



Appendix A: An Insight into Departmental Perspectives

Evolving our Culture – Building on Firm Foundations

July 2017

VISION, VALUES, STRATEGIES AND PLANS OF ECFRS

ORGANISATIONAL PERFORMANCE - TRACY KING, DEPUTY DIRECTOR PERFORMANCE & DATA

Where we are now

1. A review of how we approach Organisational performance management has been underway since September 2016. This led to the development of the Service's performance management framework which clearly defines roles and responsibilities in relation to performance. Historically our key performance indicators (KPI's) related purely to the response arm of the Service. A set of KPI's for the Organisation has now been developed to include non-operational areas to demonstrate that the Service is monitoring performance in areas that were identified through the Lucas review as requiring improvement and also ensuring that we have KPI's that relate to all key themes defined within our Strategy.
2. Work has also been carried out to improve access to performance data to Senior and Middle Managers to ensure they have timely access to the necessary performance data through our business intelligence reporting tool. Therefore, providing them with the opportunity to identify positive performance and areas requiring improvement in a timely way without having to wait for quarterly performance reports to be published. This has enabled performance management to be much more targeted in certain areas. It has also enabled performance data from across the Service to be viewed in one place instead of Managers needing to visit multiple systems therefore introducing efficiency into the process.
3. We have dissected the business planning process that the Service use to understand how we can use this process much more to understand how all areas of our Service are working towards delivering the Service Strategy and what local KPI's each Service area are using to illustrate performance in their core business areas.

What difference are we making?

4. Purely by having the conversations about performance management we have changed the way performance management is thought about. Rather than it being viewed as a 'big stick' we have increased understanding that performance information is our greatest opportunity to learn and develop. We have put a particular focus on framing targets as being performance enhancing rather than performance restricting. We have amended the timetable of performance reporting to allow the performance team more time to produce a meaningful and detailed report rather than striving to meet a tight deadline and producing a sub-standard report. A member of the performance team also attends

the Fire Authority meetings that performance reports are presented at, so the performance report can be presented in detail and key points can be talked through. We have worked hard to bring the reporting of performance information to life.

5. Historically business plans had been written in silos and no evaluation against the plan had been undertaken. Sharing the business plans with all members of the Service Leadership Team and using valuable corporate planning days to understand the content and identify duplications has been valuable. This process also enabled the Service Leadership Team to agree together a set of priorities that all members of the team could sign up to and agree to use to filter work during the financial years to help us avoid the over load of change that we are attempting and then no clear outcomes being achieved. As a Service Leadership Team we will be able to come back to the priorities before the start of the financial year and assess 'how did we do?' There has been a realisation that we have to collectively work towards agreed priorities to deliver outcomes and a real change in the organisation. This is opposed to doing large volumes of stuff, and due to the volume of work, not really achieving the required outcomes.

Post August plans and aspirations

6. Organisational targets (KPI's) to be agreed by Audit Governance and Review (AG&R) Committee on 12th July 2017.
7. Development of Local Performance Indicators (LPI's) throughout the Organisation.
8. Improved reporting on statutory responsibilities to the Service Leadership Team.
9. Introduction of regular corporate planning days to allow the Service Leadership Team to plan together and develop as a team. Agreeing shared priorities so all Service areas are not competing for the same resources.
10. Quarterly self-evaluation of performance by all business plan creators through the business planning process. If we are going to write plans we have to ensure we deliver what we set out to deliver or achieve the required improvement.
11. Prepare for inspection by the HMICFRS (data provided to the Home Office by ECFRS is already being used for inspection preparations).
12. Keep targets and areas being reported on through the performance report under continual review.
13. Improve the quality of performance data being published, explore social media channels to issue timely information about Service performance to our customers.
14. Further incorporate family group/benchmarking data into our performance management.
15. Prepare for a possible Governance change and understand how performance management approach may change as a result of this.
16. Improve access across the Service to performance data. Ensuring accurate data is available in a timely manner to those that need it to ensure there are not areas in the

performance reports that we are not able to report on purely due to lack of information. We have the systems in place to make the access to accurate data better; we need as a Service to exploit the opportunities that these systems present to the Service.

Any further comment

17. It is important to note that we are as a Service on a performance journey. We need to use opportunities to also learn from other Fire Services that are potentially a bit further down the road and have learning they can share with us.

GOVERNANCE AND LEADERSHIP: HOW WELL LED IS THIS ORGANISATION?

GOVERNANCE - ROY CARTER, SERVICE SOLICITOR

Where we are now

18. The Essex Fire Authority (EFA) has this year approved a revised Constitution and Scheme of Delegations. It is hoped that the new documents provide greater clarity as to the Governance of its undertaking.
19. Member induction was provided to new Members however, only 3 of the new Members attended. Member development will be continued with the assistance of the previously provided guidance from Society Of Local Authority Chief Executives (SOLACE).

What difference are we making?

20. It is somewhat difficult to determine with any accuracy, what, if any, difference has been achieved. There are a number of reasons for this such as a change to the make-up of the EFA post the local elections in May.
21. EFA meetings are now webcast allowing for greater transparency and employee awareness of the work of EFA.
22. Greater publicity via intranet is raising the profile of the EFA with employees providing greater understanding as to what the EFA is and how it operates.

Post August plans and aspirations

23. It appears highly likely that the EFA will be abolished and replaced by a new Police, Fire and Crime Commissioner (PFCC) either later this year or next year. Such a change will provide an opportunity to revisit Governance. It is likely that this work will be undertaken by the Office of the Police and Crime Commissioner (OPCC).

MANAGEMENT REVIEW I & II – COLETTE BLACK, DEPUTY DIRECTOR HUMAN RESOURCES

Where we are now

24. Following on from Management Review I, the purpose was to review the Management Structure for the remaining tiers within the Service applying the principles designed in conjunction with SLT and the EAP. This has been taken forward with involvement from key stakeholders including SLT, Departmental Managers and Representative Bodies.
25. The design principles have been scoped out further with some detail added to each of the 13 design principles that were initially outlined by SLT & Natasha Edmunds EAP, as part of Management Review Phase I. The principles were designed as an aid to assist Managers when reviewing their department structure and writing corresponding business plans. Both the principles and the Organisational Strategy align to the department structures and business plans.

What difference are we making?

26. Changes to departmental structures have now been detailed in the business plans for 2017/2018 and support the achievement of our Service Strategy. Planned changes to department structures have been discussed and challenged constructively and are now being enacted. This information has been used to feed into a number of other workstreams and projects including Job Evaluation, Green/Grey Book and Rank to Role. Business Plans were presented to SLT in early April and the SLT then took part in Corporate Planning Days. The outcome was an agreement about our proposed priorities for the 17/18 financial year.
27. SLT attended a further Corporate Planning Day where the Service priorities were discussed. Business plans, budgets and structures were all scoped out further with our Department Heads and HR Business Partners. This day led to an agreed decrease to the requested establishment for Support Staff within the Service.

Post August plans and aspirations

28. The scope of Management Review II evolved into a full review of departmental structures. Our departmental structures need to be regularly reviewed to ensure that they are fit to deliver our priorities. We are putting in place ongoing mechanisms to support this. An independent review of Operations, Control, Staff Office, Central Resourcing Team and Technical Fire Safety Admin is underway.

RELATIONSHIPS, ROLES AND RESPONSIBILITIES

ADDITIONAL SHIFT WORKING & MIXED CREWING - DAVE BILL, DIRECTOR OF OPS

Where we are now

29. Additional Shift Working and Mixed Crewing is due to be implemented in July 2017 following agreement set out in the Dispute Resolution document. The agreement will ensure that, if there are no personnel available from the Fire Station requiring an individual, the opportunity will be offered to the next individual who has volunteered and is available, regardless of their shift pattern.

What difference are we making?

30. Mixed Crewing in particular has always been a challenge, but is now more positive as discussions very much focus on effective implementation in order to support more closer working across duty systems. The implementation of Mixed Crewing across the Service also aligns to Lucas' point on the duty systems like the (then) Great Dunmow model (appliance availability supported by both Wholetime and On-Call personnel).

Post August plans and aspirations

31. Additional Shift Working will be used to improve appliance availability across Essex and Mixed Crewing is vital to supporting the Service's 2020 plans to change Day-Crewed Fire stations to On-Call by April 2020. The Service has also completed work on 'Core-Hours', which is the time needed in order to train and maintain operational competence regardless of shift pattern. It is believed this, and the use of Mixed Crewing, will be vital in dispelling some of the current assumptions made by Firefighters of those working on different shift patterns. This will assist working closer together, understanding and respecting that regardless of the shift pattern worked, we all want to provide a professional and effective service to the communities of Essex.

Any further comment

32. Whilst it is acknowledged there is much work still to be done on building bridges between On-Call and Wholetime personnel, progressing Mixed Crewing with the support of all Representative Bodies represents a significant step in being able to challenge some assumptions made by colleagues. Knowing that there will be times when issues are raised, it will give the Service an opportunity to resolve underlying issues around the poor relationship between some On-Call and Wholetime personnel, as referenced in the Lucas review.

VALUING PEOPLE AND CHALLENGING POOR PERFORMANCE AND BEHAVIOUR

INDUSTRIAL RELATIONS/DISCIPLINE & GRIEVANCE – MATT FURBER, DEPUTY-DIRECTOR OPS

Where we are now

33. The process of changing ECFRS's approach to Discipline and Grievance had started before the commencement of the Cultural Review. Encouragement was given by the East Area Commander and subsequently the Command Management Team, for a move away from a formal approach to all matters, where even the most basic of management conversations were documented. Our Cultural Review gave this work added impetus and whilst needing to be cognisant of the interim People Policy guidance, a great deal has been achieved.

What difference are we making?

34. Engagement with various stakeholders within the Service has led to a change in approach. The change is one where if a formal discipline investigation is thought necessary, this is now initiated at level 2 unless the nature and or severity of the situation dictates that a level 3 investigation is considered unavoidable. On more and more occasions and wherever practical, Managers are seeking to take an educational and development approach as an outcome, with a view to build trust and confidence. This is balanced with the need to ensure those individuals who bring matters to the attention of our Service feel that they are being treated seriously and fairly.
35. Our Human Resource Business Partners (HRBPs) now attend monthly management meetings within each Group. This provides an opportunity to consider matters of Discipline and Grievance within the Group, to discuss options with Station Managers and to facilitate a consistent approach. These meetings are further supported by the attendance of all four Group Managers and HRBPs at a weekly Combined Group Management Team meeting. At this meeting, more complex cases are considered, with

an appropriate level of sensitivity and confidentiality. This is helping to ensure a more consistent approach is taken across all four Groups. As each HRBP also has responsibility for other departments, consistency across the whole Service will almost certainly improve.

36. On those rare occasions when it is necessary to suspend an employee, the suspension is now reviewed within the first week to ensure it remains appropriate. Whilst there is still a lot to do, growing use of mediation is evident. It is acknowledged that the perception within areas of our organisation is one where managers move swiftly to formal investigation. However, the reality is somewhat different and it feels that a growing percentage of our workforce is becoming increasingly aware of this.

Post August plans and aspirations

37. As a senior team we will continue to ensure that our Managers are equipped to identify those occasions where early intervention will create understanding and avoid the need for disciplinary action. In this respect, we all acknowledge that we are on a journey and progress is being made.

VALUES & REWARD AND RECOGNITION – MARK STAGG, DIRECTOR OF TRANSFORMATION

Where we are now

38. We have now established a new set of Values. These are clear within our Strategy and are forming part of our day-to-day conversations. We are in the process of launching a Reward and Recognition process that will both celebrate what good looks like but also link this to our Values. The proposal for this component will comprise a scheme that works on three levels with the benefits tied to the level of award.

- Level 1 - working title “Bronze” - fixed sum of £100 (voucher) + emblem + certificate signed by Chief Fire Officer (CFO) / Chief Executive Officer (CEO) stating awarded for “having made a significant contribution to the Essex County Fire and Rescue Service (ECFRS) value of xxx and vision of making Essex a safer place to live, work and travel.”
- Level 2 - working title “Silver” - fixed sum of £250 (voucher) + emblem + certificate signed by CEO stating awarded for “having made an outstanding contribution to the ECFRS value of xxx and vision of making Essex a safer place to live, work and travel.”

- Level 3 - working title “Gold” - fixed sum of £500 (voucher) + emblem + certificate signed by CEO stating awarded for “having made the significant contribution of 2017 to the ECFRS value of xxx and vision of making Essex a safer place to live, work and travel.”
39. This last award also has a trophy, is only awarded once a year and, is selected from those silver awards given in the year. Thus, there will be 5 trophies, one for each of the Values. The Values are also supported by our commitment to the newly designed and launched Dignity at Work policy which was jointly authored by Management and the Trade Unions. The Fire Brigades Union (FBU) considered this alongside the Dispute Resolution at Committee and it was supported at this level.

What difference are we making?

40. The above proposals and the design of the Value statements themselves represent direct engagement and input from Employees across the Service. Feedback within focus groups and forums is positive and the energy within these is both active and positive.
41. We are establishing a cadre of Dignity at Work Advisors who will be independent volunteers, have been fully trained and are ready to help all members of Staff who may be experiencing problems, or perhaps just need some advice. Uptake for this has been positive and includes staff from all disciplines and Trade Union representatives so once again this represents positive engagement which was not evident a year ago.

Post August plans and aspirations

42. The roll-out of wider Employee engagement, based on the Values, as a vehicle including developing our new Talent Pool members as cultural change agents and embedding Values-based behaviour in our new Management Development Programmes which will now include a Programme for those aspiring to management but not yet in a managerial position. The gathering of nominations for peer-to-peer awards and the celebrations of these on a monthly basis.

Any further comment

43. The future is dependent on trust and the joint expectation from Employees, Representative Bodies and Management that new ways of working and a healthier style of dialogue can be maintained. Whilst still embryonic, the values based approach to working is reducing the level of fragility commented on by the Expert Advisory Panel (EAP) in March.

INCLUSION & DIVERSITY – NIKKI GEAVES, INCLUSION & DIVERSITY LEAD

Where we are now

- 44. Colleagues' awareness of the fact that we have an Inclusion & Diversity role within the Service is increasing, resulting in more frequent contact and opportunities to provide advice and guidance.
- 45. We have a growing number of colleagues participating in the Inclusion & Diversity Action Group that represent a range of roles and protected characteristics from across the Service.
- 46. We are developing a new equality impact assessment process to support our Public Sector equality duty with an emphasis on identifying positive and adverse impact. The process is designed to be user-friendly, it utilises prompts to consider for each protected characteristic with a risk matrix to determine next steps. The process can be utilised to undertake a gap analysis in relation to positive impact to ensure that changes meet the needs of a wide range of people and that our services are accessible to all. The process is to support employee change as well as Service provision.
- 47. The Staff support networks within the Service are working more closely together and provide an update at the quarterly Inclusion and Diversity Action Group.
- 48. The development of the Dignity at Work Advisor role will further support this to ensure that the entire workforce have access to a range of support, advice and lived experience.

What difference are we making?

- 49. Conversations indicate that there is a genuine appetite for a positive workplace culture and there is a growing commitment from individuals to play a key role in creating it.
- 50. Facilitated sessions with Wholetime and On-Call Firefighters have identified the need to ensure that all interventions meet the needs of our entire workforce and this is helping to shape change.
- 51. We are experiencing an increase in the number of people coming forward regarding dyslexia within the Service. This is mostly because of the encouragement to do so within the Talent Pool process and by our Senior HR Advisors identifying potential performance related cases that may benefit from intervention. Creating an environment where everyone can be open about who they are in the workplace is key to inclusion and this is one of many steps that assist us to do so. Evidence suggests that approximately 10% of

our workforce are likely to experience dyslexia and it is important that we provide support where required as well as recognising the unique talents of a dyslexic brain.

52. The Senior HR Advisors and HR Business Partners are identifying cases or trends that may benefit from specific interventions. This is providing an opportunity to create bespoke training sessions where suitable whilst prioritising consistency of approach across the Service.

Post August plans and aspirations

53. We will have intranet pages dedicated to Inclusion and Diversity that are accessed from the main page of the intranet. The pages will provide a range of information, documents and guidance as well as keeping the workforce updated on work in this field. We will regularly signpost to the pages from a range of articles in the weekly e-Brief and Daily News as well as in emails via links to increase familiarity with the pages. This will further support a consistency of approach in this field.
54. Attracting diverse candidates to our roles within the Service is a priority over the coming months, a new applicant tracking system will support greater analysis of attrition allowing us to determine appropriate and proportionate positive action interventions that are evidence based. Greater focus on our adverts, social media content and website will help to make us more attractive and informative to potential candidates. We will utilise existing research and behavioural science to determine activity to trial closely monitoring the outcomes.

LEARNING, DEVELOPMENT AND PROMOTION

LEARNING & DEVELOPMENT/APPRASIAL PROCESS – CLAIRE BUDGEN L&D MANAGER

Where we are now

55. We continue to provide operational training across all disciplines. The majority of this is internally delivered with a minority of specialist courses, for example HAZMAT and Level 2 Fire Investigation, being commissioned externally. This means we have a high level of control over the provision of our core skills. In 2016, the Service introduced a Quality Assurance Framework for Training which has enabled the Service to accredit Incident Command training and Water training with Skills for Justice. At the same time, the framework has introduced a structured approach to reviewing the quality of programmes and delivery, including Trainer CPD.

56. Working with the East of England Local Government Association, we have developed a pool of 30 Coaches who are available to support people with individual development needs. Currently they are providing feedback to candidates, both successful and unsuccessful, who have undertaken the Assessment Centre process. As these debrief conversations have the potential to impact significantly on a person's self-esteem and motivation it was agreed that a coaching approach would best support individuals and the Service in making this a success. Coaching skills for Line Managers has also been established as a regular feature of our in-house training programme.
57. The Service's previous leadership and management development programme "Managing Today, Leading Tomorrow" has now concluded; the Service is currently commissioning a three stage Leadership and Management Development Programme covering Developing Management Potential, ILM Level 3 and 5 Award. This supports the ambition to offer accredited qualifications to employees where possible. The programme will be an element of training for people in a Talent Pool at the relevant level. The programme is being designed to recognise previous learning and confirm good practice that is already in place.
58. The Appraisal Process and Competency Framework were reviewed and relaunched in May 2017. The competencies are now modelled on PQAs to give commonality with other Fire and Rescue Services. Skills based training was offered to Managers to support the Appraisal cycle.

What difference are we making?

59. We have clarity and accountability built into the design of training. Our Trainers experience CPD and review on a regular basis to ensure their professional skills are maintained and that they practice in a way, which endorses Service Values.
60. We have built an expectation that, in the Learning and Development arena, people are treated with respect. More trainers are now able to use a coaching style, where appropriate, to engage learners. Line Managers are also gaining coaching skills. These skills have been transferred into the Assessment Centre work and so good practice is being normalised within the Service.

Post August Plans and Aspirations

61. The new Leadership and Management Development Programme will be implemented in the Autumn 2017. This will complement the Talent Pool process. Further training will be provided on the Appraisal process and using the Competencies in September 2017.

PROMOTIONS AND TALENT POOL – VICKI HOWELLS, HEAD OF TALENT

Where we are now

62. We launched our new end-to-end Talent Pool process in April that will be used for all colleagues. This is the first full process across all levels that has been used in over 6 years, resulting in the Service using interim processes and temporary promotions, leading to uncertainty and lack of transparency. The new process focuses not only on the actual application form and assessment centre but also on the quality of the feedback and ongoing development, regardless of the outcome.
63. Initially, we have focused on specific areas to address the historical issues regarding the volumes of temporary positions. With this in mind, we have delivered a process for Area Managers, Group Managers, Station Managers and Crew Managers (note: there was not a need to run an ADC process for Watch Managers as the Service has nationalised these and we have more Watch Managers than posts currently). The assessment centres have been supported by internal colleagues from across the Service who all received 2 full days training from an external specialist. By the end of August, we anticipate we would have filled over 30 positions using the new fair, open and transparent process.

What difference are we making?

64. We are receiving anecdotal feedback about these processes being the fairest and most supportive that candidates have experienced during their time in the Service. They have remarked on the professionalism, quality and consistency. We will be gathering anonymous feedback once the process has been completed to allow us to enhance it further. The quality and commitment of the assessors has been critical in our success so far. The training has enabled consistency, fairness and transparency and individuals have been professional, committed and great ambassadors, role modelling the right values and behaviours we want to see in all our leaders.
65. The support of the Service Leadership Team with regards to the process and the outcomes has also contributed to a feeling of fairness and transparency. In addition, we are using two external, independent experts to quality check our materials, observe the assessment centres and the critique the transparency of our process. They comment:
 - “You received fantastic feedback from those participating today who interestingly, not only remarked on the transparency and the briefings that have taken place, but also the feel of the process which they saw as much less formal and much more supportive. This does not mean it was in any way easier for them/the bar was in any way lower or that all of them nailed every module! But I think this subtle shift is an important one

– the leadership behaviours you have demonstrated match what you are wanting to see from them.”

Post August plans and aspirations

66. At the end of August the first stage of Assessment Centres will be complete. This will have resulted in a number of key posts being filled substantively and allowed us to start to build our Talent Pools for future vacancies. Our focus will then be in providing development and coaching to all colleagues with the support of our accredited internal coaches and the individual's line Manager. We then plan to publish our Talent Pool schedule for the coming year, so everyone is aware of the timescales. This will then be opened up to all colleagues Grey/Green Book.

Any further comment

67. We will use these foundations to build a Talent Pool of individuals receiving development and ready for promotion when vacancies arise. We will also work in partnership with Learning and Development (L&D) and leaders across the Service to support and develop all colleagues to give everyone equal opportunities to fulfil their potential.

COMMUNICATION AND ENGAGEMENT

CORPORATE COMMS/MARKETING – EMILY OSBORNE, CORPORATE COMMUNICATIONS

Where we are now

68. The Service has changed its approach to Communication and Marketing, moving from reactive to proactive. The team manages:-

- Brand.
- Social Media.
- Public Relations, Media Relations (engaging with the Press) and crisis/issues management.
- 24/7 Press Line.
- Internal Communications.
- Marketing and Campaigns.

Department objectives:-

- Build and maintain a strong brand.
- Improve and increase Employee Engagement and a culture of two-way communication.
- Enable Managers to self-lead.
- Develop and roll out initiatives to achieve Programme 2020.
- Help achieve our Service Strategic objectives of Prevention, Protection and Response.
- Engage effectively with our stakeholders during times of consultation.

What difference are we making?

Internal Communication

69. We developed new communication channels for our different Employee stakeholders and communication needs: Daily News, 60 second On-Call briefing, Manager Briefing sessions, Acting/CFO weekly blog. We monitor the statistics of usage and refine elements based on usage, key word search and feedback.
70. Our Manager briefings equip Managers with core Corporate messages, provide a platform for open discussion and questions and we provide them with presentations and message sheets to cascade the information to their teams. We received the Silver award for Chartered Institute of Public Relations (CIPR) PRide Awards East Anglia 2016: Public Relations category - Cultural Review Change Communications.
71. In 2016, we held a two week internal communication flash survey. 72% of responses indicated they are very and somewhat satisfied with our internal communications. One comment said: "I think the improvements in communications, particularly internal, over the past year has had a significant positive impact on the Organisation."

Public Consultation

72. Last year the Service delivered one of the most successful Public Consultation to date for a Fire Service, with nearly 18,000 responses received. The team led a fully integrated marketing communications plan. It was awarded Certificate of Best Practice by the Consultation Institute.

Collaborative Communications

73. We've developed relationships with other communication teams, particularly Essex Police, across Essex and joined up our message approach for a number of incidents including flooding and storms, the increased terror threat level and Grenfell Tower incident.

Response – Keeping our Public informed

74. Our 24/7 press team keeps public and journalists up-to-date with significant and high profile incidents. We support our Community Safety messages by using real life incident examples to highlight safety messages and calls to action. Following our communication activity regarding Grenfell Tower, home fire safety bookings increased by 75%.

Post August plans and aspirations

75. The team is focusing on developing a new intranet, a new website and new policies – including a Social Media policy. Our Social Media will become more video and animation led, and we'll continue to develop, train and work with our Fire Stations who have local corporate Social Media accounts. We're evolving and developing our On-Call marketing campaigns to ensure we reach all audiences and create an inclusive and diverse environment. We'll continue to develop our relationships with other Emergency Service Communication Teams; the Office of the PCC, Essex County Council and other Local Authorities, to create and support joined up marketing and communication campaigns.