

# Highlight Report



## Project title

Co-ordinating the Cultural Review Action Plan

## Period covered:

Date from:

9<sup>th</sup> February 2016

Date to:

22<sup>nd</sup> March 2016

## Executive Summary

This Highlight Report summarises key information documented in the full Independent Review Action Plan. The following is contained in this document:

- Progress matrix referencing all 127 actions
- Actions closed since February
- Expert Advisory Panel achievements
- Members' achievements
- Essex County Fire and Rescue Service achievements

## Plans for the future - What's currently being developed

The current Independent Review Action Plan does not define outcomes and benefits for many of the actions listed. In addition, the authority to approve closure of actions has not been identified and consequently actions are being closed by the specific action owner. Benefits realisation planning is taking place to define: each specific action, outputs, outcomes and benefits (linking with the Make Some Noise, Staff Survey results).

It is hoped that consistent progress against all actions is continued against the Independent Review Action Plan; with benefits defined and embedded within the organisation.

## Progress Matrix – Independent Review Action Plan

127	Total Actions
35	Total Completed Actions
8	Actions Completed Since Feb 16
92	Actions On Target

Current assessment of project status:	
Previous report assessment of project status:	



## Action Closure Notices – 8 since February 16

### **R 2.2**

#### **Cultural change employee panel to be established as direct conduit to Expert Advisory Panel, supported by EAP.**

The External Advisory Panel has decided that a sub-group of Your Voice Employee Forum, to directly liaise with our workforce, will not be necessary. The Expert Advisory Panel will be invited, as well as Members of Essex Fire Authority, to every second Your Voice session.

### **R 5.1**

#### **Work with the Chairman, Vice Chairman and Group spokespersons of Essex Fire Authority to establish a Member development programme to encompass: a.) Understanding of the Essex Fire and Rescue Service context. b.) Architecture of Fire and Rescue Services nationally. c.) Visits to other Fire Rescue Services. d.) Provision of a Member support pack.**

Society of Local Authority Chief Executives (SOLACE) has been commissioned to support the establishment and delivery of a Member development programme. This was discussed with the Chairman, Vice Chairman and Group spokespersons of Essex Fire Authority on 7<sup>th</sup> January 2016. On 1<sup>st</sup> March 16, a Members and Officer development programme has commenced with the direction and support of SOLACE.

### **R 21.1**

#### **Cultural change employee panel created as sub group of Your Voice forum. This group will act as a direct feedback for issues from employees to the Expert Advisory Panel. In addition, Jim Owen will be an independent contact for employees to raise individual issues directly with the Expert Advisory Panel.**

The External Advisory Panel has decided that a sub-group of Your Voice Employee Forum, to directly liaise with our workforce, will not be necessary. The Expert Advisory Panel will be invited, as well as Members of Essex Fire Authority, to every second Your Voice session.

### **R 32.2**

#### **Conduct a review of the Service's Corporate Communications function.**

Review complete and approved by the Senior Management Board. Now working with Human Resources to implement.

### **R 33.2**

#### **The Corporate Information Portal (CIP) will be regularly maintained and updated with up-to-date information and data in respect to Strategic Delivery Board (SDB), Senior Management Board (SMB) & Essex Fire Authority (EFA) agendas, reports and agreed minutes.**

An Essex Fire Authority area has been set up on the intranet. It includes Essex Fire Authority agendas, reports and agreed minutes.

### **R 33.3**

#### **Decision logs from all Essex Fire Authority meetings will be made available within the Corporate Information Portal, as soon as possible after meetings.**

Meeting outcomes are shared with Service employees on the same day as the Essex Fire Authority meeting.



**R 33.4**

**Employees and members of the public will be invited to register to receive an email/text alert and link to the Corporate Information Portal, as new information is published.**

Employees are alerted to new papers via Weekly eBrief, intranet rotator and A/CFO week ahead message.

**R 33.5**

**We shall use social media to alert followers that new information has been published and provide a link to the Corporate Information Portal.**

There is a link to the agenda and papers on Essex County Council website via the digital social media channels.



## Expert Advisory Panel - February Achievements

### **R2.2**

**Cultural change employee panel to be established as direct conduit to Expert Advisory Panel, supported by EAP.**

- The External Advisory Panel has decided that a sub-group of Your Voice Employee Forum, to directly liaise with our workforce, will not be necessary. The Expert Advisory Panel will be invited, as well as Members of Essex Fire Authority, to every second Your Voice session.

**R11.1 – Expert Advisory Panel and Human Resources & Organisational Development Advisor to undertake review of senior management structure and make recommendations to Senior Management Board / Essex Fire Authority.**

- A proposed structure was shared by Natasha Edmunds at the Fire Authority meeting on 13<sup>th</sup> January 2016, which outlined the top 2 tiers. It was acknowledged that a transitional arrangement may be more appropriate and that further work would need to be completed relating to the scope of the changes. It is anticipated that completion of these 2 tiers will be before June 2016

### **R25.2 / R26.2**

**Succession pooling process is predicated on this principle – need Expert Advisory Panel to review and ratify process, then consider whether to unblock.**

### **R27.3**

**Leadership training - Expert Advisory Panel to consider whether this recommendation has been met.**

### **R28.1**

**Current promotion process involves candidates applying to enter succession pool which is a developmental process – only those candidates who successfully engage and meet the development criteria progress to be able to apply for managerial vacancies.**

### **R28.3**

**Promotion - Expert Advisory Panel to consider whether current process is transparent.**

- A meeting with the Director, Deputy Director of Human Resources and Expert Advisory Panel took place on 4<sup>th</sup> March 16 to review the succession pooling process. Findings will be presented to the Expert Advisory Panel meeting in April 16.



## Members – February Achievements

### **R 5.1**

**Work with the Chairman, Vice Chairman and Group spokespersons of Essex Fire Authority to establish a Member development programme to encompass: a.) Understanding of the Essex Fire Rescue Service context. b.) Architecture of Fire Rescue Services nationally. c.) Visits to other Fire Rescue Services. d.) Provision of a Member support pack.**

- Society of Local Authority Chief Executives (SOLACE) has been commissioned to support the establishment and delivery of a Member development programme. This was discussed with the Chairman, Vice Chairman and Group spokespersons of Essex Fire Authority on 7<sup>th</sup> January 2016. On 1<sup>st</sup> March 16, a Members and Officer development programme has commenced with the direction and support of SOLACE.
- Member and Officers attended a first workshop with SOLACE on 19<sup>th</sup> February 16 and a second workshop on 1<sup>st</sup> March 16. A series of further officer and member workshops are scheduled through March 16.

### **R 5.4**

**Develop a Communications and Engagement Strategy to improve understanding of the Elected Members role within the organisation ownership of the Essex Fire Authority strategic direction.**

- A Communications and Engagement Strategy was completed and submitted to the Senior Management Board and shared with Expert Advisory Panel members who have provided feedback. This strategy includes our approach to Essex Fire Authority; to ensure that elected members of the Essex Fire Authority are more visible to employees; with relevant and timely communications shared with the Essex Fire Authority members.
- Members are currently updating their profiles and sending additional information. These profiles will be shared with employees on our intranet in March 2016.
- Essex Fire Authority area added to Service Net Intranet. The area includes a list of Fire Authority Members, map of Members, Essex Fire Authority agendas, minutes and outcomes.

### **R 8.1**

**The creation of the 'Your Voice' Employee Forum will offer Members access to a representative group of employees. The forum will be asked to include a regular meeting with Members in their terms of reference and consider how else they may wish to interact with Members.**

- Your Voice Employee Forum now has 57 members from across all areas of our Service. The Forum has met three times so far; looking at how we can develop the relationship with Essex Fire Authority Members, reward and recognition initiatives and dialogue around issues raised about uniform in the Cultural Review.
- Essex Fire Authority Members and the Expert Advisory Panel have been invited to attend every second Your Voice Employee Forum, the first of which took place on Thursday 10<sup>th</sup> March.



## Essex County Fire and Rescue Service – February Achievements

**R2.1** - Your Voice Employee Forum now has 57 members from across all areas of our Service and has met three times so far.

**R12.5** - Specific training for Human Resources staff and some senior managers has been delivered (March to April 16) to prepare them for overseeing the organisational design and development challenges of change.

**R12.5** - E-learning for Achievement First and the Competency Framework was issued on 1st March 16 to support managers in discussing work place behaviour and encouraging positive behaviour.

**R14.2** - Proposal received from Head and Heart Leadership to work with Leadership Team to define Leadership Behaviours and Charter between now and May 16.

**R22.1** - Meeting held with UK Mediation on the 15<sup>th</sup> February to discuss: Launch, branding, setting expectations, champions/gatekeepers, language, timescales for selection and training and where it sits within the organisation.

**R23.2** - At February's Your Voice Employee Forum, the group suggested several ideas around reward and recognition and has given feedback on what an annual ceremony could involve.

**R23.2** - The Make Some Noise Employee Engagement survey results were published in February 16. Presentations from our survey provider People Insight have been delivered to the Senior Management Board / Strategic Delivery Board, Your Voice Employee Forum and Union colleagues.

**R24.1** - The BEING (Lesbian, Gay, Bisexual and Transgender) group has been recognised for their work. Stonewall send out their 'best practice of the week' to share good ideas across a range of organisations. On 22<sup>nd</sup> Feb they shared Essex County Fire and Rescue Service's work.

**R25.2** - Review of succession pooling currently taking place with the Expert Advisory Panel.

**R32.3** - The narrative around the options for change is being developed; both with employees and Essex residents. Activities include: 4 press releases, 128 social media posts, Twitter reach - 1.18m people, Facebook reach – 57,000 people, 7 library exhibitions, 26 employee briefing sessions and 4 daily news employee communications.

**R33.3** - Essex Fire Authority area added to Service Net Intranet. The area includes list of Authority Members, map of Members, EFA agendas, minutes and outcomes.