

Our employee engagement
survey runs from 6 February
to 5 March

Are you ready to
Make Some
Noise?

Results of the Employee Engagement Survey for Essex County Fire and Rescue Service, March 2017

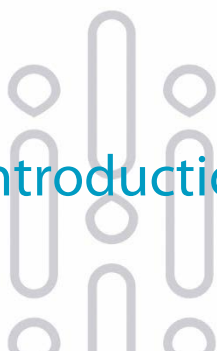
Produced by People Insight in March 2017

Peopleⁱnsight

Tel: 0870 742 4810
Email: enquiry@peopleinsight.co.uk
Website: www.peopleinsight.co.uk

Contents	
Introduction	2
Your Engagement Score	3
Engagement Themes	4
Highs and Lows	5
Results by Survey Section	6
Breakdown of survey respondents	17
Traffic light system - explanation	21

Introduction



About the survey

An external company, People Insight Ltd, was commissioned to undertake the survey. The questionnaire was designed to measure people's attitudes and beliefs concerning key employee engagement issues.

Each section of the survey contained a series of statements to which respondents were asked to indicate their level of agreement from a five point likert scale (strongly agree to strongly disagree).







Survey response rates

The survey was completed in March 2017 and achieved an overall response rate of 42%. 1393 staff were invited to take part in the survey and 582 responses were received.








This is a good response rate giving confidence in the survey results. The appendices show response rates broken down by selected groups of staff.

Symbols used in this report

A traffic light system is used to indicate:

-  areas of **strength**
-  areas for **development**
-  areas of **weakness**
-  indicates what percentage of the total answers for this question were **positive**
-  indicates what percentage of the total answers for this question were **negative**
-  Indicates where we are unable to comment due to lack of data or to maintain confidentiality of respondents

A series of arrows are used to indicate relative performance against the Benchmark:

-  indicates a performance at least 10% better than the Benchmark average
-  indicates a performance at least 5% and less than 10% better than the Benchmark average
-  indicates a performance at least 3% and less than 5% better than the Benchmark average
-  indicates a performance within 3% of the Benchmark average
-  indicates a performance at least 3% and less than 5% worse than the Benchmark average
-  indicates a performance at least 5% and less than 10% worse than the Benchmark average
-  indicates a performance at least 10% worse than the Benchmark average

A series of datatables accompany this report outlining the results by survey section broken down by variable. As can be seen, there are variations in results across the organisation which ought to be considered as part of the interpretation and action planning process.

Numbers: Please note that all numbers in this report have been rounded to the closest whole number.

Your Engagement Score

Why measure engagement?

Employee engagement has been proven to positively impact on organisation results, across all sectors. In particular, a high level of employee engagement has been shown to lead to improved productivity, quality and customer satisfaction (and of course for commercial organisations increased profit), whilst reduced absence and lower staff turnover are amongst many of the other benefits.

Your survey has been designed to measure the extent to which your people are engaged and alongside this to measure the drivers of employee engagement (i.e. the things that when done well tend to engage employees). We have analysed these below and compared your results with other organisations in our benchmarking group.

Your benchmarked engagement score: 68%

Your benchmarked engagement score is the headline result for your survey and is presented as a single measure of employee engagement. For the purpose of calculating this score we only include questions where a sufficient number of comparable surveys have used the same question.

Your engagement score compared with our benchmark group is shown below:

Your Score	Variance Arrow	Variance Actual	Benchmark Score
68%	↓↓↓	-11%	79%

PEARL™ Model of Engagement®

5 Global Factors

- ▶ Purpose
- ▶ Enablement
- ▶ Autonomy
- ▶ Reward
- ▶ Leadership

5 Engagement Indicators

- ▶ Pride in the organisation
- ▶ Commitment to long term career
- ▶ High levels of discretionary effort
- ▶ Willingness to recommend and advocate the organisation
- ▶ Care about the future of the organisation

Business Outcomes

- ▶ Better quality products and services
- ▶ Reduced waste and cost
- ▶ Increased productivity per employee
- ▶ Increased profitability
- ▶ High levels of customer satisfaction
- ▶ Organisation strategies and plans delivered

Engagement score key questions

The questions below are used to derive your engagement score. Benchmarking results for these are also shown.	Your Score	Variance Arrow	Variance Actual	Benchmark Score
I am proud to say I work for ECFRS	69%	↓↓	-8%	77%
Working here makes me want to do the best work I can	73%	↓↓	-5%	78%
If asked, I would recommend to friends and family that ECFRS is a good place to work	40%	↓↓↓	-29%	69%
I care about the future of ECFRS	91%	—	1%	90%

Scores by engagement theme

Your overall engagement score is the result of a number of factors, many of which can be directly influenced or controlled by management. These are often called engagement drivers, and are the things that when done well tend to motivate, inspire and engage employees. Your survey measured a wide range of engagement drivers and these have been grouped into themes depending upon where they appeared in your survey. These themes are often useful as the focus for action planning.

Your benchmarking results for each theme are summarised below. These scores have been calculated as the average score for all engagement driver questions within each theme. Please note that for benchmarking purposes we only include questions in this analysis where a sufficient number of comparable surveys have used the same question.

Engagement Theme	Your Score	Variance Arrow	Variance Actual	Benchmark Score
Goal Clarity	64%	↓↓↓	-14%	78%
My Job	66%	↓↓	-6%	72%
Employee Involvement	42%	↓↓↓	-18%	60%
Teamwork	42%	↓↓↓	-16%	58%
Learning & Development	52%	↓↓↓	-13%	65%
Recognition and Reward	48%	↓↓	-8%	56%
Management Effectiveness	55%	↓↓	-8%	63%
Culture & Values	46%	↓↓↓	-19%	65%
Change Management	27%	↓↓↓	-15%	42%
Employee Support	65%	—	-2%	67%
Engagement Outcomes	61%	↓↓↓	-13%	74%

Considerations for action planning

Many clients use the overall engagement score as the starting point for action planning. Your score is currently 68%, which is below (-10% or more) our benchmarking norms. The questions to consider as part of action planning can include:

- Are we happy with this score? What would we like it to be in 12 months' time?
- What do the driver scores tell us in terms of why our overall engagement score is 68%?
 - What are we doing particularly well?
 - What themes are showing up as weaknesses?
 - What would we like the scores to be for each theme in 12 months' time?
 - What actions do we need to take to get there?

As you will see from the more detailed datatable analyses, results may vary quite considerably from one employee group to another, and so these questions often need to be discussed at both the overall organisation level and also further down, within individual teams and departments.

It is often useful to generate action plans at each of these levels to reflect the different priorities and needs that exist. Involving a range of staff in the action planning process often helps in ensuring not only that the right actions are taken, but also that people understand why they are being taken and are inclined to support them.

Highs and Lows

This section highlights the ten questions that received the most positive responses from respondents, and the ten questions that received the most negative responses. This may help you to identify the things that you are doing well, and should celebrate, and the things that, when compared to your other results, may need attention.

Top 10 results

Questions with the most positive responses



1.	I care about the future of ECFRS	91%	3%
2.	I understand that reporting safety events is important to ECFRS	88%	3%
3.	I am clear about what I am expected to achieve in my job	82%	8%
4.	My immediate manager treats people fairly and with respect	81%	7%
5.	My immediate manager makes time for me	81%	8%
6.	I have the knowledge and skills I need to do my job	80%	7%
7.	I understand the need for changes at ECFRS given the challenges faced by the Authority	80%	8%
8.	My immediate manager (team or watch) communicates regularly about issues that affect my work	80%	10%
9.	I enjoy my work	74%	10%
10.	I am satisfied with the physical environment in which I work	73%	10%

Bottom 10 results

Questions with the most negative responses



1.	Fire Authority Members engage well with staff at ECFRS	9%	63%
2.	I feel that ECFRS consider the impact on me and other people when making decisions	19%	54%
3.	I believe action will be taken as a result of this survey	20%	51%
4.	A lot is done to help staff prepare for and cope with change	18%	49%
5.	Different parts of the Service work well together	25%	49%
6.	I trust the Service Leadership Team (SLT)	19%	48%
7.	I have confidence in the future of ECFRS	24%	48%
8.	I have seen action being taken as a result of the previous staff engagement survey	18%	48%
9.	I feel valued and recognised for the work that I do by senior managers	29%	47%
10.	Change here is well managed overall	24%	47%

Results by survey section

This section of the report shows you the percentage responses to each of the survey questions, by survey section. An algorithm is used to identify strengths, areas for development, and weaknesses. This takes into account all responses to each question, whether positive, negative, or neutral. The number to the left of each question represents the number of respondents answering that question.

Goal Clarity

<div>G</div>	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I am clear about what I am expected to achieve in my job	29%	53%	10%	5%	3%
582	I understand how the work I do helps ECFRS to achieve its strategy and objectives	19%	53%	17%	7%	3%
582	I understand that reporting safety events is important to ECFRS	38%	50%	9%	2%	1%
<div>A</div>	Areas for development	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I understand the Service strategy and objectives of Essex County Fire and Rescue Services (ECFRS)	15%	55%	19%	7%	4%
<div>R</div>	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	Members of the Service Leadership Team (SLT) provide a clear vision of the overall direction of ECFRS	5%	25%	32%	24%	14%
<div>A</div>	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (2910) to all questions (5) in the Section)	21%	47%	17%	9%	5%

My Job

		Strongly agree				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G	Strengths					
	582 I enjoy my work	27%	47%	15%	8%	2%
A	Areas for development					
	582 I get a sense of personal accomplishment from my work	23%	47%	16%	10%	4%
R	Weaknesses					
	582 My job makes the best use of the skills and abilities that I have	14%	42%	19%	19%	7%
	582 I feel supported in my role	12%	33%	24%	18%	13%
A	Section Average					
	(% based on all replies (2328) to all questions (4) in the Section)	19%	42%	18%	14%	7%

Employee Involvement

		Strengths				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I am able to use my own initiative at work to do my job	22%	50%	16%	9%	3%
		Weaknesses				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I am encouraged to suggest new ideas for improvements	17%	38%	21%	18%	7%
582	I am comfortable to speak up and constructively challenge how things are done	16%	35%	19%	19%	11%
582	People communicate openly here regardless of position or level	9%	28%	21%	24%	18%
575	I believe action will be taken as a result of this survey	5%	15%	29%	24%	27%
582	I have seen action being taken as a result of the previous staff engagement survey	5%	13%	34%	24%	24%
		Section Average				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (3485) to all questions (6) in the Section)	12%	30%	23%	20%	15%

Teamwork

		Areas for development				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	We are good at sharing ideas to make things work better	14%	44%	20%	14%	7%
		Weaknesses				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	Morale in my immediate team/watch is generally high	12%	32%	16%	22%	18%
582	Different parts of the Service work well together	3%	22%	26%	31%	18%
		Section Average				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (1746) to all questions (3) in the Section)	10%	32%	21%	22%	14%

Learning & Development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<div>G</div>	Strengths					
582	I have the knowledge and skills I need to do my job	18%	62%	13%	5%	1%
<div>A</div>	Areas for development	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I have received the training and development I need to do my job well and safely	11%	48%	18%	15%	8%
582	I use the training I have received to do my job well	15%	54%	21%	6%	3%
<div>R</div>	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I have the right opportunities to learn and grow at work	7%	28%	30%	23%	12%
582	My last appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well	7%	27%	32%	18%	16%
582	I have received adequate training in using OSHENS to report a hazard / near miss / accident	6%	32%	23%	23%	17%
582	I have received the right development to perform my management role well	5%	26%	41%	16%	13%
<div>R</div>	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (4074) to all questions (7) in the Section)		10%	40%	25%	15%	10%

Recognition and Reward

		Strongly agree				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G	Strengths					
582	I feel valued and recognised for the work that I do by other team members	19%	52%	18%	6%	5%
A	Areas for development					
582	I feel valued and recognised for the work that I do by my line manager	25%	45%	14%	8%	8%
R	Weaknesses					
582	In the last week, I have received thanks or praise for doing good work	13%	36%	20%	17%	14%
582	I feel valued and recognised for the work that I do by senior managers	8%	21%	24%	22%	25%
582	I receive feedback on my work	9%	36%	26%	17%	12%
R	Section Average					
	(% based on all replies (2910) to all questions (5) in the Section)	15%	38%	20%	14%	13%

Management Effectiveness

G	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	My immediate manager (team or watch) communicates regularly about issues that affect my work	31%	48%	11%	6%	4%
582	My immediate manager makes time for me	36%	45%	11%	4%	3%
582	My immediate manager treats people fairly and with respect	37%	44%	11%	4%	4%

A	Areas for development	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	My immediate manager gives my regular feedback on how I am doing	27%	39%	21%	9%	4%

R	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	Senior managers do what they say they are going to do	5%	14%	35%	25%	21%
582	Employees at my level are able to communicate their concerns to higher management	9%	27%	24%	21%	19%
582	Fire Authority Members engage well with staff at ECFRS	3%	6%	27%	26%	38%
582	I have confidence in the future of ECFRS	7%	18%	28%	26%	22%
582	I trust the Service Leadership Team (SLT)	5%	14%	33%	22%	26%
582	I trust my local management	13%	36%	30%	11%	11%

R	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (5820) to all questions (10) in the Section)	17%	29%	23%	15%	15%

Culture & Values

G	Strengths					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I have a good understanding of ECFRS core values	19%	52%	20%	6%	4%
582	I see evidence of my line management adhering to ECFRS core values	20%	50%	20%	5%	4%
A	Areas for development					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I do not feel I have been bullied, harassed or discriminated against at work in the last 12 months	28%	34%	15%	12%	11%
R	Weaknesses					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	Bullying, harassment and discrimination are not tolerated at ECFRS	20%	36%	17%	17%	10%
582	I feel able to make decisions without fear of being blamed if things go wrong	11%	32%	22%	24%	11%
582	Generally we resolve any differences of opinion amicably	11%	44%	26%	12%	6%
582	ECFRS promotes a culture of openness and transparency	7%	25%	29%	23%	16%
582	I see evidence of the SLT adhering to ECFRS core values	6%	16%	36%	23%	18%
582	I feel ECFRS treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age	16%	37%	27%	11%	9%
582	I see evidence that ECFRS staff are not risk averse	7%	27%	48%	14%	4%
582	I feel valued	9%	26%	25%	22%	18%
R	Section Average					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (6402) to all questions (11) in the Section)	14%	35%	26%	15%	10%

Change Management

G	Strengths					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I understand the need for changes at ECFRS given the challenges faced by the Authority	25%	55%	11%	5%	3%
R	Weaknesses					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I am communicated with about change that affects me in good time	9%	30%	28%	22%	11%
582	Change here is well managed overall	5%	19%	29%	29%	18%
582	Change within my team is well managed	11%	46%	23%	13%	7%
582	I feel that ECFRS consider the impact on me and other people when making decisions	4%	15%	27%	26%	28%
582	A lot is done to help staff prepare for and cope with change	4%	14%	32%	28%	22%
R	Section Average					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (3492) to all questions (6) in the Section)	10%	30%	25%	20%	15%

Employee Support

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
<div><div>G</div></div>	Strengths						
582	I am satisfied with the physical environment in which I work	19%	54%	18%	5%	4%	
<div><div>A</div></div>	Areas for development		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I am able to strike the right balance between my work and home life	13%	47%	17%	16%	7%	
582	I have the equipment and resources I need to do my work properly	14%	53%	16%	12%	5%	
582	My workload is reasonable	8%	52%	22%	13%	5%	
582	If I report a significant hazard I trust ECFRS to rectify it in a timely manner	13%	49%	24%	9%	5%	
<div><div>R</div></div>	Weaknesses		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I have acceptable stress and anxiety levels at work	8%	41%	25%	17%	10%	
<div><div>A</div></div>	Section Average		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (3492) to all questions (6) in the Section)		12%	49%	20%	12%	6%	

Engagement Outcomes

		Strengths				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	Working here makes me want to do the best work I can	28%	44%	18%	6%	3%
582	I care about the future of ECFRS	53%	38%	6%	1%	2%
		Areas for development				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	I am proud to say I work for ECFRS	32%	37%	17%	9%	5%
		Weaknesses				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
582	If asked, I would recommend to friends and family that ECFRS is a good place to work	15%	25%	27%	20%	13%
582	I have a good sense of job security	7%	24%	23%	28%	18%
		Section Average				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (2910) to all questions (5) in the Section)	27%	34%	18%	13%	8%

Breakdown of survey respondents

Role Category	Total	Response rate
Uniformed - whole time	229	36%
Uniformed- on call	155	32%
Enabling Staff	175	69%
Control Staff	19	58%
No Role Category stated	4	
Total	582	
Uniformed Role Category	Total	
Firefighter	187	
Leading Firefighter	65	
Sub Officer	59	
Station Officer	35	
Assistant Divisional Officer (ADO)	24	
Divisional Officer (DO)	10	
Senior Divisional Officer (SDO)	1	
Principal Officer (URC)	3	
No Uniformed Role Category stated	198	
Total	582	
Support Staff Role	Total	
Team Member (Scale 1-4)	46	
Supervisory Manager (Scale 5-SO2)	63	
Middle Manager (PO1-M3)	48	
Senior Management (SMG1-SMG5)	14	
Principal Officer (Support Staff)	4	
No Support Staff Role stated	407	
Total	582	
Control Role	Total	
Control Operator	12	

Leading Control Operator	2
Senior Control Operator	1
Fire Control Officer and above	4
No Control Role stated	563
Total	582
Length of Service	Total
Less than 2 years	74
2 to less than 5 years	59
5 to less than 10 years	83
10 to less than 20 years	214
20+ years	152
Total	582
Function	Total
Control	21
Essex Civil Protection Emergency Management	15
Finance	13
Fleet and Equipment	21
Health and Safety	7
HR & OD	28
ICT	23
Learning and Development	25
Operations (incl EAC/WAC)	303
Performance and Data	7
Property Services/Water	12
Safer and Resilient Communities	58
Risk and Business Continuity	3
Other (Function)	20
Executive Support	4
Corporate Communications	7
Business Development	2
Programme 2020	5
Emergency Planning and Strategic Assurance	6

No Function stated	2
Total	582
Flexible Working Arrangement	Total
Full Time	421
Part Time	135
Job Share	5
Other Arrangement	21
Total	582
Place of Work A-H	Total
Basildon	10
Billericay	1
Braintree	11
Brentwood	4
Brightlingsea	3
Burnham-on-Crouch	2
Canvey	4
Chelmsford	24
Clacton	14
Coggeshall	3
Colchester	31
Corringham	10
Dovercourt	7
Dunmow	3
Epping	4
Frinton	7
Grays	9
Great Baddow	6
Halstead	7
Harlow Central	19
Hawkeell	10
No Place of Work A-H stated	393
Total	582
Place of Work I-Z	Total
Kelvedon Park	185

Leadon Roding	4
Leigh	7
Lexden	14
Loughton	5
Maldon	11
Manningtree	1
Newport	3
Old Harlow	4
Ongar	4
Orsett	11
Rayleigh Weir	5
Rochford	9
Saffron Walden	5
Shoeburyness	3
South Woodham Ferrers	9
Southend	26
Stansted	4
Thaxted	3
Tillingham	1
Tiptree	4
Tollesbury	4
USAR	5
Waltham Abbey	6
Weeley	6
West Mersea	6
Wethersfield	9
Wickford	7
Witham	3
Wivenhoe	6
Other	23
No Place of Work I-Z stated	189
Total	582
Age Range	Total
16-24	28
25-35	108
36-45	157

46-55	199
56-65	55
66+	4
Prefer not to say	31
Total	582
Gender	Total
Gender - Male	427
Gender - Female	112
Prefer not to say	43
Total	582
Sexual Orientation	Total
Bisexual	10
Lesbian/Gay	9
Straight	486
Other	1
Prefer not to say	76
Total	582
Marital Status	Total
Civil Partnership	16
Divorced	30
Married	317
Separated	11
Single	126
Widowed	1
Prefer not to say	81
Total	582
Ethnic Origin	Total
White - English	464
White - Welsh	5
White - Scottish	1
White - Northern Irish	1
White - British	46
White - Irish	4

White - Gypsy / Traveller	0
Any other White background	7
Asian / Asian British - Bangladeshi	1
Asian / Asian British - Indian	1
Asian / Asian British - Pakistani	0
Any other Asian background	0
Black or Black British - African	0
Black or Black British - Caribbean	1
Any other Black / African / Caribbean background	0
Mixed / Multiple - White & Asian	3
Mixed / Multiple - White & Black African	0
Mixed / Multiple - White & Black Caribbean	1
Any other Mixed background	2
Other Ethnic Group - Arab	1
Other Ethnic Group - Chinese	0
Any other ethnic group	0
Prefer not to say	44
Total	582
Religion or Faith	Total
Agnostic	34
Atheist	56
Baha i Faith	0
Buddhist	3
Christian	248
Hindu	2
Jain	0
Jewish	1
Muslim	2
Sikh	0
Zoroastrianism	0
Humanist	6
Pagan	0
No religion	135
Prefer not to say (Religion)	81
Other (please specify)	14
Total	582

Disability Status	Total
Carer	3
Disability or long term health condition	39
No Disability or long term health condition	469
Prefer not to say	71
Total	582
Pregnancy Status	Total
Yes Pregnant status	3
No Pregnancy status	105
Prefer not to say	4
No Pregnancy Status stated	470
Total	582
Command Areas	Total
East	215
West	145
HQ	185
Fleet workshops	14
Non-HQ Training Location (CA)	0
Other (CA)	23
Total	582
Birth gender	Total
Yes - gender	533
No - gender	1
Prefer not to say (birth gender)	48
Total	582

Traffic light system - explanation

Throughout our reports, a traffic light system is used to indicate:



areas of **strength**



areas for **development**



areas of **weakness**

The traffic lights are calculated by an algorithm that takes into account all responses to each question, and performs the following functions:

- Reviews the percentage of respondents that 'neither agree nor disagree' with a given question (where this option exists)
- Then reviews the ratio of respondents that agree/disagree with the question
- Then applies a traffic light based on a stepped scale. Within this scale, the higher the percentage of respondents that 'neither agree nor disagree' with a question the higher the ratio of respondents agreeing/disagreeing needs to be to move the result from a red, to an amber, to a green.
- Where the option 'neither agree nor disagree' is not present, the algorithm reviews the ratio of agree/disagree responses, and again uses a stepped scale to determine whether to apply a red, amber or green traffic light.