

Report title: Continued Culture Change Strategy	
Report to: Police Fire & Crime Panel - Ethics & Integrity Sub Committee	
Report author: Colette Black, Assistant Chief Executive Officer, People, Values and Culture, Office of the Police, Fire and Crime Commissioner for Essex	
Date: 31 October 2019	For: Update and information
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County Divisions affected: All Essex	

1. PURPOSE OF REPORT

This paper, which has been previously discussed and agreed within ECFRS and the OPF&CC, is presented to the sub-committee to provide information on progress already made and plans agreed.

2. RECOMMENDATION

That the Panel is requested to note the report, for information.

3. BACKGROUND

- 3.1 As detailed in our Fire and Rescue Plan, we are committed to promoting a positive culture. We will do this so that we have a modern, forward-looking, innovative and collaborative culture that can anticipate and deliver against the changing needs of our communities. Our overarching objective is to have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training.
- 3.2 Our People Strategy (represented in figure 1 below) describes many of the ways that we will achieve this. This Continued Culture Change Strategy is one element of the People Strategy and particularly describes our approach to continuously developing a positive culture.
- 3.3 We know that when our people are genuinely valued in the workplace, they are more likely to be committed and active advocates of the Service.
- 3.4 We recognise that we need to continue refreshing and reinforcing our expectations of behaviours.

Figure 1 - The elements of our People Strategy



3.5 As described in the Police, Fire and Crime Commissioner's Fire and Rescue Plan, we are promoting a positive culture and developing a cultural change programme that embeds a positive culture through:

- Values and Behaviours
- Recognition
- Communication
- Continuous improvement
- Developing manager self-awareness
- Recognising the benefits of reflecting the diversity of the communities we serve
- Strong effective leadership and development

3.6 These areas have become the work streams of our Culture Change Programme. We recognise that values, behaviours and actions are at the heart of culture.

3.7 The change that has already been achieved was set out in the 'Culture Change Update' paper presented to the Audit Committee in July 2019; this is attached for information at appendix 4. Culture Change is a priority that is monitored and evaluated by our People Strategy Board with regular updates to our Service Leadership Team (SLT).

4. OPTIONS AND ANALYSIS

The underpinning principles of our approach are;

- We have 'initiative fatigue' in many parts of the organisation so our approach is low key and simple, with a focus on being realistic, sustainable and achievable. We have started this phase of our culture change through a listening exercise titled 'Everyone Matters'.
- In each of our work streams we will seek to use enablers such as symbols, role models and rituals to reinforce positive culture at every opportunity. Cultural change is not something we can 'do' to people, but is a social process that happens through communication and we will therefore use these cultural nudges or enablers to facilitate this.
- We will seek to co-design our delivery with our people, using workshops and other 2-way opportunities such as Your Voice forums and Everyone Matters feedback to inform our approach.
- We will seek to identify, preserve and celebrate the strengths that make ECFRS a good place to work, while addressing areas of improvement and change.

5. BENEFITS AND RISK IMPLICATIONS

The next part of this paper covers the following:

- The cultural change we want to see in 12, 24, 36 months' time
- How will we deliver it
- How will we measure it
- How we will know we have been successful

Work stream	How we will know that it has been successful and how we will deliver it
Values and Behaviours	<p>Our people will feel that:</p> <ul style="list-style-type: none"> • Our published values are seen to be upheld by all the pivotal people in the organisation • Our values naturally translate into behaviours that are encouraged and practiced by all • Focus on demonstrating “fairness” as a key value-set • Our values are genuinely at the heart of how all our policies and processes operate <p>To do this we will:</p> <ul style="list-style-type: none"> • Test with our employees that our published values feel ‘right’ • Translate values into a series of behaviours and share these with all our employees • Develop clear additional behaviours for managers and members of SLT • Work with our employees to translate the values into behaviours that “bring them to life” • Review all our policies and our key processes to ensure our values and behaviours are clearly embedded, with particular focus on visible and felt ‘fairness’ of processes • Review the whole employee life cycle to identify opportunities to better embed our values, focussing initially on key “threshold” employee touchpoints such as recruitment, induction, appraisal etc.
Recognition	<p>Our people will feel that our reward and recognition arrangements fairly and openly recognise and celebrate:</p> <ul style="list-style-type: none"> ○ Service delivery ○ Living our Values and behaviours ○ Use of initiative to achieve service excellence ○ Efficiency and effectiveness ○ Continuous improvement to achieve excellence ○ Effective Communication <p>Our people will feel that we value every person as an individual, and everyone feels able to participate, achieve their potential, and has a meaningful voice on matters that affect them.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> • Review our reward and recognition practices to ensure these; <ul style="list-style-type: none"> ○ Happen at both individual and team level ○ Use both informal and formal means ○ Are visible both internally and externally • Use our Dignity at Work Champion provision to ensure our people are able to contribute fully and are treated with respect, • Use our feedback from Everyone Matters to further inform plans, • Deliver Dignity at Work Phase 2 to address team bullying issues, • Provide safe and trusted opportunities for two-way communication.

<p>Developing manager self-awareness</p>	<p>Our people will feel that our leaders and managers have effective management and communication skills to help them get the best out of their people.</p> <p>The key tenets for behavioural change are self-development through self-awareness and self-realisation, so to do this we will:</p> <ul style="list-style-type: none"> • Develop and run workshops that introduce managers to a people centred philosophy that prioritises staff motivation/ engagement and personal accountability, • Develop a performance approach that includes feedback at all levels, so that managers are encouraged to understand and reflect on their individual and collective capacity to influence people around them through their conscious and unconscious behaviours, • The delivery and presentation of this work will be approached as a shift of mind-set for managers - as opposed to a structured training programme - so that it becomes “The Fire and Rescue Way”.
<p>Recognising the benefits of reflecting the diversity of the communities we serve</p>	<p>Our people will feel that ECFRS accommodates a diverse workforce and actively seeks to remove hidden barriers to recruitment, retention and progression.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> • Continuously improve the diversity of the workforce to ensure it represents the community at large, • Continuously monitor, review and improve our recruitment, making progression routes clear and having retention approaches to support increased diversity and inclusion, • Where it is possible, offer flexible and inclusive working patterns, • Review the equality impact of all our organisational policies for differential impact: e.g. discipline and grievance policies, • Externally benchmark our Service as an employer of choice • Continuously refresh and reinforce education regarding inclusion and diversity e.g. neurodiversity awareness.
<p>Effective Communication</p>	<p>Our people will feel that the ability to communicate well is key for every person working for ECFRS, in order to build trust, maintain working relationships and be more productive.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> • Ensure all people and especially managers use two-way communication, preferably face-to-face whenever possible, to ensure lines of communication are as clear and accessible as possible, • We will recognise excellent examples of effective communication and why it is important to help support our culture.

<p>Continuous improvement</p>	<p>Our people will feel that they can do their best work and make a meaningful impact on ECFRS to make the Service the best it can be, and that this is recognized and rewarded.</p> <p>Our people will feel that we have exemplary processes and approaches that embed our values; support them to do their work effectively; and support our aspiration to be an employer of choice in Essex.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> • Develop an infrastructure and mechanisms that enable teams and individual staff to unlock issues and develop innovative ideas, • Encourage people to speak out on areas and issues for improvement, with clarity on “what good looks like”, • Ensure that a framework exists to ensure ideas for improvement are captured, assessed and evaluated, • Recognise the individual or team involved in every idea that is developed and adopted, • Review the employee lifecycle with stakeholders to identify key touchpoints for both employee and manager, • Ensure that at each of these key touchpoints the experience for both employee and manager is values and behaviours based, professional, effective and efficient, • Ensure that up to date information is available in the right place, at the right time, in the right format.
<p>Strong effective leadership and development</p>	<p>Our people will feel that ECFRS is a place of opportunity, where talent is recognised, proactively supported and development is encouraged at all levels.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> • Build a strategy to develop a diverse, engaging and highly visible leadership and management community as a key determinant of the culture we wish to achieve, • Develop the skills of our leaders and managers to improve teamwork and performance, and thereby develop a culture of high performing and empowered teamwork, • Explore opportunities such as a direct entry scheme and accelerated internal development to address recruitment challenges, • Develop a suite of tools and processes to support all our people to develop and assess their skills in a way that benefits the Service and their own career goals, • Develop approaches for early identification for active management of our talent pipeline – both internal and external, • Ensure we have a succession policy in place, • Use our ‘Everyone Matters’ programme feedback to continue to drive our desired leadership culture.

What does this look like in 12, 24 and 36 months?

The high-level delivery plans at appendix 1 break down the culture change into the actions and enablers, nudges and metrics to be achieved in the next 12, 24 and 36 months.

When will we know that we have been successful?

Our people will feel that they can respond positively to the engagement statements detailed at appendix 2. We will test this annually via our employee engagement survey. On a quarterly basis we will run a pulse survey on an individual element of the question set.

6. IMPLICATIONS**6.1 Financial Implications**

The known costs attributed to each phase are accounted for within existing budgets.

6.2 Equality and Diversity Implications

We anticipate this strategy making a positive contribution to equality, inclusion, diversity and perception of fairness.

6.3 Workforce Engagement

This strategy has been created based on feedback from our workforce.

6.4 Legal Implications

None.

6.5 Health and Safety Implications

None.

High-level delivery plans

Key to owners	Colette Black – CB	Natalie Quickenden – NQ	Jenny Smith – JS	Nikki Geaves - NG
	Assistant Chief Executive Officer – People, Culture and Values	Assistant Director of Human Resources	Business Partner – People, Culture and Values	Business Partner – Inclusion and Diversity

Work stream	Where do we want to get to?	Timeframe	Actions, enablers and nudges that support our change	Owner
Values and Behaviours	Our values are at the heart of what we do and how we do it	1 July 2019-30 June 2020	<ul style="list-style-type: none"> • ‘We are one team’ HQ Day for our employees • On-Call new joiners event to recognise “we are one team” • Relaunch and expand on of ‘a day in the life of’ • Cross-team group to review our Values 	JS JS NG CB
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> • Relaunch our values and build behaviours that underpin these – linked to the national leadership framework • Complete embedding Values in all policies and processes • Embed Service wide event to celebrate “We are one team” 	CB JS JS
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> • Values and Behaviours fully embedded in our practices, our language and our recognition of “what good looks like here” 	CB
Recognition	We recognise our colleagues who make our Service better – whether that’s through service	1 July 2019-30 June 2020	<ul style="list-style-type: none"> • Reward and Recognition ‘Celebrating our People’ event – revise to include more operationally focused awards and utilising ‘everyone matters’ programme feedback • Thank you Thursdays • Cross-team group to review our recognition approach • Ongoing comms and actions around ‘Everyone Matters’ 	HP CB CB CB/JS

	delivery or living our values I am able to speak up on things that matter to me – and I'm listened to when I do.		<ul style="list-style-type: none"> • Launch of next phase of Dignity at Work training • 1:1 Appraisal conversations developed to cover wellbeing and recognition better • Introduce a range of staff networks, channels, forums and opportunities • Introduce a suggestion scheme • Visibility and clarity on the role of the Dignity at Work Champions and how to access them 	NG NQ CB/JS JS NG
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> • Continue to re-align Reward and Recognition to our values and priorities • Develop e-Thank you process for peer to peer feedback, aligned to Values and behaviours • Engagement survey revamped and revitalised • Encouragement for active participation in a range of forums contributing to organisational development • Process developed to support improved completion of People impact assessments for all new policies, policy updates and projects, and ensuring these are informed by Staff Networks as well as Representative Bodies. 	NQ JS CB/NQ CB NG
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> • Roll out and embedding of e-Thank you process for peer to peer feedback, aligned to Values and behaviours – feed into the formal recognition awards • Continue to drive for increased Staff survey engagement, satisfaction and participation levels through “You said, We did” and other feedback opportunities • Provide Reverse mentoring opportunities within the Service, in particular for senior managers to influence cultural change projects and decisions 	JS CB/NQ JS

Appendix 1

Communication	Our communication is swift, open and trusted and has multiple ways to engage with people	1 July 2019-30 June 2020	<ul style="list-style-type: none"> Form Cross-team group to review how we communicate Feedback from 'everyone matters' programme to inform group discussion 	CB JS
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> Explore social media channels for internal and external engagement – linked to Service digital strategy Develop manager toolkit to better equip managers with the skills to communicate brilliantly with their teams 	CB CB
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> To develop further in line with Service digital strategy 	CB
Continuous improvement	Our culture is to continually improve our services and underpinning processes It is easy to get things done here	1 July 2019-30 June 2020	<ul style="list-style-type: none"> Share the vision – managers briefing session Create success stories to share Recognise good examples of CI in our recognition approaches Start to use the language of CI in our communications Investigate and test Suggestion "box" approaches Map employee lifecycle and identify key touchpoints of frustration for employee or manager Initial 'threshold moments' have been identified as induction and recruitment: <ul style="list-style-type: none"> Improve quality of Pre-employment and materials – and make values based Review of recruitment processes to improve experience (speed and quality) Reframe our induction – more SLT involvement, punchier and using more push/pull information approach, and welcoming new people to a service we're proud of. 	CB JS JS/NQ CB JS JS JS CB/JS/ NQ JS
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> Fully implement Suggestions "box" approach 	JS

Appendix 1

			<ul style="list-style-type: none"> • Recognise good examples of CI in our recognition approaches • Highlighting CI as a key ask in our recruitment and development testing • Review and process re-engineer the remaining lifecycle 'points of frustration' to embed slick processes 	JS/NQ CB/JS/NQ JS
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> • Agile and lean methodologies used in our project management approaches • Continue to promote behaviours e.g.: <ul style="list-style-type: none"> ○ Keep promises – do what you say you will ○ Be punctual ○ Be outcomes focussed ○ Take accountability 	JS CB
Developing Manager Self Awareness	Our managers are individually accountable for the motivation, management and performance of our people	1 July 2019-30 June 2020	<ul style="list-style-type: none"> • Encourage self-reflection as part of 1:1 • Offer 360 feedback for talent pipeline as part of development conversations • Range of self-assessment tools made available • 1:1 toolkit and communications • Appraisal toolkit updated ready for annual appraisal meetings 	CB CB CB CB CB
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> • Relaunch coaching and extend offer through Service, to include mixing staff from different backgrounds and groups as a feature of our leadership framework • Drive high-performing teams by developing tools and methodologies to enable performance conversations • Develop and implement tools to identify high performing individuals and nurture for talent pool 	CB CB CB
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> • Frequent 2-way feedback at all levels to develop a culture of openness, self-awareness, reflection and development 	CB

			<ul style="list-style-type: none"> Identify and implement development pathways to managers, focussing on improved teamwork and performance. 	CB
Recognising the benefits of reflecting the diversity of the communities we serve	We have an inclusive workplace that utilises the diverse talents of our workforce to provide a better service	1 July 2019-30 June 2020	<ul style="list-style-type: none"> Encourage self-declaration of diversity data on our people systems Manager awareness sessions on getting the best from people including concepts of fairness and equality Awareness raising sessions on a range of inclusion and diversity themes e.g. neurodiversity Run Dignity in our Workplace sessions covering bullying, harassment and discrimination between groups of people Re-promote and continuously develop our Dignity at Work Champions Equality review of our recruitment and progression approaches Inclusion & Diversity delivery group to share and highlight information, utilise Thank you Thursdays and Charity Tuesdays 	NG
				NG
				NG
				NG
				NG
				NG
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> Consult employee networks on community engagement opportunities and service delivery changes to ensure we make informed decisions and capture a range of views and ideas to maximise opportunities. Implement a programme of holistic community engagement in order to maximise the benefits to the Community and the Service. (e.g. consistently sharing Prevention, protection and recruitment messages when engaging with minority communities) Work alongside station management to ensure station Open Days are able to attract a diverse range of people from the surrounding community 	JS
				JS
				NG

Appendix 1

Strong effective leadership and development		1 July 2021-30 June 2022	<ul style="list-style-type: none"> Recruitment & Talent Pool assessments to include a combination of ECFRS employees and independent assessors from partner agencies or the community to reduce bias. This work-stream will continue to evolve in line with the Inclusion and Diversity Strategic plan 	JS
				NG
	We are considered an exemplar for recognising and developing talent	1 July 2019-30 June 2020	<ul style="list-style-type: none"> Scope and re-launch strategic level talent pool in line with revised leadership framework Amend appraisal and talent pool processes to reflect revised leadership framework Re-align external attraction and recruitment approaches to include better utilise social media, Jobcentre Plus, CFOA and NFCC. Implement a best-practice Apprenticeship and Internship programme, with focus on increasing diversity. Create an overarching 2-3 year plan to develop a leadership community that is increasingly diverse and highly engaged. Proactively offer student placements as part of our social connection / external partnerships 	CB/JS/NQ
				CB/JS/NQ
				CB/JS/NQ
				CB/JS/NQ
				CB/JS/NQ
				CB/JS/NQ
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> Roll-out full leadership framework package including assessment centres and new appraisal approach Targeted interventions for the 5-10% employees identified as hi-potential employees – ‘fast-tracking’ Explore community-based recruitment routes to reconnect with our social purpose through wider inclusivity One year external secondments offered 	CB/JS/NQ] CB/JS/NQ CB/JS/NQ CB/JS/NQ
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> Exploring partnerships for learning and innovation – (in line with collaboration strategy) 	CB/JS/NQ

SUCCESS CRITERIA

When will we know that we have been successful?

Our people will feel that they can respond positively to these engagement statements. We will test this annually via our employee engagement survey, and on a quarterly basis we will run a pulse survey on an individual element of our question set:

1.	Members of Service Leadership team (SLT) provides a clear vision of the overall direction of ECFRS
2.	I feel supported in my role
3.	I am encouraged to suggest new ideas for improvements
4.	People communicate openly here regardless of position or level
5.	I have seen action being taken as a result of the previous staff engagement survey
6.	Morale in my immediate team/watch is generally high
7.	Different parts of the Service work well together
8.	I have the right opportunities to learn and grow at work
9.	My last appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well
10.	I have received the right development to perform my management role well
11.	In the last week, I have received thanks or praise for doing good work
12.	I feel valued and recognised for the work that I do by senior managers

13.	I receive feedback on my work
14..	Senior managers do what they say they are going to do
15.	I have confidence in the future of ECFRS
16.	I trust the Service Leadership Team (SLT)
17.	Bullying, harassment and discrimination are not tolerated at ECFRS
18.	I feel able to make decisions without fear of being blamed if things go wrong
19.	ECFRS promotes a culture of openness and transparency
20.	I feel ECFRS treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age
21.	I am proud to say I work for ECFRS
22.	Working here makes me want to do the best work I can
23.	If asked, I would recommend to friends and family that ECFRS is a good place to work
24.	I care about the future of ECFRS

Culture Update – June 2019

Prepared for Audit Committee

As described in the Police, Fire and Crime Commissioners Fire and Rescue Plan, we are promoting a positive culture and developing a cultural change programme that embeds a positive culture through:

- Values and Behaviours
- Recognition
- Communication
- Continuous improvement
- Developing manager self-awareness
- Recognising the benefits of reflecting the diversity of the communities we serve

In the first six months of 2019, there are a variety of actions that we have taken to promote and embed a kind and positive culture. The update below outlines the activity undertaken, provides some detail and the outcomes of the activity.

Activity	Detail	Outcome
Everyone Matters listening exercise	<p>‘Everyone Matters’ is the listening exercise that seeks to engage with every member of staff.</p> <p>It is intended to improve working lives and offers every employee the opportunity to be heard, to share their thoughts on how we ensure this is the best Service it can be and to talk about their own wellbeing and how we can them to thrive.</p> <p>The feedback and themes from ‘Everyone Matters’ are given to the Service Leadership Team, these inform;</p>	<p>We are mid-way through this programme. To date, Everyone Matters has:</p> <ul style="list-style-type: none"> • c.250 people briefed • c.200 people have taken the opportunity of 121 meetings <p>So far, the positive themes are:</p> <ul style="list-style-type: none"> • Staff enjoy the job itself and are proud to work for the Fire Service • Operational staff like the shift system • Operational appliances, equipment and PPE are good quality and well maintained • Operational staff positive about Chief Fire Officer and Chief Executive • Positive feedback on new SLT members visiting KP departments • People based from KP appreciate the facilities and environment • ‘A day in the life’ seen as positive by both support staff and operational

	<ul style="list-style-type: none"> • Any opportunities to offer support • Any quick wins we can put in place to enhance our working lives • An organisation diagnostic the helps to focus the future • The next part of our strategy with valuing people at its heart - longer term plans to deliver actions that are needed 	<p>staff</p> <ul style="list-style-type: none"> • Good support for people during difficulties • Positive feedback on the Talent Pool team • Positive feedback regarding Inclusion and Diversity support • Pay team is helpful and explain actions well • Like their immediate teams • Like the flexibility – flexible hours, working from home or stations • Positive about new SLT • Behaviours have improved <ul style="list-style-type: none"> ○ Less ‘us and them’ between support staff and stations (but not universal) ○ Some support staff feel more valued (but not all) <p>The development Themes are:</p> <ul style="list-style-type: none"> • More operational training wanted, particularly refresher training • Operational promotion process: concerns re PQA approach and lack of operational focus • Crewing levels, the impact of riding with crews of 4 • Volume of ‘irrelevant’ emails: mainly about IT system availability which may be system-generated • Ability to find information on the intranet (specific mention of policies and training packs). Acknowledged the intranet is improving but search functionality is still not effective • Wish to have more station visits by managers (Group and Area Managers and SLT); some are not aware that there is a programme of station visits and more ad-hoc visits would be appreciated • Rationale for the size of SLT and the new development posts when SLT size was meant to be reducing (not about the people in the posts) • Technical fire safety – concerns over capacity, resourcing and lengthy training period.
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		<p>We have published a 'you said, we did' action log which acknowledges the feedback received so far and the actions being taken in response to the feedback. This will continue to be published regularly. The exercise is intended to close in October 2019.</p>
Policies	<p>Complaints, Compliments and Whistleblowing Policies</p> <p>Grievance policy</p>	<p>Policies created, consulted on and adopted.</p> <p>Existing policy affirmed by ACAS review in 2016, policy now being reviewed to ensure it fully encompasses our approach to resolution.</p>
Peer Review and Anecdotal feedback	<p>The Peer Review took place in late October 2018. Since then we have been working to action feedback from the Review.</p> <p>The ongoing anecdotal feedback we hear from our people continues to echo some of the positivity around culture that the Peer Review Team describes.</p>	<p>Feedback from Peer Review.</p> <p><i>Staff throughout the organisation are proud of the Service; there is a definite feeling of excitement, but also impatience for the changes to take place. It is essential the SLT begin to progress the changes now to keep the momentum Jo's leadership has brought. Staff are waiting for the new SLT to provide that leadership and direction.</i></p> <p><i>Throughout the visit some of the quotes we heard were:</i></p> <p><i>"The energy in the organisation feels more positive"</i></p> <p><i>"People want the Service to do well and they will respond well to change"</i></p> <p><i>"Jo has made a difference – a real breath of fresh air"</i></p> <p><i>"The Service is a different place now"</i></p> <p><i>"SLT -- recognise that you have a bright future and have the courage to do what's needed"</i></p> <p><i>The vast majority of staff that we spoke to felt that there were real signs of change in the organisation. The appointment of the new Chief Executive/Chief Fire Officer has been widely welcomed. Staff like her style</i></p>

		<p><i>of engagement, feel she listens and trust that she will deliver the changes that are needed.</i></p> <p>This type of feedback continues to be received.</p>
Recruitment	<p>We believe that when our internal and external recruitment processes are open, fair and honest, we attract and retain people with the skills we need.</p> <p>In 2018 and 2019 our whole time firefighter campaigns had a focus on positive action. This is making a difference to our outcomes.</p> <p>Positive action included:</p> <ul style="list-style-type: none"> • Targeted information sessions and taster days • Contact with places of worship with a high ethnic minority attendance • Facebook targeted campaign • Cognisance of diversity within certain postcodes • Attendance at events aimed at under-represented groups <p>We are aware of the potential for bias in recruitment and, as a result, ensure that all of our 48 assessors</p>	<ul style="list-style-type: none"> • Women entering firefighting roles in 2018 – 10.2% of our new 2018 entrants • Women entering firefighting roles in 2019 – we are mid-way through our campaign but early statistics suggest that female new entrants will increase • Firefighters from an ethnic minority background increased from 2011 to 2018 from 1.6%-2.1% of all firefighters • 8% of all new joiners in 2018 were from an ethnic minority background. <p>Analysis of 2018 statistics has helped to inform the type of action we undertake in 2019. For example:</p> <ul style="list-style-type: none"> • In 2018, our website received 10,633 visits from 9,241 visitors. 86% of females that visited our website went on to start applying for a role with us. • Female only targeted campaigns were used; our “Attitude” creative outperformed the “Fitness” message, driving 509 clicks. • On Twitter videos were the most effective media and Twitter was most effective at reaching an interested audience of any channel. • Overall females performed better than their male applicants at both the PQA application stage and Interview stage whilst males performed better during the Physical assessments. Both genders performed almost equally across the online tests. • Females didn’t perform as well on the Bleep Test and Ladder Lift whereas males didn’t perform well with Manual Dexterity assessment.

	have had unconscious bias training.	These insights helped us to plan our 2019 positive action.
Inclusion and Diversity Delivery Group	<p>A Delivery group has responsibility for delivery of the Inclusion and Diversity Action Plan working with Heads of Departments to deliver actions.</p> <p>The meeting agenda covers:</p> <ul style="list-style-type: none"> • Concerns and Celebrations from all reps • Equality Objectives KPI updates • National and Regional updates • Upcoming Events and Awareness Dates • Policy & Guidance changes • Equality Impact Risks Learning and Development opportunities • HMICFRS • IRMP & Fire & Rescue Plan 	<p>The Delivery Group, chaired by our Chief Fire Officer and Chief Executive, has begun to meet and to work together.</p> <p>It will, once fully recruited to, have representation from the following:</p> <ul style="list-style-type: none"> • Women's Forum • Dignity at Work Champions • Being • AFSA • Multi-faith Group (Including Chaplaincy) • Neurodiversity rep (lived experience) • Rep Bodies Equality reps • Parents & Carers Network once established (Sept 2019) • Disability Network once established (Sept 2019)
Employee Support Groups	<p>A range of support groups are already in place (as referenced above). The need for several new groups has been made clear, these are in the process of being formed:</p> <ul style="list-style-type: none"> • Parents & Carers Network once established (Sept 2019) 	Members for the new groups are beginning to come forward. Existing groups are active and embedded.

	<ul style="list-style-type: none"> Disability Network once established (Sept 2019) 	
HMICFRS	<p>Nationally we are keeping pace with feedback from the inspectorate. We have reviewed the tranche 1 and tranche 2 reports and have taken particular note of the 'people pillar' feedback.</p> <p>We notice that the tranche 2 feedback around the 'people pillar' of inspection reflects a greater range of good practice – we are committed to accessing this good practice and to sharing our own good practice with others.</p> <p>We have prepared for our own inspection.</p>	<p>Strategic Briefing to inspectorate delivered on 24th June 2019. Fieldwork taking place in the week commencing 1 July 2019 and the hot debrief taking place thereafter.</p> <p>Ahead of inspection we have taken time to identify areas of work that we believe are good practice and the areas where we have more to do to reach good practice.</p> <p>Our focus, challenge and opportunities at the moment are:</p> <ul style="list-style-type: none"> Operational training – We have to 'do the basics brilliantly' to keep the public and our fire fighters safe and we know that we have a job of work to do to get our operational training where we want it to be. We have seen the positive impact that high quality, targeted training such as the new style casualty care training, has on our people feeling valued. We understand the challenges, have made a significant financial investment and own training as an organisational priority for SLT. On Call – The majority of fire cover across Essex is provided by on call firefighters so they are a high priority in keeping the people of Essex safe. It is essential that we match and honour the commitment of on call firefighters in doing all we can to value and support them. We made a significant financial investment in our on call development programme. ICT, data and systems - We know that some of our systems are not good enough and do not support our people to do their work. We recognise that there is an opportunity for improved efficiency and connectivity. Delivering data and systems improvements is now a major

		<p>focus of our efficiency and innovation agenda and carries the aim that ‘the leading edge’ nationwide will be here in Essex</p> <ul style="list-style-type: none"> • Culture Change – Most of our revenue budget is on staffing. That means we are a business that depends on its people and we have to operate like one. <p>Stakeholder and anecdotal feedback tells us that it is beginning to look different and feel better for our staff. But for there to be real change, that is resilient and sustainable, to fundamentally change our narrative, we have to think differently about ourselves as well as people thinking differently about us and we can only do that with and through our people.</p>
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There is, of course, more to do. We are excited about this – we know where we are going and are committed to getting there.