that people are afraid to raise the issue in case the sleeping areas are taken away.
- **Training** - Interest in greater role-out of the EDI training. It was clear that those present were wanting appropriate tools for challenge and a sense that they were “out of their depth” when discussing EDI issues.
- **Independent reporting lines** - Limited interest in setting up an anonymous email address for challenge as many felt it was too complex or risky for misuse. Working on the culture was seen as more important.
- **Positive action**- Taster days for minority groups and positive action days were generally perceived as a negative with a number of people suggesting that these initiatives were “positive discrimination”. There was a strong perception that there is a need for more women to be role models for others, with a slight contradiction of some women in the group suggesting that they didn’t want to be treated as “tokens”.

Equality, Diversity and Inclusion

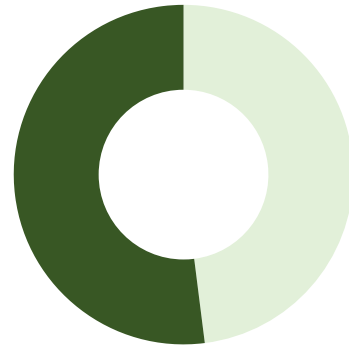
Staff Survey (2021)

The best thing about working here is:



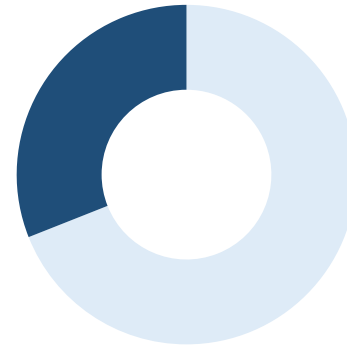
60%

Of LFR respondents listed serving the public as one of the best two things about working here



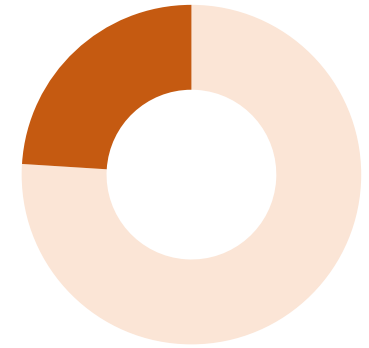
52%

Of LFR respondents listed the people I work with as one of the best two things about working here



31%

Of LFR respondents listed the variety of work as one of the best two things about working here



24%

Of LFR respondents listed flexible working as one of the best two things about working here

Equality, Diversity & Inclusion

Action taken so far:

- Creation of EDI Steering Group – Chaired by CFO
- Developed and delivered 3 year rolling EDI action plan
- Roll out of EDI training.
- Development of staff networks and employee- led steering groups.
- Delivered Positive Action Days
- Renewed Equality Impact Assessments for all polices, procurement and buildings/facilities.
- Attendance at LCC Corporate Diversity Steering Group
- Increased awareness and use of EDI data

