

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 the Human Resources Committee about the recently received benchmarking report from Opinion Research Services (ORS).

2 Recommendations

That Members 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 we 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 Report detail

Summary comparison

The full report is rather detailed and will be available for Members to view during the meeting. The average scores for each FRS in each category are summarised on the table below with Shropshire Fire and Rescue Service (SFRS) shown in the highlighted row in Table 1 on the following page.



Table 1 - Summary of Benchmarking Performance

FRS	Morale	Opportunities	Diversity 1	Diversity 2	Equal Treatment	Policies and Mngement	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 average score across all 75 indicators and, whilst there is more than 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 and others' results. As outlined in the IRMP process, we had identified the following areas where we felt we could improve our performance. At the time of writing, we have not concluded analysis of the feedback from staff on this but the suggested areas of focus for future activity were:

- 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. However there is one further area where, having looked at our performance against other FRSs, we need to focus some attention, namely Diversity. This will be raised with the representative bodies through the Cultural Audit Working Group and the final conclusions will be put before 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. An assessment has not, therefore, been completed for this report.

8 Appendices

There are no appendices attached to this report

9 Background Papers

There are no background papers associated with this report.

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			

