

Cultural Audit Benchmarking Results

Report of the Chief Fire Officer

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201 or Louise McKenzie, Assistant Chief Officer, on 01743 260280.

1 Purpose of Report

This report informs Members about the recently received Cultural Audit national benchmarking report from Opinion Research Services (ORS).

2 Recommendations

The Fire Authority is asked to note the contents of the report

3 Background

In January 2007 Shropshire Fire and Rescue Service undertook a Cultural Audit and subsequently incorporated the results of that within the 2007/08 Integrated Risk Management Planning (IRMP) consultation process with staff.

When officers did this work comparative analysis was only possible with all Scottish Fire and Rescue Services (FRSs) because not many English FRSs had taken part at that point. Since then ORS have worked with 11 other English FRSs and comparative data has now been provided for 19 participating Services (Scottish and English combined). The data for each FRS was weighted to take account of their respective populations, making it representative of all of the employees of the participating Services.

4 Summary Comparison

The full report is rather detailed and will be available for Members to view at the meeting. An extract of the tabulated findings from the report is appended to this report.



The average scores for each FRS in each category are summarised in the table below, with Shropshire Fire and Rescue Service (SFRS) shown in the highlighted row.

Summary of Benchmarking Performance

FRS	Morale	Opportunities	Diversity 1	Diversity 2	Equal Treatment	Policies and Management	Average of all Indicators
1	71.9	71.4	76.6	74.5	92.4	60.2	74.5
2	72.9	68.0	73.8	75.3	97.0	57.6	74.1
3	72.4	68.0	76.0	73.8	93.6	58.7	73.8
4	71.7	65.5	72.6	75.0	96.6	52.2	72.3
5	67.5	72.2	76.0	75.4	93.0	46.9	71.8
6	69.7	65.6	71.8	73.7	95.4	53.1	71.5
7	69.9	68.6	70.8	73.7	95.2	50.7	71.5
8	66.6	69.6	75.6	75.3	93.8	46.3	71.2
9	65.4	62.9	76.7	76.2	93.0	48.7	70.5
10	67.8	64.9	75.5	71.5	92.6	49.7	70.3
11	67.6	67.7	73.6	71.3	92.2	49.4	70.3
12	63.8	63.6	72.7	76.5	94.0	47.3	69.7
13	63.4	64.9	70.4	74.2	94.0	44.0	69.5
14	63.0	62.7	75.9	72.9	90.2	42.3	67.8
15	61.8	59.7	75.1	72.2	89.8	43.9	67.1
16	59.3	58.7	70.1	72.3	94.0	41.8	66.0
17	61.8	56.1	69.9	71.7	94.2	42.1	66.0
18	57.8	56.9	76.4	76.0	87.6	36.7	65.2
19	67.4	25.8	75.8	77.2	91.0	47.1	64.1

The final column shows the overall average score across all 75 indicators and, whilst there is almost a ten point difference between the Services ranked first and nineteenth, there are only 0.7 points between the Service ranked as first and SFRS.

As we now have an increased amount of comparative data, we are better placed to look at our areas for improvement in the context of our results and those of others. As outlined in the IRMP process, we had identified the following areas, where we felt we could improve our performance, and which have since been supported by our staff:

- 1 Fairness in Management
- 2 Equality of Opportunity/Equal Treatment

Whilst we still feel these are a priority for our Service, having considered the benchmarking report, our results in these areas are not as poor as we may have expected. There is, however, one further area where, having looked at our performance against other FRSs, we feel we need to focus some attention, namely Diversity.



This was agreed by the representative bodies Cultural Audit Working Group and by the Fire Authority on 19 December 2007.

5 Financial Implications

There are no financial implications arising from this report, as financial provision has already been requested through budget-setting channels to implement any activities arising from the Cultural Audit.

6 Legal Comment

There are no direct legal implications arising from this report.

7 Equality Impact Assessment

This report is regarding the Cultural Audit undertaken in January, for which an Equality Impact Assessment has been undertaken. Therefore a new Equality Impact Assessment has not been completed for this report.

8 Appendix

Tables of Findings (pages 26 to 37 of Cultural Audit Benchmarking Report)

9 Background Papers

Opinion Research Services Cultural Audit of British Fire and Rescue Services 2005 - 2007

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balanced Score Card	Integrated Risk Management Planning	*
Business Continuity Planning	Legal	
Capacity	Member Involvement	
Civil Contingencies Act	National Framework	
Comprehensive Performance Assessment	Operational Assurance	
Efficiency Savings	Retained	
Environmental	Risk and Insurance	
Financial	Staff	*
Fire Control/Fire Link	Strategic Planning	
Information Communications and Technology	West Midlands Regional Management Board	
Freedom of Information / Data Protection / Environmental Information	Equality Impact Assessment	





Shropshire Fire & Rescue Service EQIA number
Initial Equality Impact Assessment Form

Directorate	HR, Training and Development	Department/Section	
Name of officer	Louise McKenzie	Job title	Assistant Chief Officer
Name of Policy/Service to be assessed	Cultural Audit Benchmarking	Date of assessment	16 th November 2007
New or existing policy	N / E		

1. Briefly describe the aims, objectives and purpose of the policy/service	Benchmarking of national FRSs on their performance as measured by the Cultural Audit		
2. Are there any associated objectives of the policy/service?			
3. Who is intended to benefit from the policy/service and in what way?			
4. What outcomes are wanted from this policy/service?			
5. Who are the main stakeholders in relation to the policy/service?			
6. Who implements the policy/service and who is responsible for this?			
7. Are there any concerns that this policy/service could have a differential impact on the following groups and what existing evidence do you have for this? Yes or No, please detail in boxes below.			
8. Age	Y	N	
9. Disability	Y	N	
10. Gender	Y	N	



11. Race	Y	N	
12. Religion or belief	Y	N	
13. Sexual orientation	Y	N	
14. Dependant/caring responsibilities	Y	N	
15. Could the differential impact identified in 7-14 amount to there being the potential for adverse impact in this policy/service?	Y	N	Please detail
16. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group or another reason?	Y	N	Please explain for each, equality heading on a separate piece of paper.
17. Have you consulted those who are likely to be affected by the policy/service?	Y	N	List those groups/individuals that have been consulted.
18. Should the policy proceed to a full impact assessment?	Y	N	Please detail
19. Date by which full impact assessment to be completed			
20. Reason for non completion	An EQIA has already been completed for the Cultural Audit		

I am satisfied that this policy has been successfully impact assessed.

I understand the Impact Assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.

Signed: (Assessing person)	Louise McKenzie	Date:	16/11/07
Signed: (Line Manager)		Date:	
Please note that this impact assessment will be scrutinised by the E&D Officer			



4. Tables of Findings

Table of findings – Scores for Shropshire

Scores for Shropshire – Morale

Indicator	Your Score	National Score	Your Rank
	Score out of 100 - 100 is best	Rank out of 19 - 1 is best	
Job satisfaction	71	64	4
Not likely to leave within 5 years	68	65	9
Valued by Senior Management	58	43	2
Valued by Line Manager	76	72	2
Valued by team	80	80	9
Free to express views to colleagues	83	83	9
Free to express views to Senior Management	57	48	3
Free to express views to HR	62	52	2
Treat everyone with respect	84	78	1
Treated fairly at work	70	64	5
Fair access to training courses	65	52	2
Not unfairly refused training	86	78	4
Line Manager treats me fairly	80	78	6
Line Manager treats everyone fairly	74	73	7

figure 14: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Figure 14: Shropshire's scores for Morale

Scores for Shropshire – Opportunities

Indicator	Your Score	National Score	Your Rank
	Score out of 100 - 100 is best	Rank out of 19 - 1 is best	
Work-life balance from FRS	58	49	1
Achieve work-life balance	64	66	10
Request considered fairly	65	56	1
Request granted	50	43	4
Fair access to promotion	52	49	4
Not unfairly refused promotion	91	85	4
Had appraisal/PDR	50	37	7
Opportunity to have your say	81	80	16
Identification of training needs	79	74	8
Assistance given in setting targets	74	70	9
Advance information received	70	65	7
Appraisal properly conducted	73	69	10
Appraisal identified clear target	72	67	5
Appraisal provided fair summary	73	69	9

figure 15: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Figure 15: Shropshire's scores for Opportunities

Scores for Shropshire – Diversity 1

Indicator	Your Score	National Score	Your Rank
	Score out of 100 - 100 is best	Rank out of 19 - 1 is best	
Suitable in operational/control role (BME)	98	98	10
Acceptable as Line Manager (BME)	95	96	13
Prepared to work with (BME)	77	73	3
Address under-representation (BME)	47	51	15
Not easier to get jobs in FRSs (BME)	80	74	5
Provide special facilities (BME)	87	73	10
Suitable in operational/control role (women)	94	94	14
Prepared to work with (women)	73	73	12
Address under-representation (women)	46	50	13
Not easier to get jobs in FRSs (women)	81	74	4
Acceptable as Line Manager (opposite sex)	93	95	18
Suitable in operational/control role (disability)	83	80	6
Acceptable as Line Manager (disability)	86	84	5
Prepared to work with (disability)	72	69	4
Address under-representation (disability)	44	45	11
Not easier to get jobs in FRSs (disability)	65	60	4
Provide special facilities (disability)	71	68	5

figure 16: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Figure 16: Shropshire's scores for Diversity 1

Scores for Shropshire – Diversity 2

Indicator	Your Score	National Score	Your Rank
	Score out of 100 - 100 is best		Rank out of 19 - 1 is best
Acceptable as Line Manager (nationality)	94	96	15
Prepared to work with (nationality)	75	74	8
Provide special facilities (nationality)	49	48	10
Acceptable as Line Manager (other religions/beliefs)	97	97	15
Prepared to work with (other religions/beliefs)	76	74	4
Provide special facilities (other religions/beliefs)	50	49	9
Suitable in operational/control role (sexual orientation)	96	97	12
Acceptable as Line Manager (sexual orientation)	88	90	15
Prepared to work with (sexual orientation)	69	68	8
Address under-representation (sexual orientation)	44	48	16

figure 17: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Figure 17: Shropshire's scores for Diversity 2

Scores for Shropshire – Equal Treatment

Indicator	Your Score	National Score	Your Rank
	Score out of 100 - 100 is best	Rank out of 19 - 1 is best	
Not experienced discrimination (staff category)	92	91	9
Not experienced discrimination (rank/role/grade)	89	87	7
Not experienced discrimination (other)	97	98	14
Not experienced bullying/harassment	98	97	6
Likelihood of supporting colleague	92	93	14

figure 18: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Figure 18: Shropshire's scores for Equal Treatment

Scores for Shropshire – Policies and Management

Indicator	Your Score	National Score	Your Rank
	Score out of 100 - 100 is best	Rank out of 19 - 1 is best	
Everyone for equality and diversity	100	100	1 ¹
Course attendance (equal opportunities)	42	27	6
Course attendance (other)	76	84	16
FRS consults employees on priorities	56	38	1
FRS uses reasoning rather than fear	63	48	2
FRS deals effectively with poor performers	43	34	3
FRS encourages staff to say what they think	53	40	3
FRS encourages training and personal development	68	57	2
FRS provides clear leadership	62	47	2
FRS promotes a blame-free culture	55	41	2
FRS minimises bureaucracy	44	30	2
FRS gives credit for good work	54	44	2
FRS allows its staff to use their discretion	57	48	3
FRS encourages staff to use their initiative	61	51	2
FRS acts on views expressed by its staff	47	35	3

figure 19: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

¹Rank held jointly with 18 other FRSs

Figure 19: Shropshire's scores for Policies and Management

Table of findings – National Scores

National Scores for Morale

Indicator	All participating Fire and Rescue Services																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	Score out of 100 - 100 is best																		
Job satisfaction	72	71	71	67	69	71	65	69	63	67	61	62	62	59	58	56	62	55	49
Not likely to leave within 5 years	79	68	55	71	75	70	65	68	70	63	61	58	63	72	62	59	68	67	46
Valued by Senior Management	57	58	63	51	53	53	42	44	41	45	34	43	42	37	32	34	38	35	23
Valued by Line Manager	72	76	75	72	73	72	75	75	75	76	71	71	66	69	71	68	68	64	71
Valued by team	79	80	82	83	84	77	79	80	82	83	82	79	77	77	85	77	76	75	83
Free to express views to colleagues	86	83	87	87	83	82	83	84	84	82	88	84	80	78	87	80	77	78	81
Free to express views to Senior Management	60	57	64	57	53	56	48	50	44	51	40	49	48	41	36	47	42	41	26
Free to express views to HR	64	62	60	58	60	60	51	53	48	51	48	51	50	51	42	47	47	46	32
Treat everyone with respect	76	84	81	82	75	75	77	74	81	79	78	82	77	74	82	76	70	73	79
Treated fairly at work	75	70	73	71	67	70	67	67	63	63	63	62	65	65	55	54	63	60	47
Fair access to training courses	61	65	58	67	50	57	58	51	59	54	65	52	44	41	50	48	37	29	48
Not unfairly refused training	87	86	84	88	82	86	84	75	78	76	84	73	74	79	73	74	73	63	74
Line Manager treats me fairly	79	80	79	78	80	76	80	81	80	81	80	78	76	75	77	75	74	74	78
Line Manager treats everyone fairly	74	74	75	72	75	71	75	76	77	73	78	71	69	69	72	70	70	70	72

figure 20: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Results for Shropshire shaded in **blue**

Figure 20: National scores for Morale

National Scores for Opportunities

Indicator	All participating Fire and Rescue Services																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	Score out of 100 - 100 is best																		
Work-life balance from FRS	56	56	50	55	58	54	54	53	54	49	50	45	44	36	41	48	26	44	53
Achieve work-life balance	73	61	76	63	64	64	73	61	65	67	74	64	56	55	62	70	69	63	75
Request considered fairly	58	65	55	61	65	61	54	65	62	56	59	58	52	48	48	52	37	50	59
Request granted	45	48	41	44	50	51	43	51	51	46	42	44	40	38	39	41	27	39	43
Fair access to promotion	48	60	51	50	52	58	48	61	52	51	47	50	48	46	41	38	39	42	48
Not unfairly refused promotion	82	94	85	80	91	94	87	92	86	87	84	88	89	82	77	79	81	83	83
Had appraisal/PDR	91	58	82	12	50	41	74	8	21	28	21	12	53	69	28	20	27	5	0
Opportunity to have your say	89	90	86	95	81	84	84	82	85	85	84	87	83	82	83	76	83	78	0
Identification of training needs	85	82	83	84	79	79	80	76	78	80	79	80	78	77	74	70	75	67	0
Assistance given in setting targets	80	75	78	88	74	75	74	71	72	75	75	74	73	72	72	65	67	63	0
Advance information received	74	70	72	81	70	72	68	68	69	70	68	68	63	64	69	62	60	58	0
Appraisal properly conducted	79	83	73	81	73	74	70	80	75	71	76	75	68	72	68	70	69	63	0
Appraisal identified clear target	76	79	72	85	72	72	68	70	71	70	74	71	66	67	68	64	67	62	0
Appraisal provided fair summary	75	78	71	82	73	73	71	79	77	74	76	75	67	70	66	67	69	69	0

figure 21: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Results for Shropshire shaded in **blue**

Figure 21: National scores for Opportunities

National Scores for Diversity 1

Indicator	All participating Fire and Rescue Services																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	Score out of 100 - 100 is best																		
Suitable in operational/control role (BME)	99	98	98	98	98	98	98	99	97	100	99	98	99	98	100	99	98	99	99
Acceptable as Line Manager (BME)	97	92	99	95	98	96	97	97	93	95	89	95	97	97	93	98	98	96	95
Prepared to work with (BME)	73	78	76	77	76	73	75	78	71	73	76	70	74	75	72	71	71	70	68
Address under-representation (BME)	56	48	50	47	45	48	44	53	46	51	58	43	54	59	54	57	51	49	48
Not easier to get jobs in FRSs (BME)	75	72	77	80	79	80	84	72	80	77	68	80	70	55	65	70	67	78	73
Provide special facilities (BME)	89	91	90	87	91	90	90	88	88	86	55	87	55	55	53	45	52	46	46
Suitable in operational/control role (women)	98	98	95	94	93	94	91	98	95	95	97	94	96	97	96	95	92	88	91
Prepared to work with (women)	74	82	72	73	74	74	74	77	74	71	80	69	73	78	73	66	68	65	68
Address under-representation (women)	55	54	49	46	43	47	44	53	48	48	59	41	52	60	54	53	45	45	45
Not easier to get jobs in FRSs (women)	76	72	76	81	79	82	84	72	80	76	68	82	70	55	67	68	68	79	74
Acceptable as Line Manager (opposite sex)	96	99	97	93	94	96	94	97	96	95	93	93	97	98	93	95	95	92	94
Suitable in operational/control role (disability)	82	83	83	83	83	80	81	82	83	81	81	84	77	80	79	75	75	72	77
Acceptable as Line Manager (disability)	86	91	88	86	88	84	82	83	85	85	84	82	82	87	84	83	80	78	81
Prepared to work with (disability)	69	75	70	72	75	71	73	70	69	67	71	65	68	69	66	63	68	63	62
Address under-representation (disability)	50	46	45	44	40	44	39	43	43	45	51	40	48	52	49	47	42	42	43
Not easier to get jobs in FRSs (disability)	59	60	63	65	64	63	69	57	69	64	55	67	52	47	57	58	55	64	60
Provide special facilities (disability)	70	64	71	71	72	70	67	69	66	67	70	61	72	73	68	59	70	66	64

figure 22: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Results for Shropshire shaded in **blue**

Figure 22: National scores for Diversity 1

National Scores for Diversity 2

Indicator	All participating Fire and Rescue Services																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	Score out of 100 - 100 is best																		
Acceptable as Line Manager (nationality)	96	98	95	98	97	93	95	97	95	100	94	98	96	97	98	92	97	93	94
Prepared to work with (nationality)	77	77	74	75	76	77	76	74	78	75	75	74	73	73	74	72	72	71	69
Provide special facilities (nationality)	53	52	51	52	47	54	51	53	42	49	49	42	52	46	44	46	45	43	43
Acceptable as Line Manager (other religions/beliefs)	99	98	98	100	99	92	98	98	94	99	97	99	96	97	98	98	98	95	97
Prepared to work with (other religions/beliefs)	78	75	74	75	77	75	76	76	80	73	76	72	72	73	73	72	70	72	70
Provide special facilities (other religions/beliefs)	56	53	51	53	49	55	50	53	45	50	50	46	53	47	45	47	46	45	44
Suitable in operational/control role (sexual orientation)	98	98	99	97	98	98	97	94	98	97	96	98	95	95	94	96	94	97	96
Acceptable as Line Manager (sexual orientation)	93	93	94	94	94	85	94	84	89	90	88	91	85	89	87	89	89	88	90
Prepared to work with (sexual orientation)	72	69	71	68	74	70	72	67	76	63	69	65	64	67	64	64	61	66	67
Address under-representation (sexual orientation)	50	52	55	48	43	54	44	54	48	46	44	52	51	45	46	46	45	45	43

figure 23: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Results for Shropshire shaded in **blue**

Figure 23: National scores for Diversity 2

National Scores for Equal Treatment

Indicator	All participating Fire and Rescue Services																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	Score out of 100 - 100 is best																		
Not experienced discrimination (staff category)	97	97	97	92	93	92	95	95	96	92	93	89	90	88	90	87	86	86	77
Not experienced discrimination (rank/role/grade)	97	95	94	96	91	90	88	88	84	89	83	88	86	82	85	81	78	75	76
Not experienced discrimination (other)	99	99	98	98	98	98	98	98	97	97	97	98	97	99	97	97	97	97	96
Not experienced bullying/harassment	98	98	98	97	98	97	97	97	98	98	97	97	97	96	97	95	97	96	95
Likelihood of supporting colleague	94	94	90	93	91	93	92	92	94	92	95	93	93	97	92	95	93	95	94

figure 24: Shropshire

Notes:

Figures in **green** show significantly above average

Figures in **red** show significantly below average

Results for Shropshire shaded in **blue**

Figure 24: National scores for Equal Treatment

National Scores for Policies and Management

Indicator	All participating Fire and Rescue Services																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	Score out of 100 - 100 is best																		
Everyone for equality and diversity	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Course attendance (equal opportunities)	28	42	8	6	2	44	39	49	17	9	20	30	52	23	55	10	21	6	51
Course attendance (other)	89	76	92	95	98	61	80	83	95	91	87	87	72	81	68	95	80	94	79
FRS consults employees on priorities	54	56	54	45	38	37	43	38	37	38	35	35	39	31	39	28	29	30	23
FRS uses reasoning rather than fear	66	63	57	53	54	54	46	49	53	51	47	45	39	43	46	36	43	40	24
FRS deals effectively with poor performers	40	43	50	41	46	32	37	38	31	24	27	33	35	25	27	36	29	30	25
FRS encourages staff to say what they think	57	53	56	46	48	44	42	38	43	40	41	38	34	34	35	30	33	34	19
FRS encourages training and personal development	64	68	70	65	62	63	60	56	51	55	58	63	58	55	46	52	51	48	45
FRS provides clear leadership	72	62	59	55	52	49	51	46	43	50	43	48	37	40	38	39	37	42	23
FRS promotes a blame-free culture	63	55	51	50	47	43	42	38	41	42	42	38	36	35	34	32	33	33	25
FRS minimises bureaucracy	43	44	45	38	30	34	32	31	30	29	26	27	27	29	22	25	24	23	21
FRS gives credit for good work	54	54	56	51	53	50	42	41	49	41	44	38	43	40	38	37	39	36	25
FRS allows its staff to use their discretion	59	57	58	52	55	54	46	47	52	52	49	43	45	46	42	42	41	40	35
FRS encourages staff to use their initiative	64	61	60	54	57	56	49	51	53	53	54	47	49	48	41	45	43	43	37
FRS acts on views expressed by its staff	50	47	48	45	41	39	37	36	36	34	34	32	29	30	28	27	28	28	19

figure 25: Shropshire

Notes:

Figures in **green** show significantly above average, figures in **red** show significantly below average
 Results for Shropshire shaded in **blue**

Figure 25: National scores for Policies and Management